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«RIGHT MAN IN THE RIGHT PLACE» PRINCIPLE: METHODOLOGY OF IMPLEMENTATION

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Abstract: Every organization operates within a structured hierarchy of management roles, which is essential for effective leadership and decision-making. Successful management hinges on the critical principle of placing the «right man» in the «right position». This strategic alignment not only maximizes potential but also drives organizational success. It is crucial to appoint a specific individual who will take full responsibility for executing the task at hand. This ensures accountability and promotes the successful completion of the work. It is widely recognized that the selection of the «right man» is a purposeful decision made by a higher-ranking manager, ensuring that the best talent is placed in vital roles.

Failures in the organization's activities can be attributed to various economic and financial reasons. However, analysis clearly demonstrates that these issues are consistently interpreted through

the framework of the principle being examined. This perspective is crucial for understanding their implications and nuances. It is essential for the «right man» in the «right place» to quickly identify the problems that have arisen and find a solution.

In this context, the «right man» refers to the top performer of specific production functions. This is a fact that is beyond dispute. But in the postmodern era, proponents of this approach have been unfairly accused of applying meritocratic principles excessively. I mean, that some so-called «liberals» began to counter this principle by requesting «politically correct» preferences based on gender, race, sexual orientation, or minority group membership.

This is completely absurd and nothing more than the populist manipulation of globalist politicians. Indeed, the principle of «the right man in the right place» resembles a law of nature: the right position should be held by the top specialist in their field. And our research task is to understand the essence of this principle and effectively implement it.

Keywords: «right man», «right place», synergistic effect, self-knowledge of the «right man», making the «right» decision, leaving at the «right time», the 80/20 principle, artificial intelligence, useful tips, management aphorisms.

JEL code: M1

Research aims: to grasp the essence and expressions of the key principle of effective management: placing the «right man» in the «right place».

Research novelty: A careful examination of the logical framework supporting the principle of placing the «right man» in the «right role» highlights its significant impact and potential for

effective outcomes. Not only was a theoretical analysis carried out, but also some interesting cases were considered.

Introduction

The phrase «the right man in the right place» is often used in theoretical discussions about management as well as in conversations of practicing managers. It is regarded as one of the key principles for effective management. And this applies not only to the business sphere. In politics, historical events, and everyday life, we often see this principle at work, especially when looking *post factum*. We tend to explain a successful outcome (or, conversely, a failure) mainly by identifying the presence (or absence) of the «right man» in the «right place».

Essentially, any effective organization can be depicted as a pyramid, with this principle applied at every level. And the pyramid itself, from top to bottom, arises due to the fact that each higher-ranking manager (appointed to his place by his manager) puts the «right man» in the «right place» at his own discretion.

The paradox is that, while ensuring management effectiveness, this principle, on the one hand, demonstrates the transpersonal nature of this law, and on the other, reveals that its practical implementation is always influenced by the «human factor». This becomes especially evident when the correspondence between the «right man» and the «right place» is disrupted.

What is the underlying logic behind this formulation? And what does this mean in practice? How do we establish the existence of a synergistic relationship between an actor and a place, i.e., the arena of their activity? What criteria can precisely clarify this situation?

And what are the practical rules and recommendations for the most successful application of this principle?

Research results

A Logical Analysis of the Principle of «The Right Man in the Right Place»

It's important to recognize that there isn't a single «right man» who is perfect in every way or from every perspective. The term «right» is straightforward and does not need further explanation. Its use in expressions like «right answer», «right direction», «right name», and «right amount» is also clear and easy to understand.

How should we interpret the expression «the right place»? It does not refer to a physical location occupied by a specific person, such as a position or situation. Instead, the «right place» represents the area of responsibility for a person in a particular role, encompassing all the actions expected of them. For instance, if we consider a manager, the «right place» for them corresponds to their role and the associated tasks and responsibilities. For a doctor, it is his patient; for a teacher, it is his student; for a coach, it is his team. Here it is worth remembering the very essence of management work - getting things done by other people.

Therefore, the «rightness» of the «right man» can only be accurately assessed in relation to the «right place». The evaluation should consider how effectively they function together.

Let’s reiterate: when the right person is in a managerial position at a certain level within an organization, then the appropriate setting for them is among the group of employees whose work they organize and direct. The relationship between the manager and

their team is a form of interpersonal communication and is therefore influenced by the principle of synergy.

Synergy refers to the mutual relationship between two entities where their collaboration yields a result that is significantly greater than the sum of their individual abilities. This concept is often summarized by the equation: «1 + 1 = 3».

The synergistic effect doesn't occur spontaneously or automatically. The key factor is the «right man» – the manager. A manager must know how to effectively organize their management tasks with the team. In other words, they need to demonstrate in practice that they are well-suited for their role.

It is important to note that, in addition to the direct relationship and interaction between a manager and their team, two key processes contribute to strengthening the synergy of their collaborative efforts. Firstly, having the «right man» not only influences the task at hand but also uncovers new opportunities for more effective collaboration. Secondly, being in the «right environment» affects the individual engaged in the activity, thereby revealing new avenues for personal development (see Figure 1).

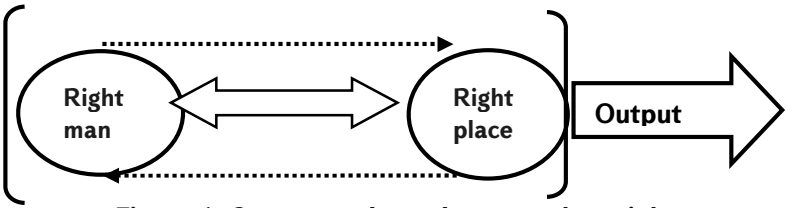


Figure 1. Correspondence between the «right man» and the «right place»

The concept of a correspondence between the «right man» and the «right place» always includes the influence of time. The

synergistic effect occurs only within a specific timeframe. Essentially, when we refer to the principle of «The Right Man in the Right Place», we are also considering the notion of «the right time».

There is no single «right man» for all times. It has been understood since ancient times that «everything flows, everything changes», meaning that the right person may no longer be suitable as time passes. Furthermore, there is a clear criterion that can help determine when this point of no return is reached: «Above every employee who doesn't seem to care about their work, there is usually a manager who doesn't care about them» (Simon Birkenhead 2021, 14).

The opposite phenomenon can occur when an inadequate manager leads an organized and effectively working team. Initially, the team may continue to perform successfully due to inertia, despite the manager's shortcomings.

The «wrong man» may, whether intentionally or not, begin to cause harm due to their inadequate actions. Therefore, the best solution is to remove them from the situation. This could happen in one of two ways: either they will recognize that they don't belong there and leave voluntarily, or a higher-ranking manager will intervene and take action to address the issue.

Becoming the «right man»

Let's agree that the «right man» refers primarily to a manager who excels at selecting the appropriate individual for a specific job. In other words, this manager effectively adheres to the principle of having «the right man in the right place» Choosing the right people for the right roles is essential for an effective manager. This skill is

crucial for fostering successful teamwork. It is impossible to become a true manager without developing this ability. «If you don't have the right people for the job, or you don't have an environment where they can thrive, then you're going to have problems» (Julie Zhuo 2019, 23).

This is the ultimate truth, which is why we find this advice in all management manuals for beginners. What does this actually mean in practical terms? What actions need to be taken? The author we cite suggests: «To manage people well, you must develop trusting relationships with them, understand their strengths and weaknesses (as well as your own), make good decisions about who should do what (including hiring and firing when necessary), and coach individuals to do their best» (Julie Zhuo 2019, 23).

It seems that everything has been accurately expressed again. Are a manager's actions alone enough to ensure compliance with a specific objective for the effective functioning of the entire system? What about the performers themselves? How do they respond to their leader's actions? Do they feel they are in the right place?

The answers to these questions should be found in how well a person understands themselves: their abilities, interests, desires, and goals.

Self-Knowledge of the «Right man»

The ancient saying from the Delphic Oracle, «Know thyself», effectively encapsulates the essential requirement for successfully implementing the principle of placing «the right man in the right place».

Self-knowledge is not an end in itself; rather, it serves as the foundation for making reasonable human decisions in the appropriate context – both at managerial and executive levels. It is this self-knowledge that underpins the guiding principle of life formulated by Jordan Peterson, which is stated as follows: «You are discovering who you are, and what you want, and what you are willing to do» (Jordan Peterson 2018, 110).

Self-knowledge is essential for an individual's professional self-determination. Before asserting their suitability for a particular role, such as a manager or coach, individuals should ask themselves a crucial question: Is this the right path for me? The simplest way to phrase this question is: «It's very important to ask yourself if you are wondering about the right thing» («The Art of Laziness» 2023, 53).

And here, the transition from a person's knowledge to understanding begins. One of the primary conditions was effectively proposed by Dale Carnegie: «Know the difference between the things you control, the things you can influence, and the things over which you have no control or influence» (Dale Carnegie 2011, 119).

Certainly, a mature person should be able to distinguish between the two. And if that proves challenging, you can recall the famous medieval prayer: «Lord, grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to always know the difference».

It would be wonderful if each of us followed this code of conduct. Unfortunately, this is far from true! In fact, the opposite is happening: «Frequently managers fail to be objective about their

own strengths and weakness, and put themselves into roles that they're not a click for» (Ray Dalio 2017, 407).

Insufficient self-awareness results in inflated self-esteem and diminished critical thinking. Thus, a long line of unsuitable individuals in key positions – inept managers, self-centered CEOs, and shortsighted leaders, among others.

Self-presentation and awareness of one's own responsibility as a «right man»

Not every manager is necessarily the «right man» for their role in managing people. A manager can be deemed suitable if they have a clear understanding of their role within the team and their responsibilities toward each team member. This concept is effectively articulated in the formulation proposed by Simon Birkenhead: «As a manager, you will be the most important person in the company so far as your team is concerned. You have the ability to influence their motivation and enjoyment, their learning and development, their effectiveness and productivity, and their schedule and workload. You'll control who they work with, the work they're asked to do, and the systems, culture, and environment within which they have to operate» (Simon Birkenhead 2021, 14).

A manager's awareness of the full scope of their responsibilities, a clear understanding of their role, and a desire to meet both the objective requirements of that role and the subjective expectations of their employees – all of these aspects are reflected in their behavior. Ultimately, a manager's actual behavior serves as their best form of self-presentation. As the saying goes: actions speak louder than words.

The same criteria apply to the actions of the «right man» in various positions of power, such as presidents, members of parliament, ministers, political party leaders, and government officials. However, unlike in the business world, where a group's economic performance can directly indicate whether their manager is suitable for their role, the situation in politics is much more complex.

A poorly performing manager typically either resigns after a realistic evaluation of their situation or is dismissed by a superior. In contrast, the political arena often allows failed leaders, incompetent managers, and arrogant figures to remain in power. It is no coincidence that in today's world, we witness a surge in populist rhetoric and significant spending on public relations management.

Making the «right» decision

Effective management decisions require the right individual at the helm. A sound solution should, first, accurately reflect the problematic situation - be it technological challenges, financial issues, interpersonal conflicts, or other difficulties - and, second, propose appropriate measures for resolution. Achieving this necessitates specific qualities, such as knowledge, experience, analytical thinking, determination, the ability to listen to employees' perspectives, and the willingness to learn from past mistakes.

A poignant definition captures the relationship between personality and decision-making: «The factors that determine our caliber as empowered decision-makers are self-esteem, courage, and honesty» (Chitra Jha, 2012, 116).

Let us revisit an example of making an exceptional management decision under extraordinary life circumstances. During the campaign against Persia in 325 BC, Alexander the Great's troops crossed a vast, waterless desert that stretched for 500 kilometers, enduring significant difficulties and suffering heavy losses. Of the 40,000 warriors, 15,000 died from thirst, snake bites, and the hardships of the journey. The people's spirit was broken. Any skirmish with the enemy would have been extremely dangerous. Alexander understood this and made a brilliant decision: he organized a triumphal procession. Who did they defeat? This harsh desert. They managed to survive in these inhumane conditions. The pain of loss faded; people recalled their achievements, uplifting their spirits and restoring their dignity and self-respect.

With this unexpected decision, Alexander demonstrated that he was not only a great strategist, but also a keen psychologist, and above all, that he was the «right man» in the «right place» at the «right time». So, Hans Altmann is absolutely right when, in his book «Highlights of the leadership», he lists Alexander’s decision among the greatest manifestations of the wisdom and will of a leader (Altmann 1993).

It should be said that Altmann gives another example of how Alexander makes the only possible right decision. This refers to the time when his troops were crossing the desert. One soldier was able to find some fresh water and brought it back in his helmet for his commander, showing great respect and care. However, what does Alexander do? In full view of everyone, he slowly pours the water onto the ground and states: «Too much for one, not enough for all».

The time factor is important

When making a management decision, timing is crucial. It's important not to rush into a decision without reason, but equally, there's no benefit in delaying it unnecessarily. Everything needs to occur at precisely the right moment. This principle can be summarized as the «golden rule» of decision-making: making the right decision at the right time.

Lee Iacocca emphasizes the importance of making timely decisions. A common mistake that young managers make is trying to gather 100 percent of the information they believe is necessary to make the perfect decision. However, by waiting too long, they often find that their decisions miss the mark, and implementing them becomes less effective or even counterproductive. Iacocca himself claims to make decisions based on 95 percent of the available information and advises other managers in his autograph book to adopt the same approach (Lee Iacocca, William Novak, 1986).

Another crucial factor in making the correct decision is the ongoing analysis of the results from implementing previous decisions.

The 80/20 Principle

This principle, known as the «Pareto Principle», was first described by Vilfredo Pareto. It suggests that in business, 20% of the effort produces 80% of the results, while the remaining 80% of the effort generates only 20% of the results. This concept can be observed in various situations: for example, 20% of investments account for 80% of purchases, and 20% of customers contribute to

80% of a store's revenue. Similarly, 80% of accidents are caused by 20% of drivers, and 20% of criminals are responsible for 80% of all crimes. Additionally, 20% of children achieve 80% of the available educational qualifications.

The 80/20 principle, often referred to as the «principle of least effort», is relevant to our discussion on the relationship between the «right man» and the «right place». According to this principle, a manager should focus on the 20% of employees who contribute to 80% of the overall effectiveness of the team's work. This approach emphasizes the importance of identifying and leveraging key contributors to maximize productivity.

The 80/20 principle is crucial when making management decisions. Understanding the five rules of decision-making developed by Richard Koch can be very helpful. These rules are: 1. «not many decisions are very important», 2. «the most important decisions are often those made only by default», 3. «gather 80 percent of the date and perform 80 percent of the relevant analyses in the first 20 percent of the time available, then make a decision 100 percent of the time and act decisively as if you were 100 percent confident that the decision is right». 4. «if what you have decided isn't working, change your mind early rather than late», 5. «when something is working well, double and redouble your bets» (Richard Koch 2017, 117–119).

We must remember that the 80/20 principle is merely a descriptive rule; thus, one cannot expect a logically flawless application of Koch's principles.

The Right Speech for the «Right Man»

Since ancient times, it has been known that words are the most effective means of controlling others. To effectively present a «right man», it's essential to engage in conversations with each staff member and listen to their opinions. His speech should clearly outline what needs to be done and why. Furthermore, it must convincingly convey that he trusts everyone and seeks their mutual trust.

Even the founder of scientific management, Frederick Winslow Taylor, who is considered a technocrat, demanded that managers have the ability to talk to workers.

«Correct speech» is fundamentally the formulation of a balanced, well-founded, and motivational program for the collaborative efforts of every employee team.

How can one construct an effective speech? Many useful tips exist, but it's hard to express them better than the famous Larry King did: «A simple rule of thumb works here: Talk to those who work for you the same way you want your boss to talk to you» (Larry King 1994, 118).

Leaving at the «Right Time»

Leaving on time means willingly giving up your power, position, authority, and privileges. It signifies departing with dignity.

Unfortunately, this situation is quite rare. Often, a person who initially fits well in their role creates a synergistic effect with the right environment. However, for various reasons, they may eventually outgrow that role but refuse to leave. When the «wrong man» occupies the «right place», it creates a problem. The primary

reason for this is the individual's reluctance to relinquish their power. In their struggle to maintain their position, they may violate laws, ethical standards, and even commit crimes. This pattern has been observed throughout history, often leading to a long line of dictators.

History has highlighted the rare individuals who, despite holding significant power and having a legitimate basis for their position as the «right man», felt it was time to step down. A classic example is the Roman Emperor Diocletian. As the sole ruler from 284 to 305 AD, he implemented important reforms and ruled so effectively that his reign is often referred to as the «golden age» of Rome. After twenty years in power, he voluntarily abdicated and peacefully transitioned authority to his successor. Following his abdication, he lived for six more years and declined offers to return to power. It is said that he took pride in the impressive cabbage he grew on his estate.

Another notable example from the 20th century is Nelson Mandela (1918–2013), who served as the President of South Africa from 1994 to 1999 and was awarded the Nobel Peace Prize in 1993. An anti-apartheid activist, Mandela spent 27 years in prison. Once he became president, he implemented significant socio-economic reforms and gained immense respect both in his own country and around the world. However, in 1999, he chose not to seek re-election. His reason? Mandela believed that his role as the undisputed leader of the party and the state was incompatible with genuine democracy, which is why he decided to step down: «A leader, especially with such a heavy responsibility, who has been returned unopposed, his first duty is to allay the concerns of his

colleagues in the leadership for them to be able to discuss freely, without fear, within the internal structure ofthe movement» (Nelson Mandela 2018, XV–XVI).

Artificial Intelligence vs. The «Right Man»

Humanity has entered the era of artificial intelligence, which offers many benefits but also presents significant dangers. This is why knowledgeable experts believe there are no fundamental technological limitations to creating increasingly powerful forms of intelligence. However, they also urge a realistic assessment of the situation: «When an artificial intelligence (AI) becomes better than humans at AI design so that it can recursively improve itself without human help, we may face an intelligence explosion that ultimately results in machines whose intelligence exceeds ours by more than ours exceeds that of snails. When that happens, we will need to ensure that the computers have goals aligned with ours. It's tempting to dismiss the notion of highly intelligent machines as mere science fiction, but this would be a mistake, and potentially our worst mistake ever» (Stephen Hawking 2022, 5).

However, relying solely on artificial intelligence for guidance in many decision-making situations can lead to mistakes. This approach shifts the responsibility for making the right decision from the individual to the machine.

This could refer to a manager at the moment of making a crucial strategic decision that significantly impacts the effective operation of their team. This could be a doctor who, when asked by a patient whether he really needs an operation, replies that, based on the tests conducted, the AI recommends performing it.

This is not how the «right man in the right place» acts. He understands that the responsibility for making decisions lies with him. He recognizes the quality of his role. He perfectly understands the qualitative difference between a machine and a human. He acknowledges the statement made by experts: «An AI is not sentient. It doesn't know what it doesn't know» (Henri Kissinger 2024, 81). He alone, as a human, undeniably possesses reflection, intuition, emotions, a worldview, value orientation, and most importantly, self-awareness, self-esteem, a sense of responsibility, and empathy.

Artificial intelligence, like any technology, is intended to assist humans. However, its relationship must be regulated by people and remain under their control. The danger will arise only when humanity, through laziness, carelessness, or imprudence, relinquishes its leading role and, above all, its responsibility for the use of ever-developing technological possibilities.

Conclusion

Our analysis examined the essential elements of the principle of «the right man in the right place». The effectiveness of this principle as a foundation for management is determined by the synergetic nature of the subject-object relationship. Understanding the importance of placing the «right man» in the «right place» is crucial for effective collaboration.

Let's explore the significance of this principle through specific examples and practical recommendations.

The Case of Themistocles

Themistocles (524–459 BC) was an ancient Greek statesman and military leader, recognized as one of the «founding fathers» of

Athenian democracy. He is best known for his role in the Battle of Salamis in 480 BC, where the Greek fleet achieved a significant victory over the much larger Persian fleet.

Eurybiades was appointed the commander of the combined Greek forces at the insistence of Sparta, an ally of Athens. Before the decisive battle, there were doubts about the chances of success; after all, the Persians had more than 1,000 ships, while the Greeks had only 400. Ultimately, a unanimous decision was made to retreat.

Only Themistocles spoke out against the decision, persuading others that there was a chance to defeat the enemy. This was a breach of military discipline. Eurybiades was so enraged that he even raised his stick to strike Themistocles. "Go ahead and hit me, but just listen to me," Themistocles shouted.

Eurybiades paused, prompting him and those around him to reflect. Before them stood not a young man, but a serious and experienced commander. He was willing to set aside his dignity, simply to ensure that he would be listened to attentively.

As a result, Themistocles' arguments were well understood, leading to a decision to engage in a general battle. The Greeks achieved a significant victory, largely due to Themistocles, the «right man» who prioritized the common good over his own personal interests.

The Lee Kuan Yew Case

Lee Kuan Yew (1923–2015) is a prime example of the principle of «the right man in the right place». He served as the first Prime

Minister of Singapore from 1959 to 1990 and is widely recognized as the architect of the «Singapore miracle».

Under his leadership, he transformed a developing country into a highly developed state, making Singapore one of the four Asian Tigers, alongside Hong Kong, South Korea, and Taiwan.

He assembled a strong team of skilled specialists, formed a government of like-minded individuals, and gained the trust of most citizens. The country welcomed foreign investment.

The country encouraged foreign investment, significantly decreased corruption, made considerable investments in education, fostered interethnic solidarity, and executed strategic economic development planning programs.

The great reformer's favorite saying is: «There is no other way to govern than to put the best man in the most difficult position».

The Lee Iacocca Case

Lee Iacocca (1924–2019) was a prominent engineer and executive at «Ford Motor Company» who developed the «Ford Mustang», «Continental Mark III», and «Ford Pinto». He enjoyed enormous authority and influence. Apparently, envy of him led company owner Henry Ford II to force Iacocca to resign, precisely on Iacocca's birthday. It was a terrible insult, an undeserved humiliation of a man who had worked for the company for 32 years and had done a lot for its prosperity.

Lee Iacocca was on the verge of suicide. But he overcame this, accepted the offer to head the Chrysler Corporation, and managed to revive it. In his Autobiography, Iacocca reflects extensively on that turning point in his life. His main conclusion is the following:

in moments of severe stress, it is best to engage in something useful – to transform negative personal experiences into powerful positive creative energy.

Ten useful tips

- ✓ «Having the right people in place will help you set the right priorities. And having the right priorities will help you choose the right people» (Lee Iacocca 2008, 23).
- ✓ «Things that succeed teach us little beyond the fact that they have been successful; things that fail provide incontrovertible evidence that the limits of design have been exceeded. Emulating success risks failure; studying failure increases our chances of success» (Henri Petroski 2018, 114).
- ✓ «Self-efficacy is the confidence to take on and devote the necessary effort to succeed at challenging tasks» (David Allen 2015, 283).
- ✓ «Developing rules from the top is a big mistake. When leaders rely on their gut instincts, they overemphasize recent events, build in their personal biases, and ignore data that doesn't fit with their preconceived notions» (Donald Sall 2016, 138).
- ✓ «If you're working a lot and still aren't achieving you goals, there is a high chance that you're avoiding the important things that need to be done instead of doing things that are't that important. The less important things are distracting you from doing the actual important things. This is a form of procrastination and by neglecting the essential things, you won't get the results you want» («The Art of Laziness» 2023, 78).

- ✓ «If you do the right things in the right way, you'll get the results you desire.... Decide what's right for you before you decide what's possible» (Brian Tracy 2021 112, 33).
- ✓ «In the day-to-day working atmospere, tell your employees how they're doing. Give clear instructions. If time is a factor, make sure they understand that, and give them a deadline. Encourage them to ask questions so you can be sure they understand. Be generous with your praise for good work» (Larry King, 1994, 119).
- ✓ «If the world you are seeing is not the world you want, therefore, it's time to examine your values. It's time to rid yourself of your current presuppositions. It's time to let go. It might even be time to sacrifice what you love best, so that you can become who you might become, instead of staying who you are» (Jordan Peterson 2018, 170).
- ✓ «Look for people who have lots of great questions. Smart people are the ones who ask the most thoughtful questions, as opposed to thinking they have all the answers. Great questions are a much better indicator of future success than great answers» (Ray Dalio 2017, 415).
- ✓ «A great manager can turn a group of mediocre individuals into a high-performing team; conversely, a bad manager can take a team of top employees and implode their performance, causing the stars among them to flee and the remainder to descend into a black hole of stress, frustration, and unhappiness» (Simon Birkenhead 2021, 14).

Ten management aphorisms by Pavel Taranov

- ✓ It is better for the place to be empty than for it to be occupied by an unsuitable employee.
- ✓ If you are surrounded by people who only say «yes», then either you are in the wrong place, or they are in the wrong place.
- ✓ Whenever there is a task to be done, there will always be someone available to do it.
- ✓ Focus on the worker, not the work!
- ✓ Those who cannot control themselves are unable to control others.
- ✓ When two individuals perform the same action, it doesn't guarantee they will achieve the same outcome.
- ✓ Focus on training and developing employees, while also selecting the most appropriate jobs for their skills and strengths.
- ✓ If multiple people are responsible for a calculation error, identifying the culprit becomes impossible.
- ✓ When you hire someone, you hire not just skillful hands or a smart head, but also a person, with their character, habits, and destiny.
- ✓ The best manager is someone with the common sense to choose the right people for the tasks at hand, and has the restraint not to interfere in their work during that time.

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«ՃԻՇՏ ՄԱՐԴԸ՝ ՃԻՇՏ ՏԵՂՈՒՄ» ՍԿԶԲՈՒՆՔԸ. ԻՐԱԿԱՆԱՑՄԱՆ ՄԵԹՈԴԱԲԱՆՈՒԹՅՈՒՆԸ

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Երևանի պետական համալսարան
փիլ. գիտ. դոկտոր, պրոֆեսոր

Բանալի բառեր – «ճիշտ մարդ», «ճիշտ տեղ», սիներգետիկ էֆեկտ, «ճիշտ մարդու» ինքնաճանաչումը, «ճիշտ» որոշման կայացումը, «ճիշտ ժամանակին» հեռանալ, «80/20» սկզբունքը, արհեստական ինտելեկտ, օգտակար խորհուրդներ, կառավարման աֆորիզմներ:

Ամեն մի կազմակերպություն գործում է կառավարչական դերերի աստիճանակարգման շրջանակներում: Բարեհաջող կառավարումը կախված է «ճիշտ մարդուն» «ճիշտ» տեղավորելու սկզբունքի գործադրումից: Կազմակերպության ձախողումները լինում են տնտեսական և ֆինանսական տարբեր պատճառներից: Այնուամենայնիվ, հատկապես «ճիշտ տեղում» գտնվող «ճիշտ մարդն» է ունակ և պատասխանատու արագորեն բացահայտելու առաջացած խնդիրները և գտնելու համապատասխան լուծում:

«Ճիշտ մարդու» անհրաժեշտությունն անվիճարկելի հրամայական է: Հետարդիականության դարաշրջանում այս սկզբունքի կողմնակիցներին անարդարացիորեն մեղադրել են մերիտոկրատական չափազանցության համար՝ պահանջելով այն գործադրել «քաղաքականապես կոռեկտ»՝ հիմնված սեռի, ռասայի, սեռական կողմնորոշման կամ ազգային փոքրամաս-

նությանը պատկանելության նախապատվություն տալու վրա: Սա անհեթեթություն է և ոչ այլ ինչ, քան գլոբալիստ քաղաքական գործիչների ամբոխահաճ ձեռնածության տեսակ:

Իրականում՝ «ճիշտ մարդը՝ ճիշտ տեղում» սկզբունքը նման է բնության օրենքի. ճիշտ պաշտոնը պետք է զբաղեցնի ոլորտի լավագույն մասնագետը: Իսկ մեր հետազոտական խնդիրն է հասկանալ սկզբունքի էությունը և արդյունավետորեն գործադրել, ինչին էլ հենց նվիրված է սույն հոդվածը:

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