

Jaroslava Kmecová

***A man in the process of planning
and setting his targets***

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Every human being undergoes different changes in the course of his life. Those changes influence his growth, evolution, formation of his personality, his development in the personal and professional field. The environment, in which he lives, forms him as well as he has to deal with its dangers. Nowadays, a crisis as such is mentioned very often and becomes a part of a today's society dictionary. This word is inflected in all fields of human life. The opinions of experts differ as far as a man's position in human society is concerned. They agree with the fact, that there is a moral crisis in the world and its consequences are reflected in all fields of human life. "The crisis, in which a human being finds himself at the end of the first decade of the 21st century, tends to be called an economic crisis or a depression. However, the more responsible evaluators of the situation point out the spiritual crisis. The way out of this situation shall not be only the new setting of economic parameters, but also the question how to renew a human spirit" [Stolárik, 2010: 7] The way, which should be chosen, is the true cognition of a human being and bringing back the awareness of his natural dignity. This awareness of his natural human dignity cannot be restricted to a particular thing. It should be applied in all fields of human

life and all its dimensions. It is necessary to perceive a human being as a whole.

Nowadays, people specialize in particular fields of research, work, different studies in which they achieve great results and new discoveries. There is a new need for getting to know the whole not only its parts. The importance must be attached to the connecting of the particular knowledge and researches. The complexity is significant, as Jan Košturiak states in his book *Reflections for each day*: "There are lots of examples. Go to the doctor – specialists. One will treat you for your nerves, another for your eye, the third one for your ear and the last one for your knee; according to his specialisation. The result? In Germany, my colleague was operated on for his knee meniscus, when he suffered from borreliosis. In the U.S. one of my acquaintances was treated for his allergy, when his eyes were constantly filled with tears because of a tooth decay. My little daughter Zuzka was examined, since she walked with a limp (one of the explanations was, that she does not want to go to school). When she finally became paralysed, they found out, it was encephalitis. The nature does not know physics, chemistry, maths but it still functions as a whole. A human body does not consist only of ears, nose, bones, muscles and inner organs as well as a company is not a construction comprising logistics, business, marketing, development, administration and production machines. It is us, people, who built a world fragmented into pieces in order to examine its elements. However, when analysing, we sometimes penetrate into a particular field too deep to be able to understand the whole" [Košturiak, 2010: 11].

When we want to plan and set some operative and strategic goals in an enterprise, it is necessary to consider a human being in his complexity, who will realize those aims. At present, there is a tendency to "fast growing" of specialists, employees and whole companies as well. Everybody wishes to skip the most essential period of the growth and development and wants to be successful, have the best position on the market; he wants to earn lots of money etc. We forget the fact that successful people went

through the phase of growth and development first. The same concerns big and successful companies. When a company is put on market, it is necessary to invest lots of time, knowledge and financial means or its allocation. Its managers have to solve difficult tasks whereby in its initial phase their remunerations are not high enough. Many times it is only a symbolic reward. The investments in the form of time, financial means in the first years of the company development will bear the fruit in the form of money later.

A man is confronted with a great deal of duties, issues and responsibilities in a professional area and this to such an extent that their work performance reveals it. "Almost everyone who I meet daily is complaining about a big pile of duties, which they are not able to manage in time. Only last week, I was giving a consultation to a partner of an important company dealing with global investments. He was afraid that the responsibility which was due to a new manager position offered to him by the company would bring about stress above the sensible level and would in this way threaten his family attachments. I have also spoken to a human resources worker who is trying hard to keep a cool head while dealing with at least 150 applications, which she receives by mail each day. The reason is that the company is planning to double number of employees in the region from 1100 to 2000. At the same time the worker wants to preserve her own social life at weekends. In our millennium a paradox has occurred: life quality is higher but the stress level is higher too. People take more duties than they are able to manage using their own tools. As if their eyes were too large. And most of us is frustrated by it to a certain extent and has no idea how to improve the situation" [Allen, 2008: 12].

Many young managers have earned a sufficient financial capital. They have already experienced career in high positions. Are they truly happy in their life? How has been the influence of their career on their personality, spiritual and professional development? The world expects the young and successful ones to be experts in the areas in which they are working. This age is proud that it does not need people in the age above fifty. It is justi-

fied by the fact that these people are not able to catch the pace, they are not flexible enough, their opinions are archaic, etc. It is necessary to point out here, however, that these people have been through different periods in their personal and professional life and their opinions and attitudes are therefore very valuable. Ján Košturiak writes: „It is absurd. On the TV screen we can always see a confident young politician. Without any problems he responds to everything he is asked about. He has three big life merits: he was born, he went to school and he understands everything. Still he has not managed to do anything on his own but he gives us advice what the world is about. I meet consultants- the ink has not yet dried on their diplomas but without any problem they are giving advice to workers in a company how to organize their processes and work. They have studied examples, they are able to complete and evaluate tables, but their life experience = 0. A well known American company employs in the Purchase department exclusively these confident people, so called “fast ferments”. They have no idea about the business in their area of work. Their only task is to negotiate a low price with a deliverer. “Trained monkeys”, without knowledge, experience, sense... If they were experts and they understood how it really was going, they could have understanding for the problems of their deliverer and their pressure on the lowering of a price would become less intense. Do you know how the reunion of the so called “fast ferments” looks like 10 years after the graduation from a university? A hit-parade of successes-manager positions, premiums, business cars, holidays, houses... A manager of a company told me that once he had asked the director of a consulting firm which had worked for them what were his goals. The response of a confident young man left him stunned. The director said he didn't have any goals and that he had already accomplished all goals he had had before. However he is less than 30 years old! Would you let such an adviser give you advice? They have not understood that a leader should serve the others most of all, that he should look after his employees at first, that a status is not given by a visit card, car or a black suit. The so called “fast ferments” have a lot of things around them but they always miss

something inside them. They run through school and life so fast that they do not have time to read, learn and think about connections (this only keeps them back). Often they even miss a piece of soul and heart. "The fast ferment" have become more numerous. There is logic behind it-they ferment very fast, faster than the normal ones. And they push themselves to the front, more than others. Some of them will change after some time, some will be punished for their pride and some will never understand it. Those who drop out will be replaced by the new ones. There are whole crowds of them and they expect their opportunities impatiently. "The fast ferment"-so rich and terribly poor" [Košturiak, 2010: 22-24]. It is here where one should think about in what the nowadays' society wants to invest. Does it want to focus on wisdom in all its complexity dealing with the human care while not excluding the wisdom of the mature ones or does it want to dedicate itself to a fast development of the man whose only aim is to have a good position and earn a lot of money? In this world of so called "fast ferment" is a man a truly man or do they only become a tool of big companies for a further profit? Will s/he be a man of a value in a couple of years too or is this only a matter of her/his fast growth? Is this a man walking in truth or is it only a distorted image of a man? The truth is to be looked for, found and expressed in "the economy" of love but also love is to be understood, evaluated and lived in the light of the truth. Thus we do not only render service to love, enlightened by the truth, but also we contribute to the trustworthiness of the truth and we point to its force to make social life authentic and penetrate its particular form. This is not of a little value today, when in social and cultural context the truth is being relativized, it is not a matter of interest either and it is being refused" [Benedikt XVI, 2009]. Mounier develops the thoughts about the value of a man in society focusing on morality which has a direct influence on economy. Man's behaviour with the aim to obtain the economic prosperity can have a direct influence on their personality development and this by the fact that they become withdrawn from the others more and more and they estrange from the environment in which they live.

The main intention of Mounier's personalism is reformation of social relationships world to the world of personal relationships. Considering human work and time overloading, it is very difficult to find the time to spiritual conversation with everyone. It is necessary to realise, that people are human. (Conception of man and person)

1. Psychologic structure of human being named by Mounier as embodied existence, embodied spirit, soul and body symbolize unity and originates the same and only experience.

2. Human transcendence towards nature. Human being is able to free himself from nature. He is the one and only, who knows whole the world, who is changing it, however is he the most impuissant of all the beings.

3. Being open to each other, to the world – communication. The very first motion in the life of human being, which is discovered in the early childhood, means the move towards the others. The very first experience in a life is an experience with another person – YOU, so WE appear earlier than ME.

4. Dynamics: The human life is whole about looking for unity, which will never be found and this process lasts till the death.

5. Assignment- every person has something especial inside, that's why he or she cannot be replaced by someone else in this world.

6. Freedom: it is a control over me and things around us, so that the man is really an absolute master, it is not indissolubly connected with human being, like a conviction, but the man has it as a gift, he can accept or refuse it [Stolárik, 2010: 141].

The man evolves in the society, where he reflects to his assignment and accomplished his own goals, which are enacted between spiritual life and under material conditions his lives. In the society of nowadays people search some border between adequate conditions to survive and oversize economical wealthiness. There should always be the good to the fore instead of reaching for luxuriance, not looking at the person, but focused just on advancement. „The meaning of public life is development of human being, not his constraint. Dynamic character of public life needs continual

adaptation of changing interpersonal relationships, what courses a temporary strain between individuals and community, but it doesn't mean refusal of individual freedom“ [Dancák, 2009: 80]. Communication supposed to be some basis to personal development directed at human formation with an accent on spiritual values., „A conversation between people is actually conversation, where everyone talks to himself and in very precious moments accrues something extra-special, called connection, interaction, understanding, inspiration, impulse, harmony and so on. So that information doesn't mean the knowledge, communication is not just the transport of information as well. Communication is kind of interaction, which influences cross-coordination of behaviour and cross-coordination of activities in the same way. The effect of some communication is an action. What kind of action? Effect of good communication in the workshop is solution and its realisation. Effect of good communication in the conference is carriage of change” [Košturiak, 2010: 17].

In case that an organisation would like to be successful in the market, first off all there has to be a proper conversation inside of organisation, no matter if we are talking about inside communication or communication with another subjects. It's necessary to know every individual worker and provide him with adequate motivation to improve his achievement, considering his own personality. “There is necessity of conversation and interaction almost in all the professions. Communication is transmission and exchange of information. Information written or said on person is carried by formal communication channels in both of the directions. It means, upwards, downwards and laterals as well. One of the main problems of business firm conversation is acceptance failure or misunderstanding. This could be the result of many factors including the character of message” [Berryová, 1998: 466]. Communication should not be orientated just in to the latest trendy ways of communications, but it's necessary to search for an optimal way to communicate, which could help with personal improvement.

Actually, the communication is the means of people supervision and management. It is very interesting to monitor the society how it uses communication and what is the influence of communication on man, community or whole society. „But the communication is not the same as a conversation. Communication is the field where ability to make questions is sometimes more important than the formulation of the answer. Questions are important while they mostly lead to the action. Every „why“ moves us forward in our knowledge. Try to think about the reason for communication. Why do we communicate? Not for exchange of information or entertainment. We communicate to achieve an action“ [Košturiak, 2010: 17].

Communication is confessedly very important for people supervision and management in some organization. „To supervise, manage somebody doesn't mean to whip out as much as you can because of the endless rise of work effort. Unfortunately, the trade and economics world usually understands it in this way. To manage others is possible only for those who are able to manage themselves, those who are self-confident and who are open to their colleagues. When somebody wants to supervise others, they must be able to emphasise and think about the possibilities how to revive life that is hidden in each person“ [Assländer, Grün, 2008: 9]. That's why it is necessary in corporate culture to perceive person with regard to their inner life, personal and personable development. It is possible only when man won't be only the subject of continued income making but the organization itself will be interested in their formation. „Some organizations realize the importance of individual soul or whole society and organization. Then, there is the presence of respect to the mental qualities what is proven by the team spirit, the level of identification with organization or by the organization background. If only the one-sided rational point prevails, the soul escapes and consequently the supporting basis of organizations and enterprises disappears, too. People are no able to identify with their organization, they start to find another sources such as the so called hidden sacks“[Assländer, Anselm, 2010: 133].

It is necessary to emphasize when talking about such instructions and statements that there we speak not only about the one-sided communication, but also about the more-sided communication. It follows that also man who is the part of some organization will be willing and able to work on them and they will not cause any obstructions in the communication. A lot of people are full of hate towards inadequate social systems in the organizations and many times they have unreal requests on the top management. But we need to notice the problems in the context of the national politics, enterprising environment, laws and economic results. It is necessary to notice things in whole complex and not to run from new information and facts which we are confronted with.

The interests and politics should concentrate on the development and the rise of the society and they shouldn't degrade individuals as well as the society. Only by the common effort and complex point it is possible to achieve marvellous results regarding all life aspects of the whole society. There must be regarded all fields of society excepting the environment where man lives and which influences them, too. „The same as the manager that wants to manage some enterprise, we must understand the whole complicated system of its management. The most innovations arise on the borders of different fields, a lot of successful managers, innovators or scientists have studied more fields and that is the reason of their success. We must connect all tunnels of the specializations we have already created. The world around us is complex and we have to understand not only the whole complex, but also its particular parts“ [Košturiak, 2010: 12]. It is important to emphasize the responsibility of individual for themselves, society and for the environment they live in.

The man has a natural desire to develop and to be enrichment for them and for the society they live in. The most necessary step to the success not only for individual but also for the whole society is the goals determination. The goals can be strategic or operating. The strategic goals are those which have long-termed character and they follow the operating goals. They are time-consuming and they are the result of a long-lasting and sys-

tematic work. The operating goals are very important for the person life and for the organization existence, too. But many times they are underestimated. That's why it is necessary for the success to determine the real and achievable goals. The systematic work should be the way to their realization.

Objectives should be:

- Specific and measurable
- Positively formulated (what I want, not what I don't want)
- Challenging, they should be worth it
- Realistic, they should be achievable with regard to any circumstances
- Written as score goals with the goals of behavior,
- Being in attractive desirable form
- They should start within 48 hours [Assländer, Anselm, 2008: 163].

When setting targets it is undoubtedly an important intrinsic motivation as well as human motives that lead to the establishment and implementation of specific objectives. Reality of these objectives should be based on the current situation with regard to the possible risks that come into conflict with potential targets. Already in setting goals it is necessary to consider several possible outcomes. "In psychology it is called the intrinsic motivation, which means that reward is already included in its own proceedings, the joy and fun, what we experience in it" [Assländer, Anselm, 2008: 163]. Time is very important factor influencing the achievement of the objectives.

Time thieves:

1. Disturbance – it is necessary to have space to focus on goal and the means by which we want to achieve it. It is good to be self-disciplined to focus on the objective and to eliminate all distractions.

2. Determination - "Today, and as well as tomorrow and the day after tomorrow Two days after tomorrow, you will think of the goal and how much time you have left. Every day you will think that you have one day less. By this way you still drain some of your ideas. By doing this, your

work remains undone. Moreover, these ideas are the only thing that you have got under control and you are only wasting them".

3. Changing priorities - if goals are set they should be obligatory in any case not to be influenced by short-termed state.

4. Timeline - if it is necessary to wait for input or output information which is needed to complete the partial objectives, effective use of time is an important factor. If you do not have the timeline of activities, you may lose motivation, logical sequence or connection. In some cases, it may also be benefit when the information becomes mature and it may become the power to higher aims.

5. Poor planning - as well as the objectives and the means of realization and fulfilling the objectives must be based on the real situation and should reflect the real environment where the target is realized. The planning is necessary to set slack which should be in range from 5% to 10% of total time.

6. Getting "on board" - a continuous return to one and the same task is time-consuming. Rejoining to unresolved issues, requires a lot of energy and leads to loss of efficiency [Toman, 2009: 85].

Through his freedom man establishes his goals, which form him. This formation are affected by the interaction between him and society. "Freedom is manifested in creative activity of man. The person expresses his creative activity and it lives up to his freedom. More freedom in realization of some act (i.e. it determines more by person himself and not by his relationship to individual situations or details), longer is act of penetrating the spiritual life of person. Human life can not be managed by fear or authoritative attitude. If anything in life (or in the world) is valuable, this can be done only through freedom" [Słomski, 2006: 8]. Only this freedom gives you the space for self-realization and self-development. Because only through self-development of man, development of the whole society is possible. The result is success and personality development. "As a Christian I should be grateful for my success. It is experienced as a double reality: the objective as a the result of my efforts, and also as a gift. I can plan

success. But I can never guarantee it. Therefore, I have to learn how to deal with it properly, assuming that I am grateful, because of share of grace. If something is successfull, finally it is the gift of God" [Assländer, Anselm, 2008: 167]. Every man who achieves the objectives is enjoying success. But how he takes the failure? "Success and failure is the result of our actions and all the circumstances. First, it is our interpretation, the scale of evaluation "what is good and what is bad" makes success or failure from consequences of our behavior" [Assländer, Anselm, 2008: 169]. Failure may also be human achievement. Failure should be viewed comprehensively and should focus on partial aims, which can have significant contribution for individuals and society. Partial aims may carry valuable information that can be an incentive for setting new aims. "Failures are essential and extremely valuable experience in life. They show us our limits and provide guidance. In the process of learning the pain and suffering are great help" [Assländer, Anselm, 2008: 169].

We can say, that "our objectives define what we expect from life. With experience which life gives us, we can ensure social identity only to some level. Through changes, failure, disasters or crisis we can receive answer to our second question. Synthesis is attained when we choose our aims to harmonize with our lives" [Assländer, Anselm, 2008: 169]. Integration and integrity are important in the growth. There is no need to isolate and separate information and facts. When planning in our personal life or in the organization we must take into account the contributions to individuals and society. It is necessary to have comprehensive and realistic look at aims in the context of the development of human beings. "One day we will have to replace the GDP growth by increase of happiness and quality of life. Once we will replace gold and platinum by drinking water and clean air. If we do not stop this malignant growth, we will not be here anymore" [Košturiak, 2010: 13]. From this perspective, "it is good if there is talk about the man from the other side, if there exist and grow stronger argumentations, which seek not only to confirm the existence of the man, but also to point at the size and dignity of the man in the widest possible spec-

trum" [Stolárik, 2010: 7]. Looking forward, it should be noted that "the future will belong to people and nations who are able to improve what their parents and grandparents left them" [Košturiak, 2010: 20].

Summary

The article focuses on a man – a human being, going through many changes and processes in his personal and professional life. It deals with the planning in the context of personalism of Church social teaching. The contribution concentrates on planning and setting the goals not only for the development of a personality as such but also of the whole society. The paper highlights a time management as a significant element of personality development.

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