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MODELLING OF THE KEY AREAS OF POSITIVE ORGANIZATIONAL POTENTIAL AS A MANIFESTATION OF POSITIVE MANAGEMENT PARADIGM OPERATIONALIZATION

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ABSTRACT

Positive Organizational Potential (POP) is defined as a specific state and configuration of organization's resources which support shaping positive organizational culture and positive organizational climate, which in turn stimulate people commitment to activity directed at a development of the whole organization. Within the POP some resources and their specific deposits have significant importance for the whole POP system and for its final result – development of the organization. They may be called Key Areas of POP (KAPOP). In the paper – on the basis of empirical research outcome – KAPOP were identified, as well as their desirable states, from the point of view of organization's development, have been described. The paradigm of positive management leads to such states and development.

ARTICLE INFO

INTRODUCTION

The deliberations included in this paper are based on three arguments which emphasize the circumstances which are the key to success of any organization.

1. The general (universal) objective of organization management is to make all the stakeholders of the organization, and especially the internal stakeholders (owners, top and middle management and workers) contribute to success of the organization.

2. The prerequisite for the full contribution and triggering the resulting synergy is the willingness of the stakeholders to get involved in the implementation of tasks performed in the organization.

3. Such willingness is stimulated and accelerated by previous formation of the Positive Organizational Potential.

These arguments arise from the theory of scientific management "in general" and "in particular" from its behavioral trend, the current renaissance of which is strongly confirmed by the practice of social and economic life in the Western World[1].

Positive Organizational Potential (POP) consists of such states, levels and configurations of the organizational resources that stimulate positive organizational culture (poc) and positive organizational climate (pocl), which in turn stimulates the growth-oriented behavior of people who are its members (Stankiewicz 2010). The adjective "positive" stresses the fact that norms and cultural values and the subjective feelings of people related to their work environment liberate "good" emotions and bring satisfaction, a sense of psychological comfort and contentment. Such mental states, especially when they become fixed through continuous experience, generate positive energy in people, which translates into motivation, creativity, even devoting oneself to a common cause, for example, to the development of an organization (Fredrickson 2003). The dependencies described can be illustrated by a simple graph.
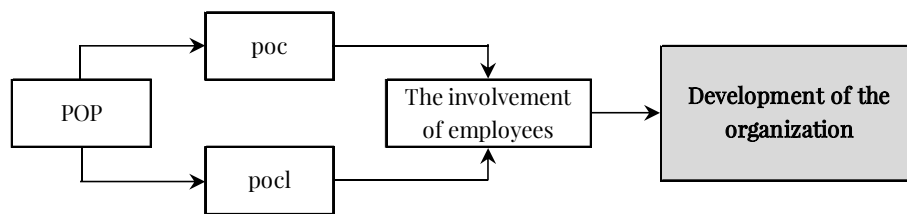

Figure 1. The cause–and–effect relations between POP, poc, pocl, involvement of workers and development of the organization
Source: own study.

Positive Organizational Potential, which serves as the initial and basic link for the whole chain, is not a general structure of resources held by the organization, but the structure which is suitably shaped so that the resources could have the capacity for stimulation of a positive culture and positive environment. What do these capacities consist in and what methods and management tools can be used to shape them? - the answers to these questions are being sought in this paper. The research is based on the results of two successive projects (MNiSzW – No. N N115280034 and NCN – No. DEC-2011/01/B/HS4/00835), carried out by a team led by the author in the period of, respectively: 2008 – 2010 and 2011 – 2013.

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[1] The behavioral trend is not limited to management, but in the modern world it also penetrates deep into the theory of economics and even finance - author's note.

CHARACTERISTICS OF RESOURCE GROUPS CONSTITUTING THE BUILDING MATERIAL FOR THE POSITIVE ORGANIZATIONAL POTENTIAL

The concept of resources needs some clarification at this point. This is due to the fact that in the colloquial meaning, which is unfortunately often used by many "experts" who often appear in the media, resources are identified mainly with material property (money, raw materials, land, technical infrastructure, etc.). Such limitation of the designations of the term "resources" is not very useful for the clarification of issues related to dynamic processes, and yet these are the real core of organizational management. Therefore, the deliberations conducted here are based on the classical meaning of resources for the management, the prototype of which was the concept of the British economist Edith T. Penrose, according to which the resources include not only the physical equipment of the companies, but rather the ability to use this equipment in the process of value creation. This would ultimately lead to the situation when also those elements which affect these skills are included among the resources, for example competencies, relationships, systems and processes (Penrose 1997). Therefore, all the elements which are the disposal of the organization and can affect its results will be referred to as resources in this paper (Stankiewicz 2005).

In order to characterize the resources that serve as the Positive Organizational Potential, the resources must be grouped into 9 subsystems "covering" the field of objects, processes and phenomena that may affect the way the organization functions. At the same time, it is necessary to discuss the main features of these resource groups that are going to result in a positive impact on the organization, which will take place as a result of crystallization of a positive culture and positive organizational climate. The resource groups defined in this manner are:

- **material resources**. Characterized by: access to capital, access to collections of knowledge and information, efficiency of technical equipment, complete equipment of workstations, ergonomic of workstations, efficiency of logistics infrastructure, attractive social infrastructure, attractive terms of insurance and medical benefits for employees, attractive offer of recreational bonuses[2];
- **strategy**. Should be characterized by: ambitious, honest arguments and communication of strategic objectives to employees, taking into account the interests and opinions of employees, clearly defined tasks and responsibilities, precisely defined stages of project implementation, their time limits and measurement of effects, full and objective information about the progress of implementation:
- **structure**. It should be characterized by: adequacy of strategy, flexibility, possibility of free selection of project teams, efficient communication channels, optimal formalization and hierarchy, transparency understandable for all the stakeholders;
- **human resources management**. Characterized by: recruitment process is based on the content-related criteria and creates the sense of 'prestige' of working in a given organization; promotions and attractive job positions are first offered to the organization employees, who are assessed according to clear and transparent rules, ZERO nepotism, systems and training methods provide real development of

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[2] Efficiency is understood here in praxeological sense, as the combined occurrence of efficiency, advantage and economy (Zieleniewski 1969).

competencies and personalities and incorporate themes reported by the staff, motivation systems are mainly based on awards and then on sanctions, evaluation criteria are clearly defined and communicated, feedback is provided on all issues raised by the employees;

- **decisions.** Decision-making processes take place in a manner to ensure: opportunities of direct contacts with superiors, clear and consistent system of "pre-decision" consultations and discussions, sincere reasoning behind the decisions made, delegation of powers (empowerment), dominance - in the set of roles performed by managers - the role of a coach and a promoter, management by objectives;
- **control.** It is characterized by the following features: its main objective is to obtain information to improve the object of control; clear, measurable, transparent and consistently applied criteria are used, there is a possibility of appeal against the result obtained, it is associated with the systems of motivation, promotion and training, provides for a wide personal and objective scope of self-control;
- **innovation activities.** It is characterized by: the rights and benefits for actual founders and authors of innovation, attractive remuneration systems for innovators, taking account of an innovative behavior in the employee assessment systems, promotion and support of pro-innovation attitudes, tolerance for risk and potential failures and errors in innovation activities;
- **integration and identification with the organization.** It is characterized by: a strong and prestigious brand of a company and an offer it presents, high reputation of a company, attractive mission statement and a clear vision of the company's development, providing the employees with access to information they would like to have on their company and its situation, use of joint responsibility and trust trainings, attractive integration events taking into account the expectations of employees and other stakeholders, providing support to individuals in difficult situations, including psychological help;
- **power.** People in authority (top management and middle management) are characterized by: responsibility, determination, broad horizons and the forward-looking ability, courage, empathy, ability to inspire others, ability to exercise influence, they establish confidence and are able to be recognized as an authority by the subordinates.

The resource groups with the characteristics provided together correspond to the definitional characteristics of Positive Organizational Potential[3]. Its crystallization/formation allows for the construction of two further links in the chain of positive management of the organization: positive culture and positive organizational climate.

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[3] The paper presents in a synthetic manner only the characteristics of each resource group, the presence of which is necessary to build POP. 76 elementary components of POP have been enumerated in the empirical study on these issues. They cannot be fully presented here due to the limited volume of this paper. See more (Stankiewicz 2010).

THE VALUES THAT CHARACTERIZE A POSITIVE ORGANIZATIONAL CULTURE
AND POSITIVE ORGANIZATIONAL CLIMATE

The essence of positive organizational culture is expressed in a specific system of values
jointly shared by all members of the organization. The specificity is based on several
assumptions about human nature, such as (Glińska-Neweś 2010):
- pursuit of happiness,
- the desire to stand out "in plus",
- the need to leave "something behind" (well-perceived legacy), for which creative
  energy is needed,
- and the need to feel "positive emotions" in own environment.

Based on these assumptions, a list of cultural values can be enumerated, which will
be a "driving force" in the process of stimulating the involvement of people in the activi-
ties within the organization to which they belong. This list includes 18 elementary val-
ues, which are as follows: responsibility, creativity, adaptability, honesty, trust, proac-
tiveness, cooperation, fairness, openness, rationality, respect for others, respect for
truth, courage, loyalty, excellence, dependability (i.e. adherence to commitments ac-
cepted for oneself), respect for the tradition of the organization, nobility[4]. A key condi-
tion for the crystallization of such cultural values is - according to the Positive Theory of
Management presented in this article - pre-configuration of the organization's re-
sources to make them fulfill the definition of POP characteristics, as described in the
previous section
Organizational culture is deeply embedded in the permanent memory of people, as
its roots lie in the long lived experiences. It is complemented by the organizational cli-
mate, which is also a "more direct" stimulus of people's behavior and is reflected in the
way in which people perceive the organization they belong to. While culture is reflected
primarily in shared values and attitudes, climate is reflected in the behavior exhibited
(Denison 1996). A significant feature of the organizational climate are the "views of vi-
sion" assumed by people who perceive their own organization. Those views are associ-
ated with six dimensions of an organization, namely (Kalińska 2010):
- organizational clarity (are there: clear objectives, clear culture, transparent struc-
  tures, clearly defined expectations, unambiguous evaluation criteria, explicit
  procedures?);
- methods of rewarding (are the earnings satisfactory, do effort and commitment
  gain recognition, are the results fairly evaluated?);
- standards applicable in the organization (are there opportunities for: using one's
  interests and develop talents, self-realization and progress in the development,
  receiving support in pursuit of excellence, receiving feedback, is the work per-

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[4] The list of basic values of a positive organizational culture has been established as a result of
research conducted within the project of MNiSzW No. N N115 28 0034 titled: „Pozytywny Poten-
cjał Organizacji jako kluczowy czynnik rozwoju przedsiębiorstw. Uwarunkowania i sposoby po-
budzania oraz wykorzystywania Pozytywnego Potencjału Organizacji w zarządzaniu przedsię-
biorstwami funkcjonującymi w Polsce." The project implemented by a team of scientists of the
Faculty of Economics and Management of UMK University in Toruń in the period of 2008 – 2010.

formed interesting, does it allows to achieve reconciliation between professional and private life, are the superiors competent?);

- degree of flexibility (is there a freedom of creative problem solving, submitting innovative ideas, are there no various bureaucratic barriers for personal development and for an individualistic approach to the implementation of tasks?);
- degree of one's responsibility (can you feel some significant autonomy and independence, can you influence the course of events, does the organization accepts the risk-taking?);
- involvement in a team (can you be proud of your organization, do you have friendly emotions for your colleagues, do you work with people with whom you can achieve a lot, do you feel solidarity and integration within the team, you can count on the support of the organization in case of personal problems?).

The "YES" answer to the questions concerning individual dimensions will legitimize the positive nature of the organizational climate, which along with the positive organizational culture creates favorable conditions for the involvement of people in the activities performed in the organization, and ultimately stimulate development of the organization, manifesting itself in growth, quality processes and products, innovation, productivity, competitiveness and efficiency. For this to happen, the right "soil" is needed for the positive culture and positive climate, and this role is performed by the Positive Organizational Potential.

KEY AREAS OF POP IN THE PROCESS OF CREATING POP AND DEVELOPMENT-ORIENTED EMPLOYEE BEHAVIOR

In the process of inspiring and ongoing stimulation of pro-development attitudes and behavior of members of the organization, the core role, as it was mentioned before, is played by the Positive Organizational Potential, namely the right configuration of some of its assets. But this configuration is not obtained "out of nowhere". For it to occur and then function as POP, some of its elements, or rather a group of elements, must be formed (shaped) earlier, constituting some kind of "subsystems" throughout the POP system, which, being the elements of the system, control this system as a whole, just like the brain which is an element of the body and controls the body as a whole. The proper name for such subsystems, although probably not fully perfect, is the term: Key Areas of the Positive Organizational Potential (KAPOP). On the basis of studies carried out, the point can be formulated that the key areas are: corporate governance, top management, middle management, trust, interpersonal relations, talent management, language of communication, civic attitudes and social responsibility of an organization[5].

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[5] The key areas of POP have been identified as a result of research carried out under the NCN project, decision number: DEC – 2011/01/B/HS4/00835, titled.: *Strategiczne zarządzanie kluczowymi obszarami pozytywnego potencjału organizacji – uwarunkowania, sposoby i modele rekomendowane dla przedsiębiorstw funkcjonujących w Polsce.* The research conducted by a team of scientists of the Nicolaus Copernicus University (UMK) working under the direction of the author in the period of 2011-2013. See more: Stankiewicz (2013).

First seven of these areas play explicitly active and causative role in the development of the entire POP, the latter two are passive areas in a sense, as they are usually visible only when the whole POP system is already there, therefore they serve as its manifestation, and at the same time - through their characteristic features - they contribute to the formation of a positive climate by strengthening its impact (along with the positive culture) on the positive, pro-development behavior of the employees.

Corporate Governance (ownership supervision) is associated with the network of relations between the shareholders / partners / owners of an organization (if it has the form of a company) and other stakeholders and the governing body. In institutional terms, these are the relations between the body representing the owners and the relevant stakeholders (in the company - the Supervisory Board) and the governing body (in the company - the Management Board). The supervision should - generally speaking - encourage the professional management and managers to achieve objectives the implementation of which is in the interests of owners and other stakeholders (Blowfield 2008). In particular, the appropriate supervision, from the perspective of POP, has the following features:

- is not only retrospective but also prospective, future-oriented (Jeżak 2010),
- actively cooperates with stakeholders, aiming to create common values,
- carries out a transparent and reliable information policy towards stakeholders,
- is competent in terms of the issues covered,
- objectively assesses the company management authorities using the criteria which are relevant to its long-term development goals.

Top management is usually associated with the leader of the entire organization, typically the Chairman of the Board (in the organizations of the SME sector is can be and often is the owner). The scope of its powers, duties and responsibilities is defined by the relevant general legal acts and internal regulations within the organization. In particular, the leader that is suitable in terms of POP should:

- honestly and sincerely cooperate with the authorities of corporate governance,
- be competent in the matters to be decided,
- be able to direct the subordinate employees in accordance with their capacity and stimulate them intellectually, and to be oriented at their satisfaction
- inspire the employees and stakeholders with its vision of organizational development,
- be charismatic and responsible,
- inspire confidence in employees and other stakeholders,
- objectively and fairly evaluate people,
- engage in what they do and give an example of commitment to others,
- set an example of integrity and ethics.

Middle managements is often a "bottleneck" in the process of implementation of the organizational strategy Huy (2011). The main features of the managers suitable for building POP should be:

- are able to be the leaders for the teams under their management,
- are able to coordinate and create proper relations between subordinates,
- are able to act as a coach,
- support the initiative and creativity of subordinates,

- can accurately communicate and disaggregate the strategy of the entire organization in a manner adequate for the unit managed,
- objectively and fairly evaluate subordinates,
- deserve the trust of subordinates and superiors,
- are competent in terms of the issues covered, which they can justify,
- strive for self-development and upgrading of own skills by providing an example for subordinates in this regard,
- skillfully manage conflicts (counteract destructive ones, create constructive ones).

Trust is the key to any relationships that constitute an important and, as the experts of the subject claim - fundamental collection of resources and assets of each community and organization (Sztompka 2007). The effects of trust which are of particular importance for building POP are based on the following factors:
- employees can be open and honest and they can acknowledge their own mistakes without the fear of unfair consequences,
- employees are willing to share their knowledge and communicate innovative ideas,
- employees act fair even when they compete with each other,
- superiors can delegate their powers without concern,
- top-down decisions do not create resistance in workers,
- in many cases, the processes of control can be substituted with self-control, which reduces management costs (Barney 2007).

Interpersonal relations determine mutual relationship between the organization members, as well as between them and those outside the institution. In many cases they derive from the level of trust, however, on their own they are also a significant (key) area of POP. They can be considered in three aspects (Kase, J. Paauwe, N. Zupan 2009):
- structural aspect - when it comes to the characteristics of ties between the parties – those which are typical of POP have high intensity of direct contacts;
- affective aspect - when the strength of emotions between the parties is important – the relations which are typical of POP will show kindness, willingness to make mutual concessions and even sacrifices and, certainly, a mutual trust;
- cognitive aspect - when evaluation is made on the degree to which the parties know each other - the relations suitable for POP include these where the parties know a lot about themselves, accurately assess their capabilities, motives, share common goals, objectives, and even values. In other words, the understand each other and feel good in each other's company.

Talent management is a contemporary challenge faced by each organization (especially by the enterprises - which results from the increasing intensity of competition and the role of innovation - i.e. the contribution of talented people into the creation of competitive advantage). Without entering into a debate on the definitional and technical aspects of talent management, it should be noted that higher saturation of talented personnel in an organization creates not only a greater chance for innovation, but also more positive emotions which are usually brought and promoted by talented, optimistic people, who instill optimism in their surroundings (Bieniok 2011). However, optimism is conditioned by success, and not by stagnation or failure. Therefore, an important part

of talent management is to create the conditions for success. Such conditions are based on a strategy focused on continuous innovation, development, activity, overtaking the competition. Such a strategy requires creative problem solving, which for talented people is both a necessary condition for developing their talents and a desirable, "long-waited" adventure, the lack of which can cause (in truly talented persons) the willingness to look for work which gives a chance to face new challenges, in other organization. Therefore, talent management must be closely correlated, incorporated and taken into account in the development strategy of the organization. Proper management of talent – seen as a key area of POP – is one that accurately identifies, effectively acquires, retains and uses talents, giving them an opportunity for continuous development not only through the standard systems of employee competencies development (training, coaching, etc.), but mainly by creating conditions for continuous facing with new, demanding creative solutions, challenges (Michaels, Handfield-Jones, Axelrod 2001).

The **language of communication** is, for obvious reasons, an essential element of any organization, without which none of them could operate at all. It does not matter in this case what national language is used, but the communicativeness of the language used is significant. The task of the language is the management is the transfer of information, but also the transfer of emotions related to the merits of the cases which that information relates to. The appropriate language from the perspective of POP building must take both of these into consideration. Then:

- communication system provides information to all positions that need it and ensures the transmission of feedback,
- the content of information is clear and timely communicated,
- those who communicate information can foresee the emotions of audience and include them in their manner of communication,
- where possible, the priority is given to direct communication, including face to face communication.

Of course, the language used must be clear, i.e. the contents of the message conveyed should be understood by the recipient as it was expected by the sender. This simple and seemingly obvious rule is no longer obvious in practice, which stems not only from the fact that the language used in an organization can be not the native language of the parties to the communication process (e.g. English language prevailing in business).Another reason is a different level of knowledge of the native language of the communication participants, due to different levels of education, experiences and individual characteristics of the individuals (Neeley 2012). Therefore, it is important for the message sender to use the language adapted to the perceptive abilities of the recipient. This simple requirement, however, is a *conditio sine qua non* for the effectiveness of communication in general. Its fulfillment depends primarily on the mutual willingness to cooperate, while their stimulation is one of the fundamental objectives and effects of the Positive Organizational Potential.

Civic attitudes are specific manifestation of patriotism reduced to the organizational space. And just like patriotism, they are manifested in the willingness to give more to the organization than required by formal duties. At the same time, these acts of "giving more" (creativity, ideas, time, effort, mutual assistance, etc.) are regarded as something normal, daily, demonstrated, and not only for some special occasion or in

some special circumstances. Such attitudes are also the building material and a manifestation of unselfish identification with an organization, high identity of the organization. It evokes a sense of community and belonging in people, which constitutes a good subsoil for the satisfaction of being a member of this particular organization. In turn, this state promotes the behavior that regarded as "internally" needed, in the consciousness and even subconsciousness of people, as they will deepen this state. In this way, a holistic relationship is developed between civic attitudes and the positive culture and positive organizational climate, and ultimately with the actions of people aimed at the development of the organization.

Social responsibility is understood as the activities of the organization in which the overriding principle is to harmonize the objectives of all stakeholders in the proportions which are adequate to their long-term impact on the creation of products and/or services in offer, justifying the existence and development of the organization. Therefore, it is a responsibility towards the owners, *top management*, employees, contractors, customers, competitors, government authorities, local authorities, superior, partner and subordinated institutions and/or bodies, local, national and global communities and the responsibility for economic and natural living conditions of future generations. The criterion for such responsibility consists not only in legal, ethical and moral norms, but also in taking into account, or at least respecting, the values pursued by all stakeholders and their expectations towards the organization. The premise for developing a sense of social responsibility is not an altruism or philanthropy, but the belief that meeting expectations of stakeholders is a prerequisite for the creation of added value in the long term (Hawkins 2006).

The key areas of Positive Organizational Potential, listed and briefly characterized, are also the components of POP and stimulants for the development of other components. Their common keystone is the goal pursued, which consists in the creation of such conditions of psycho-social working environment that give satisfaction to people. People who are pleased have "pro-development" attitude towards each other and their work environment, and they are more inclined to do good and to get involved in matters which do not immediately bring them direct personal gain. Moreover, what is very important for the entire concept of positive management, the Key Areas of POP create/constitute the conditions conducive to the implementation of the sustainable development strategy of the organization, and are the components of this strategy. This especially applies to the balance in people's lives which is often overlooked in the discussions on sustainable development. It applies to the balance between the spheres of professional and private life (especially family life) and the balance within the same professional sphere. In the latter, what matters is the balance between the effort required in work, and satisfaction, which can be achieved through that effort (Glińska-Neweś 2013).

The areas of an organization's resources, which achieve the above-described characteristics, meet the criteria set for the key areas of POP and can stimulate and determine the configuration of the remaining resources in such an extent so that they can become effective elements of the Positive Organizational Potential. There is still one problem to consider: how and by whom, or by which driving force, the key areas are/should be shaped? The results of the study confirm that the driving force of an organization is seen in all its stakeholders, which includes in particular: directly - the owners, and indirectly - the customers (especially the state and local governments), as it is in

their interest to undertake activities which result in the crystallization of POP in the organizations operating on a given territory (local or national) (Stankiewicz 2010). However, a special role is played by the direct perpetrators – the owners, because they have the ability – resulting from the ownership of resources – to shape and use (apply) the instruments through which the resources can be shaped to achieve desirable characteristics, first KAPOP, and then the whole POP.

THE INSTRUMENTS OF SHAPING/CONSTRUCTING THE KEY AREAS OF POSITIVE ORGANIZATIONAL POTENTIAL

As it was found in the research, the results of which are used in this study, the relatively most effective instruments for shaping desired states of the key areas of POP are:[6]

- mission and vision of the organization,
- information system,
- personnel policy system,
- motivation system,
- control system,
- organizational procedures,
- budgeting.

Certainly, these instruments must have characteristics which are suitable for the purpose of their application. A model description of these characteristics is shown in the table 1.

Table 1. Management instruments and their characteristics including characteristics recommended in terms of the impact on the Key Areas of Positive Organization Potential

Management instruments	Characteristics of individual instruments
Mission and vision	The mission, which is formulated in a clear and communicative manner, taking into account the values and aspirations of the stakeholders, particularly the internal ones: top management, managers at all levels, ordinary employees. Inspiring, ambitious vision, stimulating the imagination and arousing emotions.
Information system	The system provides access to information for all people in the organization who need it. The system provides and "forces" feedback. The system ensures and "forces" the informants to provide true/objective information, which are timely and comprehensive in terms of customers' needs. The construction and development of the system takes into account the views and needs of all its users. The information system is "open" for the stakeholders, especially (but not exclusively) for the internal ones, which means that they

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[6] It is about the research carried out within the framework of the mentioned NCN project - author's note.

	can enter information (problems, suggestions, opinions, comments) which they want to share with others in the organization, and at the same time the system is "safe", i.e. inaccessible for unauthorized persons. The system provides information on all matters relevant for the organization's objectives, including the problems in their implementation.
Personnel policy system	The organization has high demands towards candidates for job positions; it is an attractive employer, which provides a sense of "prestige" associated with working for it. The organization has a clear system of promotion and career "pathways". The selection and shifting of workers includes "matching" in terms of consistency of the organization's values with personal values of the candidates / employees. The techniques used in the recruitment process allow to identify the candidates of key potential for the operation and development of the organization. The positions are filled with people with proper personalities and competencies: knowledge, experience and abilities that are adequate to the tasks and roles assigned to these positions. In the process of appointing / selecting the President, the important criteria are personal characteristics (knowledge, imagination, leadership abilities) as and social and psychological features of candidates. The criteria for filling in the remaining management positions include the following types of competencies: substantive (knowledge and experience), social (communicativeness, ability to interact, ability to work in a group and with a group), emotional (empathy, self-awareness, self-control, self-motivation) and efficiency qualifications (decisiveness, stress management, striving for the best results, growth and success). The personnel policy system defines the principles of prevention and tools for the management of destructive conflicts, but at the same time - when the nature of the processes allows - it contains the principles and methods of creating constructive conflict (rivalry, competitions for the solutions to the emerging problems, etc.). The organization has training system available for all employees, which supports development of staff competences and the topics of training take into account the demand reported by the employees (of course, if it is consistent with the organization's directions of development set out in the organization's strategy). The training system is based on such methods as team building and coaching. The system of personnel policy management also involves age management.
Motivation system,	The organization has rules which clearly demonstrate the principles and criteria for employee assessment and the use of rewards and sanctions. These criteria are known to the employees and consistently applied in practice. Personnel decisions are linked to the employee assessments. Employee evaluation criteria take into account the actual results achieved by the assessed, but at the same time they are constructed in a way which allows to use the evaluation system for the promotion of desirable values and attitudes

	identified in the organizational culture which is planned to achieve and/or consolidate. The organization uses a wide range of instruments of material and immaterial motivation. The rules for promotion include both the "ladder" of vertical promotion and "paths" of horizontal advancement. The proportions between the fixed and the variable part of the remuneration stimulate permanent activity, innovation, commitment to excellence and development. An organization uses a wide variety of solutions to increase the impact of its employees on its operations and their responsibility for the organization's future (e.g.: delegating decision-making powers or empowerment). Top management is motivated by the instruments which take into account the long-term growth of the organization.
Control system	The main goal of any control is first and foremost the acquisition of information that is useful for the correction and/or improvement of the controlled subject (action, case, position, process, object, etc.). All employees, regardless of level in the organizational hierarchy, are accountable for their results. Where possible, self-control is used in a reasonable scope/subject. Control is based on the criteria known to those who are controlled, contained in the relevant formal public documents or major normative acts. The results of control are in a legible and clear way related to recruitment decisions and decisions on the use of specific motivational instruments, and this relationship is defined by the formally existing, explicit regulations. The evaluations based on the inspection results can always be appealed to an instance and/or bodies referred to in the external or internal normative acts in a given organization.
Organizational procedures,	The procedures are based on formalized (described) rules of conduct in specific cases. The procedures useful for the management of KAPOP should be clearly stated, consistently applied by all and to all members of the organization and should refer to, in particular: 1. in terms of the processes of strategy formulation and decision-making: • taking into account the principles of sustainable development, • taking into account the opinions of stakeholders, • promoting values, norms and standards of positive management as major cultural patterns; 2. In terms of filling in functions and positions: • the rules for selecting members of corporate governance to ensure the participation of stakeholders which is adequate to the ownership structure, representation of key stakeholders, transparency of equity links and participation of independent members of the Board, • the principles of appointing the board and all executive positions, based on substantive, social, psychological and ethical criteria of candidates and the adequacy of their personal values to the cultural values consistent with the ideas of positive management;

	3. In terms of organizational relations: • taking into account the principle of "internal customer" in the organizational feedback, • if technically possible and acceptable on substantive grounds, preferred personal contacts consistent with "face to face" principle. • wherever possible, the application of the principles of free creation of cooperation relations, particularly with regard to the activities aimed to solve the creativity-related problems, • in relation to external partners, the use of mechanisms to ensure mutual respect, ethical behavior, but also to identify situations that violate these values, • the use of effective measures to prevent and combat all forms and manifestations of corruption and / or nepotism.
Budgeting	An organization is able to use the financial means to create budgets that are adequate to the activities which are necessary for achieving the individual objectives of strategic management of the Positive Organizational Potential and its key areas. There is clearly defined and consistently enforced responsibility for the tasks established in individual designated budgets.

Source: own study based on expert research.

The instruments presented in the table, for obvious reasons described in general and exemplary rather than normative manner, should have one common "mega-feature" which comes down to such structure if the instruments so that each of them can simultaneously affect both the rational and emotional sphere of people in the organization. This unity of "reason" and "emotions", as stated in the research, is a prerequisite for the efficiency of instruments. Certainly, speaking about the instruments that create KAPOP and, consequently, stimulate Positive Organizational Potential, the instruments discussed must refer to positive reasons and emotions which elicit positive associations.

CONCLUSION

The management of Positive Organizational Potential must be strategic in nature, which means that it must be carried out in the strategic (long-term) perspective, as an appropriate shaping of pro-development determinants of employee behavior (i.e. POP, poc, pocl) is only possible in a relatively long time. Therefore, often the organizations' management is not patient enough to wait for the delayed effects and prefers to use the solutions that bring faster results. This is, however, a very "short-sighted" choice because investing in the construction of POP produces effects with certain time delay, but these effects are permanent, not isolated, and thus the "derived" results of such investments are multiplied.

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