

3. Психологічний супровід розвитку викладацького лідерства у здобувачів вищої освіти спеціалізації «Педагогіка вищої школи» / Т. О. Солодовник, Н. В. Середа, Ж. Б. Богдан, С. М. Резнік. *Лідери XXI століття. Погляд у майбутнє* [Електронний ресурс] : матеріали 6-ї міжнар. наук.-практ. конф., 22-23 жовтня 2022 р. / заг. ред. О. Г. Романовський; НТУ «ХПІ». Харків, 2022. С. 90-93.

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LEADERSHIP QUALITIES OF A MODERN CIVIL SERVANT

Stable functioning of any state is impossible without proper government regulation and the existence of a public service institution. The effectiveness of implementing the powers of civil servants directly depends on their professional skills and, above all, on personal qualities in the context of leadership potential. In the current conditions of a full-scale war invasion, civil service leaders must focus on delivering the objectives set by ministers, acting under the civil service code and principles of public life. Ukrainian government is implementing reforms to the civil service including the assessments of leadership capability. Therefore, the topic of civil servant leadership qualities is receiving more attention and merits its place in the context of contemporary state formation, especially in psychological research [1].

The public service system, in general, is an accurate reflection of the society it serves. In Ukraine, leadership is one of the top requirements for a civil servant, given that the current state of the civil service is undergoing significant changes,

not only in the aspect of fending off the aggression of the neighboring country but also in the state institution development in order to join the European Union.

There are many various definitions of leadership in academic literature, but a majority of them seem to share the concept that leadership is a system of influencing other people in general and an ability to persuade persons to achieve the goal in particular [2, pp.1064-1066]. Undoubtedly, the leadership qualities of modern civil servants are based on practical experience and the ability to make the right decisions, e.g., in crisis situations. Researchers proposed different lists of leadership qualities of civil servants [1-2; 4-5]. Creating environments with enough psychological safety, novelty, and unfamiliarity to encourage the growth of new leadership practices in response to stimuli is generally the way of leadership qualities development [3; 4]. Gerson, D. (2020) studied leadership capabilities (skills, competencies, behaviors, styles) that are necessary for civil servants and the policies, processes, tools needed to develop them; identified four leadership capabilities of modern civil servants to respond to complex policy challenges: values-based leadership, open inclusion, organizational stewardship, and networked collaboration [4].

In recent years the government of Ukraine has articulated its expectations of public service leadership in developing and implementing priority reforms in different ways [5]. For example, state administration reform strategies include professional development and the acquisition of leadership skills and qualities in training programs, the formation of a modern personnel management system with appropriate tools for the selection, motivation and development of civil servants who have the necessary skills and knowledge. The government of Ukraine faces complex multi-dimensional challenges, which depend on the quality of leadership and management in civil service institutions. The war invasion calls on public servants to make quick leadership decisions to ensure the delivery of essential public services while protecting citizens.

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АУТОАГРЕСІЯ У ПІДЛІТКІВ ВИМУШЕНИХ ПЕРЕСЕЛЕНЦІВ

У даній роботі досліджено наслідки впливу на підлітків трагічних подій та вимушеного переселення до інших міст та навіть країн проти власної волі, а саме розглянуті випадки аутоагресивної поведінки. Розкриті саме поняття аутоагресії, досліджені показники аутоагресивної поведінки, вивчені особливості запобігання аутоагресивній поведінці серед підлітків.

Ключові слова: підлітки, вимушені переселенці, агресія, аутоагресія, аутоагресивна поведінка.