

# Improving psychosocial competences of security manager – case study analysis

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## Abstract

In today's world, it is essential that each member of the management team, especially in such a specific area as safety, that psychosocial competences play a key role in the success of a particular undertaking, and even for the entire career of a person. Selected issues of social psychology related to the work of a safety manager are nowadays the basis for creating plans to educate such a specialist. This is mainly due to the fact that every manager works not with artificial intelligence, but with living people. In the case of a security manager, it should be added that in unpredictable situations. The article in the post-research part has a practical character. The development of efficient mechanisms based on sociopsychological proposals can, to a large extent, as in the case study indicated, increase the effectiveness of both the work and the team.

**Key words:** security manager, competences, psychosocial development.

## Introduction

The realization of various tasks in life requires the setting of specific goals. It is obvious that the goals we set ourselves can be short-term or long-term. I know from observing my own professional life as well as many colleagues that the implementation of the self-management process requires at least one specific long-term goal, which in the course of implementation is supported by actions with short-term goals. This psychosocial development, but not only, depends largely on two basic factors: thinking and intelligence [1]. Problems resulting from certain intellectual turmoil, which may hinder the process of realistic thinking, may, but not in every case, hinder psychosocial and, consequently, occupational development. Such conclusions can be drawn because one cannot only make plans and dreams, but must be able to realise them. The following sections of this article will provide concrete examples that will illustrate these statements.

Preparation of an appropriate psychosocial competence development plan requires observation of oneself and one's environment and the ability to critically assess one's skills. Therefore, for the purpose of this article, no additional tests have been performed, because we believe that everyone should be able to do so:

1. assess themselves every day and after every major task,
2. focus on your strengths, during the execution of the task,
3. find help from others in order to overcome the effects of shortcomings resulting from underdeveloped individual competences,
4. raise their qualifications, including psychosocial ones, in accordance with the requirements of the surrounding world, especially those with a low level of development.

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## Results and discussion

### Psychosocial competences in professional work – analysis

All the above mentioned points can be realized on the basis of observations within the framework of a case study, during professional work or functioning in other social groups even in the family. Our observations show that the plan for improving psychosocial competences should concern:

1. assertiveness.
- 2) Emotional Intelligence.
- 3) Creative Problem Solving.

Within the framework of the duties assigned to the security manager, the person subjected to the case study plans, supervises and controls the entire work in his or her unit except for the detailed part of finances. The person under study

has a master's degree in human resources management, which gives him/her a greater awareness of team leadership and of the development of different types of personal and team members' competences.

Introducing a stable and time-based plan for improving professional competence is feasible, but also very difficult. The examined person works for the first year of work in the new profession described. Dynamic and full use of all the knowledge he has is a serious challenge, especially from a legal perspective.

In order to select an appropriate programme for the development of psychosocial competences, the weak and strong personality traits must be identified in relation to the above mentioned competences requiring improvement.

#### Assertiveness

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>-He takes into account the opinion of his associates.</li> <li>-He can defend his opinion.</li> <li>-She's a good person.</li> <li>-He's aware of a lot of social engineering tricks.</li> <li>-She's a good person.</li> </ul>	<ul style="list-style-type: none"> <li>-He naively trusts his collaborators.</li> <li>-Too much fascination with certain ideas can block a sober look at certain issues.</li> <li>-He has trouble expressing his own, but true opinion, which can hurt others.</li> <li>-He's under pressure from the authorities.</li> </ul>

Source: own study

#### Emotional Intelligence

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>-Potrafi kontrolować swoje emocje w "standartowych" sytuacjach w pracy.</li> <li>-Potrafi tworzyć stałe więzi emocjonalne zarówno w pracy jak i życiu towarzyskim.</li> </ul>	<ul style="list-style-type: none"> <li>-He has a problem with controlling emotions in new subframe crisis situations.</li> <li>-He is not always able to guess or understand what kind of emotions others have.</li> <li>-He is not always able to evoke desired reactions in others through emotional stimulation.</li> <li>-Often emotions influence motivation and enthusiasm for work.</li> </ul>

Source: own study

#### Creative Problem Solving

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>-Able to modify experience in other organizations in order to solve new problems in other organizations.</li> <li>- Ability to "catch" new solutions while talking to others.</li> <li>- Is open to the ideas of others.</li> <li>- Can think outside the box.</li> <li>- Can create great things with little financial effort.</li> </ul>	<ul style="list-style-type: none"> <li>-Can apply a solution in other cases (frequent one-off ideas).</li> <li>-Limited to the solutions included in our culture.</li> </ul>

Source: own study.

### **Application of psychosocial competences in professional work – discussion**

The competences described in the previous section and the considerations of strengths and weaknesses can in practice be described from the perspective of competences as follows:

**1. Assertiveness** towards colleagues should manifest itself at every moment of work. An example of assertiveness towards subordinates during projects can help to enforce the company's or institution's organisational plan. A good security manager must guard his or her views, e.g. when delegating tasks to a project. This is especially important from the point of view of timeliness. Lack of consistency supported by lack of substantive arguments causes that the level of assertiveness of the manager as a leader decreases, and with it his authority. Assertiveness as the ability to convince and defend one's own reasons requires [2], in the case of a manager in particular, saying only "no", but also teaching others to think and convince. In a way, by developing assertiveness at home, we teach others assertiveness and the ability to defend themselves against aggressive attacks on us, which are intended to change our opinions. This competence is crucial because decisiveness [3], which is the only determinant of assertiveness, also builds the authority of the manager, which is extremely important in this profession. In the case of work as a manager, it is also not possible to say a simple "no" but it is advisable to support a negative answer with appropriate arguments. Of course, by analyzing the above, one can come to the conclusion that everything can be obtained on the basis of the right argumentation. However, this is not entirely possible. It is often required to use or support your argumentation with the seriousness of your function. It should be added, however, that assertiveness is a key competence for this case because it also involves the acceptance and proper acceptance of criticism.

**2. Emotional intelligence** in managerial work is also one of the key competences determining

professional success. Recognizing the emotional state of a co-worker helps to choose the right means of communication or to select the right substantive scope of information provided [4]. An example of using emotional intelligence can be the recognition of the first symptoms of depression in a collaborator, then a good manager who is a leader using the competence of emotional intelligence in an appropriate way must find the problem and try to suggest a solution. A less drastic example that happens during every mission or project is reaching out to colleagues. The leader has to recognize the mood of a group of people in order to choose the right methods of persuasion and how these methods can be implemented in practice. However, it is clear that a leader must also try to reach those colleagues who are in a different mood, have a different disposition and require different methods or behaviour to reach them. Therefore, emotional intelligence in a manager's work is the foundation of organizational and motivating, less controllable work where many aspects of the work are carried out in a formal way.

**3. Creative problem solving** is the third competence pillar of a manager's work. As it results from my observations, following the adopted patterns is a modern trend in HRM but also increasingly mentioned in the auxiliary sciences of security studies. However, the lack of creativity in the professional work of a security manager results in a decrease in the effectiveness of his work [5]. The interest of employees is gained through the introduction of various activating forms, however, these forms must be age-appropriate and tactical content [6]. Creative problem-solving is especially useful when acting as a manager, because in case of financial shortages it is important to find a way out of the situation often related to cooperation with other entities. As you know, motivation is the driving force behind every employee. Creative problem solving is also one of the motivational factors for further work.

### **Conclusions**

Common for all three competences is the analysis of one's own behavior and the effects of actions taken in professional work.

The proposed plan of improvement in the scope of assertiveness, emotional intelligence and creative problem solving is planned for the

whole year of professional and improvement work. Summary of the plan and evaluation of the effects is planned for the end of the year.

The general aim of the proposed plan for improvement of psychosocial competences is to

improve the overall performance of the safety manager and to increase the effectiveness of work, especially in the area of interpersonal contacts and creativity of action.

Assertiveness		
Increasing self-esteem in relation to authorities.	Drawing conclusions from criticism of my person and my conduct.	Increased caution when making quick decisions about your colleagues.
Emotional intelligence		
To learn new methods of self-control.	Recognizing emotional states - own and others.	Skillful use of emotional states of opponents.
Creative problem solving		
To learn new methods of creative problem solving.	Increasing the sense of value of creative thinking as an element of competitive advantage.	Increased awareness of breaking stereotypes as an important factor of competitive advantage.

Source: own elaboration.

It takes 3 months to improve each psychosocial factor in accordance with the overall objective and results. In accordance with the time target, the entire improvement plan has one month for the so-called "time traps". Due to the position held and legal provisions, a situation of consulting the plan with superiors may arise. Thanks to such an assumption it will be possible to obtain a more objective assessment of the effects of the implemented plan. This evaluation will be combined with an anonymous evaluation questionnaire conducted for the needs of the security company within the framework of the quality control system conducted in the company.

Achieving the desired results, both general and specific, will be possible for individual competences through the implementation of workshops in the field:

#### Assertiveness:

The aim of this workshop is to improve assertiveness and to present in which situations one should be careful to protect oneself and one's mentees from misunderstood assertiveness, which can be used by manipulators.

#### Emotional intelligence

A weekly consultation with a psychosocial skills trainer is planned for June. The aim of the

consultation is to analyze and draw recommendations from successes and failures in managing emotional intelligence. The consultation would take place 4 times each month at 90 minutes. In this way, the use of workshops will allow to broaden knowledge and improve skills, and consultations with a psychosocial skills trainer will allow to improve improved emotional intelligence skills.

#### Creative Problem Solving

The whole programme of improvement of psychosocial competences is constructed in such a way as to gradually reach the creativity which crowns the whole process of self-improvement. Two non-stereotypical thinking projects are planned for November. These projects are to deal with solving various types of problems such as marketing, HR or logistics. The projects should concern the right working environment in order to make the best use of the possibility of consulting a psychosocial skills trainer. In this way, you can again receive support from a competent and experienced person. The implementation of projects is the best method because it allows for the grinding of all competences and their use in different situations, i.e. during planning, implementation, control and evaluation.

The implementation of projects also allows for an ongoing analysis of one's abilities and self-assessment. The whole is carried out by one training company in order to ensure continuity of the material.

Facing the presented plan requires discipline in life and willingness to develop. Lack of these two factors will prevent proper implementation of the plan. Summary of the plan provides an opportunity to compare the state of work efficiency in December of the previous year with the state of work efficiency in December of the year after the improvement plan. In many cases, the implementation of training programmes can be a failure despite detailed analyses. One of the most serious threats to the implementation of the improvement plan may be:

- unwillingness to self-improve,
- shortsightedness in predicting the long-term consequences of future events,
- hidden depression,
- the volatility of legal and geopolitical conditions,
- the personnel situation within the organisation in terms of safety and membership,
- blind loyalty to ineffective and anachronistic principles and values,
- lack of ability to manage change properly.

There may be many factors that will be contrary to improvement as mentioned above. However, self-discipline, knowledge, and prudence can be hard pillars to achieve the intended self-improvement plan for assertiveness, emotional intelligence, and creative problem solving. In the case of a safety manager, the use of a system of values such as discipline or dedication can also play a key role in strengthening the effect of psychosocial competence. The observations in the case of the analyzed case study show that seemingly soft competences can be a binder for building foundations from hard competences for the safety manager.

Considering the significant progress and expertise of NATO in establishing and strengthening the cybersecurity mechanism of the Member States, Ukraine must become an active participant in these security processes. Thus, considering Ukraine's Euro-Atlantic ambitions, it will help to boost the reputation of the country and on the other hand, to establish the legal basis of national cyber security. Likewise, it facilitates the integration to NATO and development of an optimal model for the secure defense of domestic cyberspace. In the face of hybrid warfare and the implementation of e-governance activities, aspects of cybersecurity for Ukraine should be the subject of public policy.

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