

THE ROLE OF SELF-MANAGEMENT IN PERSONAL DEVELOPMENT

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Abstract

To achieve confidence and control, it's necessary to establish a harmonious balance between work, home and personal life. In today's world, it's rare to strike a balance in all the above-mentioned areas. In order to successfully deal with life's challenges, it's necessary to focus on self-development, especially in the area of self-management and self-control. By honing these skills, we are able to effectively manage our time, work opportunities, activities, and available resources. By setting clear goals, developing well-structured daily plans, focusing on key tasks, and establishing order, we can manage our time effectively and increase our chances of success.

The article lists the limiting factors of self-management and ways to overcome them, discusses individual resources available in a person, shows the capabilities of a person to manage them and the results that can be achieved based on these actions. It includes a research part that analyzes the experience of employees in the private and public sectors in Georgia in terms of time planning, management and prioritization of work tasks. The factors that prevent the achievement of the set goals are identified. The work envisages the assessment of their physical energy, emotions management abilities and drawing appropriate conclusions based on them.

Key words: *Self-management; Personal time planning, Labor potential, Human resource development management, Qualified personnel.*

JEL Classification: *J24, M54, O15*

I. INTRODUCTION

In today's fast-paced world, individuals are constantly looking for ways to improve personal growth and well-being. One powerful tool that has gained recognition in this direction is self-management. Self-management refers to the ability to consciously direct and control one's thoughts, actions, and emotions in order to effectively lead one's life and achieve one's goals. Self-management includes the skills and strategies necessary to effectively manage time, emotions, and behaviors.

Self-management encompasses various aspects, including time management, emotion management, stress management, self-discipline, goal setting, and self-reflection.

- *Time management:* effectively allocating and prioritizing time for different tasks and activities, creating schedules and using strategies to maximize the productivity of work assignments and tasks and enable the achievement of set goals.
- *Managing emotions:* recognizing and managing one's emotions, including anger, stress and frustration, in a healthy and constructive way. In managing emotions, it is important to accept and acknowledge emotions, whether they are pleasant or unpleasant. Judging or suppressing emotions can lead to emotional distress, so it is important to recognize that they are a normal part of the human experience. Along with acknowledging your emotions, it's important to find healthy ways to express them. This may include talking to a friend or family member, engaging in a creative activity such as writing or art, or engaging in physical activities such as exercise or dancing. Expressing emotions in a safe and appropriate manner promotes emotional well-being.
- *Stress management:* developing strategies to deal effectively with stress, such as relaxation techniques, mindfulness, and seeking help when needed. In order to manage stress, it is important to identify the sources of stress. It can be caused by external factors such as work demands, financial

pressures or relationship difficulties, as well as internal factors such as negative self-talk or perfectionism.

- *Self-discipline*: focusing attention on tasks with the help of self-control and willpower, avoiding distractions, consistently fulfilling obligations.
- *Goal setting*: setting clear and achievable goals, both short-term and long-term, and developing action plans to work towards them.
- *Self-reflection*: engaging in introspection and regularly evaluating one's thoughts, actions and progress, identifying areas for improvement and making necessary adjustments.

By practicing self-management, individuals can enhance their productivity, achieve work-life balance, reduce stress levels, and improve overall well-being. It requires self-awareness, self-motivation and a proactive approach to personal growth and development.

II. SELF-MANAGEMENT IN PERSONAL DEVELOPMENT

In the context of personal growth, self-management refers to the ability to control one's thoughts, actions, and emotions in order to effectively overcome life's challenges and enable personal development. It involves consciously and purposefully managing one's behavior, goals, and priorities to achieve desired outcomes and enhance overall well-being. With the help of self-management, individuals can develop self-awareness, healthy habits, overcome obstacles, and maintain focus on specific tasks. Self-management helps people who are employed in organizations to adapt as much as possible to the demands of employers and to be in line with the development trends of the organization (Nizharadze & Chokheli, 2018) (Narmania, Chokheli et al, 2021). It empowers individuals to grow their potential and lead purposeful and fulfilling lives.

Knowing and mastering the basic principles of self-management helps human resources to constantly improve their skills and, if necessary, to introduce innovative technologies or products, to ensure the organization's smooth operation and competitiveness (Chokheli & Nizharadze, 2022); (Narmania, Keshelashvili et al, 2022).

With the help of self-management, human resources can manage:

- Time resource;
- Work capacity and activity resource;
- Education resource;
- Solvency resource.

Let's briefly consider each of them.

Time resource management. All people have the same resource of time. A person cannot increase time, it is a constant resource. A person can only "compress" time, so do more things in the same amount of time" (Christensen, 2018).

Time management is the art of managing time, which is the key to success. If you don't want to go with the flow of life and be a "reactive" person, you need to control your time. Control starts with planning. Managing your time is like managing your life. Planning can bring the future into the present, helping you develop a strategy to achieve your goals. (Kharkheli and Morchiladze, 2021)

Based on the above, a modern person should know the effective organization of time. And this will happen if he or she properly plans personal time.

Proper time management requires:

1. To set goals accurately;
2. To plan the day in a quality way;
3. Focus on the main thing;
4. To establish order in affairs;
5. To control our own work;
6. To achieve more in less time. (Iobashvili, 2012)

In order to study the issues of self-management, a study was conducted, the purpose of which was to analyze what importance people attach to self-management. 756 respondents took part in the research and it was aimed at clarifying the opinions of employees according to the sector of activity, so at the initial stage 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.

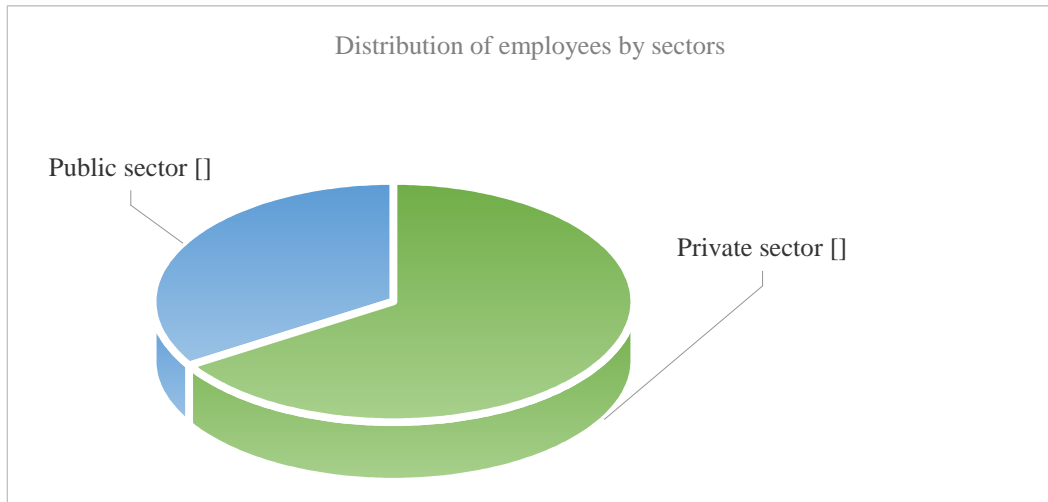


Figure 1. Distribution of employees by sectors.

Correct time planning during work activities is expressed in the extent to which a person has the ability to correctly distribute his or her tasks, determine the priority of their execution and, based on this, be able to perform activities in a timely and efficient manner.

In order to analyze the mentioned issues, we asked the respondents to share their experience about how often they have to postpone important tasks in the work process in order to perform other tasks. The answers to the question were distributed as follows:

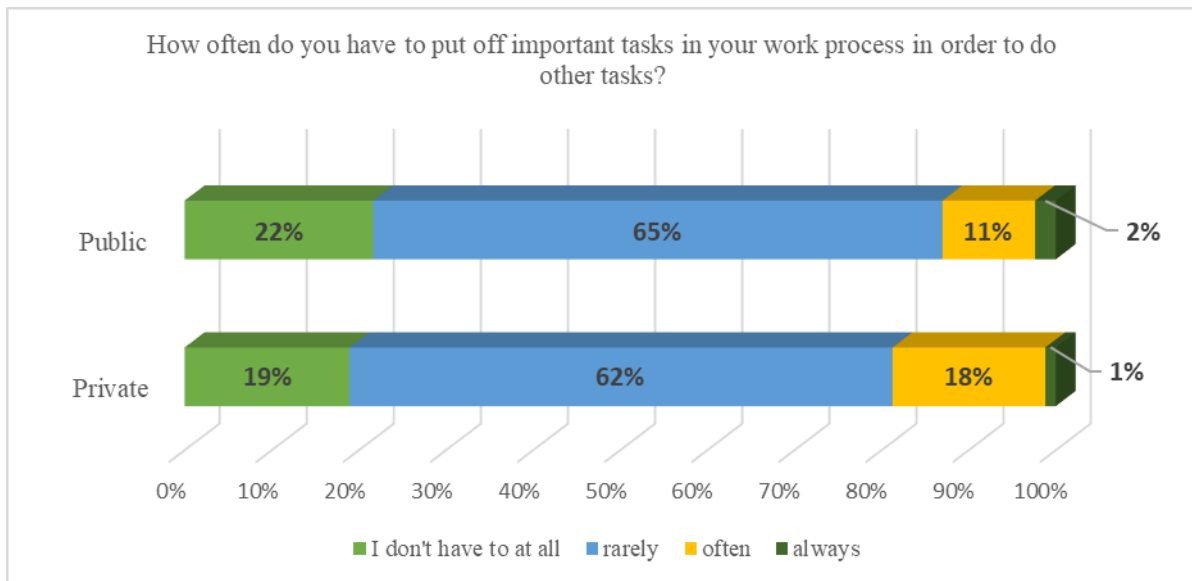


Figure 2. Distribution of employees' answers about the performance of tasks.

As this diagram shows, there are no significant variations between the public and private sector in this direction. However, it should be noted that in the public sector, the percentage of respondents who do not have to postpone important tasks due to other matters is relatively high. Accordingly, in the private sector, the share of respondents who often or always have to postpone important work due to other non-essential tasks is 6% higher. On the one hand, this may be due to the high frequency of change in the private sector, and on the other hand, it may partially indicate a less effective practice of planning and prioritizing work tasks.

Correct time management implies not only the correct distribution of priority and execution of work tasks, but also the distribution of work time in such a way that it is possible to perform planned tasks during working time. When asked how often you have to stay in the organization after the end of the working day, the answers were distributed as follows:

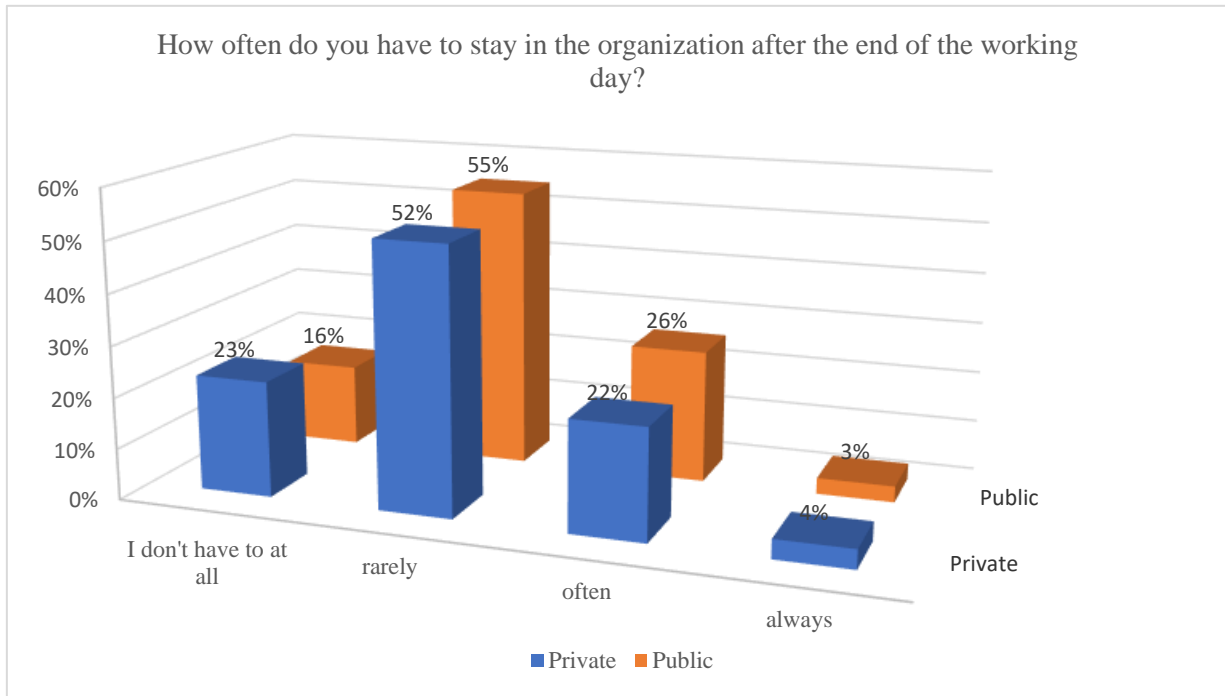


Figure 3. Distribution of employees' answers about the performance of tasks.

According to the research, the majority of respondents in both sectors have to stay at work after working hours only in exceptional cases, in case of urgent need. On average, 28% of the respondents often or always remain in non-working time in the organization, which may partly indicate that work time planning and the correct assessment of the priority of the tasks to be performed are not done.

Personal time management is a process that allows a person to make the best use of his or her time. The goal of time management is the correct planning of activities. This is achieved by prioritizing things. In order to make better use of time, you need to write down a list of daily tasks, prioritize them and find a helper in your work.

In order for your daily personal time plan to be effective, you must follow 5 rules when making it (Arkhangelsky, Lukashenko et al, 2012):

1. *Planning must have a written form.*
2. *Planning should be regular.*
3. *Priorities should be outlined in the plan.*
4. *The plan must be real, feasible.*
5. *Planning should be flexible.*

You should make a plan of daily affairs (tasks to be solved) in the following form:

Table 1. A plan of tasks to be solved every day.

	what are we doing?	What time do we do it?	performance marking (+, -)
1			
2			
3			
4			
5			
...			

Your daily plan is not a once-and-for-all approved schedule. As a result of changing situations, you can promptly make changes in it.

Prioritizing your tasks involves dividing them by two criteria:

1. The importance of the case.
2. Timeliness of work execution.

This can be implemented e. year with the Eisenhower matrix. According to the Eisenhower matrix, all cases should be divided into four categories according to "importance" and "timeliness".

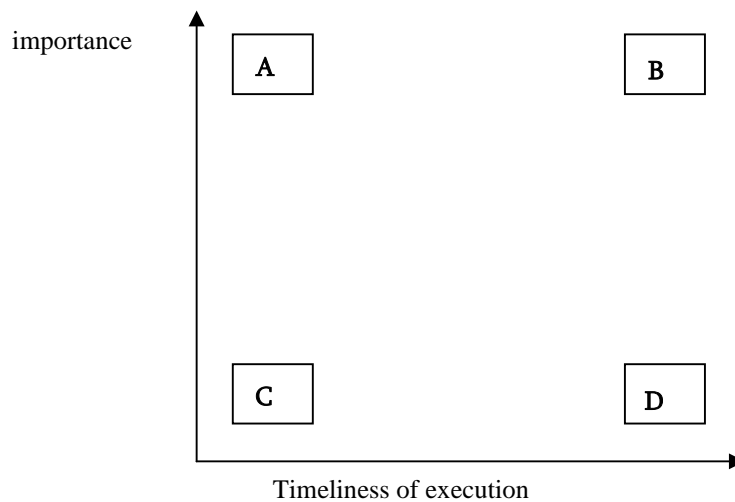


Figure 4. The Eisenhower matrix (Kharkheli, 2015).

Content of designations:

- "A" - important and urgent matters
- "B" - important, but non-urgent matters
- "C" - minor and non-urgent cases
- "D" - insignificant, but urgent matters

"A" category includes important and urgent cases. For example, if tomorrow you have to defend your bachelor's thesis and you have not studied the material yet, it is necessary to prepare it today. This matter is both important for you (because after defending the thesis you will receive a bachelor's degree) and urgent.

"B" category includes important but not urgent tasks. We sometimes postpone doing such things, despite their great importance. For example, if the defense of the bachelor's thesis is scheduled for June 20, we do not start preparing the material in January and February. Time passes, and the cases accumulated in the "B" category are transferred to the "A" category, and we begin to do them in commotion, because the day after tomorrow is June 20, and we have not learned the material yet.

"C" category includes minor cases (this category is also called "trash basket"). It includes our time sinks - computer games, Internet, phone calls, frequent breaks, smoking, talking about private topics, excessive communication, TV and many others. We often devote precious time to these activities, and then, when we can't do more important things, we wonder where we wasted our time. Time management specialists advise us to approach the above-mentioned activities according to the balance principle, that is, to do them when there is time left after doing important and urgent things.

"D" category includes minor but urgent cases. They are also called "sly tasks". They can make themselves seem important. People confuse the importance and timeliness of things. Category "D" cases take advantage of this and, one can say, deceive a person. At such a time, a person becomes complacent, rushes, and is in a chaotic state.

The advantages of the Eisenhower matrix are as follows (Kharkheli, 2015):

- Easy to use;
- gives the opportunity to reduce the number of minor cases;
- It helps us to quickly determine the priority of the cases.

The research we conducted was aimed at finding out which factors the respondents consider as obstacles to achieving the set goals. As the obtained results show, the majority of respondents associate unclear setting of goals as the main reason for not achieving the set goals. As it was revealed, the respondents associate failure in their activities with the improper formulation of goals, indeterminacy of priorities during activities, as a result of which they have to take on many things at once.

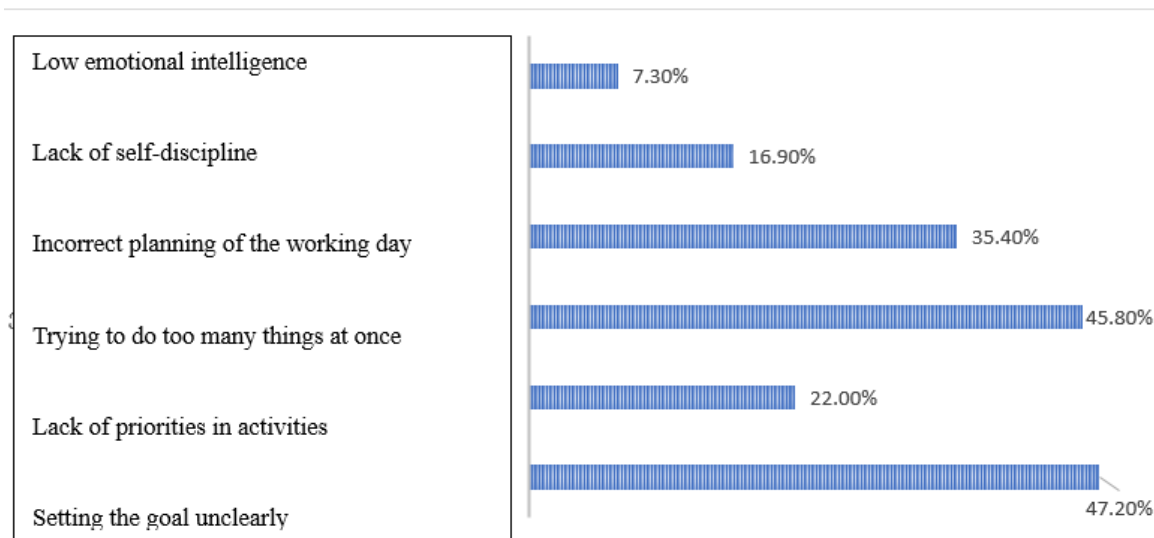


Figure 5. Identifying the factors hindering the achievement of the set goals.

As the research shows, for 7.3% of respondents, low emotional intelligence is an obstacle to achieving goals. A low capacity for emotions, self-awareness and management does not give them the opportunity to fully use their own abilities, which hinders the process of achieving the goals they set. Based on the hindering factors identified by the respondents, it can be concluded that in order to achieve the set goals, it is important to clearly formulate the goals, to arrange the tasks according to priority so that it is possible to concentrate on only one specific work task at a time. Considering the factors listed above will help plan the working day correctly and ultimately make it possible to achieve the set goals.

The most important of the periods of human personal time is the day. Start the day with a positive attitude, try to be happy about the arrival of a new day. The mood with which you start to solve the set tasks will have a great positive impact on this process. Be sure to factor in your fluctuating performance level into your day plan. Do not forget that its level changes during the day. We are all different, but there is a typical mental rhythm that most people share. To develop a natural work style, use the following description as a basis:

- The time before 10 o'clock in the morning is the culmination of surges of energy and working capacity in a person. This time is ideal for the most difficult tasks;
- 10:00 to 13:00 is a good time to do mental work, for example, to analyze digital material;
- Between 13:00 and 16:00, the human body begins to get a little tired. Therefore, use this time to connect with clients, to interact with suppliers and for various negotiations;
- From 16:00 pm to 19:00 there is less relaxation period. Use this time to do routine work, such as answering emails;
- The time from 19:00 to 22:00 is the best time for thinking and judgment. In this time, analyze what happened, or make a plan for the next day (week, month, year).

Activity and capacity resource management. According to the definition of the Russian language dictionary, the word "activity" is defined as energetic activity. According to Scientist N. Bernstein, it is a vital activity of the organism. The types of human activity are divided into 2 groups: the first refers to the structure of the person, and the second is related to the direction of the individual's activity. So, the resource of human activity is a combination of his personal characteristics and external conditions.

Resource of a person's work ability is the functional set of abilities of his organism, which is required to perform a specific job.

The level of working ability depends on a person's health, working conditions, age, work habits, motivation for work, individual characteristics of a person, etc.

The human activity resource is directly related to his work capacity resource; therefore, it is appropriate to combine these two resources into one resource - activity and work capacity resource, which represents the physical capabilities of the human body, his personal characteristics, and also those necessary for the effective performance of a specific job. a combination of environmental conditions.

For the rational organization of vitality, each person must evaluate their own resources in a complex manner and make the optimal decision for its management.

Activity and capacity resource management methodology includes three stages:

The first stage - evaluation of the existing potential of human activity and working capacity.

The second stage is the development of a physical training program appropriate to the state of human health. The training course is extended for a certain period of time subject to its further adjustment and control.

The third stage - control of results.

There are different methods of dosage of human physical training: they differ from each other in terms of volume, intensity, direction and method of execution. The method of training in physical education is the repeated performance of one or another movement following a certain methodical rule.

Human capacity for physical loads is not unlimited. A person can achieve high results with a great strain of effort, serious work on himself. But this result cannot be achieved by sports alone. This requires a balanced diet and living in a clean environment.

In order to speed up the restoration of the working capacity of the human body, it is necessary to use special food and pharmacological preparations. Among them are:

- *Vitamins;*
- *Immunomodulators;*
- *Adaptogens.*

Each person has a constantly changing physical, mental and intellectual state. As a result, human working capacity undergoes certain changes. This happens in the natural conditions of the rhythms. There are "morning persons" or "skylarks" and the "night persons" or "owls". The peak of their working capacity is at different hours of the day. "Morning type" people, the so-called " skylarks" have their peak working capacity in the first half of the day. "Night-type" people have the peak of working capacity in the second half of the day.

The resource of human working capacity can be restored by exercising the body, healthy food and rational organization of work and rest.

Energy, as the ability to work, comes from four main sources: body, emotions, mind and spirit. The energy in each of them can be expanded and renewed regularly by instituting specific rituals.

Body: Physical energy

Inadequate nutrition, poor exercise, sleep and rest patterns reduce people's basic energy levels, as well as their ability to concentrate and manage emotions. In order to renew physical energy, it is necessary to establish a certain ritual of sleep, rest and exercise. Thanks to such a regime, people will be able to concentrate on their work throughout the day. Another such ritual might be taking short but regular breaks at specific intervals during the workday. As research by Tony Schwartz and Kathryn McCarthy shows, taking short breaks during work hours to restore energy leads to increased performance.

The research we conducted was aimed at analyzing the sleep and rest mode of the respondents. The obtained results showed to some extent the self-management skills of the respondents in the direction of energy management. We asked the respondents about the statement - I don't sleep 7-8 hours regularly and I often wake up tired - to state their opinion, and the received answers are presented in the Fig. 6.

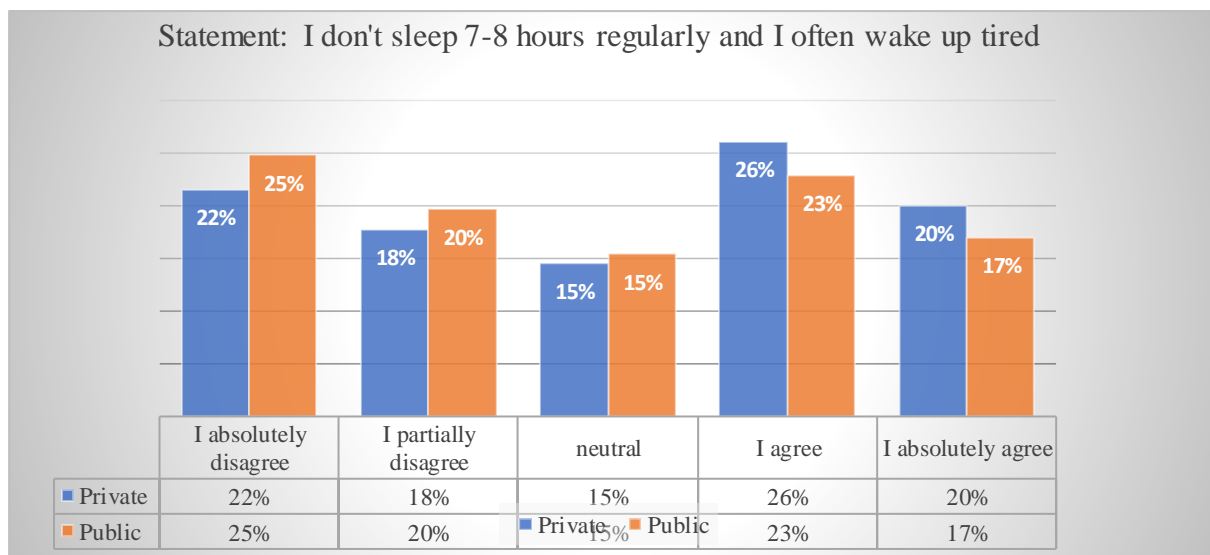


Figure 6. Evaluation of the ability of the respondents to manage their emotions.

As the resulting chart shows, the overall level of approval for the proposed statement is higher in the private sector (46%) than in the public sector (40%). Based on the results, targeted respondents may be needed in each sector to address sleep-related self-management issues. Employers can benefit from implementing policies and programs to encourage better sleep habits among employees. Reducing stress in the work environment may have a positive effect on the recovery and improvement of physical energy of employees, which ultimately has a positive impact on the quality of work performance.

Emotions: quality of energy

Regardless of external influences, people can improve their energy quality by controlling their emotions. To do this, they must first understand how they feel during the working day and how these emotions affect their performance. Most people work best when they feel positive energy. Operating in today's fast-paced environment presents major challenges. Faced with demands and challenges, people often fall into negative emotions, which cause them irritation and anxiety. Such mental states drain people's energy and make it impossible for them to work effectively.

It was interesting to learn how the respondents in the study were able to manage their emotions during the day. During the research of the mentioned issue, an important circumstance was revealed.

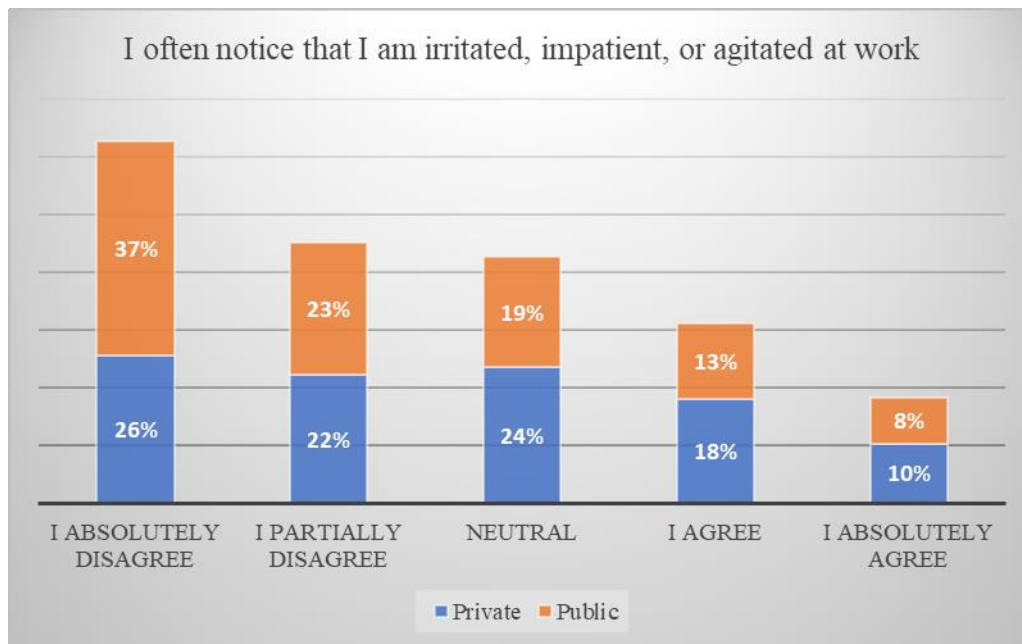


Figure 7. Evaluation of the ability of the respondents to manage their emotions.

Respondents to the statement - I often notice that I am irritated, impatient or agitated at work - had to state their position. The results presented in the diagram clearly indicate the differences between the private and public sector in this direction. As it turned out, employees in the private sector are more emotionally burdened and tired. In the public sector, 21% of respondents gave a positive response to this statement (13%+8%), while in the private sector, a similar figure is 38%. 60% of employees in the public sector did not agree with this opinion, while the same figure represents only 48% in the private sector. It can be thought that the working environment characteristic of the private sector and the complexity of the requirements for the employees have a negative impact on the psychological and emotional state of the employees and cause inefficiency during the work performance.

One of the ways to avoid and manage such a situation is to control one's emotions. The first stage of managing emotions is to identify and acknowledge the actions, attitudes, situations that cause negative emotions. Another powerful ritual that enhances positive emotions is expressing gratitude to others, a practice that is as beneficial to the giver as it is to the receiver.

According to our research, 18% of respondents in the public sector and 21% of respondents in the private sector do not often express gratitude to other people. These results once again demonstrate the fact that working in private structures is associated with certain difficulties for employees. At this time, it becomes valuable to support employees from the organization and to help them take certain steps in the direction of self-management.

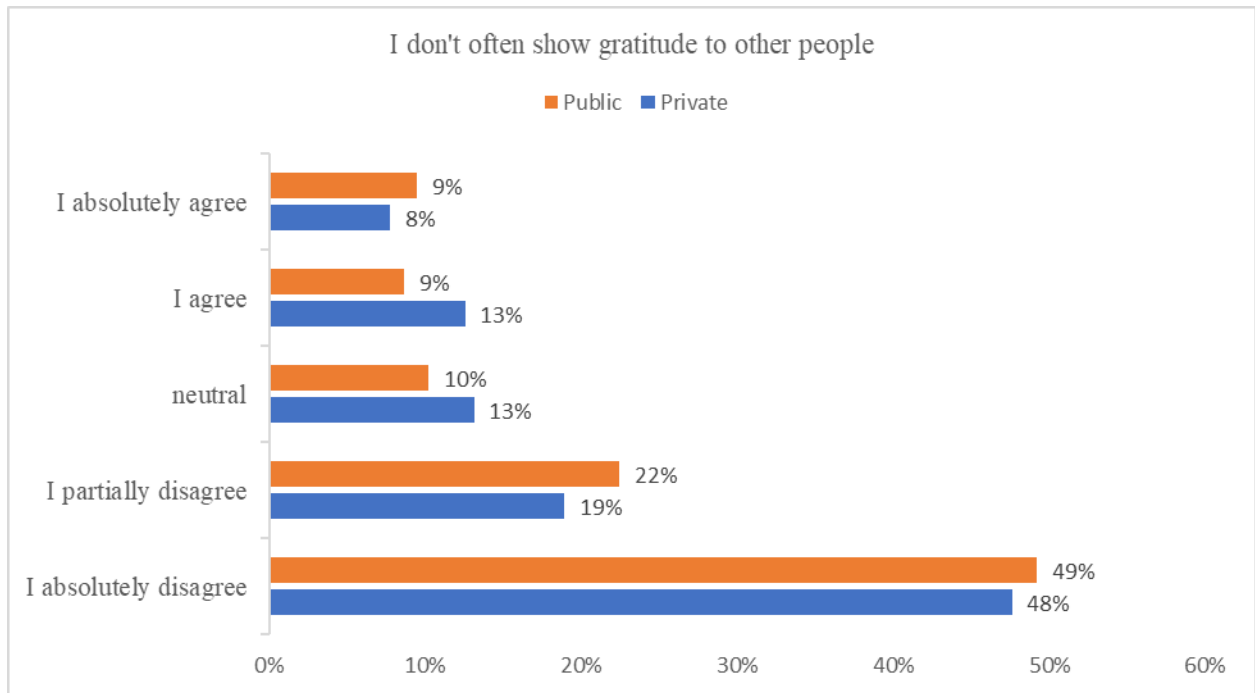


Figure 8. Evaluation of respondents' ability to express gratitude to other people.

The ability to perceive, understand, express and manage emotions, or emotional intelligence, occupies an important place in self-management. Self-awareness is also important in everyday life, because it is, to some extent, an evaluation criterion for us when making decisions. (Kharkheli and Morchiladze, 2018) The importance of emotional intelligence has become even more evident under the conditions of the pandemic. People faced new challenges, many of them experienced stress, lack of relationships during isolation and remote activities, as a result, the skills of managing their own emotions became especially valuable. The results of the research conducted by the Global Alliance in Management Education (CEMS) also confirm the importance of the role of emotional intelligence and its further increase during the pandemic period. (Vardiashvili, 2022)

Mind: Focus of energy

A temporary shift of attention from one task to another - for example, email. Answering mail or hanging up on a phone call - Increases the time required to complete the main task by 25%. This phenomenon is known as "switching time". Once people see how hard it is for them to concentrate, they can create rituals to reduce distractions.

The Human Spirit: The Energy of importance and purpose

If the work people are doing is truly important to them, they tend to feel more positive energy, focus better, and show more resilience. People use the word soul energy to refer to a situation where their daily work and activities are aligned with what they value most and what is most valuable and important to them. It is important to realize that paying attention to one's deepest needs has a profound effect on effectiveness and satisfaction. In order to increase the energy of the soul, people must first of all clarify their priorities, do what they do best, allocate time and energy according to priorities in the areas of their lives - work, family, health, service to others and, most importantly, live their own life. based on core values (Schwartz & McCarthy, 2007).

During the research, we asked the respondents to state their position regarding how satisfied they were with their work in the organization. According to both sectors of activity, the percentage of respondents who are not satisfied with their work is very small.

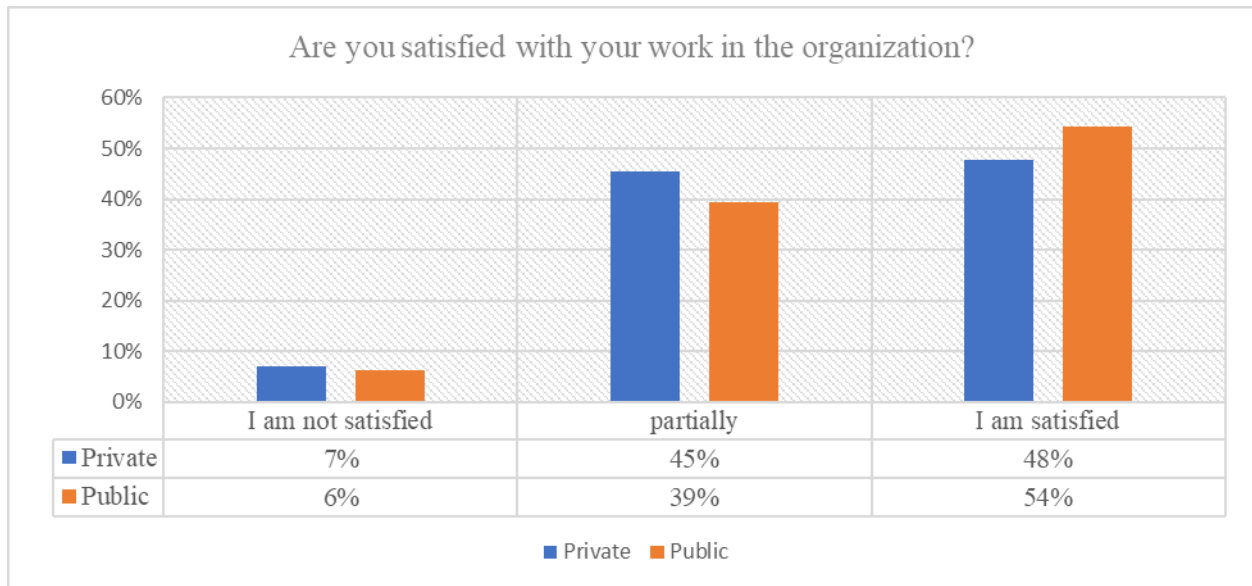


Figure 9. Evaluation of respondents' satisfaction with their own work.

According to both sectors, the majority of respondents are satisfied with their work, although there is a noticeable difference in the level of satisfaction in terms of the sectors themselves. In the public sector, 54% of the respondents are satisfied with their work in the organization, and 39% of the respondents are partially satisfied, while in the private sector the same indicators are 48% and 45%. These results indicate that respondents working in the public sector are more satisfied than in the private sector.

Based on the research, it is also clear that a large part of the respondents believe that they are doing important work for the development of the organization.

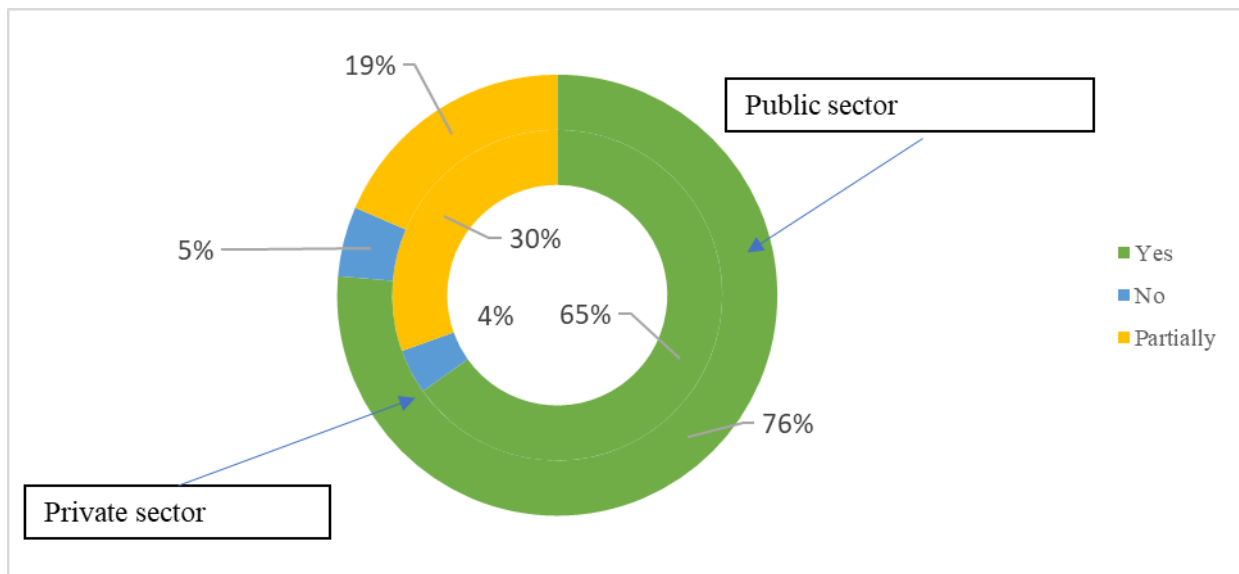


Figure 10. Respondents' assessment of the importance of their own activities.

In this case, the share of respondents who believe that they are doing important work for the development of the organization is higher in the public sector than in the private sector. The indicators we studied clearly indicate a relatively high level of satisfaction of employees in the public sector. In addition, we can think that people with a positive response to the mentioned question have higher job satisfaction and, therefore, work efficiency compared to people who do not perceive themselves as a valuable resource for the organization. Therefore, organizations should try to show employees their importance and role in the process of organizational activity, make them feel that they are doing valuable work for the organization, and as a result, expect to improve the working environment and increase the quality of work performance.

Solvency resource management. The most important aspect of self-management is the rational financial behavior of a person. Financial means provide human inner comfort. Without it, a person is unstable, he or she is

in an agitated state. Therefore, at some stage, people come to the conclusion that the money in their hands needs to be controlled. This can only be achieved through financial planning.

The management of personal financial funds is based on several principles of financial behavior.

Controlling all cash flows. This principle requires us to control the flow of all money that passes through our hands.

1. *Creation of savings.* It is desirable to always have a positive balance between own incomes and expenses. Incomes should exceed expenses. We must accumulate this "residue".
2. *Making investments.*
3. *Risk insurance.* If you insure your money, rest assured that no matter what happens, you will be reimbursed.
4. *Personal financial planning.*

The financial plan is drawn up according to planned and actual indicators. It reflects how much income we expect and from where, as well as how much we will need to spend. When planning the necessary financial resources or expenses, it is of great importance to allocate and arrange priorities in them. Personal finance planning specialists advise people to set goals first and then prioritize.

Some rules of personal finance management are also known:

1. *60% rule.* It was proposed by "MSN MONCY" consultant Richard Jenkins, according to this method we should divide the entire joint income into 5 parts:
 - Current expenses - 60% (this includes meals, transportation expenses, cosmetics, utility expenses, etc.);
 - Creation of pension savings – 10%;
 - Long-term large purchases and debt payments - 10% (this includes buying a car, a house, paying money for a mortgage);
 - Irregular expenses - 10% (this includes car repair expenses, medical expenses, gifts, etc.);
 - Entertainment expense - 10%.

During the market economy, the sources of personal income of a person are as follows (Ghudushauri, 2015):

- labor activity;
- entrepreneurial activity;
- Property;
- Personal assisted farming;
- Social (transfer) category income (pension, assistance, etc.);
- Other incomes.

Management of the person's education resource. Literacy is the basis of education. Education can be considered as an internal quality of a person, which develops under the influence of internal and external, objective and subjective factors. In this respect, human resources differ from each other. Human resource, which is distinguished by the constant updating of knowledge related to news, technologies, competence, ensures the introduction of innovative approaches in companies and increases competitiveness (Chokheli, Simple Model of Startup Management: Challenges and Key Factors of Success, 2023).

Education in the modern sense includes:

- Knowledge of information technologies and foreign languages;
- Knowledge and skills needed in a specific activity;
- Medical knowledge (for maintaining physical and mental health of a person);
- Knowledge of self-awareness and communication practices.

The elements of education - responsibility, the ability to acquire new knowledge, morality, etc., are at the same time the elements of literacy.

Culture is the highest manifestation of human education and professional competence. It is at the level of culture that human individuality is revealed. Scientists define culture in different ways. It includes human education and literacy, creative thinking, the ability to perceive and transform reality.

Knowledge is considered as a means of preserving, reproducing and developing culture, knowledge becomes capital. In developed countries, the capital invested in knowledge gives more profit compared to the one invested in production. Instead of the "right-wrong" criterion, the "useful - effective - non-harmful" criterion was put forward. It becomes quite clear that the future of society does not depend on the amount of knowledge, but on the level of culture and the ability of people to orient themselves in non-standard situations.

Post-classical education implies the ability to find and utilize such socio-economic, social-status and socio-psychological features in an individual, which will help him or her realize himself or herself and feel happy (in extreme cases, one will not be unhappy).

American university specialists have developed "teaching strategy rules", which are called "metacognition rules". These are:

1. While studying the material, look for meaning, as well as complex connections, try to restructure them.
2. Use strategies that will reduce the amount of material to remember.
3. There is no limit to the depth of information study.
4. In the process of learning, avoid various obstacles.
5. Set aside time for free thinking.
6. Use summaries and think about what is in it and what is not reflected (missed). Formulate questions that will help you answer while reading the text.
7. For self-testing, quote as many facts as possible from the material you read.
8. Take breaks while studying. It is better to spread 14 hours of study over a week (two hours a day, because it will be more useful for you than to study 14 hours a day).
9. Learn in parts. To develop a habit, break the habit into parts. First learn the first part and repeat it practically, then the second part and so on. This is more effective than learning an entire habit in theory and then practicing it in its entirety.
10. Look for methods of finding the result.
11. Separate tasks in the field of study.
12. If possible, break down complex tasks into multiple, simple, targeted and easily understood actions.
13. Use the well-known teaching method - SQ3R (Survey, Questions read, recite, review) - discuss the material, ask questions, read the material and tell. It should be understood as follows:
 - First step - review the material: skim for headings and quickly scan the material to understand its general content;
 - Second step - formulating one question for each topic of the material;
 - The third step - reading the text and trying to answer the questions asked during the reading;
 - The fourth step - answers to questions (retelling).
14. Reduce the load on your working memory (use rational technologies, for example, the technology of gradually increasing the complexity of tasks).
15. Maintain interest in the teaching process.
16. Keep active in the teaching process.
17. Generalize the habit of solving a specific task to solving different tasks. (Ghudushauri, 2015)

It is very important for a person to improve cognitive habits and skills. Among them are attention, memory, thinking and speech. Attention is a mandatory factor for the correct understanding and solution of the given task.

Attention contributes to successful studies as well as successful professional activities.

Memory is the basis of human abilities, a condition for acquiring knowledge, forming habits and skills. Without memory, neither an individual nor a social group can function normally.

Memory can be developed, trained, improved and its productivity increased. Memory productivity parameters are:

- *Volume;*
- *Speed;*
- *Accuracy;*
- *Duration;*
- *Readiness to memorize.*

The productivity of memorization is affected by *subjective* and *objective factors*.

Remember that productive memory ensures the completeness and development of a person's professional competencies.

Thinking is a highly generalized mental process, during which connections and relationships between perceived objects (events) are established. Thinking reveals what is not directly perceived by a person through the sense organs.

Through thinking, a person carries out the processes of analysis and generalization. Thinking is also needed for relationships with other people, for communication processes.

Thinking, like any cognitive process, can be developed. It requires some effort. Unlike the development of other habits, which take 2-15 years to form, the development of thinking is neither limited by time nor by results.

As for speech, it is the main means of communication of people. People of mental work spend most of their working time in meetings and discussions, so such people are obliged to possess a high culture of speech or rhetoric.

III. CONCLUSION

It goes without saying that balance at work, home, and in the personal environment is critical to self-confidence and control. However, achieving complete harmony in all three areas is rare. To manage life situations effectively, we must focus on self-development, including self-control. Self-management can help us manage time, work opportunities and activities, education and solvency resources. Time management is a critical aspect of self-management and it requires planning and goal setting. By setting precise goals, planning the day, focusing on the main tasks, establishing order, controlling our own affairs, we can effectively manage our time and increase the chances of success. Therefore, to achieve a healthy balance in life, it is necessary to develop effective self-management skills.

Analysis of self-management issues revealed interesting findings regarding procrastination of important tasks and the need to stay at work after work hours. The data showed that there were no significant differences between the public and private sectors regarding the frequency of postponing important tasks due to other issues. The majority of respondents from both sectors had to stay after hours only in cases of emergency. However, it was worrying that an average of 28% of respondents often or always had to stay at the organization during non-working hours. This finding indicates a potential lack of proper work time planning and accurate assessment of task priorities.

The findings indicate that the majority of respondents cite the uncertainty of goals as the main reason for failure to achieve goals. Therefore, it is crucial to clearly define goals and prioritize tasks to overcome identified obstacles. In addition, developing emotional intelligence skills can also help achieve goals by improving self-awareness and managing emotions. By incorporating these factors, individuals can effectively plan their workday, optimize their efforts, and ultimately achieve their goals.

In addition, the study shed light on how respondents manage their emotions throughout the day, revealing notable differences between the private and public sectors. Employees in the private sector reported higher levels of emotional strain and burnout, indicating that the work environment and demands placed on them may negatively affect their psychological well-being and work performance. It is crucial for organizations to support and assist employees in such an environment.

Expressing gratitude to others has been identified as a powerful ritual that enhances positive emotions. However, research has shown that a significant number of respondents in both the public and private sectors often do not express gratitude to others. These results highlight the difficulties faced by employees in private structures and highlight the need for organizational support and initiatives to facilitate self-management.

Research highlights the importance of self-management in solving challenges. Organizations should help employees take proactive steps toward self-management, which will ultimately help create a healthier and more productive work environment. Improving self-management skills, particularly in the areas of task prioritization, planning, and time allocation, is critical for individuals in both the public and private sectors. By implementing effective strategies and practices, such as better planning, prioritization, and optimizing work schedules, individuals can enhance their self-management capabilities and achieve their goals.

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