

The importance of developing management skills for the consolidation of business leadership

La importancia del desarrollo de habilidades directivas para la consolidación de liderazgo empresarial

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Abstract

When a young professional graduates from his university career he faces a very different reality, where in principle he stops being a student to play the role that his profession demands, and immediately he is required to have the necessary skills to start his working life. Likewise, the personnel that has worked in operational positions, when obtaining a promotion to a managerial vacancy within an organization, must develop skills to exercise in a more strategic than operational manner. That is why managerial skills play an important role in the modus vivendi of society itself, since people develop in a world of work that requires, in addition to knowledge, the abilities and skills to perform productively and generate competitiveness of their context. The present work is a correlational analysis between the managerial development and the existence of leadership, in an organizational system, since the lack of the latter outlines competitive deficiency in an institution or company, and even within a determined sector.

Managerial skills, Leadership, Intellectual capital

Resumen

Cuando un joven profesionista egresa de su carrera universitaria se enfrenta a una realidad muy diferente, donde en principio deja de ser un estudiante para jugar el rol que su profesión exige, y de inmediato se le es requerido tener las competencias necesarias para iniciar su vida laboral. De igual manera, el personal que se ha desempeñado en puestos operativos, al obtener una promoción a una vacante directiva dentro de una organización, debe desarrollar habilidades para ejercer de una manera más estratégica que operacional. Es por ello que las habilidades directivas juegan un rol importante en el modus vivendi de la sociedad misma, puesto que las personas se desarrollan en un mundo laboral que solicita, además de conocimientos, las capacidades y destrezas para desempeñarse productivamente y generar la competitividad de su contexto. La presente trabajo es un análisis correlacional entre el desarrollo directivo con la existencia de liderazgo, en un sistema organizativo, ya que la carencia de este último esboza deficiencia competitiva en una institución o empresa, e incluso dentro de un sector determinado.

Habilidades directivas, Liderazgo, Capital intelectual

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Introduction

Researchers and consultants such as Whetten and Cameron, (2011), Pochol, (2006), Codina (2006), Daft, (2004), as well as private and public sector institutions, including academic institutions, the service industry between others, has fostered the comprehensive study of the skills that managers should have in organizations, is an issue that occupies all countries for the economic and social impact it has on different sectors and services that are provided in the industry, in order to achieve greater productivity; in global trade, to attract the largest number of clients, now more demanding than before to have a wide range of options to meet their needs, therefore it is intended to support decision making with theory.

Making a remembrance of the beginnings of the administration, emphasis was placed on the structure and management behavior, as determining factors to increase the efficiency of the companies, with the classical theory of Henry Fayol (1841-1925). Later with Frederick Taylor (1856-1915), he proposes that the productive force was in the working base who have the knowledge and skills of the work. Until the contribution of Peter Drucker (1909-2005) makes on the efficiency of the manager, where he considers the effectiveness of a set of habits that are part of the being of the executive. It begins to identify the qualities that the manager should have, such as the efficient way to control his time, the direction of the efforts towards results, the formation of efficient teams, the effective decision making.

Description of the method

The structure of the method comprises six fundamental phases for the development of managerial skills.

1. Motivation
2. Conflict management
3. Empowerment and delegation.
4. Formation of effective teams and teamwork
5. Effective communication.
6. Decision making.

Each phase must be integrated by a self-evaluation of each competence, to identify at what level the manager is.

The motivation phase must be developed by establishing the following content:

- 1.1 Diagnosis of work performance problems related to motivation.
- 1.2 Increase in motivation and performance.
- 1.3 Improvement of individual skills.
- 1.4 Motivation techniques
- 1.5 Elements of a motivation program for workers.

Content of the competition

Attitude of understanding and filiation in the adaptation of the environment to give it a sense of life. It is considered the interaction of various elements that intervene in the perception of each individual in working life.

Indicators of performance

The manager

- Identify the various elements that intervene in the perception of each individual in working life.
- Identify the elements for the design of a motivational program for workers.

In order to evaluate the previous competence, the following integral instrument is proposed:

Evaluation scale

- | | |
|---|--------------|
| 6 | Forever |
| 5 | Frequent |
| 4 | Sometimes |
| 3 | A few times |
| 2 | Almost never |
| 1 | Never |

I enjoy the activities that I currently do	1	2	3	4	5	6
1. When I'm on a vacation trip I prefer to camp outside	1	2	3	4	5	6
2. I would really enjoy a job that required a lot of travel	1	2	3	4	5	6
3. When it is very hot, I like to swim in the sea or in a pool	1	2	3	4	5	6
4. I enjoy a job that challenges my ability	1	2	3	4	5	6
5. I enjoy working to help others solve problems.	1	2	3	4	5	6
6. If I had to choose between a job with many challenges to my ability with low pay and another with daily work but with good pay, I would choose the first (with challenges)	1	2	3	4	5	6
7. I like to be outside on a cold day	1	2	3	4	5	6
8. I get tired of always seeing the same familiar faces	1	2	3	4	5	6
9. I like people who are expressive about their emotions, even if they are eccentric or somewhat unstable.	1	2	3	4	5	6
10. I would like you to hypnotize me	1	2	3	4	5	6
11. I prefer to work by commission to have a salary.	1	2	3	4	5	6

Table 1 Indicate the level of positive response
Source: *Didato, Salvatore V, 2011*

Enjoy solving a difficult problem.	1	2	3	4	5	6
12. Feeling frustrated to see that their solutions do not work	1	2	3	4	5	6
13. Feeling disappointed to see that the board of directors rejects its strategic plan	1	2	3	4	5	6
14. Feel pride when a colleague recognizes their creativity in a management meeting	1	2	3	4	5	6
15. Feel gratitude when an assistant helps you find critical information	1	2	3	4	5	6
16. Feel anger when you discover that your subordinates did not meet a goal	1	2	3	4	5	6
17. Your mood to see altered when everything goes well in a day of work	1	2	3	4	5	6
18. Your mood to see altered when the day starts with a problem and things continue from bad to worse.	1	2	3	4	5	6

Table 2 Responsiveness in a difficult situation
Source: *Adapted from Amabile, T. Y Kramer, Steven, 2011*

Emphasizes facts, details and data	1	2	3	4	5	6
19. Look for clear and objective solutions.	1	2	3	4	5	6
20. Focuses on the validity and credibility of the data	1	2	3	4	5	6
21. Highlights accuracy and accuracy	1	2	3	4	5	6
22. Emphasizes structure, plans and preparation	1	2	3	4	5	6
23. Seeks to create agendas, schemes and processes	1	2	3	4	5	6
24. Focuses on methods, preparation and follow-up.	1	2	3	4	5	6
25. Highlight prediction, rules and routine.	1	2	3	4	5	6
26. Emphasizes creativity, risk acceptance and innovation	1	2	3	4	5	6
27. Look for the new and the ambiguous	1	2	3	4	5	6
28. Focuses on action, spontaneity and possibilities	1	2	3	4	5	6
29. Highlights the interaction and use of many sources of information.	1	2	3	4	5	6

Table 3 Detection of operational actions
Source: *Adapted from the proposal by Cools and Van den Broeck, 2007 Compiled by Whetten and Cameron, 2011*

When studying the competence of the managers by means of the previous tool, there is an integral scenario of the internal aspect of the person, being basic for the learning of the same one, since in the majority of the current problems on learning in the organizations it is necessary to because there is no motivation, for that reason the instrument was divided into three fundamental aspects. It should be noted that each of the fundamental phases for the development of management skills and therefore for the consolidation of business leadership, must be diagnosed by analyzing the key aspects of each of them as it was shown in the previous phase (motivation).

General analysis

To diagnose the causes that originate the labor problems can be of diverse natures. These can be internal or external to the individual; for this, research has been carried out to identify the factors that make the individual have productivity in their work. One of these factors has been the motivation, both intrinsic and extrinsic, that is, what motivates from the inner part of the human being as well as from the external factors that come to the individual.

In principle it should be made very clear that nobody can motivate anyone. What can be done is to create an environment conducive to her own search for her own motivation. So also the motivation fluctuates between intrinsic motivation and extrinsic motivation, where the work you do is exciting, fulfills the desire to reach a challenge or look for alternatives of innovation or solution. And if you also receive financial compensation, recognition of your team, department or your boss; there where both are related.

When a boss asks a collaborator to do something, he or she immediately poses within himself, whether consciously or unconsciously, the question What do I gain by this? If you do not find a good reason, you can not expect to support with enthusiasm, you can do the task but without that additional ingredient called added value.

Each person has a particular way of feeling what happens every day at work, the thoughts, feelings and motivations that awaken in each individual is different. (Amabile y Kramer, 2012.)

The key word is personal perception, which is something very intimate and completely different in each person. It depends on personal experience, emotional intelligence, personal values, cognitive style, scale of needs.

There are a lot of personal dimensions to explore, here we will focus on six most important areas that are key to motivation in the worker.

The elements that come together in the daily life of a person move in the six phases already mentioned. That is why the attitudes that people present in a particular situation are so diverse.

Therefore, below are the elements to consider in personal development:

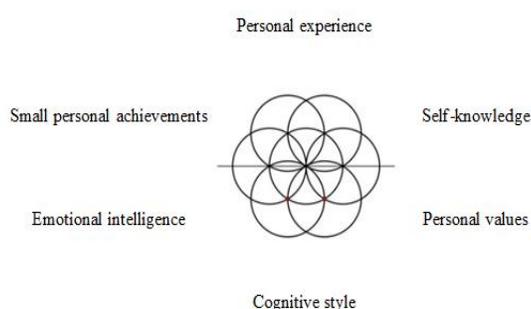


Figure 1 Elements that intervene in the working life of each individual

Source: Adopted on the basis of the proposals of Amabile and Kramer, (2011) Goleman (1999) Whetten (2005) and Perez Garmendia (2009).

Personal experience is closely related to emotional intelligence, for Goleman (1999), the emotional intelligence within one of its elements mentions the accumulation of experience that life gives us, "it is a kinesthetic sensation that certain people have", referring to a case of the research of the University of Southern California, which considered that strong intuitions are less frequent among young people than among old people, because life experiences are adding up.

The classical term for this strengthening of our guiding sensitivity is wisdom, and those who ignore the messages of this reservoir of wisdom are running a risk, concludes.

Conclusion

To be prepared in the decision making in a comprehensive manner, we can adjust the Proact method which proposes the process of defining the problem accurately, specify the objectives, create imaginary alternatives, understand the consequences, study the transactions, clarify the uncertainties, think Very well in your risk tolerance and consider linked decisions (Hammond, Keeney and Raiffa 2004)

The best method has to be proactive. The worst thing you can do is wait until you are forced to make a decision or be reactive.

A good decision does not necessarily guarantee a good result, nor does a bad one necessarily give a bad result.

A person can have good luck and the careful can be a victim of circumstances, but a good decision does increase the chances of success and at the same time satisfies our very human desire to control the forces that affect our lives.

The above is relevant to reflect, since many of the aspects that are related to the decisions of managers have to do with the attitude of the same, which is why we must start with the development of the internal scope, to be able to respond in different circumstances, which will lead organizations to a potential development

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