

## INFLUENCE OF SELECTED CHARACTERISTICS OF THE MANAGER ON THE MANAGEMENT OF ENTERPRISES IN THE BESKIDS REGION

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**Purpose:** This paper presents the results of a study characterizing managers of enterprises operating in the Beskids Region. The research attempts to identify selected personality traits of managers and assess the impact of these traits on organizational management. This research presents a picture of the existing reality and approaches to the use of abilities, creativity and skills of the manager in the Beskids Region. The research attempted to identify selected characteristics of managers that can affect organizational management. The research was a pilot study.

The main objective of the study is to better understand the subject and satisfy the knowledge of the manager's work and his characteristics, which significantly affect the management style of a particular organization.

**Design/methodology/approach:** The research attempts to identify selected personality traits of managers and assess the impact of these traits on organizational management in the Beskids Region. A diagnostic survey method was used for the study. A survey questionnaire was used as a tool.

**Findings:** The results of the pilot study confirmed the general thesis that business management is influenced by the manager's personality traits and the manager's skills.

**Research limitations/implications:** This research should be treated as pilot research. It is proposed to increase the number of surveyed managers in the Beskids Region.

**Practical implications:** It is proposed to introduce systematic conducting continuous monitoring of the perception of the impact of managers' personality traits on company management in the Beskids Region. Making managers aware of the importance of the impact of their personality traits on company management and achieved results will encourage them to develop themselves and participate in training and training in the field of human resources management.

**Originality/value:** New in the paper is an identification and analysis of the impact of managers' personality traits on company management in the Beskids Region. Effective managers should use liberating management, which stems from the resilience of the organization and a positive attitude towards the efforts of employees performing specific tasks.

**Keywords:** manager, management, enterprise, personality traits of managers.

**Category of the paper:** empirical researches.

## **Introduction**

Each of us has certain abilities that characterize only him. Each of us is unique. Our traits, whether physical, mental or acquired or innate, affect how we function and coexist with other individuals. The personality traits of each of us define ourselves, but also in different ways and in different forms determine our influence on other individuals.

Each social role requires the possession of certain traits or talents that enable one to perform a certain function at the level of society, the group, co-workers and family.

This study attempts to identify and evaluate managers of companies operating in the Beskids Region with regard to the impact of selected characteristics of the manager on the functioning of the company.

The main objective of the study is to better understand the subject and satisfy the knowledge of the manager's work and his characteristics, which significantly affect the management style of a particular organization. The following research questions were formulated: what personality traits do they use in their work?, what role does the manager play in his company? what skills are necessary in the work of a manager? The research questions asked allowed for defining the area and direction of research.

## **Role of the manager in the management of the organization**

A manager is a person whose primary task is to implement the management process. It is the manager's responsibility to make decisions, plan and organizing (Griffin, 2017, p. 7). Any person who makes decisions is responsible in a company or organization for the management process is called a manager.

According to G. Bartkowiak and H. Januszek (Bartkowiak, Januszek, 1999, p. 142), a manager is a person who is primarily responsible for the company's situation in the market. "In any situation, the primary goal of the manager is the development of the enterprise, through which he achieves satisfaction, professional success and social prestige".

M. Holstein- Beck (Holstein-Beck, 1996, p. 1), on the other hand, claims that a manager is a person who must "rule over some whole, manage it completely i.e. economically, energetically and responsibly". A manager today is a person who has experience, relevant qualifications and leadership qualities. He is expected not only to have substantive knowledge, but also the ability to manage people, delegate tasks. A good manager must have a whole set of qualities and skills that enable and facilitate his work. These include: interpersonal skills, conceptual abilities and technical skills. The former are related to communication, while the ease of establishing contacts and appropriate contact with subordinates is an indispensable

characteristic of a good manager. Of course, no less important are conceptual abilities, that is, the ability to think analytically, logically and abstractly. A manager should also understand and organize the production process.

An interesting thesis on the characteristics of a manager, both personal and learned ones is presented by K. Obłój. He believes that the best managers are so-called leaders. He also claims that the oldest approach to the leader has always been based on three assumptions:

- the ability to lead stems from certain character traits,
- a leader a person is born, not becomes,
- leaders (what "average" managers mostly lack) have charisma.

K. Obłój citing research and analysis from various fields of life, gives the characteristics of a true leader: appearance (superficiality), personality traits, interpersonal skills and management skills. He must also have qualities that enable him to perform the role of an organizer i.e. he should skillfully plan, set and enforce tasks. An excellent manager must have communication skills, be able to convince others, deal with difficult people, have tact and personal charm (Obłój, 1994, p. 117).

The most desirable personality traits of a manager-leader are: self-confidence, ambition, achievement and success orientation, assertiveness, stress tolerance, persistence and firmness, intelligence and courage. And the necessary skills of a manager-leader are: creativity and innovation, tact and diplomatic talent, persuasive speaking and listening skills, quick decision-making, ability to set tasks and organize work (Drucker, 1999, p. 118).

P.F. Drucker stated that in an organization there must be people who are responsible for the mission, the processes, the tasks and their results. "There must be a conductor who keeps an eye on the score. There must be people who are focused on organizing the mission, who set the strategy for execution and determine what the results are" (Drucker, 1999, p. 52). He argues that a normally endowed person can, through practice, achieve full competence in a given field. One may not be a brilliant manager, because it takes special talents to do so. He identifies five habits that seem to have their foundation in a person's personality traits. For perfection and being effective you need systematic development but also individual qualities. To be an effective manager one should:

- skillfully manage your time,
- use in people what is best in them,
- focus on the external world,
- introduce hierarchies of goals into your actions,
- deal only with the most important matters (Drucker, 1994, pp. 36-37).

According to R.W. Griffin (Griffin, 2017, p. 24), managers "often have to make decisions and solve problems based on intuition, experience, instinct and personal views on things". Not only learned skills but personality traits, intuition and ingenuity greatly help a manager to lead an organization.

The report "Polish Manager in Times of Crisis" presents the most valued qualities of a manager. It turns out that not only education, specialization in one's field but also interpersonal qualities, talent or objectivity are important (Anam, 2024).

The qualities of each manager and his subordinates as well as the organization's customers are "culturally marked". It is important for every head of an organization to have the intuition and ability to see culturally conditioned problems. Every effective manager of an organization should be aware of the existence of cultural stereotypes in his own and others. Looking in terms of personal human behavior, a leader in a group had to have emotional resilience in order to calm and help the others in a moment of crisis. This is also true in the organizational dimension, a manager must calm the anxiety of employees and strive to calmly survive the most difficult moments.

The attributes of a manager cover various areas of organizational leadership and are essential in managing subordinates and the entire structure. These qualities are produced as a result of experience, favorable character traits, degree of personal culture. It is on professionalism, the ability to bring about change, enthusiasm, drive and talent but also on knowledge and experience that the entire process of completing tasks depends.

From the beginning of the twentieth century to the end of the second decade of the twenty-first century, the position, role and importance of the manager underwent many transformations, caused mainly by changes in technical, technological and information advances in the world. Currently, the role of the manager is changing as a result of factors, situations, attitudes, expectations, etc., resulting from the very different structures of organizations (Kieltyka, 2016, p. 4).

Examining the literature on the subject, it can be concluded that the pace of a manager's work is very dynamic, and the activities performed are short-lived and varied (Hare, 2012, pp. 163-172). At present, it can also be said that managers are strongly action-oriented rather than thinking-oriented (Jedrzejczyk, 2012, pp. 173-183). In fact, a manager acts primarily on an ad hoc basis, in response to various stimuli. Managers are constantly haunted by the need to choose between what can be done and what should be done. The manager as a reflexive planner seems to exist only on the pages of classic management textbooks. Real managers act on an ad hoc basis because the nature of their work forces them to do so. Managers perform a lot of routine activities, actively participate in various types of negotiations and deal with the processing of "soft" information that concerns the interface between the organization and the external environment. Given the technological transformations taking place in communication using digital means of communication, the use of older, less interactive communication channels can no longer be justified (Kieltyka, 2016, p. 4).

## Attributes of the manager of the future

Economic progress, the socio-economic situation, the expansion of markets, globalization, which is creeping into every area of life, poses new challenges for organizations and thus managers new challenges. It is now necessary to constantly adapt to change, the model in which one directs others only by defining goals, such as reducing costs, high quality production, giving orders or controlling subordinates, is no longer sufficient.

Global trends require adaptation to global changes - the emergence of a new type of manager - international manager. In this style of management it is necessary:

- acceptance of national differences,
- social responsibility of the company,
- guided by the welfare of employees,
- reduction of procedures in the management of the company,
- sensitivity to social changes,
- decision-making based on internal agreements - between management and employees,
- sensitivity to social change,
- orientation to the production of products, more leadership, fewer commands,
- good mastery of foreign languages (Stępczak, 2003, p. 14).

Today, a management style based on creative leadership is preferred. It is based on interaction, giving employees more freedom to make actions and decisions, supports their development and motivates them to act.

U. Gros (Gros, 2003, p. 67) defines the characteristics of a global manager as a person who transcends his country with his knowledge, expertise and management issues. He has a transnational background and is open to multiculturalism. According to U. Gros, such a manager must possess qualities that will allow him to cope with any situation in his own country as well as abroad. These qualities are:

- constant deepening of knowledge, constant striving to cross linguistic, cultural and political boundaries, unbridled curiosity,
- emotional connection with employees of different nationalities,
- ability to manage uncertainty,
- double sense - management of the company plus organization.

The qualities that a manager of the future should exhibit were also identified by E.H. Schein, he believes that it is necessary:

- achieving a high level of perception and understanding of the environment,
- having great emotional strength - in order to cope with his own and others' anxiety,
- learning to analyze cultural premises, identifying them,
- constantly deepening one's knowledge,

- willingness and ability to involve others and get their active participation in solving the complex tasks that the new situation will bring, sharing knowledge and the power to control according to the knowledge and skills of people which allows and encourages them to take responsibility (Schein, 1997, p. 89).

The study of employees' personalities is an area of constant interest for researchers, for example: the characteristics of employees' personality traits in turbulent environments have been developed using the "Big Five" five-factor personality theory (Rogozińska-Pawełczyk, 2013, p. 95), the "bright" and "dark" sides of an employee's personality have been distinguished (Bajcar, 2019, p. 75), a model of managers' professional personality has been created in the context of the concept of constant individual personality traits (Wilsz, 2014, p. 25).

Thus, the manager of tomorrow must be intellectually brilliant, flexible and consistent in action. Open to the initiatives and ideas of subordinates. He should care about his own development as well as that of his employees. A strong will and motivation to complete tasks is the way to success. The manager of the future must be familiar with models and techniques for planning financial and technological issues, as well as the principles governing organizational dynamics. Globalization further forces the manager to have the ability to navigate different cultures and the ability to adapt quickly to the environment. "A global manager should be a cosmopolitan who represents knowledge of different cultures, a skillful negotiator and an initiator of cooperation" (Hazuka, 2024).

## **Image of a manager**

Among the most important skills that any manager aspiring to become a senior manager should have are: the ability to operate in a multicultural environment, the ability to think systemically, the readiness for continuous learning, interpersonal skills, the predisposition to run a business entity independently, conceptual skills, analytical and diagnostic skills.

A manager's skills give a picture of his overall image. This image includes not only individual qualities, predispositions or skills, but also the entire personality of the person who plays the role of manager. In this personality, his intuition, emotionality, mentality, social adaptation, predispositions of psychological nature and social nature, which lead to effective and efficient management, deserve special mention (Kieltyka, Jedrzejczyk, 2013, pp. 375-386).

The success of a manager is determined by the involvement of his entire identity especially including non-rational elements such as intuition, mentality, seventh sense or mental qualities. In addition to a high degree of expertise (often strict), a manager should exhibit self-reflection about himself and have a kind of awareness of what he wants, intends or does for the organization. In ad hoc activities, he should think about opportunities and ways to take

advantage of them, solve problems efficiently, look for opportunities, and be guided by the need for success (Penc, 2001, p. 36).

There is an increasing demand for employees, eager to develop their intellectual potential, able to handle very large amounts of information efficiently and able to create their own innovative information. Thanks to such employees, scientific, technical and technological progress can take place, thanks to which their companies will be able to cope with global competition and "if employers want to have creative, entrepreneurial and effective employees with a high degree of "intellectual capital", they should first of all employ the right people, i.e. those whose values of constant individual personality traits correspond to the qualities desired in an employee in a given position, as they guarantee the proper implementation of the functions of the position. In order for such employees to be effective, appropriately selected individualized interactions should be directed to them, due to the values of these traits of theirs, because mainly such interactions effectively stimulate the creative activity of a person and contribute to the growth of his "intellectual capital" (Wilsz, 2012, p. 139).

### **Impact of selected characteristics of the manager on the management of the enterprise in companies in the Beskids Region**

Today there is a widespread awareness that the most important resources of an enterprise are no longer raw materials, capital or material values, but employees, their knowledge, qualifications and motives, which they follow in their quest for better work, change and progress (Penc, 2010, p. 20). This realization was an incentive to undertake research to characterize the characteristics of modern managers. Managers who, in the modern economy, represent the strategic wealth of the organization.

Currently desirable personality traits of managers are: self-confidence, activity, attitude to self-realization, positive self-esteem, ability to make decisions, independence, flexibility in thinking and acting, ease of speaking, empathy, energy. Emotional competence (emotional intelligence) seems to be dominant, which in practice is expressed in the ability to form interpersonal bonds, communicativeness and empathy. (Kieltyka, 2016, p. 8).

The research attempted to identify selected characteristics of managers that can affect organizational management. The research was conducted among managers managing small, medium and large enterprises located in the Beskids Region. The research was a pilot study.

The main objective of the study is to better understand the subject and satisfy the knowledge of the manager's work and his characteristics, which significantly affect the management style of a particular organization. The following research questions were formulated:

1. What personality traits do they use in their work?
2. What role does the manager play in his company?
3. What skills are necessary in the work of a manager?

Against this background, the general hypothesis was established: "the management of the company is influenced by the personality traits of the manager and the skills of the manager" and the following specific hypotheses:

1. Intuition plays an important role in the work of a manager.
2. Managers primarily play a leadership role in the organization.
3. Persistence and decisiveness are the qualities that managers most often use in their work.
4. Interpersonal skills are essential in the work of a manager.

A diagnostic survey method was used for the study. A survey questionnaire was used as a tool, which consisted of factual questions and metric questions.

The survey was conducted with managers in 60 companies in various industries, including: automotive, service and trade, financial, medical, educational and local government in the Podbeskidzie region. The survey was conducted in November/December 2023.

The surveys included 29 women (48%) and 31 men (52%). Among the respondents, more than half work at the middle level (department managers), 38% of the respondents are owners or CEOs of companies. The smallest group accounting for only 5% are front-line employees. The surveyed managers reported in 23 cases that they graduated with a degree in economics, 18 in the humanities, and 17 in a technical field. Two people among all respondents gave other answers. One person reported that he had a high school education, the other that he had graduated from medical school.

### **Traits of the best manager in the survey**

The best and most effective manager, like any other employee, is first and foremost a person who performs his duties with passion, and the results of his work give him satisfaction. This assumption was confirmed in our survey. Most of the respondents perform their tasks with full commitment, and the work gives them satisfaction. The work performed for 87% of respondents is satisfying, 10% of respondents chose the answer "I don't know", and only 3% of respondents the work performed does not bring satisfaction.

Managers for whom the work performed brings satisfaction reported that it is knowledge and experience that ensure success (30.7%). On the other hand, managers whose work does not bring satisfaction equally (25% each) said that ambition, education, knowledge and experience, and talent guarantee success. Those who could not clearly answer the question of whether work brings them satisfaction chose acquaintanceship as an element of success.

The majority of respondents - 92% do their work with passion, 8% said, that they perform their professional duties without passion.

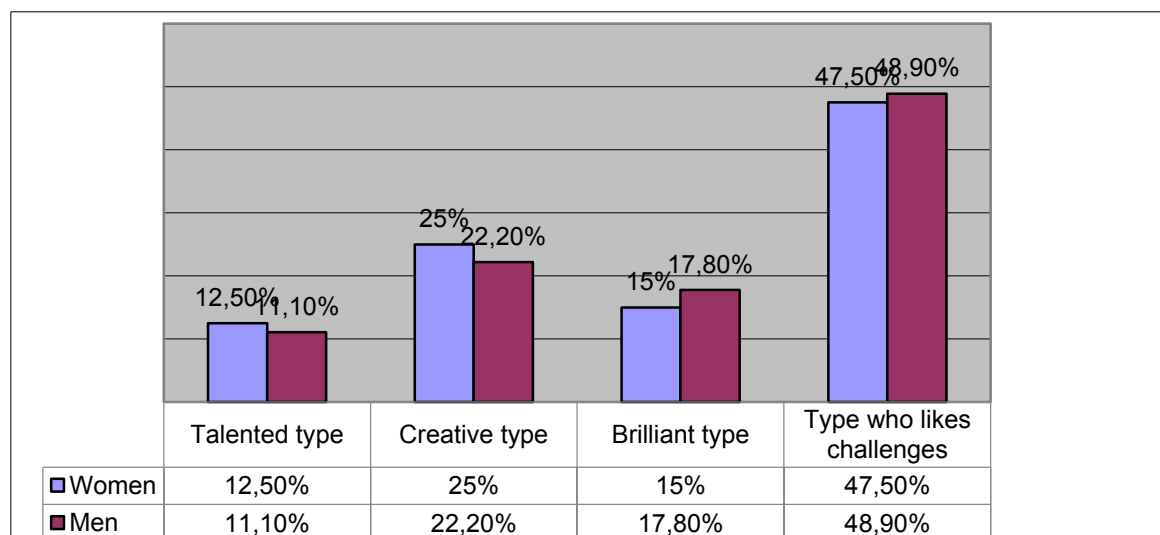


Managers today should have the knowledge and experience to solve any problem in the company. Professional practice is the basis of an effective and creative manager. Increasingly, a manager is required to be honest and fully dedicated to the company.

The largest number of respondents, 30%, reported that knowledge and experience ensure success in life, followed in turn by education - 16% - valued by respondents, then integrity - such an answer was chosen by 15%, ambition was indicated by 14% of respondents, 13% - acquaintances, 11% - talent, and 1% chose to enter another answer.

Respondents were also given the opportunity to evaluate themselves and indicate what kind of employee they consider themselves to be. The majority of managers consider themselves to be specialists in their industry (35%), or skilled professionals (32%) in their field. Leaders as well as talented managers are considered by 15% of respondents each.

48.2% of respondents say they enjoy challenges the most. 23.5% of all respondents rate themselves as creative, 16.5% brilliant and only 11.8% consider themselves talented. It is noteworthy that an almost identical number of women (47.5%) and men (48.9%) say they are the person who first describes themselves as a manager who likes challenges (Figure 1).



**Figure 1.** Perception of managerial qualities according to respondents.

Source: own research.

Respondents, when making decisions in the company, are firstly guided by an analysis of the situation - 35% of respondents indicated so, followed by the importance of experience in the decision-making process - 29%, knowledge (21%), intuition (9%), opinion of others (4%). Only 2% of respondents gave the answer - instinct and emotions.

Talented managers believe that talent makes them successful (26.3%), while creative managers also point to talent and ambition. Managers who described themselves as brilliant chose connections (23.3%) as the path to success.

People who consider themselves to like challenges believe that success in life is primarily ensured by honesty (52.9%). The success factors in a manager's life indicated by the surveyed managers are presented in Table 1.

**Table 1.**

Success factors in the life of a manager according to respondents

Success factors in the life of a manager	Familiarity	Integrity	Ambition	Education	Knowledge and Experience	Talent	Other
Type of manager	%	%	%	%	%	%	%
Talented	16,7	11,8	15,2	14,6	14,9	26,3	0
Creative	20,0	26,5	27,2	17,1	22,5	31,6	33,3
Brilliant	23,3	8,8	15,2	19,5	11,9	10,5	33,3
Fond of challenges	40,0	52,9	42,2	48,8	50,7	31,6	33,4

Source: own research.

A manager is an individual who must fulfill several roles, each of which affects the management process. Roles are divided into three basic categories: interpersonal (representative, leader, liaison), informational (observer, promoter, spokesperson) and decision-making (entrepreneur, resource dispenser, negotiator, counter-disturber).

17% of respondents consider themselves leaders, 14% play the role of a representative, 13% of managers each chose answers for both resource disposer, anti-disruptor and negotiator. The least number of respondents indicated answers - spokesperson (5%), observer (5%), promoter (4%). The analysis indicates that respondents primarily point to interpersonal roles (leader, representative) and decision-making roles (counter-disruptor, resource disposer, negotiator). They are mainly focused on designing and implementing changes in the organization, resolving and reducing conflicts, distributing resources outside the organization.

The ideal manager is a person with technical, conceptual and interpersonal skills. The level of skills depends on one's knowledge, personal abilities, or experience. Technical skills are necessary to perform and understand how to do the job, and enable the manager to perform operational management functions. A manager must also have the intellectual potential (conceptual skills) to understand the principles of the organization and its environment. A person who manages an organization cannot work well with subordinates if he does not have interpersonal skills. A manager must be equipped with the ability to connect with employees, understand them and motivate them.

Respondents on the scale ranked conceptual skills (42.3%) highest as the most important, followed by interpersonal skills (40.8%) and finally technical skills (16.9%).

A good manager should have the ability to think strategically, the ability to make decisions quickly, and must be one hundred percent focused on executing the entire management process. Courage, energy and high realism are qualities without which one cannot be the best manager. High ambition allows those running an organization to achieve the greatest success in management. Manager, is a profession that requires the ability to see human needs and empathy. Survey results confirm these assumptions. The surveyed managers indicate that they make intensive use of their qualities in management, such as strategic thinking (11.2%), intelligence (9.8%), entrepreneurship (9.4%) and resistance to stress (9.4%).

## **Conclusions and recommendations for managers resulting from the research conducted in the Beskids Region**

The ideal manager should, even under unfavorable conditions, put in maximum effort and commitment. Challenges and their realization are the essence of a manager's work.

The responses of managers regarding professional success can be divided into two main types. For respondents, success is firstly positive achievements, execution of a plan, introduction of a new product, etc. The second group of responses can be categorized as those related to the person of the manager. Respondents also indicated as their individual success - promotion, improvement of qualifications, winning awards or designations.

This understanding of success can be attributed to a good manager - an ideal combination of caring about the condition, functioning and development of the organization with the need for continuous improvement, supplementing knowledge and skills. Awards, honors and promotions testify to the reliable work of the manager.

A survey of managers in enterprises in Beskids Region allowed us to identify important characteristics of a manager that have an impact on his work:

1. A manager who performs his work with commitment, passion and satisfaction not only performs his duties well, but infects his subordinates with his enthusiasm.
2. A manager who takes on challenges is open to new solutions, which he can discuss with his subordinates to create a well-functioning system.
3. Interpersonal skills enable managers to understand the opinions of employees, but also allow them to influence them effectively.
4. The ability to think strategically is helpful in creating, but also allows one to anticipate the results.
5. Motivate so that subordinates perform more willingly what they need to perform.
6. The qualities of a good leader guarantee cooperation with employees.

The results of the pilot study confirmed the general thesis that business management is influenced by the manager's personality traits and the manager's skills.

Making managers aware of the importance of the impact of their personality traits on company management and achieved results will encourage them to develop themselves and participate in training and training in the field of human resources management.

Effective managers should use liberating management, which stems from the resilience of the organization and a positive attitude towards the efforts of employees performing specific tasks. Above all, they must be enthusiastic about what they do. They should inspire, encourage, be open-minded and creative, and set an example of ethical behavior. An effective manager should be a cosmopolitan with excellent general education, tolerant of other cultures, efficient in teamwork, with an independent way of thinking and acting (Kiełtyka, 2016, p. 10).

## Summary

Employees in the current market situation are extremely valuable assets of an organization. The good functioning of any institution depends primarily on the manager and his subordinates. The human resources of any organization are its strategic resource, which is worth taking care of. "It can even be said that the development of human resources is an essential strategy for the survival and development of the organization. The development of employees should, therefore, be a fundamental value for both the organization and itself" (Listwan, 1993, p. 73). Increasingly, competition between organizations is based firstly on human potential, the better the staff the more innovative the solutions. It is the committed, properly motivated and reliably working team of people that is now the most valuable asset of a company.

The management staff of companies in the Beskids Region are people who work with full dedication to company matters. They are individuals who enjoy being challenged. Managers use their personality traits to manage the company. These include intelligence, strategic thinking, entrepreneurship and ingenuity. Often, both men and women use intuition in their daily duties, but skillfully reconcile rational aspects with intuition.

A manager of the new generation is a person with a large body of knowledge and a high level of intelligence, especially emotional and social intelligence (Kuc, Żemigala, 2010, p. 240). He should be characterized by special innate personal and interpersonal predispositions, imagination, courage, leadership skills to be able to efficiently manage the organization (Kozłowski, Piotrowski, 2006).

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