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OPPORTUNITIES AND THREATS OF GLOBAL ENVIRONMENT AND THE NEED OF THEIR GLOBAL GOVERNANCE

Summary: Current problems of human civilization. Opportunities and threats of globalization. Attitudes of students of a select group of managers towards responsibility for the current global crisis. Methodological basis of scientific examination of globalization. The concept of holistic global leadership to solve global problems. Views on the current and future importance of knowledge, skills and personal qualities as pillars of global leadership. Summary and conclusions.

Keywords: global environmental, global governance, global crisis, responsibility for crisis, leadership, managerial competence, holistic management, holistic intelligence, knowledge intelligence, application intelligence, social intelligence

Introduction

Scientists and pedagogues, in the field of social sciences and humanities, all over the world are currently faced with the responsibility to express the problem of the contemporary world. They stand before the task to draft starting points for the future. This is where they consider if what we expect they will portray will be positive or negative. Of course, the simplest answer would be that it should be expressed objectively, based on scientific research.

The scientific examination reflects our knowledge, experience and a positive or negative perception of the past and present procedures and behavior of people. However not only people who exist around us but also groups and communities of countries around the world.

Arguments about global imbalance and the crisis of contemporary civilization are so clearly denounced that they lead us to the need to reflect on the human race as a whole of individuals and in particular, the system of choice (selection) political and governmental leaders as well as representatives of organizations and institutions at the global, regional and local level. The creation of a social system which will suppress and eliminate negative (non-human) acting people depends on competencies as knowledge, skills and personal qualities.

Every action, whether positive or negative, manifests itself and is associated with the formation of products which satisfy human needs. Therefore it becomes necessary to seek competent future leaders – politicians – guards and qualified producers of a creation and operation of a global liberal market or competently regulated system which will create the conditions for long-term human survival and development of human civilization.

1. Past and present problems of human civilisation – responsibility for the current global crisis

What life do we live in a globalized world? What brought us the transition from the industrial to the information society? What can we obtain from a life of information and communication technologies in building a global and knowledge-based society?

The world has never been so divided as now: religious wars, genocide, terrorism, a lack of respect for our planet and not only the economic crisis but depression and poverty. We all wish immediate results that could deal with at least some of the problems of the world or our personal lives. But if we look to the future, everything seems unreal especially if the selection of representatives, primarily political positions, continues to use current system.

The current problems of human civilization compel to reflect and solve production (research, development and formation) of knowledge, its transmission (education), use (practical application in business and public life) but especially the nature, character and orientation in the use of the benefit of man, humanity, nature and all life on planet Earth more than ever before. The point is the question, why should knowledge creation and use of orientation achieved results move in a different direction than it has previously. If we would just argue the global civilization crisis situation by saying that the global crisis already occurred then came stagnation, revival and unprecedented development we could be satisfied. Unfortunately, the current global crisis encompasses much more dangerous parameters for life on our planet than the previous ones. Aggression and greed accompanying the current crisis gain a dangerous dimension.

Violence and the desire for wealth accompany people from the very beginning of human history. Millions of soldiers and civilians were killed in various wars and revolutions of the Roman era, by the inquisition in the middle ages, on sacrificial altars, Genghis Khan's murders and sword, the Crusades, Turkish wars, in the American Civil War, colonialism as well as the Napoleon wars.

Violence has increased during 20th century. In the First World War there were ten million military and twenty million civilian casualties and in the Second World War almost double the casualties. Behold many other wars in Korea, Vietnam, Iran, Afghanistan, but also bloodshed in Yugoslavia, terrorism by Islamist extremists; all responsible for many human lives. These victims represent the result of the power of violence and attempt to rule the world.

Alongside biological properties, human greed is mainly supported by principles and philosophies oriented to produce capital goods. This philosophy focuses itself not only on profits or the increase of gross national product and its unlimited growth of the competitiveness of national economies, which mocks Nobel laureate Paul Krugman in 2008¹. Simultaneously, the use of these principles involves ruthless plundering of non-renewable natural resources which results in unlimited growth of the consumer society. This occurs only in one part of the world, because poverty prevails and continues in the second. Planet Earth is getting into production and consumer imbalances. The financial and economic policy has resulted in disastrous environmental consequences and attempts to obtain raw materials at the cost of endangering production of increasingly destructive weapons. The boundless hunt for wealth and the accumulation of personal property exceeds the level of understanding to the people themselves as well as nature. This results in a predictable global destruction of civilization if the human race does not recuperate.

¹ P.R. Krugman, *Pop internationalism*, Massachusetts Institute of Technology 1996.

What represents the legitimacy of this the prediction? Primarily industrial pollution of soil, water and air, waste from nuclear accidents, destruction of the ozone layer, greenhouse effect, lost of planetary oxygen due to the depredations of forests and intoxication of seas, toxicity of food and beverages, extinction of species, unimaginable numbers of people facing hunger, cruel interpersonal family and parental relationships, bankruptcy and other facts. Civilization remains accompanied by threat of ecological and nuclear disaster despite of the huge technological and technical progress in the result of the aforementioned factors.

Past wars had tragic consequences for nature, but also for people (individuals) and their families. However, they did not endanger humanity as a whole and at the same time did not undermine the ecosystem and biosphere of planet Earth. Nature managed to recover its own cycle after devastating wars over several wealth and attempts to dominate the world by force, especially the use of nuclear weapons completely changed the conditions of contemporary civilization in the 20th century. These facts constitute the reason why the current crisis has different effects than previous. If humankind does not recuperate and does not find mechanisms to deal with their own greed to dominate the world by force it can bring catastrophic consequences for civilization itself.

Global environment is much more important for long term sustainable development of natural, technical, social, economic, business, legal and political objects, not only in business. All dimensions of the world are rapidly changing in a kaleidoscopic manner. This new globalized world of change and new challenges is a world of threats and opportunities. The change of crisis state is scary for non-competent individuals, the happy individuals are threatened and the change is an opportunity for the people with developed holistic competency.

General system theory, cybernetics and wholeness concepts of current globalized civilization problems (holistic management) have helped to elaborate basic principles and methodological starting points for their solutions. The question arises, why there is no interest to focus, develop and apply these principles and solutions. It appears that one, if not the most important response to this question, is the fact that the application of these principles and solutions would deprive the owners (bankers) and multinational corporations of the power now exercised over the global markets, but would also mean a stop to the non-competent, money-based governance of current political leaders. For all these involved, the decisive sense of life has been the increasing of wealth, with no respect to the deepening crisis and poverty in all the countries of the world. Within the scope of solving the research project: *Principles, needs and methods of evaluation of managing capability* we performed a survey on opinion and standpoints of regular and external students at the beginning of a management course, and at the end of the course, where part of the basic studying literature was the book *Holistic management*². We also tapped managers of international corporations and banks with the request for collaboration on bachelor, diploma and dissertation thesis. We addressed total of 261 respondents and we recorded 10 subjects with further specified share of responsibility for current global financial crisis (tab. 1).

² J. Porvazník, *Celostný manažment*, SPRINT, Bratislava 2011.

Table 1. Subjects responsible for current civilization crisis and the share of their responsibility

No.	Responsibility subjects	respondents/ %
1.	State – politics and public administration managers	65 25%
2.	Banks – their owners and managers	52 20%
3.	International corporations – their managers	47 18%
4.	Mass media – private and public	26 11%
5.	Judicial sector and courts	18 7%
6.	National business companies, their owners and managers	14 6%
7.	Owners and managers of SME	11 5%
8.	Scientists and pedagogues	10 3%
9.	Social environment	10 3%
10.	Family environment	8 2%

Source: Own elaboration.

Politicians, banks, multinational corporations, media, journalists and the internet blame each other of the current global crisis. The media are accused mainly because their negative messages influence consumer behavior reducing revenue to the state coffers. These factors also cause problems in the financial markets. Politicians largely blame the media and journalists as a particular reason for the crisis. Peter Spiegel from the Financial Times in an interview for the newspaper Pravda (Pravda, 25/02/2013, p 10) said: “This is not the fault of journalists that the reports are not good... if journalists do not exist politicians, he said, would deprive people of last euro... crisis is mainly fault of those who made and make policy decisions. For many, what happened about a loss of confidence... at least half this crisis is crisis of confidence... are guilty politicians and not media... to be honest, I think that politicians often do not want citizens to know where the money goes. “

The current state of human civilization, which is still at the beginning of the new millennium, is in a globally dismal condition although it boasts of the achievements of democracy, human rights, freedom of conduct, unrestricted views on the profession of business which is regulated by a supply and demand in the market. An increasingly small group of people are richer from knowledge of science, especially natural sciences and their application but the majority of people on planet earth become poorer.

Social sciences, their financial support, and focus on results, which do not take into account the social needs of people do not fulfill their mission- the creation and application of knowledge to ensure humane life of mankind because of subordination to increase the wealth of rich people, corrupt politicians, lawyers and owners of media. The current conditions of business are controlled by the economic and financial Darwinism and incom-

petence of political and state representatives. Occupation of leading positions in national companies by representatives nominated by winning parties in the so-called democratic elections is based on large public and private funds where mass media get richer and get poorer public to whom shall serve this means.

Requirements for politicians to solve current crisis and other threats are largely ineffective. Their primary priority is increasing their own strength during the time when they are in power and the period, which lasts four years is often insufficient to understand global threats. Nowadays many laymen and professionals perceive the statements and actions of politicians do not arise from the needs, interests and will of the people – the voters – but the pressure of strong banks and multinational corporations.

The role of scientists is to examine and describe where the greatest threats to human civilization by today's globalized business environment are hidden and also the provide opportunities for additional long-term sustainable development. Scientists increasingly highlight the need to not only scientifically identify and name of our civilizations existing problems but also find such a solution to correspond to the mission and purpose of human life.

Boundless liberalism and deregulation of the market economy, especially since the late 1980's, shaped the tendency to oligopolization and monopolization in the global environment. This has started to break down the foundations of social cohesion and trust not only in socialist but capitalist social systems. The sense of common interest and awareness has begun to fade.

The ideas of freedom, equality, justice and fraternity (solidarity), which attempted to create a balance among the social oriented countries with a market economy, have not just been the empty slogans calling for morality. According to Tomi Jutd they represent a major mistake, mainly unregulated privatization of enterprises and activities for which the state has competences (duties, powers and responsibilities). It threatens not only the social cohesion of western societies but also liberal-democratic social system³.

2. Opportunities and threats of globalization

The role of scientists is to study and describe what are the greatest threats for human civilization in today's global business environment, but also what opportunities will it provide for its further long term sustainable development. National and international scientific programs should be also focused on research and on protection from incompetent and corrupted politicians. The development of globalization is based on mobility of technologies and senseless liberalization of markets that is often misused by transnational corporations. Globalization is possible especially due to information and communication technologies that provide space for liberal financial markets, global labour market, product markets and worldwide business and energy markets.

If there is no global leadership to address all kinds of environments, not just natural and ecological (America and China did not sign the Kyoto Convention to date), but especially global context of political and sociological environment and potential changes in national policies will have only limited benefits for individual countries. Although national governments try to tackle the crisis in their own country they are able to provide only a partial solution without a global

³ T. Jutd, *Zle se vede zemi: pojednání o naší současné nespokojenosti*. Rybka Publishers, Praha 2011, p. 19.

effort of world political leadership regarding the existence of the global financial and economic environment. Also unemployment requires a global context, because any attempt at national politics unemployment has limited benefit. “The economy is global now but politics remains local” remarked Gordon Brown, former British Prime Minister⁴.

Different experts perceive globalization differently. Part of them consider globalization to be a great opportunity, a long term process of nations and states growing closer, their cultures, social situation, economies, business conditions, legally-legislative environment and unification of politically-sociological approaches to management of part (countries and nations) and the whole (worldwide civilization on the planet Earth). Not only positive, but also negative conditions for the growth of globalization developed in the end of previous and in the beginning of this century. From among these conditions we can cite especially.

Positive opportunity:

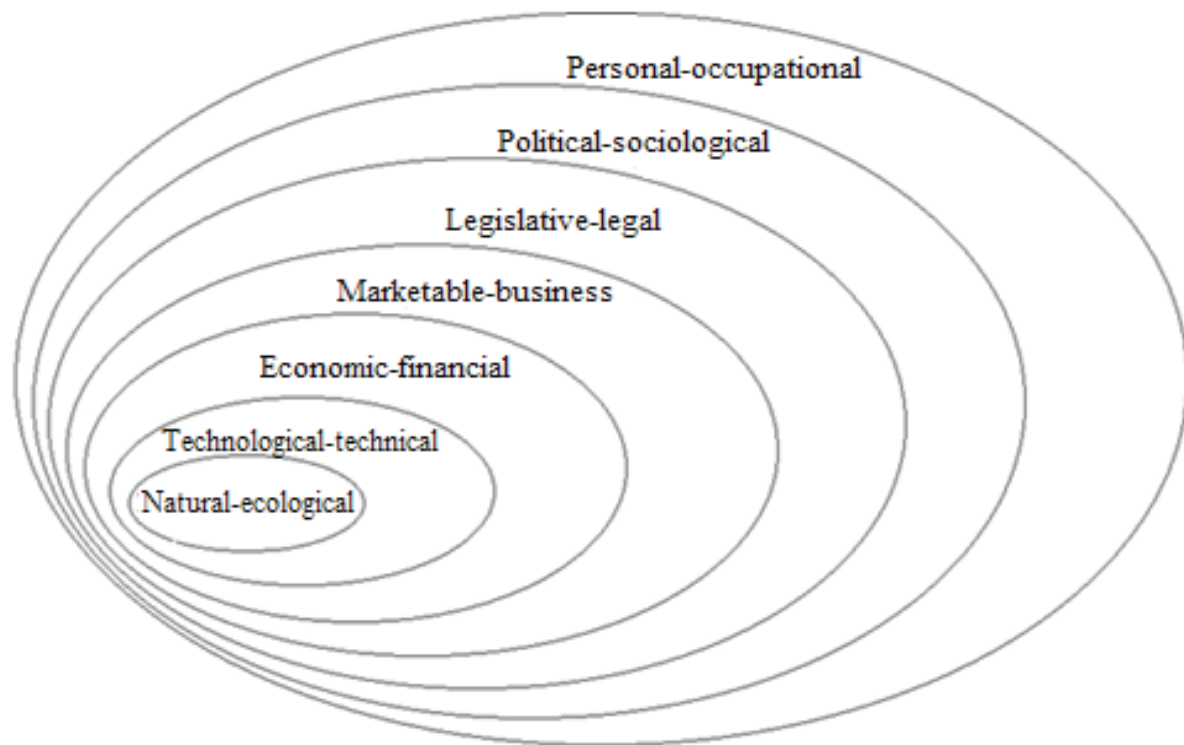
- Technological-technical development and establishment of conditions of use of information-communication means,
- Possibilities of business for production of products (goods and services) and functioning (speculating and taking risks) on financial markets at a global scale.
- Establishment of international markets and unlimited opportunities for investments created by multinational companies
- Liberalization of international business,
- Transition from developing and progressing social states to liberal states.

Although they enable and trigger potential for global business, the listed basic conditions for development of civilization represent on one hand opportunities for expanding wealth, but on the other hand they represent threats, especially for nature, but also for personal-occupation and politically – sociological conditions of contemporary civilization. Banks and a limited number of large international corporations have ever growing opportunity to get richer taking advantage of the global market conditions, but they are not deterred from any devastation of nature and the entire human civilization that does not own assets of these corporations.

Significant threats in contemporary globalized environment in production of products (production of goods and provision of services) may be classified according to the most important types of environment of global units. This division is shown in figure 1.

⁴ Economic Newspaper, Project Syndicate 24/1/2013, p. 7.

Figure 1. Types of global environment of natural and human made units



Source: Own elaboration.

Individual threats within distinguished types will be briefly described. We will pay special attention to the threats within the frame of the social-psychological environment. The threats will be further described and statistically evaluated.

Natural-ecological environment and its threats: exhaustion of natural resources, limiting of stock of potable water, drop in level of underground waters, melting of glaciers, spreading of deserts, reduction in species diversity of plants, fish and other animals, pollution of atmosphere and climate destruction, natural disasters (earthquakes, hurricanes, flooding...), nuclear, toxic, chemical and other waste, urbanization, manmade natural environment and its impact and others.

Technological-technical environment and its threats: high budgets for science and research in the field of technical science in comparison with social sciences, spreading of weapon systems and technologies, development of nuclear, chemical and biological weapons, cyber threats (abuse of electronic banking, pornography), internet, social networks, new means of communication, inaccessibility of safe modern technologies for small family owned businesses, high cost of development of new technologies, noncertified technologies and others.

Economic-financial environment and its threats: cult of privatization and private property, liberal deregulated market, state bankruptcies and bank collapses, business uncertainty of small, medium and family owned businesses, no solidarity with redistribution of art products from the title of ownership, 21.5% of national product in America was claimed by 1% of the population in 2005⁵, bankruptcies and bank profits that are being saved by state governments from funds acquired from the taxation of citizens, entrepreneurship, taking

⁵ T. Judt, *Zle se vede zemi: pojednání o naší současné nespokojenosti...*, p. 27.

risk, getting rich and crisis on financial markets, redistribution of state budget funds according to political positions of the top governmental officers, black and grey economy, problems of indebtedness of world economies and others.

Marketable-business environment and its threats: Investment of disproportionately high volumes of funds into advertising, problems of e-marketing, problems in public tendering, problems with winning orders in private sector, corruption, spreading of false information through mass media, unreasoned market liberalization, liquidation of products in the sake of sustainability of position on the market, trade with uncertified products, low level of consumer protection and others.

Legislative-legal environment and its threats: Problems of protection of rights and liberties of citizens and private property, criminality, capital punishments, terrorism: criminal, pathological, political, (ultraliberal, ultraconservative, ethnical, religious, environmental, single-issue terrorism against abortions), unenforceability of law, creation and influencing of creation of legal regulations, extremism – extremist ideological stands, human and drug trafficking, organized crime and others.

Political-sociological environment and its threats: breaking of human rights and liberties, population problems, armed conflicts, unemployment, problems of minorities, creation of adequate business environment, medical-prevention and medical care equality in position of women, ensuring of education for all children, problems of democracy and public opinion, problems on social scale and social fairness, problems of selection (electing) of politicians and political power and others.

Personal - occupational environment and its threats

- Hunger and poverty take 25 thousand human lives every day.
- 852 million people suffer from lack of food. That is more than entire population of America, Canada and the EU combined.
- The poor spend more than 70% of their income on food.
- Civilization diseases.
- Average American families spend greater than 10% of their income on food
- Every ten seconds a child dies due to famine.
- 17 million underweight children are born annually, as their mothers are undernourished.
- Six million children under the age of 5 die annually as a result of famine.
- Up to 25% of food is wasted in developed countries as a result of rich consumer society.
- In 2011 15.7% of people in America lived in the poverty zone [Hosp. noviny, 24/7/2012].

Each solution made on the country level, and in today's globalized world also on the continental level, is fragmental (partial). Whilst the solution is not designed in a way that it solves serious problems only a partial one. The problems of global civilization will persist. This is because there is a lack of effort to solve the basic problems of governance as whole. The basic (primary) parts – “continents have different opinions on holistic behaviour. Even current superpowers on individual continents, China, India, European Union, America, Russia, Japan, and other countries with populations exceeding 100 million, Indonesia (230 mil.), Brazil (193 mil.), Pakistan (168 mil.), Nigeria (155 mil.), Mexico (110 mil.), and other technologically developed countries (Germany, France, Japan, Great Britain, Scandinavian countries) have different views on solutions to current civilization problems, but also unify-

ing tendencies for governance of their own countries and other countries of the world. It is determined by their different economic wealth, region orientation, but also by their past and historical development.

Even in the globalized world it is populist to speak of nativism by using the word (expression) “our(s)”. Cas Mudde, an expert in populism calls it “the concept of nationalism”⁶ (). The word “our(s)” does not only express the national relation (our national security interest, our Czech Crown, our national interest, our Polish Zloty, our Hungarian citizen), but also relation in regional, business, unionist, teacher, medical, legal, technical and other context. Unfortunately, when stressing the word “our(s)” it is often forgotten what all that “our(s)” depends mutually not only on our country (state), and one continent, but on global conditions on all human civilization. A question arises, whether **the efforts to handle current civilization problems should be, in conditions of globalization, sought, processed and used in certain manner by unifying approaches by representatives of the world organizations, or, as it is in the globalized liberal business environment of today, left to each country or a group of countries.**

If we inclined to need of seeking of unifying approaches for managing of current problems of the world, arguments would surely be expected, that not even global institutions, such as UN, World Bank, International Monetary Fund, NATO and others, have not so far been able to prevent the global crisis contagion. The answer to, why is that so, lies primarily in the fact that these are protecting and always have been protecting the interest of great capital, they operate on private profit oriented principles of global public interest and they are led by incompetent, politically motivated representatives protecting interests of states which nominated them to these positions. Their role, activities, powers and responsibility are different and, in some cases, very limited (e.g. UN).

It is up to leadership and managerial competence of politicians, as representatives of political power, in all corners of our planet, to manage to prevent the representatives of the power of money and material wealth from letting the crisis problems spread, to stop them and gradually solve them for the benefit of people, their protection and further sustainable development.

Following the methodology of holism when solving problems of any nature in the existing environment, we could prevent the problems of current crisis. Why are we not following the methodology? As we have already mentioned, using the holistic principles in practice would deprive the owners of financial and material wealth of their power. Meanwhile it would deprive the politicians of their incompetent, money-based governance.

3. Starting points for solving the present global problems

Contemporary civilization has a choice. Either wealthy people govern by power of money, become even richer and multiply its existential problems or to find a solution and its starting points which enable to survive and subsequent long-term sustainable development. The main duty of scientists and politicians is to find solutions to deal with the problems of the current globalized world.

Existing approaches to managing future emerging issues are definitely more. Our idea is based on the need for a change in staffing employment, leadership and management posi-

⁶ SME, 28/12/2011, p. 13.

tions in all areas of social life. Above all, for a system that provides operation and administration of such parts of the of whole human society on planet Earth to associate with the solution of political, sociological, legislative and legal, commercial, as well as economic-financial and other types of environment where problems exist and grow. It is difficult to expect to resolve this problem if only private entrepreneurs try to address it by themselves with the use of market-liberal economic principles. It cannot be handled by politicians whether at the local, regional, national and transnational level who have been elected by way of existing political system. The functional essence of the system is not adapted to ensure the selection of representatives of the political state with the necessarily advanced education, leadership, team management and problem solving skills. First of all, people have different opinion or ideas on how to arrange and organize their own social, work and personal life, and these opinions and the ideas and behaviors.

It is more difficult to fight and resist violence, riots and aggression, which demonstrate selfish qualities in the moment when also representatives respectively elected “leaders” of the people possess them and behave according to them. People try to protect such manifestations either by public warning, command and banning or by imprisonment in the care of major problems. This represents the only procedures to protect people from violence and greed that led to the crisis. Where should we take power to change the current solution with global problems, especially the economic-financial, political, sociological, personal-working environment? According to our opinion it comes from the holistic power of people. Simply utilize our knowledge, skills and their use of our social maturity. Holistic competence eligible energy is hidden in man. Man does not solve much if has low eligible energy or zero holistic competence. This competence is also abused. The result of misuse signifies wars, conflicts, disasters and crises. It is a manifestation of human selfishness, greed and violence.

Crisis suggests that something is not right with the holistic competency of politicians, owners, general managers and human civilization. Owners and shareholders decide about substantive matters in the business environment. Elect representatives of the citizens “rule” in the environment of the public sector. If any are incompetent it has an impact on all of us. Further continuation of the selection people for key positions in politics, world organizations and multinational corporations will increase the tensions of survival of human civilization.

At the same time, modern science has accumulated a wide range of knowledge that allows to deal with urgent problems of the contemporary world. Modern science disposes of knowledge enabling to fight with most diseases, eliminate hunger and poverty, to reduce the volume of industrial waste, replace destructive fossil fuels with renewable sources of clean energy, prevent waste of resources that are used to absurd arms race, power struggles and quest for unlimited growth, but also solve the problem of an adequate distribution of the formed products and thus also wealth among individuals and the country. Science appears new impact factors influencing the development of personality in the areas of medicine, psychology and pedagogy.

In addressing the current problems of the world, it is necessary to rely on a methodology holistic approach, which uses general systems theory and cybernetics to apply it. Many scientists initially applied their findings in physics and biology in the methodology of 20th century. Later they began to use a holistic approach in the system of all natural, technical

and social sciences. Methodology and methods of general systems theory and cybernetics have started to be used to build structures and systems for buildings and units to ensure long-term sustainable operation (behavior) of these objects holistic formation of their leadership and management.

Knowledge of the formation of structure (species and character of relations and linkages in the system, homeostasis, feedback, a division of the whole for a managing and managed part, stability and steady-state system, the necessary manifold information black box, self-organization and self management and many other findings) became useful for management - leadership and management of the global crisis. Holism, as a science, has confirmed their eligibility and legitimacy in solving the structure and management problems of the current crisis.

In 2008, before the crisis, top executives of multinational corporations and financial companies praised the benefits of globalization, which should be a guarantee of long-term growth in all areas of the global environment. The benefits should exploit all countries in the world. Unfortunately, these expectations are not been fulfilled.

Economic instability and inequality of opportunity in a global world environment is growing and continues to deepen. Distrust increases not only between countries and regions within them, but also between the continents and powers. Inconsistencies manifest themselves specifically in Europe. It is also because of the 46 European countries only 27 are members of the European Union and only 17 use the euro. If the currency shall survive it is necessary to create a fiscal and bank union. However, this assumes greater political trust and the unification in attitudes of European countries.

4. Concept of holistic leadership and managerial competency

In the social sciences oriented on finance, economy, performance, management, marketing as well as leadership exist an amount of empty precepts on competitiveness and recommendations on how to be skilled leader. In principle it improves only the development of manipulative skills. Jan Košturiak notes in *Modern Management in the introduction of his post Leadership - a return to the roots: After some time, I realized that leadership is not about charisma and outer speech, but the inner nature of man, his integrity and actions.*⁷ He also notes in his article that many leaders of today are characterized by a desire for power, pride and a sense of infallibility that is the worst of human traits and that cause crisis and destruction. In particular politicians and managers of multinational corporations talk about GDP growth, consumption growth, and production and sales. Only a few people among them do not fall neither scientific and academic staff of universities, talk about growth of happiness, humanity, happy family life, free time on human development, good growth in our country and society in which we live.

Scientific community focuses on projects mainly in the field of technological, financial and economic knowledge from social sciences to substantiate growth of labour productivity and profit specially in solving the problems of the global crisis. In every project raises the need to increase competitiveness as the most important factor in the solution and funding

⁷ J. Košturiak, *Moderní řízení* (2013, February), p. 9.

of projects. Although it is generally known that scientific projects dedicate only a marginal and not sufficient impact on civilization as a whole and its parts as continents, countries, regions, cities and local communities and personal and working environments of all people.

Personalities from the social sciences and humanities devote very low attention to the solution of projects oriented on inevitable changes of politically- social and financially- economic environment of the world which caused the current global crisis. The answer to why this is so, it is not difficult. Not even the 10% of people who own 90% of all property (available data indicate a greater share of assets owned) are interested in the solution of social problems of mankind and do not support projects addressing by funding.

This solution depends on success in creation – building of entirety and ensuring of its development. For solving of problems of any size, big or small, global entirety the wholeness methodology originating in general theory of systems and cybernetics follows three approaches. All three approaches solve both learning of object activities and emerging problems by creation of their systems, and the solutions and procedures of problem remediation by wholeness directing - holistic management. Knowledge of how to ensure procedure for activity and emerging problem solving is studied in it:

- Approach solution of wholeness of today's civilization – from part towards complex (from local regions problems to country problem, from individual countries to their blocs, e.g. solving of problems of European Union, from problems of continents to the problems of the World)?

- Approach solution of the problems of entirety – today's planet to problems of its individual parts. Solve on the entirety level –Earth current crisis problems gradually ensure their solutions on the level of continents, countries and regions?

- Approach solution of World problems both at the same time from part to entirety and from entirety to parts?

The scientific community often argues which of the three listed ways to choose for creation of entirety, which should be preferred. Until recently it would have been easier to take a more unambiguous stand to the scientific polemics. Today, when human civilization exists within the business environment for creation, and satisfaction of human needs (products and services) oriented to a economic-financial goal as decisive within globalized environment, its dominate crisis problems on any continent, in any country, or in any region, are quickly spread around the world.

In specialized literature and in practice of hiring of managers and others to positions there is, in reality, many approaches for creation of manager competence. Various authors define a great number of such competencies (psychologists use the term competencies, while they do not speak of responsibilities, authorities, but of required features), reasoning that in the time of computers there is no problem with assessment. In literature we have come across several of definitions of competency, there are far more than one hundred of them. The same approaches for their classification, or structuring, are different, often without reasoning and they are often eclectic. Many experts point out the fact that a broad extent of unsorted competencies is the reason for their refusal and limited use in practice. In the current social environment which is accompanied by a number of crisis problems in the politics, in business, in social sphere and in education, in medical care, in culture, in mass

media, we all cry, even those who have caused it and are causing it, for expert solutions. We cry for experts to perform as managers and other positions.

An expert is considered such person who knows everything necessary resulting from tasks of their work and not only that they know it, but they even have required skills and ability to be able to implement the knowledge in solving the problems and tasks brought about by everyday life. Less we ask ourselves, if the expert with necessary knowledge who can implement them, uses those only for the benefit of himself, at any cost, even at cost of breaking the legal, ethical or moral standards and rules, or, if he considers people he works with and the social human stimulation of the surroundings, where these activities are applied, where the person is a member of a team, unit, organization, region, country, continent, planet, where he works and lives.

In the 1990's and in fact even this millennium, we started to work on detailing of competencies of managers which are inherent to every person. Here we note that for simplification we will implement the term holistic intelligence HQ, which consists of cognitive prerequisites of a personal KQ, his application skills AQ, and personal character SQ, as follows:

$$HQ = f(SQ, AQ, KQ)$$

In business practice of the placement of managing positions it is now common to require an evaluation of an applicant for a given position on the basis of what the person knows and what the person can do. Lately evaluation of applicants' social intelligence is being performed.

Approaches and models that appear in specialized literature for evaluation of required social intelligence currently put stress especially on ethics, morals and trustworthiness of employees to be hired for managerial positions.

Study and research of implementation of partial models for evaluation of required knowledge (KQ), skills (AQ) and also social intelligence (SQ) that have been applied so far, led us to an idea of need to create a model of evaluation prerequisites of holistic competency (intelligence) of workers applying for managerial positions or those who already are in these positions.

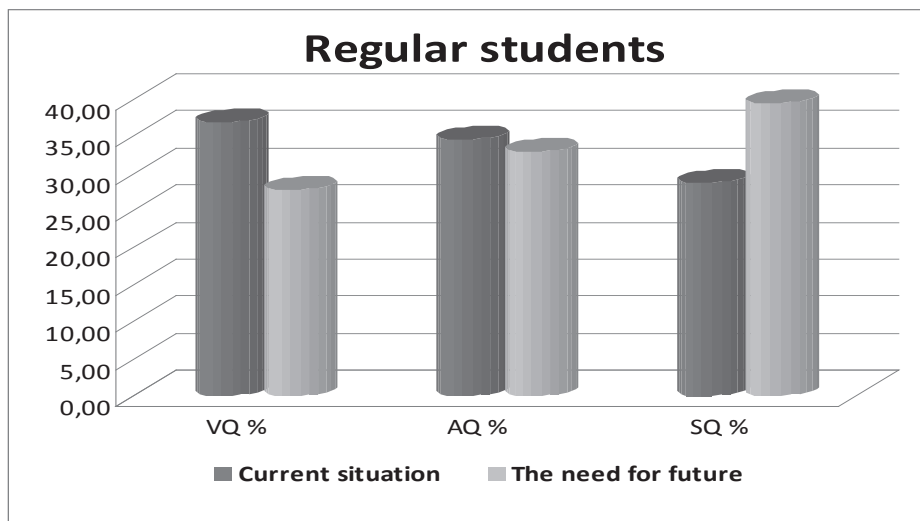
The model of evaluation of prerequisites of holistic manager competency (HQ) is based on assumptions that potential and factual ratio (rate) of this manager competency is determined (given) by the level of the social maturity (SQ), which consists of personal character, level of his specialized managing knowledge (KQ), and by level of his practical skills, experience, and the capability to use his knowledge in everyday work life (AQ). Level (rate) of holistic manager competency according to our model is defined by, as we have stated earlier, $HQ = SQ, KQ, AQ$.

Along with the creation and implementation of the model for the evaluation of holistic manager competency, it was necessary to solve questions of which personal characteristics tell the most about social maturity (SQ) of the potential or existing manager, what manager knowledge (KQ) should he master, and what skills and, especially application skills (AQ) should he have.

In the winter semester of the academic year 2012/2013 we approached, at the end of the course Management, full-time and part-time students with the question, to express an opinion on the degree of importance of the pillars of holistic competence share a percentage of 100%. In addition, we asked them to comment on what level of importance they believe is attributed to each pillar at present and how it should be considered to ensure long-term sustainable development of civilization in the future. 95 full-time students and 95 part-time students expressed their attitudes to the questions. We contacted 142 managers from practice, of which 102 respondents responded.

Evaluation of their opinions is as follows (fig. 2-4 and tab. 2-4).

Figure 2. Regular students



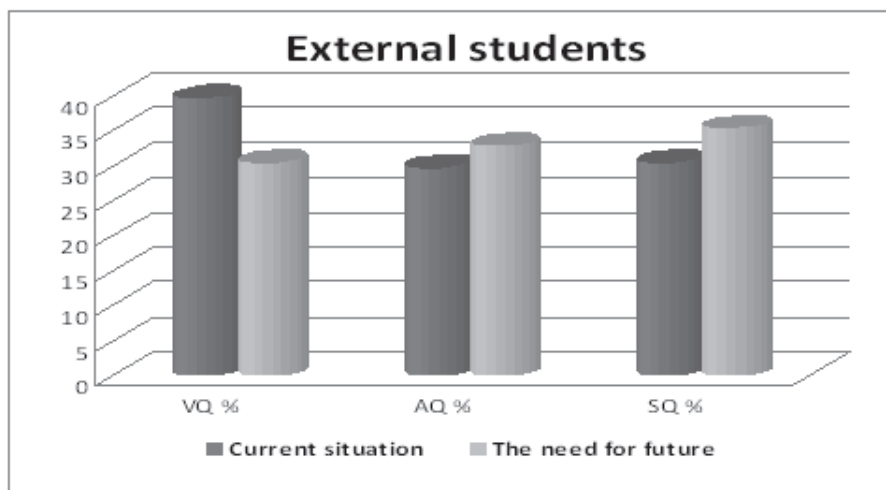
Source: Own elaboration.

Table 2. Regular students

Regular students		
KQ	36,86%	27,73%
IQ	34,47%	32,87%
SQ	28,67%	39,40%
Total	100%	100%

Source: Own elaboration

Figure 3. External students



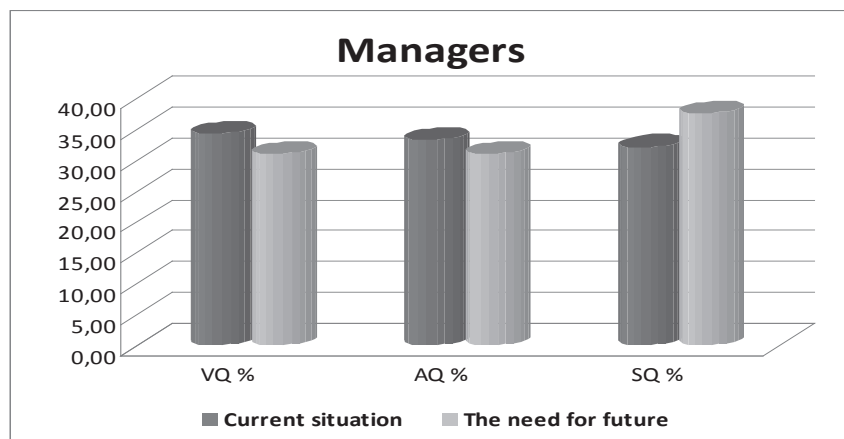
Source: Own elaboration.

Table 3. External students

External students		
KQ	39,71%	30,04%
AQ	29,71%	32,92%
SQ	30,04%	35,47%
Total	100%	100%

Source: Own elaboration.

Figure 4. Managers



Source: Own elaboration.

Table 4. Managers

Managers		
KQ	34,39%	31,15%
AQ	33,37%	31,16%
SQ	32,24%	37,67%
Total	100%	100%

Source: Own elaboration.

The individual components (pillars) holistic competence we specify in detail as elements of every part. Currently we evaluate further indicated importance of the individual elements of each pillar of holistic competence. SQ elements – social intelligence (social maturity) are: character (SQ1), will power (SQ2), cognitive performance (SQ3), creative features (SQ4), character traits, temperament (SQ5), emotional properties (SQ6), physical (somatic) proper-

ties (SQ7), mental (somatic) properties (SQ8). AQ elements - application skills are: application skills related to the management and use own time (AQ1), application of communication skills (AQ2), application motivation skills (AQ3), and application of teamwork skills (AQ4). KQ elements - professional knowledge include: knowledge of system theory (KQ1), knowledge of the management of the property (KQ2), knowledge of the functions of management (KQ3), knowledge on the information required for the application of management functions (KQ4). Our holistic model of managerial competence, its individual parts and components, were also presented in early January at a conference in Rome EBES (In 9th EBES Conference – Rome, January 11-13, 2013, Rome, Italy). We analyze and prepare for publication evaluation of the importance and degree of above elements for needs to evaluate of the pillars of competence in the current period. Stated summary has been created In terms of respondents presented in this paper, but also many others that are available⁸:

1. Respondents regard the holistic approach to management (HQ) consisting of three pillars – knowledge (KQ), skills (AQ) and personal qualities (SQ) as unusual for actually solving problems of human civilization but many of them consider it definitely needed and useful.
2. Views on the importance of each of the pillars and within differentiated the various elements are different for individual respondents. This results from several factors- as genetic, education from an early age, school education emphasis from primary school to higher education, family, social and work environment where respondents ranged or live now.
3. The smallest number of respondents emphasized in their statements the importance of the knowledge pillar (KQ) for present as well as for the future when will be put on the pillar of the smallest importance.
4. Importance of development and evaluation of the social maturity pillar (SQ) is currently attributed the least importance by respondents, but in the future will be crucial according to respondents to occupy managerial and employment positions.
5. Respondents attach great and relatively equal importance to application skills pillar (AQ) at present as well as for the future. They also emphasize the need for its development during university studies.
6. Many respondents pointed to the need to develop appropriate methods of holistic valuation of work and managerial competence (CQ) and their use in practice.
7. Many respondents alongside responses to the importance of the pillars specifically noted the need to change teaching approaches on undergraduate education, where teachers present a theory lecture in PowerPoint format and require the students to write down and then test this theory. Respondents appreciate the practical orientation of lectures, attempt at dialogue in lectures and seminars, invitation significant professional from practice, presentation of the winning managerial project processed during the semester.

Conclusion

Maintaining and development of civilizations on earth depends on a person who knows and uses the knowledge of affecting people among themselves and nature and between the object made by people and nature. Only a harmony, a coherence between man and nature

⁸ J. Porvazník, *Business Management and Governance*, 8th edition, no. 20/2013, p. 7.

creates a whole that has a chance of survival. If man irresponsibly disturbs the functioning of the whole then shocks or crises occur and integrity becomes disrupted. Not every part in the natural and man-made objects is just as important for survival, for the existence and development of the whole. To conclude, we only note that if such parts as individual countries in the European Union have different status and competencies within the Union, therefore, did not give up their national “specifics”, such as fiscal or monetary policy also in other areas which create environment across the EU, it is difficult to expect that another crisis will not occur in the future. Holistic global environment calls for global governance (leadership and management) not only worldwide, but also on individual continents.

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SZANSE I ZAGROŻENIA GLOBALNEGO OTOCZENIA I POTRZEBA GLOBALNEGO ZARZĄDZANIA NIMI

Streszczenie: Artykuł prezentuje: aktualne problemy ludzkiej cywilizacji, szanse i zagrożenia globalizacji, postawy studentów wybranej grupy menedżerów wobec odpowiedzialności za obecny stan światowego kryzysu, podstawy metodologiczne badań naukowych globalizacji, koncepcję holistycznego globalnego przywództwa w rozwiązywaniu globalnych problemów oraz opinie na temat obecnego i przyszłego znaczenia wiedzy, umiejętności i cech osobistych jako filarów globalnego przywództwa. Artykuł kończy podsumowanie i wnioski.

Słowa kluczowe: środowisko globalne, zarządzanie globalne, globalny kryzys, odpowiedzialność za kryzys, przywództwo, kompetencje menedżerskie, zarządzanie holistyczne, inteligencja holistyczna, inteligencja wiedzy, aplikacja inteligencji, inteligencja społeczna

