

## UNDERSTANDING THE THEORETICAL AND PRACTICAL ASPECTS OF SELF-MANAGEMENT

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### Abstract

*In the article - "Understanding the theoretical and practical aspects of self-management" - this phenomenon is discussed in terms of its role in the self-improvement of a person. The article lists the limiting factors of self-management and ways to overcome them, sequentially names the functions (actions) of self-management and characterizes each of them, talks about human goals and the steps to be taken to achieve them, explains the issues of self-organization and self-control, etc.*

*The article primarily focuses on research conducted in Georgia, analyzing the perceptions of employees working in various public and private sectors regarding the role and significance of self-management. It identifies factors that, according to respondents' opinions, are necessary for timely and effective task completion. Additionally, besides the aforementioned points, it emphasizes the possibility of obtaining correct and timely feedback from competent individuals, which assists individuals in achieving full potential and excellence in their self-management practices.*

*The article pays attention to respondents' management of their own emotions and adaptation to changes, considering the issue of adaptation in connection with learning how to orient oneself and achieve self-fulfillment.*

**Key words:** *Self-control, Self-management, Self-motivation, Self-organization, Qualification.*

**JEL Classification:** *J24, M54, O15*

### I. INTRODUCTION

As it is known, the process of forming job descriptions in the public structures of Georgia, or the so-called "Official instructions" have started and are actively ongoing: this document represents a set of functions, duties, rights and responsibilities of employed specialists and subordinate relationships. In parallel with this, the system of individual assessment of employees has been started and is being implemented, which is an assessment of their competencies and consists of the following components:

- Evaluation of professional skills (so-called "Soft Skills");
- Assessment of specific technical skills;
- A mixture of both.

The named system includes the following universal competencies in a specialist:

1. Quality, risk and operations management.
2. Leadership and leadership management.
3. Teamwork.
4. Proactivity/initiative.
5. Problem solving/decision-making ability and creativity.
6. Oral and written communication.
7. Analytical thinking.
8. Basic computer skills.
9. Strategy and vision.
10. Specific software skills.
11. Knowledge of legislation.
12. Knowledge of a foreign language.

Neither 4 years of a bachelor's degree, nor 2 years of a master's degree, nor 3 years of a doctoral degree will be enough to master the above-mentioned skills. Therefore, it is necessary that a purposeful person should practice self-management or self-organizing in parallel with the university.

If your future profession is management, then to hold this position you will be required to have the following qualities:

- *Citizenship maturity*. It implies the possibility of subordinating personal interests to the interests of the firm; Ability to listen to people and self-criticism.
- *Attitude towards work*. It means: hard work; Responsibility for the mandated case; Personal discipline and demanding the same from subordinates.
- *Level of knowledge*. It includes the following characteristics of a person: suitable qualifications for the position; knowledge of objective fundamentals of production management; Knowledge of advanced leadership methods; general erudition.
- *Organizational abilities*. It includes: ability to organize others and own work; ability to cooperate with subordinates and heads of other organizations; Ability to clearly form thoughts in business correspondence, orders, resolutions and assignments; the ability to create a cohesive team; Ability to select, place and retain staff in the firm; Ability to conduct business meetings.
- *Ability to lead*. It means: the ability to make a decision on time and check its implementation; the ability to quickly orientate in a difficult situation; Ability to resolve conflicts; the ability to maintain self-control and psycho-hygiene;
- *News support*. It includes: support for innovations; see what's new; neutralizing skeptics and conservatives; Courage to take justified risks.
- *Moral-ethical characteristics*. It means: honesty, conscientiousness, principledness, balance, politeness, sociability, simplicity, self-restraint, accuracy.

By reading this list, you will understand what qualities you have and what you should acquire or develop if you want to take the position of manager in any company. You will achieve this through self-management, namely, self-development. Obviously, after an objective assessment of your potential, therefore, at the very beginning, it is necessary to study your qualities, critically analyze them and start their development-transformation in the direction that the future position of manager requires of you.

## II. MAIN TEXT

What is self-management? "Self-management is the management-development of personal physical, spiritual and social beginnings, resources and potential based on a person's synergistic self-awareness" (Shikashvili, 2017).

Georgian scientist G. Shikashvili writes: "It is extremely important to research current issues of self-management. Unfortunately, it must be said that less attention is paid to the research of theoretical-methodological and pragmatic-applied issues of self-management in Georgia. There are very few monographs and scientific articles related to research in this field" (Shikashvili, 2017). Indeed, according to our research, it turned out that there are only two textbooks and three articles written in Georgian on the topic of self-management:

1. Ghudushauri Z. Self-management. manual. Tb., "Sachino". 2015. 320 p.
2. Christensen K. Self-management. Feb., 2018.
3. Shikashvili G. Actual self-management paradigms: A Synergistic Understanding of Personal Health Management. J. "Economics and Business". #4. 2017. p. 133-158.
4. Shikashvili G. Synergistic understanding of self-management and the Bible. J. "Economy and business". #2. 2018. p. 154-162.
5. Kirtibaya M. They are not born successful, they become successful. J. "Social Economy". 2007. #3. p. 44-54.

It is also a pity that self-management is not recognized as a compulsory subject in the education system of Georgia, neither in general educational institutions nor in higher education institutions. An exception is the Technical University of Georgia, where self-management is taught at the faculty of business technologies, in particular, in the master's degree.

The author of this self-management manual Z. Ghudushauri writes: "If this work is needed by anyone, it is Georgians first of all, because we Georgians do not like to work according to a rigid schedule... It is rare to find such a person among Georgians who tries to accomplish more things in the same time. For the rest, the Georgian proverb "works" - "tomorrow is also of this month". That says it all" (Ghudushauri, 2015).

Such attitude of Georgians really had a place in the Soviet reality, because then the work of the employees was not measured by the result of the work done, but by the "time spent". This mood should be a thing of the

past, because in the conditions of the market economy, to which Georgia has moved since the 90s, the work of employees is evaluated by the results, not by the time spent at work.

Moreover, in the modern digital world, creative work, creative and critical thinking skills, cognitive abilities, etc. have come to the fore. Obviously, a person cannot acquire these skills only through formal education, it requires one's own intellectual abilities and a positive mood to reveal them (Kirtibaya, 2007). This is evidenced by the research conducted in 2021 at the Faculty of Economics and Business of Ivane Javakishvili Tbilisi State University, which aimed to study the challenges facing higher education in Georgia and analyze its role. The answers obtained as a result of the survey of the employed respondents regarding the competences granted by the university are presented in the Fig. 1.

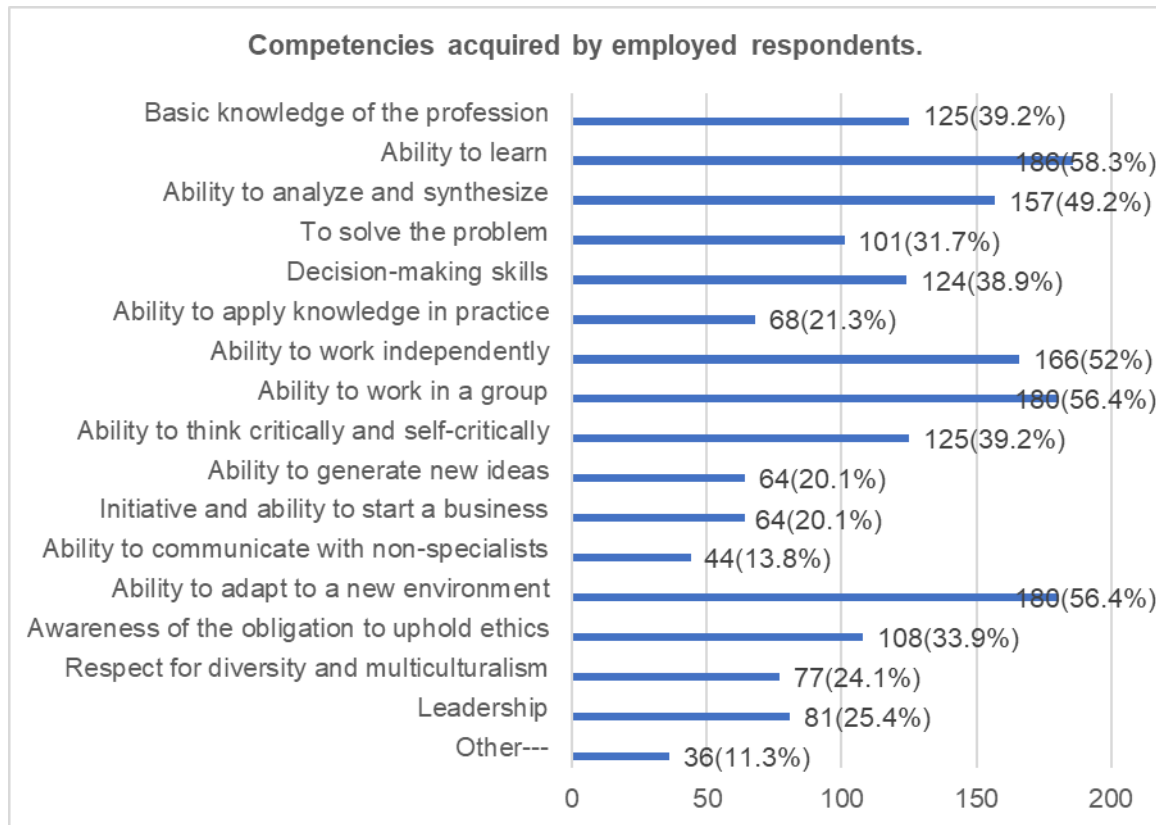


Figure 1: Competencies offered by the university (Narmania, Kharkheli, Vardiashvili, & Makasarashvili, 2022)

As can be seen from the diagram, the university mainly develops students' abilities to study and work in groups, and also provides them with thorough knowledge of the profession and the skills to adapt to a new environment. The university also develops the ability of critical thinking among students to some extent, 39.2% of the respondents indicated that they acquired and developed this ability with the help of the university. The university's contribution to students' creativity is quite low, only 20.1% of respondents say that the university helps them to develop the ability to generate new ideas. Therefore, it is clear that a purposeful person should try to develop his or her skills outside of formal education. "All this is achieved through self-management. In particular, with self-education, which is formed as a leading form" (Jolia, 2016).

The criteria of human creativity are: quick thinking, curiosity, assimilation, original thinking, rich imagination, the ability to see the essence of the problem and the ability to develop hypotheses (Jolia, 2015).

The starting point of self-management is the paradigm - "know yourself". Every person must rely on this ancient paradigm of self-awareness in order to lead his life correctly. Having grasped this paradigm, foreign scientists have started to study personality management for two decades. Works on self-management were created, most of whose authors are psychologists and teachers. Psychologists "look into the soul" of people using their usual techniques to find the unique abilities given to them by God, and teachers help them develop these abilities.

Self-development and self-improvement are a continuous process. It comes after deliberate work on oneself. It is followed by success in life. Despite this indisputable argument, people are not active in "knowing themselves", thereby unlocking their potential and ultimately achieving success. Scientists M. Woodcock and D. Francis name the limiting reason for this process. These reasons are (Woodcock and Francis, 1999):

1. Inability to manage oneself.
2. Dispersion of personal values.
3. Ambiguity of personal goals and inconsistency with modern life.
4. Lack of mood to accept new situations.
5. Lack of sufficient ability to solve problems.
6. Lack of creative approach.
7. Inability to influence people.
8. Insufficient knowledge of the peculiarities of the management process.
9. Not having the habits of a supervisor (manager).

These limiting factors in human growth and development do exist, but we must remember that no one in the world is born omniscient. The removal of these factors depends on the people themselves, on their principles and willpower. The main thing is a person's mood, life position. If this position is focused on self-development, if this belief (mood) is firmly in a person, he or she will remove all these limiting factors. Such a life was lived by Churchill, Roosevelt, Eisenhower, Beethoven, Hawking and others. Some of them had serious health problems. So, if the desire for self-management is formed in a person, this desire is so strong that it overcomes all obstacles on this path.

Self-management is a relatively new direction of management and it directly concerns the management of a person as a person. This direction of management came from the West, where it is called "Self-management" in English, which translates to managing oneself in Georgian.

Self-management includes self-organization, self-discipline, self-learning, self-improvement, self-control, etc.

Self-management is the management of such basic resources of a person as time, activity, work capacity, education and solvency (Parakhinoy, 2012).

In order to better study and analyze the issues of self-management, we decided to conduct a research and reveal the views of employees around the issue of self-management. 1569 respondents took part in the research, it was intended to find out the opinions of employees according to the sector of activity, therefore we received information from the respondents about their work sector. As revealed in the research process, 66.2% of the respondents worked in the private sector, and the remaining 33.8% were employed in the public sector.

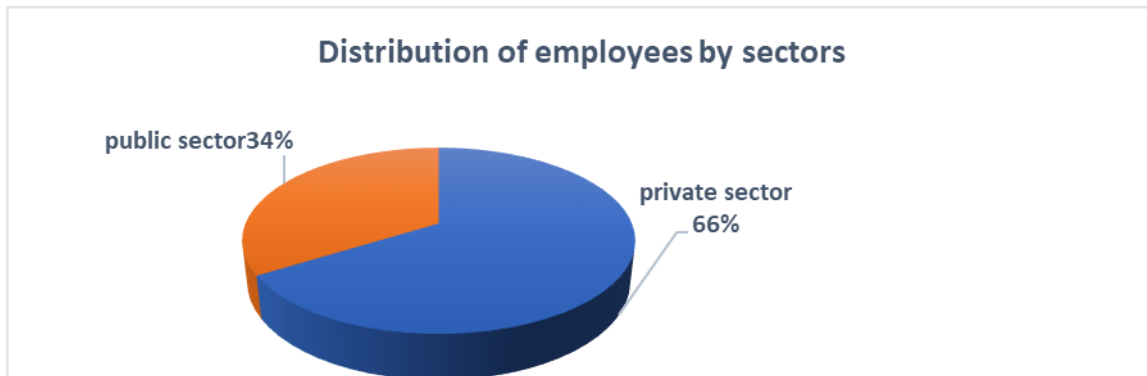


Figure 2: Distribution of employees by sectors.

One of the objectives of the research was to find out how well the leaders and ordinary employees in their organization understand the importance of self-management, according to the respondents. We asked the respondents to rate their opinions on the mentioned issue using a 5-point system, and the results are as follows:

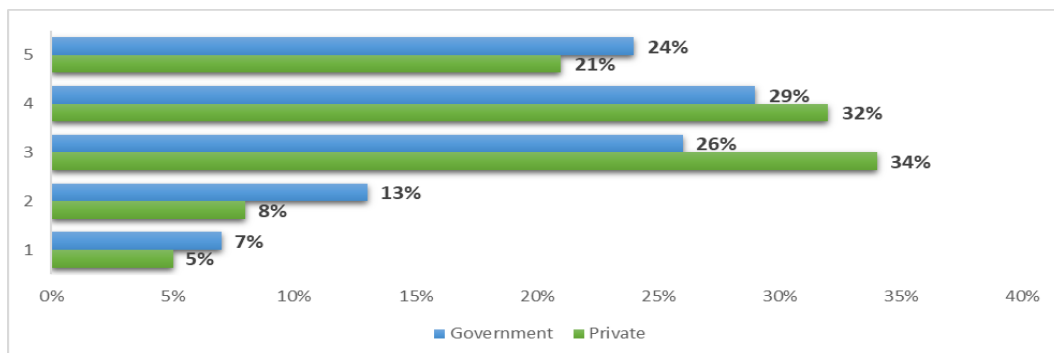
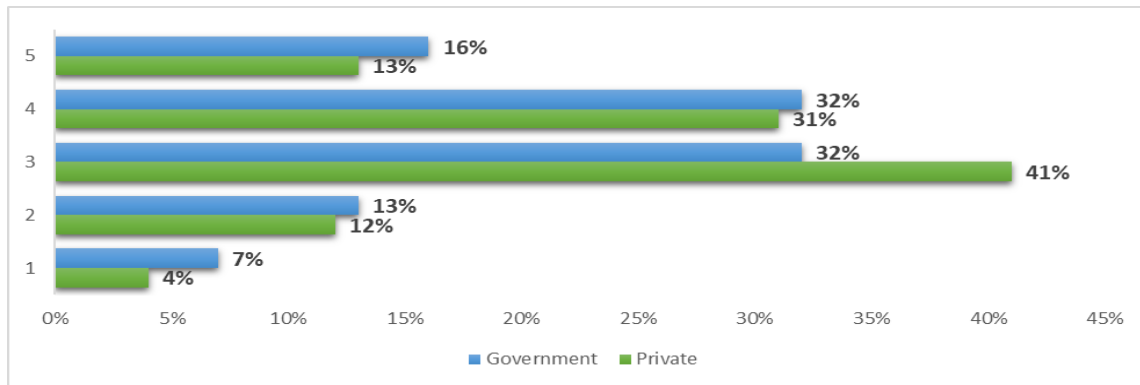


Figure 3. Assessment of the essence of self-management by managers.

As the chart shows, most employers in both the private and public sectors are well aware of the importance of self-management in the work process. Employers in the private sector received an average and above average rating according to 87% of the respondents, and the same indicator is equal to 80% in the public sector.

We got almost similar results when we asked the respondents to evaluate the understanding of the essence of self-management by ordinary employees.



**Figure 4. Evaluation of the essence of self-management by employees.**

According to 84% of respondents, employees in the private sector received an average or above average rating, while the same indicator is equal to 80% in the public sector. During the analysis of both categories, it can be seen that the specific share of 3-point evaluation is quite high. If we compare the obtained results, we can see that on average 53% of employers (according to 4 and 5-point assessment) have a well-understood value of self-management, while among subordinates this figure is equal to about 46%. It seems that quite a large number of employers and employees have not yet well analyzed the importance of self-management, which requires awareness raising in this regard.

In self-management, a person performs general management functions on himself. They are implemented in the following order:

- Self-motivation and goal setting (analysis and formation of personal goals);
- Making decisions;
- Planning one's own activities (developing plans and drawing up alternative options for activities);
- Self-organization (making a daily schedule and organization of personal labor process);
- Information and communication;
- Control (self-control, control of results and, if necessary, adjustment of goals).

Let us Consider the listed functions in the context of self-management.

*Self-motivation.* In management, this function is called motivation function, and in self-management - self-motivation function.

People's motives are many. There are similar and different motives among them. They can be listed endlessly.

A person's self-motivation is determined by his or her purposefulness, and purposefulness by setting a goal and its gradual fulfillment. A person should develop not abstract willpower, but concrete components of willpower and concrete manifestations of willpower. In this regard, it is necessary to know the main ways of ensuring purposefulness.

The goal is the form of the result of human activity. The goal organizes human activity and gives it content. Setting a goal is a vision of the future, that is, the element that forces a person to concentrate his strength and energy on what should be achieved by him. The goals you set give direction to your actions.

You will agree with us that when a person knows where he or she is going, what he or she has set goal and what he or she wants to achieve, such a person, by such behavior, helps himself or herself to achieve this goal.

Here's what Harvard Business School professor Clayton Christensen writes about it: "Having a clearly formulated purpose in life was essential to me, but it was something I had to think about long and hard... My academic schedule was very busy and demanding. I decided to devote an hour every evening to reading, thinking and praying. It turned out to be a great challenge, because instead of studying econometrics every night, I spent an hour thinking and reasoning, arguing with myself, but I still stubbornly continued to do the same thing and finally found out my purpose in life" (Christensen, 2018).

Christensen believes he did the right thing. He found the purpose of his life in such an act. This is the goal he serves every day, and it also drives Ro-Mel to success. The same scientist inspires us that "living without a purpose is like swimming without a radar and you have to drift in the cruel sea of life."

Goals are grouped into personal and professional goals.

Personal goals are goals that a person wants to achieve in real life. It can be the development of a person's worldview, formation of spiritual values and others. To ensure this goal, ask yourself often - "Do I want to be remembered by people in the future, and if so, how do I want to be remembered?" This will help you define your personal goals. Professional goals are focused on a person's professional growth and mastery.

The goals are:

- Long-term - 10 years or more;
- Medium-term - period up to 5 years;
- Short-term - up to 1 year.

When choosing a goal, we should follow the following rule: first of all, we should set long-term goals (strategic goals), then medium-term goals, and only after that - short-term (nearest, tactical) goals.

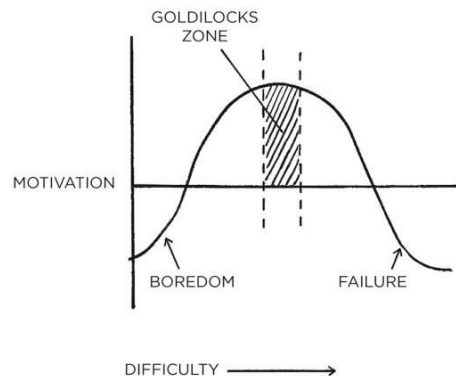
It is highly desirable to know the steps for setting goals:

*The first step is a detailed understanding of the goals.* It contains an analysis of the current situation and an answer to the question of what we want to achieve. When setting a goal, desire should not be confused with a sense of reality.

*The second step is to find out the possibilities.* At this stage, we have to choose from many options. It is desirable to have a wide choice. It may even include options that contradict your ethical principles, but they should remain, because psychologists assure us that at first all possibilities should be included in the list, and only then should we begin to exclude them.

The human brain loves challenges, but only if they are within the optimal difficulty zone. The Goldilocks rule states that people experience the highest levels of motivation when working on tasks that are within the limits of their current abilities, and that the goals they set should be neither too easy nor too difficult to accomplish.

#### THE GOLDILOCKS RULE



**Figure 5. The Goldilocks Zone (Clear, 2018).**

According to Goldilocks, motivation is maximized when one is faced with manageable difficulty (Clear, 2018).

*Step Three - In this step, the following questions will be answered:*

1. Which of the personal values is the most important for you?
2. What risk are you willing to take?
3. How your decisions will affect those around you.

*Step four - choice.* Once the range of available options has been determined, a choice can be made. This means that you choose one (or several) of the available opportunities and direct all your efforts towards it (them). There is no such method that will make this choice without error.

*Step five - specification of goals.* An unspecified goal often remains an unfulfilled desire.

*Step six - setting time limits.* Time is irreplaceable and non-replenishable resource. It cannot be saved or refilled. All people have the same amount of time, the normal, correct management of which expands the area of these possibilities. Any strategic or tactical task in human activity should be strictly timed.

*Step seven - control of achievements.* A step-by-step method of goal setting is useful in that it brings clarity to goal setting. Ask yourself which step you most often overlook or perform poorly.

So, setting goals is a very important component of self-management. The goal determines not only the result, but also its achievement.

*Making decisions on future affairs.* Making decisions about future affairs is the most important function of self-management. An idea becomes a reality through a decision. A decision is a certain state of mind when you begin to implement an idea, or vice versa, when you reject an idea and do not implement it. Decision determines whether an idea will stick in your mind. And since our lives are the result of our ideas, our decisions are all the more important. Getting the right idea, that is, positive decisions, changes our life in a good direction. Change begins with positive decisions. That is why such decisions are important. Such decisions are followed by actions that change your life. Therefore, it is not your ideas and thoughts that change your life, but your actions. An idea without action has no meaning.

Refusing to make a decision is also a form of making a decision. Most people cannot make a decision. They are hesitant, fearful people. Successful people make decisions quickly and change them with great difficulty, while unsuccessful people do the opposite.

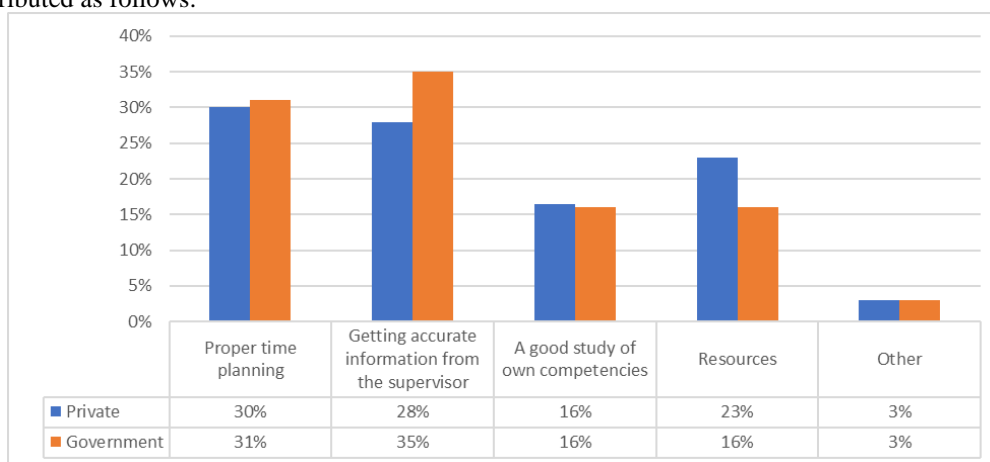
In developing the habit of solving problems, the main thing is to strengthen independence and reject stereotypes. There are many of them in our life. These are standard approaches, standard thoughts developed in the performance of various tasks. A person feels comfortable doing the work he or she is familiar with. It is easy for him or her to do it because they have done it many times. But as soon as a new case appears, it scares them.

Rejecting stereotypes and making changes in decision-making can be done in several ways. The most important of them are: development of creative ability in a person, training in non-standard thinking, not stopping at one decision option, searching for innovations, etc.

*Planning your own activities.* The most powerful tool of self-management is activity planning. Its benefits are (Ghudushauri, 2015):

- Activity planning is a kind of work time mapping. Working with such a map gives a person the confidence to do the job flawlessly;
- Planning allows better use of time;
- Our mind programs the work planning process. It is always fulfilled. It enters our memory and the mind works on it even when we are asleep.

Scheduling your activities is similar to scheduling your personal time. The purpose of the research was also to find out how much importance the respondents attach to proper time planning. We asked them about what is necessary to complete the tasks assigned to them correctly and on time. The answers to the mentioned question were distributed as follows:



**Figure 6. Evaluation of the components required for correct and timely performance of assigned tasks.**

As the obtained results show, employees in the private sector attach the highest importance to proper time planning for the performance of work tasks. The mentioned parameter takes the second place in the state sector and is slightly behind the component of receiving accurate information from the head by just 4%. The obtained results once again convince us of the importance of self-management and the correct distribution of time in the effective implementation of work tasks or other activities.

*Communication and perception of information.* Whatever we do, we interact with people every day. Not everyone knows the art of relationship. For some it is easy, for others it is difficult, even a problem.

The first step on this path is the correct perception of people. People perceive outsiders and themselves in different ways. There are four positions of relationship with people:

*The first position:* "I have problems all the time, and they have everything in order." People who think like this do not have outstanding skills, that's why they can't achieve the desired goal. They think that the people around them are smarter. With such a perception of the matter, they become envious and destroy first their health and therefore their own life.

*The second position:* "I always have problems; they always have problems." Not so highly skilled people have such thoughts. They don't care about themselves; they are more concerned about what other people think of them.

*The third position:* "I have everything in order, but they constantly have problems." People who think in this way analyze the events in their life well and control them well. They consider those around them to be stupid and even have contempt for them. They are arrogant and can easily humiliate others.

*The fourth position:* "I have everything in order, they have everything in order." People who think like this will do well. They accept those around them as desirable people. Unworthy people are easily spotted.

As can be seen from this discussion, the most constructive position in communication with others is the fourth position. Communication with people of such a position is both pleasant and productive.

Regarding the perception of information, receiving and perceiving information plays a big role in self-management. It has the following options:

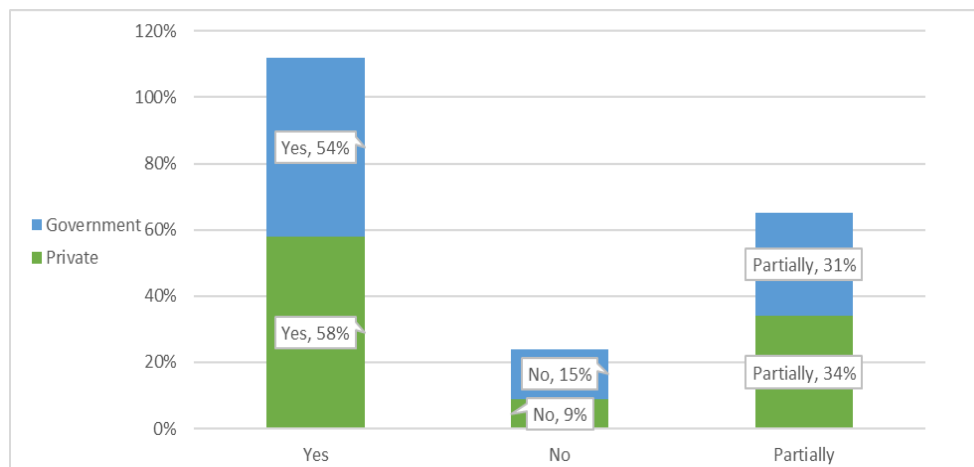
- I prefer to have complete information;
- I must have the opportunity to really assess the situation;
- I prefer to have a general impression of the situation; I don't pay attention to details. I am exploring all possible options.

If a person tries to get the maximum amount of information, then it is less likely that he will miss any important detail that will negatively affect the decision he makes. However, in order not to miss the chance of success, which often depends on getting the job on time, he or she should not waste much time on gathering information.

If a person prefers to know the situation in general, he or she will consider all possible solutions and their feasibility, but relying on intuition, one may miss some detail on which will depend the successful completion of the case.

You know what, these two options of information perception, think about which one is acceptable to you, and when you choose it, then you have to choose its corresponding job.

Getting accurate and timely feedback from supervisors is of great importance for self-management, elimination of weaknesses and improvement in business. In the research process, we studied the issue of how timely employees receive feedback from their supervisors. When asked whether you receive timely and complete feedback from your supervisor, the responses were distributed as follows:

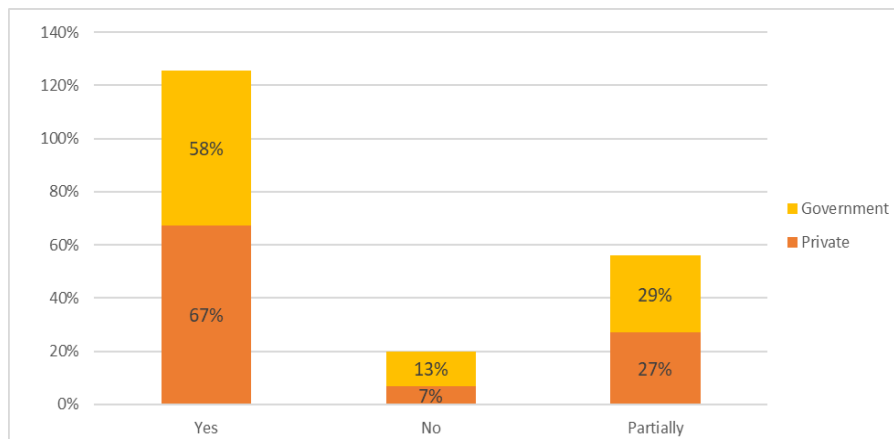


**Figure 7. Evaluation of feedback received by respondents from supervisors.**

As the obtained results show, about half of the respondents receive full and timely feedback from their supervisors, which, it should be noted, is a rather low rate. As the diagram shows, in the public sector, the specific share of people who do not receive full and timely feedback from their supervisor is relatively higher. In the rest of the categories, it can be said that there are no significant variations depending on the employment sector.

It is one thing when an employee receives an assessment of the performed activities from the supervisor, and the other is when they provide him or her with information about the processes taking place in the organization, for example, changes. Regarding the question of whether employees are informed during the introduction of expected changes in the organization, the opinions of the respondents were distributed as follows:

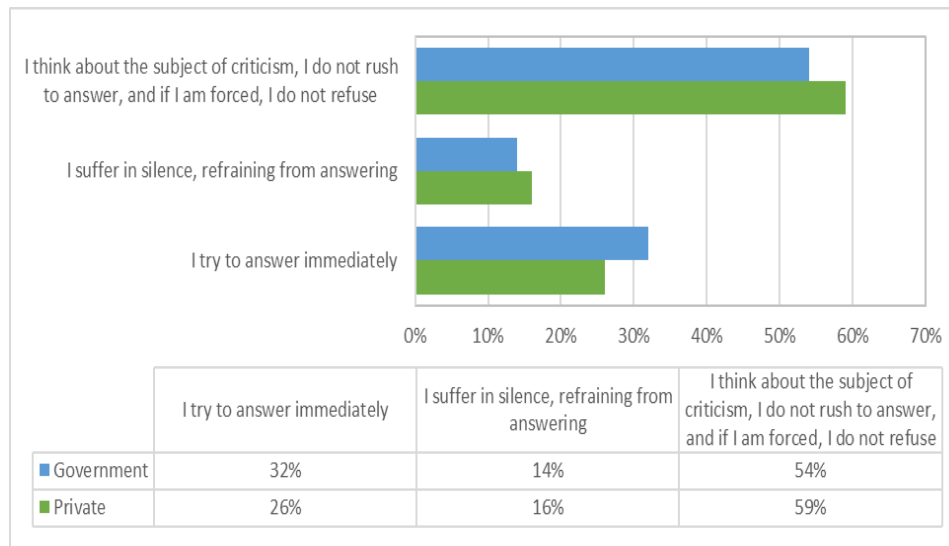




**Figure 8. Analysis of the issue of informing employees during the introduction of changes.**

As can be seen from the diagram, the respondents employed in the private sector are more often informed about the changes. Employees in the state sector generally receive partial information about the changes.

Along with information, it is also important to correctly perceive criticism from others. At this time, special importance is attached to the strength of a person's ego, to how firm they will be in their decisions. To the question of what is the first reaction of the respondents to the criticism, the answers were distributed as follows:



**Figure 9. Analysis of respondents' reactions to the criticism of others.**

As it is clear from the diagram, the majority of the respondents refrain from immediate response to criticism, however, if the need arises, they do not refuse to respond. About 15% of respondents find it emotionally difficult to hear criticism and react to it, they refrain from answering and silently experience this moment. In the process of self-development, a person should take care to be able to receive criticism correctly and respond to it if necessary. A person should see healthy criticism as a means of self-development.

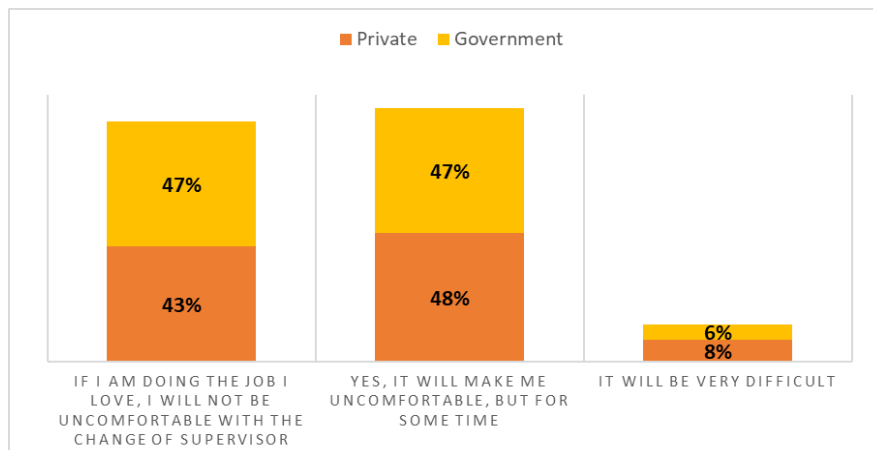
*Self-organization.* If you are trying to learn how to manage yourself, the first thing you need to do is become an organized person.

You can achieve organization in the following ways: Use a diary in which you write down the necessary information and the tasks that need to be completed. Mark completed and uncompleted tasks as well. With such an action, you will have the information you need at hand and you will know what you have done or not done. Be accurate. So, you can easily find the things you need to help you effectively manage your obligations.

Organized people know where to realize their potential. They clearly know which type of activity is easy for them to perform (with less energy expenditure).

One of the signs of self-organization is mobility. Be flexible and mobile. Easily adapt to changes. Even if you don't want changes, they will happen anyway, so don't resist them and don't take the "ostrich pose".

During the research, we also found out how easily employees adapt to sudden changes in work rules and leadership style.

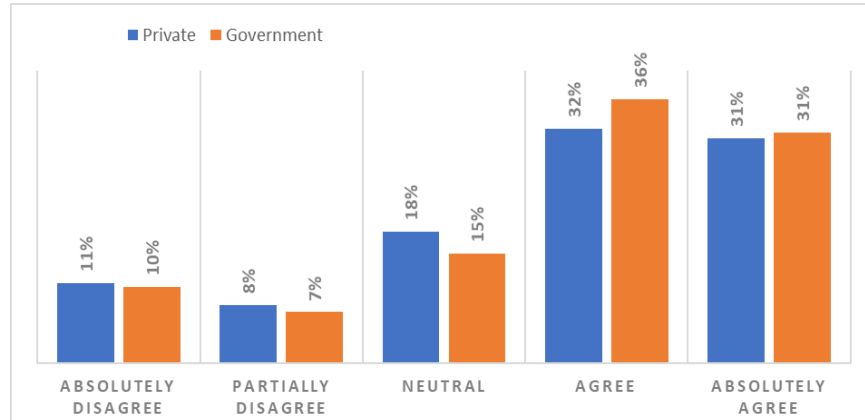


**Figure 10. Studying the issue of employees' adaptation to sudden changes in work rules and leadership style.**

As it turned out, only a small part of the respondents will find it difficult to adapt to the new management style and changes in the work environment. The majority of respondents may experience some temporary discomfort with the changes, but will soon overcome this situation and return to their usual routine. The share of respondents (private sector - 43%, public sector - 47%) who indicate that if they do what they love, the mentioned changes will not affect them is quite high.

*Self-control.* In order for self-management to be effective, you should periodically exercise self-control, check your achievements. For this, you need to take some level of success as a base and compare all your successes to it. If you succeed above the baseline, then you will feel satisfied and want to achieve more, and if not, then you need to review your strategy and plan new actions.

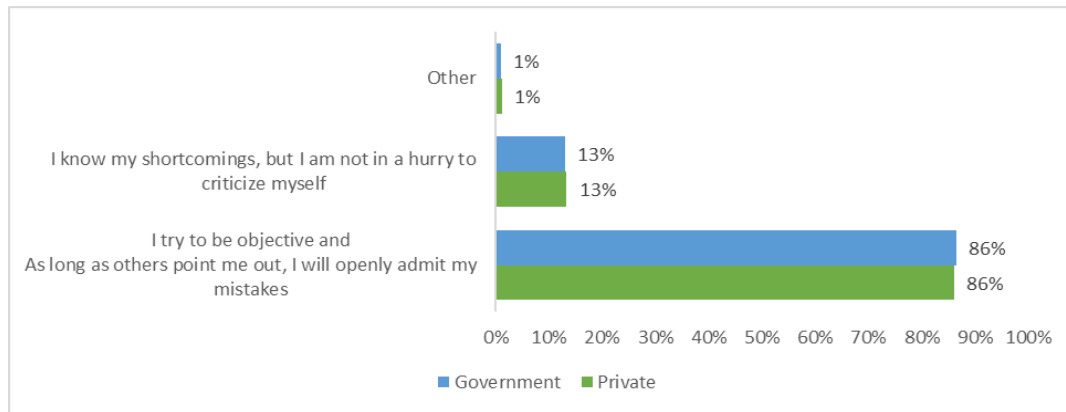
As part of the research, we also analyzed how much they are looking for new ways and means to improve work performance. On the statement - I actively look for and use better means and ways of doing work - the received answers were distributed as follows.



**Figure 11. Studying the issue of respondents' search for better means and ways of doing work.**

As can be seen from the diagram, most of the respondents are actively involved in the search for new methods of performing activities. In the private sector, 63% partially or completely agree with the mentioned provision, and in the state sector, this indicator is equal to 67%. It should also be noted that quite a large part of the respondents, about a fifth, do not at all or mostly do not try to develop in this direction. Their attitude can be caused by the inability to manage themselves, the dispersion of personal values, and the lack of mood to accept new situations. Therefore, it is necessary to take certain steps in this direction and motivate yourself for further development.

Self-development is greatly influenced by a person's ability to objectively evaluate himself or herself, admit mistakes and achievements, be open to criticism and self-criticism. To the question of your opinion on self-criticism, the answers of the respondents were distributed as follows.



**Figure 12. Assessment of respondents' attitude to self-criticism**

As the diagram shows, in both sectors there are about 13% of respondents who are aware of shortcomings, but are not in a hurry to criticize themselves. The specific share of respondents who use an objective approach and correct their own mistakes in time, before others point them out, is quite high. This approach will help them to study themselves, find mistakes and correct them, which will ultimately be a step towards self-development.

**III. CONCLUSION**

By studying the theoretical and practical aspects of self-management, the conclusion is made that personal success cannot be achieved only by receiving official education. A person who is standing on this path and wants to succeed should practice self-management outside of formal education. This especially applies to mental labor workers, including managers. Of course, in the mentioned process, a person may face many limiting factors and barriers, however, if the desire to improve oneself is strong, it is possible to overcome all obstacles and learn and strengthen the necessary skills.

As our research shows, according to the respondents, people in leadership positions understand the essence and importance of self-management more than their subordinates. The value of activity planning, one of the most powerful tools of self-management, is indicated by the fact that about a third of the respondents consider planning and allocating their own time as the main component necessary for correct and timely performance of assigned tasks.

Self-management involves self-study, understanding of strengths and weaknesses. In this process, the feedback received about the completed tasks is of crucial importance. As it turned out, about half of the respondents receive complete and timely feedback from their supervisors, which, it should be noted, is a rather low rate. In order to correctly assess one's work and further improve it, it is important for a person to know exactly what is expected of him or her, which tasks are best performed and in which direction he or she should strengthen abilities.

Self-management and control of emotions is also expressed in how a person responds to criticism received from others. A person should be mentally strong enough to be able to listen to criticism calmly and respond appropriately if necessary. As the research proves, quite a large part of the respondents emotionally meets the criticism, try to respond to it momentarily or experience it internally and are unable to respond appropriately.

Every person must rely on self-awareness to lead his life correctly. Self-management helps a person to analyze his or her own weaknesses, to be able to develop and improve them. These skills can be gradually developed in oneself at the expense of determination and study. Self-improvement comes after purposeful work on oneself, and as a result, success follows.

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