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The main features of future officers leadership competence – formation model

Today, at a time when the undeclared war between Russia and Ukraine has been going on for seven and a half years, the requirements for the professionalism of our country's armed forces officers are not limited to the ability to solve complex specific tasks and practical problems.

The future officer-leader now needs to have the ability to timely and correctly organize the work of his subordinates, especially in complex, critical situations that arise at the front every day, hourly. Therefore, military officers must be able to motivate their subordinates to move towards a common goal, to victory, and therefore, the leadership competence of a military officer is one of the most important functions of his professional competence.

An officer's leadership is a powerful tool that affects the activities of the entire military unit and the army in general.

Therefore, an important step in shaping the personality of a future military officer is to develop a model for the formation of leadership competence of his personality.

In this model, we distinguish the target block, which consists of the goal (development of pedagogical conditions for the development of leadership competence within future officers) and several sub-blocks: reference and strategic; educational and procedural; evaluative-reflexive.

We will pay attention to the support and strategic sub-block. It can be divided into three subsystems: conceptual, normative-educational and cultural-semantic.

The normative-educational subsystem, in its turn, consists of professional standards, military competencies and the level of its competence.

Let's focus on the competencies of military officers, among whom we highlight leadership qualities. Therefore, an important point is to determine the qualities that are inherent in successful officers-leaders, for which subordinates will take a bullet without hesitation.

There have been many attempts by scientists to identify exceptional leadership qualities, but all of them have failed because it has been proven that such qualities do not exist, because different leaders can carry out the same activities equally effectively, but differently, according to their individual characteristics and preferences. But the personal, and among them the business qualities of the leader are of great importance and affect the effectiveness of the military officer-leader. The success of an individual as a leader depends on his ability to show the necessary qualities in appropriate situations.

Let us consider the work of well-known scientists on leadership qualities. According to A. Lawton and E. Rose, the leadership qualities that should be inherent in the leader are:

- charisma.

- mastery of the art of interpersonal communication.
- persistence and determination
- foresight – the ability to see prospects, to form tasks.
- correctly prioritizing what is necessary or important.
- ability to motivate subordinates.
- the presence of "political sense" – the ability to understand the demands of people around and those in power.

- stability and steadfastness in the face of the opponent.
- adventurism, as well as the ability to delegate authority to followers.
- flexibility – the ability to accept new ideas and experiences.

Umansky A.L. highlights the following specific qualities of a leader:

- ability to actively psychological influence on the person according to the current situation.
- ability to take responsibility.
- organizational insight – the ability to understand another person, to find for each his place in society, depending on his individual characteristics [3].

Kobera A. emphasizes the following leadership qualities of the leader:

- emotional flexibility – a set of regulatory and volitional qualities.
- behavioral flexibility, which determines the communicative and organizational qualities.

- cognitive flexibility, which is manifested in the leader's ability to evaluate, re-evaluate their activities and draw conclusions about the future strategy of its management [4].

Urbanovich A.A. believes that a leader should have:

- the ability to meet the general needs and problems of the team that is managed, taking on the work that no one can do.
- ability organize general activity: to formulate the task which excites the majority of collective, to be able to plan joint work, to consider interests and possibilities of everyone, to listen to opinions and offers of others and to use their views.

- sensitivity, insight and trust in people, which is that the leader finds time to listen to everyone, he knows how to keep secrets, is interested in the interests of people he works with, and is ready to defend them, to stand up for his subordinate.

- representative tendencies: consisting in the ability to take into account and present the general opinion of team members

- emotional and psychological action is that the leader is able to involve people in joint activities, without giving direct instructions, which indicates his informal authority.

- optimism indicates that the leader is convinced that most of the problems facing people can be solved; with his optimism he inspires people's faith in his own strength [5].

Considering the leadership qualities that, according to various researchers, should be inherent in leaders. We can identify those that are a necessary component of leadership competence of the future officer of the Armed Forces: foresight, patriotism, determination, optimism, willpower, ability to take responsibility, ability to motivate subordinates, flexibility, charisma, resilience and steadfastness in the face of the enemy, confidence in their actions.

Thus, certain leadership qualities of a military specialist must be formed in the conditions of military institutions of higher education, because they are the basis of leadership competence of the future military officer of modern Ukraine.

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*Socio-psychological competence as an inherent component of leadership potential of
future law enforcement specialists in the penitentiary system of Ukraine*

Within the context of reorganizing the public management system and radical socio-economic transformation of Ukraine on the road to European integration, implementation of international norms, rules, legislation requirements concerning state services and offices is underway. Consequently, the role of personality activity, responsibility, and professionalism of specialists involved is constantly growing. Currently, such professional competences as ability for teamwork, leadership, efficient communication, interpersonal skills, constructive resolution of conflicts and problem situations, ability to adapt quickly to constant changes, to persuade and inspire others, to be creative and innovative are rapidly becoming ever more urgent and demanded. A need arises in the presence of leadership potential in the professional competency structure of a future specialist as its inherent component that will ensure a high professionalism level, quality of tasks fulfilment, and attaining of the set goals. This also directly applies to the specialists of the penitentiary system of Ukraine which is entrusted with the task of the state penitentiary policies implementation, namely criminal punishments enforcement, prevention of relapse of current legislation violations by the convicted (imprisoned) individuals, and that of convicts' resocialization.

The peculiarities of the penitentiary system of Ukraine, its organizational and legal foundations and its legal application practices were extensively studied by the following scientists: A. Galai [1], P. Darmograi [2], R. Kubrak [3], O. Makarenko [4], O. Togochynskyi [6], D. Yagunov [7], et al. Thus, A. Galai, for instance, believes that the penitentiary worker's activities are quite diversified, creative, non-stereotypical primarily because their goal is to solve complicated tasks as to lawbreakers' correction [1, p. 7]. Considering the mentioned principal tasks of the penitentiary system of Ukraine, as well as available research on the peculiarities and specifics of this system in Ukraine, it is possible to state that a penitentiary worker's activities are directly linked with interaction with people and relate to socionomic professions. Socio-psychological competence of public management specialists should be a basic and universal competence for professions of person-to-person category, for it sets high requirements to a personality's value attitudes, achievement motivation level, aspiration for self-development, adaption, and stress resilience; it supposes constant interacting with people under conditions of uncertainty and permanent changes.

On the outcomes of their research, the authors have determined the leadership