

LEADERSHIP: THEORIES, TRANSFORMATIONS, METHODS OF ANALYSIS

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Abstract. *The theoretical questions of leadership, its value, structure and models are distinguished and mark in the article. The theories of leadership such as: approach from position of the personal qualities; behavioral approach; situational and modern approaches are lighted up in the article. Fundamental differences are represented between a leader and a manager. The model of five factors that are basic for success of top-manager is presented in the article. Procedure of leadership style determination is specified: on a task or people. Questions about time and durations of the project that can be divided into five stages are described in the article. There are twenty distinctive qualities, which characterize a successful leader. Authors are offer the list of the most important descriptions-indexes of a leader, chosen only by men and only by women.*

Key words: *disparity, the index of industrial production index for sustainable development, human development index, production specialization of regions, the gross regional product, the model of regional development.*

1. Introduction

In the conditions of the folded competitive activity of the enterprises, commodities and people, victory is not accrued to commodities and services, but to the business models of companies that produce them. The most far-sighted leaders know exactly, that success of organization in equal degree depends on efficiency of business model and from ability to correct it quickly in accordance with the changeable terms of the market. Moreover, it depends on HR-policy what people, with what motivation will inculcate this business model of the enterprise in practice.

In turn, demographic changes compel companies' guidance to come running to the programs of educating and development, with the purpose of obtaining knowledge of experience workers, while they did not retire, to develop necessary talents in the future and create artificial tasks that would bring leaders to use the talents, develop and accept new leaders' roles.

The transformation processes of leadership cognition come forward the object of article research as the most difficult public phenomenon.

The applied, methodical, theoretical, methodological and organizational leaders' bases are the subject of the article.

The aim of this article is determination and verification of the leadership role and place in modern control system.

For the achievement of this aim next tasks were formed:

1. To investigate theoretical bases of leadership;
2. To distinguish the features of modern theories of leadership;
3. To offer instruments with the help of which can define leadership style and to estimate

the evolution of leader qualities into organization.

2. Materials and Methods

During the research we used the general methods of analysis research (analysis of theories of leadership) and synthesis (for the reflection of authors' vision of evolution of leadership phenomenon, fig. 1), specification, argumentation, comparison (comparison of a leader and a manager) and generalization.

Basic results of the article are:

- a role and place of leadership were analyzed in the modern science;
- the model of leadership evolution was worked out;
- comparison of a leader and a manager was done, taking into account the modern tendencies of the studied category;
- it was suggested to determine the leadership style on entering in a company and inside the organization.

3. Theoretical bases of leadership theory

It is known that modern leaders make decision in a constantly changing business environment. No wonder that quality of leading composition can support or, vice versa, compromise stability of any organization. According to the answers of leaders during conducted by the company "DDI Research of Global Leadership Forecast 2011" the difference between influence of high-efficiency and average leaders can make at least 50 percent. This difference stuns, especially, taking into account hundreds (and sometimes thousands) of leaders in every concrete organization. Collected data by researchers show that organizations, possessing high-quality leaders, in 13 times more often pass ahead competitors in such key business-indexes, as financial efficiency, quality of goods and services, involved of employees and clients satisfaction [1].

We will mark that in social science the problem of leadership was drew up in 1920-1930th. It was in the zone of psychologists' attention, examining it mainly on material of child's groups (both organized and elemental) [2,3].

One of the earliest theories of leadership appeared in the first half of XX century as part of the personality approach oriented to the research of person's qualities as a leader. "Qualities conception" became the development of the "Great man" conception, asserting, that prominent people lead due to that they from their birth are provided with qualities that distinguished them from other individuals [4].

The analysis of materials about a theory and approaches to the leadership gave us an opportunity to form the model of evolution of leadership theory.

A market for the last ten years strongly changed: it dictates the hard rules for business and forms new norms where managers has to work. In the situation of unstable economy, where the short growth periods are replaced by the cutbacks of economic activity without clear perspective exit, more important become the internal companies' competitive advantage. Among them, the first place belongs to innovations and talented managers.

European sociologists undertook the research that helps to answer the question: "What will be the leader of next generation and what must be developed in staff to go out on the level of C-level leaders"?

The research, where for benchmarking were taken qualities inherent to 652 top-managers showed that the rising generation of leaders approached the role model of today's C-level (tab. 2) [2].

Differences between the result of Europe's future managers and today's business leaders demonstrate the zones of skilled staff reserve development. For example, the strategic thinking it is, obviously, that quality that is necessary to apply and develop at the middle level, however the folded situation in economy gives less possibilities for this task realization. In order to short explosion, it is needed, from one side, the mandate on participating in the strategic planning from a top management, and from other side is to help HR in educating, coaching, development projects etc.

4. Leadership directions

We will mark that part of leaders work on the decision of global problems, abandoning details to their subordinates. Other are concentrated on important details, considering that subordinates will follow their orders. Depending on a situation, both approaches can be effective. Here it is important to define the situation correctly and necessary behavior. Below we will bring a list of questions by means of that we will be able to define leadership style. (table 2).

Table 2

Leadership style Determination: on a task or people

#	QUESTION/SITUATION
1	I prefer to work in a speed-up rate
2	I prefer to give employees free actions
3	I prefer to arrange arising up conflicts in the staff
4	I go deep in all details
5	I prefer to present the group on general meetings
6	Reluctantly I give freedom of actions to the employees
7	I prefer to decide alone, what and how must be done
8	I prefer to put spurs employees to promote their productivity
9	I can pass to some employees part of the plenary powers
10	Usually takes place how I foresaw
11	I assume the high degree of initiative
12	I prefer to put concrete tasks to the employees
13	Ready to changes introduction
14	I specify the employees on a necessity to work anymore
15	I consider that the members of group will choose a correct decision
16	I prefer to make progress charts
17	I refuse to explain my actions
18	I convince other, that my ideas are in business favor
19	I allow the group to work in its own rate
20	I ask slightly a group on the achievement of new, more quality results
21	I prefer to work, not consulting with a group
22	I specify the group on the necessity of observance of rules and orders
23	In strangers presence I prefer to talk on behalf of a group
24	Patiently I perceive postponements and vibrations
25	Ready to work tensely, to get promotion
26	I allow the employees to do work how they consider themselves
27	I prefer to check up the ideas in a group
28	I encourage overwork
29	I prefer to give to people complete freedom at work implementation
30	I encourage the use of standard procedures
31	I let the employees to operate on their discretion
32	I encourage winners
33	I prefer to talk on behalf of group
34	I prefer to stimulate people, add the additional ways of decision problems
35	I prefer to operate as a group representative

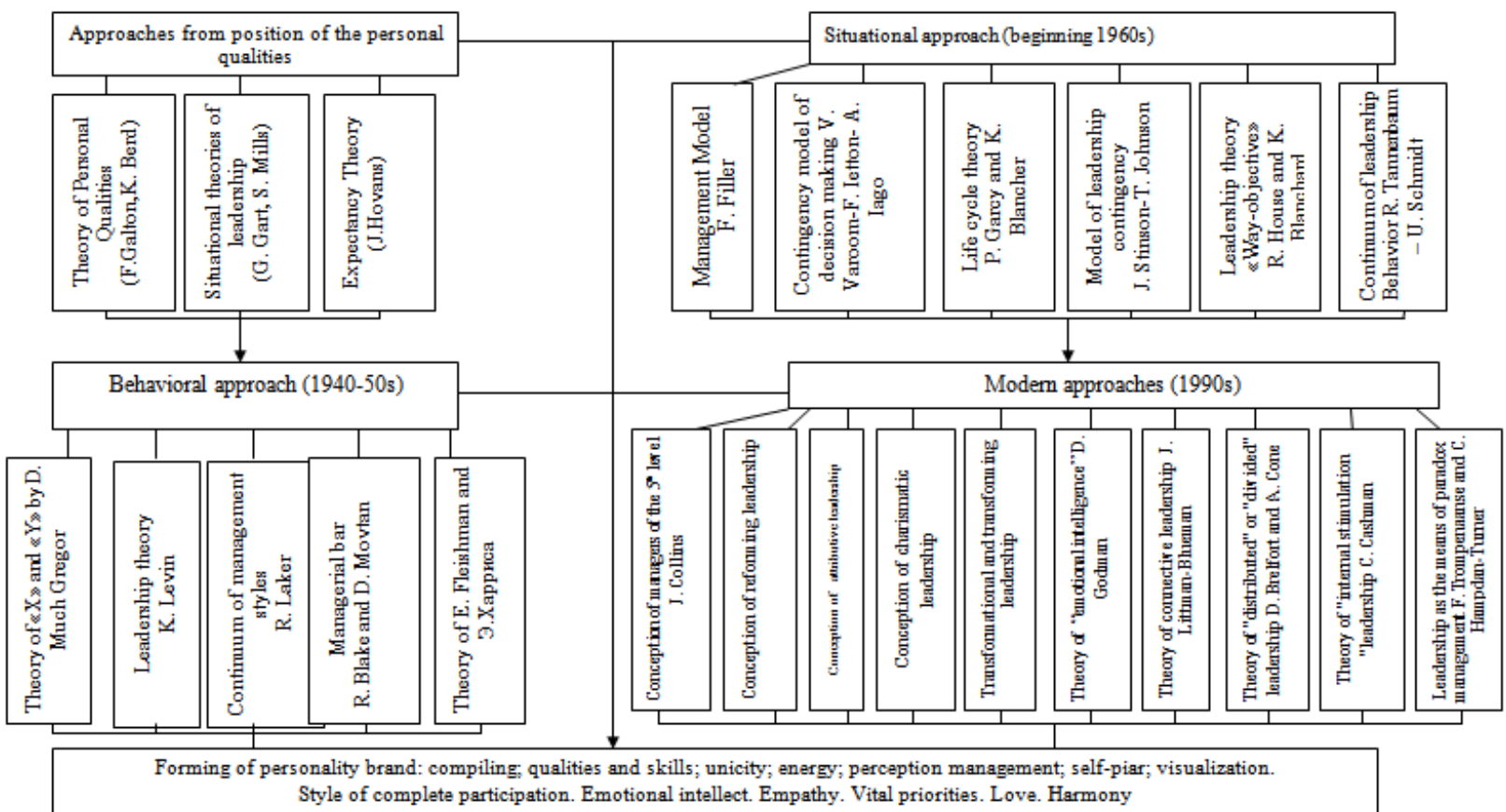


Figure. 1. Homomorphous model of leadership

It is worked out and systematized by authors on basis [4-9].

We will mark that in case of the permanent or frequent positive reacting on the situations: 2,6,7,9,17,18,21,23,25,33 leader's behavior is sent to the task, accordingly answers for the questions under numbers: 3,5,6,15,19,20,22,24,26,29,31,34,35 is talked about its orientation to people. In turn, positive answers for questions under numbers: 1,4,8,10,11,12,14,13,16,27,28,30,32 are general for both directions and will help only to specify the determined leader's style.

The second test is used already in a company, for the all-round estimation of leader qualities evolution (table 3). If in organization there is understanding of such things, as delegation of plenary powers and forming of command, it is necessary to go a bit further, optimizing operating principles of leadership in organization. For one part of employees, in order to their labour was more productive, and they could feel more confidently, it is necessary to be in the structured, guided environment with an effectively operating feedback. Other need flexible, open, creative system, implying almost complete freedom of actions. A successful leader thinly feels such nuances and in course of time begins to understand how it is needed to regulate system, to obtain the optimal level of productive efficiency from the employees of all types [11, 12].

Presented method, consists of 20 distinctive qualities that characterize a successful leader to a full degree. It is important to mark that nobody can be embodiment of all these properties. Most people, being base on the internal qualities and preferences, feel natural propensity to certain type activity, avoiding all the conflicts with it. At the same time an effective leader absolutely is aware of the strong and weak qualities. Tirelessly improving, he prefers to fill in the advantages, depending upon other. By means of the offered methodology, it is possible not only to define strengths and weaknesses but also know, as far as the personal qualities answer principles leaderships that operate in organization now and will operate in the future. Side by side, a manager can define what is needed to be done, to change a situation in the best side.

Table 3**Distinctive qualities of successful leader characterizing**

Quality	Description
Vision of prospect and aims determination	If there are not clear reference-points, the team members begin to think that their work is in that, to have as few as possible of goals and as few as possible of influence; thus, they in a considerably less degree try to participate in a productive process. An effective leader always has a clear idea about what must be done, and able to specify the presentation, transforming it in the system of attainable aims.
Explanation of the expectations and intentions	The team members want to know and understand, what they are waited as from a team and from each individually. If there is not understanding of leader expectations, it is out of the question to speak about intelligent feedback, that practically does impossible the achievement of the given aims and future success. An effective leader is able distinctly to set and explain the interesting him relations system, setting fair and appropriate estimation criteria.
Unverbal communications	Any texts an effective leader creates consciously, oriented, foremost on the level of addressee. Otherwise, he does not aim simply to make impression; he needs more precisely as possible to express the idea.
Verbal communications	An effective leader informs surrounding about contest and sense of future events. He is ready to direct discussion of different problems and related consequence for a person, creating such terms that would provide well a productive dialogue.
Decency	Decency or correctness in relation to surrounding, sequence and honesty become the substantial factors of effective work. An effective leader designs the corresponding system of relations, incarnating it in reality by means of: <ul style="list-style-type: none"> • establishing confidence relations; • absolute honesty (even if it means a decision-making, going away with authority recommendations);

	<ul style="list-style-type: none"> • justice for all; • fulfilling promise and obligations; • priority of group interests before the personal interests (ego); • assumptions of errors and structural criticism.
Creative approach and willingness to begin the experiment	<p>Prominent leaders always valued and tried to create such internal climate in organization that would lean against a trust and open relations. With unchanging success, it allowed to create a nourishing environment for a creative gust and new ideas. A leader encourages people to experiment and draw the morals from suffer errors, except every fears of administrative retribution from their side. Such people always are differed in ability to think of traditional scopes.</p>
Staff education	<p>A good leader will show that he is interested in the personal professional employees growth:</p> <ul style="list-style-type: none"> - humiliating the employee personality value of successful implementation of incumbent work; - showing understanding of personality types variety, finding the approach to each type; - thank sincerely for the executed work; - express interest in the personal and professional employees growth; - trying to find such argumentation of the decisions, that will be perceived by surrounding.
Resolution	<p>Quickly and resolutely incarnating the intention, a leader does not forget to explain reasons of one or another decision acceptance. Thus, an ideal leader leans against facts and priorities, but in any way not on a desire to please anybody; however he knows where and when in the process of decision-making is a place for the compromise.</p>
Moderate control	<p>A leader must trust the subordinates. An effective leader always knows when for work implementation it is needed to leave an subordinate or team of members at peace and when his influence is needed for the settlement of that problems circle that is out of subordinates' authority.</p>
Ability to listen subordinates attentively	<p>The real leader is accessible, attentive, unconceived and responsive. He realizes the necessity of receipt of information and accepts it in a calculation. He is open for different opinions and points of view. Usually he tries to set forth heard by the words, to make sure in that understood position of interlocutor.</p>
Persuasion	<p>Most people will agree that the role of leader cannot be named a simple role, especially when the question is about a conflict situation; while in the workplace a conflict is this everyday, ordinary phenomenon. An effective leader understands that both personal and any other conflicts in itself do not decide, and vice versa, can purchase yet more destructive character, if on them to take no notice. At the settlement of conflicts of any family a leader must save a person, keeping straight in relation to each of parties of conflict.</p>
Delegation	<p>Ability it is reasonable to delegate part it full, following expediency and end-point, is one of head stones of leadership. Delegating plenary powers and duties related to them, a leader demonstrates a trust to the inferiors. However in order that this process was effective, a leader must know the inferiors and give to itself a report in their internalss. A leader understands thus, that on efficiency of this process development of professional skills of members of command and inferiors depends straight; in the end it is the mortgage of more successful work.</p>

Team forming	A prominent leader is always distinguished by ability to direct and stimulate work of command. He necessarily will distinguish and will mark a separate employee, if that shows outstanding results. Side by side with this quite a bit efforts are added in an order to minimize or in general eliminate the negative consequences of unhealthy competition able to blow up a command from within. In the resolution to eliminate the mutual relations built on "we are they", a leader is under an obligation to show will and sequence
Role of mediator	From one side, from a leader wait that he will specify a way, from other - he is responsible for that, to provide a command needments. His loyalty has dual character: he must save correctness both in relation to the members of command and in relation to all other, and especially to higher guidance. A leader protects interests of not only separate man but also command, department, all organization.
Estimation and feedback	A successful leader always knows that it is necessary for successful completion of work and who will be able with her to manage. In order that to get a clear idea of for itself status and character of forthcoming work, he forces to get to all subtleties of productive process. Besides it, he is interested by any information touching that, as far as both internal and external consumers are satisfied. Possessing such information provides a valuable and timely feed-back "attendant" all interested parties. An effective leader is able always clearly to distinguish good job from bad and react properly (id est to reward or mark good job, point out the defects or amend in case of poor job).
Ability to be a tutor, coaching	A veritable leader expends quite a bit time on that, to make a certain plan and set the ways of professional height of the inferiors. Taking into account concrete circumstances he can undertake the following: <ul style="list-style-type: none"> - to tell about an aim and value of the undertaken actions; - to tell about a process that it is assumed to use (or to suggest to create an alternative variant); - to show, as needed to do something from start to finish, deciding on every detail (if technology has a fundamental value); - to suggest to set questions, give additional elucidations; - to comment the actions of employee as he executes work; - to provide a concrete and instantaneous feed-back (to repeat training or fasten success); - to express a confidence in the capabilities of taught; - of necessity to agree to additional employments
Educating	In an ideal a leader is a man that is ready to study all life; it shows up in that he: <ul style="list-style-type: none"> • - ready to change; • - connects to the decision of problems of surrounding; • - analyses suggestions from the different points of view; • - experiments and studies on errors; • - continues continuously to promote own qualification and acquire new skills, labouring for that employees went the same way.
Role of arbiter	A leader must have ability to take away a just decision on vexed questions. He can be very convincing, if provided with corresponding plenary powers. At the same time scienter he does not divide opinion of none of participating in cnope parties, saving impartiality, trying to find out all circumstances of business, making decision only on the basis of facts.
Attitude to criticism	Any leader is in one or another measure is exposed to criticism.

	However, a successful leader never will “fall” out with the opponents. Opposite, he will make an effort to save objectivity. In course of time he begins to distinguish those, who tries to offer efficient advice, and those, who pursues the especially personal interests and operates conformable situations.
Technical competence	It is assumed, that a leader will be competent enough in a technical relation. However, it does not mean that he must get along at work of his subordinates better, than it is done by them. Rather this means that he will have even common presentation and understanding what they need; due to that he can accept the self-weighted decisions.

It is worked out by authors on the basis of [11-13]

We will mark that numerous researches of leadership theory and area of gender psychology talk about importance of distinction selection between a leader of a woman and man. We will bring a list of substantial descriptions-indexes of woman leader (1) and man leader (2).

1. Know several foreign languages; able to settle conflicts; has valuable knowledge for the enterprise; has an experience of line and staff work; self-starter, charisma, adventurism; correct use of compulsion method; social intellect; specification and persuasiveness.

2. Ability to convince at the problems discussion; has the system thinking; has an experience to work in different functional industries; high capacity; responsibility; ability to hold distance correctly in communication; restrained emotionality; adequate perception of the world.

In our opinion, all these descriptions-indexes can be inherent to man and woman as the leader, but if to take into account the type of person's temperament, it is possible to say with a confidence, that the brightly expressed melancholic person if the person is a woman or man will never become a leader.

5. Conclusions

The key aspect of this approach is determination of existent leadership theories essence of and its positioning in the management theory. Thus, it is systematized the studied category and authorial vision of the phenomenon of leadership in the model of leadership evolution is offered. This article investigates a model from five factors that are basic for success of top-manager. The above-mentioned will assist the acceptance of more realized decisions at the level of administrative conception, marketing strategy and skilled politics.

The considered procedure of leadership style determination: on a task or people. It is specified, will help to form effective skilled potential of the enterprise that in its turn will entail positive structural transformations to control system the enterprise personnel.

Twenty distinctive qualities that characterize a successful leader are given and chosen taking into account the researches in the given sphere and able to show growth and leader's qualities. In its turn, the offered list of the most important descriptions-indexes of a leader, are chosen only for men and only for women are criticized by authors in accordance with authorial vision of leadership in the conditions of the world's economy globalization.

In further research, it is recommended to determine psychology of leadership burning down and ground features and instruments of fight against it.

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