

ZN WSH Zarządzanie 2014 (2), s. 231-243

Oryginalny artykuł naukowy
Original Article

Źródła finansowania publikacji: Słowacki projekt VEGA nr 1/0539/14

Authors' Contribution:

- (A) Study Design (projekt badania)
- (B) Data Collection (zbieranie danych)
- (C) Statistical Analysis (analiza statystyczna)
- (D) Data Interpretation (interpretacja danych)
- (E) Manuscript Preparation (redagowanie opracowania)
- (F) Literature Search (badania literaturowe)

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IMPORTANCE AND ROLE OF SOCIAL MATURITY IN THE CONCEPT OF HOLISTIC MANAGERIAL COMPETENCE

ZNACZENIE I ROLA SPOŁECZNEJ DOJRZAŁOŚCI W KONCEPCJI HOLISTYCZNYCH KOMPETENCJI MENEDŻERÓW

Summary: Holistic approach, its nature and importance in examining opportunities and threats of the global environment on planet Earth. Utilization of knowledge of general systems theory and cybernetics in applications of holistic approach to examine the objects and types of global environment. Holistic managerial competence, its system and significance in solving the problems of global environment. Problems of European Union in today's global crisis. Position and task of the social intelligence in holistic managerial competence. Options and need of evaluating the holistic managerial competence in solving the present global crisis. Results of a survey on the importance of pillars of holistic managerial competence for the present and in terms of sustainable development.

Key words: humanitarian crisis, holism, holistic managerial competence, social intelligence

Streszczenie: Autorzy rozpatrują istotę i znaczenie holistycznego podejścia w badaniach stanu i zagrożeń środowiska na kuli ziemskiej. W badaniach obiektów i rodzajów środowiska wykorzystano ogólną teorię systemów oraz cybernetykę. Rozwiązywanie globalnych problemów środowiska zależy m.in. od holistycznych kompetencji menedżerów i dlatego w artykule dokonano analizy znaczenia ich poszczególnych elementów składowych. Na tej podstawie podjęto próbę określenia miejsca i roli społecznej dojrzałości w całokształcie menedżerskich kompetencji. Ukazano też potrzebę i możliwości wartościowania holistycznych kompetencji przy rozwiązywaniu problemów związanych z aktualnymi zjawiskami kryzysowymi w gospodarce europejskiej i światowej. W końcowej części artykułu zaprezentowano rezultaty empirycznego badania aktualnego znaczenia poszczególnych filarów holistycznych kompetencji menedżerskich dla trwałego rozwoju gospodarczego.

Słowa kluczowe: kryzys humanitarny, holizm, holistyczne kompetencje menedżerskie, społeczna dojrzałość

Introduction

*We have entered the age of sustainable development. Either we sign a peace with the planet or we ruin the hard earned prosperity. Choice seems clear but actions are what counts, not words. Humanity continues its walk on the road of destruction, guided by short-term greed and ignorance.*¹

J.D. Sachs

Global crisis has struck each type of global environment. Especially geopolitical- authoritarian and economical-financial environment is dealing with, as J. D. Sachs said, “short-term greed and ignorance”² of incompetent management by the individual countries’ leaders, politicians, owners and top managers of banks and international corporations. Mainly due to their lack of holistic competence, great threats arise in other types of global environments – legislative-law, commercial-media, nature-ecology, and technological-technical – resulting into unhuman state of social-humanitarian environment. Connection between stated types of environments is apparent and their interdependence and incompetence of leaders, chiefly their low level of social intelligence, is the cause of civilisation’s humanitarian crisis. It is needed to look for the solutions to this crisis in usage of holistic approach in finding solutions to the specific problems of every single type of environment, but above all in change of competences – duties, authorities and responsibilities of leaders, top managers and in the system of their choosing on the basis of evaluation of their level of competence to perform these competencies. Leadership positions in international corporations, organisations and institutions, in political bodies and state institutions should be occupied by subjects of management with highly developed degree of holistic competence.

1. Holistic approach – holism and options of its use in managing global environment

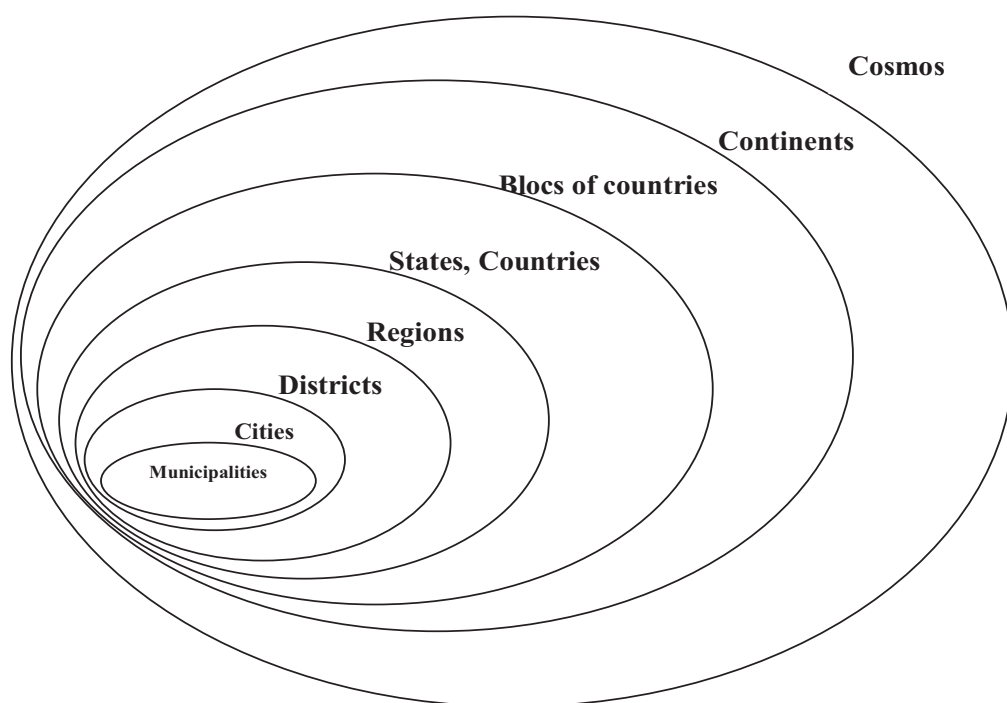
Complexity of global environment’s problems leading into global crisis rises a task in front of scientific community and representatives of practice, find and use ways to solve managerial problems, which allow human civilisation secure its sustainable development. History

¹ J.D. Sachs, *Project Syndicate*, „Hospodárske noviny“, 03.04.2014, p. 13.

² Ibidem.

of creation and utilisation of holism philosophy shows that when taking into consideration specifics and impacts of global environment on individual, spatial and geopolitical parts of planet Earth, the use of holistic approach is much needed and may bring positive results.

Figure 1. Planet Earth as a whole made of spatial and geopolitical parts



Polish researchers have noted that the creation of a holistic management method can be greatly assisted by one of the oldest philosophies in the worlds, the Chinese I-Cing. "It contains an implicit metatheory of modern, comprehensive management models and methods"³. The full exposition of the I-Cing has the alternative title: "The Book of Change."

I-Cing can provide the methodological basis for building a strategy for "organisations with unclear borders, functioning over ill-defined areas." In such a situation the firm – environment dualism does not apply, because everything is related to everything else. Therefore if we strengthen ourselves, i.e. the business, organisation, colleagues etc. On the contrary, by resisting something, we also weaken our own position and situation in the organisation and in leadership. According to the principles of I-Cing philosophy, every asymmetry in the universe has an interesting characteristic. It enforces action, expels us from a state of lethargy and indifference, an attitude which, since it has no creative character is doomed to destruction. At the same time all beings, whether consciously or unconsciously, tend towards a state of balance. "Harmony is the goal of all activity."

In the case of business it is better to speak of a "precarious state of balance" between it and its internal and external entities. Contemporary organisations must be treated as entities "immersed in the sea of events."

³ K. Perechuda, *Filozofia I-Cing w zarządzaniu*, Warszawa 2008, p. 7. The other citations in this part of article are also from this book.

Holism is a philosophical knowledge about universe as a whole (but also about planets, Earth, continents, blocks of countries, states, regions, cities and municipalities), which can be understood only through interacting parts, from which this entity is formed. Even though not only scientists, but politicians, businessmen, bankers, and other powerful people on planet Earth, accept and respect the concept of holism as well, however, in daily practical life of managing countries, corporations and banks, they prefer and utilise individualism.

Particularly scientists and academics in many cases use term paradigm, when interpreting knowledge about the world and its perception. "Paradigm is knowledge (idea, worldview) through which people perceive and live particular fact. Paradigms influence our perception of facts as true, they support what we promote in daily life, according to what we make decisions, because we trust it. Shortly said, paradigms create our reality. Holistic perception of our world and its facts demands a change of our paradigm"⁴.

Perception of the whole as interacting parts is not just simple "sum" of individual parts, but "synergy", new "emergent" characteristic of the whole, which is created by interactions of individual parts. Every whole has its role, purpose whether made by nature or by human. Basic task of management entity is to determine a goal for the whole, which allows and ensures its implementation for sustainable development, as well as development of wholes, with which it interacts.

Complexity of setting up the goal for each whole and its implementation is determined predominantly by the following facts:

- Types of global environment and its essential interactions (relations and links) with other types of environments and global environment as a whole, their opportunities and threats. Global environment on our planet can be distinguished, classified from different perspectives. In our researches it has proved useful to sort global environment into seven groups (social-humanitarian, political-authoritarian, natural-ecological, technological- technical, economic-financial, legislative-law and business-media environment). Later we will note results from our survey, where respondents stated, who is responsible for crisis.
- Level (degree) of importance of individual pillars and holistic management competence (capability) of top managers, but also managements entities on each job (levels), importance of their knowledge intelligence – knowledge pillar, level of importance of their social intelligence – personal pillar, level of importance of their application intelligence – ability to utilise knowledge and social maturity in practical life.
- The results of the survey and respondents' opinions about importance of individual pillars nowadays as well as for long-term sustainable development of civilization with emphasis on significance of social intelligence pillar show a need of attention from representatives of geopolitical power and international economic-financial corporations for humanitarian development of civilisation.

Statistics and research show who prospers from ongoing globalisation and who is motivated to use its opportunities. In many parts of planet Earth – in multiple countries, municipalities – global multinational business and geopolitical rule of individual countries cause greater threats to population which lead to worldwide humanitarian crisis and fewer opportunities for better life.

By humanitarian crisis we understand a state of civilisation, when there is high number of starving people without means to obtain food, sick who cannot afford cure, homeless without means to find home, uneducated unable to get education, all who die daily due to senseless wars and terrorism.

⁴ A. Adams, *At Home with Holistic Management*, "Holistic Management International" 1999, p. 176.

Humanitarian crisis is also caused by global economic-financial business environment and ignorance of with it connected threats of political and authoritarian environment in “democratic” elections by elected representatives of individual countries’ governments. Economic-financial environment is global and its management is in hands of governments. This state is cause of decreasing number of richer people and increasing number of poorer ones around the world. In 2011 we searched opinions on question, who is responsible for today’s global, economic-financial crisis. We asked 300 respondents, from which 261 answered twice. Wide range of respondents included managers of financial institutions (banks), international corporations but also students finishing their studies. We asked twice, once before providing scientific materials and once after it.

Respondents in first round of answers thought that crisis was caused by following representatives (Table 1):

Table 1. First response

<i>Subjects responsible for crisis</i>	<i>Number of respondents</i>	<i>Percentage</i>
Banks	65	25%
International corporations	52	20%
Politicians	47	18%
Judiciary, courts	26	11%
Mass media	18	7%

Respondents chose different subjects as well, such as scientists, home business, teachers, parents, and other (53 respondents – 19%).

After study of standpoints presented in foreign and national scientific papers, the opinions of respondents on responsibility for global economic-financial and humanitarian crisis changed. Change of order is illustrated in Table 2:

Table 2. Second response

<i>Subjects responsible for crisis</i>	<i>Number of respondents</i>	<i>Percentage</i>
Politicians	111	43%
Banks	88	34%
International corporations	32	12%
Judiciary, courts	10	4%
Mass media	8	3%
Other subjects	12	5%

Demands on politicians to solve current crisis and other threats are in most cases ineffective. It seems politics and politicians are unable to deal with their own crises. Political leaders, even if elected democratically are usually incompetent to solve these problems and threats. They focus on authoritarian priorities in the term they rule and this term which lasts four years is often not long enough for them to understand global threats. That is the reason why research, even within the European Union, should focus more on protection from

incompetent politicians. Nowadays, majority of laymen but experts as well see that actions and speeches of politicians are not resulting from needs and will of citizens – voters, but from pressure of strong international corporations. Owners (shareholders, investors, financial institutions), but also businessmen, media moguls and law firms benefit the most from global business conditions. They, arising from the ownership, hire managers who can often in a fierce competitive struggle, based on Darwinian principles of survival, take a chance and win, of course, in favour of the owners, but also of themselves.

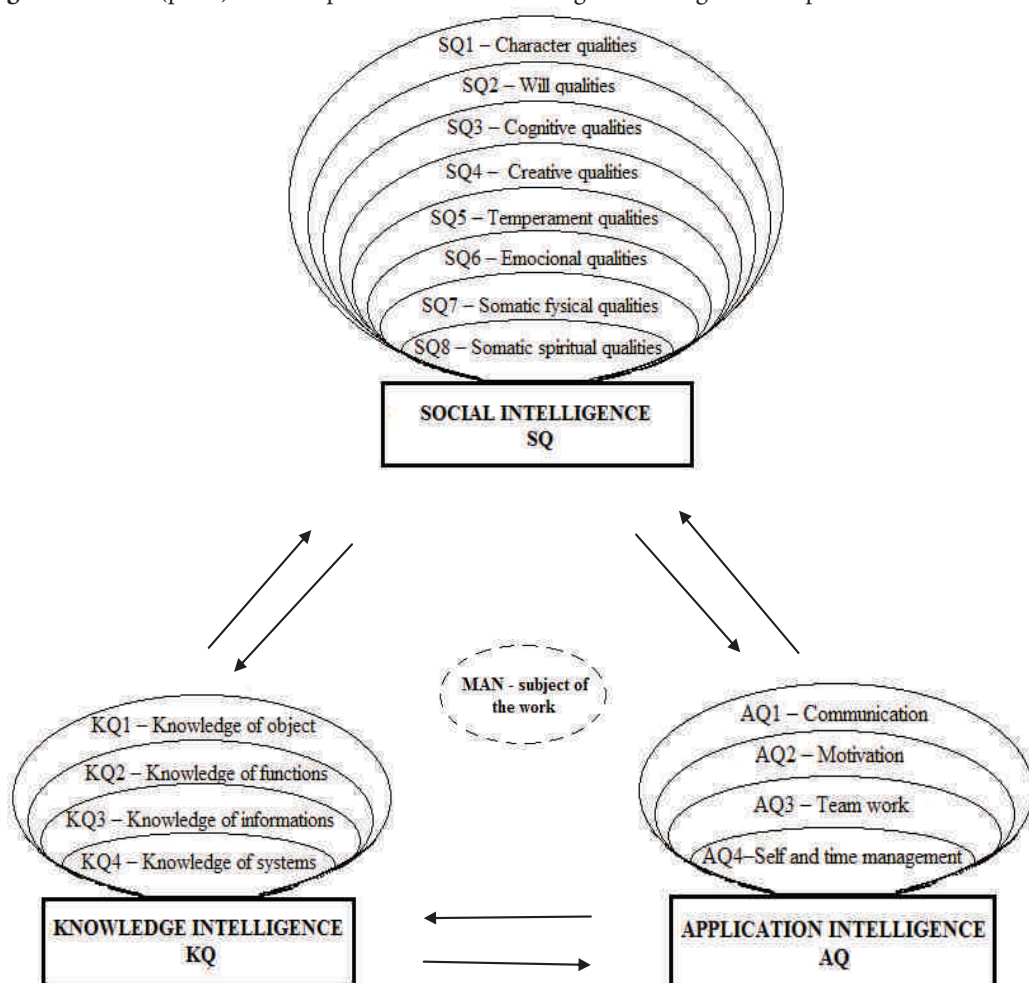
The role of scientists is to examine and describe in what are today's globalized business environment the greatest threats to human civilization, but also which opportunities it provides for its further sustainable development. Scientists increasingly point to the need of both scientific knowledge and naming of the existing problems of contemporary civilization, but also at such solution that fits the mission and meaning of human life.

2. Holistic model of work and managerial competence and its decomposition

Holistic competence of management entities is a fundamental and paramount solution to threat of global crisis and long-term sustainable development of civilization. Danger of the current global crisis of civilization is not in the hands of those who own property and have caused a crisis and do evil to the poor and unemployed people, but the danger is coming from those whom we, in the liberal “democratic” elections, give the competence (duties, powers and responsibilities) so they competently, responsibly and humanely manage civilization, grouped countries, states, regions and local communities. Simply, the current system of selecting political leaders does not guarantee competent management of civilization, what needs to be done to avoid harm and crises.

By using the holistic approach we observe the goal of creation of a holistic model of competence. Its common knowledge used for labour and managerial capacity should be useful not only in the business environment, but also in public administration and non-governmental or civic associations and other areas. We use concept “whole” in our methodology to research the system of holistic competence. We verbally express it by “model of holistic competence system” (HK), and its parts are the three pillars (Picture 2):

- Pillar of social intelligence (SQ), which we divided into eight personality traits
- Pillar of knowledge intelligence (KQ), we decomposed into four components of expertise
- Application intelligence pillar, which we decomposed into four components of applicable (practical) skills.

Figure 2. Pillars (parts) and components holistic working and managerial competences of human

Level of holistic competence (HK) in individual pillars (parts) – SQ, AQ, KQ, but also in components and elements of every mentioned part, next to genetic factors, depends on education of every person, on his upbringing, teaching and training. In other words, on his preparation for employee, managerial or leadership positions during his working life. Decomposition of holistic working and managerial competence of management entities as a whole into parts (pillars), components and elements was done based on the knowledge and experience gained during more than forty years of managerial experience and nearly fifty years of scientific research and academic and educational activities. This knowledge and experience were reflected in the creation of a questionnaire survey.

3. Developed social intelligence of human and options of its evaluation

Social and humanitarian sciences emphasise, in their researches and generalisations, the need to not only evaluate knowledge and application intelligence, but also social intelligence

(competence) of individuals and groups of people. Today's practice, however, puts emphasis mainly, especially in allocating working and managing positions, at the level of knowledge and ability to use the knowledge in work, i.e. skills. This is justified by the fact that the value of human work in product development, production of goods and services, in particular economic efficiency, profitability, and thus competitiveness depends on knowledge and skills to use it. It is less and sometimes not at all interesting for producers how are the results of the work handled. If decisive share on them had those, who contributed most to their effectiveness with their cognitive and creative activities, their will (diligence) and the ability to use the positive and suppress negative characteristics of his temperament and emotions and use their physical and spiritual health. Sustainable development of each country, groups of countries and life on planet earth will increasingly depend on holistic leadership and managerial competence of leaders of countries and their groupings and their collaborators. Currently, the choice of these personalities is carried on so called „democratic principles” that, in practice, promote choice that is based on the size of the funds that are available to each side to political party for their medial campaign. Of course, in addition to money, the nominees of political parties with communication talent with their media wizards are promoted.

Simply, the current system of selecting political leaders does not guarantee competent management of civilization, that's what is needed to prevent evil, and avoid crisis. Evaluation of competence is already in use, above all in the economic and financial environment and in certain other types of global environment.

Social intelligence is the basis for general and technical prowess of people, but also for our actions - practical skill. Socially intelligent people develop such knowledge, which makes the world a more calm, more peaceful and equitable. They use their practical skills to produce products and services that make people's lives healthier and more humanely fulfilled. Social intelligence is crucial for a peaceful life on planet Earth, based on the need of human behaviour of people to each other that goes beyond the individual human ego. Using it, we consider not only the existing values, but also creatively discover new.

Professional literature of management still more urgency emphasises pillar or dimension of social intelligence of workers in general and particularly politicians, owners and managers. Existing publications on social intelligence emphasize only certain aspects of human personality traits which are incompletely reflecting the rules for the distribution of created products. Social intelligence only emphasises these aspects:⁵

- social responsibility of organization,
- culture of work,
- morale of business manager, but also work ethic, ethical standards,
- compliance with accepted rules and standards,
- attitudes of workers,
- social sensitivity

Social intelligence, however, is far broader concept to define but it is not easy. In our approach to social intelligence, repertoire valuing the elements of personal characteristics, should be extended and should include:

- willingness to share fairly with established values with people who are involved in their production,

⁵ I. Vágner, *Systém managementu*, Brno 2006, MU, p. 432.

- helping other people in cases of emergency,
- moral management of own and foreign assets,
- have a natural need to abide by accepted laws and rules,
- think, act and behave humanely

All is not quite right when the voice of the voter with developed holistic intelligence has the same weight as the voice of the voter who cannot read, write or even speak the language of the country in which he lives.

In the second half of July 2012, print media disseminated information that Swiss researchers have found a link between the cortex within the brain and altruism or generosity of human.⁶ They found that the more of the grey bark one has in some area of the brain, the more generous and willing to share the money or other material things with other people he is. French daily *Le Temps* said that the explanation may lie in the fact that these individuals use their mental capacity “to overcome the natural selfishness of man.”

Scientists from the University of Zurich in their scientific studies indicate that the amount of grey matter distributed at the junction of the two lobes indicates how the individual concerned will be willing to help other people. Study participants, the results of which were published in the journal *Neuron*, were asked to share money with people who they did not know. The fact that they were willing to share some of the money was seen as an altruistic sacrifice, because it helps the other person on their own expense and therefore shows that one is able to empathize with other's situation, thoughts and feelings.

The results of research of the University of Zurich about the links between the grey bark within the brain and humanity (altruism) of man opens the way for speculation if other personal characteristics, such as will, creativity, emotions and others have sites in the brain, knowledge of which would suggest level (extent) of social intelligence of man. Maybe in the future it will be possible to evaluate the level of social intelligence, but also knowledge intelligence and application intelligence according to other principles and other methods, as it is today.

Evaluation of levels of personality traits of people, thus their social intelligence, is increasingly becoming the subject of research projects. „Scientists at Oxford University have discovered in the brain - frontal pole side, forcing you to think about whether you have done a mistake and whether it could be done differently. Only people have it and it is as great as Brussels sprout. This inner voice evaluate the correctness of the decision, including the moral choice between good and evil. Oxford scientists have found a conscience without realising it. Each person has two of these centres located behind each eyebrow. What needs two consciences? One commands us to steal money and other claims that it is wrong.”⁷

In 2013 we organised our own research about importance of social intelligence pillar within the holistic managerial competence. Questionnaire survey was attended by 110 managers, 95 full-time students and 95 part-time students. They were asked to evaluate holistic competence of managerial entities by defining the extent of importance of its three pillars (parts). Of the one hundred points, they were to allocate any number of points to each of the three pillars, knowledge intelligence (KQ), application intelligence (AQ) and social intelligence (SQ).

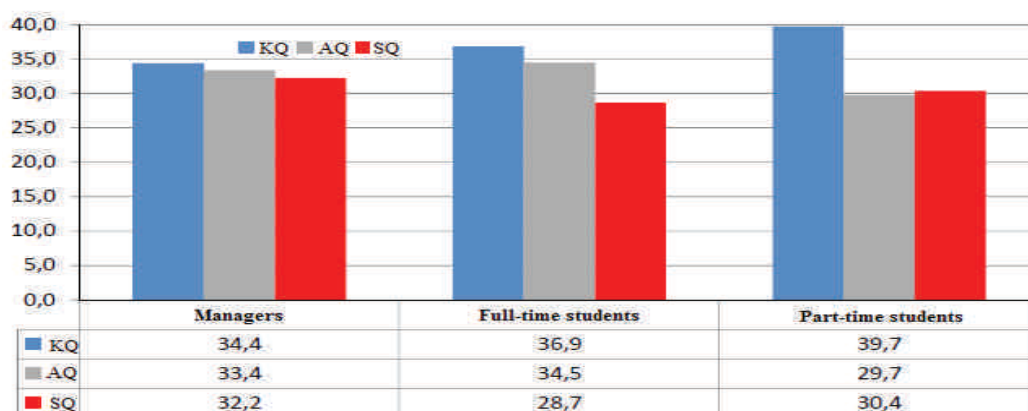
While full-time students rated social intelligence with an average gain of 28.7 points as the least important pillar of holistic managerial competence, external students awarded it with average 30.4

⁶ Pravda, daily, 19.7.2012, p. 26.

⁷ The Independent, Pravda 31.1. 2014, p. 31.

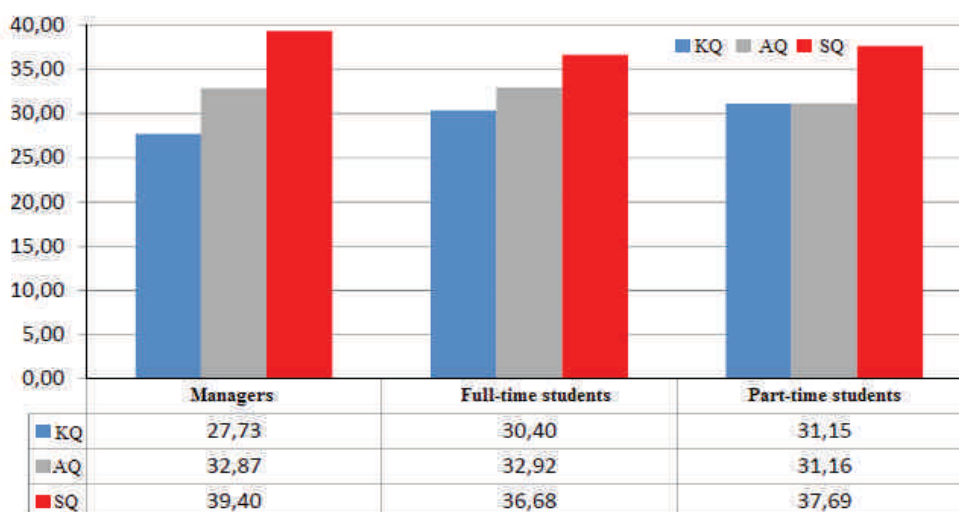
points and put it in the second place behind knowledge skills. Managers considered social intelligence as the least important pillar, although the difference was very small compared to the other two pillars (Graph 1). In the responses we see clearly the actual problems of daily and part-time students. While full-time students (as well as practice) in undergraduate study often complain about the lack of focus on the application of theoretical problems, external students are motivated to supplement their lack of education at universities. External students very strongly preferred knowledge when compared to application intelligence as the difference is up to ten points.

Figure 3. Scores of the pillars of holistic managerial competence of respondents - present



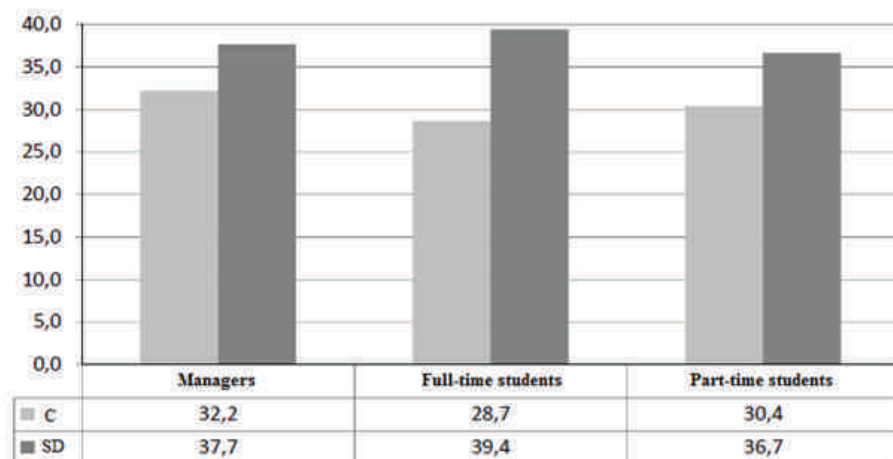
The same evaluation was made with a thought of sustainable development in mind. As shown in graph 2, their preferences were automatically shifted towards social maturity.

Figure 4. Scores of the pillars of holistic managerial competence respondents – sustainable development



Shifts in preferences among different groups of respondents from current view and looking towards the sustainable development shown in Graph 3.

Figure 5. Comparison of scores given by respondents to pillar of social maturity in terms of current situation and sustainable development.



Part-time students increased the value by 6.3 percentage points, while decreasing mainly pillar of knowledge intelligence. They, therefore, assume that although today they are often forced to increase their knowledge, its importance will decline in the future at the expense of working skills and especially social intelligence. Full-time students increased the value by 10.7 points. Similar to part-time students, they decreased the importance of knowledge intelligence (-9.3 points). We assume that one of the reasons is inflation of education, as anyone can study at university nowadays, cost of education decreases and number of students increases. Although managers added the lowest amount to social intelligence (5.45), but also, as graph 3 shows, they distinguished the pillar from other two the most. They took points from knowledge (-3.24) as well as application intelligence (-2.21). We hope that this is a good signal and managers will soon begin to use social intelligence as factor in choosing their employees.

Results are filling us with hope, that world is heading to a better future. While these days world suffers from economic crisis, which is causing us to be less considerate and more self-ish, the future can lead to significantly better behaviour from side of individuals. Individuals create groups, societies, countries and population which is why we can expect the world to change after crisis and shift their values.

Conclusion

The aim of holistically competent and socially intelligent individuals at each work position (politicians, statesmen, owners, leaders and managers), in each area of the global social environment should be:⁸

- fulfilment and development of human (philanthropic and altruistic), non-egoistical attitude to the meaning and purpose of human life;
- making efforts and gaining knowledge and their use on behalf of oneself and other people;

⁸ J. Porvazník a kolektív, *Celostná manažérska kompetentnosť a jej ohodnocovanie*, Vydavateľstvo Ekonóm, Bratislava 2013, p. 32.

- acquisition of relevant knowledge and their creative use in personal and working life;
- effective use of appropriate concepts of temperament to obtain profession and its application in working life, so it fills personal life as well;
- use of positive emotions to enrich their daily life and suppression of negative emotions in their impoverishment;
- strive for their physical and spiritual health;
- develop their personality traits and use them to raise humanity of daily life;
- influence solidary and merit distribution of created values, according to obtained and utilised level of holistic competence;
- use social approach to the needs of those with disabilities and disadvantaged people;
- shape and utilise mutual trust in everyday life;
- lead people to right relationship with nature and more.

We believe that among us people are many who believe that this world can be made better for future generations. Among these people are the ones who would be able to save this socially unjust society and manage it so that it filled its humanitarian, human mission. Such people, we call them people with developed holistic managerial, controlling or leadership competence, must be asked and given competencies (duties, rights and responsibilities) to cope with the power of super class and representatives of multinational corporations. The project of socially mature and, for the people of our civilization, socially just society has already started. It's just that people who believe in it, must get on such managerial and working positions, that will allow them to continue on this project and will not be intimidated by the power of Darwinian fundamentalism of already mentioned people from multinational business companies they use to maintain their wealth and power and are not afraid to use even inhuman ways to keep it so.

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