

## THE IMPACT OF THE MANAGER'S PERSONAL DEVELOPMENT ON MANAGERIAL PRACTICES: METHODOLOGICAL APPROACHES AND CASE STUDY

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### ABSTRACT

*Contemporary society, in continuous transformation, requires school organizations to reconfigure the role and status of the school manager. Today, the manager must no longer be the one who holds the information, but on the contrary, he must open up, share the space for decisions, empower, inspire confidence and be able to increase the involvement of his employees in order to achieve performance. To do this, he must acquire new competences in the personal sphere. The manager who is involved in a process of personal development, researches himself the means to acquire a better self-awareness, makes an in-depth reflection on himself, his values, his personal goals, his relationships with other members of the organization, harmonizes them with those of employees and of the organization. For the manager, self-awareness is the fundamental factor of his future performance and that of the organization. He must be able to take a realistic and critical view of his own dispositions, resources, motivations and beliefs. This deep knowledge of himself will allow him to increase his positive influence on his teams and his environment, to manage change and resistance to change. The methodology of the present study consisted of rigorous analysis of the literature and empirical research based on questionnaire survey. The main conclusions of the study refer to the degree of involvement in the personal development process of the manager which is reflected on their managerial practices.*

**KEYWORDS:** *self-awareness, personal development, leadership, school organization, organizational change.*

### 1. INTRODUCTION

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