

THE NEW GENERATION OF MANAGERS IN A GLOBAL ASPECT

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ABSTRACT. The traditional industrial management is described in detail in the novel *Shirley* by the English writer Charlotte Bronte. She lives and works during the Victorian Age (1837-1901) when England reaches the peak of its economic development. Today the digitalization and robotization of the economy as well as the global connection and interdependence define the change in the style of the business management. The routine in industrial management yields to sophisticated approaches. The multinational companies create a new generation of managers with an innovative mentality. The modern CEO (Chief Executive Officer) should combine in a creative way the social policy and the sustainable development of the corporation.

Keywords: generation, global, digitalization, industrial management, innovation

НОВАТА ГЕНЕРАЦИЯ МЕНИДЖЪРИ В ГЛОБАЛЕН АСПЕКТ

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РЕЗЮМЕ. Традиционният индустриален мениджмънт е описан детайлно в романа „Шърли“ на английската писателка Шарлот Бронте. Тя живее и твори през Викторианската епоха (1837-1901), когато Англия достига върха на своето могъщество в икономическото си развитие. Днес дигитализацията и роботизацията на икономиката, както и глобалната свързаност и взаимозависимост предопределят промяна в стила на управление на бизнеса. Рутината в индустриалния мениджмънт отстъпва на иновационни подходи. Мултинационалните компании създават нова генерация мениджъри с новаторски менталитет. Съвременният CEO (Chief Executive Officer) трябва творчески да съчетава социалната политика и устойчивото развитие на корпорацията.

Ключови думи: генерация, глобален, дигитализация, индустриален мениджмънт, иновация

Our century is characterized by the so called digital revolution. The artificial intellect is applied in all economic branches and human activities. A network society is established which is tightly connected with the global knowledge-based economy.

The digital 21st century is a century of interaction. The human intellect builds and programs the artificial intellect. The high technology machine-building in the industrially developed countries is dependent on the mass production of details in the countries from Eastern Europe and Asia. The different industrial activities form a circle economy and other analogous business and social connections and interactions.

The modern information society imposes changes in the methods of scientific research. The literary scholars go out of the box of their scientific activity and participate in academic debates, connected with the current social-economic life, e.g. with the actual business reality. The aim of the research is to reveal the possibilities for the adaptation of the industrial management to the challenges of the tendencies of the development of the global economy.

The study is made on the basis of several scientific subjects, and in the context of distant historical periods. The modern innovative interdisciplinary (multidisciplinary) approach forms a network of experts in the humanitarian, social and economic scientific fields. Through their discussion a convergence of the different concepts and a basis for a comprehensive and complex research is established.

The traditional style of management of business is described in detail in the English writer Charlotte Bronte's novel *Shirley*. The author lives and works during the Victorian Age (1837-1901) when England is in a period of an economic boom.

The discourse in the novel describes in a non-consecutive chronology the events connected with the introduction of high technology machines in the textile mills in Yorkshire, England in the period of The Industrial Revolution.

The main heroine is the sole heiress to an estate and a textile mill. Traditionally in the patriarchal society only the sons inherit and manage the family companies. Shirley manages the inherited estate with an animal farm attached to it very successfully when hardly out of age, owing to her personal abilities – intellect, courage, independence, self-confidence. Robert Moore is appointed manager to the textile mill.

The active Shirley is at the farm or at Robert Moore's office from morning till night. In the evening, instead of embroidering as is traditional for the Victorian women, the main heroine reads till late. Every day she reads the newspapers. The young business lady is not interested in the secular gossip in the daily papers, yet she never misses the editorials. She follows both the financial and Stock Exchange information, as well as the foreign news in the newspapers.

The Victorian business lady manages wisely and with her own style. She prefers the office to the aristocratic balls. Shirley is serious and does not play the coquette when she discusses the production problems at the factory with Robert Moore. On

his part, the manager of her textile company also behaves in a businesslike manner with the new owner. Today the big companies have an ethical code with which they form and regulate the relations and moral values of their employees, e.g. of their team.

Shirley personally controls the work at her estate by not behaving proudly, e.g. as a mistress of the house in the real sense of the word. She often follows the incomes and outcomes by writing everything in a ledger. Once, during a weekly balance check, she finds out a fraud in the housekeeper's accounts. Instead of a scandal, the tolerant lady lectures Mrs Gill on thrift.

The idea that there is no demeaning labour is featured in the novel. The mistress of the estate works together with her subordinates in emergencies. The generous and noble Shirley ensures provisions and medical bandages, not only to the soldiers who defend her factory, but also to the wounded rebels.

The virtuous Shirley is not greedy. She establishes a charity fund with her own start-up capital and for this aim she invests half of the profit of her estate. The main heroine organizes the collection of the financial means for the fund and their just distribution with the help of the single women like Miss Ainley. The business lady aids with the collected money the unemployed poor whose percentage is very high during *The Industrial Revolution*. Today, this humanitarian activity is very popular, and different forms of charity are used.

The main heroine's public activity should also be mentioned, in order to construct the whole image of the Victorian business lady. The communicative Shirley meets and wins the trust of one of the most influential men – The Reverend Helstone and Mister Yorke soon after she arrives at the parish. The business lady discusses the actual social and political information with them.

The innovative thesis in the context of patriarchal society that gender is not a decisive factor in the choice of a career, e.g. that there are no female and male professions is proven in the description of Shirley's social status as a business lady.

Charlotte Bronte looks ahead in the future through the literary image of Shirley in the eponymous novel. The Victorian owner's and employer's methods of management, ethical code, charity and public activity are identical to the ones of the modern business lady.

In comparison to the introduction of highly productive machines in the industry during the Victorian Age, the present industrial revolution is accompanied by digitalization. It influences the global knowledge-based economy strongly. The industrial management accepts the challenges of the world tendencies and changes itself. The new generation of managers combines the social policy with the intellectual economic growth.

The choice of the topic concerning the new generation of managers is not random – it corresponds to the actual gender imbalance in the company management. According to a number of researches the European business is still dominated by men.

The reasons for the gender imbalance in the corporate management are the following:

1. A lack of a national policy, legislation and motivation measures concerning the equality of the genders.
2. Measures about the combination of the family and the professional life of the employees are not applied.
3. The inherited patriarchal stereotypes from the past concerning the woman's role in the family and labour. The double "burden" of both professional and family

life limits the possibilities for women for a business leadership.

4. The non-transparent practices concerning appointments and nominations in the boards of the companies spread in many countries around the world. The directors are usually chosen through personal acquaintance and contacts, e.g. through the so-called "friendship circle networks", and not through publicly announced interviews.
5. Last, but not least, the business leadership is still considered a man's model of success. The employees should be always available, and if possible they should be mobile at all times. The interruption of the career development, due to motherhood and other family reasons could also influence negatively the chances of women to have manager's positions in the corporate business (MLSP, 2015, p.37).

The dynamics of the digital revolution changes the actual business environment quickly. The modern digital society and the negative demographic growth in the European countries create a deficiency of highly qualified technical staff. Ludolf von Wartenberg, president of the biggest association of employers in Germany gives a characteristic of the problem connected with the loss of jobs in most Western industrialized countries:

The creation of jobs is not an aim in itself. We have to realize that we could participate in the international competition only with new products. Because of the open markets, we would rarely have mass production in Germany. A bigger growth could only be achieved with innovations. And the economic growth ensures jobs. That is why we should return on the frontline of the technical progress (Wissema, 2006, p.25).

The multinational companies adapt to the global knowledge-based economy. The corporate business invests in intangible assets such as Research and Development-R&D. The aim of the investments is to exchange knowledge with other companies, to sell know-how, and to support *technostarters* – entrepreneurs who establish a new company on the basis of knowledge and technologies.

The technological paradigm for an interaction between the corporate business and science is the established incubator by *Philips Electronics* (a building in which the entrepreneurs develop their start-ups) in their high technological campus in the city of Eindhoven, The Netherlands (Wissema, 2006, p.22).

The establishment of a start-up for some entrepreneurs, and its sale in a few years is the short cut for climbing up of the hierarchical ladder to top management positions. The company owners prefer hiring entrepreneurs who have proven themselves on the market and know the management very well, instead of diligent business administrators. They may be very good analyzers, but they have become CEOs (Chief Executive Officers) by chance.

During the first decades of the XXI century the big international companies create a new generation of managers with an innovative mentality. Their credo is that the careers should be combined with the personal lives of the employees. The corporate business invests not only in the professional development, but also in the workability of the employees (fitness halls, kindergartens, flexible working hours for the parents of young children, etc.). The aim of the employers is to attract highly qualified staff, disregarding their gender.

During the last few years the multinational companies with offices in our country competed for the prize "Most wanted employer". In 2019 the award went to one of the biggest world IT companies with more than 10 000 employees- Hewlett Packard Enterprise (HPE). The executive director of HPE Global Delivery Bulgaria Centre Mario Garbeshkov tells:

During the past year HPE managed to achieve and confirm the desired stable financial results. At the same time the company adheres to its strategic aims to transfer its portfolio to more high technological decisions and complex software services... We invested in key partnerships and united with smaller but leading companies in some market niches...We also invested in our employees, in their development and benefits as a part of the family of a leading technological leader...In the last years the abilities and the companies in Bulgaria grow with a dynamic tempo and innovative practices, which conditions the big competition in the IT sphere. What distinguishes HPE are the values and the atmosphere in which we work.

The employees are what makes a company successful...This year we announced our Work that fits your life programme behind which is the so called Wellness Friday. Every second Friday from the month the employees have 3 hours free time at the end of the work day...6 months 100 % paid leave for the regular gross salary for mothers and fathers (Capital, 2020, p.29).

Therefore, the modern manager must know and apply creatively the formula for a successful combination of the social policy and the sustainable development of the company.

The mass digitalization of the economy and the global connectedness change not only management, but also marketing abruptly, especially the model "software as a service". The global IT market is huge and expands quickly. Old and new multinational software companies which create strong products participate in it. The successful competitive formula of the small software companies is mainly fast decisions and the focus on a particular service.

Kate Fitzgerald, president and director of incomes in the cloud *Leanplum*, with an office in Sofia, tells about the competitive advantages of the small software company for mobile marketing:

We developed something that we call ICP (Ideal customer Profile). We often work with dynamic companies, which are established after 2000, because usually these are the companies that create mobile applications...The marketing and the finding of clients are very different...We should reach the clients before anyone else does, and not expect them to come

to us. We should add to this that the clients are much better informed...

The big companies have much bigger budgets for trading teams. But our plus is that we can take faster decisions....This speed is of critical importance...I think that the biggest challenge in front of each smaller company is to be focused...We focus on the mobile Internet (Capital, 2020, p.71-73).

It should be noted that the digital competence has huge importance for the industrial management. But in the era of interaction we shouldn't ignore the humanitarian skills – of creativity, communicativeness and adaptability. The machines do not replace but help the person in the process of digitalization.

The modern digital systems create big possibilities but robots lack ethics, emotionality and critical thinking, respectively the taking of the right decision. That is why, it could be figuratively put, that the person is the mentor of the robot.

In conclusion, it should be underlined that the global economy, based on knowledge and innovations, changes the rules of industrial management drastically. The successful CEO who controls the investments through the distribution of the capital in the interest of the owners, remains in the past. The routine in the management yields to innovative approaches. The modern CEO should decide a complex task because the multinational companies invest more in intangible assets – research and development (R&D). Therefore, the CEO should distribute the capital in such a way, so as to manage the company in the long term interest of its owners.

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