

# **Personal Potentials of the Students in University of Defence on the Way of Professional Leadership**

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## **Abstract**

Paper describes the application of X-tream method on an analysis of personal potentials for the development of professional leadership. There was employed pilot study as one of project output. The pilot study was focused on identification and comparison of marginal indices, connected to the condition of personal dimension in the group of students of army leadership. Gained results from the pilot study provides a view on the application of X-tream method, which should help to choose a relevant person for stressing environment such army or security area. The main objective of the paper is the application X-tream method in army context. The sample population was 46 successful participants of leadership course, which was realized at the end of 2017.

**Keywords:** professional leadership, connatural management approach, personal potential, X-tream methodology.

## **Introduction**

At present days, there are a lot of staff specifications, which organizations require on new managers and officers (no matter if an organization is a company, security, or army). The whole environment is still changing with all elements such as humans and human systems. Parameters such as dynamics, instability, and vicissitudes tend to new wants on their skills and abilities of cognition, decision making, negotiation, and leadership. These parameters represent psychology base of all managerial competencies.

All of the parameters mentioned above help to identify, develop and cultivate staff abilities and skills under the condition of cognitive management (Ambrozová et al., 2016). This concept considers leadership and management as different leading styles. Management is focused on rationality and hierarchical structure has clear conditions and evaluation. Vice versa, leadership is oriented on the intuition of staff, both network and

fluctuate structures, task meaningful, exploring activities, recognition, and reflection. In a professional environment there are arising situations, when is more requiring a manager's qualities instead of leaders. Therefore, cognitive management employs terms such mental agility and cognitive continuum, which are the base for professional leadership definition (Ambrozová, et al., 2016; Kolečák, Pokorný, Ambrozová, 2013; Csíkszentmihályi, 2017).

Purpose of the paper is to present terms of connatural management with a focus on the individual personal potential in professional leadership (presented in the first part). In the second part, there is described research methods and obtained results of the research.

Connatural management (CM) is considered a concept of cognitive management (Ambrozová et al., 2016), which is focused on natural human potentials within their skills and abilities, useful for cognition processes, processes of decision making, or negotiating. This CM concept respects the natural qualities of human in various levels that are necessary for all potential situational contexts. These qualities are close to both tacit and implicate skills or meta-skills and they are connected with flow-effect aspects (Kolečák, Pokorný, Ambrozová, 2013; Csíkszentmihályi, 2017; Mindell, 2009).

The natural potential could be as biological, genetical and inborn, and are base of different skills, abilities, and functions, that are formed and developed by the impact of the external environment and own activities. All natural potentials are given and they are not based on reached abilities or by traditional education or training. Natural potentials have each person, but not each person develops these potentials or put them down by kind of education, the progress of society, and other professional environments (Robinson, Aronica, 2013).

These descriptions have become the main reasons, why they are accepted and pimple enter by Army of the Czech Republic. In general, the army requires the application of long-life education and long-time developing of competencies (Kubínyi, Veteška, 2018). Except for these requirements, in the professional army could be a focus on education process innovation of encumbrance (Saliger, Hodný, Macháčková, 2018), development of social competencies (Nekvapilová, Mikulka, 2016), or emotional intelligence and effective leadership (Kozáková, 2017).

Professional leadership is connected to commanding and management of people and human systems, organizing in an internal environment of an individual (Bogdanović, 2018). The purpose of the individual environment is internal state as proactive, receptive, listening and observing approach. The individual environment and its approaches help to find out order and structure on the way to define hidden qualities, relationship principals and other potentials. To develop and cultivate competencies of professional leadership is considered a process, by which is identified personal qualities for a leader (Ambrozová et al., 2016) and to model and setup preparing processes, education and personal development.

## **Methods and Data**

Purpose of the research, on which base this paper was prepared, was an identification of personal potentials by quantification of individual indexes of personal dimension condition. For the research purpose, there was used results of psychodiagnostic data, gained from army course where X-tream method was applied. X-tream method is focused on the identification, evaluation, and development of skills, individual natural potentials in a hard environment. It helps to use principals of assessment job applicants and whole assessments centers. It creates conditions for the identification of personal level and mental dimensions in solving complex tasks. X-tream method represents multidisciplinary method with encumbrance variability and testing of both quality and quantity of individual performance level in the improvement process of their conditions (both physical and mental dimensions) during solving various tasks (Ambrozová et al., 2015).

The main objective of the paper is the application X-tream method in army context. To get relevant information there were used methods of personal analysis SPARO and GPOP. The sample population for the research was 46 participants of army leadership course, who are successfully passed this course with all individual parts including psychodiagnostic survey. The course was realized at the end of 2017.

## **Results**

All results of SPARO and GPOP tests were employed as a base for the identification value of observed indices (Koleňák, Pokorný, Ambrozová, 2013). Variables, which are employed for these indices, acquire values in the range between 0 and 10. These values are divided into five groups, where:

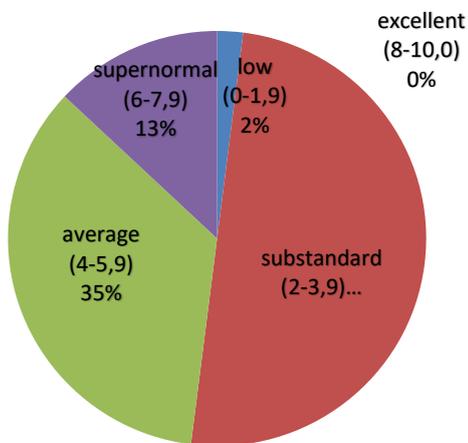
- values in range 0-1,9 are low;
- values in range 2-3,9 are substandard;
- values in range 4-5,9 are average;
- values in range 6-7,9 are supernormal;
- values in range 8-10 are excellent.

SPARO and GPOP tests were proved on the group of army-leadership students. On their answers in both tests, there were applied X-tream method, which provides a complex view on the evaluation of soldiers' competencies. According to the results of both tests, there were created charts, describing the significance of specific competencies.

Index cognitive and situational flexibility is focused on the situation, how people use intuition during perception and how they are open to various cognition models and ways. This situation is closely connected within orientation on changes, flexibility, spontaneity, and variability. Half students reach average values (in range 4-5,9) and higher. Only 13% reach an excellent group of flexibility in cognition (see Figure 1).

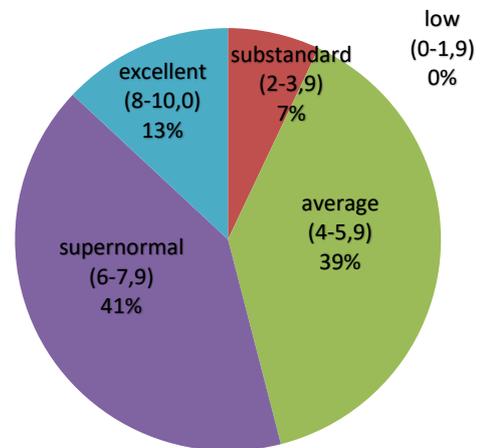
Index realistic deduction and decision-making impacts the relationship between preferred perceptions of reality preferred perceptions of decision-making, and lifestyle (such as orderliness, organization or planning). The connection shows cohesion and balance of skeptical approach in sensual perception, sensual perception, and orientation on present, factual and specific reality. All these parameters are applied during the decision-making process by fact objectivity, arguments' logic, and factual distance. The results show (see Figure 2), that the majority of students acquire average (39%) and supernormal groups (41%).

Figure 1: Values for index cognitive and situational flexibility



Source: own work

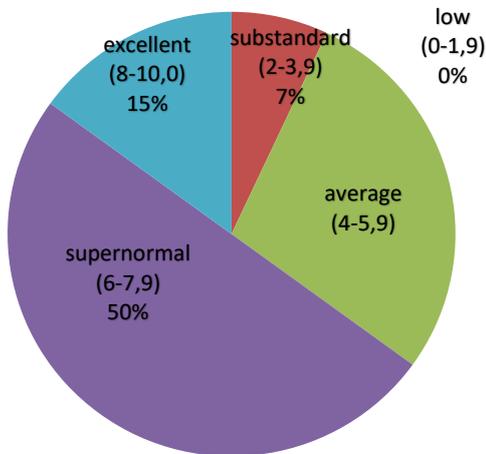
Figure 2: Values for index realistic deduction and decision-making



Source: own work

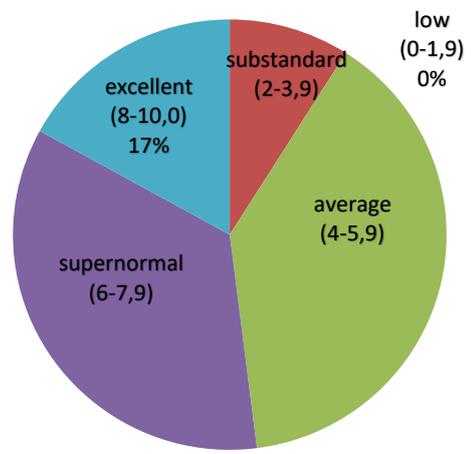
Index of positional spontaneity uses level of cognitive variability on the way to stabilize the human environment and high dynamics and versatility of intensive external impulses. This cognitive variability directs to processing of skill and abilities according to adjusting variability to define the future potential effect of decision-making process, activities and behavior. The biggest group (according to gained results) is group with supernormal value, where 50% of participants are located (see Figure 3).

Figure 3: Values for the index of positional spontaneity



Source: Own work.

Figure 4: Values for the index of risk stimulation



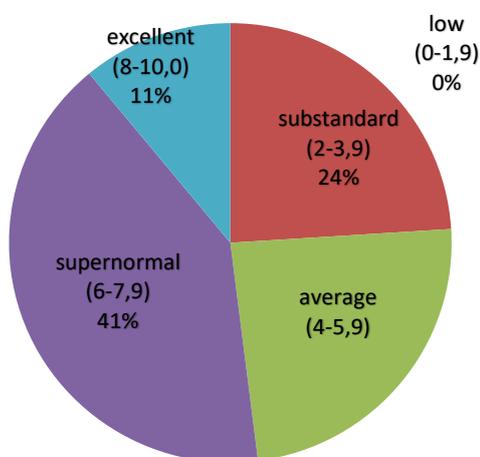
Source: Own work.

Index of risk stimulation explains the connection of preference level of high dynamic interaction with the external environment, and preferences of stability, certainty, and resistance. On one hand, it is oriented on certainty as a tendency to be sure during decision-making, and choice decision with higher risk on the other hand. Kind of risk awareness shows 39% of participants in the average group, 35% in supernormal group, and 17% in excellent (see Figure 4).

Integrity index helps to understand links between the human resistance level of emotional influence of different situational context as the dominion of cognitive approach in task solving, and realistic and reasonable acting. Usage of critical thinking and keeping of complex personal integrity support application of individual skills and abilities by psychical, physical and mental capacity. Almost three-fourths of all participants have put into the average group or higher (see Figure 5).

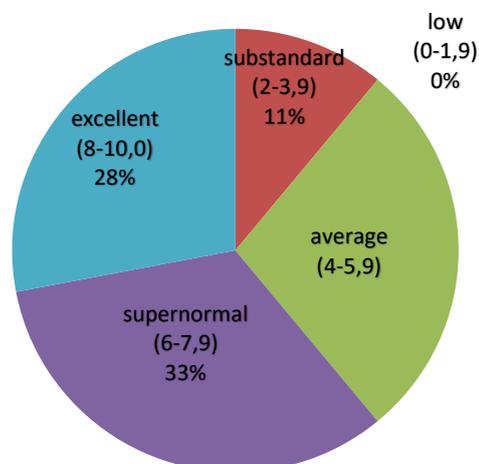
Index of general stimulation represents linkage of stabile-form preference level on the human senses (such cognitional and experience fundamentals with various intensive content), and dynamic form preferences (plentiful content with cognitional and experience fundamentals). There is usually find motoric restlessness, which is connected with searching rivalry situation, excitement, adventure, and danger. In this index, all participants are divided equally into four groups except low one (see Figure 6).

Figure 5: Values for integrity index



Source: Own work.

Figure 6: Values for the index of general stimulation



Source: Own work.

## Discussion

Method X-tream was developed on long-time research, which was realized in the period 2010-2016 in the area of the security environment, who successfully passed extreme courses (Koleňák, Pokorný, Ambrozová, 2013). All of the gained values are results of the first application of the method for quality evaluation personal potentials for professional leadership in the army and security area to describe personal dimensions' conditions. Therefore, there is only a description of percentage values.

Values of individual indices could be analyzed in the context of the researched sample (students of army leadership) when is, an independent variable, age of participants (21-23 years). As the main factor, influencing the individual results is a personal experience with command practice. A potential challenge of X-tream method is verification reached values with a time offset (e.g. after passing special training programs of personal development of personal potential for professional leadership).

## Conclusion

People's natural potential is a core issue that is addressed within Cognitive Management, specifically the Connatural Management approach, and extends significantly to the quality of professional leadership. In relation to the current security environment, its complexity and unpredictability proves necessary to think of such qualities, skills, and the potential of the individual, their identification and subsequent development, allowing the individual to work through, respectively. to revive professional mastery, not only in the context of professional leadership. This is closely related to education, training

and personal development. That is the reason, why the University of Defense pays great attention to new forms, methods, and approaches that can improve the processes of education and training of students, future military professionals and leaders.

Connatural management is designed to support the development of natural potentials. This is related to processes, often referred to in psychology as self-knowledge, self-concept, and self-development. The question is, to what extent is the individual able and mainly willing to know himself and work consciously on development and cultivate their personality potentials and resources. It is not just a question of education, which is offered and implemented by external systems, but above all about internal work, personal intent, order, and a constant reflection of oneself, processes and the environment where the individual moves.

By applying the X-tream methodology, the personality potential can be identified and monitored in different situations and in different forms of stress on the individual. The partial research task, which was carried out within the framework of DZRO-K104 at the University of Defense in Brno, brought the first results of measurements of the fitness dimension indices of students of military leadership. These are six sub-indices that primarily address the potentials for cognitive, decision-making, decision-making, and human and human systems processes, specifically for the security environment.

The results showed lower values of the Realistic Reasoning and Decision Index and Integrity Index. This opens the door to focusing on student education and training towards decision-making, perception of factual reality, critical and realistic thinking. This can be supported, for example, by modeling the content of the contents of subjects of military leadership, or by focusing individual tasks within the courses with the applied X-tream methodology, which will, among other things, enable to monitor changes in indicators of personal fitness within the time range. Thanks to an individual reflection of one's own personal potentials and meaningful work of experts dealing with personal development, students, future military commanders and leaders for continuous education and self-development can be obtained.

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