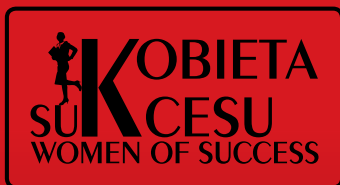


# WOMAN-MANAGER

## IN HORECA BRAND



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## Our history

"Success of Women Managers of Podkarpackie Province" is a project created by women for women, who usually pursue in many areas. We are all engaged in professional, social, as well as family life. Each of us tries to accommodate all of these roles, at the same time trying to take care of both individual and professional development. It is not always easy, because unfortunately, a day a day is too short. And there are many women like us all over Poland. We have decided to get acquainted with them starting from Podkarpackie Province.

Podkarpackie Province is a place unique for many reasons. The province which every year dynamically develops in terms of tourism and entrepreneurship. What is enchanting in Podkarpacie, is the fact, that progress and innovation do not supplant culture and tradition, which are important for the region's residents. Unfortunately, in Podkarpackie Province, women are only 32 per cent of high-level management staff and must face a considerable number of problems. Great Britain, unlike Poland, more effectively copes with problems, which affect women most often: lack of proper qualifications, inadequate number of trainings, unawareness of necessity to develop interpersonal and professional competences, as well as skills to maintain work-life balance. It was important to us, to look at their methods and use the experiences.

We reached women who manifest their femininity every day by means of effective and diligent carrying out of the tasks assigned. The women who combine a number of social roles, fulfil themselves professionally. With them and for them, we created a research programme allowing to determine essential competences of a woman manager in the tourism branch, and we developed a training and advisory programme, which started a discussion on a woman's profile and qualifications on a managerial position.

## Our project

"Success of Women Managers of Podkarpackie Province" is a project with a supranational component co-financed by European Social Fund as part of Operational Programme "Human Resources Development" 2007-2013. It aimed at building a model of professional competences for women working in hotel, gastronomic, as well as free time model. Based on the developed catalogue of competences 70 of the project participants takes part in a set of training and advisory activities.

## Main topical areas of the project are as follows:

- **Managerial competences** – managing human or material resources, delegating and enforcing tasks, motivating staff, negotiation skills.
- **Interpersonal competences** – managing a team, teamwork, assertiveness, managing (with) stress, maintaining work-life balance.
- **Computer skills** – advanced software and solutions helping to organize everyday work (Power Point, Gantt Project, Microsoft Word, Outlook, Excel).

## Key stages of the project:

- Quantitative and qualitative research concerning competences of women managers using solutions functioning in Great Britain
- Carrying out training and advisory sessions for 70 women, as well as providing individual support – professional coaching in cooperation with experts from Great Britain.
- Propagating the model of woman manager competences along with training and advisory programme (carried out) in Podkarpackie Province, as well as Poland and Great Britain

## Our team

We are a group of young, dynamic and effective women from two countries – Great Britain and Poland. As part of cooperation between two companies, EVACO Spółka z ograniczoną odpowiedzialnością (Limited Liability Company) based in Kraków and UK Spot from Bradford, we prepared and carried out (conducted) the whole of project activities.

**EVACO Sp. z o.o.** (Limited Liability Company) – „Success of Women Managers of Podkarpackie Province” Project leader

It is a family run business operating in the south-eastern part of Poland in gastronomic, training and advisory sector. For 25 years, the company has provided comprehensive services in: fitting with professional gastronomic equipment, providing technologic consultancy, designing gastronomic backstage (workplaces), fitting in with equipment, assembling, and servicing. The products that the company has on offer, are exceptional devices in terms of

modern technological solutions, durability and reliability. EVACO is carries out a number of projects co-financed by the EU funds, and offers comprehensive training - advisory services for micro, small and medium enterprises in the tourism sector, i.e. in management, customer service, communication, project management, balanced development and ecology. "Training of Tastes" has become the flagship product offered by EVACO. It is a series of culinary trainings conducted by chefs, as part of which project more than 400 chefs from Małopolskie (Lesser Poland), Śląskie (Silesian) and Podkarpackie Provinces, have been trained over the last 3 years. EVACO cooperates with coaches – practitioners, best chefs, business consultants, teachers and representatives of leading companies promoting ecologic solutions.

#### **UK SPOT - "Success of Women Managers of Podkarpackie Province" Project partner**

A company set up in 2010, run simultaneously in Great Britain and Poland. It specializes in developing programmes for competence trainings, based on accepted British standards. To date, it has produced more than 100 of the programmes. It carries out trainings and managerial courses aimed at target at women, mainly (taking place) in Leeds and Bradford, as well as consultancy in personal advisory services. UK SPOT also offers a series of both e-learning and stationary courses for Polish speaking clients. It organizes a wide array of coaching sessions and group training sessions in: personnel management, assertiveness, female leadership, resolving team conflicts, management and communication.

"Success of women managers of Podkarpackie Province" will be followed by further cooperation between EVACO and UK Spot, both as part of commercial undertakings carried out in the two countries, as well cooperation at grant projects co-financed with external resources on the territory of Great Britain and Poland.

#### **"Woman – manager in HORECA branch" model**

The publication we are handing over to your hands today, has been created with reference to topics, being the main topics for research carried out within the project. It is a collection of articles on the subjects indicated by the women, who were in-depth interviewed in Poland and Great Britain. It is a description of barriers and chances for the professional development of women on the labour market, possibilities to maintain work-life balance, as well as a proposition of a women managers competences catalogue, which aims to facilitate more efficient management and development of our work places.

*We invite you to cooperate!*

*Aleksandra Ścibich-Kopiec, Project Manager EVACO*



# Manager - the roles and competences

## **New profession: manager**

Each project regardless of its duration and scale is performed by people. In order for co-operation between them to be effective and successful, it is inevitable that someone who takes care of effective management. He or she will plan activities, prepare a schedule, estimate costs, assign tasks, and will consequently oversee the implementation and motivate colleagues to work. They will simply ensure that everything is done well.

An owner, supervisor, boss, manager - there has always been a person directing the work and responsible for its the proper and timely execution. However, only recently more attention began to be paid attention to the development of competences and ability of the person to be able to perform their duties more effectively. With the development of industry and increasing realization of ambitious projects a new profession has evolved – the manager .

Since the beginning of the twentieth century, followed by the rapid development of management as a science, which is also linked to the development of tools and resources which manager can use to perform their duties better. Nowadays, he or she has a range of incomparably greater resources than their historic predecessors. Owing to this, the profession has become one of the pillars of the development of a modern economy and society.

The term manager comes from the English language and is directly derived from the word “manage”. In general, a manager can be defined as the person responsible for the execution of tasks by people subordinate to him or her, whose aim is to increase efficiency by using appropriate management team tools. Managers differ by means of position occupied in hierarchical organizations (managers of higher, medium and basic level) and an areas in which they specialize (marketing, finance, manufacturing).

Currently, the labour market is subject to increasing professionalization of the profession in question, which depends on the industry and responsibilities. Employers look for: a product manager, responsible for creating and implementing of new products, both material and virtual, account manager - looking after existing customers and seeking new ones, payroll manager – managing salaries system, as well as office manager who is responsible for the office complex running. In the HORECA sector, the following have specialized: guest relations manager, responsible for maintaining good relationship with hotel guests, front office manager, responsible for the work of the reception, revenue / yield manager - managing booking and settlement systems, and of course, a restaurant manager responsible for the operation of the premises.

Managers are of paramount importance for the functioning of an organization, because they are primarily responsible for the use of resources, as well as planning and performing the tasks. The efficiency of the entire company relies on their effectiveness. Therefore, a huge responsibility, relies on them, requiring a special competence and skills that need to be constantly improved and developed.

## **Manager and leader - is this the same?**

Ideally, the successful manager is also a charismatic leader. However, a good manager is not always a leader who can inspire others, but excels at planning, delegation and organization of the entrusted tasks. On the other hand, a natural-born leader would not necessarily turn out well as a manager. Sometimes, being a manager and a leader at the same time is not feasible, and the choice between effective management and leadership turns out to be necessary. Who, then, is a manager, and who a leader and what distinguishes them?

In simplest terms a manager the name for a position, which is associated with the performing of certain functions, possessing specific skills and place in the organization, while the leader is a type of one's personality, with their her attitudes and competences, with respect to relations with people whom he or she cooperates with. The leader can be a person who is formally performing managerial duties, but it can also be an employee who stands out among the others due to their predisposition and thus becomes an informal leader in a group.

Manager is responsible for the implementation of the activities of people and department subordinate to him. To this end, he draws up plans allowing for efficient for achieving the objectives, making use of available resources. He or she thinks short-term, focusing on the tasks, procedures and structures. He takes care of avoiding the risk. Focuses on planning, budgeting, organizing and maintaining stability. It is his or her task is to solve emerging problems and make current management decisions.

In the 80s of the twentieth century Henry Mintzberg pointed out 10 basic roles of a manager, which can be divided into three categories:

- **interpersonal roles** - representative (manager represents the company in both internal and external relations), the leader setting goals and supervising the work of the team, the liaison between the people and external entities.
- **informational roles** - specialist (monitor) and gathering and analyzing data, expeditor dividing information within the organization, a spokesman speaking officially on behalf of the company,
- **decision-making roles** - stimulator for development, who initiates the changes, the arbiter containing conflicts and solving problems, resource allocator, and negotiator.

To be able to effectively fulfil all these roles, a manager should develop their competencies related to each of the above-mentioned areas.

On the other hand a leader is a person who sees the possibility of change or development and offers a vision of the future that motivates others to act. He or she thinks long-term, is not afraid to take risks to implement innovative solutions. It is he or she who build a team around them - focuses on others, inspiring them, setting new standards and courses of action. By proposing new solutions, managing by values, making important decisions, and helping other members of the team, leaders have key influence on motivating co-workers. To be effective, a leader must be, however, up to date, to know the current situation and context in order to make effective decisions.

The literature on the leadership suggests that effective leaders should play nine roles in an organization:

1. guardian leader taking care that the actions lead to success in short and the long term perspective, so that the continuity of the enterprise has been maintained,
2. trustworthy leader, whom the employees trust because of his or her previous actions, who can admit to making mistakes, fulfils promises, tells the truth, maintains consistency in operation and does not use fear as a tool for motivation.
3. trusting leader who supports his colleagues, trusts them and is capable of share responsibility, and also allows you to make mistakes,
4. raising leader who cares about the development of the organization and bonds inside it, takes cares about emotional, mental and physical team members' wellbeing and takes action to support their development,
5. strategic leader looking at the reality from the internal and external perspective, constantly developing, analyzing market trends,

6. supporting leadership that cares about meeting the needs of employees, adapting the requirements to real capabilities of the person, taking care of appropriate resources and budget planning,
7. developing leadership giving a chance to learn and gain experience by co-workers,
8. inspiring leader who can remind people that they can achieve more by working collectively,
9. working leader who works with subordinates on solving problems and working out a success.

It is important that a leader has personality traits that enable him or her to realize themselves in the assigned roles - be active and independent, thinking positively and creatively, having the ability and drive for continuous learning, and have self-esteem.

Therefore, being a leader, requires innate predispositions, is based on individual values and the way a person perceives the world. While, one can become the manager, by means of developing in oneself, the necessary competences and skills. The pace of changes in today's world, however, makes that companies react and at the same time accept that change is almost standard. This has a direct impact on leadership in organizations – currently, virtually all employees are expected to be fully engaged in their work, as well as think and act like leaders. It can even be said that “in most modern organizations, any person on a any position may be faced with the requirement to think and act like a leader “. Accordingly, employers look for people who will be able to efficiently combine the roles of manager and leader.

## **Manager's tasks and competences**

An outstanding manager should stand out by means of being highly qualified and having organization skills,. They should also be able to effectively communicate effectively with people and build long-lasting relationships with them. He or she cannot be afraid of problems and have to take responsibility for their decisions. Therefore, they need to accurately assess the risks and be able to quickly respond to them. It is important that he or she takes care of common interests and cares for team building. The manager must not give up easily, but has to consistently strive to achieve their goals. He or she should have a vision of the company's development and the concept to adapt the company to the changes . Thus, as emphasized by Peter Drucker, an American classic dealing with theory of organization and management: “Manager is expected to create a true entity, greater than the sum of its parts, is to create a productive entity that is composed of more than the sum of resources inserted” .

A manager's tasks in organizations are closely related to the four basic functions of management: planning, organizing, motivating and controlling. In each of these areas, a manager has to perform a whole series of closely interrelated activities, which taken together, form a set of responsibilities that show what a manager's job really is. To be able to implement them effectively, a manager must acquire appropriate competencies, which are complemented by their expertise and methodological knowledge, which should be continuously developed and extended, so as to correlate with the nature of the organization.

Planning is the management function primarily performed by the manager. Each new task should be preceded by the process to make the best use of available resources. When executing tasks related to planning, a manager sets the company's mission and goals, and develops plans for the future. First, they focus on determining the main goal, then carry on to the operational and strategic objectives, which should be the most detailed. All goals should comply with the SMART principle, i.e. to be: well-defined, measurable, agreed, rational and time defined. As part of the planning process, a manager also defines the procedures and standards in accordance with which all the assumed objectives are met. A very important part of planning is gathering information necessary to make informed decisions. At this stage, a manager uses his or her experience, but also draws on the history of their organization, which should be available in the form of experience journal and documentation of already completed projects. The key competencies in the planning area should therefore include data collection and analysis and the setting of objectives.

Another feature, which is organizing, relies mainly on the allocation and delegating of tasks. A manager should consider the necessary actions, decisions and relations, to properly do a job that needs to be done. Based on the conducted analysis he or she defines tasks, privileges and responsibilities of the subordinate co-workers, as well as assigns them part of his or her own duties and powers. A manager, because of his or her external connections with the leadership of the organization, and the fact that they are responsible for achieving these plans and meeting their objectives, take general responsibility for the entire project, but they are not able to independently carry out all tasks entrusted with them. To achieve these results, they must share the job with employees, in order to make optimal use of their skills and predispositions. To this end, he or she precisely describes the scope of the task, determines the responsibility for achieving a given objective, delegates the resources necessary to achieve it and allocates the necessary resources and makes sure whether the employee understood the guidelines well. In this case the manager must display interpersonal competences, allowing them not only to properly manage work to

be done, but also through the appropriate division of tasks, to use delegation of privileges as a factor raising the efficiency of their employees work.

To effectively manage, the manager should be able to motivate their team, so as to respond to the diverse needs and the attitudes of his subordinates. It is another of the critical management functions, which lies in the scope of their duties. It is important for the manager to be aware that money is only one of the motivating factors, that does not always work .

Manager must learn to analyze the attitudes of their subordinates from the angle of two factors: competence - knowledge and skills, that an employee uses to carry out a particular task and commitment - motivation and faith in themselves when meeting a specific objective. Depending on whether a factor can be classified as high or low, the manager determines an employees' functional and psychological maturity, which, on the other hand, enables them to take specific actions affecting its motivation. The subordinates can find obtaining good results, work satisfaction, development, positive relations in a team, or taking pride from conferring responsibility, equally important. More importantly, motivating factors can evolve over time and a person's needs. Appropriate communication is also of key importance in effective motivating. Without the competence of active listening and adjusting to an interlocutor, and using common communication channels, the manager will never be able to achieve success.

The last of management functions performed by the manager is controlling, which is used to verify the quality and timeliness of tasks, and allows to capture mistakes and prevent their negative effects. Control is a very delicate aspect of the managerial work, because no one likes to be checked, and the very essence of this process is often misunderstood as a searching for mistakes and distrust towards individual team members. The positive aspects of controlling, which include preventing further negative developments and acquiring data allowing for the correction of plans and a range of activities in time and costs not charging the organization, are rarely seen .

The negative tenor of control can be minimized by communicating its objectives clearly, team members' involvement in its course and providing constructive feedback, which is also an essential part of building positive behaviours of team members. The key is that the manager has the ability to provide feedback, especially critical in a courteous and suggesting taking appropriate actions.

Ways to manage people by managers are different, everyone has their own style. However, there is a variety of qualifications of those styles, based on different criteria. Based on of decision making by the manager, the following styles can be distinguished: auto-

cratic (based on a single formulation of tasks by the manager), democratic (involving team in deciding how to carry out activities, the manager becomes a coordinator) and laissez-faire (leaving full freedom to the employees). By analyzing how a manager treats employees, management styles X and Y can be distinguished according to McGregor. In the first style manager assumes that employees do not want to work, as a result of which they should be forced to work and thoroughly controlled. Whereas, the second style is based on the manager's conviction that the employees want to work, and get willingly involved the tasks assigned, the manager tries to motivate them and sets them ambitious objectives. By contrast, based on the level of being people and tasks oriented (according to Blake and Monton) the following tasks can be distinguishes: passive (manager does not fulfil their role, because they minimize their effort, liberal (manager focuses on the employees and not the tasks), autocratic (tasks oriented), pragmatic (maximally focused on the tasks and the employees), and accommodating (partly focused on the tasks and partly on the employees). The most effective of the styles listed above, the pragmatic style is considered the most effective .

## **Manager tailored to the needs**

A manager's primary concern is to ensure the effectiveness of the company, i.e. -making sure not only about being successful from a financial side, but also ensuring the involvement of employees in its functioning. Managers are valued for their theoretical and practical skills, as well as the character. However, there is no one universal pattern for an effective manager. As pointed out by Peter Drucker, there is no such thing as "effective personality", successful managers differ in temperament, abilities, interests, and character. While they are similar in terms of being effective. This can be achieved by creating five - habits of mind. Firstly, one has to know how to use time and try to manage it. Secondly, also one needs to focus on organization's external environment, which are the results rather than the work itself. Thirdly, rely on one's own merits of and the advantages of the team, and not focus on the weaknesses. Fourthly, it is necessary to rank the priorities and sticking to them. Finally, one should take effective decisions that concern fundamental issues .

To be effective, a manager should take care of their own development and extend their skills. The speed of changes occurring in the world of business and technology requires him or her to acquire new knowledge continuously. Of course, the manager develops through practice, but it is also crucial to remember about self-education. To have a current professional knowledge, managers should participate in managerial trainings, seminars, but also read trade press, new publications and Internet portals. Managers who are convinced that

they possessed the knowledge and developed solutions are the best and need not to be verified, are doomed to lose their position, and even to failure .

Each sector has to create its own profile of a manager, to sort the list of tasks and competences depending on the specific characteristics and needs. Unfortunately, the person who is very successful in manufacturing industry ,as a production manager, may not be as effective as, for example, the hotel manager. This stems from the knowledge and competences possessed. Production manager must have appropriate theoretical knowledge and practical skills in planning, organizing and optimizing manufacturing processes. Simultaneously, due to the clearly delineated hierarchy of the functional structure of production plants, the manager has to use the management style based on a strong authority, assuming clear defining of the tasks for individual employees and accurate methods to verify their accurate execution.

The hotel manager, on the other hand, because of bigger organization, in both internal aspect and from the point of view maintaining contacts with the client, must primarily rely on their skills and interpersonal competence, because it is the level of their expertise that conditions the success of the projects undertaken by them. Applying appropriate techniques to motivate employees, is crucial in their relations with employees. Unlike, the production line workers, they have regular contact with client, which means that the impact on the on the development and position of the company, where they work, are not only the results of their work, for example, a well cleaned room and perfectly prepared meal, but also on the way in which they communicate with the client and how they build the relationships with them. Thus, the manager becomes not only the person allocating tasks and monitoring their execution, also a counsellor in the field of interpersonal contacts.

In the HORECA sector, the most important characteristics of managers should include persistence and responsibility. The brand of hotel or restaurant brand is earned in years, but it can be lost in one day. That is why, a candidate for the manager of a company in this sector, should have excellent skills gained over the course of previous professional experience, e.g. work positions, which he or she now utilizes, to properly connect to their employees and be able to delegate the tasks, so as to be sure of their effective and professional execution. In addition, the manager in the HORECA industry must have exceptional analytical skills - due to the execution of tasks related to finances, as well as verbal and linguistic skills – essential to maintain contact with customers and business partners.

The modern manager plays a fundamental role in building the success of the organization, in which they work. Being aware of the importance of function which he or she exercises, as well as tasks assigned to them, it is extremely important from the point of view of benefits



for the company and for themselves. Only then they can effectively carry out the duties assigned and take care of the development of the necessary competences and skills. The manager should strive to be not only a managing person, but also an inspiring leader, supporting and integrating their team.

# Women managers in Great Britain

## Introduction

Studies conducted in the United Kingdom indicate a relatively high proportion of the share of women among managerial staff, boards of directors and senior management in comparison to other countries in the European Union. The percentage of women employed in the total labor force is slightly more than 47% and of those employed as managerial and senior staff the percentage is 32%. The fact that 69% of personnel in lower-ranking positions in the UK also currently include women is positive. A significant percentage of women have also achieved high-standing - 40% of department heads are women and one in four is a woman president (24%).

One basic paradigm of anti-discrimination policy is a gender equality policy which, in accordance with the definition of the European Council, should be understood as the: "(re) organization, improvement, development and evaluation of policy processes, so that the bodies normally involved in its creation involve the perspective of gender equality in each process of its kind, at all levels and stages".

The challenge is to ensure that today's generation of women have the right to reach the summit. This must now be guaranteed by law, as many women in the UK previously could not be promoted just because they were women. Currently, the law prohibits discrimination against employees based on gender, among other criteria. British women are aware of this and try to make sure that today's labour market does not put obstacles before people aspiring to success. Diversity Management is the concept of diversity in relation to the workplace and includes many phenomena including; gender, age, ethnicity, language, religion, intellectual ability, their demographic origin and wealth. The very notion of <managing diversity> (eng. Diversity Management) refers to the systematic and planned

social obligations of enterprises in terms of the recruitment, organization and maintaining of employees with diverse backgrounds and skills and this consists primarily of training organized within the HRM function

In the past few years in the UK , there has been an increase in the number of women aged between 16 and 64 years employed on a contract of employment. There was also a large decrease of male employees. In 2013, women aged from 16 years to 64 years accounted for about 67% of those employed whereas in 2010 female part of the labour market was about 50%. For men, this proportion decreased to 76% in 2013 from 92% in previous years.

Considering those working in part-time employment and looking at non-seasonally adjusted data, in 2013 there were around 13.4 million women aged 16 - 64 years (42%) and 15.3 million men (12%) employed. The increase in female labour force participation is partly due to an increase in the percentage of working mothers. In 1996 (when adequate analysis started) 67% of mothers with dependent children, either married and living in cohabitation, were represented and by 2013 this figure had risen to 72%. There has also been an increase in the employment of single mothers from 43% to 60% over the same period. Because more women have increased in their professional activity there was a decrease of those who had been inactive, who either do not seek employment or are not available for the labour market, e.g. due to low skills or lack of competence.

## **Authentic Leadership Model - Highly Distinctive Women**

Five broad and interrelated dimensions of leadership have been identified among women in the UK labour market in order to create the aforementioned model. Building relations, self-development, leading changes, conduction efficiency of people are the most important components of the model of authentic leadership.

Generally speaking, employers in the UK are in favor of the idea that men and women have different characteristics, skills and abilities and they want to encourage women to lead today in their own style, even if it differs from traditional masculine style. In fact, these differences exist because, since the model was launched in a mixed group and the results were divided by gender, they confirm that women perceive leadership differently than men, but it is good leadership - no better and no worse - otherwise. It is important for the interpretation and use of these data to work for a wider range of acceptable styles of leadership. The British, in particular women, are hopeful that this pattern will ensure women their own standards without feeling that they have no choice but to take on the male work ethic.

## **Long live the difference - Authentic Leadership Competencies**

Leadership programs in the UK and the Authentic Leadership Model deal with the possession of the required range of physical, emotional, intellectual and spiritual qualities that make good women managers. Here comes the question, who is considered to be a good manageress? In the UK, it is commonly believed that a good leader is not afraid of challenges, drives other women to develop themselves and not be afraid of change, and to manage. They should motivate the women to believe in themselves and help their self-confidence steadily increased until balance has been achieved. A good leader should inspire, respect themselves and others, be a role model. Her work ethic should be at the highest level.

Everyone, both men and women, must take into account these categories of leadership as critical to the success of training and, in this respect, it makes no difference whether the leader is a woman or a man. The point is that both parties must comply with the requirements of the market.

### **5 major categories and leadership competencies**

The major categories of competences for leaders in the UK include :

#### **1. Building relationships:**

- influencing and negotiation
- interpersonal skills
- Communication
- partnership and network of contacts (networking)
- Political insight

#### **2. Leading Change:**

- decisions
- Flexibility
- resistance to stress
- Strategic focus and vision

#### **3. Leading People:**

- conflict management
- the use of diversity
- integrity and work ethic
- self-learning team building and motivating others to qualification

#### **4. Leading Performance:**

- responsibility
- performance management and time management
- Business knowledge

#### **5. Development of Self :**

- insight into themselves
- continuing education and self-control, emotional intelligence

**Building Relationships** - In today's business world relationships are the key to success. Those who establish strong relationships both inside and outside the organization contribute more to the company, achieve more and are more likely to move up. In many sectors in the UK it is a key skill that women often apply extremely successfully for the benefit of their own career.

**The development of self** - self-awareness and a process of continuous improvement is the key to career development. The trend toward mobility corresponds to those that focus on acquiring and polishing transferable skills.

**Leading changes** - a dynamic company requires people who accept and support changes. Any changes that must be made need initiative from leaders who understand the need for changes and the way others react to them.

**Leading people** - good diversity, conflict management and team work are the characteristics of today's strongest leaders. Common features of authentic leaders who are able to inspire others is honesty and the ability to motivate their team not only to work and deliver results, but also motivating their self-improvement and skills development.

**Conduction efficiency** - ensuring viability must be supported by high performance throughout the organization. Leaders themselves should demonstrate responsibility but also should require it from their teams. Just as it is necessary to have a strong business knowledge to manage, so is the necessary ability to manage team performance and time management.

Boyatzis , and others who took up the ideas of managerial work in the study of "competence management" Boyatzis (1982), was interested in identifying the competencies that he saw as the attributes of the units which are, "causally related to the efficiency or peak performance at work" so, for Boyatzis, competencies were rather stable personal characteristics. Many used a similar approach to identify these competencies, usually by finding highly effective managers and the use of structured information gathering techniques (interview) to identify those presented by them in their work behaviours that are different from the behaviour of less-effective managers. Spencer (1992) has published a useful report on

developments in this area and how it translates into practice especially through counselling. The resulting model has six broad competence groups - achievements competence (e.g. Initiative), help/service competencies (e.g. The understanding of interpersonal), the powers of influence (e.g. Building relationships), managerial competence (e.g. Betterment of others), cognitive competence (e.g. analytical thinking), and a group of personal effectiveness (for example, self-confidence). According to this model, an organization should know and understand the limits of its "sphere of influence" and must actively work with stakeholders in this field to ensure the preservation of their right (license) to work and innovation. However, the model also recognizes that the organization will have a broader, more diffuse impact on all its "zone of interests". At this level, the organization should have an awareness of the social, environmental, political and economic awareness of the impact of their business decisions without the need to develop close links with entities that are under the influence of its operation. Using this simple model helps managers understand the nature of a situation in which the organization operates and begin to clarify the correlation between the spheres of influence and interests. The ability to determine the relationship between emotions, thoughts and behaviours is considered a necessary skill and it does not matter whether the leader is a private company, or a consortium of non-profit organizations to function successfully in today's business environment. Too often reactions to business decisions are not based on rational analysis but on feelings and impressions. Often, while going through the process of decision making, managers describe their "thoughts" about the business issues in completely rational terms - ignoring the fact that their point of view is not only due to conscious intellect but is also tied their feelings, emotions, intentions and desires. Therefore, it is important for British employers that managers have the ability and the desire to observe that business decisions are not always a rational, economically driven process.

In particular, these dependencies are observed in non-profit organizations that are very common in the UK, and essentially it is the only sphere where mainly women lead. In order to cope with the uncertainty and complexity of the need to adopt an unconventional approach to meet the competing needs of different groups of stakeholders in the industry it is emphasized that managers need to look at the situation, not only from the center (business perspective), but also consider the situation from the outside (social perspective).

## **Manager or leader?**

Dynamic environments globally and in Britain have increased the importance of the role of managers and their management and raised the standards organizations expect from women in terms of their managerial competence. Managerial roles are becoming more

creative acts in this century and hence require managers to be a leader. It does not matter whether the leader is a woman or a man, it is a common feature independent of gender. As a characteristic common to a manager and a leader should be considered above all professional preparedness to perform the functions of management, accountability and effectiveness in promoting the organization, which they "serve". But there are also differences between being a manager and a leader. These include :

a manager's strengths are: pragmatism, the systemic approach, the use of proven techniques, methods and tools; a leader's strengths are creativity, change management, communication, integration, motivation, cooperation, trust;

the potential risks faced by managers are: conservatism, bureaucracy, routine, selfishness, amplified luxuriant material aspirations, dryness and alienation; potential risks faced by leaders are: sowing confusion and chaos, "uncreative destruction", getting bogged in excess of badly prepared changes, weakness, and in extreme cases, the annihilation of the organization. Acquired knowledge and experience are not a guarantee of success for the manager. Our success is the ability to generate knowledge and experience that is available to the manager for the practical management of the organization. Management theorists place vital importance on identifying these factors, the possession of which is associated most strongly with the future success of the employee in the organization - the competencies. Thus, the concept of competence was gradually expanded by adding 'knowledge' to it, which was followed by "capability", thus creating basic, but not the only components of "competence" - the essential features of the organization for their continuance and development. As a starting point for integrating management competencies, from the point of view of the organization, there are sets (models, profiles) of competencies necessary to perform jobs that are in the "possession" of each employee. Sets of competence should be properly recognized, rewarded and developed in accordance with the adopted strategies of the organization.

## **Women managers in the private sector**

The private sector is the totality of economic entities grouping domestic private ownership (natural persons and other private entities), foreign ownership (of foreign persons) as well as "mixed ownership" with a predominance of capital (property) of private sector entities. In the case of an equal share of public capital (50% is owned jointly by: the Treasury, state legal persons, local government) and private (50% is owned jointly: domestic natural persons, domestic private entities, foreign persons) entity of the national economy belongs to the private sector.

The working part of the population live in an era in which success increasingly depends on a proper self-direction and skillful arrangement of relations with other people, and so on possessed of emotional competence . Thus, managerial competence often are considered in the context of performing roles: interpersonal, information and decision-making . Noteworthy is the importance of interpersonal skills, which should have an effective steering. These skills are especially important in the private sector managed by women. Women - leaders, women managers the UK in their career, the valued earnings above other things. It is commonly known, every company in the private sector is set to gain. Members of the management are aware of and give priority to the money. Women working in the non-profit sector are very different from those who work "for the idea " for example, foundations or non-profit organizations. Also you can see the difference in behaviour, physical appearance, in being assertive in self-esteem and self-confidence. These women are independent, ambitious, often look cool or keeping distance. They are aware of who they are, they know how to deal with its nature, passion and determination to succeed in business and earn even more than men. And this is regardless of age. This image somewhat differs depending on their position. Business owners have a far greater job satisfaction and self-esteem, the more care about the health, willing to invest. Women in the UK who have achieved success in any industry, emphasize the key difference between them and their influential colleagues employed in the non-profit sector. First of all, a woman in a corporation that is the boss / leader / president, may be simply less intimidating towards men. They do not think that being a businesswoman is something which they should be punished for, but rather respected. According to these women, their ambitions, workload, the scale of the challenges and the number of people whose fate depends on their success should increase their attractiveness. Women, trying to adapt to the increasing competition and the requirements of the modern labour market, achieve higher education, skills, qualifications and knowledge. They are aware of their own values and are able to articulate the need for economic independence

## **Women managers in non-profit sector and NGOs**

There is no doubt that in the UK, granting women equal rights with men in terms of property and political issues and access to education and work, contributed to the development of women in many new aspects of life. Woman leader has always been associated with beauty, delicacy and elegance, now discovers her new ability and qualities. However, there is a fundamental difference between women managers / leaders of the private sector and the non profit or NGOs. In the latter, it is known that money is not an issue, but about



having a mission and helping others. When a businesswoman is associated with a strong character, coldness, detachment, wealth, class, a woman manager in the non-profit sector, the more modest and empathetic the bigger success she can achieve. Leaders in the non-profit should have some skills that will help them build confidence.

This type of skills includes :

- empathic understanding of the other person;
- recognizing and meeting the needs of others;
- perceptions of other person's strengths;
- tolerance towards other people;
- effective communication with a newly met person;
- ability to resolve conflicts;
- ability to help other people;
- ability to cooperate effectively.

## Summary

Linda Kornfeld and Robin Cohen – lawyers with Dickstein Shapiro, believe that women's leadership contributes significantly to the development of the company, and this for the following reasons:

- Women executives prefer to consult with others – experts, employees and other entrepreneurs – in the development of strategy.
- Women executives have greater natural tendency and ability to carry many things at the same time.
- Women executives are less likely to compete and often look for a more cooperative working methods.
- Women executives try to focus on a broader perspective when making important business decisions and developing strategies.
- Women executives insist on building relationships, as well as gathering of information.
- Women executives often discuss operation methods with others and take their ideas into consideration before making final decision.

These as well as other factors convince, that women not only have all the competences to become great leaders of our time, but also have the 'obligation' '. As women are entrusted with responsible task, to make the systems and institutions, which will seek to make a new generation of leaders be strong, healthy, conscious and self-confident. Women need to stop colluding with those, who either subconsciously or by default deny them co-participation.

Women can, and have to combine their social adaptation with the natural instinct, to provide this kind of leadership, owing to which today's businesses will be able to reveal many more individual and team talents. It's just a question of appropriate use of their talents, putting them into framework, so they are better displayed, and adding to them complementary behaviours to create a comprehensive (and much needed) approach to leadership. Leaders can succeed only when they adequately and appropriately meet their followers' current requirements. In other words, women must be the leaders of their time.

British women do not care to be universally liked and accepted. They do not ceaselessly smile and do not care not to offend anyone telling them the truth. They are not perceived as weak, ineffective, helpless. They are confident and perform well as leaders, managers. They take care of their own needs, defending their space, they pursue their goals, defending their plans and above all, know their rights and use them. This makes that they do not give up their own lives and are able to stand their ground. However, they are perfectionists, they give themselves right to err and accept other's right to make mistakes. They do not want to be perfect mothers who give up on work and self-realization, as well as they do not want to be ideal bosses at the expense of resignation from the family, devoting themselves entirely to work, and having no private life. They perfectly reconcile these two functions because the British system allows them to. The women do not want to be perfect, because they believe they constantly develop, and know that achieving perfection means closing the road to development and continuous improvement of their skills and the quality of their work.

# British model of women managers' professional competences

## Introduction – The notion of competences and human resources management processes

*"The most important in managing people is accepting the differences between them. Each individual is like a rough diamond. It is enough to find their fortes, turn it into a potential, and then make use of it. Soon, it may be a key to the whole company's success..."*

*"People do not want to be maintained. People desire for someone to lead them. Has anyone heard of a manager's world? Leader's world, yes. Intellectual leader, yes. Political leader. Religious leader. Scout leader. Local leader, business leader. They lead. They do not manage. Ask a horse. You can guide it to water, but cannot order it to drink. If you want to manage someone, manage yourself first. Do it well, and you will be able ready to stop managing. You will become a leader"*

Warren Bennis and Burt Nanus

*"Competences are dispositions within the scope of knowledge, skills and standpoints, allowing to carry out professional tasks on an appropriate level". Competences are "fixed sets of knowledge and skills, typical behaviours, standard procedures, ways of reasoning, which can be applied without new learning process" Competences do not incorporate such notions as potential or predispositions. Competences are efficiency in action, capability to perform tasks, making use of one's own skills, responsible for carrying out specific tasks*

*on a level expected (supposed by the managers). Also norms, attitudes and needs are very important factors, that allow to create a man's personality. They point out (show) aims, motivate to act, show direction, in which to follow, in order to achieve the objective. Owing to inner imperative behaviour patterns are created, [competences create] "emotional attitude towards reality creates a certain vision of the world and interpersonal relationships".*

Competences manifest themselves in the form of observable behaviours. In most British enterprises they are defined for an entire company, as well as tailored for particular positions. It is popular to present them in form of an inventory of competences or so called dictionary of competences. Such register includes a list of all competences along with a detailed description of formal and informal qualification required by the manager to take a given position. Many companies in the UK use consulting firms' services, which make such inventories of an employee's competences, used in the recruitment process.

Some of the most crucial behaviour components most commonly list include: motivation, knowledge, professional experience, which contribute to creating competences. System of human resource management based on competences assumes determining competence models, using them for assessment, as well as planning actions within the scope of their development.

The aim of the following text is to determine competences of women managers in a British model of management, as well describe them in context of their attitude, which is defined as a process of management by means of competences.

It is very essential, for the purposes of managing, to determine skills, which pertain certain positions, tasks, professional groups, institutions or organisations. This is how an inventory of competences is created. In Great Britain, determining competences necessary for managing personnel in such areas as personnel development, career planning, carrying out tasks, staffing, assessing of tasks performed, remunerating is essential to comprehensively manage a team of people. Tasks assigned, positions occupied, skills, personnel predispositions help the HR departments for making less risky choice, because through providing detailed data (professional experience, qualifications, references, filling in a detailed questionnaire essential in the recruitment process) also help to save time and select a proper candidate.

Research carried out in Great Britain indicates, that areas where companies most commonly use competences are 1:

- work effectiveness,
- individual development plans,
- trainings and managerial staff development,

- job descriptions,
- employees personal specification,
- selection for managerial positions.

## **The most important women in Great Britain**

At the beginning of the 80's of the twentieth century, when many politicians feared the threats coming from Moscow, Thatcher was called 'the only true man among the European Prime Ministers'. Majority of the Western politicians naively believed that suavely treated communism would relent itself. Margaret Thatcher did not persist in such illusions. Remaining in strong alliance with Americans presided by Ronald Reagan, she pointed to the Soviet leaders, that the military, economic and cultural superiority of the West was not to be overcome. The British Prime Minister played an extremely important role in terminating the Cold War, which brought salvation to the Eastern Europe. Margaret Thatcher sets an example to all leaders. The British value her for consistency and persistent aspiration towards the goals she had set herself. Many leaders follow in her wake in diplomacy, eloquence and elegance.

Women managers in Great Britain are wise, educated and sensible, much like the British Queen Elizabeth II. Elizabeth Alexandra Maria Windsor's character has been developed in the fire of WWII, when she had learned from her father King George VI and his mother, subsequent Queen Elizabeth, called the Queen Mother, what the duty was. Adolescent Princess Elizabeth had played a key role in the Great Britain's 'greatest hour', delivering a speech on the BBC radio, and subsequently joining Women's Auxiliary Territorial Service, where she was trained as a driver and mechanic. Silent stoic attitude accompanied by composure developed in those days, were her strong assets, which have been pointed to as 'Highly distinctive women' model, to date. Determination, humility, ability to associate facts, ability to think prospectively, and a skill to motivate people have developed in the Queen, leader proper qualities. A young woman – at the time already a wife and mother – conscious of being anointed, blessed and crowned for a task, which would require sacrifice of her own life for the common well-being of the nation. Elizabeth II has sacrificed fulfilling her royal vocation. Effective action requires a leader, who will coordinate work, delegate tasks, resolve conflicts and provide information. The role of a leader, like any other role in a team, should be awarded to a proper person – who has qualities, which would contribute to possibly quick integration of a group.

## **"Highly Distinction Women"**

Respect for employees at all levels makes a very vital competence in the British model of management. Women managers should be honest, trustworthy, should not rest on laurels assuming that some things are not to be improved, they should also be optimistic and ought not to transfer problems within work-home environment. That is what their superiors expect by the them. In Great Britain it is widely believed that being a woman leader relieves of responsibility to retain full professionalism. Being a woman does not allow to be treated differently from a man occupying a similar post.

Women leaders should be well organized; be engaged in professional growth, as well as employees' professional development, they should not allow for indifference towards unethical behaviour, they should remain open and honest in contacts with organisation's personnel, verify business, being open to new concepts, require others to attain new ways of thinking, have respect for being different, and should treat everybody equal. They should also have a wide perspective on the business environment.. Their daily actions must be based on ethical bearing. A woman leader has to be a competent person by means of her gained experience. It is very vital for her to be able to listen, as well as have very well developed managerial skills. The list of women managers' competences is concluded with the ability to delegate tasks to people, who are able to perform them and delegate them in a way to prove they can do it.

According to Drucker, an effective leader follows four rules in their action :

1. A leader is a person who has supporters,
2. Leadership is not the same as popularity, it is being effective,
3. A leader sets an example to others,
4. Leadership is responsibility.

They can be referred to as key competence required for including social and environmental issues in taking decisions at the foundations of activity. These include:

- System thinking
- Considering diversities and risk management
- Balancing global and local perspectives
- Constructive dialogue and development of a new language
- Emotional awareness

The analysis of the data allows to create a new competence list, which might be used for describing a responsible business conduct.

**Knowledge:**

- Understanding competitive demands of various groups.
- Understanding how the branch action generate possibilities for other subjects in the society, as well as how a company may contribute to the society.
- Understanding social and environmental threats, as well as opportunities of a branch company and sector
- Understanding an institutional debate on the role and validity of company

**Skills:**

- Valid and balanced judgement
- Critical thinking
- Ability to cooperate with a team
- Creativity, innovation and unorthodox thinking
- Reliable communication
- Business intelligence
- The ability to listen
- Managing a network of contacts
- Emotional intelligence

**Attitudes:**

- Honesty and reliability
- Long-term perspective
- Open mind
- Respect and understanding for distinctiveness
- Determination and courage
- Readiness to question resistance
- Ability to think unconventionally.

**Leadership attributes**

The starting point for understanding responsible business conduct remain leader's attributes, being in the area of personal attitudes and convictions. They are values driven by, and almost by definition, connected with moral aspects of decision making – distinguishing between true and false, good and bad. As such, they contain these traits of an individual as sincerity and honesty. They are deeply rooted personal traits changing and developing really slowly over time.

## **Managing skills**

Managing skills may be viewed as antithesis of the leader's attributes – they are immoral, standard and entirely instrumental. They describe these aspects of managing practice, which are a tangible symptom of socially and environmentally responsible business conduct. They include knowledge in such areas as dialogue or partnership building also referred to as networking, which gained popularity in the UK. Contrary to the leader's attributes, these managing skills in question, are easy to pick up, as well as prone to changes and developed over a short period.

## **Multiculturality as an individual quality of management**

Broadly taken culture of our milieu in Great Britain, values and customs, symbols or religion have an enormous influence in the area of international business. Cultural differences are of huge importance in the British model of management and are not to be underestimated. We should be aware of emerging differences, possibly get acquainted with them and use them.

The managing staff in Great Britain constantly deals with foreign contracting parties or clients. Everybody has their own opinion on foreign culture, on how it manifests itself, what emotions it evokes in people and whether it does not invoke them at all; architecture, manners, rituals and other behaviours observable outside, are just 'tip of the iceberg', i.e. what protrudes above the water level. The elements make a part of national culture, which can be observed, heard, touched or tasted. Although, it is not to everybody's taste.

The British companies are much more diverse with respect to management. They have operated according to their own model. Majority of the European companies, for years have realized the necessity to manage culturally diverse environment. Along with the formation of the European Union in 1992, many countries, theoretically, got rid of legal barriers and the number of countries have officially acknowledged their interdependence. In addition, the British began to take into consideration specific needs of the disabled employees and similar groups. The conclusions arising from this module of diversity for managers at international companies are both simple and complex. The simple part is that managers, especially women, who on a daily basis, are engaged in overcoming barriers of stereotypes telling that a woman should stay at home and look after it, should be ready to confront a whole range of various problems, if they want to be good leaders. They are aware, that some dimensions, such as age and sex, are equally important and have to be respected in the cultural context. The more complex conclusion, however, is that while understanding and a proper attitude to problems of diversities in a single country is already difficult



enough, the necessity to solve them in a number of countries largely increases the role or a diversity in an organization. Regardless of the country, a part of specific organization, our goals, assessed by means of similar instruments are achieved. We create organizational cultures, build systems transferring information across the world in a matter of seconds.

## **Emotional intelligence in management**

Emotional intelligence is a skill most often pointed to by the British, as inevitable to be a good leader. Thanks to self-awareness, discovering own resources, determining competence level and systematization of knowledge, a leader can use his or her capabilities and skills better, to achieve self-realization and make a good business .

Women of purely theoretical high intelligence, measured by its quotient, demonstrate – quite expectedly - high intellectual prowess, do not find it difficult to express themselves, values things that require intellectual effort, and the scope of their intellectual and aesthetic interest, is very wide . Also, they are likely to worry about minor things, ruminate and blame themselves, which is contrasted by unwillingness to displaying anger openly (although it is manifested indirectly). Generally, they are introspective . In Great Britain, women as a general rule, are more self-confident , directly utter what they feel, and their self esteem is at quite a high level. They are women of high emotional intelligence . Like men, they are kind, open and sociable. They express feelings accordingly and moderately (instead of, say, outbursts of laughter, which they later regret) and manage stress fairly well. This emotional balance allows them to make contacts easily .

*"To accomplish great things, you do not need to be a great genius, you do not need to be over the people, you have to be with them."*

*Montesquieu*

*"He, who wants to manage people, should not rush them ahead, but to make them follow in his wake."*

*Montesquieu*

In Great Britain, a phenomenon, in which employees are assessed by means of a new instrument. Not only their experience is important, how smart they are, what education they have, but most of all how they deal with themselves and others. This benchmark is more frequently used when making decisions on dismissal or promotions . Skills, included in emotional intelligence are synergistic with respect to intellectual skills. The best performers have both. The more complicated the job, the more important the role of

emotional intelligence at its performance. The shortcoming of the above mentioned skills may disturb using professional know-how or one's intellect .

Emotional intelligence also determines potential capabilities to people, as well ability to learn practical skills. High emotional intelligence, by itself, does not guarantee, that a person possessing it, can use their emotional skills at work. One can have a capacity for empathy, but not possess acquired skills, i.e. learned skills which translate into excellent customer service, great contestant coaching, being brilliant educator or work coordinator to many people. Emotional competences can be divided into groups each of which is based on a certain common capacity included in emotional intelligence. These capabilities have important meaning for effective learning of skills, necessary for being successful at work. In Great Britain, much attention is focused on flexibility, teamwork and customer oriented attitude. This key set of emotional capacities is gaining in importance as an agent enabling superior achievement. It has been proved in every profession and part of the world .

Emotional competence plays a key role especially in leading, i.e. occupying a position, which relies on encouraging others to perform the assigned tasks more effectively.

Emotional intelligence is nothing but intelligent use of emotions: we consciously make our emotions work for our benefit, use them in a way that help us to direct our behaviour and thinking, to ensure our actions are more effective, a very important skill in the British model of management. Possibility to use emotional intelligence in workplace is almost unlimited. It helps to resolve and unfortunate conflict with a co-worker, lead to concluding an transaction with a client, criticize a boss, maintain full control over a performed task, until its successful completion, as well as deal with a number of challenges, that influence our success. Emotional intelligence is used in both inter- and intrapersonal contacts.

Being aware of own feelings and behaviour as well as the way other people perceive us, can have a favourable impact on our behaviour. The key factor is to attune to sumptuousness of information, accessible to us – own feelings, actions and intentions. The information helps us understand the way we react, act, communicate and act in various situations. Self-awareness is just processing these pieces of information. Having high self-awareness, allows us to observe ourselves, as well as our actions, and influence them to our advantage. When a manager encourages a subordinates to unassisted thinking, acting, learning, their relation resembles an adult-adult one. Over time, it becomes obvious for employees they are being challenged . A manager who can deal with their emotions, does it better in specific situation, especially when they work under pressure,

in order to perform a task to deadline. Managers sometimes complain they would like to have more independent staff. Not always do they realize, that a source of employees' dependence on their managers are themselves. They have good intentions, often 'help' or 'care for' them, providing them with readymade solutions .

The component elements of our emotional system must function jointly. Good management includes the skills to resolve problems effectively and fairly: determining ultimate mode of employees' joint work in a team and getting their support. These rules apply both in case of managing our employees, as well as managing and dealing with our emotions .

A company is formed of people organized in a group. In order for a process to head towards an assumed direction, it is essential to manage the group. And it is not easy, because people differ from one another and the differences are considerable when we realise that we are a personality, i.e. ectypal structure which is a set of behaviours . It is considerably modifiable and can be transformed over the course of work on oneself.

According to J. Penc:

*"Personality as a totality of a man's qualities is an organisation of inborn dispositions, as well as schemes of reactions, which makes him or her similar to others and acts like others, having, at the same time, his or her own unique modus operandi, arising from both being genetically predisposed and having individual life experiences".*

The knowledge of personality types, their way of behaviour and acting allows to make a decision on how to manage people in an organisation. There are people, who are generically unable to perform certain types of tasks, while they do well in others. Assigning an employee his or her role in an organisation is a task that should be carried out by a leader or a manager of a company, department or work team. In order to manage well, one should learn themselves better. A type of personality influences the style of management. The style of leadership is, however, very often a result of a superior's personality traits, those, which could be found in subordinates, as well as structure of a work team .

## **Summary**

Managing people in an organization, which can also be referred to as managing personnel is a specific, interpersonal relationship or an organization members, some of whom manage activities of their employees in order to achieve a company's objectives. Managing staff has become an integral part of managing human resources and is directed on ensuing a desired work productivity through purposeful shaping of individual behaviour or entire teams of employees. Managing people is connected with power owned by the manager, i.e.

possibility to decide about the conduct of people subject to management. There are three types of power: traditional, based on a conviction established by tradition, that a superior is right; bureaucratic or rational, arising from rules and regulations that are in force in an organization, as well as charismatic, appearing from a leader's personal qualities. The issue of managing is often connected with the question of managing staff authority, whether it is formal, substantive or personal .

Management is not as easy a task, as it seems. Also, not every manager has competences to manage. Managing is not only about giving orders, but also take responsibility for decisions and actions. Managers have a really hard task to cope with, because it is them who are burdened with directing their subordinates properly, in order to achieve measurable resources to obtain desired effects. Every person is distinguished by different features, and managers have leadership skills. Thus they are called leaders. It is them, who lead a group, and their subordinates are able to listen to them and perform delegated tasks. In Great Britain, there are women, who despite being women, are characterized by having strong features. They are individuals, both by attitude and behaviour, primarily characterized by integrity, which makes others trust them. The integrity is not only inner personal coherence, but also attachment to certain external values, such as the good and the truth. Besides, the women managers are, at the same time, enthusiastic, satisfied, and cheerful, who optimistically perceive the outer world. The managers in question have a strong sense of self-esteem. People who cooperate with a typical leader, must face considerable challenges and be fully precise. They should also be flexible enough to be able to continuously adapt to tasks they are expected to perform. It is easiest to become subject to be managed for a person, who has not set life goals yet, and is constantly striving for perfection and who wishes to be identified with the quality. When such a person meets another one, who is energetic, firm, sound, speaks his or her mind convincingly, can influence actions of a susceptible person and direct him or her as they wish. Then, what is the secret of genuine leadership? What competences are essential in the British model of management? Daniel Goleman, in his article: "What makes you a leader?" published in *Business Harvard Review*, very precisely and reliably dispels myths on the leadership. He provides evidence that it is not only the IQ and technical skills (colloquially referred to as "the knowledge of profession"), but also the emotional intelligence with its components is crucial in determining, whether one is a good or bad leader. Recognizing a potentially good leader is a big achievement. It is largely an effect of observation and sense, and not education. It is often the fact, that a person of high IQ or huge technical skills, is promoted to a post where he or she is expected to manage people and they fail. On the other hand, people of decent IQ level and solid technical

skills excel at managerial posts. That is why, majority of big companies employ specialists for developing so-called "models of competence", in order to avoid such mistakes. The research by Goleman and other scholars has proved, that all excellent leaders have one common feature – high level of emotional intelligence.

Women managers in Great Britain realize the fact, that a fashion of managing a team, influences its performance. They are not afraid of someone who might deprive them of their position. The women are self-confident, charismatic, and are not afraid of taking risk. They are aware, that people expect to be awarded for their engagement, and not only in economic sense. They often appreciate their subordinates by praising and supporting them. Also, they set themselves aside. In their own rhetoric charismatic women leaders emphasize such values as: participation in an important undertaking, an interesting task, and employee's sense of worth, opportunity for self-realization or good atmosphere in a team. They value engagement, as well s keenly cooperate with people, relying on their experience. Also, they understand and respect people, but most importantly, they respect themselves.

*"Hard is the fate of a modern woman.  
Needs to dress like a boy, look like a girl,  
think like a man and work like a horse "*

*Elizabeth Taylor*

## Women managers on the Polish labour market - "Glass ceiling and sticky floor".

### Competences

Professional competences are behaviours that are determined by: knowledge, skills, and motivation, leading to perform tasks in line with expectations .

Competencies are not permanent – they evolve with experience as well as professional and life development. It is impossible to determine once and for all, if someone has certain competences or not. Competence development is a process that needs to be divided into stages and developed. It can be said that developing a particular competence one moves to a higher level of its control .

Competences as the characteristics that we obtain in the course of professional development can be grouped depending on the specifics of the company, job or job profile. Grzegorz Filipowicz- the President of Competency Institute identified four general categories of competences:

- **Personal competencies** associated primarily with the individual implementation of tasks. Their level affects the quality of the overall tasks. It determines the speed, relevance and reliability. The inventory of these competencies can include inter alia.: strive for results, flexibility of thinking, willingness to learn, creativity, time management, self-reliance, coping with stress, openness to change, analytical thinking .

- **Social competences** affect the quality of jobs that are primarily associated with the contact with other people. The level of social competences determines the effectiveness of cooperation, communication and exerting influence on others. These include inter alia .: building relationships, self-presentation, sharing knowledge and experience, communication, identification with the company, negotiation, team cooperation, relations with superiors and client, procedures – knowledge of them and their application.
- **Managerial competences** relate to soft of management, work organization, as well as the strategic aspects of management. The development of these competencies determines the efficiency of the subordinate area. These include: team building, coaching, leadership and delegation of tasks, control, motivation, organization, planning, leadership, conflict resolution; management: information, processes, projects, change.
- **Specialist-technical competences** associated with specialized tasks for a given grade group of positions. They relate to specific areas of knowledge (e.g. legal, financial) and skills (support specific IT systems). The level of the competences affects the effectiveness of the implementation of tasks related to the specific occupation, position or function. Among them there can be distinguished: data analysis, labour market analysis and development of legal texts, budgeting, diagnosis, foreign languages, accounting, recruitment and selection, translation, IT skills, use of IT systems .

Another way the division of competences, has been proposed by the Department of Human Capital Development of The School of Economics. This division is important from the point of view of the company. A team of competent employees who contributes to the growing importance of the company by improving their skills:

1. **Key competences** - common to all employees. Their role is to build a unified organizational culture of the company. These competencies in the study of the work value can be the basis of comparisons between all employees of the company involved in the work. Based on the assessment of key competencies a manager may determine in which direction his team is developing. What skills acquired during the last period of the employees and how you can stimulate personal development of individuals in the team.
2. **Competence-specific functions.** These can be found with workers who are responsible for a specific area within the company, e.g. marketing, sales. These competencies are the basis for comparison between employees of an organizational unit. They are also used for planning the processes of employees' professional development – building career paths and ways of vertical promotion. They allow to quickly and effectively assess the effects of a team's effort. Also, they let define roles and give a new dynamism of work, taking into account individual needs.

**3. Competencies specific role** (also known as hierarchical.) They are required from employees in connection with the assumed roles (e.g. a team leader, strategist). This allows to plan horizontal promotions and compare the level of employees playing the same roles at the same levels of the organizational hierarchy.

Emphasis on improving the skills of the workers is widespread today. However, one should not forget that competencies are broader than skills. There is nothing new in the fact that managers building their organizations rely on improving skills through capacity building. The high level of organization is primarily the result of excellent management.

These are people with relevant expertise build core of business contributing to its success. Professional activity is one of the basic ways of getting

and developing competences. This professional development enables us to develop the skills called competencies. When taking a series of challenges, achieving the team goals one can develop, thus acquiring new skills by going to a higher level of professional commitment.

## **WOMAN as two M.'s mother and manager**

We live in a world that has its history. Among the people who have their habits. Every day we operate in a society with certain values, traditions and norms. The twenty-first century brings new opportunities and possibilities, it is time of constant changes and challenges. Unquestionably, it shows in Europe and in the world, that one of these changes is the perception of the role of women in family, professional, social, and political life. One thing is certain, today the mobility of women, their professional activity as

and defining their role is much greater than in the past. Are we as a society open to this change?

One should not forget that the contemporary position of women is also owed to men. Without their support a woman of the twenty-first century woman could not realize fully. This position is being built through political, economic, social and cultural rights. Today, there is no need to fight for the right to vote and for equality training any. Both the success and challenge of the modern woman, is to combine this diversity. This unusual challenge of the twenty-first century. In carrying out daily challenges a woman develops her range of competences. Modern woman manifests her femininity through a reliable and robust implementation of the daily challenges. Today, women do not necessarily fight on forums and congresses, but join social roles assigned to them fulfilling themselves professionally. They are strong and motivated, they cope well with the challenges posed to them in today's world.



## The economy is a woman

According to research findings by GUS [The Polish Central Statistical Office], millions of Polish women are self-employed. Running one's own business gives not only the possibility of development, but often allows to escape from unemployment. For many women, running their own business is a way for the effective implementation of career plans. Polish women entrepreneurs are open, independent

and active. They present flexible approach to the challenges posed by the business. These features mean that women are increasingly sought to work at high managerial positions. Companies that have introduced women to their boards more profitable. The economic crisis has shown that risky behaviour, largely characterized by men and are not desirable behaviour. According to psychologists, women who climbed to high positions inspire awe and appreciation in men. It is worth noting that working women still have a number of social roles: managing the household, now hold hearth and home babysitting duties. A multitude of functions that makes it easy to cope with the coordination of multiple activities at the same time, which contributes to their effectiveness in action. Men can envy the ladies divided attention. Many role models worth following can be found in Poland. Women achieving success realized themselves in different areas.

**Krystyna Bochenek** - a politician and journalist, the Marshal of the Senate. She died tragically in Smolensk. She was a great organizer, full of great ideas that she could accomplish masterfully. She was always willing to assist those in need. Happy mother and wife.

As a journalist, was the author of many reports, including winning in a nationwide radio contest "Galina's peaceful dream", who saved its heroine life. Galina, a Russian national, who lives in Poland, was seriously ill at heart. Not having the money for a very expensive operation, she could only return to the Soviet Union and die there. Following the issue of coverage a listener, a businessman, decided to pay for the treatment, and the woman was saved. As Senator Krystyna Bochenek continued her operations, promoted the culture of the Polish language. Belonged to the Polish Language Council at the Polish Academy of Sciences, chaired the Committee on Language in the Media. On her initiative the Senate announced year 2006 as the year of the Polish Language. President of the Senate was involved in many community initiatives including Silesia. As a journalist and politician was the animator of many campaigns and charities, including for the sick and disabled. This, in on her initiative for the first time in Poland was a Blood donation campaign called "Wampiriada". She organized fundraising for the people in need - the sick children, or the casualties of the flood. For her work Mrs. Bochenek had won numerous awards from dif-

ferent environments. She was the author and co-author of several books, including "Jubileuszowe Dyktando", "Chirurdzy i detektywi", "Jak Krystyna z Krystyną", "Dobry zawód. Rozmowy z lekarzami". Krystyna Bochenek was the mother of two adult children and a wife of prof. Andrzej Bochenek known and respected heart surgeon, head of one of the clinics in Katowice. Their son Tomasz, is also a doctor. She was to be a grandmother soon. Krystyna Bochenek with her whole life has shown that combining multiple functions is possible and gives satisfaction. Her tasks she pursued with passion, showing that joining the social and public functions gives tangible results.

**Anna Dymna** is one of the most outstanding Polish film and theater actresses. She has worked with the best Polish directors - Andrzej Wajda, Jerzy Hoffman, Kazimierz Kutz. Several times she has won "Golden Duck", "Golden Mask" and "Golden Lions" Award. Friends say she is an institution. She is extremely warm and devoted, especially to the sick and disabled. Social ambassador of the association "Debra Poland Fragile Touch" focusing on people suffering from rare genetic disease epidermolysis bullosa. She has her own program "Spotkajmy się" ["Let's meet"] where guests were people with disabilities and serious illnesses telling of their life. The founder of "Mimo Wszystko" Foundation. "She speaks of the foundation:" It has my face, my heart, my soul, and I am totally responsible for all its activities "Woman with a unique temperament and sensibility and sense of service to others . In professional life she is tolerant. As he says, it is acting that teaches her tolerance, self-discovery, naming and showing feeling, develops and deepens the personality, that they richer becomes, the more convincing actor may be shaping their role. This is the most beautiful profession in the world, which allows a man to penetrate into the interior of your heart and soul. Mrs. Dymna is a great example of the meaning of life is found in helping others. She is a woman who combined the role of caretaker of the hearth and fulfilled herself on stage and was socially engaged.

**Katarzyna Zielonka** – a mother and manager. 35-year-old mother of three children (Daniel - 13, Basia - 6 Filip - 3)., The owner of a hair salon with a twenty-year tradition. Katarzyna after high school, she took over and began to manage the family business. When she was given the salon by she began to modernize, change and adapt it to the needs of customers. During the development of hairdressing services took part in numerous trainings raising her qualifications. She knew that building skills by strengthening their own competence bring her success. Every day, she combines professional work with the role of mother. Katarzyna is an example of a successful woman. There are many such women- entrepreneurs

among us. They realize themselves through conscientious fulfilling their duties and a skillful combination of professional and private life. They do not manifest their femininity on marches

and rallies but carefully perform their daily tasks. Katarzyna admits - is not always easy. However, in moments of doubt, she is strengthened by awareness of own self-realization. She sees herself as a fulfilled woman who decides about her fate. The work is her passion and children her love. Competent fulfilling of these areas allows her to look to the future with pride.

In the twenty-first century, many women fulfil themselves professionally by combining the role of a manager's role with the role of a mother. The above mentioned women's profiles are only examples of a combination of these roles. Some of them devote themselves to family, others are socially engaged professionally implement. The changes that have occurred in the last century, somehow forced women to take up paid work. Women taking on multiple roles and tasks can confidently say that they are managers 24/7, regardless of what role is realized.

## Kobieta-menedżer

*"A manager is the person responsible for the implementation of subordinate individuals and department. Their aim is to increase efficiency, by the application of appropriate ways to manage people. It's a short in form definition, is just the tip of the iceberg, i.e. the area of the managing team . "*

Manager is not limited one name: leader, visionary, strategist, analyst, coach, psychologist, coordinator, motivator. Less should be supervisor, controller, traditionally understood teacher or a judge.

### The key competencies of a manager are:

1. **Time management.** Managing the work of others, we ourselves have to be well organized. Here the method of setting goals and determine the path to achieve them is important.
2. **Vision and strategy.** Having a vision and the strength to carry it out, and inspire others to achieve common goals.
3. **Communication.** A clear and unambiguous message of decisions, tasks and opinions. Communication skills are the foundation of effective work. A coherent communication strategy will minimize the occurrence of crises, duplication of work and lack of information. In addition to communicating the importance of listening tasks that determines

the effectiveness. Sensitizes to the problem of an employee, helps to deal with difficult emotions.

4. **Delegation.** The ability to delegate to others tasks to be performed with clear responsibilities and rights related to their implementation.
5. **Motivating.** It is based on the integration of people around the goals and objectives and stimulate their involvement. In this way, the manager triggers initiative and employees potential for responsibility for the job and the ability to take independent actions. One has to be flexible because everyone is motivated with something else.
6. **Setting goals.** One of the most valuable competences. Setting objectives to oneself and employees will improve the quality of the actions taken. Additionally, it will motivate the team.
7. **Employees' development and evaluation.** Creating an environment encouraging employees' creativity which enriches their work. Coaching, mentoring, training, e-learning, sharing best practices, expanding the scope of competence. Fair assessment of progress in the implementation of tasks will help employees put more effort in their work.
8. **Feedback.** Providing an employee with current information on their progress shortcomings and successes will give them a sense of security. Feedback set the framework for employee's behaviour in the future.
9. **Controlling.** Hope and control, i.e. make sure it the team's actions are real in terms of the aims set.
10. **Decisiveness.** The ability to make decisions under time pressure or limited amount of information.
11. **Creativity.** Using knowledge acquired hitherto knowledge in a way that will increase the efficiency of the team. The most well-known technique includes supporting creativity is brainstorming. It increases the individual potential and that of the group.

The above list does not exhaust the topic, but sets out key competencies of a manager. All of the competences help to reliably manage a team. They show that the role of the manager is responsible and multifaceted . Many times the manager takes on the role of the leader a person setting goals and mission of the company.

Studies show that in the opinion of management, sex does not affect the effectiveness of the work or professional achievements . However, the difference in the management style of men and women is noticed. Women managers are attributed: the accuracy at the implementation of activities, conscientiousness, ability to work with people, empathy, the ability to build a team, patience. While men are characterized by: purposeful ruthlessness, quick decision making, leadership, willingness to take risks.

None of these features, however, defines whether a person performs better or worse at a post. The ability to manage a team is not a privilege of gender, but primarily a way of management and interpersonal skills. They allow to determine an effective manager.

## **Stereotypes**

*"Stereotype - functioning in awareness simplified, shortened and valued picture of reality, referring to people, situations, institutions, fixed by multiple repetition . "*

Despite the statement that it is not gender that defines a good manager and competence in the area of team and project management and it is not difficult to say that one of the major barriers faced by business women on his way to a managerial position is the reconciling the role of wife and mother. Both women and men, acting in a holding managerial positions agree that women are less likely to be promoted to managers than men. This situation results from the different perceptions of the strengths of men and women and thus differ in the management fashion .

The finding that women employment costs more because the employer benefits from maternity leave and child care is unfair. In such situations, the challenge for employers is to adapt the style of work to the worker. In the long-term human resource management company receives a loyal and committed employee. A woman who can freely combine their motherhood experience with building experience becomes a fully-fledged employee of the organization. Owing to technology and changes in business doing styles, such as telework, it is changing and women can work effectively.

Recruiting companies research shows that business organizations recruit comparable number of women and men. Observing their further career it can be noted, however, that there are much less women at the next level. 40% of managerial positions are occupied by women. Looking up, unfortunately, this ratio decreases. Well, according to Deloitte "CE Top 500" in only 28% of Polish companies women assume positions in the boards and only 4% of the companies list women among managers of the highest level. Similarly, the statistics are low in Polish stock companies. It also appears that women are 37% of the owners of companies. They are characterized by high resistance to stress, ability to perform multiple tasks under pressure, better organization of work and the ability to work in a team. This shows that women are as entrepreneurial as men but it does not this translate into promotions. Women are usually owners of small businesses. It highlights to emphasize that better feel in flat structures and that large organizations are faced with the so-called 'glass-ceiling' effect, which is invisible barrier to women's access to higher positions .

## Two genders. Two styles of management

Deloitte survey shows that the management styles of men and women differ. Woman-manager is highly appreciated in terms of the organization of work, the level of ethics and willingness to develop and adopt new competencies. The man-manager has received a high score in the area of decisiveness, determining strategic courses of action as well as their accessibility and availability. Both the management styles of "women" and "men" bring a lot to the functioning of the company .

There are significant personality differences between men and women. Women are more sensible-the stimuli by themselves elicit in them stronger reactions than in men. They are also more anxious and likely to have depressive moods. Women compared to men have to rely more on rational argumentation and consultation. This effect is especially noticeable in women at the highest levels. These strategies have a weaker but longer impact.

Women managers differ from men managers mostly at the lowest and top positions. On average positions they are similar. Women at the lower-level positions often act persuasively and engage others, while at the highest they operate using the force of argument by presenting the rationale for their decisions. Men less likely resort to tactics associated with exerting pressure or less compel others to act. Perhaps it stems from the fact that when a woman takes the role of the manager she gives it her own style of working and when it notes that it does not produce the desired effect, she utilizes for the male influence tactics. Perhaps the ladies think that is the only way to advance. When it comes to the highest positions, women have a lot of freedom to use the tactics of influence. They do not need to dominate because it has been already achieved, they only prevail while the men fight and dominate all the time .

According to studies, men and women act differently towards their subordinates, in turn, in relation to their superiors are similar, mainly through consultation tactics, inspiration and rational justification. Probably due to the fact that women are managed by men and they learn from them how to influence others during which process they "lose womanly nature" in the management and thus lose the chance for promotion.

According to a study carried out in Poland in 2011, in a group of managers, regardless of gender, they prefer to work with the men rather than women bosses. As many as 40% of people would prefer to have a man in the role of direct superior and 20% would see a woman in this role. The nationwide survey shows that for 68% of respondents, the superior's gender does not matter. A significant group of respondents because of up to 22% would prefer a man boss, a woman boss was selected by only 8%. Perhaps this is due to the fact that the stereotypical power is associated with men .

## Summary

Both women and men is characterized by a different set of features and a different style of management. Women are distinguished by professionalism, broad substantive knowledge, communication, high ethics, attention to detail. On the other hand the men can be characterized by: the ability of strategic planning, leadership ease at making courageous decisions. The role of women in the business is relatively strong, and the values that contribute to business increase the value of teamwork. It is women who bring diversity in a team, are more flexible

and focused on the changes. Although, financial and development-wise discrimination against has not been explicitly stated in Poland it is worth noting that in a number of surveys, respondents asked for equality state that we do not have it in Poland as of yet .It is hard not to notice that women are less likely to be promoted to high managerial positions.

## Glass ceiling and sticky floor

*Glass ceiling is recognize by women who are anxious, and who lack the courage on the path to career advancement. On the other hand, a strong women, proud with high sense of self-esteem do not notice the glass ceiling, because for them it does not exist .*

Cultural changes over the past 100 years have brought an increase in the importance of women in society. Obtaining the right to vote, the possibility of higher education, undertaking gainful employment has brought women freedom. Women were given the freedom of choice and opened many opportunities. Women began to "climb up" the career ladder. Still, the term "glass ceiling" is present. In Poland, the vast majority of people involved in the research find that it is easier for a man is easier to get a promotion. A woman who successfully overcomes stereotypes and reaches the top of the career must be prepared for criticism from the superiors and in extreme cases, even a loss of a job. On the other hand, there is a theory which says that lack of self-confidence in women is the biggest barrier to gain leadership positions. Women subconsciously assess their skills lower, although this has not been confirmed in their competences. This uncertainty is associated with lack of courage to take risks, of which men are not afraid.

Although fewer women fight for their promotion or bonuses, they are much more effective in running their own business.

Being aware of the competence shortcomings identified in the article the manager of an organization should eliminate gender differences in order to fully exploit the potential of employees. Managerial training, coaching or professional training aimed at managerial

staff will allow to build a team of loyal employees effectively and contribute to reducing gender disparities.



# The image of professional competence in the HORECA sector in Poland

*"In recent years we have seen rapid development of enterprises operating in the catering industry. They belong mostly to small and medium-sized companies that have a significant impact on what is happening in the Polish economy. "*

*dr. Edith Gheribi, University of Łódź*

## **Introduction - a picture of the restaurant and hotel industry in Poland**

With the change in lifestyle of Poles, constantly rising wages, and thus the need to improve the quality of life, there is an overall greater public interest in the use of the catering industry's services. Poles use these services more often and spend more and more of the household budget using the services offered by restaurants, cafes and bars. It also involves the increasing pace of life and a greater need to celebrate a special occasion in exceptional places. With the change of customer needs there is also a changing food market. What is extremely important is that the industry notes an increase every year by an average of 2-3% and has a high potential for development. However, the changes affect not only the frequency of use of catering services by customers, but also the kind of nutritional points they use. Over the past several years, the only form of catering establishment whose number has been growing steadily in Poland are restaurants (Table 1). Their number compared to the number of bars and other eateries is admittedly still less, however, as the only one maintains increasing tendencies. Explicitly draws attention to something other than sev-

eral years ago, tastes, or rather the financial possibilities of the Poles. According to the Open Card report it is not only young people who make regular visits to the restaurant, but more and more people of retirement age also eat away from home. The most common choice is a restaurant Network: 40%. Interestingly, only 7.3% of respondents admit to using the services of fast food restaurants .

It is noteworthy that the overall increase in revenue from catering activity that took place in the last 14 years. The data from 2000 showed a revenue of 15,381 million PLN from a total number of 84,342 catering establishments, although in 2013 there was a revenue of 25,701 million PLN from only 67,693 catering establishments.

**Table 1.** Number of establishments catering and food service revenues in the years 2000-2013

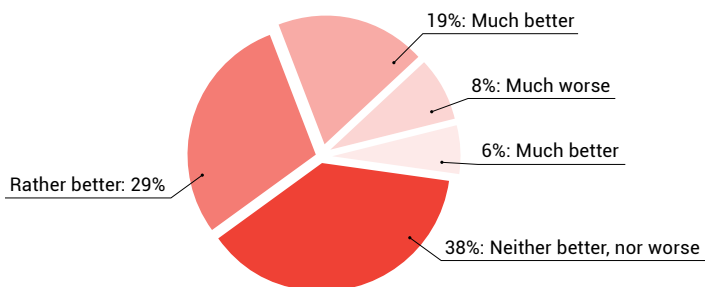
Specification	2000	2003	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>Altogether</b>	84 342	89 340	92 072	90 330	86 973	81 131	78 624	70 483	67 954	68 787	67 693
<b>the public sector</b>	3 320	2 950	2 398	2 311	2 237	1 863	1 616	1 527	1 299	1 430	1 221
<b>the private sector</b>	81 022	86 390	89 674	88 019	84 736	79 268	77 008	68 965	66 655	67 357	66 472
<b>Restaurants</b>	8 519	9 716	9 716	9 840	12 119	13 731	14 120	14 937	15 096	16 478	16 936
<b>Bars</b>	36 436	40 834	40 834	41 073	36 947	33 151	31 828	27 145	25 732	25 885	25 195
<b>Eating</b>	32 377	34 572	34 572	34 729	31 779	29 042	27 569	23 892	22 803	22 120	21 447
<b>Canteens</b>	7 010	6 950	6 950	6 781	6 128	5 207	5 107	4 509	4 323	4 304	4 115
<b>Total revenue from catering activity million zł</b>	15 381	16 504	17 681	18 783	20 060	20 777	20 702	21 683	21 567	24 686	25 701

**Source:** Prepared by: Report 2014 Food Service Market in Poland, July-August 2014.

The forecast for the end of 2014 is promising and indicates an almost 3% increase in this area , and the results for the following years also sound optimistic. However, we still have a lot of catching up to do in relation to the average inhabitant of the European Union. They spent on food at restaurants approx. 9.5% of their household budget, while the Polish resident spends almost three times less: 3.5%.

A survey of food service establishments shows great optimism and faith in the further development of the industry. It is for the first time that so many respondents have admitted that they expect the situation on the market to improve. The main factor for such statements was the improving economic situation of the country, and thus improving consumer sentiment.

## Predictions on the situation in the gastronomic market in Poland in 2014



**Source:** Prepared by: Report 2014 Food Service Market in Poland, July-August 2014. Por. PMR in 2014.

And what is the hospitality sector to the whole industry? In the years 2008 - 2013 there was recorded a 50% increase in the number of hotels and a 30% increase in the supply of rooms. Although this data seems to be very satisfactory, the RevPAR indicators (average revenue per 1 room) increased only in Warsaw and Gdansk. This indicates a very large potential market, which we need to help using the promotional opportunities available in Poland. Events such as Euro 2012, the 2014 Volleyball World Cup and many other prestigious events taking place in Poland, are undoubtedly the driving force behind the demand for the hospitality industry. However, another noticeable trend in Poland is also an increase in family stays as well as those for leisure, eg. wellness and spa visits. And in this area of hospitality infrastructure in Poland ranks high. More and more people are opting for weekend getaways and longer holiday stays in 3 to 5 \* hotels.

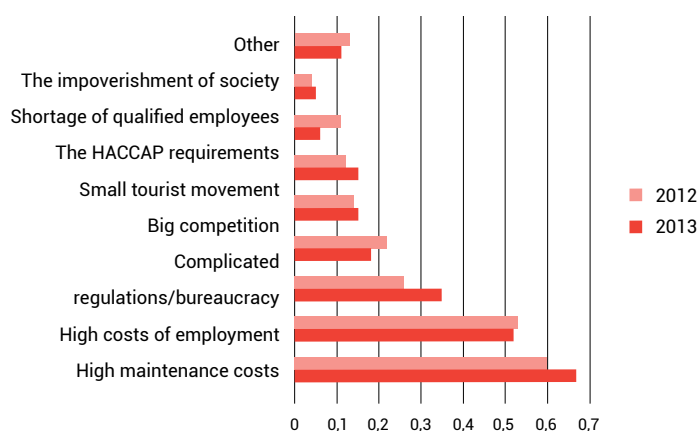
Analyzing the hotel and catering market, it is worth focusing on some of its characteristic economic indicators:

- **age structure of employees:** from both hotels and restaurants, great willingly employ young workers: below 35 years of age; in Poland is 58% (compared to 39% in total for people employed in the overall economy);
- **the structure of employment by gender:** HCR is an important employer for women: 70% of employees (these data relate to Polish, although this rate is similar for other countries of the European Union)
- **education:** in contrast to many other European countries (e.g. Switzerland -36%, Spain - 57%, Italy - 51% and Cyprus - 24%), in Poland the percentage of people employed in the HoReCa industry with the lowest education is 9; However, the general level of education in this area is low: if we consider one degree higher education (average), the indicator for the Polish rise to 82% longer.

- **seasonality:** it is obvious that the intensity of tourism depends on the season; This factor is extremely significant for the industry; for Polish is 2.5 times higher occupancy rate in the third quarter than in the first.

Results presented in the first part of the study and analysis clearly indicate that each year, the Polish HoReCa market becomes more mature. Previous years 2012-2013 was a time of intense changes, of organizing of the catering market, although the economic crisis did not spare the gastronomy. Moreover, it forced a change in the approach to management. Customers not only expect more and better quality products, but also expect to be handled by competent, qualified staff - whether it be from the waiter, manager, cook, supplier or manufacturer.

#### Biggest barriers in running and developing a gastronomic enterprise in Poland, 2013



**Source:** Prepared by: Market suppliers, the Polish HoReCa 2014. Cf. REPORT. PMR in 2013.

The barriers to doing business in the catering sector have remained unchanged for years. The only thing that changes is the scale. The diagram shows the results of the survey conducted among 600 catering establishments by PMR in 2013. (Report "HoReCa market in Poland 2013 "). The biggest problems in the industry are still the high cost of maintaining premises (60%) and employment costs (53%). And they most often appear as key barriers to the development of the HoReCa market. What raises considerable concern, however, is an almost twofold increase in the shortage of skilled workers from 6% in 2012 to 11% in 2013. Admittedly, there are not high values compared to other indicators, but unlike them, the problem increased significantly in 2013.

## Professional competence in the HORECA Sector

So what is behind this alarming result? Are people employed in the catering industry people with the appropriate competencies for doing so? Since increasing consumer interest in participating in the market as active recipients of services have also increased the level of their needs, their requirements, what competencies should the HoReCa sector workers have to meet the expectations of demanding customers?

To answer this question, consider what are the responsibilities? One definition from the Dictionary and standards of professional competence describes it as: all of what the employee knows, understands and is able to do, according to the situation in the workplace. These are described in three sets: knowledge, skills and social competence . Speaking of competence in HoReCa we can safely say that both in Poland and other European countries, they will be very similar, if not identical. This is due to the similarity of the tourism sector and its development trends across Europe.

Posiłkując research carried out in the framework of the "European model of strategic competence management of small and medium-sized enterprises (in the?) tourism sector" in the countries of Poland, Spain, Italy, Bulgaria and the Czech Republic for the period April - May 2011 (COMPAT! project) is shown below in a model of competence contained in the Strategic Competence Management Model ..

### List of competence

Artistic ability	Perseverance
Delegation	Interpersonal Sensitivity
Listening	The ability to talk
Taking risks	The focus on innovation
Assertiveness	Planning and organization
Environmental awareness	Tactical adapt to
Loyalty	Cooperation
Self-awareness	Internal consistency
Authority	Precision / accuracy
Flexibility	The focus on the task
Negotiation	Creativity
Personal development	Ability judgment
Coaching	Presentation skills
Goal orientation / on the result	The ability to express yourself
Organizational Awareness	Customer Focus
Inner locus of control	Cognitive learning
Conflict management	Analysis of the problems
Independence	Vision
People-oriented	Decision-making

Stress Management  
Giving feedback  
Initiative

Interactive learning  
Monitoring progress  
The ability to express oneself in writing

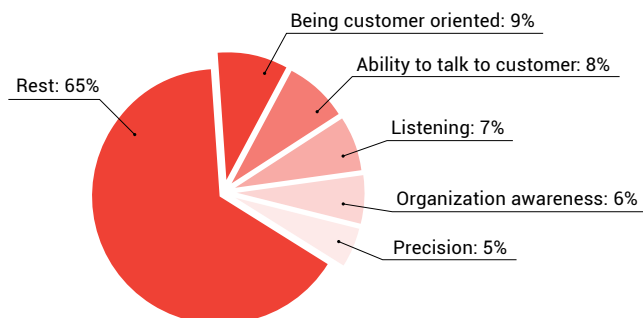
**Source:** Prepared by: "The European model of strategic competence management of small and medium-sized enterprises of the tourism sector", 2011.

Presented in the above list of competencies are those that should characterize the typical HoReCa occupations, i.e. bartender / waiter, receptionist, room service assistant?, cook and manager. Of course, it is difficult to expect one person to have all the competencies at the same time. Therefore, we will look at some of the most desirable for a given profession.

### Receptionist

Almost every job advertisement for the position of receptionist asks for a lot of attention to communication skills, knowledge of foreign languages, the ability to self-organize, analytical skills, judgment, self-reliance, neatness, and, importantly, a familiarity with MS Office programs. Of course, a lot depends on the required skills profile of the hotel. In a small enterprise the receptionist will be responsible for a lot more tasks, from check in to handling guests. The helpful receptionist is a person who is effective and fast in action, knows associates, realizes the hotel's standards as a whole and is, at the same time, functional and in control. Often mediation skills are required in this position.

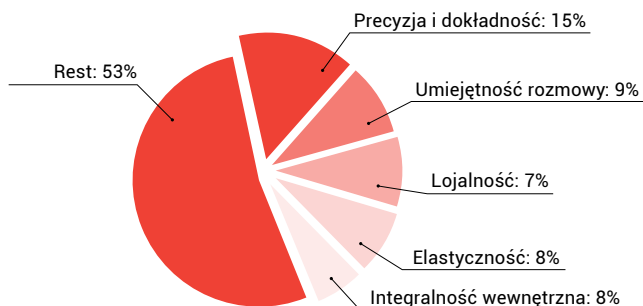
Drawing on the results of the research project conducted in 2011 in several countries, including Poland, the following competencies are highlighted as the most desirable for the reception desk.



**Source:** Prepared by: "The European model of strategic competence management of small and medium-sized enterprises of the tourism sector", 2011.

## Room Service

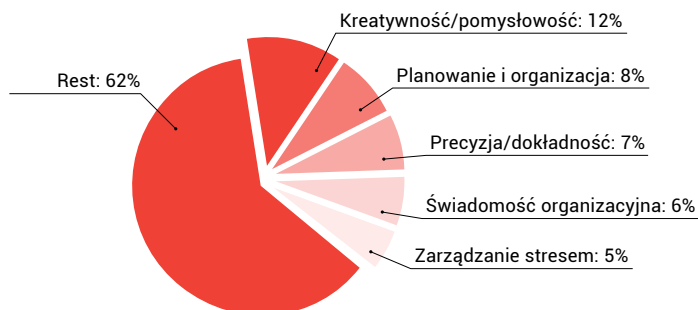
For the room service post, employers prefer a candidate's personal culture more than experience, according to the principle: a good maid is the greatest treasure. Familiarity and good manners are necessary characteristics of a person occupying the position. Equally important are: precision and accuracy, cooperation with the rest of the staff, loyalty, flexibility and internal integrity (consistency).



**Source:** Prepared by: "The European model of strategic competence management of small and medium-sized enterprises of the tourism sector", 2011.

## Waiter / bartender

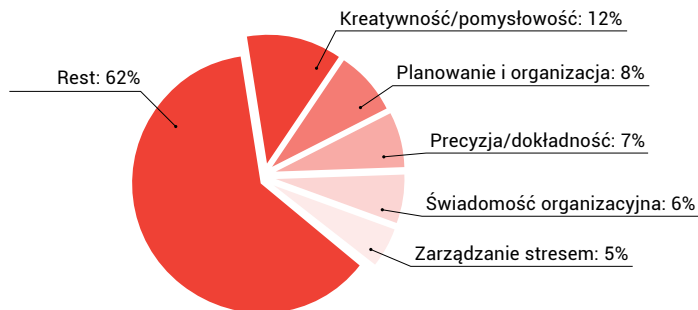
This profession requires a variety of skills: knowledge of the principles of savoir vivre, foreign languages, communication skills, diplomacy. The waiter is a showcase of the premises and their behaviour is a benchmark for many good restaurants. Through their behaviour, they have a large impact on the level of satisfaction with the service and the ability to meet customer expectations. Is valued in this profession to ease contacts, kindness and assertiveness. Customer orientation, and therefore being focused on their needs, according to employers is one of the most important responsibilities of a waiter or bartender.



**Source:** Prepared by: "The European model of strategic competence management of small and medium-sized enterprises of the tourism sector", 2011.

## Cook

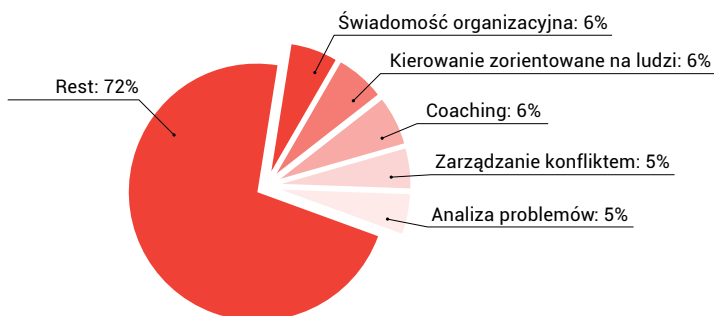
The cook is not only a culinary authority, but should have the respect of their subordinates and superiors managing the facility. They are responsible for the overall operation of their department, which is the kitchen (whether in a restaurant or in a hotel). Their personnel management duties include: planning the work of their team, motivating them and training them. They are also ordering goods, making calculations and conducting qualitative and quantitative control of food products. At the same time they must observe and implement new culinary trends. An important skill in this position is stress management - which is extremely useful in emergency situations, when handling large groups, or in the face of unforeseen circumstances.



Źródło: Opracowanie własne za: „Europejski model strategicznego zarządzania kompetencjami małych i średnich przedsiębiorstwach sektora turystycznego”, 2011.

## Manager

Unlike the above-described positions in HoReCa, the manager's position has different competencies. In addition to those listed in the chart: organizational awareness, people-oriented management, staff coaching, conflict management and the analysis of problems are also required. Employers often cite authority, assertiveness, planning and organization and the ability to make decisions as necessary for a manager.



Źródło: Opracowanie własne za: „Europejski model strategicznego zarządzania kompetencjami małych i średnich przedsiębiorstwach sektora turystycznego”, 2011.



## Conclusion

The HoReCa industry is closely linked to tourism. It makes its base, influences tourist trends. In the economies of individual countries, tourism is perceived as regions' lever, generating their outside income. According to forecasts by UNWTO, in 2020 tourism receipts are expected to reach \$2 trillion. This means that you should pay special attention to HoReCa, which is an important segment of the tourism industry.

Today in Poland, the situation is not alarming industry. We note GDP growth and inflation remains relatively low. The purely economic indicators largely translate into positive consumer decisions and increased spending on eating out. At the same time we are faced with more and more conscious consumers. Customers expect not only a high quality of products, but also services. It is not enough just to hire workers. They should be prepared to do the job. Without proper training and drawing their attention to the need to increase the level of competence, it will be difficult to maintain industry growth trends. That is why it is worth first realizing what competencies should be developed and in which workplaces. This role often falls to the manager of the enterprise. This managerial feature is also a great responsibility for the whole team, also for its development and proper orientation.

# Building career paths, and a position of women on a managerial position

*"In the case of effective managers, possessing an authority over others is never incidental. They achieve such an ability as a result of the consequent and conscious development of certain attitudes, skills and knowledge, which causes people to have a reason for, and sometimes even take pleasure from, carrying out certain tasks, orders, supporting other aims, and understanding them for their own benefit, defined one way or another ."*

## Introduction

The new generation is entirely different from the one from ten years ago. Every generation operating in a variable environment has its own system of values, other objectives, as well as tools for their realisation. It should not be overlooked that the influence of the external and internal environment is of considerable importance for shaping the new generation of employees, including the managing staff. Dynamics and variability combined with an uncertainty of the current times produce a generation, which has to find itself in the current system. The labour market is unstable and dynamic, reflecting at the same time current economics, as well as economic situation of a country. A change of generation not only displays the difference in views and ways of functioning, but also marks a new a career path for the young who, due to lack in experience as well as current behaviour patterns to follow, have been confronted by both adverse and difficult situations. A lack of models to follow dictates necessary and inevitable changes in the young generation's career path and one change is followed by another. That is why companies must adjust their human resources management system to the market's specificity and the requirements of the new genera-

tion of employees. In an organisation, a manager's key task, which is at the same time the most simple and the most difficult, is increasing team work effectiveness, including that of an individual employee. This should also be combined with the development of a company, which in an uncertain environment will have to determine for itself long and short-term objectives and consequently carry them out. One of the tools which facilitates such a process is building career paths for particular positions within an organisation.

A career path is a tool designed for developing an employee's potential while considering his or her needs, skills and predispositions and at the same time bringing profits and carrying out an organisation's objectives. It also increases an employee's motivation for work, since the employee is aware that his or her involvement and skills will be appreciated. In effect, the employee receives better work conditions, changes position (by means of getting a promotion), better salary, new challenges and tasks. These/Such/- career paths are meant to ensure better functioning of work teams in an organisation. An appropriately planned career path is of great importance to employees. Employers, based on developed tools, are able to delegate tasks to well-trained employees, which allow them to fully commit themselves, and allow them further enhancement of professional departments, motivating their employees, at the same time, for development and showing them what steps should be taken to reach the next career level, including a managerial position . A lack of perseverance in implementing a career path does not support companies' effectiveness and innovativeness. Unfortunately, some Polish companies continue to err(hesitate/procrastinate?) and build the career paths inappropriately and unsystematically. Polish employees and organisations are still on the learning level, systematically evolving whilst taking from others, as well as their own, experience .

## **Building the position of women in managerial posts**

A considerable amount of research and reports have underscored benefits arising from investments in women both in the workplace and on the labour market. They also point to a positive correlation between diversity, effectiveness and innovativeness of enterprises . An enterprise is a key role of a thriving company, although without highly-qualified personnel, including managerial staff, it is a difficult task and possibly unrealistic.

Polish enterprises more and more often invest in human resources and initiate and implement career paths in particular branches . Small organizations often do not have an extensive structure, as well as defined career paths, because a list of specific positions, which could be occupied by an employee in an organization, cannot be drawn up - the company's structure is flat. In such enterprises, an employee's career development,

including those of managerial careers, is about increasing competences as part of a position, alternatively within the same company but for another one, which remains on the same level in hierarchy, but requires other skills (owing to which process the individual learns new things and develops). In Polish realities, it is often the case that an employee in a position is required to perform other functions, which supplement a specific task. It is connected with an insufficient number of employees, a lack of clearly delineated tasks or a managers' attitude. The lack of specialization, increase of specific competences or broadening of specialist knowledge hinder a potential promotion. Some of the employees, including women occupying managerial positions, lack proper knowledge, as well as skills for managing a team. The last step on an employee's path, who lacks a precisely delineated career path is changing the organisation in which he or she works.

The situation is different in large enterprises; in the tourism sector, big hotel chains where HR (Human Resources) departments are responsible for building career paths - They develop proper schemes, including those for managers - the employees know how to implement them and what the consecutive steps to gaining managerial positions are. Defined positions have certain and fixed competences (fields of expertise), which an employee requires at any given stage.

Building a managerial position is connected with the necessity to gain specialist knowledge, increase managerial skills and build a proper attitude. Women's competences in terms of management vary. As research has shown, women do not often have the proper and required competences to manage a team, as well as to build their own position in an organisation. This lack of skills hinders effective task and strategy implementation, as well as the realisation of goals set by a company. Women find it harder to manage without an adequate substantive and technical background. This lack of adequate competences forces managers to opt for an authoritarian model of management, as an unfamiliarity of processes and techniques effectively denigrates a manager's position in a team. The lack of key competences is connected with the lack of career paths, i.e. demonstrating at the moment of recruitment what skills, knowledge and attitude will be required at a managerial position in an organisation. Thus, there are no set standards which a candidate for a manager must meet. A manager is unaware of the direction of their development, as well as which skills to broaden. When selecting training courses, they do not consider real and actual requirements, but general information and its subject, not being fully aware what benefits a training course might bring and whether it will contribute to their effectiveness as a manager.

Women, more often than men have to maintain a/the work-life balance. This is often a hindering factor to women, who aspire to climb up the ladder of an organizations hierar-

chy. Some women who want to become a manager, and build an adequate position, limit or even resign from their private lives. It specifically concerns companies in the HoReCa branch, where the specifics of the enterprise is connected with flexibility, shift work often lasting longer than 8 hours, as well as working at weekends and holidays .

However, as the research has proven , despite the lack of career paths and barriers connected with the necessity to maintain a work–life balance, the effectiveness of women managers is equal to that of men. The building of a position for a woman manager is simultaneously connected with sacrifice, raising competences and setting oneself new, ambitious challenges. Women, as more cautious by nature, are less likely to make risky decisions. Simultaneously, their meticulous nature picks up subtleties. A good manager is simply a person, who identifies themselves with the company they work for.

## **A career path in the HORECA branch in Poland. Managerial positions**

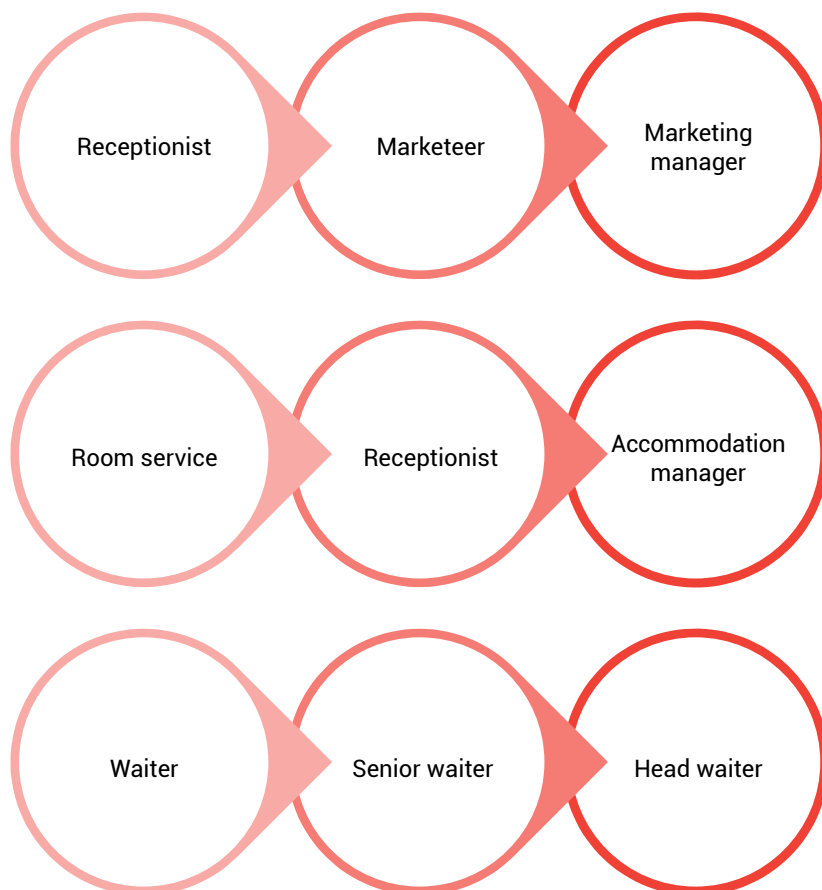
The hotel–gastronomic branch, next to tourism, is one of the most important branches of the economy in Europe, the national budget is supported by the income generated by it – in 2010 the branch generated for the Polish economy a total added value of 5.9 billion euro, which is 1.7 percent of gross national product. Good condition of the HoReCa sector is of essential significance for economic growth, as well as creating workplaces and eliminating unemployment, particularly among the young entering the labour market. In Poland, the HoReCa branch employs 411 thousand people which is 2.6 percent of the total number of the employed .

The vast majority of employees when making the decision to work in the HoReCa branch start their career from low management positions connected with a low level of experience where tasks are relatively easy and do not involve much responsibility. Some of the employees treat work in the branch as a seasonal occupation, which is why the majority of them stay at a low level in the hierarchy and do not pursue managerial positions. However, the remaining part can build a career path in the HoReCa branch considering promotion stages and qualifications for particular positions, thus selecting tools for raising competences and professional experience.

According to a report by the United Nations World Tourism Organization , it is women who are employed in tourism more often than in other branches. The tourism sector offers many possibilities for development, which is why, statistically speaking, women choose the branch over other ones. The report in question has also shown that one in five managerial positions in tourism is occupied by a woman, which wins the branch best position, in terms of the number of women managers, among all sectors of the economy. In spite of this high percentage of women among managerial staff, they most often occupy worse posi-

tions (usually connected with cooking or cleaning). According to the aforementioned report, women working in the leisure industry, earn approximately 10-15 percent less than men who do the same work.

In the gastronomic-tourism branch there are a number of most commonly accepted career paths, which are connected with obtaining a managerial position. Example career paths in a hotel branch are as follows:



Source: own study

#### Example position descriptions in the HORECA branch:

- A **gastronomy manager** is responsible for the whole department of gastronomy, i.e. restaurant, bar, cafe, room service, catering, as well as the kitchen. He or she prepares and controls the budget for the department, is responsible for organization of work and training, recruits new workers and motivates those existing ones. He reports directly to the hotel manager.

- A **waiter** – the basic task of a waiter is the proper preparation of a restaurant or to serve guests (laying the tables, preparing cutlery, glasses and dishes), advise the guests on selecting dishes and drinks, provide comprehensive information on the content of dishes and ways of their preparation, take orders from the guests, as well as placing orders with kitchen, serve ordered dishes, change table settings, clean tables and to bill and collect payment.
- A **cook** groups and assorts dishes, cakes, drinks and desserts according to fixed quotas and culinary recipes. He or she adequately selects products and intermediate goods, which he or she uses to prepare dishes; they assess them in terms of quality and perform manual, mechanical and thermal processing of the products. Portioning out and decorating of the dishes prepared, as well as giving them out also belongs to a cook's daily work duties. The dishes should be prepared to look aesthetic and tasteful. A very significant part in a cook's work is applying standards of food health and quality safety, maintaining cleanliness and order in the workplace, respecting sanitary regulations, as well as the basics of occupational health and safety. He or she reports to the chef or their deputy and supervises work of younger cooks and kitchen porters .

Promotion to a managerial position is connected with bigger salary, bigger decisive competences, managing subordinates, bigger work autonomy/independence along with bigger responsibility and thus authority and exerting influence on others and the organisation.

## Building a career path in Great Britain

Many young people in Great Britain start their professional career occupying the lowest position, like kitchen aid, waiter or cleaning service, to go on to be promoted after a relatively short period of time (a few weeks) and take up something more serious. Great Britain gives people the opportunity for promotion. Employers offer a range of different courses, which help employees develop their skills or assess predispositions. The predispositions of a person combined with speed of adaptation, speed of work under pressure, being open to others, ability to work in a team and being communicative are often crucial factors when deciding about promotion. People who want to be successful are not afraid to ask for it and they use every possibility offered by the British labour market. They willingly take part in training courses, which might turn out useful in obtaining promotion. After training courses participants get certificates confirming their specialization e.g. in gastronomy. City & Guilds and BILAB offer the most recognized training and they are respected practically everywhere in the UK. On courses, one can learn almost everything about the domain – from work in the kitchen, through making coffee and drinks, to the process of being granted a licence for selling alcohol. Employers hir-

ing people in the HoReCa branch particularly look after their employees, offering them a wide array of training almost incessantly. The training obviously takes place during work time and employees are often paid for participation in a training course, it is part of work.

### **Promotion and development**

British pubs, restaurants or cafes offer opportunities for quick promotion. It is commonly known that in Great Britain, there is a high rotation among employees in the branch, mainly due to the fact that work in it is generally regarded as temporary or casual work.

Stuart Brown who runs a London based pub – Citty of York owned by the Samuel Smith chain - says that "those, who decide to stay longer, and show diligence and good rapport with clients, can be quickly promoted".

Employees who want to develop and increase their skills and knowledge in the gastronomic branch can use paid apprenticeships, training courses and voluntary work to increase their level of qualification. During the courses, one can get acquainted with the arcana of cuisines from all over the world, foreign client service, work in a multi-national environment and managing a multi-cultural team. Other courses that might be useful concern occupational health and safety and customer service and is also referred to as a Bar Staff Basic Hygiene & Customer Service Course. Such a course, however, is organized by the majority of pubs and restaurants and it only lasts a few hours.

Great Britain is a wonderland for cooks, baristas, bartenders and people working in the HoReCa sector. In London alone, several thousand pubs operate, not to mention chains of restaurants, cafes and fast food bars. Employment can be easily found in fast food chains (e.g. McDonald's or Burger King), restaurant chains (e.g. Pizza Express, Friday's), cafes and so-called sandwich bars (Starbucks, Pret-A-Manger), as well as pubs, nightclubs, hotels or catering companies. Hence, it is not hard to find work in gastronomic facilities in Britain. Notwithstanding it turns out, that it is equally easy to be promoted as it is to find a job. Professional courses and training can help find a job.

### **The HORECA sector in the UK**

The HoReCa sector is one of the biggest in the UK. It employs around 5 percent of workers and more than half of them are women. In the branch, there are more women than men. Women also work flexitime, as they have to reconcile work with looking after children. More than half of women work on a part-time basis. Such chances and flexibility is offered by the employment system in Great Britain. Also, it has been estimated that about three in five employees are foreign.



British pubs, restaurants and hotels willingly employ workers as so-called trainee managers, i.e. ones apprenticing for work in a managerial position within a facility. For instance, at Samuel Smith – one of the most renowned/popular pubs in Great Britain - women deal with catering, create menus, deal with the kitchens or organize occasional events whilst men deal with making orders, hiring/employing workers and taking care of finances. The apprenticeship period for prospective managers usually lasts from several months to a few years, depending on the pub. – "At Samuel Smith we hire personnel/staff from the outside (off the street) or select from the workers already employed in the bar as so-called bar staff and bar support, who serve drinks, operate cash register or replace kegs" – says Stuart Brown, who runs London's Cittie of York. "Apprenticing couples in a pub usually train for a few months. After the period they move to another premises. There, they learn new things/basics connected with pub working. If they demonstrate the ability to act/work well, they can run premises on their own not sooner than after 18 months." – he adds.

He thinks that promotion is possible and merely depends on skills and work, and not connections by birth or extrajudicial activities . More than half treat their work as a way to success. It is how one does their work that counts and not what they do, which is additionally underscored by a saying often repeated in surveys: 'no job is too humble' – always emphasizing its temporariness. In this sense attitude to class is characterized by paying attention to currently performed work, and a social position connected with it as temporary, transitional and being only a stage of career path .

### **The recruitment process in Great Britain**

The recruitment process in Great Britain is a relatively complex one. It is also regulated by legal articles on impartial and objective recruitment. The majority of the British companies' recruitment processes is conducted by means of a Job Description, Person Specification and Application form. These are three essential documents in the British recruitment process/model. The Job Description is a description of the prospective work position, which enables potential candidates to become acquainted with detailed duties and responsibilities of the post and which may not be subject to change after signing the contract. It is a tool which helps future employees to be able to determine their abilities(responsibilities?) based on what they can and cannot do. It also helps the interested person make the decision whether they wish to apply for work or not and if the work is right for them.

### Job Descriptions include:

- position held along with a detailed list of responsibilities,
- type of contract (work contract, interim contract (for performing a job – an equivalent of Polish fee-for-task agreement) and work hours with information on whether they are flexible or not and if a job offer may be shared between 2 people, or has to be performed by one person,
- the operating base, whether stationary or out of office,
- an employee's objectives, tasks and main responsibilities,
- salary,

A Job Description should include a concise work description by means of listing an employee's duties and giving details about a post. In accordance with the law, all information should be given according to an actual state, and all work duties and responsibilities should be included.

A Person Specification is a description of the features and competences of the person who will be right for the post. In accordance with the law, one must not exclude people who are of different skin colour, are disabled, have children, or for whom English is not the native language. The document outlines features, or qualifications, which are essential, as well as those which are not required, but may be considered an advantage. The skills, qualifications and experience of a person who applies for a job are precisely determined and connected with future responsibilities and work characteristics. Here, stress is put on attributes which are considered indispensable and crucial. When forming a Person Specification questionnaire, it should be decided whether the attributes are 'essential', necessary or desirable. In any case, they must be concrete and clear-cut.

- **basic criteria** – are attributes, which have to be met first. They include qualifications, skills, education, professional experience and required certificates. The candidates have to show in their application that they meet all the basic criteria. Only then can they go through to the next recruitment stage.
- **desired criteria** – are skills, knowledge or experience, which are useful or essential at work, but not necessarily from the first day. A person should display that he or she has the predisposition to be able to learn or obtain the required qualifications (e.g. by means of training or experience over time, displaying an ability to learn).

The Job Description along with the Person Specification and the application itself are subject to publication. Once a job vacancy is published, and the criteria have been set, any amendments to the criteria must not be made by law. A nomination panel or recruit-

ment commission (3 – 4 people) should not diverge from a Person Specification during the selection process, as well as add or remove criteria, because it may lead to discrimination claims.

## **Building a career path - summary**

The majority of companies in Great Britain give their employees opportunities for development and career path planning. A lot of employees achieve professional success by being promoted from a position of e.g. a kitchen porter to a leader, to finally reach a position of a restaurant manager. This is largely possible thanks to the wide array of professional training organized by British employers. They believe that investing in an employee will always pay off and that thanks to increasing qualifications for the employees, they become loyal. And, due to such a system, even an unqualified employee acquires many skills and professional specialist knowledge which is very useful in their further career, regardless of where they will work. Employers often listen to their employees' opinions, and react to their needs. Also, it is often the case that the former carry out anonymous surveys among their employees or hold staff meetings, through which the objective is to learn employees' opinions on work conditions, atmosphere, opportunities for development and work satisfaction. Employees in Great Britain can submit their remarks and complaints. Every piece of, even anonymous, information is analysed and studied in detail. In most companies, employees can submit remarks to their immediate superior or HR department managers. Corporate Social Responsibility (CSR) is a modern way of company management. It is about the fact that companies cannot be focused only on maximizing their profits, but also have to care for the environment they operate in. A considerable number of hotels and restaurants try to operate in this fashion from the very beginning. Many companies seek the best possible relations with local communities, take care of local ecology and engage in social as well as charitable actions. The research carried out by the Work Foundation has revealed that employees' primary expectation from a socially responsible company is to abide by the law and fair treatment of their employees. Therefore, it is not possible to be honestly engaged in social activity 'outside' while disregarding basic aspects of a company's operation towards its employees. Social responsibility starts within a company. Thus, a lot of companies in the HoReCa branch set their employees high ethical standards, being guided by the rule – 'we treat others in a way we wish to be treated (by them)'.

Compared to the situation in Great Britain, Polish employees and enterprises are distinguished by a different way of building a career path. Also, it has to be said, that it is a new type of activity, thus a challenge for them. Unlike the British model of specialist and very

concrete definitions of both expectations and tasks for a specific post (Job Description), in Poland, boundaries between positions are blurred and it is very often the case that expectations in relation to duties performed are very similar. There are no unambiguously defined competences, which allow both an employee and organization to build a career path. However, both countries use similar tools for raising employees' competences i.e. training courses and apprenticeships. It serves more efficient utilizing of both employees' and whole teams' potential. Unfortunately, Polish workers often assume posts without proper preparation, tools or skills. Only pointing to the needs, setting proper competences for a position, defining the level of knowledge and skills possessed, allows for effective development of an employee and building their career. A system with functioning efficiency will give Poland the possibility to attract good specialists to companies and reduce the employment fluctuation in the tourism sector. One of the biggest challenges the HoReCa branch has been struggling with is the need to recruit good workers and retain them on a long-term perspective. One of the effective solutions which is likely to be introduced in Poland is the career path.

# A female boss in both gender homogeneous and varied teams

## Introduction

Gender is one of the most general and basic notions determining the sense of identity . It includes all aspects of human activity. In a professional area, being a woman means a certain type of operation, being a way of expressing one's identity in a work environment. Thus, it is a set of attributes, attitudes, norms, roles and behaviours ascribed to a woman (or a man) in the sphere of widely perceived culture, and in literature, defined as 'cultural or social gender' . It is obvious that it will be noticeable both on the level of real behaviours, as well as on the level of social perception. The process of identity formation regarding gender in organizations is therefore determined by two phenomena: the current business needs of an organization, external requirements that is, and certain culturally ingrained beliefs about gender. The process of negotiating professional roles connected with gender – in an organizational context – is still subject to agreement between its individuals as well as collective participants: between bosses and a team. Its results will have an impact on the shape of organizational culture.

The aim of the following article is to determine the dominating operation styles of women in managerial positions within an organization. There are two different relation models: the first concerns a situation in which a woman manages a homogeneous female team, whereas the second concerns a situation in which a woman manages a gender diverse team.

The research material, being a basis for the following analysis, is data obtained from a survey questionnaire addressed to 26 women managing various teams (both homogeneous and diverse with regard to gender), who have at least 3-years experience in managerial positions and manage teams of more than 3 people. The respondents were asked to take a position on 34 statements from the following management fields: delegating tasks, communication, making decisions, problem solving and motivating employees. They marked their opinions on a scale from 1 to 5, where 1 was negating the statement and 5 was its strong acceptance. Together with their subordinates (12 team-members-employees) they also assessed the atmosphere in a team, giving their own perspective on a situation in a group using dichotomous scale, where on one hand there was a positive expression, and a negative one on the other (e.g. friendly – hostile, for further information please consult source materials). This quantitative research has also been supplemented with 10 in-depth interviews, which also concerned the above mentioned management areas.

## **Female styles of management**

Firstly, research concerning women occupying managerial positions and performing leadership roles, has only recently been compiled. Men's, hitherto, domination at the highest levels of widely understood authorities and managerial position has finally been awarded a separate and original terminology. This dichotomy, in the 70s was referred to in the United States as the glass ceiling, and is translated into Polish language as "szklana podłoga" [glass floor], "szklany sufit" [glass ceiling], or 'segregacja zawodowa' [occupational segregation]. The notion denotes an 'invisible' barrier, which prevents women from assuming high level positions, although they are perfectly qualified. On the other hand, a situation in which being promoted from an auxiliary to a managerial position, arising from the fact, that the women holding the positions do not have the experience necessary at higher managerial positions, has been called: 'glass walls'. Occupational segregation, also referred to as job segregation or employment segregation, is a concentration of women and men in various tiers of the professional hierarchy and their employment in various posts, whereby women have a much narrower scope of professional opportunities (horizontal segregation) and hold lower positions (vertical/hierarchical segregation).

According to data provided by GUS [The Polish Central Statistical Office] (from the second quarter of 2010) women in Poland are 48.3 percent of the total number of people in employment. One third of all managers are women, but most recent research has shown, that in the highest managerial posts, women are clearly under-represented. According to the data of 2010, in Poland, women constitute only 7.4 percent of companies' boards. Higher

and middle levels of management in companies are still dominated by men (respectively 78 percent and 58 percent), chairman and CEO posts are held by only c.a. 2-3 percent of women. The bigger an enterprise, the more often its owner, chairman or CEO is a man. A review of various research has clearly shown a smaller share of women among the higher managerial staff and owners of the biggest enterprises and banks: national business elite of 1993: 10.9 percent, regional business elite of 1993: 21.2 percent, bankers of 1998: 26 percent, national business elite of 1998: 7.7 percent. The list of 100 richest people in Poland of 2008, published by Forbes magazine, includes two women: Grażyna Kulczyk at number 8. (2.4 billion zloty) and Grażyna Karkosik in 36th position (515 million zloty).

As the above mentioned data has shown, Polish society is marked by stereotypical thinking about women in the workplace. The social division of work, developed over the centuries, has delineated certain forms of activity for both women and men. Women were assigned tasks connected with running a household and bringing children up, whereas men worked outside of the home. Such a division of roles has caused a negative impact of gender stereotypes among other things in the sphere of professional activity, which has resulted in employment disproportion of women and men. Such stereotypes include, inter alia:

- The division of professions into feminine and masculine, which hinders access of women to labour markets and to high level posts. Next to purely masculine and men dominated professions, there are also those in which women hold a dominating position. Nowadays, one can slowly observe changes, which mean that the difference between distinguishing professions because of gender is slowly disappearing, although there are such branches of the economy, where either men or women will still be prevailing - and their prevalence will be considerable.
- A belief that being a manager is typically a masculine profession – especially in countries where men, due to cultural or social reasons, were the head of the family and bread winners.
- Ascribing only to the masculine part of the population, traits, recognized until recently as necessary at managerial posts, such as firmness, consistency, rationality, courage, taking the initiative and strategic thinking.

Assuming traditional female and male roles leads to accepting certain attitudes at work, which is typically referred to as female or male style of management (also known as traditional). The female style of management does not have established and complete characteristics, however its features are noticeable on a practical level. The complex research compiled by Ewa Lisowska, on Polish women managers, has depicted the following portrait of a woman manager: a forty-five year old, well-educated, mother of two and a resident

of a big city. The study has also shown, that c.a. 45 percent of those surveyed were the bread winners (in their household). At that time, a typical Polish woman manager worked 51 hours per week, had an average work experience of 22 years - 13 years occupying a managerial position, and 7 years on their currently occupied post. These were the position of either a chairman or vice-chairman .

## **The results of own research**

Thirty-eight people took part in the research; 23.68 percent of the respondents are women managing a homogeneous team, 44.74 percent are managers of diverse teams, 15.79 percent are members of female-only departments and 15.79 percent are members of diverse teams/departments. 60 percent of women managers manage a team of 3 to 5 people, whilst 21 percent manage a group of 6 to 10 people. 65 percent are employed in a private company and almost 98 percent of the respondents have graduated from university.

The respondents do not feel the need to supervise their employees: 31.04 percent of them must know what their cooperatives do. The same number of respondents (31.04 percent) control their cooperatives before the deadline assigned for completing a task, whereas 41.38 percent do not see the need to know at what stage exactly each employee's work is. They also believe that the employees should solve assigned tasks by themselves. 33.34 percent claim that they do not supervise every stage of an employees' work – they just wait for the final result. If an employee, however, reports the need for additional discussion on the tasks assigned, the respondents arrange additional meetings – 86,21 percent. 37.04 percent of the respondents declare, that they like to know what their male workers do. A very similar percent of the respondents – 33.34 percent, have responded that, they like to know what their female workers do. 48.28 percent of the respondents definitely denies the following statement: 'I set proper rules (time, place) of contacting me, otherwise I would have meetings all the time'. Simultaneously, 65.52 percent of the women manager respondents maintain, that 'everyone who wants to meet me, has such a chance'. 46.43 percent of the respondents claimed they make decisions jointly. 44.83 percent of the respondents admit that rules are necessary for the proper functioning of an organization. If someone does not abide by them, he or she has to be reminded that rules should be obeyed – otherwise chaos will ensue. 34.49 percent of the women managers claim that they do not tolerate people breaking rules, and 75,87 percent do not accept the following statement: 'I repeat my order, and if it is still undermined, I say: >>Alright, do whatever you wish<<'. 31.04 percent of the respondents prefer simple, clear communications: 'I say to my employee: >>Do, as you are told.<<'. At the same time, 46,43 percent agree with the statement: 'I al-



low my employees do their job on their own.'. In terms of motivation, 82.76 percent of the respondents do not believe that employees are likely to be motivated and assume that many among the employed look for positions which require just some thought and little responsibility. 48.28 percent of the respondents believe at the same time that in order to get employees interested in work, they should be given a chance to make decisions they could be responsible for. 48.28 percent of the women managers moderately agrees with the statement that: 'Majority of employees value money above work done'.

## **Women – managers in gender homogeneous and diverse teams**

About 50 percent of the respondents in homogeneous teams declare that they do not have to know what stage team work is at, while 35 percent of the respondents check if a task has been completed. Contrary to this were the answers given by the women managers of diverse teams, 40 percent of them must definitely know at what stage their employees' work is. Unlike their peers managing the homogeneous teams, they like to remind their workers about upcoming deadlines. 40 percent of the diverse teams bosses summarise their employees work. Conversely, much less of the respondents managing homogeneous groups do so.

The differences noticeable in answers also concern giving employees freedom and responsibility for carrying out a task. Bosses of homogeneous teams do not think that their female cooperatives should solve problems on their own, whereas women managers of diverse teams agree with the statement that: 'Employees should solve entrusted tasks by themselves'. In both groups subject to research, the respondents were willing to devote time to have additional meetings with an employee, should a problems ensue. The vast majority of the respondents, in both groups compared, hold a staff meeting on a weekly basis. Their communication with teams, however, is not regulated formally. It is rather dictated by a situation. The respondents in both groups opt for direct communication. In case of problematic issues, the respondents managing homogeneous groups prefer direct, individual contact with every male or female employee (40 percent). Their colleagues in the diverse teams, who, in conflict situations, are also willing to realize a compromise strategy instead of confrontation, do not fully support the idea of individual, personal talks and resolutions. In both groups, female bosses do not make decisions on their own; although it is not clear-cut, decisions are generally made collegially. Whereas, the women managers of the diverse departments, more often than their peers, rely on their knowledge when making a decision: 'Do as I say/as you are told' (about 30 percent), the respondents who manage homogeneous teams, avoid exerting direct pressure, imposing their own ideas. They, on the other hand, who manage diverse teams, in most cases share their support for the statement: 'I

try to present my decisions to a team in such a way, that they accept it'. The respondents, in both groups, largely support the statement: 'Rules are necessary for proper functioning of an organization'. They also jointly believe that: 'If somebody does not abide by the rules, they have to be reminded that rules should be obeyed – otherwise chaos will ensue'. At the same time, they do not accept the following statements: 'If an employee breaks some rule, it is better to turn a blind eye to it', 'I repeat my order, and if it is still undermined, I say: >>All-right, do whatever you wish<<'. Both of the groups respondents, do not call off their orders, but take a moderate stand on an unambiguous giving of orders.

The research has shown, that there are no differences in terms of motivation related convictions. They negatively responded to the following statement: 'Employees cannot be motivated, because, as a matter of principle, they look for positions, which require just some thought and little responsibility'. 60 percent of bosses of the diverse teams and as many of them in homogeneous teams, believe, that in order to win employees' interest in work, they should be given an opportunity to make decisions they would be responsible for. Similar are the results on motivation: c.a. 60 percent believe that: 'Majority of employees value money above work performed'.

When asked about work atmosphere, which is also created by a boss – him or herself, members of gender homogeneous teams, were positively disposed to it, describing it: friendly, success oriented, productive. Likewise, the opinion expressed by the gender diverse teams members was positive.

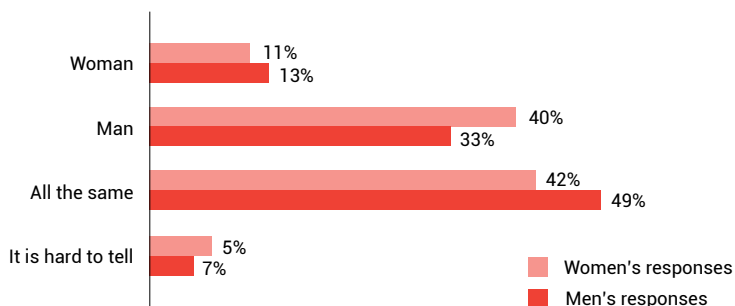
## **"Who is a woman manager?" – analysis of free-form interviews**

The lack of historically established research of women's activity as people performing managerial functions, often does not allow one to clarify an opinion on the role and behaviours of women bosses. Therefore, women often find it difficult to determine their identity in the world of business, and when performing a managerial role, they often refer to themselves in regards of a male model. Management psychology has named such a phenomenon – masculinisation of women in managerial positions. On the other hand, however, there is still present socially a traditional model of business behaviours, referring itself to so-called 'female traits' (such as: softness, emotionalism). The two paradigms create professional situations in which male and female social role configurations seem to mutually exclude each other. It is also the case, that women working in male dominated professions, 'seem to be deprived of gender'.

Therefore, how do women manage gender homogeneous teams, and how they deal with gender diverse teams of men and women?

Firstly, one should have a look at research by CBOS [Centre of Public Opinion Research], which has shown, that almost half of Poles (45 percent) admit that their boss' gender is of no meaning to them. Almost two-fifths (37 percent) would prefer to have a man as their boss, and less than one-eighth (12 percent) would prefer a woman. The opinions are diversified in terms of the respondents' sex.

**Would you prefer to have a woman-boss or a man-boss?**



**Source:** Opinions on professionally active women. Research by CBOS [Centre of Public Opinion Research], Warszawa, August 2003

In the following research, all of the respondents have presented themselves as very competent, active, caring for their team, leaders, professionals: Here is an example of a typical response to a question:

*What do you believe contributes to success in management?*

Answer: Primarily – competences – which do not have gender. Yet, mere competences without some interpersonal skills (although I do not particularly like the name) are not enough. It is about the ability to make contacts easily and maintain them. [An utterance of a woman manager with one year's experience managing a gender-diverse team]

Response: Good planning, consequence, supervision (or rather ongoing monitoring of particular projects / employees' tasks) with simultaneous trust at delegating tasks and responsibilities, sharing knowledge. [Woman manager who has been managing a gender-diverse team since 2003].

Almost all of the respondents have defined their relations with cooperatives as equal.

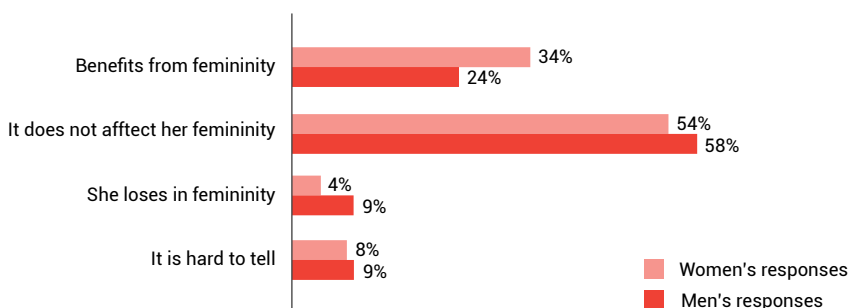
When asked the following question: Is being a woman boss difficult? – the most frequently given answers are as follows: It much depends on character – I personally do not have any problems with that, but I have friends in similar posts, who do have certain dilemmas with regard to their gender. The impact of the fact that I am a woman is not so much evident in relations with my team, as it is with my superiors, i.e. managers and directors.

From my perspective, women are treated differently than men, especially women who have children. The superiors assume, that a woman having a family, is not flexible, will not work carefully enough and devote all their time to work, team, financial result etc. They maintain she should take care of her house.

Sometimes, there are responses which prove of being overburdened with a role assigned, or a conflict connected with performing professional and personal roles: It is hard to maintain work – life balance, being burdened with heavy workload and manager's responsibilities.

The following article finds the respondents' answers to the following question particularly important: Do you happen to use the fact of being a woman in the workplace? Majority of the respondents deny using their female attributes at work. However, there are a few answers proving that femininity may be an element of acting strategies in professional situations. Here are some examples of these: Sure. Always. Although it is an additional and not decisive factor. Firstly, when solving a problem, I try to be maximally well prepared and present my arguments in a convincing way, but in relation with (this should be 'to') 'the outside world', which my institution relies on, before having an important meeting, I visit the hairdresser's, I carefully select my clothing and touch-up my make-up more carefully than usual. It usually helps to create a good atmosphere and leave a general good impression. [Woman manager who has been managing a gender-diverse team for a year.]. Another example response: In relation with my team – never, at least it is not conscious (It is a good question). In relation with (again 'to') my superior, clients – definitely yes: a proper apparel, depending on who I meet. Manicure, jewellery, good perfume, colour selection... or I can allow myself for more friendly, open attitude towards my cooperatives, and improve their motivation. [4 years of experience, gender-diverse team]

**How do you think, does a woman occupying a managerial position at work loses or benefits from femininity?**



**Source:** Opinions on professionally active women. Research by CBOS [Centre of Public Opinion Research], Warszawa, August 2003

As the above mentioned research by CBOS has shown, more than a half of the total number of respondents (56 percent) believe that performing a managerial function, does not have an impact on her femininity. More than one fourth (29 percent) maintain that a professional career improves a woman's attractiveness. Only 6 percent believe that a woman boss is likely to retain her femininity. The opinions are diversified in terms of the respondents' sex.

## **Between the past and modernization – summary**

The model of gender-related professional roles, emerging from the following research, is still a blend of traditional and modern elements. The medley of opinions and attitudes towards a woman boss' role, status and identity is a result of a selective modernization of womanly(female?) roles. Managers carefully observe reality, notice media-popularized images of successful women, especially those who build their own companies, work on exposed posts and based on that, they build systems of values and rules. They supplement it with their own experience and dreams to perfectly deal with managing a team and at the same time be a warm-hearted, charming and attractive woman. As a result, the symbolic model of a woman's identity becomes blurred.

In the analyzed areas of management: assigning tasks, decision making, communication, problem solving, motivating employees – the differences have occurred only with respect to the first mentioned. As the research results have shown: "An effective manager is a person, who incorporates features, traditionally attributed to men (rationalism, determination, self-confidence, independence, self-discipline), as well as women (honesty, trust, altruism, delicacy, sociability, cordiality, communicativeness)".

The aforementioned review of gender in the context of assuming managerial roles by women is only a small part of a problem concerning the diversity of contemporary functioning business models. A look at work problems from the research from a woman's perspective, is one of the ways which would contribute to a better understanding of dependencies between diversity, mutuality norms, trust – shaping a social form of capital, and functioning of society based on gender dichotomy, created both socially and culturally.

# Effective ways of management and team management tools

## Introduction

The effective management of a team of staff is the backbone of every business. Regardless of the type, the profile or the place of work within which the management of people occurs it, ultimately, depends on them how we get the final effect. However, the team cannot exist without a guide who organizes the entire management process and provides a direction, (consciously) aiming to succeed. This person in many organizations is the manager who constantly affects the behaviour of their employees - their work style, attitude, responsibility and behaviour reflects their knowledge and experience. Management style chosen by the manager directly translates into employees who are often inspired by the behaviour of their superior. An effective boss should not only seek to carry out certain tasks, but above all properly inspire and stimulate their subordinate team.

However, one must remember the rule of thumb that the fate of the organization cannot depend on the individual, no matter how important a person for the organization. It is not only a well-functioning team of employees and the company's management team that needs to be considered at any time by the relevant manager, but above all, what the overall condition of the workforce will be after the change of management. Moreover, it is necessary to reflect on how ways, methods and tools used by the manager in the long term may affect the efficiency of the team and growth of the business. Selection test management style and the tools used in it are changes in the organization, whether it is personal or change goals and courses of action. Certain methods are effective in certain environments, however, if the action of evolution will result in the change of systems and rules across the organization, including a team of employees.

This article will attempt to highlight more effective ways, principles, and tools used to effectively manage a team. What is important is that the following examples will be chosen for their level of usefulness in the HoReCa and the most important ones will be presented, which serve to maintain the effectiveness of a team after the change of a manager, so that the change does not affect drastically on the team. The very natural fear of change is a burden for a team, which may, for a certain period, result in them being less effective in action as well as, in the worst case scenario, a complete loss of effectiveness. However, it is important to prepare the team for the inevitable change and show reasons for action that will ensure the continuity of workers and make the merits of specific decisions and changes in the organization clear to the team.

The HoReCa industry is a unique and highly dependent on external factors and, therefore, generally a difficult environment to manage. Variability, flexibility and the high rotation of personnel make it difficult to effectively manage a team. The human factor of a team is often regarded as secondary to customers, profits, brands, or wide offers tailored to the needs of the market. While each of these elements can somehow lead to the use of various tools, services, or hard work of so many of our group of employees. Attention needs to be paid all the time to appropriate ways, which will be tailored to the specific team, place and manager, who will not only be focused on tasks or profit as a result, but also to what is important to people, relationships and the corresponding relations in the team. The human factor translates directly into results achieved by the organization and assessment by clients.

As with every other aspect of management based on the knowledge of team management, the use of the same tools is not a guarantee of success. It is also necessary to apply appropriate rules, the attitude of the management, a little bit of talent and art as well, which is very important in this case, superior's awareness.

One important point of view for any organization, is a team that has not been neglected by the manager or the same structure. This implies a greater risk of failure, which may affect the business. The team losing the motivation to act due to a sense of underestimation and lack of recognition affects the entire functioning body. It is increasingly difficult to repair processes that one by one block positive changes. The basic good relationship in the team is to understand, which takes proper deference and time, as well as to apply rules that will apply in everyday relationships.

Difficulties associated with the management of human resources in the HoReCa sector are primarily related to:

1. Different levels of employee education, especially for workers performing simple operations; in the age of the employee market prevailing at the moment in Poland it is very difficult to determine the actual implementation of the entry criteria for the recruitment stage, eg. to ensure that all admitted to working people have had minimum directional vocational education;
2. Good repeatability and arduousness job, especially considering the physical and ergonomic workplace, which is not always optimal,
3. "Unavailability" of employees, associated not only with the general working conditions, but above all a process which often "isolates" the employee in the performance of tasks in a limited or closed area,
4. "Temporary Workers" - based on the assumption, that the people are employed only for a few hours or days to perform additional work, supporting the production or quality control,
5. An employee's understanding of the process that requires, as mentioned earlier, not only the efficient operation of the machine, but also its maintenance, quality control, and often repair in order to maintain the desired level of efficiency,
6. Different size and "force" teams, which is caused not only by the level of maturity of a group of employees as a team, but also the current composition of the personnel and turnover rates.

## **Principles of effective management**

These principles are the foundation of professional management, including the management team. They regulate how to perform specific tasks and the use of appropriate tools, they are also the essence of the effective management of a team of workers.

### **In management, what matters is the result?**

One common way of thinking of business organizations and their managers is to focus on the result. It is connected to the making of a profit or new findings in the current business. The results are related to goals set by the people managing the organization, both short and long-term, which are verified using accepted accounting periods to define the specific results, which (should?) more or less correspond to the adopted assumptions. Managers building goals for the organization are guided by the principle SMART: S - specific, M - measurable, A - acceptable, R - realistic, T - determined at the time. The results or outcomes need not always be economic in nature. However, every organization needs the results of which are an end in themselves. The principle, which counts the result concerns



a part of teams and activities performed by them. Managers controlling teams should pay particular attention to primarily work results and should give praise to those performing the activities - not for the work itself, but for the results of this work and efficiency. This provides the constant motivation of employees needed, especially self-motivation and satisfaction with themselves and their work. This is crucial to managing people and their constant motivation to achieve the intended results.

### **The key to success is focus**

Concentration has many key meanings. Those important in management are not only the big things, but also the small; individual and austerity measures that after summing up can finally give the appropriate final result. Successful managers often emphasize that organizations today rely on large projects and complicated processes. Many of the actions are comprehensive and powerful and you should focus more on smaller parts that can be treated carefully bring greater effects. It is impossible to relate success in every field of activity. The more we focus on the little things and the key individual, the more we have a chance to refine our activities, which make up the targets. GA Miller, psychologist, conducted a study on the extent of control to which man is capable. He pointed to the principle of Seven plus / minus two cases per unit of time - said that it is the amount that one can control. The greater amount of tasks / subjects controlled reduces the effectiveness of a manager. In the management of a team it is important to organize yourself well as a supervisor, while effectively and skillfully delegating tasks to others. These delegated activities should be developing, motivating, adapted to the competence of those performing them, but also not overwhelming. It is important to bear in mind the principle that too many tasks can block certain processes and thus affect the lack of results the whole field workers.

The delegation of tasks and control should be based on the following tools:

- Coaching, which usually takes the form of so-called peer coaching among employees of peers, but with varying degrees of seniority,
- Mentoring, which is based on a gradual and long-term training in the workplace, especially in the case of the integration of new employees,
- Assessments - where both the results are evaluated and employee competence, having the form of regular talks between the direct supervisor and the employee, and the result should be not only to provide information regarding the performance of the work, but most of all the joint development of the individual employee development plan for the coming period ,
- Delegation of tasks in a methodical way so as to motivate the employee by entrusting him

responsible work, and not to introduce the so-called. "Spychologii" [paper-pushing]

- Group problem solving, finding the resources and accelerate solutions to specific problems at the same high commitment of all employees,
- The rotation of positions, which is part of the horizontal advancement, owing to opportunities to learn about the specifics of working in various positions but also provides skilled and flexible cast of key positions in case of absence.
- the application of these modern management tools for the production team,
- up-skilling by his superiors in management - the professionalization of the best methods
- retention of employees through appropriate management by the immediate supervisor.

An important role is played by the head of the team who is able to determine the nature of the conflict and lead to its solution. Misunderstandings in a team can have different causes: the wrong choice of position or role for team members and a subsequent struggle for dominance, an improperly functioning system of communication within the team, a contradiction of values and goals, and economic or cultural differences between members. Conflicts are usually destructive, but if they are well guided directly, they can also serve a positive function in the organization, by maintaining the vitality and introducing additional energy into teams and the whole company. The manager should teach their team to deal with these problems through the use of, so-called, situational games. They show a schematic diagram of, and possible solutions to, conflicts, eg. through negotiations, compromise or style integration, which leads to the development of new common solutions to problems.

Generally speaking, the sector environment is not significantly different from any other in terms of accessibility and the ability to use specific tools and management models. The tools that should be mentioned, are those every manager should have in their inventory.

It is necessary, from the perspective of a middle-level, direct supervisor or person who is responsible for the operational, daily team management, to pay special attention to four areas:

1. Communication
2. Motivation (in particular non-financial)
3. Delegation and control, and
4. Skills development in a team

In the case of communication the most important tools which are applicable are:

- Setting goals, mainly short-term and medium-term operational objectives, related to specific tasks or elements of the plan of production,

- Meetings - all or part of the team
- Reporting as scheduled, whether written, oral, and visual (e-board or white board)
- Group problem solving based on problem-solving tools (eg. A cause-effect diagram or brainstorming)

These tools should be used primarily to ensure the timely flow of information, possibly in the form of two-way communication(s).

Well-established knowledge management is the only foundation and background for the rest of managerial competencies. Managers must be able to effectively direct people, and not merely limit themselves to the management theory, even if they had a very good command of it. Undoubtedly, to become a good manager takes time, knowledge and experience, but the competencies of the manager also consists of other elements, such as so-called, personal and interpersonal skills. Here the following should be mentioned: time management, goal setting, effective delegation, motivating others, conflict resolution and highly developed interpersonal communication. There is one more thing connected with a good manager. Namely, the authority. Individuals who, through their actions, character and personality are able to win an informal authority in the team (which does not arise from their superior position towards the team), can manage even more effectively..

If the group is made up of individuals, and such people are prominent and distinguished from other employees, management becomes easier if they adopt and accept the authority of their superior. It should be remembered that people who exhibit individuality have quite strong characters, and often do not like to submit to others (they tend to rule in a group or, on the contrary, prefer freedom in action and they do not like to, or cannot, work well as a team).

It can be concluded that one of the elements of effective management of a team of individuals is the position of leadership developed by the manager and it is best supported by the knowledge, skills and confidence-inspiring authority shown by said manager. Another equally important element in the management of the group is the knowledge of human behaviour (bordering on psychology and sociology).

Another important element in managing this type of team is the right motivation. It is a factor with which you can achieve significant results at work. According to the American psychologist, Maslow, motivation stems from satisfaction of the five basic human needs of the hierarchical structure; these needs are: physiological, safety, belonging, recognition, and self-fulfillment. Based on this scheme, the manager should ensure that, to the extent possible, they meet the needs of their employees, ranging from those located in the lowest classification to the needs of self-realization, which are extremely important for those

designated individuals. The desire for self-realization causes them to constantly strive to improve performance at work and require each other to be more willing to take on new challenges, which translates into more and better results. Self-realization is therefore a desire to use their abilities and interests and maintain continuous professional growth and personal development.

Motivation of the team and individual employees can be achieved in two ways - through incentives tangible and intangible. The first of these consists of economic benefits, and so range from wage increases to bonuses, awards, allowances, lump sums, social and living benefits and other privileges not included in wages. In turn, the intangible ways to motivate include, among others; promotion, social recognition, participation in management, autonomy in tasks, keeping clear of personnel policy, informing employees of the results and achievements and possibilities of self-education.

**Motivation should be based on the following tools:**

- Show our own example by direct supervision that strengthens team cohesion and management practices,
- Expression recognition, through individual praise or in the presence of the whole team,
- Financial and non-financial rewarding, which is unfortunately a sensitive point of the production environment, particularly in case of the level of financial rewarding,
- Transmitting regular feedback from your supervisor, for the performance of the individual worker, which is often a difficult task, and the amount of the duties of a mid-level manager, but has a "magical" effect of retaining the enthusiasm and commitment of the team members.

One of the most common statements is the easy lingering belief that the only effective motivator for employees at the lowest level is that of the money. As in any industry, a certain level of remuneration is regarded as satisfactory, but it does not mean, of course, that it is the only effective motivator. The atmosphere at work, relations with superiors and terms of reference, which are mainly non-financial motivators, are equally important.

The conscious art of leadership consists in recognizing employee's strengths and weaknesses and finding creative ways to make use of one's talents. In this way you can build a team that is a subtle composition of skills, talents and personalities whilst at the same time carefully adjusting its weakness.

When colleagues are positively motivated, accommodating and identify with a group - they create a good team that can efficiently carry out the tasks placed before them. Encouraging the team to be creative and directing the creativity can only occur when managers

themselves understand and feel the creative process.

Managing a team in a HoReCa environment is undoubtedly a challenging task, but through the use of appropriate tools it can easily turn from impenetrable jungle to a grove. Given which tools can be used to effectively manage the team, it is easy to get the impression that they do not have anything specific or distinctive in themselves to the tools used in other sectors. The effectiveness of their application depends, however, in this case, to a large extent on the awareness and knowledge of mid-level supervisors.

An important benefit of their use will not only employee satisfaction and loyalty, subsequently remaining in their career with the company for a long time, but most of all measurable indicators to improve the organization, associated with the reduction of costs, shorter delivery times, or improving quality and thus better financial results for the entire company.

# Flexible forms of employment - missed opportunities?

## Introduction

Globalization, rapid technological progress and growing competition make, that entrepreneurs who want to remain on the market and develop must respond to changes quickly and dynamically. Very helpful in implementing of such a management strategy are flexible forms of employment, which allow to customize the organization of work in company to the market needs, and thus limit the costs while maintaining cooperation with the qualified personnel.

At the same time, alternative forms of employment are increasingly more likely to be selected by the workers themselves who see them as the opportunity to more easily combine professional and private lives and pursue their passions. Flexible solutions enable people to remain professionally active, who do not feel the traditional form of employment (contract for an indefinite time) is designed for them for various reasons - mothers bringing up children, people taking care of dependents, students, the disabled, those skilled in the design industries (e.g. for IT specialists, construction works managers), the elderly and all the others, who need to adjust the form of the work for their obligations, capabilities or plans.

What exactly are flexible forms of employment? Are the Polish employers and employees not only acquainted with them, but also effectively utilize them in practice? Why do we praise flexible labour market in the UK? What we need to change? These are questions that should not only ask, but also try to find the answers to.

## Flexible forms of employment in Poland

### Characteristics and types of flexible forms of employment in Poland

The easiest way to define flexible forms of employment is by means exclusion, an indication of what is classical, inflexible employment model, which is a contract for an indefinite time. The traditional model is based on a typical employment relationship between the employer and the employee, where the work is performed on the basis of an open-ended contract, full-time, in fixed hours and at specific place under the supervision of the employer. Thus, non-traditional, flexible forms of employment are considered as deviating from the aforementioned pattern. They are distinguished by varying degrees of flexibility in different areas - not only in terms of working time, which is commonly associated with term flexible forms of employment, but also the workplace, the legal form under which the work is performed, salary, work organization and work tools .

Flexible work forms can be attempted to classify a variety of ways. For example, assuming the division due to the working time, there can be distinguished inflexible forms, such as a contract for a fixed term or temporary contract work, on average, flexible forms, which include employee leasing or job sharing, and also forms a very flexible, primarily contract work or telecommuting. On the other hand, considering the group of people affected by the agreement, there can be distinguished: flexible employment forms (statutory included in form of work contract work), flexible non-employment forms (contracts, which are not subject to the provisions of labour law e.g. civil law) and other flexible forms of employment (e.g. self-employment) .

Polish regulations have different arrangements to enable the use of flexible forms of employment, although there is no actual definition of the term "flexible forms of employment" in the Polish labour law . Below, there are presented brief descriptions of various forms of flexible employment forms with information on the manner of their regulation in Poland .

- **Probation contract** - allows an employer to verify an employee's qualifications and the employee to get acquainted with terms and conditions of employment. It can be entered for the period not exceeding three months, once with the same employee. Its termination occurs by mutual agreement of the parties at any time or with a prior notice. Legally regulated by the Labour Code.
- **Contract for a specified time** – there must be specified period of its duration in the time of its conclusion. An employer may sign only two contracts with the same in succession (if the interval between the termination of the previous and establishing another one does not exceed one month), the third contract becomes a contract for unspecified

time. The notice period is 2 weeks for contracts longer than 6 months. Its special type is the replacement employment, which is concluded to replace an employee during their long absence, this contract does not amend the contract of unspecified time, does not guarantee protection for pregnant women in the notice period is 3 days. It is legally regulated by the Labour Code.

- **The contract for executing a specified work.** - concluded for the duration of a specific task, usually in when it is impossible to accurately determine the duration of commissioned work, e.g. in case of seasonal work. It can be concluded many times, but must precisely define the type of work to be done. It cannot be breached except collective redundancies, bankruptcy or liquidation of the employer. Legally regulated by the Labour Code.
- **Part-time work** – performed in part of full time job. An employee has the right to use the same rights as a full-time employee, however including duration of holiday is determined in proportion to the working time. Legally regulated by the Labour Code.
- **Staff Leasing** (temporary work) - This tripartite employment relationship between temporary work agency, employer and temporary employee. The employer is not the party in the contract with temporary worker, since they are employed by a temporary employment agency and all the obligations, as well as people costs, rely on it. The maximum period of service for one employer cannot be longer than 18 months over the course of 36 months. When using the employment agency, the employer using agency services is not charged for the recruitment, payroll liabilities, and above all, can quickly obtain an employee whom they need at a specific time. On the other hand, the employee hired through an agency, has the opportunity to gain work experience in various positions and for many employers. Temporary work is regulated by the Act of 9 July 2003. on employing temporary workers (Journal of Laws No. 166, item. 1608 as amended).
- **Teleworking** - regularly performed work outside the workplace, using information technology and telecommunications. The employer is responsible for providing the necessary equipment to do the job, unless the agreement specified otherwise. This form is ideal for industries such as information technology, marketing, accounting, translation and consulting services. It is a very good option for people with disabilities, living outside the big cities, and women raising children. Legally regulated by the Labour Code.
- **Work on call** - employee is required to remain at disposal of the employer, who may at any time request the employee to perform work, is not regulated by any labour law.
- **Job sharing** - the type of part-time work, two or more people are employed to perform the same duties, who are jointly held responsible for the tasks performed. The agree-



ment between the employer and employees stipulates flat-rate fee, working hours, and the obligation of mutual substitutions in the absence of other employees employed in the same form. This form of work is beneficial solution for those interested in working part-time. In Poland, there is no legal regulation of this form of work.

- **Contract of specific work** (contract of careful operation) - the subject of this contract is to perform a specific action to the benefit of the ordering party. The contractor may subcontract the performance of the service to a third party. The agreement may be terminated by either party at time may be retribution or free of charge. Legally regulated by the Civil Code.
- **Contract for specific task** (result agreement) – the provision for the contract conclusion is setting out the task to be executed by the contractor, the contract is paid, must specify the type of work (it can substantial or unsubstantial), the date and manner of its execution, as well as payment amount. Legally regulated by the Civil Code.
- **Agency agreement** - intermediation services between the parties, compensation in the form of commissions, the possibility to conclude for a fixed-term or indefinite period, an agent must be a person who conducts business activities. Legally regulated by the Civil Code.
- **Home-based work** - a intermediate form intermediate between a work contract and work agreement work consisting in manufacturing, by the contractor, objects from source material entrusted by the employer, or services by order of and billing of the ordering party. The contractor shall be entitled to employee benefits, but they receive payment only for the work actually performed. Home-based work agreement may be concluded for a trial period, fixed-term, indefinite period, and for the duration of specific job. The main advantage of this form of employment for an employer is the reduction of employment costs, and for a worker the ability to work at a convenient time and pace, without leaving home. The conditions of home-based work are set out in the Regulation of the Council of Ministers of December 31, 1975, on the rights of employees of outworkers (Journal of Laws of 1976. No. 3, item 19, as amended)
- **Job rotation** - allows you to combine employment policy with training policy, during the absence of employees undergoing training, their responsibilities are taken over by other qualified persons, e.g. the trained unemployed. This type of employment is applied on the basis of generally applicable or internal company regulations, based on work contract work or work schedule only.
- **Outsourcing** - continuous orders to provide services outside, the employing entity workers (based on work contracts or civil-law agreements) performing operations in the

outside company that takes over all duties associated with it. Outsourcing is not substantially regulated by the Polish law.

- **Self-employment** - the concept of self-employment is not legally defined, we deal with it when a person conducting a business activity provides services for the company. The rules for setting up and conducting business activity in the form of self-employment are regulated by the Law of 2 July 2004. on Freedom of economic activity (Journal of Laws of 2013., item 672).

Each of the forms set out above has its advantages and disadvantages, both from the perspective of the employer and the employee. One can, however, provide general benefits and shortcomings of these non-classical models of employment. Employer, owing to the implementation of alternative forms of employment can adjust the status and employment structure to the needs of the company and thereby reduce the labour costs associated with taxes, social security, and the company's human resources policies. Also, it can make better use the employees' potential. The company may decide to cooperate with specialists and workers from other regions, often with the traditional model would not be feasible. The employer, however, has to acknowledge, that it loses some control over employees, implements them more often and has less assurance as to the timeliness and the quality of the executed tasks. On the other hand, the employee primarily gains bigger opportunities for employment, can combine work with several employers, adjust time and place to individual needs and thus it easier maintain work-life balance. At the same time, he or she must be aware of the lack of certainty pertaining to stability and continuity of work, inability to use the full employee's rights and the lack of effective protection associated with remuneration for work.

### **The level of knowledge and application of flexible solutions on the Polish labour market**

The application of flexible forms of employment is possible in almost every company because of the variety of available solutions. It is important, however, that while their implementation, carefully consider the nature of a job in the context of available alternatives and, select the solution that will bring certain benefits to both interested parties – the employers and the employee. It is clear, for example, that the drivers in the catering company will not be able to work as in teleworkers, due to the nature of the work duties, but the employer can hire them applying the principle of job sharing. Personal preferences of an employed person are also very important, not everyone knows how to plan activities and for discipline to act, e.g. during specific task contract. Conversely, only the people oriented at cooperation with others, not being specifically attached to the executed tasks, will find job sharing model appealing.

Unfortunately, studies show that knowledge of flexible forms of employment among the Polish employers and employees, is limited. According to the report by PKPP Lewiatan the most recognized flexible forms of employment are contract work for a specified period, part-time employment, contract for specific task, and specific task contracts. On the other hand, as much as 24% of the employers and 52% of employees are unable to provide any solution facilitating flexibility of employment. This is confirmed by studies carried out as part of the project "Success of Women Managers of Podkarpackie Province", which shows that up to 50% of respondents did not know about the existence of flexible forms of employment. While the remaining respondents, even if you have knowledge on this subject, do not see the possibility of its practical application.

Being unacquainted with solutions making the labour market flexible, therefore translates to low level of their application. The only commonly used form is a contract for a specified period of which is used by 76% of entrepreneurs as indicated PKPP Lewiatan . Other popular forms of work include part-time employment and employment under the civil-law contracts (used respectively by 55% and 39% of entrepreneurs). Less known forms of employment, for objective reasons more rarely used, e.g. teleworking has been used by only 3% of the companies surveyed. This is confirmed by research conducted by the Zielona Linia Centre, according to which, outsourcing, self-employment, agency agreement, and teleworking are relatively rarely used by the Polish employers .

Even those more frequently used forms of flexible employment are of limited availability to workers in the Polish market. There are no part-time work offers. While it is beneficial solution for parents raising small children, caretakers of the sick or the elderly. Such a model can be also more often used by people with of the Generation Y (born between 1980-2000), for whom it is extremely important to maintain a work-life balance . In the European Union the proportion of workers, who mainly worked part-time, has increased over the 10 years from 16.0 % in 2003 to 19.5 % in 2013. The highest percentage of workers employed in this form was recorded in the Netherlands in 2013 where every second person (50,0%) works in this model. In Great Britain the quota was 25.5%, while in Poland only 7.1% . In Poland, there is deficiency of this type of jobs, but it is also connected with the employees' concerns arising from less favourable treatment of people employed in such form by domestic employers (no investments in coaching, a greater threat of dismissal than in case of full-time employees, less likelihood to be promoted).

## **Flexible forms of employment in Great Britain**

Due to the nature of the British labour market over the past 30 years, the policy of flex-

ible forms of employment is important in all sectors, especially in hotel industry, hospitals, catering, and in non-profit sector. Measures to ensure the protection of workers are in the discretion of the employer. The essence of the discussion in the United Kingdom is that the current policy of a flexible labour market coupled with active employment policy, can be considered as flexicurity, or only flexibility. The notion above heavily depends on the elements stressed. The employers and the government claim that the regulations regarding the labour market and social welfare are sufficient, and in support of this thesis they quote Report on low job insecurity.

In fact, the research has indicated that:

- a) an increase in job insecurity in the 90s years of the twentieth century largely concerned the professional and quasi-professional work,
- b) since the second half of the 90s of the twentieth century, the sense of job insecurity decreased, which undoubtedly reflects the situation on the labour market

In addition, fixed-term work is still not widespread in United Kingdom - even the highest estimates determine its level at about 7% of the working population. However, it should be noted, that a seasonal variability occurs. Working part-time is more common (for about 25% of the workforce), and it primarily concerns women and young people. The data above reflects an increase in the degree of women's participation in the labour market and an increase in the number of students working part-time. For both these groups, work part-time is most often active choice. Critics of the current arrangements argue, that much can still be done with in terms of the regulations on consultation and negotiations with employees during the restructuring of enterprises. Also, it has been indicated, that the elements of coercion should be removed from the welfare system, and that a detailed analysis of the impact of labour market flexibility on gender equality.

Also, it has also been stated that there is still much to be done in the UK, before it is able to achieve the level of benefits associated with training in occurring in other EU countries. In this case, the government decided to recognize a number of recommendations of the Leitch Review report, which aims to significantly improve many aspects of training.

Flexicurity can be defined as an integrated strategy to increase flexibility and at the same time security in the labor market. As the European Commission stipulates in its statement "The aim of flexicurity is to ensure the EU citizens a high level of employment, i.e. possibility to find a job quickly at every stage of professional life and much chance for development opportunities in a rapidly changing economy. Another aim is to ensure so that both the employees and the employer, benefited from opportunities offered by globalization, as much as possible. Owing to this, the model of flexicurity, the safety and flexibility to are

mutually supported'. The concept of flexicurity is the proposal to associate elements of both orders: liberal (flexibility of the labour market) and social (social security) and is based on looking for the benefits for both sides of work relations .

### **Types of flexible forms of employment in Great Britain**

In the UK, there are several types of employment forms that are considered flexible. They help people who want to work adjust it to their lifestyle, such as being a mother of a child who is not yet subject to education (less than 5 years old). The following descriptions merely represent various forms and not them codifying them under them as regulations .

- **Job sharing** (job sharing) - takes place in a situation where more than one person is employed in on one workstation. Employees share the responsibilities, tasks and salary between themselves. The specific variation of job sharing is the reduction of working hours, which is also possible if the worker's situation requires so. Application shall be made in writing. This may be not only a family situation, but also, for example, the desire to improve skills (school, college, courses, which may interfere with the working time).
- **Contracting work** - is based on short-term labour contracting, is the equivalent of Polish contract of specific work, may concern homeworking or work, which aims to achieve a specific purpose, such as carrying a survey among 100 people, or gathering specific data, organize specific activities, such as an event. These are mostly tasks executed in the part-time work model.
- **Staff Leasing** - is the leasing of employees. In Poland, employee leasing is referred to as temporary work or work by the agency.
- **Free hire of employees** – a company, e.g. in stoppage time, gives (temporarily) an employee at the disposal of another employer. There is also the possibility of concluding an interim agreement with the new employer.
- **Specified time job** - Work for a specified period is provided under a term work contract (fixed term contract). Sometimes it happens that one cannot terminate the contract before it is completed by any of the parties. It is important to carefully read the contract and if in doubt, make reservations should be made in writing. The British, particularly women are aware of their rights and not afraid to raise objections or ask for changes in contract.
- **Work on call** - The employee is called in by the employer if case of demand for the performance of work, while at all times, the employee is ready to perform work. It is particularly work by the agency, where the employee is hired and delegated to some place. Work by the agency is characterized by changeability and that each day an

employee may be sent to other place in to carry out work for different wage. It is the most common type of work among the Poles in Great Britain, especially those who have come recently.

- **Working on replacement** - temporary employment to replace an employee, for example, during periods of illness or maternity leave,
- **Working at home** - is a form of employment, where the work is not done in the workplace but at the employee's home, for example, it may be a web site service or research, conducting marketing activities. Typically, such activities do not require the presence of an employee at a company, and employers do not find it troublesome.
- **Working part-time** - the work is shorter than the fundamental full-time job for a profession (usually 40 hours). In the UK, employees work up from an hour a day, up to 12 hours a day. Hours of work are flexible and there is no problem finding a job in order to maintain work-live balance.
- **Self-employment** - Form of employment connected with conducting business activity and providing services as part of it, under provisions of a long-term contract, for another business entity. Employers often establish cooperation with the self-employed. This often happens at the request of the contractor of service.
- **Telework** - Work performed regularly outside the workplace, using the use of electronic communication as defined in provisions on the providing electronic services.

### **United Kingdom: More flexible working hours and prohibition of discrimination on grounds of age**

United Kingdom has introduced legislation on flexible forms of employment. In addition to these provisions the previous, former regulations pertaining prohibiting discrimination based on have also been completed the and new introduced. Since April 2003 the parents of children under 6 years of age (18 years of age for the disabled children) are entitled to seek flexible working. The rules allow parents to change working hours, adjusting work so that they can take care of children, take them to school and pick them up from it, provide care when children are sick. The parents' right to take care of in children in the appropriate time, is respected.

In 2006, a law on work and family (Work and Families Act) was introduced, which increases the guardians of law's or parents' right to have free time from work then when they most need it. The Act also includes allowances for the parents or guardians, expanding the access to maternity and adoptive benefits and gives working fathers the right to additional paternity and parental leave (some of which may be payable), introduces provisions to fa-

cilitate the employers managing holidays and salaries and planning them with greater accuracy. In addition, actions are taken to improve communication between the employer and employee during parental leave. In October 2006, the Government introduced legislation prohibiting discrimination based on age.

From April 2007 the right to request flexible working time has been extended to persons taking care of adults. Many people in Great Britain takes care of elder siblings, parents, adult children – it is about people who are, for example, disabled and a second adult is necessary for them to normal functioning. Such persons are the guardians of people who need care.

### **United Kingdom: Flexicurity and social partners' agreement**

The UK has one of the the most flexible labour markets in the European Union. In the event of redundancy, the employer must fulfil certain obligations to individual employees. Employees are protected from unfair dismissal, because the law requires the employer to prove that the selection and exemption process is fair. If the process of downsizing is deemed unfair by the Employment Tribunal, the employee may request to be reinstated to the position or demand compensation. Parents with young children (or older children with disabilities) have the right to request flexible working time. The British National Statistical Office reported that the unemployment rate in the April 2014 was 6.9 percent. Unemployment in the UK is falling - in September of 2013 years 7.1 percent population remained jobless, 7.9 percent in the year before. Over the year there have also been observable increase in the wages in the UK by 1.7 percent. By way of comparison, the unemployment rate in Poland of March 2014 was 13.5 per cent.

### **Flexible forms of employment as seen by the British employer**

British employers notice the problems faced by the occupationally active parents on the labour market, which is why they offer flexible forms of employment. There are many reasons that convince employers to ensure that grant employees the freedom to choose the work time or place. Notwithstanding, this has not connection with legal regulations which in this respect, secure the employees' rights. Before the issues were legally settled the employers had already given his subordinates considerable freedom.

It is widely believed that flexible forms of work, optimize the application of labour tools labour productivity, employees' loyalty, as well as reduce the number of sick leave, increase involvement in assigned duties, enhance creativity in employees, improve the atmosphere in work, increase innovation ideas, increase satisfaction from the current situation, allow to

raise the competence; there is an increase in employees development, they are eager to start families, return to work faster after, for example, maternity leave, which reduces the stress of maintaining work-life balance, the workers more often identify with themselves with the company and its principles.

In the UK, it is commonly believed that people need freedom of choice, flexibility and so called 'Careers without borders', i.e. frequent job changes and unlimited possibilities, which are granted by the atypical forms of employment. And the aim is not to deregulate the labor market, but make the regulations more flexible regulations and adapt them to the current needs of the market, as is the case in UK. Employers who often identify themselves with their employees (also, for example, are parents and have the disabled children with disabilities, or people taking care of an adult) are interested in solutions that could help workers maintain work-life balance. British employers are aware of benefits that their company could achieve or has already achieved owing to the flexible forms of employment. As one of the the biggest advantages of this solution shows More effective use of time and reduction of costs associated with employment are pointed to as the most important advantages of the solution.

## **Missed opportunities?**

The Poles appreciate and praise the flexibility of the labour market in UK seeing it as the contributing factor in to the success of the British economy. The Polish nationals working in the UK, recognize the benefits of this form of employment, stressing that as a temporary employee they do not become "second-class employees", are not treated in the same way as in their country. However, they are not convinced that making the Polish labour as flexible as the British would work. They are afraid that it would lead to greater exploitation of workers . In Poland, the flexible forms of employment are undervalued, and often perceived negatively. This is mainly due to being historically accustomed to rigid forms of employment and system of a regular job, but also problems with obtaining loans or lower salaries for people utilizing such solutions .

Meanwhile, flexible forms of employment carry many benefits, both for the employer and the employee. They make an attractive solution for people entering the labour market as well as marginalized social groups, thereby contributing to the growth of employment. They can also be successfully applied, which can be observed on the example of the British labour market.

Polish regulations provide various forms of flexible employment, and there are also gradually introduced changes to support the application of new solutions and making the Polish



labour market more flexible. Since last August, Polish entrepreneurs can benefit from the solutions that facilitate flexible working hours. They can choose from two options. The first is to extend the settlement period of up to 12 months and thus allows workers to adapt to the current work orders. This means that, for example, in the season for the industry when it is most orders, employees will be able to work longer, which will be offset by the longer rest during downtime. The second option allows the introduction of flexible hours so that employees can begin work at different times in different days of the week or work in a certain period of time and decide for themselves when to start work. The provisions introduced allow an increase in flexibility, but put too little emphasis on safety, so they are only partly consistent with the concept of flexicurity. Therefore, it is important that in the future the Polish legislator also introduced changes in this respect.

To make effective use of flexible forms of employment, primarily it is necessary that both parties – the employers and the employees, understand that flexibility is not a negative phenomenon, which has to lead to losing control, on the one hand, and lack of security, on the other. It is necessary to notice that it can become a chance to build a model of cooperation responding to the needs of both the employer and the employee, as well as the opportunity for development, growth of motivation, satisfaction, and efficiency. It is important, however, that it is based on mutual trust and respect.

Currently, the Polish employers and employees have cautious attitude towards flexible solutions in the areas of employment, especially towards those less popular. However, it seems that the solution is likely to find wider application with time, which will be mainly caused by the changes occurring on the labour market and the need to maintain work-life balance.

# A Successful Woman. Women managers competency model in the labour market. Results

*"There is nothing permanent except change."*

*Heraklit*

The twenty-first century has brought significant social and economic changes. Access to information, globalization and joining the European Union gave rise to many changes that we are witnessing today.

This approach forces the organization to introduce changes to the management system. One of the characteristics relating to business today is a consensus on the increasing demands faced by managers. Organizations that care about the sustainable development of their employees are more profitable. This comes as a result of building a competency-based organization, which we can define as the ability to use the knowledge and skills (available) for effective performance in the role of manager. All the managerial skills can be competencies, when they are used effectively. [1] In other words, a competent manager is an employee who, by building appropriate attitudes and having the appropriate character is able to skillfully and usefully apply their knowledge and skills by building and developing competence in their team. Their level of competence depends on knowledge, which consists of the traits mentioned in this publication: motivation, personal abilities, experience and qualifications.

The purpose of this article is to present the results of studies conducted among women managers. In Poland, the level of economic activity among women does not exceed 50%. This average for the countries of the European Union. Working women are better educated than working men, although they rarely occupy managerial positions. In Podkarpackie province where the, "Success Podkarpacie women" project has been implemented, women represent only 32% of top managers.

The United Kingdom, unlike Poland effectively copes with the problems that most commonly affect women: lack of qualifications, inadequate training, lack of awareness of the need to improve interpersonal, professional and self-realization skills also how to reconcile work and private life. This situation requires systemic changes that is why we invited a partner from Bradford in the UK to collaborate on research. Based on multinational experience we have developed the study, the results of which are presented below.

Our study area took place in the HORECA industry sector; a sector in which, on the one hand, the employment of women is much higher than in other industries, but on the other hand a sector in which building a career path is extremely difficult. In a bilingual survey (Polish and English) prepared and addressed to women managers we enquired women on the key competencies of a manager and, in their opinion, what skills they lacked the first time they undertook a position of manager.

The study was conducted in two stages. The first was a series of in-depth interviews with senior women managers conducted both in Poland and the UK. Interviews in Bradford have resulted in more than 20 meetings with women who manage, on a daily basis, a team of employees or are in charge of their own business. In-depth interviews in Poland have been were conducted during around 8 meetings with women who have run their businesses for many years.

The second part of the study is a survey that was carried out both via the internet and on paper. A total of about 400 surveys were sent for testing. 135 of the women responded positively to the invitation. More than half of respondents (56%) say they have had experience as a manager for over 4 and a half years. The method of research, which has been conducted not only by means of asking closed questions, but also by giving respondents the opportunity to respond in relation to their experience. In our study, we verified competences, which significantly affect the management of the organization, and those that are sought after among our respondents.

## Research Report

In the survey 9 questions were asked; among them, were closed and open questions about the nature of the job of a manager.

**Which of the following skills and attributes do you think should have the manageress?(Select the five most important skills)**



**Figure 1.**

Among the skills catalogue the respondents marked areas that are most important for them to manage. Looking at the data it can be concluded that the selected skills are a reflection of an inventory of basic competences presented in the literature, such as the ability to plan and manage human resources, the ability to motivate employees, the ability to negotiate and the ease of decision-making responsibility. As many as 78% of women marked the ability of human resource management as one of the key elements necessary to manage their own organization. It is worth noting that motivation is the second important element of management, with 56% of the respondents clearly stating that this is a necessary skill in managing the team and the organization.

What skills will help you work as women managers? (Please list 5 features, where 1 is the most valued skill)

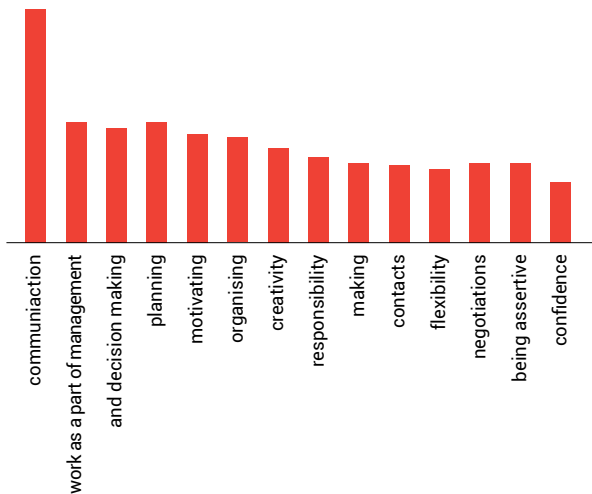


Figure 2.

This was an open question. The women, relying on her own professional experience relates, in their opinion, the most important skills that will help them work as women managers. Human Resource Management was found here only in 3rd place while the previous question indicated it as by far the most important skill in managing the organization. Motivation is also listed as one of the key skills and was in 6th position here. The respondents focused primarily on communication and teamwork, and only later on motivating planning and organization.

Which of the following functions of the management process do you do best in your job?  
(Please select up to of 2 answers)



Figure 3.

Which of the following functions in the management process requires you to continue to improve?  
(Please select up to 2 answers)

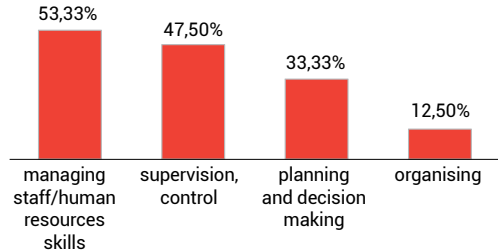


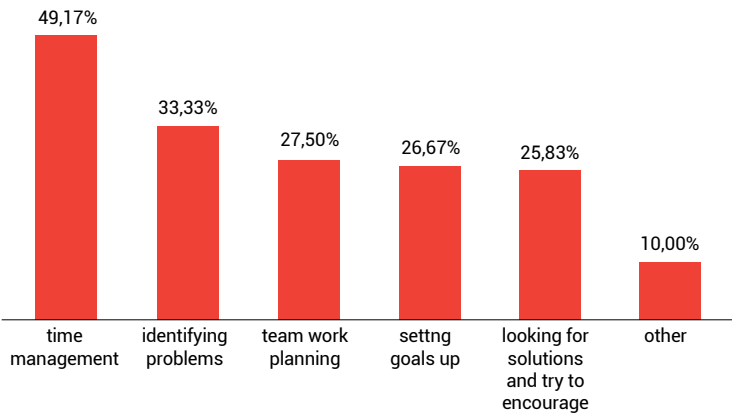
Figure 4.

In questions 3 and 4 respondents were asked to name the two most important, in their opinion, functions of the management process and which they do best and those on which they should improve. The results show that the strengths of the women were organization

(69%) and planning and decision-making (63%). The women feel that their weakest spot is control. Only 20% of respondents marked these same competencies as those that they performed most efficiently. A surprisingly low number of respondents assessed people management skills (32%) as that which they performed best.

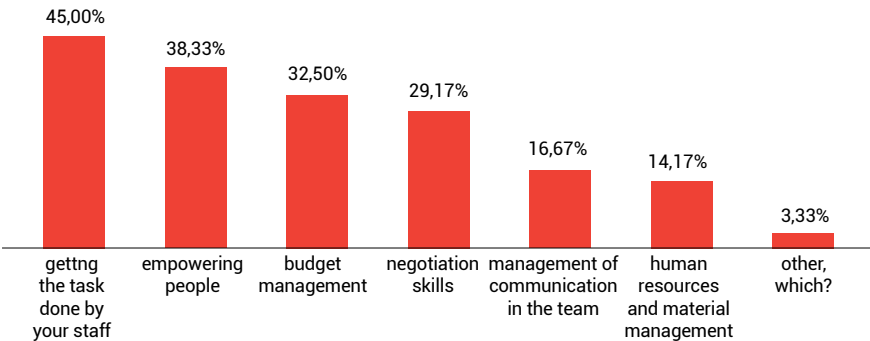
**When assuming the current managerial position, which knowledge and skills did you miss as a manager?**  
Please select the desired response in each area (up to 3 answers as so. Competencies priorities - first choice).

**Competence gaps in planning area:**



**Figure 5.**

**Competence gaps in organising area:**



**Figure 6.**

Competence gaps in supervision area:

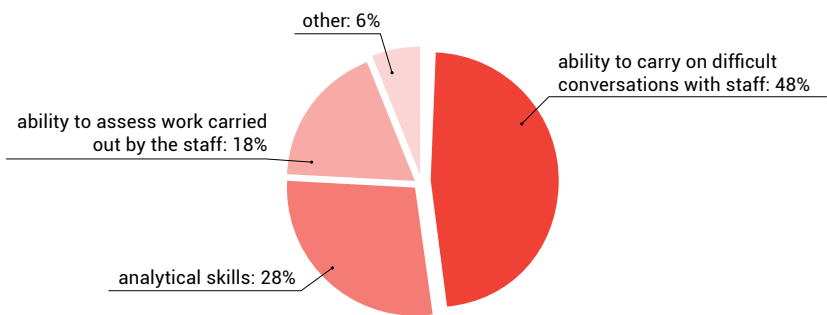


Figure 7.

Competence gaps in the area of motivation.

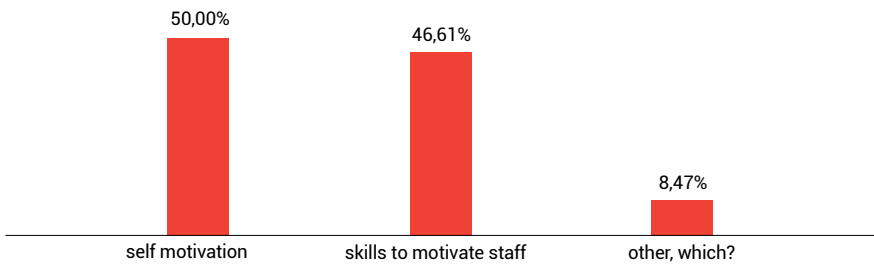


Figure 8.

Competence gaps in the area of interpersonal skills.



Figure 9.

#### Competence gaps in the area of ICT skills.

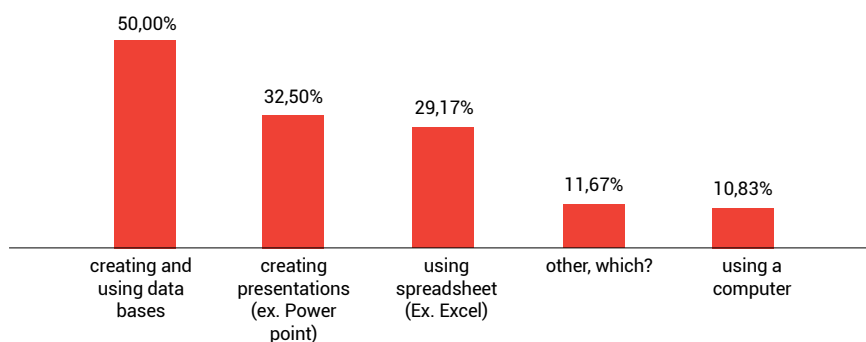


Figure 10.

Jakie, Pani zdaniem, korzyści mogą wypłynąć z możliwości pozwalających zachować równowagę pomiędzy życiem zawodowym a osobistym?

Do you think that flexible hours of work help to maintain work and life balance?

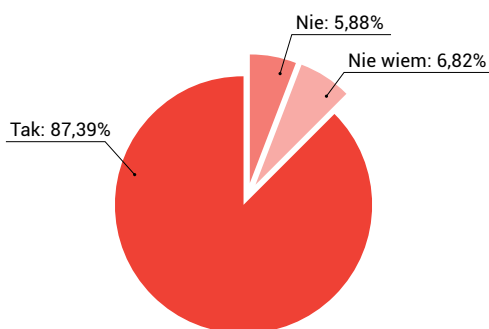


Figure 11.

The survey also included a question concerning flexible forms of employment. 87 % of the respondents confirmed, that the flexible forms of employment make it easier to maintain the work-life balance, but fewer than 55% meet with such practices in the workplace. While for our English partner flexible forms of employment are the norm, in Poland they only exist on paper, introduced officially but still not part of everyday working practice among Polish entrepreneurs. As benefits of the introduction of flexible forms of employment, the women see in particular: an employee's satisfaction with work-life balance and family (64%) and the possibility for professional and personal development (55%). To a lesser extent, the respondents see benefits in: an increase in loyalty to the employer (28%) and greater autonomy in the organization of working time (27%).



## Research results and conclusions:

Summing up the survey carried, it has to be underlined, that building managerial competences is influenced by a number of factors: professional experience, interpersonal skills, education, as well as individual predispositions. Simultaneously, managers' competence gaps being the subject of the survey, clearly indicate, they do not have enough competences to perform a role of a manager, that is why it is crucial to eliminate the gaps and making up for deficiency in poorly developed areas of managerial knowledge. This blurring in the management areas should primarily be about increasing the potential of managerial staff. In practice, enterprises devote too little time to educate managerial staff.

The competences, most frequently mentioned by the respondents were the following:

1. skill of planning and managing human resources (78.33%)
2. skill of motivating employees (56.67%)
3. skill of negotiating (44.17%)
4. ease of decision making (40.83), responsibility (33.33%)
5. skill of communicating (33.33%).

In response to the questions in the survey, women also pointed to skills facilitating their work on a managerial position. The most frequently listed competences were:

1. Communication
2. Teamwork
3. Managing and planning
4. Decision making
5. Organization
6. Motivation
7. Creativity
8. Responsibility
9. Making contacts
10. Flexibility.

Based on the research carried, it can be acknowledged that, the higher the competences the higher their assessment. And while the managerial competences increase, the technical skills decrease.

Wśród badanych kompetencji słabo wypadły umiejętności dotyczące motywacji i automotywacji. W organizacjach, w których przeprowadzono badania wykazano słaby system motywacyjny. Pracownicy z jednej strony nie wiedzą czego się od nich oczekuje, za co mogą być karani a za co nagradzani, menadżerowie zaś nie przykładają wiele wysiłku do tego, by motywować swoich pracowników.

Motivation and self-motivation were poorly assessed with respect to the competences surveyed. In organizations researched, there was a very poorly developed motivation system. On the one hand, the employees do not know what their employer expects from them, what they can be punished and rewarded for, on the other hand, managers do not put much effort into motivating their employees.

Also, it has to be said, that competences connected with managing and directing a team were poorly assessed. The ability to manage people, was pointed to as the most sought after in managers. More than 50% of the respondents mentioned it. Teamwork was also indicated as one, without which one cannot manage an organization and people, well. It is difficult to manage without abilities of delegating, directing, communicating. Without the competences mentioned, it is impossible to make decisions or properly organize a team meeting.

When asked to indicate competence gaps based on their own experience, the respondents mentioned the skill of self-reflection. The most often indicated flaws included: time management, the ability to enforce task realization, the skill to hold difficult discussions with an employee, self-motivation and assertiveness. Determining competence gaps allowed the project creators to adjust the training programme in such a way that, it eliminates the indicated deficiencies and strengthen the areas, which make the core of management. It can be said, that women occupying high managerial positions are aware of their deficiencies in managerial skills and at the same time conscious of the need to develop competences in the aforementioned areas of management.

## **Summary**

Good preparation of the managers for the process of managing, undoubtedly contributed to building competitiveness on the market. Raising awareness and the need to develop competences helps to create engaged and motivated managerial staff. In case of women, the awareness of development with simultaneous maintaining work-life balance plays a crucial role.

## **Conclusions from the In-depth interviews and seminar initiating the project**

„Sukces Menadżerek Podkarpacia” Project [„Success of Women Managers of Podkarpacie Province”] is a project with a supranational component, which means that its realization is carried out in cooperation with a foreign partner. Owing to the cooperation and joint engagement, you can now read the Handout – as jointly developed competence model – “Woman-Manager in the HORECA sector”. Many people were engaged

in its creation. Through surveys and in-depth reviews, we were able to reach more than a hundred people, mostly women, who expressed their opinions on the competences of women, their situation in a male world of managers, problems and challenges, which a woman of success must face, nowadays. Based on theirs and our own experience, we were able to create the model in question.

During a study tour of the Polish experts to a British Partner, a number of fruitful meetings took place. They were in-depth interviews and were carried with both Poles working in England, and the Englishmen. Among them, there were people occupying high managerial positions, as well as lower level employees, big companies workers, as well as ones employed in small family enterprises. One thing that all of them shared was the will to talk about the following topics:

- occupational situation of women,
- their managerial skills,
- difference between a man and a woman, both as a boss and an employee,
- teamwork (with a distinction on more and less feminized team)
- forms of employees motivation and development,
- maintaining work-life balance (flexible forms of employment)

All of the respondents agreed, that in terms of being a good boss and a good employee, it is not gender that is relevant but the skills one has. However, they also agreed that some competences are more easily accessible to women, considering their stronger sense of empathy towards others.

The model developer, was presented during the seminar initiating the project. The presentation joint by a speech by the British partner presenting solutions used in the United Kingdom, contributed to a utmost interesting debate among the guests invited. Below, we present the most interesting utterances from the panel discussion:

The second part of the article: a report on research carried out in the framework of the project "Success Menadżerek Podkarpacie"



### **Agnieszka Libura**

President of the Association of European Trade & Investment Association.  
Former Director of the British-Polish Chamber of Commerce (BPCC).

Whom do I work better with? Men or women? Definitely with women, because they are accurate. I believe in the power of women's teams, although there is a belief that once at odds, they will not talk with each other. Certainly this is the case, but it is not the rule. Not only men know how to separate business from

private life: arguing about a woman or over golf, but also cooperate in business. Modern women also start to act in the same model.

I believe that - despite appearances - is much easier for women than men find themselves in a new situation. They adapt quickly: they are active and functioning well, being pregnant, and six months after giving birth soon come back to professional life and well connect them with everyday chores. It's a matter of adaptation and pure biology! It is much easier for us to pass from details to the level of strategic thinking, than men from the level of creating global plans of acting, to dealing with the fine details. Faster did I manage to provoke a woman to strategic thinking 10 steps ahead, than a man to complete the details of his own project. I could always rely on women in my teams. While it was men who in their teams depended on me.



### **Helen Speight**

*Development Manager in Thornbury Centre in Bradford.*

In a managerial position, patience is the key factor. Due to the nature of the institution where I work, more social than business, I also appreciate the passion necessary in this work, and the ability to work with people. Human potential and skills are important, whereas technical skills a bit less. A good manager should have the ability to plan, as well as make changes. He or she should be able to draw conclusions, and then use them skilfully. I certainly should be able to recognize problems. This will involve the ability to listen to people and build alternative ways to solve problems. Inherent in the smooth management of the company and the team is good communication. We have a variety of skills needed to communicate. You can provide information and not to be understood. Gender is unimportant, but I admit that women enjoy a greater empathy.

Women also characterized by high autonomy: they want to do more and the same. Sometimes they forget that knowledge must be shared to more easily and efficiently perform tasks.

The best way to build a harmonious team is building a common celu. Wiem it is not always all team members can agree with each other, but despite this, the team should jointly appoint its own way and its goal. You can have different opinions, but you have to be assertive. I, as a manager of, I should skillfully setting plan for the organization, but also skillfully communicate goals his team. No one is infallible. If you do not know something, admit it, we look for solutions together.



## **Krystyna Iglicka-Okólska**

*Rector of Łazarski University*

One should believe in themselves - in their skills and experience. Men, who in my professional life gave me their hand and promoted, watching me not as a mother, but as an employee. I, for example, am very good at negotiating, because I am extremely hard. They knew that owing to this skill I can help their organization.

Professional world is brutal: focused on the development and the success or survival. For this reason, it requires good, skilled workers. It is not concerned with gender, but on professionalism. In my opinion, the management should be neutral with respect to gender, and I think it is. In any environment - in a company or university - very much depends on the personality of a manager. The need for strong will, determination, self-confidence. In the past I just need to be myself and I cannot underscore the fact of being a woman. I do not recognize such term as "glass ceiling". Any attempt to bring me to only the role of a woman will end badly for me, and for the organization. I am also aware that, because of sexuality, which is between men and women, a woman has to be three times more substantially reliable..

Business and politics is war. I do not believe that it will change one day, and the man at work will look at the woman as mother, taking care of children, warm and friendly.



## **Jaroslaw Gowin**

*Member of Parliament, Minister of Justice of the Republic of Poland, the creator of the European Tischner University*

Men and women are different. This difference between men and women should be seen as neither a reason to recognize the superiority of men, or a reason to recognize the women as superior to men, but it seems to me that the God was more successful when creating woman. Biological-cultural and historical differences, that firstly, women have always been difficult. It's true, men went to war, died, but if they survived and returned and celebrated it. And women were the heads of families. For thousands of years the main source of human cohorts or work on the land, also belonged to them. This evolution has led to the fact that having a more difficult situation, women have stronger characters and greater ability to combine different roles or tasks. Better organize their time. Therefore, men, if they are wise, I really like to work with women.

We, men need to realize that the situation of women in the labour market is much more difficult than ours, because the vast majority of women try and want to combine the two roles: the mother and the person working and developing professionally. Although it is dif-

difficult to reconcile, women are usually successful. Men need to understand that it is much harder for women: both in everyday relationships, as well as daily cooperation in their company, campus, in politics. We have to give voice to this awareness, co-creating with the women the right to work.



### **Krystyna Czerwińska**

*Director of the Yorkshire Language Centre, Language Learning Centre, Yorkshire Polish Business Club,*

The characteristic features of this manager honesty, openness, kindness - the latter is especially important at the stage of a relationship. In contrast, honesty is needed to build trust. This is a key issue, through which appears later loyalty to the organization. Having lived for several years in England, I noticed that the Poles did not admit to the fact that they lost their positions and are now working in another capacity. Hiding it, I immediately formed a kind of barrier. Englishman but do not pretend that something has changed, something that perhaps he did not succeed. It is much more honest. We Poles abroad that lacks sincerity.

All key decisions I make as an owner. I realize that it is extremely important to build a team. Without this element does not have the opportunity to develop their own business. It is thanks to the team can build a permanent structure of the organization, because the interviews I try to approach each individual. I ask loose questions, I try to get to know the person, its strengths and weaknesses. I know it depends on what the team itself will make, with whom I worked and built a successful business.



### **Agata Delsaint**

*Manager of an English company, one of the coordinators of the meetings of the Creative Mom.*

For several years I have lived in England. It was here, that I started my family and now I raise my daughter. Despite the fact that I work in a British corporation, I have many Polish friends around me. Here we were able to create a strong, loyal community. We support jointly organize the project and implement projects. Along with several other Polish I co-create Creative Moms Club I co-create. This is the kind of support for young women, often finding it difficult to organize their professional life after giving birth. Some of us still have not decided for the commencement or resumption of work and still raise children, staying at home with them. Others have decided to return to work. In England, we have the possibility to use flexible forms of employment, and we are

all aware of this. Returning to work after maternity leave, we know that we can give a child to kindergarten or nursery school to take up work in a limited form. This is a huge convenience for all parents who have a better well-being of both mother and child - they both know that the separation in the first period after the return of women to work, will last only a few hours. If the mother decides to extend your stay with a child at home, the social welfare system allows it to free care, because it guarantees financial support.

# Catalogue of managerial and interpersonal competences

## **Woman-Manager model in the HORECA sector**

Effective managers are crucial for the development of any organization. Their duties include planning, organizing, motivating and controlling, and their competence to the success of the projects, building a lasting company's position in the market and respond quickly to changes in the market or even overtaking them. They thanks to efficient management people are able to create a unique team that is committed to perform its tasks and contribute to increase the efficiency of the enterprise. Due to its strategic role and the ever-increasing demands to be met, managers should not only have certain powers, but also remember to continually develop them.

In the chapter "The image of professional competence in the HORECA sector in Poland" is a rough idea of competence, and their increasing importance in the sector due to increased use of services by the Poles broader foodservice industry and rising expectations for quality products and services.

In this section of the publication, we present a catalogue of managerial (professional) and interpersonal (personal and social) competences of the HORECA sector manager, developed as part of the project "Sukcees Menadžerek Podkarpacia" ["Success of Women Managers of Podkarpackie Province"].

The model presented is primarily based on own research by EVACO - leader of the project and the UK Spot – the project Partner, carried out during the project (1.06.2014-31.08.2014), the results of which are presented in the form of a report in the previous chapter. When preparing the report, the experience of EVACO trainers and consultants working in the



HORECA industry for over 23 years, as well as an analysis of publications associated with the topics discussed were used:

- "Universal Model of Competence", [http://katalizatorinnowacji.pl/uploads/files/0/145/Kompetencje\\_book.pdf](http://katalizatorinnowacji.pl/uploads/files/0/145/Kompetencje_book.pdf) - Publication prepared by Observatory of Management Foundation [Fundacja Obserwatorium Zarządzania] and Competency Institute as part of the project "Innovation Catalyst," which aims to systematize knowledge on accessible competency tools and methods for their use;
- "In-depth analysis of needs in strategic competence management in the tourism sector (the HORECA sector) - reviewing the situation in the partner countries" , [http://www.tourism-strategy.eu/PDF/LDV\\_COMPETE\\_PROJECT.RESULT1\\_COMPARATIVE\\_REPORT\\_PL\\_Final.pdf](http://www.tourism-strategy.eu/PDF/LDV_COMPETE_PROJECT.RESULT1_COMPARATIVE_REPORT_PL_Final.pdf) - A document prepared in the framework of the "European model of strategic management competence management in small and medium-sized companies of the tourism sector" (COMPATE ...) Presenting standards of competence for five professions (receptionist, bartender /waiter, cook, room service, manager), prepared on the basis of research carried;
- Gellert, M., Smith, C., "Classif ol ", Gdańsk s 2008 - textbook in team management ;
- Encyclopediaofmanagement,[http://mfiles.pl/pl/index.phpStrona\\_g%C5%82%C3%B3wna](http://mfiles.pl/pl/index.phpStrona_g%C5%82%C3%B3wna) - Selected articles related to the discussed competence;
- "Roles and managerial competencies desired era", [http://www.ark-doradztwo.pl/pl/czytelnia/o\\_zarzadzaniu/117.html](http://www.ark-doradztwo.pl/pl/czytelnia/o_zarzadzaniu/117.html)
- "The model of professional competence", <https://www.biurokarier.umk.pl/model-kompetencji-zawodowych> - competence set developed by Career Office of Nicolas Copernicus University as part of project "Competencies for the future".

In the catalogue developed, manager's competencies are divided into two categories - managerial and interpersonal skills. It is assumed in the model that in the case of managerial competence Manager HORECA sector are synonymous with professional competence, and interpersonal skills combine two related dimensions - social (and a way to build quality relationships) and personal (individual approach to the tasks). In each of the categories identified 20 competencies, defining it by demonstrating the required knowledge, skills and attitudes. They are presented below in the form of two separate tables. Of these, 40 were selected 16 key competencies for the HORECA industry manager (shown in the table on maroon) - 8 managerial and interpersonal, which are described more broadly, indicating short examples of the use of these competencies in the life of a chef.

Presented below catalogue of competence of women managers in the HORECA industry is an open set. Changes in the market, the nature of the organization or team manager may

require the use of other powers that are not described in this publication. Prepared model is universal with respect to gender, applies to both men and women. The results of the research and in-depth interviews in the HORECA sector confirms that gender is irrelevant to the management process. Women are just more challenges in reconciling work and family life (here the principle of flexible work arrangements give some ways to facilitate decision-making and professional commitments without major losses). However, the adoption of management positions / managerial powers that always goes hand in hand with "loss" is it time for the family, or the loss of friends within the organization, or sometimes for friends, or at the end of time for yourself. Much depends on ourselves and settle down relationship of work and private life, identify priorities and frameworks. Addressing the challenges faced by managers must be remembered that the expectations and requirements are not dependent on gender. Then he approached management positions as a profession we consider them in terms of neutral in relation to gender.

<b>Managerial competences</b>	
<b>Competence</b>	<b>definition - knowledge, skills, attitude</b>
<b>Team building</b>	<ul style="list-style-type: none"> <li>• Knowledge of development stages, the principles of effective functioning and roles a team.</li> <li>• Skill to create, manage and integrate a team</li> <li>• Openness to other, trust.</li> </ul>
<b>Delegation</b>	<ul style="list-style-type: none"> <li>• Knowledge about the competences of team members, purposes and priorities of an organization, sector requirements and procedures.</li> <li>• Ease in the effective transfer of employees to perform tasks s.</li> <li>• Trust in Employee precision</li> </ul>
<b>Controlling and monitoring</b>	<ul style="list-style-type: none"> <li>• Command of techniques and tools facilitating monitoring process.</li> <li>• Verification of the implementation of the tasks entrusted in terms of their quality, time of execution and compliance with the adopted standards. Making necessary corrections.</li> <li>• Quick response, precision</li> </ul>
<b>Motivating employees</b>	<ul style="list-style-type: none"> <li>• Knowledge of business psychology and motivation systems, knowledge of the needs of individual team members.</li> <li>• The ability to build an employee engagement by influencing them in a conscious and purposeful way.</li> <li>• Faith in the success of own work and of the whole team, empathy, enthusiasm, inspiration.</li> </ul>
<b>Analytical Thinking</b>	<ul style="list-style-type: none"> <li>• Knowledge of data analysis methodologies, standards in the field.</li> <li>• Ability to research and interpret complex situation / problem, noticing irregularities and draw conclusions and propose solutions.</li> <li>• Willingness to continuous improvement and learning</li> </ul>
<b>Negotiation</b>	<ul style="list-style-type: none"> <li>• Knowledge of the techniques and styles of negotiation.</li> <li>• Ability to effectively achieve the objectives, reaching agreement by arrangements with the parties involved.</li> <li>• Accuracy, openness to others and new solutions, active listening, firmness.</li> </ul>

<b>Evaluation and development of subordinates</b>	<ul style="list-style-type: none"> <li>• Knowledge of evaluation systems, opportunities for development through training, coaching, mentoring, sharing best practices.</li> <li>• Accurate defining of employees' potential, planning and supporting activities for their development.</li> <li>• Encouraging subordinates to work on themselves, willingness to share knowledge and experience, activating to learn from each other.</li> </ul>
<b>Planning and managing of human and property</b>	<ul style="list-style-type: none"> <li>• Knowledge of various techniques and planning tools.</li> <li>• Defining operational objectives and actions, how they are implemented, assigning human and physical resources.</li> <li>• Focus on target / task arrangement.</li> </ul>
<b>Decision-making</b>	<ul style="list-style-type: none"> <li>• Knowledge of the structure and levels in the company. Knowledge of the decision situation.</li> <li>• Ability to assess the situation on the basis of the available information and make arrangements for further action.</li> <li>• Proactivity, accountability, openness to comments and suggestions.</li> </ul>
<b>Recruitment and de-recruitment</b>	<ul style="list-style-type: none"> <li>• Knowledge of employment criteria, responsibilities, pay scales and procedures. At least basic knowledge of legal regulations in the field of employment.</li> <li>• Ability to select new employees to the team having the requisite competences, and the ability to downsize. Applying ingenious solutions in this field.</li> <li>• Careful listening, insight.</li> </ul>
<b>Industry expertise</b>	<ul style="list-style-type: none"> <li>• Knowledge, skills and experience concerning a particular industry - knowledge of procedures, legal regulations, competition, the specifics of the work, product, etc.</li> <li>• Willingness to constantly develop, broaden one's knowledge.</li> </ul>
<b>The use of IT at work</b>	<ul style="list-style-type: none"> <li>• Knowledge of software - the basic computer and industry software.</li> <li>• Easy in the use of various hardware and software necessary for their professional duties.</li> <li>• Openness to new ideas, willingness to broaden skills and introducing improvements.</li> </ul>
<b>Setting goals</b>	<ul style="list-style-type: none"> <li>• Knowledge of the organization's strategy and methods of effective goal setting.</li> <li>• Ability to determine the long-term and short-term objectives relevant to the current functioning and development of the organization.</li> <li>• Perspective thinking, learning of experience.</li> </ul>
<b>Time management, organization of work time</b>	<ul style="list-style-type: none"> <li>• Knowledge of tools improving planning.</li> <li>• Optimal use of worktime by employees and confidence through proper setting of priorities and to correctly estimating the time required to complete the task.</li> <li>• Organizing, learning from experience.</li> </ul>
<b>Managing diversity</b>	<ul style="list-style-type: none"> <li>• Ability to consciously use different employees' potential (gender, age, nationality, ethnic origin, beliefs, etc.) in the development of the company through the efforts to ensure equal opportunities for development.</li> <li>• Avoiding stereotypical thinking, openness, curiosity, noticing differences and reliable analysis.</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Knowledge of tools and techniques to support the risk management.</li> <li>• Ability to make decisions and actions enabling the company to achieve an acceptable level of risk.</li> <li>• Awareness of the benefits of risk management, building atmosphere of trust in the team, prospectivity.</li> </ul>
<b>Self-management</b>	<ul style="list-style-type: none"> <li>• Awareness of own's competences, strengths, work style.</li> <li>• Ability to determine oneself goals and organize own work allowing for effective execution of professional duties and personal development.</li> <li>• Self-acceptance, self-discipline and internal motivation..</li> </ul>

<b>Strategic Management</b>	<ul style="list-style-type: none"> <li>• Knowledge of the functioning of the company, knowledge of the market environment and competition.</li> <li>• Ability to plan the key activities of the company.</li> <li>• Multi-dimensional analysis, decision-making.</li> </ul>
<b>Team Management</b>	<ul style="list-style-type: none"> <li>• Knowledge of the team, knowledge of management techniques and styles.</li> <li>• Ability to allocate tasks, mobilizing for their effective execution and building commitment and sense of community.</li> <li>• Openness to others, engagement, empathy</li> </ul>
<b>Change management, openness to change</b>	<ul style="list-style-type: none"> <li>• Knowledge of processes, products within the organization.</li> <li>• Ability to effectively introduce new solutions, services, products, while providing support for dedicated employees.</li> <li>• Openness to new ideas, solutions, acceptance of change.</li> </ul>

## Delegation

A manager does not perform all the activities themselves, in the nature of his work is included in organizing and managing the work of others, which is why it is extremely important that he masters with the competence of delegating tasks, authorities and responsibilities on a very good or even excellent level. Delegating they should take care to accurately describe a task or an objective given to an employee, entrust them with the responsibility for the execution and the necessary authorities to enable independent operation, provide with the required resources and ensure support. It has to be remembered to adjust tasks to an employee's possibilities, set a deadline for the implementation and constant control of the work.

An effective manager uses the ability of delegating not only to organize the work of the enterprise, but also to motivate employees. Subordinates will appreciate if they are given the responsibility and freedom in execution of the tasks, that fall within their capabilities and allow to develop competencies.

In the restaurant in the course of the next two weeks will be three major events - poetry reading of a befriended poet combined with an elegant cocktail, welcome meeting of an IT company and a wedding reception for 150 people. Chef in view of the very large amount of duties decided to delegate the responsibility for the preparation of cakes to his two helpers. during one of the talks said: "Guys, Take care of the cakes for these three events. Look to the matter". On the day before the first of the events, he asked if everything was ready, but it turned out that it was not ...

The chef gave too general a command, did not indicate a person responsible for the task, neither did he provide information on the requirements of the customers and nor did he take care of proper current control.

## Motivating employees

Ability to motivate employees by a manager is essential for the potential of the people working in his team was fully utilized, to contribute to the success of the company, but was also able to develop and bring workers to the satisfaction of executed tasks. To motivate effectively one needs to have knowledge about the types and methods of motivation, but most of all, the needs and expectations of their subordinates. Enthusiasm and attitude to inspire others are also helpful.

A chef should be aware that in addition to salary, employees to be involved in the performance of their duties are motivated by means of valuing their ideas and giving them a chance for professional development. It is to encourage to propose new solutions (changes in menu, work organization, etc.), and then give them feedback on (what can be implemented, what cannot be and why), and thus develop in them a proactive attitude and identification with the company.

## Analytical thinking

During the daily work of the manager receives a great deal of different kinds of data, which not only must be read, but also to draw conclusions and plan possible action. Analytical skills help the manager to work effectively with information and make informed decisions. He or she should take different perspectives on the issue, gather relevant crucial information and They should be able to approach to the issue from different perspectives, gather relevant information and efficiently determine which topics to be addressed.

The stock, the new proposal menu, the development of the premises requiring the hiring of new employees, the prices and availability of products, rules of cooperation with suppliers, occupational health and safety regulations, rising customer expectations ...

Without logical and analytical thinking, especially with focus on finding solutions, the chef will not be able to make informed decisions and plan strategic activities.

## Negotiation

A manager having high negotiating qualifications can effectively achieve their goals while maintaining a positive relationship with the other parties involved in the negotiations. He incorporates three elements: knowledge of negotiation techniques, ability to make the right actions to achieve the objective, and the attitude of openness to others and possible solutions. It is also important to clearly and accurately determine the purpose of the negotiations and remain calm (to deal with the emotional tension).

Marek is a chef with years of experience, a few months ago he was appointed a well-known restaurant in the hotel in the Beskid Mountains, reaching an agreement with the owner, that in matters relating to employment of people to his team, selecting menu and suppliers, as well as the need to invest in culinary equipment he will have final decision. Unfortunately, the reality was different.

The menu was very extensive and varied. on offer you could find paella, empanadas, and even sushi, although customers mostly asked for sour-rye soup, dumplings or duck Old Polish style. Mark and his team prepared a proposal for a new menu, tailored to the expectations of guests and the nature of the object, which he presented to the owner. Unfortunately, he opposed changes, because he thought that a more varied menu would attract more customers. Marek was prepared for such course of events - presented the advantages of the new proposal, pointed out how the two can be combined with the need to diversify, listened attentively to the comments and tried to find a solution acceptable to him and the owner. Ultimately they arranged that the changes in the menu will be introduced gradually and will depend on the interest of the visitors in various dishes.

Chef uses his / her negotiation skills uses in many situations, including negotiating with the owner the need to purchase new equipment, setting prices with suppliers of products, or arranging new work plans - negotiations on substitutions, the availability of workers.

## **Planning and managing of human and property**

Planning and management of human and property is one of the core competencies that a manager should have. Precise definition of objectives according to the SMART principle (strictly defined, measurable, agreed, reasonable and defined within time frame), an indication of priorities and planning activities while taking into account the existing human and physical resources and time buffers allows you to effectively manage your team, department, and the whole enterprise. For the full development of this competence it is also necessary to have knowledge of methods and tools supporting the planning and management process, and above all to use them in practice.

Planning and management of human resources and property is the key to the success of any chef. Experienced chef knows that in order to effectively manage the resources "rough planning" and a piece of paper are not enough, one should, use available IT tools that allow accurate determining of inventory and planned consumption, calculate food cost. This allows management to be ecological (no products are wasted), and prepared meals are high quality and in line with customer expectations

## **Industry expertise**

Requirements before the managers are very different - they are expected to have knowledge and skills in a broadly defined management with a focus on different items depending on the nature of the work, but also an excellent knowledge of the industry. Theoretically

there are two approaches - one assumes that the manager must be specialized in the field in order to succeed, while the second emphasizes that an effective manager can deal with each sector. Basic knowledge about the specificity of an industry, competitors, regulations, etc., certainly facilitates the work of the manager. He or she may acquire it over time, assuming a new position, but it will be easier for him or her to build their position in the team, if they have it right from the start.

Is it possible to be a chef without a gastronomic education? It is possible, however, having industry knowledge, gained through experience, self-study, participation in a variety of courses, is necessary to work on the position. You should have knowledge of, among others, HACCP, GMP, GHP, cooking, ingredients, principles of combining them and methods of heat treatment, but also the organization of work in the kitchen and methods of calculation and pricing.

At the same time, it is good to be a master of something, stand out with one's knowledge and skills in the field, so that one becomes appreciated not only by the employer and customers, but also builds up their authority in the team.

### **The use of IT at work**

A modern manager must skilfully use the hardware and software necessary in his work. Ability to operate mail, create text documents and presentations, as well as the use of a spreadsheet is a basic skill, without which, it would be difficult for a manager to carry out their daily duties. In addition, due to the nature of the industry in which they work, one is required to have a command of diverse software, for example, reservation systems, if one is employed as a hotel manager.

Currently, there are many applications supporting the processes of planning, time management and human resources. A manager should open to new solutions in this area and choose the tools that can help him improve his and his team's work.

Krystyna is the head of the kitchen at a wedding house, has over twenty years of professional experience. She organized many successful parties, customers praise the professionalism and appreciate good advice, which she is happy to share. Krystyna plans everything using traditional methods – pen and paper. She says that over the years this has worked perfectly for her, so there is no need for her to learn operating specialist programs, or even writing down her notes in electronic form.

However, with the development of the property (two additional rooms have been opened allowing to carry out the two parties at the same time), and enlargement of the team, the piece of paper fails to perform its role - work plans with changes continuously made need to be rewritten repeatedly, there is no documented knowledge about organization of the previous events, due to the amount of duties Christina does not have time to keep current records it is the case that she keeps on missing something.

Chef manages the team's work (hours, changes, absences), controls inventory, he or she is responsible for making orders, plans and calculating menu for events – in order to do this effectively they should use special programs or even basic text editing and spreadsheet creating software, so as to quickly and easily make changes, reduce the risk of mistake, create knowledge base.

## Risk Management

Business environment is constantly changing, which is why modern businesses need to dynamically adapt to remain on the market. Decisions related to conducting business are always subject to risks, understood as incidents that may occur and have a positive or negative impact on a business. This applies to both strategic activities and operations. A manager must not only be aware of the risk associated with the decisions taken and the current operations of the company, but also be able to manage it effectively. They must remember that it is impossible to develop a top-down scheme and apply it in every situation, every time it is necessary to identify risk, analyze it, then plan responses and constantly monitor.

One of the key risks, which should be managed by the chef, is the risk associated personnel competence of staff, their activities and the presence / absence. The chef should have a plan for what to do in a situation where the day before the big event planned part of the staff will not be available (vacation, health problems, random cases). It is worth to have a person with proven qualifications, which may apply to such a situation.

## Interpersonal skills

Expertise	definition - knowledge, skills, attitude
<b>Active listening</b>	<ul style="list-style-type: none"> <li>• Knowledge of the principles and techniques of active listening.</li> <li>• The ability to listen to others in order to understand what they want to tell us in a way demonstrating commitment to the conversation.</li> <li>• Concentration, openness, mindfulness, not judging.</li> </ul>
<b>Assertiveness</b>	<ul style="list-style-type: none"> <li>• Awareness of oneself, the scope of one's duties, own skills.</li> <li>• Ability to present one's views, feelings clearly, taking care to satisfy their needs, achievement of objectives, while maintaining respect for other people, their rights and needs.</li> <li>• Firmness, authenticity, sensitivity to others.</li> </ul>
<b>Self-motivation</b>	<ul style="list-style-type: none"> <li>• Knowledge of oneself, one's needs and working methods.</li> <li>• Ability to motivate oneself, encourage oneself to be active and engage in duties performed.</li> <li>• The attitude of „I want and am able to“, „I can“.</li> </ul>
<b>Building relationships</b>	<ul style="list-style-type: none"> <li>• Ease to establish contacts and maintain them.</li> <li>• Openness to people, empathy.</li> </ul>
<b>Empathy</b>	<ul style="list-style-type: none"> <li>• Ability to empathize to the needs and feelings of others.</li> <li>• The interpretation of other causes of their behaviour, visualization, self-awareness.</li> </ul>



<b>Maintaining work-life balance</b>	<ul style="list-style-type: none"> <li>• Knowledge of work time organization, setting priorities.</li> <li>• Ability to maintain work-life balance (family, hobbies, etc.).</li> <li>• Consistency, good-organization.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Knowledge of the principles of effective communicating information, non-verbal communication, communication channels.</li> <li>• Ability to communicate information, achieving mutual understanding through communication of ideas, experiences and emotions.</li> <li>• Brightness, brevity, empathy.</li> </ul>
<b>Communicative</b>	<ul style="list-style-type: none"> <li>• Knowledge of Polish language and foreign languages.</li> <li>• Ease to communicate information, express oneself clearly, and communicate with others.</li> <li>• Adapting to an interlocutor's communication method, being active during conversation.</li> </ul>
<b>Consistency</b>	<ul style="list-style-type: none"> <li>• Ability to maintain continuity in operation, adherence to set rules and arrangements.</li> </ul>
<b>Creativity</b>	<ul style="list-style-type: none"> <li>• Knowledge of techniques supporting creativity.</li> <li>• Ability to use one's knowledge and skills in a creative way in order to develop new solutions, improving the efficiency of one's work and work of the team.</li> <li>• The curiosity of the world, courage, independence.</li> </ul>
<b>Personal culture</b>	<ul style="list-style-type: none"> <li>• Knowledge of customs, norms prevailing cultural environment, training, knowledge of the rules of good behaviour.</li> <li>• Ability to act with respect for tradition, norms, etc. towards other people</li> </ul>
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>• Knowledge of the structure of the company, the division of duties and responsibilities.</li> <li>• Accepting the consequences of one's decisions and actions.</li> </ul>
<b>Confidence</b>	<ul style="list-style-type: none"> <li>• Internal conviction of esteem manifested in behavior towards other people, how to talk and action.</li> <li>• Self-awareness, self-acceptance and self-confidence, positive attitude.</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>• Knowledge on the roles in the team.</li> <li>• Ability to collaborate with others in a productive manner.</li> <li>• Commitment, pro-active attitude, empathy.</li> </ul>
<b>Accurate expression of ideas, commands, etc.</b>	<ul style="list-style-type: none"> <li>• Ability to clearly and accurately define one's expectations, describing the tasks delegated to co-workers, presenting new concepts.</li> <li>• Focus on specifics.</li> </ul>
<b>Coping with stress</b>	<ul style="list-style-type: none"> <li>• Knowledge of relaxation techniques.</li> <li>• Ability to effectively perform one's duties in difficult situations, under pressure.</li> </ul>
<b>Conflict Resolution</b>	<ul style="list-style-type: none"> <li>• Knowledge of constructive conflict resolution methods, basic knowledge of psychology.</li> <li>• Ability to resolve arguments, to reach a compromise in a way that is beneficial for the team.</li> </ul>

- Giving feedback**
- Knowledge of the principles for effective communicating of feedback.
  - Ability to inform about the effects of actions, relationships and behaviour in a way strengthening productive behaviour in a person we give feedback to.
  - Honesty, concreteness, refraining from judging other person.

- The ability to persuade to one's vision**
- Ability to present one's ideas in a clear manner, providing arguments in favour of the ideas and encouraging their implementation.
  - Enthusiasm, openness.

## Active listening

When listening actively, a manager can get to know colleagues better, understand their needs, and consequently, manage their team better and motivate others to action more effectively. At the same time, active listening is essential in case of contacts with customers for the best possible understanding of their expectations and building lasting relationships.

The ability of good listening a manager can develop by learning the principles and techniques of active listening, and above all, by using them every day. They should bear in mind, among other things, demonstrating interest in conversation by means of body language, eye contact, nodding, as well as asking questions clarifying.

Marta has been depressed for a few days, she performs her duties properly, but without enthusiasm and commitment with which she usually did. Chef immediately noticed a change in her behaviour, but found that she could just be tired because of the workload during the carnival. When the situation did not change after a week, he decided to talk to her. Marta initially did not want to say what it is: "It's just my unfulfilled dreams." The chef, however, was not discouraged and gently asked: "I have the feeling that you lost your enthusiasm for the job. If I understand you correctly, you are not satisfied with what you do. " The superior's interest, attempt to understand and listen carefully made Marta finally decide to share their concerns. It turned out that confectionery was her private passion and she would like to develop in this area, but could not afford to pay for the course and working on the current position, there is no possibility development in this area, too. Chef decided to check Marta's abilities, when it turned out that she had real talent, and persuaded the owner to pay for the employee's training.

Thanks to active listening, the chef knows their team and cares about its development, picks the conflicts and prevents them effectively

## Assertiveness

An assertive manager is able to express their views, opinion, decisions in a clear, consent to your beliefs, and also with respect for others and their opinions. Manager does not use manipulation and cannot be manipulated, but openly discusses even the most difficult subjects with subordinates and superiors. He or she can hold a constructive dialogue and accept criticism.

Chris is a man for everything in one of the largest in restaurants Warsaw (tornante), however, he has had enough of this position, he wants to specialize and assume the position of a passionner (chef specialized in the preparing fish and seafood). For several weeks with great tenacity, he has been trying to persuade the chef to assign the position to him. The chef, however, knows that it is still too early, and Krzysiek lacks experience. He decided explain his decision to Krzysiek calmly and rationally:

"Chris, I am very glad that you are ambitious and want to develop. I do not agree, however, with you assuming the position of passionner at this point. This is a key role in our team, as one of our main specialties are seafood. But you lack experience in this field. However, I care about your development and therefore I suggest you help Piotr – who is in charge of it, for the next six months. I know that he is planning a trip abroad next year. If you do well as check as an assistant, you will be able to replace him.

## **Flexibility**

The market requires companies to be flexible and quickly adapt to changes. Manager must respond quickly to the needs and requirements of the customers, reduce costs and optimize expenses. Without a flexible approach will not be able to effectively fulfil his or her role.

On planning menu chef should be flexible - able to adapt proposals to customers' expectations and the availability of products (seasonality). Trying to force new dishes that are based on ingredients difficult to obtain, to the offer, or conversely, stubbornly holding on to long unchanged recipes, can lead to increased costs, decreased customers' interest in the premises and other negative consequences.

## **Communication**

Working with people we constantly communicate with them - verbally (answering questions, giving orders, explaining one's line) and non-verbally (through body language, facial expressions, tone of voice). The concern for the selection of the correct way, and the channel of information is important in the work of a manager. He or she must restrict communication barriers (e.g. arising from the chain of command) and create the communication strategy in his team, which will prevent being uninformed, performing the same job by a few people, the emergence of conflicts.

*No matter what you say, it is important what someone heard.*

## Creativity

Skills related to creativity are increasingly important due to the changes shaping the new trends in business. A manager is expected to use creative techniques allowing to solve problems and create new solutions, services and products. Creativity, or unorthodox thinking, can be developed by means of a variety of exercises, e.g. through making up non-standard methods of using an object or performing routine tasks in a different way (choosing a different route back home from work, changing the arrangement of objects on the desk, etc.).

Frost remained for several days, according to the weather forecast for the next week was going to be even cooler, and the temperature as low as minus 25 °. People literally glided through the streets, every customer visiting a restaurant complained about there being frosty outside. Mariola, a chef, decided to take advantage of inclement weather and prepared a menu offer based on warming dishes. "Hot Winter", properly promoted, turned out to be a great idea, customers, with interest, tried new foods, praising its warming qualities and a new menu card.

## Coping with stress

Stress, occurring over a short period of time, can be a motivating factor. The role of the manager is not to be a threat to the functioning of the team and him or her in the long run. He or she must seek to defuse negative emotions for example by good time management of their subordinates, supporting employees through conversation or organizing breaks. They could also use a large dose of humour, which lets survive even the toughest days

Customers getting impatient, late suppliers, long working day, rush, constantly unhappy and demanding owner, incompetent co-workers, work on weekends and holidays, routine ...

There are many stressing factors in the work of a chef, it is important to develop methods of dealing with them, as well as ways to defuse negative emotions and relaxation.

## Conflict Resolution

Misunderstanding between two or more people in a team, can exacerbate giving rise to very complex conflict, which is accompanied by a lot of tension and escalation of negative emotions, which translates into a decrease in work efficiency. The responsibility of the manager is to manage conflict in a way that is a quick and monitor its impact on the company's ongoing operation. Manager should strive to separate the problem from people, not to identify them with themselves. It is important for a manager to appreciate the constructive aspect of the conflict and exploit its potential.

The chef cannot pretend not to notice the conflict in his or her team. They should remember that their exacerbation can bring many negative consequences, especially in situations where the dispute will disorganize job.

When attempting to resolve a conflict constructively chef must remember:

- examination of the needs and interests of the parties involved,
- opening the parties to dialogue with the each other,
- strengthening faith in the possibility of the situation resolution,
- paying particular attention to the facts, not emotions.

## **Giving feedback**

Giving feedback is used both to appreciate the commitment and achievements of employees, as well as to prevent problems and conflicts. Appropriately given feedback can be a tool for employee's motivation. A good manager remembers to give their subordinates not only negative feedback when something needs to be improved, but also a positive, respectful of the results achieved and efforts made. Granting proper feedback can be learned and skilful use different techniques depending on the situation.

Effective chef providing feedback to employees remembers to:

- not to judge,
- refer to specifics,
- do not generalize,
- separate observations of feelings,
- clearly formulate their expectations,
- to provide feedback on a regular basis.

Presented core competencies are the most important in work of the HORECA sector manager. This compilation of knowledge, skills and attitudes supports the work of the position of the management, which involves responsibility for the team and the objectives of the organization. The development of appropriate competencies increases the effectiveness and efficiency not only of one person, i.e. the manager, but also the entire team of employees, affects the implementation of actions and indicators achieved as well as positive assessment among customers. Manager should develop other skills, but without skills discussed on a good level, and preferably very good or excellent, one will not be able to effectively carry out all their duties. The specificity of the sector requires the advanced skills related to the organization of work (including planning and human resources man-

agement and in kind, industry knowledge, decision making), as well as soft skills in the creation and development of the team (including delegating, motivating active listening, conflict resolution). At the same time, it should be emphasized that the scope of required competence of the manager is associated with their position in the organization. The restaurant owner, who is also the manager must have a much wider range of skills than a person employed as a manager in charge of the section of the company's activities, e.g. the front office manager or chef. This is due to the need to manage not only the work of the team and the performance of operational and strategic management, which aims at sustainable development of the company and the ongoing work of the administrative and settlement, which are entered in each economic activity. Each stage requires both managerial and interpersonal competence. However, in a situation where the manager takes care of part of the team responsible for either marketing activities, or as a chef, it means that his or her professional competence can be distinguished from managerial. Trade-wise, they will be directly linked to the substantial scope, which he or she deals with the team. He or she does not always have to be expert in the field. Skilful furtherance with knowledge and experience requires high managerial skills, knowledge of team competence and effective planning and implementing particular stages of work. However, the HORECA sector has many areas where it is safer and easier to perform managerial tasks, if one has a certain level of expertise in work. While you can learn a lot of areas, but for example it is hard to imagine someone who cannot cook to become a chef. The HORECA sector sets specific requirements for a team of employees, including managerial personnel. Every action of workers in the branch have a direct impact on the image and the customer's assessment. Customer service and their satisfaction is the key to success of companies in the HORECA sector. The success is supported effort of whole team, which will not be reflected in a final result without an effective manager, who has a collection of appropriate skills will not be adequately reflected in the end. Managerial and interpersonal competences affect the final result of people's work, which is customer's satisfaction, who will returned to the establishment.

# About authors



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**Anna Salamonczyk-Mochel:** trainer, coach, coaching team coordinator. Recruitment, monitoring and evaluation specialist in the EU. Her long-standing experience, she gained first as a teacher then acting as a Rector's for Human Resources at Tischner European University. She conducted and co-created the employee evaluation system ensuring the development of administrative and teaching staff. On a daily basis, she builds her experience by cooperating Minister of Justice. She specializes in political marketing. She develops her competences with passion, which is she always seeks after in professional life.



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**Agata Delsaint:** a cultural organizer, member of the board of UK Butterfly-Child In Need LTD. She completed a number of courses including child care and cyberbullying awareness. She runs Polish groups cooperating primarily with mothers and children. Organizer of artistic and dance classes. She also works as an English teacher as a second language assistant teacher. A graduate of School of Management and Entrepreneurship in Wrocław. Security manager at the company employing about 800 people, she manages twenty men herself. Her positive personality and ability to listen makes the people come together, think positively and become nicer.



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