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THINKING AS THE BASIS OF SELF-MANAGEMENT OF THE MANAGER'S PERSONALITY

The article examines the content of the main functions of self-management and their connection with the process of human thinking in order to understand and reflect the world, design activities, predict the consequences of their own actions and predict the future, learning about knowledge and its meaningful transformation, to develop rules, norms, standards of human and society life, self-knowledge and introspection, interpretation, understanding of the products of human activity, analytical and synthetic functions in the process of processing the received information. The content of different approaches to the thinking process in the context of the uniqueness of specific types of management activities at different stages of development of the manager and organization in order to learn, foresee, predict events, master the laws of objective reality and use the results to meet the needs and interests of the entity.

The purpose of writing the article is a theoretical study of approaches to thinking, features of creative and critical thinking as a basic component of the process of forming a self-management policy of a modern manager.

The results of the study of the content of critical and creative thinking, their functional differences in self-development management, including in the process of forming self-management policy, analysis of the content of its models provide theoretical justification for the use of asymmetric thinking in self-management policy formation. Asymmetric thinking is both a form of critical and creative thinking. The synergy of many dynamic connections in the interaction of the proposed eight vectors of asymmetric thinking: scale, failure management, speed of development, economy, accessibility, algorithms, magnetism, stories create a synergistic effect of self-development of personality and social system.

Keywords: Self-management; self-management policy; manager; thinking; approaches to thinking; critical thinking; creative thinking; asymmetric thinking.



Setting objectives. The purpose of writing the article is to study the approaches to thinking, the features of creative and critical thinking as a policy-making tool of self-management of the manager.

Analysis of recent researches and publications. The phenomenon of thinking is a problematic thing, which is studied by scientists in the field of philosophy, psychology, management, sociology, physiology, computer science... All of them bequeathed to humanity the results of their research of thinking process, its role in cognition of reality and the inner world of man. In the 20th and 21st centuries, V. P. Andrushchenko, M. Bulatov, V. Kremen, S. Krymskyi, S. Proleieva, V. Savelieva, P. Ya. Halperin, O. K. Tykhomyrov, O. M. Matiushkin, M. Koul, S. Kribner, M. Mamardashvili, S. Neretina, Z. Orudzhev, V. Rozin, P. Shchedrovyytskyi and other researchers paid their attention to the study of thinking in its various aspects.

In their researches, scientists consider thinking in terms of various basic assumptions – as an activity; as an internal process; as a higher mental function; as a chain of specific operations that serve as methods aimed at solving the problem; as a transformation of the structure of visual situations; as a biological process.

Scientists also explore types of thinking. For example, the phenomenon of critical thinking is studied in the works of A. U. Biddle, D. Kh. Clark, R. Ennis, E. Norris, E. Hlasser, D. Halpern [3] and, also, Ukrainian scientists T. Voropai [5], O. Pometun [4], O. Tiaglo [5]. Adrian Slyvotskyi is one of the most prominent specialists of modern management, a graduate of Harvard Law School and Harvard Business School, a leading business consultant and business futurologist of Ukrainian origin considers asymmetric thinking in the manifestation of eight vectors as a tool for competitive business and leader development [9].

In 1987, at the annual international conference on critical thinking and educational reforms, it was proposed to define the term critical thinking: "Intellectually ordered process of active and skillful analysis, conceptualization, application, synthesis and / or evaluation of information obtained or generated by observation, experience, reflection or communication, as a guide for persuasion and action" [6]. D. Halpern in his work "Psychology of Critical Thinking" [3] notes that "it is extremely important for people living in the 21st century to be able to think critically. But, only 25% of freshmen in American colleges have the skills needed for logical thinking. The task of mastering the skills of critical thinking is recognized as a priority by many countries around the world".

Changes in everyday life and management, in particular, increase the requirements for management staff for their professionalism, training and retraining, including through self-management. Today's manager is obliged to understand the laws of functioning of social self-organizing systems, to influence the processes of their creation, to manage the processes of self-organization and self-development of social systems, as well as the processes of self-government [7]. Certainly, the self-organizing system is a man himself, as the main element of society. Regardless of the situation and the degree of managerial influence, human activity combines the processes of organization, which are conditioned by external influences and the processes of self-organization, the source of which is the man himself. Therefore, self-management appears for every manager as a necessity of constant development.

Presenting main material. Thinking is an active process of indirect and generalized reflection of objects and phenomena of objective reality in the human mind, based on knowledge, intuition, habits and skills and determines his/her behavior in a particular situation.

In recent years, researches on the problems of mental activity and thinking has spread in the theory of management, because in the process of thinking employees gain new knowledge, build a generalized image of the world and its individual components, determine prospects for development [2]. The multifaceted and accelerated development of today's world requires businesses to respond adequately to changes in the external and internal environment. As a result, they are all interested in managers who are able to think outside the box, to find new ideas and approaches to management on time.

Human thinking in the management process provides cognitive (reflection of the world), design (formation of plans, projects, models of practical and theoretical-cognitive activities), prognostic (forecasting, predicting the consequences of their own actions, foreseeing the future), information (learning information about knowledge and its meaningful transformation), technological (development of rules, norms, standards of human life and society), reflexive (self-knowledge, self-analysis), interpretive (interpretation, understanding of the products of human activity), analytical and synthetic functions. Each of these functions requires perfection. Together, their synergetic manifestation can be demonstrated as a technique of self-management, which shows its level of effectiveness through the formation of goals (analysis and formation of personal goals); planning (development of plans and alternatives for personal activities); decision-making on priorities and sequence of future cases; implementation and organization of personal labor

process in order to implement the tasks within the specified time frame; self-control, control of results and, if necessary, adjustment of the purposes (fig. 1).

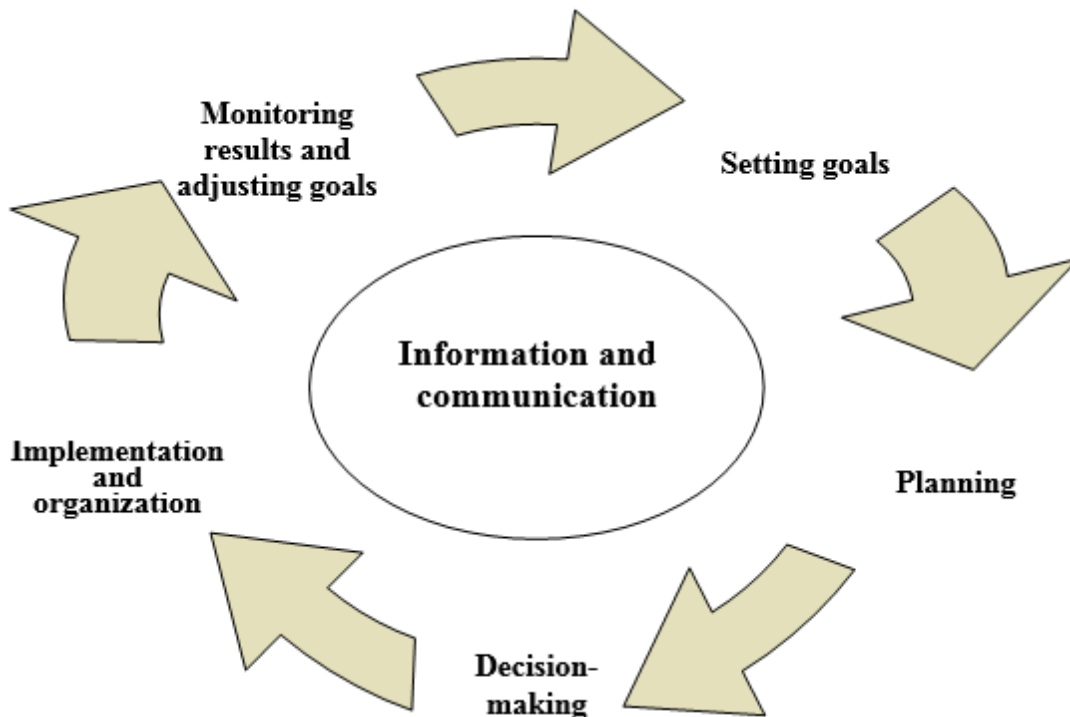


Fig. 1. The range of rules of self-management techniques [7]

The implementation of these 5 steps of self-management technique is based on thought processes, search and exchange of information, communication with members of the social environment in order to have an active indirect and generalized reflection of objects and phenomena of objective reality in the mind of the individual based on his knowledge, intuition, habits and skills, determines his behavior in a particular situation. The role of thinking in management practice is the ability to know, foresee, predict events, master the laws of objective reality and use the results to meet the needs and interests of the entity. Classification of types of thinking allows managers in practical management to form teams of employees and groups of researchers on the basis of a variety of typological characteristics and their harmonious interaction.

The term "approaches to thinking" means how we think. In the practice of management in order to solve problems in the field of management 14 approaches to thinking were formed, which are grouped into three groups: systematic thinking, thinking for management decisions and effective thinking (Fig. 2). The existence of different approaches to the process of thinking is due to the

uniqueness of specific types of management activities at different stages of development of the manager and the organization.

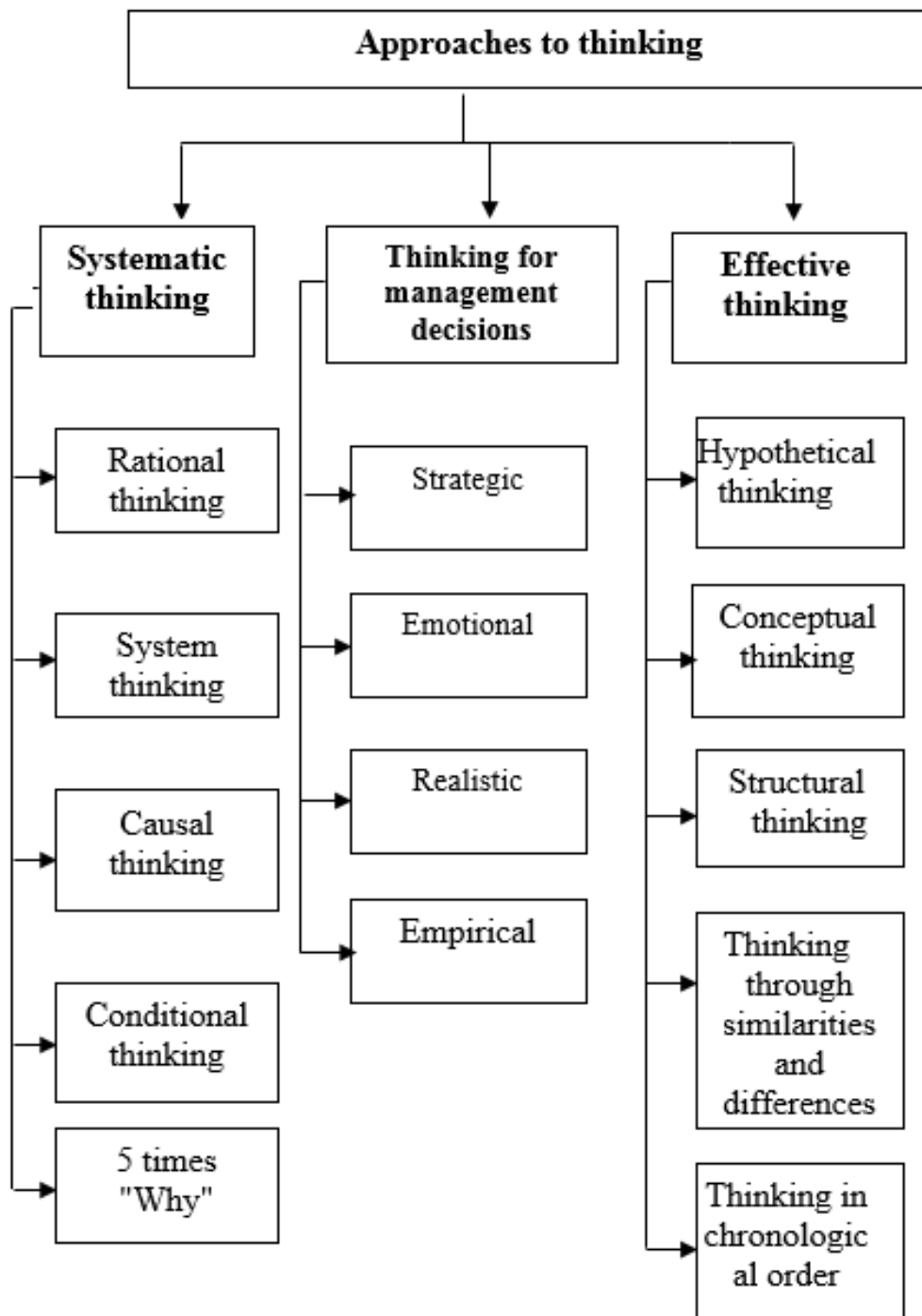


Fig. 2. Approaches to thinking [7]

One of the criteria for assessing the effectiveness of self-management is the ability of the individual to solve problem situations of personal development and development of social groups. The presence of a formulated plan of self-development and the desire to implement it creates natural obstacles, problems on



the way to moving the individual to the desired state. Problem solving is an extremely important action, but quite often the managers who solve them do not correctly understand the direct meaning of the concept "problem". Therefore, the first step in solving the problem is to directly determine the content of the problem by formulating the content of the actual goal; the situation that is taking place; problems; causes in general and causes that can be eliminated; proposals and solutions. To successfully solve the problem of involving group members, it is important that all members of the social group formulate these concepts and terms unambiguously.

If to choose the right approach to the thought process, the solution becomes more accessible, more effective. To create value through the thought process, it is important for the manager to know whether or not what he (we) is thinking is right. For example, thinking for managerial decision-making can have a biased concentration, and if to assess the state of the situation through the prism of its concentration in the context of formulated goals, we used a strategic approach to thinking to make decisions.

Operation managers rely on data and information about the emotional state of staff to assess the adequacy, correctness or incorrectness of the situation. That is, they use an emotional approach to thinking and believe that if participants have a positive attitude to the newly created situation, taking into account the decision, then it is correct.

A realistic approach to thinking suggests starting to solve the problem of determining the content of what can actually be done in a given situation at a given time without any additional conventions. After performing the action, you should reconsider the situation in order to find the root causes of the problem and record its content in a new version, taking into account the changes that occurred as a result of the action.

If we consider the state of the situation based on previous experience, it means that we use the approach of empirical thinking. Sometimes, this approach to thinking is too much based on the past, even when the situation has changed significantly. But, in reality, situations do not change too quickly. And, if there is an identical situation, then you should use proven knowledge to succeed – use the approach of empirical thinking.

The manager demonstrates to the environment his willingness to manage his own self-development and the development of the group,

thinks critically – if he flexibly applies a variety of approaches to thinking. Successful and correct application of approaches to thinking demonstrates to the environment the competence of the manager to:

- planning (controls one's own impulsiveness and makes a plan of one's actions);
- flexibility (there is no dogmatism in thinking, ready to consider new options, seeks to clarify difficult issues, change their own point of view);
- persistence (willingness to take on the task and not retreat until it is solved);
- willingness to correct his mistakes (is able to admit, not justify his mistakes, learn from them, demonstrates openness to criticism from others);
- awareness (observes his own mental actions, in fact, uses reflexive self-control) [3].

Undoubtedly, effective management requires critical thinking – free operation of a set of mental strategies and procedures, approaches to thinking, mastering which involves the free use of mental operations to process information, formulate sound conclusions and assessments, decision-making [4]. Critical thinking allows to find and understand the content of the correctness of the chosen goals, vector, path of personal development and team development.

It should be noted that with H. Lindsay, K. Hull, R. Thompson, share the concepts of critical and creative thinking and point out their functional differences. Creative thinking is the result of discovering a new or improved solution, and critical thinking is aimed at testing the proposed solutions in order to determine the scope of their application; creative thinking - the creation of new ideas, and critical – reveals their disadvantages and defects with the help of mental strategies [8].

Critical thinking allows for an objective assessment of the positive and negative qualities of the subject of knowledge. This is an important but insufficient component of self-management. For successful management of self-development, it is also important to recognize a new problem in the old situation or a new function of the object of knowledge, to model the structure of the object of the situation, to set new tasks, new questions. Self-management definitely requires creative thinking at all stages of its implementation – from the formulation of components of self-management policy to their implementation and subsequent decision-making on the choice of ways of self-improvement.

The main regulatory document for self-development management is a self-management policy that meets four conditions [7]:

1. The policy contains the purpose (goal), on the background of which efficiency of performance of the planned is estimated in time.



2. Policy is a model, a synergistic set of values and principles by which the individual is guided in the choice of resources to achieve the goal, assesses the potential consequences of the chosen policy, decides to expand the possibilities of their own actions.

3. Identified the content and procedure for the formation of information flows about the state and changes in the environment, the state of a particular business and their own observations of self-development processes.

4. Opportunities to create an appropriate variety of choices to explore new opportunities and needs for the formation of new unifying goals.

The formulation and implementation of each of these components requires from the individual tools of critical and creative thinking, requires flexibility in their application in the process of overcoming obstacles on the way from the real to the planned. Kate Keenan's models are successfully used in the theory and practice of self-development management. She offers a list of the main components of effective self-management in the form of evaluation criteria of personal model of self-development, L. Seivert's concept, M. Woodcock's and D. Francis's concept of limitations, V. Karpychov's self-management model, Khrolenko's concept, the concept of Babel and Heinz Schwalbe, the model of R. Sharma, described in the work "The Monk Who Sold His Ferrari", the model of Stephen R. Covey, described in the work "Seven Habits of Extremely Effective People".

An effective model of creative thinking for the purpose of competitive development of personality and business was proposed by Adrian Slyvotskyi in the work "David Wins" [9]. The author's analysis of historical events from the history of the ancient world to the present allows us to find analogies in the behavior of prominent managers of different eras and periods of human development. The displacement of IBM by Microsoft, the competitive victory of the Toyota brand over the GM brand, the dynamic global growth of the Walmart retail network - and all this over the past 20 years. Those, who found a newer and better design for their business, prospered; and all the others barely stayed afloat or even got off the track. According to A. Slyvotskyi, an updated business design is at the basis of business success; it is developed using the model of asymmetric thinking, which allowed the winners to get difficult answers to simple questions:

- What is our customer choice?
- What is the content of the uniqueness and value of our offer?
- What is our profit model?
- What are the main positions and forms of strategic control?

- What is our activity focused on?

The asymmetric model of thinking is not mechanical. It is a synergy of many dynamic connections in the interaction of the proposed eight vectors of thinking: scale, failure management, speed of development, economy, accessibility, algorithm, magnetism, narrative. The dynamics, scale of business and sphere of leader's influence changes in a quadratic progression from the speed of recognizing and overcoming failures, from the ability to experiment, create and instill in business behavior the author's and borrowed best algorithms. The team's ability to quickly reorient to a changing market and manage consumer needs forms the basis for the rapid change in the state of the whole business. The ability of business and managers to work in global markets significantly depends on their ability and willingness to learn and develop quickly, to manage change.

The unique advantage of the proposed model is not only the art of one person, but the creativity of the whole team, which is focused on creating enormous added value in social and business projects.

Conclusions. Referring to the content of the components of self-management policy, as a basic normative document of self-development, I note that the formation of the purpose (goals) of personal development; a model, as a set of values and principles by which the individual is guided in the choice of resources to achieve goals; formation of the content and order of information selection about the state and changes in the environment, about the state of a particular case and their own observations of the processes of self-development; a conscious understanding of the possibilities of creating a new choice in the study of opportunities, needs and the formation of new unifying goals is based on a person's ability to apply different approaches to thinking, to be both creative and critical in their thinking.

An effective model of creative thinking, for the purpose of competitive self-management and business is the synergy of many dynamic connections in the interaction of the eight vectors of thinking proposed by Adrian Slyvotskyi: scale, failure management, speed of development, economy, accessibility, algorithm, magnetism, narrative.

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МИСЛЕННЯ ЯК ОСНОВА САМОМЕНЕДЖМЕНТУ ОСОБИСТОСТІ МЕНЕДЖЕРА

У статті досліджено зміст основних функцій самоменеджменту та їх зв'язок із процесом мислення людини з метою розуміння і відображення світу, проєктувальної діяльності, передбачення наслідків власних дій і прогнозування майбутнього, засвоєння інформації про знання та її

змістовне трансформування, з метою розробки правил, норм, стандартів життєдіяльності людини і суспільства, самопізнання і самоаналізу, тлумачення, осмислення продуктів людської діяльності, аналітичної і синтетичної функцій у процесі опрацювання отриманої інформації. Розглянуто зміст різних підходів до процесу мислення в контексті своєрідності конкретних видів управлінської діяльності на різних етапах розвитку менеджера та організації з метою пізнання, передбачення, прогнозування розвитку подій, оволодіння законами об'єктивної реальності та використання результатів для задоволення потреб та інтересів суб'єкта господарювання.

Метою написання статті є теоретичне дослідження підходів до мислення, особливостей творчого та критичного мислення як базової складової процесу формування політики самоменеджменту сучасного менеджера.

Результати дослідження змісту понять критичного та творчого мислення, їх функціональних відмінностей в управлінні саморозвитком, в тому числі у процесі формування політики самоменеджменту, аналіз змісту його моделей дають теоретичне обґрунтування для застосування асиметричного мислення у процесі формування політики самоменеджменту. Асиметричне мислення є одночасно видом критичного і творчого мислення. Синергія безлічі динамічних зв'язків у взаємодії запропонованих восьми векторів асиметричного мислення: масштаб, управління невдачами, швидкість розвитку, ощадність, доступність, алгоритми, магнетизм, розповіді створюють синергетичний ефект саморозвитку особистості та соціальної системи.

Ключові слова: самоменеджмент; політика самоменеджменту; менеджер; мислення; підходи до мислення; критичне мислення; творче мислення; асиметричне мислення.

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МЫШЛЕНИЕ КАК ОСНОВА САМОМЕНЕДЖМЕНТА ЛИЧНОСТИ МЕНЕДЖЕРА

В статье исследовано содержание основных функций самоменеджмента, их связь с процессом мышления человека с целью понимания и отражения мира, проектировочной деятельности, предвидения последствий собственных действий и прогнозирования



будущего, усвоения информации о знании и ее содержательная трансформация, с целью разработки правил, норм, стандартов жизнедеятельности человека и общества, самопознания и самоанализа, толкования, осмысления продуктов человеческой деятельности, аналитической и синтетической функций в процессе проработки полученной информации. Рассмотрено содержание разных подходов к процессу мышления в контексте своеобразия конкретных видов управленческой деятельности на разных этапах развития менеджера и организации с целью познания, предвидения, прогнозирования развития событий, овладения законами объективной реальности и использования результатов для удовлетворения потребностей, интересов субъекта ведения хозяйства.

Целью написания статьи является теоретическое исследование подходов к мышлению, творческому и критическому мышлению как базовой составляющей процесса формирования политики самоменеджмента современного менеджера. Результаты исследования содержания критического и творческого мышления, их функциональных отличий в управлении саморазвитием, в том числе в процессе формирования политики самоменеджмента, анализ содержания классических моделей самоменеджмента дают теоретическое обоснование для применения асимметричного мышления А. Сливоцкого в формировании политики самоменеджмента. Асимметричное мышление является одновременно видом критического и творческого мышления и создает синергический эффект саморазвития личности и социальной системы через огромное количество динамических связей во взаимодействии предложенных восьми векторов мышления: масштаб, управление неудачами, скорость развития, сберегательность, доступность, алгоритмы, магнетизм, рассказы.

Ключевые слова: самоменеджмент; политика самоменеджмента; менеджер; мышление; подходы к мышлению; критическое мышление; творческое мышление; асимметричное мышление.

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