

The competency of managers in 21st century

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Abstract

The most important element that is the most effective in organizations to achieve the goals, is management. Management as official representative director to coordinate and enhance the effectiveness of the organization is headed and the success depends on how the organization in achieving the goals of his administration. Success in role and perform of heavy responsibility more than anything is concerned to capability of the heads of the merit, skills, knowledge, insight and their ability. Managers' effectiveness also depends essentially and because of the importance of these factors in managers' success, consistent and continuous seeking and efforts in order to find and train those who have this type of competence, abilities and skills are effective and make them useful managers and leaders.

Keywords: competence, managers, 21st Century

1. Introduction

Today, competence has become a multitenant term with different meanings in diverse scientific fields (Mojab et al, 2011). In the literature on competencies, roles and different definition are existed, although all broadly are similar, but focuses on job responsibilities (Clark Varmit, 2010). Karami (2006) felt that a specific definition of competency idiom does not exist. Competencies are define as a bunch knowledge, characteristics, attitudes that have a great impact on occupation related to the individuals and can be assessed as an element associated with performance standard of training and development to be improved and chased. Competence enables individuals to work as a subtle (such as the right decision and do the required steps) complex and uncertain situations (Naderian, 1983). Chyorez and Chitam (2005) have expressed a general definition of competence. Competence is a thoroughly professional effectively within a range of levels that may be placed on efficiency with the highest level of excellence. Bartram (2005) describes competencies as a set of behaviors that are instrumental in attaining the results or output. International standards programs for education and training defined competencies performance as 'knowledge, skills or attitude that enables people to effectively work with standards to do a job or task (Chiang et al, 2006). An important point is that the competencies are not all qualifications and has caused experts to categorize the types of competencies. If we practice to develop managerial competencies model, must clear position on the classification of competencies they have accordingly, and build the model to be able to answer this question that the competence of the directors are saturated with which factors.

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1.1. Management based on competence

Management based on competence in other words, human resource management approach, offered after an important paper of Lawler (1994). That in that paper was talked of the importance of competence in organizations. Lovar investigated evolution of organizations, agencies analysis centered, and meritocratic organizations core competencies. Nowadays, a large number of organizations, competency-based human resource management practices (Competency-based HRM Practices) are applied. It is telling that despite its use and application in different ways, it seems competencies conceptually need for interpretation and clarification (Naderian, 1983). By examining the various definitions of competence, it seems that everything is so adorable like an umbrella, including direct or indirect impact on job performance. In other words, competencies indicate that the people how to act and how to react in certain situations, or how to behave. Psychologists have defined competence as stimulus, the character or outstanding skills that lead to better job performance. The definition provided by the international community performance (ISPI) says a combination of knowledge, skills, and attitudes that will enable staff effectively activities related to the job or job performance according to expected standards do deserve to be called. Spencer and Spencer (1993) define competence underlying individual characteristics that are generally effective performance Circuit criteria or superior performance in a job or situation, to the relationship. Kristid (1998) believes that the competence approach, is a new approach in the management of human resources and the Romans, trying to achieve a good soldier traits lengths to explain the Romans (Bayst, 2009).

1.2. Competency levels

Most experts say that separating the field of educational and technical qualifications levels to provide meaningful assessment is necessary. Competencies levels can have different applications. The main uses it to identify the current level of competency as well as to determine the necessary competence for everyone in various managerial positions that are equally to all deserve each category of managers. Certainly do not need. In addition, when preparing the model for each category of managers, it is based on a ranking or a combination of the action, it is essential ranking of competencies according to the most basic level of competence classifications referred to below (Salehi, 2009):

1. The individual level: competence includes skills, attitudes, characteristics, incentives and capacity and qualifications of employees

2. Organizational level: competence include the mix of various sources of particular way with each other. In other words, competence involves mutual knowledge and skills combined with other resources, such as knowledge of the system, routine works, procedures and technological products, core competencies at this level, bring a competitive advantage strategy.

3. Levels of strategy: create and maintain competitive advantage, specific combination of knowledge, skills, structures, strategies and processes.

1.3. Model and dimension of competence

The aim of any organization about competency model is providing a model for integrating human resources system performance (Dehghanan, 2007). Sherman et al (2001) summarized competencies required by managers in seven titles: leadership skills, training, allocation and resource management, staff supervision, control and reporting programs, professional development and community involvement initiatives. The competencies required by managers to the list: the influence, social responsibility, the ability to research, desire to succeed, decision-making abilities, interpersonal skills, initiative, confidence, managing human resources (Hang hou and Yang Ho, 2009). Mitchell Moore (2010) respect for competencies hierarchical, he divided competencies in seven categories. It also sees competency in the lower class to higher class the need for competence. This seven categories are as bellows:

1. Organizational
2. Group
3. Inter individual
4. Communication
5. Effectiveness
6. Occupational
7. Reasoning

1.4. Job basic competencies for the 21st century

Finn, Carmichael and Mayer carried out a research on key competencies required for employment in Australia (the ability to prepare young people for employment) and as a result of his research suggested that key competencies must connect through public education, vocational education and training be created. Also, Meyer Committee suggested after consultation with the long and extensive educational institutions, industrial sectors and various forums, eight key competencies young people need to enable them to participate effectively in the emerging enterprises and organizations work. These competencies include (Miler, 1999):

1. Collection, analysis and data set.
2. The exchange of ideas and information.
3. Planning and organizing activities.
4. Working with others in a group.
5. The operation of mathematical ideas and techniques.
6. Problem Solving.
7. The use of technology.
8. Cultural understanding.

The key competencies provide a framework of skills needed to be considered in global developments. Now, the key competencies as a nationally recognized framework in the education sector and industry attention is placed around Australia. Report utilizes of Meyer, great flexibility in system linking school and university education and the changing needs of society have been created. For example, schools may not be as private providers and providers of job training programs based on the needs of students enrolled. Dual programs, enable students to earn industry-recognized qualifications and at the same time to complete secondary education. In this way, the traditional attitude to spending time in the classroom

learning theory has abandoned and has evolved to reflect growing competence. According to studies carried out by released industry, university students studying, prepare a list of qualified job which are invaluable to employers and graduate students. Critical comments, teamwork, project management, scientific and research competence, quality and analytical skills, creativity and the exchange of spoken and written skills tremendously important, play fundamental role following the career of educated people. The following list is offered, are tools that a person can provide to help them increase insight, professional attitude and skills to their own and put them in everyday life and job to be applied (Eftekharzadeh, 2003).

- **Artistic and design skills**, such as visual and spatial planning, artistry, skills demonstration, drawing, design, mechanical drawing, design, relaxed living spaces, design and application of audio-visual equipment, taking a serious need for aesthetic, excellent taste, think creatively, act in a calm environment, modeling and shaping objects, construction, redesign, awareness of the signs and symptoms, writing poetry or poetic imagination, writer, playwright, directed and produced show stage theater, fine arts, the ability to use non-verbal language to express feelings, information, music and imaginative.

- **Communication, reading, and writing and discussing skills**: effective communication, ability to explain difficult concepts, summarizing, providing detailed reports, simple and accurate writing skills in a clear expression of vague terms for different audiences, verbal and language skills other languages, outstanding writing skills, the ability to explain things so that others will be able to visualize the returns, Advanced writing for political gain, video ads and promotional programs, the initiative in report writing, proficiency in speaking, Chinese characters, Proofreading and editing, interest in the continuous study.

- **Creativity include**: artistic creativity, literary and artistic innovation, literary and innovation.

- **Critical theories**: identification of problems, gathering evidence through investigations, assessments and conclusions, evaluating options, quantity ideas.

- **Follow details**: timely implementation, the pursuit of educational details, utilizes the achievements of others, conclusions of manipulated data, detection and correction of defects, controlling the activity of other, classify and modify the data.

- **Human relations skills and helping to others**: decent work based on teamwork, motivating colleagues, presented encouraging compliments, tend to build trust in others, expertise in interpersonal contacts, the ability to put yourself in the place of others, effective in talks with different people, specializes in sphere of communication roles, unusual abilities of others, treated fairly with others, shaping the space of a special and sensitive to public feeling in social situations, helping people's personal problems, in consider the scope for human error in calculations, good treat with other people and with problems, the importance of giving to others and family relationships and understand their problems.

- **Impressive and persuasive skills**: persuasion and influence the thinking of others, debating, clarifying the objectives, develop, recruit talent, motivating others, skills in how to deal, forcing different groups working together, the arbitration and mediation, create trust, encouraging and helping people to understanding their desires.

- **Innovative and thought-provoking skills**: the ability to see the possibility of experiments plans, the use of theory and research, production, innovation, willingness to test the new approach, commitment to empirical practices, sustainable development and the bringing

ideas, foresight and prudence, to coordinate the different elements and integrated them, linking unrelated issues, the ability of improvisation in the face of stimuli moment, extract the contents of other ideas, modeling, having the imagination and the ability to apply them, spatial memory and memory for recognizing faces.

- **Leadership skills:** lack of fear of taking risks that can be controlled, acute ability to make decisions, ability to independently move into new positions, the ability to initiate and communicate, ability to unusual unsupervised work, subtle understanding objects as they could be, projection, effective at the beginning of the changes, and gain the ability to see opportunities, cope with unexpected situations and crises emerge, search for more responsibilities, proficient in the face with difficult personnel issues, aspirations, motivation and guidance of others and proficiency in managing creative talent.

- **Machine and manual skills:** the use of tools, vehicles and equipment, design, shape and build, accurate work, showing agility and speed, construction, installation (assembly), deployment and installation.

- **Management and governance skills:** design and development, organizational studies, project design and develop programs, contracts, representation, planning and evaluation, management skills, among others, to gather and evaluate the performance of others in collective efforts.

- **Numerically management, finance and accounting skills:** planning and budget preparation, management, review, money management, financial planning and management, review and economic analysis, cost analysis, evaluation, estimation accuracy of the above specialized in computing and counting using numbers as a communication tool, located at the statistical problem solving, financial reporting and learning and remembering facts and figures.

- **Learning skills:** evaluation, screening tool, identify the needs of the people, the public mood, assess the situation, having cleverly combined with common sense, vigilance in observing human behavior, brilliance in recognizing the ability of others, persistent curiosity, detection, care people, events, objects and the environment, in search of new experiences, being careful listening, feeling extreme dynamics taste and sensitivity.

- **Managing staff:** risk taking (risk off), coping with changes, independent activity, fight defeat and failure.

- **Strategy skills:** monitoring of large and small groups, respond to audience comments and tantrums, public affairs and celebrations, dignified and graceful in public, feeling strong performance, display, model programs including radio and television, appearing in movies, being active, others laugh, playing music, singing, rhythmic, public sports.

- **Research skills:** formulating hypotheses, set design research, certain regularities in the management of research, implementation and analysis of investigative findings.

- **Social skills:** respect for differences, demonstrating ethical behavior and responsible citizenship.

- **Working group:** initiator of ideas within a group, participation - negotiate and to remedy any conflict.

- **Technical and scientific skills:** laboratory science, software, management systems and the Internet.

- **Of education, training skills:** training a person to perform certain tasks, planning the educational process, organization and management of educational, motivating learning environment, transport enthusiasm, explain, educate, facilitate a group, it could help to staff development, consulting, ability to listen and respond to questions, accept different ideas, advice and help people in making decisions and having a long-term commitment to learning.
- **Travel, sports and bureau skills:** ease of travel, sampling of the ground, the enthusiasm for the ocean, physical coordination and dexterity, gardening skills, general skills in sports, farming, animal husbandry and work with animals (Eftekharzadeh, 2003).

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