

The technology of the Assessment center in assessing the managerial potential of leading personnel in the conditions of innovative development

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***Abstract:** The article discusses the assessment criteria and the use of Assessment Center technology in assessing the managerial potential of leading personnel.*

***Key words:** Assessment center, a leader, components, management potential.*

The surge of interest of scientists to the problems of formation and development of managerial potential in the conditions of innovative development of all sectors of the economy, including management diagnostics is not surprisingly. The development of reliable tools for the study of management is becoming urgent, on the other hand, there are some trends that constraint to have a keep at the problem of innovative management in a new way. Currently, for a comprehensive assessment of personnel at all stages of personnel management, the technology of assessment centers is widely used, consisting of a wide range of methods and techniques for both assessing the quality of personnel, as well as its development. This technology, like other personnel management technologies designed for psychological consulting and personnel audit in a market economy, is included and adapted in some degree to the features of Uzbekistan's market.

The assessment center technology is quite difficult, time-consuming and expensive procedure, therefore, under actual conditions it is mainly used at large enterprises, as a rule, which are operated successfully and steadily in the most profitable sectors of the market (for example, fuel and energy and banking sectors) and headed by management having a high motivation for introducing new technologies for the assessment and development of human resources.

The assessment center in the public service practice is insufficiently studied. Additionally, organizations are reluctant to disclose the results of the assessment, so it does

not turn out to be possible to assess fully the effectiveness of the event and identify trends and regularities. Moreover, in order to develop an adequate assessment of the managerial potential of personnel in the conditions of innovative development, it is necessary to determine its criteria. In its turn, the assessment criteria are divided due to different bases including the following groups can be distinguished:

- general organizational criteria and specialized criteria;
- quantitative criteria and qualitative criteria;
- objective criteria and subjective criteria;
- integral and simple criteria.

If at assessment, the information obtained as a result of the evaluation of various characteristics in one indicator is taken into account or combined, then such an indicator is an integral criterion. If individual aspects are assessed, then these indicators can be considered as simple criteria. The choice of specific assessment criteria depends on the categories of respondents being evaluated and on how the results are supposed to be used.

At determining this kind of criteria in practice, they are most often used:

- objective biographical data (gender, age, chosen specialty, entering into a higher educational institution, etc.);
- performance indicators, which often act as criteria for the level of knowledge, the degree of tests of learning ability, intelligence tests, etc.;
- the results of actual activity;
- performing professional tasks;
- control tests of knowledge and skills, data from other methods and tests, the validity of which is considered to be established.

Along with that, in research practice, an active use of expert assessments is observed for determining various criteria. This is due to the fact it is quite difficult to conduct survey of something. For the greater objectivity of such an assessment, the respondent is evaluated by independent experts, the obtained results are mediated.

Based on the above stated, as part of our research, we conducted an expert assessment to determine adequate criteria for assessing the managerial potential of leading personnel. Thus, 672 people were involved as experts.

To standardize the procedure for conducting an expert assessment, we have developed a special questionnaire, which has significantly reduced the time spent on the assessment procedure, as well as allowed to optimize the processing of the results obtained. The basis of the expert questionnaire was made up of features, with an

appropriate short interpretation which are formed based on the results of theoretical conclusions. Therefore, the analysis of the specifics of the professional activity of personnel in the aspect of the development of managerial potential allowed to formulate 50 brief characteristics aimed at determining the significant components (criterion) of managerial potential. The development of these characteristics was carried out on the basis of the previously theoretically identified ten components of managerial potential: motivational; problem-sensitive; informational; intellectual; self-sufficient; communicative; altruistic; analytical; constructive; innovative.

Based on the results of the expert assessment, with a view of defining the statistical significance of the impact of the components we identified on the management potential, a factor analysis was carried out, which allowed to identify two common factors. At the same time, all insignificant and unidentifiable indicators were combined into the second factor, while the first factor was crucial.

At considering the composition and feature of the influence of the first factor, statistically significant indicators of the following eight components of managerial potential are stated: motivational - 0.71; informational - 0.69; innovative - 0.68; communicative - 0.68; analytical - 0.65; constructive - 0.64; self-sufficient - 0.64; problem-sensitive - 0.63.

Accordingly, the intellectual and altruistic components have statistically insignificant indicators (0.25 and 0.23).

Consequently, out of ten conditionally allocated components, eight ones are statistically significant relative to the managerial potential of leading personnel.

Moreover, it seems appropriate to disclose the characteristics of the components, for this purpose, the appropriate processing of the expert assessment data was carried out, which was conducted by calculating the ratios of each component of the managerial potential, due to the characteristics according to the following formula:

$$K_k = X_1 + X_2 + X_3 + \dots \quad (2.1)$$

where K_k is the ratio of the component of managerial potential;

$X_{1,2,3..}$ - the average statistical value of individual assessments by experts of the characteristics of managerial potential.

The average statistical value of individual assessments by experts of the characteristics of managerial potential was calculated using the following formula:

$$X_{1,2,3} = \frac{I_1 + I_2 + I_3 + \dots}{n} \quad (2.2)$$

where $I_{1,2,3}$ is an individual assessment by an expert of the characteristics of managerial potential; n - is the number of experts.

The use of the above formulas in the process of processing the results of the expert assessment allowed us to rank the components of the managerial potential of personnel due to their significance, which coincide with the results of factor analysis, confirming the correctness of the formulas used.

So, according to experts' view, eight components characterize directly the managerial potential of personnel in the conditions of innovative development. Accordingly, two components are indirectly related to the studied feature. At the same time, the motivational component is in order of importance (the ratio is 49.3). Revealing the features of this component, it can be noted the significant effects of such needs as: the need for a new (ratio- 10); a positive attitude to innovation (ratio - 10); the desire to master and apply managerial skills (ratio - 10); openness of professional achievements (ratio - 9.8); the need for self-actualization (ratio - 9.5).

As practice shows, the motivational characteristics of a person in any activity are the primary condition for the success of a specialist. In professional activity, the same motivational orientations are distinguished as in educational. These are external motives, for example, achievement motive, and internal motives, focus on the process and result of their activities. The external motives of the prestige of working in a certain institution, the motives of labor compensation performance are often associated with the motives of personal and professional growth, as well as self-actualization [2].

Table 2

**The results of an expert survey assessing the significant components (criterion)
of the managerial potential of leading personnel (n=672)**

№	Names of management capacity components	Ratios
1	Motivational	48,3
2	Informational	46,9
3	Innovative	45,6
4	Communicative	44,8
5	Analytical	44,8
6	Constructive	44,1
7	Self-sufficient	44,1
8	Problem-sensitive	43,9
9	Intellectual	35
10	Altruistic	31,6

In general, the performance of the motivational component in managerial activity is characterized as the investigation of new knowledge, new technologies, methods and techniques of scientific research, active self-realization of the leader, abilities development, as well as the realization of own potential. Efforts and improvement of their knowledge, skills and abilities, as well as demonstrativeness of openness to achievements in innovative approaches.

The second most important is the informational component (ratio - 46.9), which is characterized by: mastering information technologies; information about the formation of managerial skills; general knowledge system; professional knowledge; mastering innovative technologies. Nowadays, the informational component fundamentally is one of the most relevant areas of development of modern society as a whole.

Accordingly, the performance such component of managerial potential in the professional environment can be characterized by a high level of proficiency in management methods and their constant application in daily activities. Availability of the necessary knowledge for the manager on the application of methods and techniques in practice.

The third most important is the innovative component (ratio - 45.6), which is characterized by: a positive assessment of the ideas of teaching staff and employees; the

presence of scientific and practical and managerial experience; an appropriate assessment of the formation of managerial skills with an emphasis on positive changes; interpretation of employee errors; ability to formulate goals in a new way. This component is also inseparably associated to the innovation infrastructure of organizations.

The fourth most important is the communicative component of managerial potential (ratio - 44.8), which is characterized by: the ability to communicate verbally, mastery of language and speech skills; overcoming barriers and stereotypes in solving professional problems, conflicts; the use of role-playing and experiment; acting technique; nonverbal communication skills.

Communication is the basis in management. The performance of the communicative component of the managerial potential of senior personnel is characterized by the ease of finding contact with employees, proper command of language and speech, free manipulation of ideas. The manager should have the knowledge and skills to use in practice and recognize gestures, poses, facial expressions and the behavior pattern of the conversational partner. The ability to use various techniques of interpersonal relationships, the acting technique. Apply role-playing and business games, exercises and tasks for the development of management. The ability to quickly overcome barriers and stereotypes in solving professional problems and conflicts.

The fifth most important is the analytical component of the managerial potential of leading personnel (ratio - 44.8), which has the following components: independence of thinking; - enthusiasm; perception; observation; concentration.

The analytical component of the managerial potential of personnel is performed in the ability of the manager to realize and defend his beliefs, focus on solving a certain problem, point to essential, characteristic, noticeable features of objects and phenomena, as well as the ability to perceive, study, understand and evaluate employees and their own behavior.

The sixth most important is the constructive component (ratio- 44.1), which is characterized by: self-confidence; awareness of the meaning and goals of professional activity; abstraction of the problem; development of sensitivity to environment incentives; attitude to risk.

In its turn, the constructive component of managerial potential is occurred in awareness and the need to develop managerial skills due to the goals of professional activity, the satisfaction of the manager with his professional role, a sense of self-confidence, the ability to solve problems, willingness to take mental risks, violating his

own beliefs and attitudes to find a perfect solution to the problem. In the ability to organize the activities of subordinate employees to identify and realize prepotent stimulus, as well as in the ability to distance themselves from the problem for a while in order to further more productive thinking.

The seventh most important is self-sufficient component (ratio - 44.1), which includes: imagination and originality; critical thinking; analysis, synthesis, assessment; speed and flexibility; breadth of perception.

The self-sufficient component of the managerial potential of personnel is performed in the ability of the leader to produce ideas differing from the generally accepted ones, to reproduce actual objects and phenomena in the original modification, to form images of virtual objects, to have an aptitude to question facts and phenomena, solving problems. At solving a problem, the ability to use various methods from various fields of knowledge, analyze phenomena, generalize knowledge and compare facts, formulate value judgments, with the development of an optimal solution.

The eighth most important problem-sensitive component (ratio - 43.9), which includes the following components: responsibility for possible social consequences of decisions; allocation and use of microfactors; encouragement of interest in obtaining knowledge in various fields; social ties; use of socially significant material.

The performance of the problem-sensitive component of the managerial potential of personnel can be characterized as the presence of the leader of responsibility for training and the possible social consequences of their decisions and actions.

In its turn, the smallest and insignificant ratios have intellectual (35) and altruistic (31.6) components.

Therefore, providing an expert assessment allowed to clarify the components of the managerial potential, taking into account the features of the management personnel and rank them by their significance.

According to the results of factor analysis, it was concluded that eight components (motivational - 0.71; informational - 0.69; innovative - 0.68; communicative - 0.68; analytical - 0.65; constructive - 0.64; self-sufficient - 0.64; problem-sensitive - 0.63) have a statistically significant burden and form a significant factor. Calculation of the ratio of each component of managerial potential contributed to reveal the features of significant and insignificant components.

Fundamentally, the eight identified (statistically significant) components and their characteristics are to be criteria for assessing the managerial potential of leading

personnel in the condition of innovative development, while the results of factor analysis and calculated ratios determine the adequacy of the criteria and the degree of their influence on managerial potential.

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