A CRISIS MANAGER LIKE THE HEAD OF THE ENTERPRISE WHEN RESOLVING A CRISIS WITHIN THE ENTERPRISE

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ABSTRACT

In the current environment, which is constantly affected by the COVID-19 pandemic, corporate governance underpins the stability of the enterprise, which depends on the functionality of the various activities in the enterprise. Adaptation to changes in the environment and flexible responses are necessary for today's business environment. This article has to draw attention to the necessity of the existence of a crisis manager in the enterprise, to define his role and position in the enterprise. At the same time, the article has summarized the main personality prerequisites of the manager and the key competencies of the crisis manager, which are necessary at the time of solving and responding to a crisis in the enterprise.

Key words: competencies, crisis management, crisis manager, enterprise, manager

INTRODUCTION

The constantly changing economic and social environment contributes to the activation of the activities of entities to adapt to these changes and consequently shapes the ability of business management to respond to them. Enterprises need to be prepared for the various situations that environmental change brings. The action of various factors from the external or internal environment of an enterprise can change the overall development of enterprises, which also has a significant impact on the overall development of the country's economy. Coordination of all activities to maintain their continuity and operability is essential for the functioning of any enterprise. Enterprises go through several phases during their lifetime and may face various unforeseeable situations which may undermine their stability. Appropriate response and adaptation to change evolve depending on their preparedness as well as sufficient resources. In this case, the emphasis is particularly on the preparation of those responsible for the enterprise. The main component of an enterprise is its people, whose coordinated tasks

and activities ensure that the enterprise's objectives are met and that it runs smoothly. The overall performance of the enterprise depends precisely on the functionality of management [4,7,10].

Crisis management is closely related to management as such. Management is usually understood as a link between the theory and practice of managing an enterprise in the conditions of a market economy. The goal of crisis management in an enterprise is to assess potential risks through techniques and procedures that include the analysis of the conditions of crisis phenomena that could affect the stability of the enterprise, the elimination, identification, and resolution of crisis phenomena in the enterprise, and the subsequent recovery of the enterprise after the crisis [1,3].

The process of crisis management consists of a crisis management model (Figure 1), which is based precisely on the tasks of crisis management and the different phases of the crisis [9].
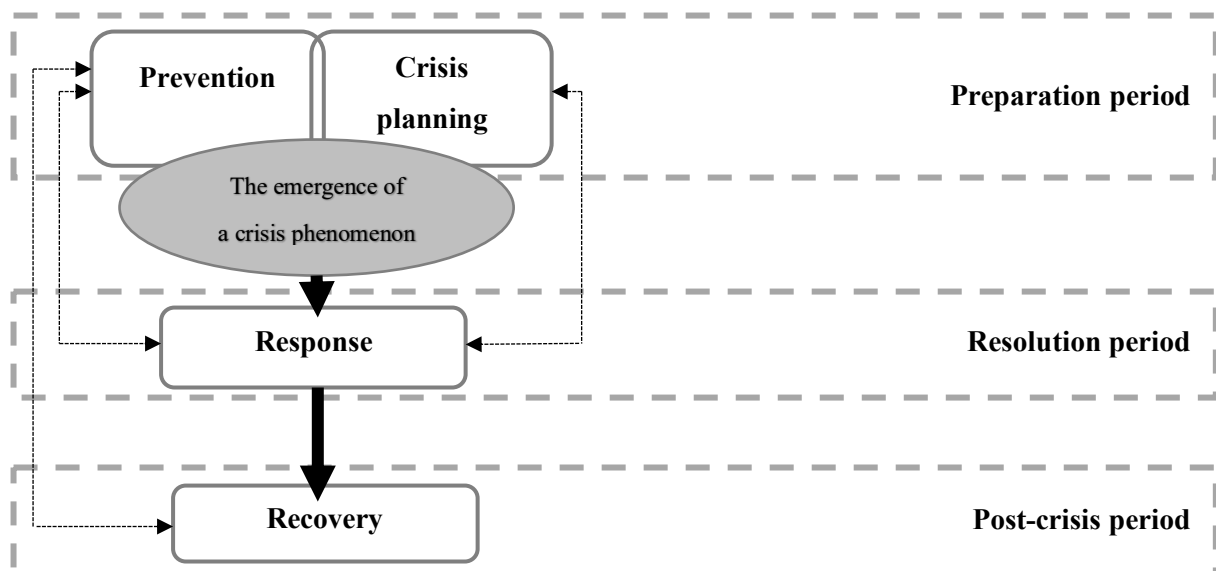

Figure 1 Crisis management model
Source: according to Kádárová. Krízové riadenie podnikov, 2018

Preparation period. This phase includes management activities, whereby the enterprise, through various methods, procedures, and plans, prepares for the possible occurrence of a crisis that could undermine its stability and increases its resilience to the occurrence of a crisis, as well as its ability to respond to it.

Resolution period. The enterprise responds to the crisis and resolves it through various activities and resources that depend on the specific characteristics and features of the crisis.

Post-crisis period. The enterprise carries out activities to return to the pre-crisis state.

For the enterprise to pass through the different phases of management, it is necessary to coordinate activities and establish the different management tasks in the enterprise. The preparedness of enterprises depends on each employee. Attention must be paid to the qualifications of the staff who will carry out the various activities within the management phases. The main coordinator of the tasks should be the enterprise manager. The manager is the person at the top of the enterprise who also acts as the crisis manager. A crisis manager is defined as any manager in a senior position who has defined authority and responsibility for themselves, others, and the physical assets of the enterprise. It is a person trained in crisis management associated with all activities to protect life, health and property, the environment, and other values. The primary concern should be the welfare and safety of the company [2,15].

Within crisis management, there are basic crisis management tools that intersect with crisis management tasks in the different phases of a crisis and activities to manage it. They are an integral and important part of crisis management to respond appropriately to a crisis. The basic tools of crisis management include [11]:
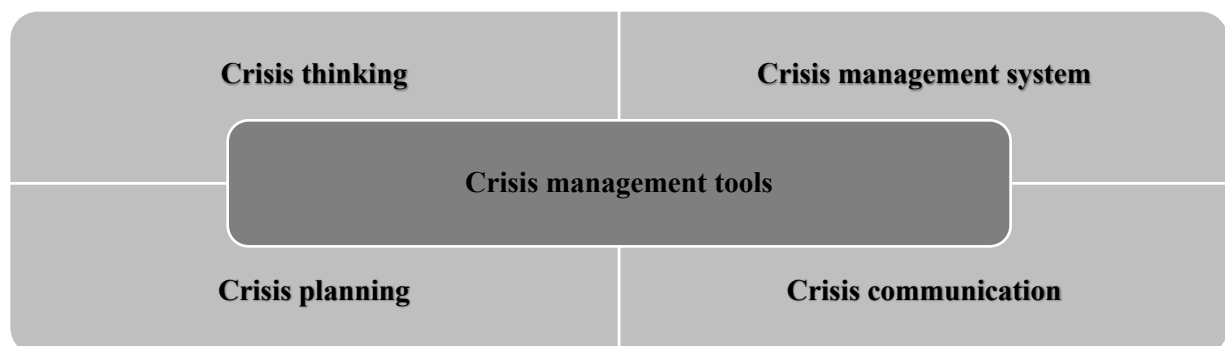
Crisis thinking	Crisis management system
Crisis management tools	
Crisis planning	Crisis communication

Figure 2 Crisis management tools

Source: according to Míka, Manažment a krízový manažment, 2015

Crisis thinking - crisis management takes into account the inevitability of the occurrence of crisis phenomena and at the same time accepts the necessity of spending resources and people's activities to ensure preventive measures and elimination of negative consequences of crises.

Crisis management system - it has a structure, with each level having its functions and responsibilities, which are interlinked, supported by the legal environment, and using tools, and technical and technological equipment.

Crisis planning - is the summarisation of all the needs and requirements needed to deal with a crisis and the creation of an overview of resources and their comparison with requirements.

Crisis communication - includes the warning and notification system, communications, and the crisis management information system.

All these basic crisis management tools are needed to manage crisis events. In today's changing environment, the position of the crisis manager is coming to the fore. The emphasis is on preparing employees and the necessary response of the enterprise to changes in the environment. These changes necessitate the need for employee education in this area [11].

THE MAIN PERSONAL ASSUMPTIONS OF THE MANAGER

Every enterprise is made up of people. The manager of an enterprise is a person who has a responsibility not only for himself but also for his employees and the surroundings of the enterprise. Therefore, can consider every manager a crisis manager. A manager also develops his personality by building interpersonal relationships in the workplace, where the work environment and working relationships play a major role. He is a person who, through his activities, is also involved in managing people, motivating them to perform, developing interpersonal (working) relationships, and achieving set goals [2,5,17].

A crisis manager is a person who has a certain authority and from it follows a given responsibility. The main personality prerequisites should include appropriate innate qualities, the proper performance of managerial functions, and managerial roles, it is also the totality of all acquired qualities of a person, his skills, experience, reactions to a given situation, respect for laws and norms, acceptance of social status and social ethics, it can also be an individual way of dealing with the situation, the way of communication skills and so on [6,8].

It is not possible to pinpoint personality traits precisely, as they may change over time and in different situations, but in general, can describe what a crisis manager should meet, what personality traits he/she should have, and what is expected of him/her. Both a manager and a crisis manager is a people who should be mentally and physically prepared to cope with stressful, difficult, and unpleasant situations. He or she should be a leader whom everyone follows and who can handle the situation in such a way that panic and stress are avoided so that the consequences of crisis phenomena can be eliminated or mitigated. At the same time, he should be able to manage and lead people in such a way as to get the best out of himself and others with minimum waste of resources used to deal with the phenomena. Another prerequisite is his/her interest and motivation to want to help and perform his/her tasks to the best of his/her ability, even in the event of failure. He needs to be able to work independently, to be mentally and physically prepared to overcome any scenario, especially to be prepared for the worst-case scenario [13,16].

GENERAL SUMMARY OF CRISIS MANAGER'S KEY COMPETENCIES

A crisis manager should be a goal-oriented, flexible, responsible, considerate, professional, specialized person who has a specialization in the job and knows how to navigate it. He can help himself and the people around him, he does not look at the differences between people. He knows how to work with the public, he knows how to communicate and he knows what information he can give, he knows how much information he can pass on. Information should be timely, up-to-date, and, above all, truthful. In case of failure, he can learn from his mistakes and tries not to repeat them. He is composed and has no fear, or if he does, he can get over it and can function. He should be educated and knowledgeable about the issues in the field in which he works. He is punctual, and meets deadlines, and promises he has made. He strives to get ahead, educates himself, and seeks information outside of his working hours. Timeliness is also very important. He should know how to work with time, know what he can afford, and know how to react quickly and in what way. He should be consistent, and able to take preventive measures as well as post-crisis measures because it is necessary to stabilize the system and return it to its original or better-restored state. It takes care to monitor and follow the further development of the situation. It must be able to recognize what the crisis phenomenon is, be able to identify it, assess it, and know what causes it and what consequences it may cause. It can recognize crisis phenomena and their specificities [12,14,16].

This set of personality prerequisites and principles that a crisis manager should have sounds ideal, but it is impossible to find a crisis manager who meets all the points. It is important to note that each crisis manager approaches the handling of specific crisis phenomena separately.

Figure 3 shows a general summary of the key competencies of a crisis manager.

Figure 3 Summary of crisis manager's key competencies
Source: author

The most important elements of a crisis manager are considered to be:

Mental preparedness - crisis phenomena are also related to the resolution of their consequences, with the main role being played by the crisis manager and his/her mental state at the time of resolution. It also depends on his/her mood and whether he/she is dealing with any conflicts in his/her private life - all of which can also influence the resolution of crisis phenomena.

Physical preparedness - this is the sum of the physical fitness of the crisis manager that is needed to actively manage crisis events, while he should protect himself, but also help other persons at risk in the enterprise, in case of a threatening crisis event.

Professional preparedness - represents the totality of the ways, procedures, and methods by which a crisis manager will deal with a crisis event. It represents the totality of his/her acquired knowledge and skills necessary to deal with crisis phenomena, it shows his/her theoretical orientation in the given field, which will manifest itself in practice.

Intelligence, talent, and skills - closely related and linked to training. On the one hand, a crisis manager can improve and acquire knowledge in a given field, but on the other hand, it also depends on his ability to absorb the information he receives, his ability to implement it in practice, and his intelligence to work with knowledge. Talent lies in knowing what the crisis

phenomenon is and in choosing the right option for dealing with it, given the nature and type of the crisis phenomenon.

Authority and responsibility - every crisis manager must know what authority he has, which gives him a certain responsibility. He must take into account laws, norms and rules. At the same time, the crisis manager must be aware that he has a responsibility not only for himself but also for other people, the enterprise, and its surroundings.

Human characteristics - a person's behavior, values, and attitudes in life can influence the way they react to an unexpected negative phenomenon. The motivation of the people involved in dealing with the phenomenon also plays a major role. The crisis manager should be able to arouse some interest in people to help to ensure effective performance.

It is impossible to find a perfect crisis manager who fulfills all these key competencies as well as the role of a crisis manager. There is no manager or crisis manager who is always 100% prepared to deal with all unexpected events. That is why there is a need for continuous training in crisis management, and the emphasis should start with training people.

CONCLUSION

Crisis phenomena can be different and their course is constantly changing due to external and internal factors. About the enterprise, the manager can prepare for the occurrence of crisis phenomena, can reduce possible sources of risks, and can take various preventive measures. The main task of the enterprise and the crisis manager should be to identify the risky parts of the enterprise and to be able to choose appropriate measures. Emphasis is placed on sufficient resources and continuous training thanks to a sufficient number of experts in the field.

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