

A.M.ANTONOVA, I.A.NOVIK

CURRENT ISSUES OF LEADERSHIP

The article discusses the main historical views of scientists on the emergence of leadership. The differentiation, typologization and models of leadership perception are disclosed. The article is devoted to the consideration of the modern understanding of the phenomenon of leadership, the influence of history on understanding leadership and its role in the world, its relationship with management. The main focus of the article is on the study of the theoretical and practical foundations of human leadership in a company. Issues of leadership and their role in management are considered. The article discusses the role of a leader and manager, their similarities and differences, as well as the need of each for the effective existence of a company or group. The authors analyze the distinctive features of a leader and his behavior, the specifics of the presentation of the image of a leader, the path to becoming a leader, and why not everyone can be a leader. The place of a leader in the modern world is analyzed, the qualities necessary to be a leader. New requirements for modern management are highlighted, new features of a manager who can effectively combine the role of a demanding boss with the role of an inspirer, a visionary leader, such a leader that members of the organization are not forced to follow as subordinates, but as loyal followers and associates, are highlighted. The authors of the article substantiate the relevance of the leadership problem, the degree of its development in the scientific and educational literature. The essential features of leadership in management are revealed.

Keywords: leader, leadership, leader, management, theory of leadership, psychology of leadership

A.M. АНТОНОВА, І.О. НОВИК

СУЧАСНІ ВИКЛИКИ ЛІДЕРСТВА

У статті розглянуті основні історичні погляди вчених на появу лідерства. Розкрито диференціації, типологізацію і моделі сприйняття лідерства. Стаття присвячена розгляду сучасного розуміння феномена лідерства, впливу історії на розуміння лідерства та його ролі в світі, його взаємозв'язку з менеджментом. Головну увагу в статті приділяється вивченню теоретичних і практичних основ лідерства людини в компанії. Розглянуто питання лідерства та їх роль в управлінні. У статті розглядаються роль лідера і менеджера, їх схожість і відмінності, а так само необхідність кожного для ефективного існування компанії або групи. Авторами аналізуються відмітні риси лідера і його поведінки, специфіка презентації образу лідера, шлях становлення лідером і чому не кожен може ним бути. Аналізується місце лідера в сучасному світі, якості необхідні для того щоб бути лідером. Висвітлено нові вимоги до сучасного управління, намічені нові риси того менеджера, який може ефективно поєднувати роль вимогливого начальника за участю натхненника, далекоглядного керівника, такого лідера, за яким члени організації слідує ніби вимушений, як підлегли, а як вірні послідовники і соратники. Авторами статті обґрунтовується актуальність проблеми лідерства, ступінь її розробленості в науковій та навчальній літературі. Розкриваються сутнісні ознаки лідерства в менеджменті. Дається огляд сучасних досліджень, концепцій лідерства.

Ключові слова: лідер, лідерство, керівник, управління, теорії лідерства, психологія лідерства

A.M. АНТОНОВА, И.А.НОВИК

СОВРЕМЕННЫЕ ВЫЗОВЫ ЛИДЕРСТВА

В статье рассмотрены основные исторические взгляды ученых на появление лидерства. Раскрыты дифференциацию, типологизацию и модели восприятия лидерства. Статья посвящена рассмотрению современного понимания феномена лидерства, влиянию истории на понимание лидерства и его роли в мире, его взаимосвязи с менеджментом. Главное внимание в статье уделяется исследованию теоретических и практических основ лидерства человека в компании. Рассмотрены вопросы лидерства и их роль в управлении. В статье рассматриваются роль лидера и менеджера, их схожесть и различия, а так же необходимость каждого для эффективного существования компании или группы. Авторами анализируются отличительные черты лидера и его поведения, специфика презентации образа лидера, путь становления лидером и почему не каждый может им быть. Анализируется место лидера в современном мире, качества необходимые для того чтобы быть лидером. Освещены новые требования к современному управлению, намечены новые черты того менеджера, который может эффективно совмещать роль требовательного начальника с ролью вдохновителя, дальновидного руководителя, такого лидера, за которым члены организации следуют не вынужденно, как подчиненные, а как верные последователи и соратники. Авторами статьи обосновывается актуальность проблемы лидерства, степень ее разработанности в научной и учебной литературе. Раскрываются существенные признаки лидерства в менеджменте. Дается обзор современных исследований, концепций лидерства.

Ключевые слова: лидер, лидерство, руководитель, управление, теории лидерства, психология лидерства

Introduction: Leadership has become a major focus for a variety of writers concerned with organizations in recent years. It has always been an important area of enquiry among academic researchers concerned with organizations, as the voluminous literature on the subject testifies, but since the early 1980s the amount of interest seems to have escalated.

And this is understandable: one of the most important features of a successful company is the presence of a leader at the head of this enterprise. Basically, it is from this person that the effectiveness and development of the company depends. Book after book has appeared extolling the virtues of an understanding of leadership, implying that leaders hold the key to organizational effectiveness.

Literature analysis: Still ancient Greek philosophers in the VI-III century. BC. (Plato, Aristotle) and their followers in the late Renaissance (N. Machiavelli, S. Montesquieu) described various types of leadership and political power, highlighted the features characteristic of this phenomenon. By the middle of the 19th century, a conceptual apparatus of heroic theories of leadership in the works of prominent thinkers of that era was formed. In accordance with their views, conservative humanity, in order to move forward in its development, needs to inspire special people - heroes with a unique set of personal qualities

The vast majority of works on leadership and its nature, carried out by foreign authors are of a psychological nature, which allowed some psychologists

(M.G. Yaroshevsky, T.V. Bendas) to even single out a separate area of psychology called "leaderology"

To understand the logic of development of ideas about the phenomenon of leadership, it is necessary to classify and systematize all the theoretical and empirical material accumulated by psychologists. Many scientists dealt with this problem in domestic science, among whom especially should be single out R.L. Krichevsky, E.V. Kudryashov, A.T. Tooth, T.V. Bendas, and V.P. Sheinova

Some theorists (E. Mumford, R. Bogardus, L. Carter, M. Nixon, B. Base and others) have suggested that the need for a leader is caused by time, place and circumstances [1, P.56-62]

Problem statement: This surge of interest has occurred at the same time that popular interest in prominent leaders has grown. There seems to be an insatiable appetite for stories about the heroic exploits of individuals whose leadership has made a dramatic impact, whether as leaders of new organizations that grow into major corporations or as leaders of ailing firms which are brought back from the brink of disaster. The current state of affairs has given rise to the so-called great management paradox, when managers have to control ever less manageable situations. Moreover, with the growth of general instability in the world, this paradox intensifies. In such situation, a leader is required, not administrator. The problem of leadership is very important in the modern economy, because it is the leader who is able to manage large and small companies, set the development directions of the whole world and influence the life of the population. However, this topic is not well developed and there are still problems in the field of how to educate a leader, how to identify leadership potential and evaluate emotional intelligence, but ways to solve these problems are already beginning to appear.

Main part: Becoming a leader isn't easy. If it were, we'd have a great many more. But learning to lead is a lot easier than you might think, because every manager possesses an inventory of raw materials to use to become a genuine leader. These materials consist of experiences, observations, vision, and a variety of other factors. The key lies in molding them in a form and fashion that are unique to your own particular circumstances and that turn them to your advantage in the situation at hand, whatever it may be and whatever it requires. A systematic study of leadership problems has been undertaken since the beginning of the 1930s, when it became clear that the position does not make people leaders (but effective leaders skillfully use its capabilities) [2, p. 161].

First, the goal was to identify the personality characteristics necessary for the implementation of the leadership function. As a result, the theory of leadership qualities (traits) arose, trying to determine their necessary set.

Further research led to the formulation of four groups of leadership qualities:

1. physical - good looks (height, figure, voice), good health, energy, representativeness, etc. ;
2. psychological - temperament, aggressiveness, ambitiousness, authority, independence, self-affirmation, perseverance, courage;
3. intellectual - mind, logic, memory, intuition, erudition, the desire for creativity, insight, speed

and consistency, conceptual thinking, sense of humor;

4. personality: efficiency, initiative, discipline, responsibility, ability to take risks, benevolence, decency, honesty, attentiveness, sociability.

As its essence, leadership is functional and necessary for a variety of reasons. A leader is required to direct and guide organizational and human resources toward the strategic objectives of the organization. Leaders must monitor the external and internal environments, formulate a strategy based on the strengths and weaknesses, provide socio-emotional support, put in place rewards and sanctions. Some of the elements of leadership are oftentimes equated to management making the lines between leadership and management rather blurry to some; after all, leadership is not about leading in organization, but leading of organization. [3. p.7]

To take a leading position, especially in a competitive environment, certain outstanding qualities are really needed, the set of which varies depending on the historical era. But this set is endless, and the required degree of their manifestation and effective attitude is difficult to determine. Therefore, the concept of leadership traits does not allow creating a universal model of a leader. At the same time, there is no and cannot be any instructions on how exactly you need to behave in order to become a leader. Leadership qualities are, first of all, traits of the personality itself; they lie in the depths of our consciousness. [4]

This is not easy work and is achieved by constant work on oneself, requires developed willpower and a lot of time and effort.

The basis of leadership is a specific type of management relationship, or leadership type. This is a leader-follower relationship. Historically, the leader type of relationship arose much earlier than the boss – subordinate relationship that emerged and took shape during the first industrial revolution.

The early stage leadership was characterized by the fact that one person takes a central position in the community, and all the rest are located, as it were, on the periphery. Management is carried out through centralized power, which prevails over the entire community [5, p. 205].

All experts in the field of research on the topic of leadership agree that, in addition to the ability to interact and introspect, this leader has the following qualities:

- leaders must be skilled at the process of creating a shared vision and to do so in such a way that other can visualize it. "A vision is something that you can see." In Peter Senge's 5 classic book, the Fifth Discipline, he discusses the importance of creating a vision that is shared by others and provides useful perspectives on how this can be accomplished.
- persuasiveness. For the development of the company, it is important for the leader to be able to not only motivate employees, but also give orders correctly. At some points, especially during a crisis, it is important to build clear vertical relationships with the distribution of direct and understandable instructions that will be unquestioningly followed;

- emotional involvement. The leader people will follow is passionate, even obsessed with purpose and idea, knows how to inspire, inspire confidence, convince of the appropriateness of certain actions;
- the use of power. Leaders who ethically use their charismatic power do so in a socially constructive style. For ethical leaders, service is a driving idea, not dominance or status.

The effectiveness of an organization based on this early type of leadership relationship is manifested in its ability to quickly, in a short time, perform fairly difficult tasks in the least favorable conditions. This is achieved by rallying all around one leader. However, this is also the weakness of this type of relationship. Firstly, this is due to the fact that the implementation of any organizational changes depends on the presence of the leader's corresponding desires. Secondly, having achieved the goal, the leader often tries to maintain his power by artificially complicating the situation, which is not always in the interests of other members of the organization. Thirdly, leaving or eliminating the leader upsets the organizational situation indefinitely, which, in turn, leads to a corresponding decrease in efficiency. [6]

Becoming a leader is a lifelong adventure of discovery. To become a genuine leader you must master the context of the leadership environment, learn and employ the basic ingredients of leadership, become intimate with your true self, reflect on and resolve significant life experiences, and chart the boundaries of the world in which you live. [7].

Leaders frequently rely on their instincts as much as their skills, which means that you must learn to trust and heed your instincts in a host of management situations where you find yourself setting, rather than following, precedent. Making the transition from manager to leader is a profound experience. Armed with knowledge, genuine leaders possess the courage to change themselves and their circumstances, which may mean changing career fields and organizations if they discover they're at odds with the existing corporate culture. [8, p.8]

The strength of leadership influence is directly proportional to the degree to which the follower accepts what the leader proposes to do. Power and influence are central to the work of a leader. The right to power is acquired by the leader during his career and proceeds from his position in the organization. However, in reality, this right can be used by the leader only until the moment when it is recognized by his followers and accepted by them as an indication of action [9, p. 209].

Effective leadership requires active participation of followers at all other stages of decision-making and a high level of "decisiveness" among the leader himself.

The power of ties is playing an increasingly important role in achieving effective leadership. The leader should strive for an effective combination of all possible and available bases and sources of power, as this is one of the main conditions for effective leadership. [6. p.232]

Leadership is not governance. Management focuses on having things done right, and leadership on people doing things right. The distinction between a leader and a manager is made in many positions. An effective manager is not necessarily an effective leader, and vice versa. Their

main characteristics are, as it were, in different dimensions.

Leadership does not exist in isolation from people. Leadership involves more than managing systems, sales, equipment, and metrics. The should change orientation and focus on issues. The leader has a supply of energy. Leadership is the creation of results. A vision of the future is crucial. [10, p.47] But its not enough. A true leader can turn a vision into practical results: paying off debts, creating new jobs and improving the lives of employees, starting a new business, traveling that has been delayed for so long, and doing what you always wanted to do. But the leader does not do this at all costs, but achieves his goals so that not only he, but his team can benefit from this. Deals with this with respect and passion. A manager is a person who directs the work of others and is held personally responsible for the results. A good manager brings order and consistency to the work being done. He builds his interaction with subordinates more on the facts and in the framework of the established goals. The leader inspires people and instills enthusiasm in the workers, conveying to the latter their vision of the future and helping them adapt to the new, go through the stage of change.

Management is the ability to cope with difficulties. Without good management, a complex production structure will be inevitable chaos, threatening its very existence. Skillful management creates orderliness and coherence in key business aspects such as quality and profitability.

To achieve the goals that the organization faces, group members engage in business interactions in accordance with their formal functions and responsibilities. Joint activity is necessarily accompanied in business and interpersonal communication. [11, p.9]

In the process of communication, the members of the group perceive each other and necessarily evaluate "judge" everything that is available: appearance, personal characteristics, manner of communication, moving, dressing; general behavior style, general erudition, professionalism, past achievements, victories, failures, etc. [12].

As a result of this interpersonal assessment, a peculiar "image" is created for each member of the group about each member of the group about the group as a whole and the group about each member of the group. These images have a functional meaning. They form social expectations (projections), forecasts, i.e. what can everyone expect from each member of the group or from the group as a whole, if, for example, help is needed, an offense will happen

Using their professionalism, various abilities and skills, managers concentrate their efforts in the field of decision making. They are trying to narrow down the set of solutions to the problem. [12, p.304]

Decisions are often made based on past experience. Leaders, in contrast, are making continuous attempts to develop new and controversial solutions to the problem. And most importantly, after they have solved the problem, leaders take the risk and the burden of identifying new problems, especially in those cases, especially in cases where there is a significant opportunity to receive appropriate remuneration.

Obviously, in practice, there is no perfect adherence to these two types of management relationships. Studies show that a large group of managers have a lot of leadership qualities. However, the opposite is less common in real life. The trend involves examining how the process of leadership actually takes place by, for example, integrating the work of cognitive psychology with strategic leadership. The quantitative strategies for studying leadership have dominated the literature over the past 100 years, but increasing attention is being paid to cases and qualitative research that should now be integrated with quantitative approaches.

Conclusion: In concluding, it must be remembered that there does not exist, and there will not be a leader with universal abilities and acting equally effectively in any situation. Each person is unique, but most importantly, the leader must have the ability to manage, organize and support the work of the team, be prepared for action, risk. Companies need managers and leaders to work smoothly. Lack of management threatens the organization that goals will not be achieved. Lack of leadership leads to stagnation and passive work of staff. Times are changing and with it the new demands are being put forward to leaders. Managers tend to develop their actions in detail and in time, plan to attract and use the necessary resources in order to maintain organizational effectiveness. Leaders achieve the same or greater by developing a vision of the future and ways to achieve it, without delving into operational details and routine. Leadership process consists of a set of interactions between the leader and his subordinates, where the leader sets goals, monitors and adjusts the activities to achieve it, and the subordinates ensure the execution of the activity itself. In the modern world, a leader must be something more than just a head or guide, a true leader can adapt, change and is always ready for new challenges of leadership

Список літератури

1. Кудряшова Є.В. *Лідер та лідерство: дослідження лідерства в сучасній західній суспільно-політичній думці.* / Є. В. Кудряшова. - Архангельськ: Видавництво ПТНЗ, 1996
2. Веснін В.Р. *Практичне управління персоналом: підручник. посібник для університетів* / В.Р. Веснін. - М.: Юріст, 2003., 495 с.
3. John Antonakis, Anna T Cianciolo, Robert J. Sternberg *Leadership: Past, present, and future. The nature of leadership:* textbook / 2004., 67p.
4. Дорофеев В.Д., Шмелева А.Н., Шестопап Н.Ю. *Менеджмент: Учеб. пособие.* — М.: ИНФРА-М, 2008. — 440 с.
5. Блінов О. А. *Мистецтво управління персоналом: підручник для вузів* / О.А. Василевська. - М.: Гелан, 2001. 411 с.
6. Сообщество HR-менеджерів [електронний ресурс] – Режим доступа. - www.hr-portal.ru: published by JobsMHR.

7. Baker E. L., Orton SN. *Practicing management and leadership: vision, strategy, operations, and tactics.* J Public Health Manage Pract. 2010;16(5):470–471.
8. WG Bennis, R Townsend *On becoming a leader: textbook summary/* 1989., 11 p.
9. Виханський О.С., Наумов А.І. *Управління: підручник для вузів / О.С. Виханський, А.І. Наумов.* - 4-е видання, доопрацьоване. – М.: Економіст, 2006., 670 с.
10. Гончаров В.В. *В пошуках совершенства управления : Руководство для высшего управленческого персонала /* В.В. Гончаров. - М.: МНИИПУ, 2006. – 752 с.
11. Hemphill, J. K., & Coons, A. E. (1957). *Development of the Leader Behavior Description Questionnaire.* In R. M. Stogdill & A. E. Coons (Eds.), *Leader behavior: Its description and measurement* (pp. 6-38).
12. Mullen, B. (1991). *The phenomenology of being in a group: Integrations of social cognition and group processes.* *Journal of Experimental Social Psychology*, 27, 297-323

References (transliterated)

1. Kudryashova E.V. *Lider ta liderstvo: doslidzhennia liderstva v suchasnykh zachidnykh suspilno-politychnykh dumtsi* [Leader and Leadership: Leadership Studies in Modern Western Socio-Political Thought.] / E.V.Kudryashova. - Arkhangel'sk: Publishing House of vocational schools, 1996;
2. Vesnin V.R. *Praktychne upravlinnia personalom* [Practical personnel management:] textbook. manual for universities / V.R. Vesnin. - Moscow.: Yurist, 2003., 495 p.
3. John Antonakis, Anna T Cianciolo, Robert J. Sternberg *Leadership: Past, present, and future. The nature of leadership:* textbook / 2004., 67p.
4. Dorofeev V.D., Shmeleva A.N., Shestopal N.Yu. *Menedzhment: Ucheb. posobie.* — M.: YNFRA-M, 2008. — 440 s.
5. Blinov O.A. *Mystetstvo upravlinnia personalom:* [The art of personnel management]. t: a textbook for high schools / O.A. Vasilevska. - M.: Gelan, 2001. 411 p.
6. Soobshchestvo HR-menezherov [elektronnyi resurs] – Rezhym dostupa. - www.hr-portal.ru: published by JobsMHR.
7. Baker E.L., Orton S.N.. *Practicing management and leadership: vision, strategy, operations, and tactics.* J Public Health Manage Pract. 2010;16(5):470–471
8. W.G. Bennis, R. Townsend *On becoming a leader: textbook summary/* 1989., 11 p.
9. Vikhansky O.S., Naumov A.I. *Upravlinnia* [Management]: textbook for high schools/ O.S. Vikhansky, A.I. Naumov. - 4th ed., Revised. and add. –M.: Economist, 2006., 670 p.
10. Honcharov V.V. *V poyskakh sovershenstva upravleniya : Rukovodstvo dlia vyssheho upravlencheskoho personala /* V.V. Honcharov. - M.: MNIYPU, 2006. – 752 s.
11. Hemphill, J. K., & Coons, A. E. (1957). *Development of the Leader Behavior Description Questionnaire.* In R. M. Stogdill & A. E. Coons (Eds.), *Leader behavior: Its description and measurement* (pp. 6-38).
12. Mullen, B. (1991). *The phenomenology of being in a group: Integrations of social cognition and group processes.**Journal of Experimental Social Psychology*, 27, 297-323

Надійшла(received) 23.03.2020

Відомості про авторів / Сведения об авторах / About the Authors

Новік Ірина Олексіївна (Новик Ирина Алексеевна, Novil Irina Alekseevna) – кандидат економічних наук, доцент, Національний технічний університет «Харківський політехнічний інститут», м.Харків, Україна; e- mail: gerashenko1977@gmail.com

Антонова Анастасія Михайлівна (Антонова Анастасия Михайловна, Antonova Anastasiia Mykhailovna) – Національний технічний університет «Харківський політехнічний інститут», студент; м. Харків, Україна; e-mail: anastasiia.antonova1@gmail.com