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**Ключевые слова:** воспитание, ответственность, экологическая ответственность, воспитание студентов.

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## THE CONSTRUCTION OF LEADERSHIP QUALITIES CLUSTER OF AGROINDUSTRIAL SECTOR FUTURE SPECIALISTS

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*The article shows the way of designing and structure of the leadership qualities of agroindustrial sector future specialist. It is emphasized that, using different research methods (questionnaires, biographical method, method of expert assessment, analysis of regulatory documents and industry standards method, mathematical data processing methods), the most important leadership qualities of agroindustry's professionals are selected and differentiated in the following groups: the general management qualities; leadership; specific (specific for the agroindustrial sector). The necessity of each selected quality for the successful leadership in the agricultural sector is justified.*

**Keywords:** Education of leaders, leadership qualities cluster, methods of personal properties construction; agribusiness leader's educational ideal.

**The problem in a general view and its connection with important scientific and practical tasks.** The development of the postindustrial informational society, democratization of the political processes of European

values statement determine fundamental change of educational paradigm which should aim at formation of not only knowledge, abilities and habits of younger generation but also very important, from the point of view of social order, leadership qualities, active lifestyle, motivation of realization of their own potential, self-development and self-improvement during the lifetime. Resolving issues of safe agricultural production with compliance of international quality standards, cost-effective management while maintaining the balance of ecosystem, reform of agricultural complex require from agricultural universities the training of highly qualified specialists with developed moral qualities, organizational skills, creative thinking, ecological culture, with ability to predict, see and formulate promising socially useful purpose, to compact people for these achievements, guided by noosferogeneza principle “think globally – act locally”. The demand for leadership in agricultural complex, the necessity to develop leadership potential of students to individually achievable measures put in rank of pedagogy research priorities the selection of the set (cluster) of abilities that will provide agricultural universities graduates the advantage in interpersonal relations in terms of agriculture and agricultural production.

**Analysis of the latest researches and publications in which a solution of this problem is launched and the author bases on.** Works of modern psychologists and teachers, in which the necessity of formation leadership skills of future professionals in the process of professional training is proved, are devoted to the problem of leadership, namely: in the educational process (N. Beliakova, V. Kashyryin, E. Lukianchikov, O. Makovskiy, O. Romanovskiy, O. Skrypnikov), in extracurricular work (N. Semchenko), in public activity (M. Lukashevich, O. Snisarenko, L. Snitsar). In the works of other scientists the psychological mechanisms of the phenomenon of leadership are reflected (G. Andreeva, E. Bern, R. Boyatsys, A. Vendov, V. Goncharov, O. Yevtihov, M. Kets de Vris, E. Makki, B. Parygin, E. Rogov, L. Shalaginova, V. Sheynov), the direction – leadership in child's and youth collectives is developing (L. Artemova, I. Volkov, Ya. Kolominskiy, A. Umanskiy, T. Bendas, V. Bolshakov).

A significant amount of works in leadership development of organizations and business is prepared management by such researchers as: U. Bennis, J. Berns, R. Blake, R. Koh, A. Menegetti, J. Moyton, G. Osovskaya, O. Osovskiy, L. Skibitska, R. Fild, J. Yudelovits and others.

Among the authors of protected recently dissertations in Ukraine next should be distinguished: D. Alfimov, O. Vasylykova, O. Kosenchuk,

Yu. Kraschenko, O. Makovskyi, N. Marahovska, V. Moros, A. Moros, A. Semenov, G. Titova, V. Yagodnikova.

**A selection of earlier unsolved parts of general issue, which the article is dedicated to.** Pedagogical science, theory and methodology of education in forming of leadership skills of personality runs into certain difficulties such as allocation of the set of features and character traits that provide individual with absolute priority in interpersonal relationships. It is extremely difficult to implement this in a system of coordinate's theory of traits (H. Olport, R. Kettel, H. Ayzenk). To some extent, the task is gaining expressive images within the situational theory, when leadership is caused by a number of situational factors the first of which is the content and structure of the task. One of the main tasks of agricultural complex is production, processing, realization of agricultural production. Having regard to it, using scientifically sound, valid methods it is possible with high probability to construct a cluster of leadership qualities that should lay the basis for future professional educational ideal – the leader of the agroindustrial complex. This cluster of personal traits should be used by the subjects of educational work in agricultural universities.

**The purpose of the article** is to allocate and justify the set of leadership qualities of future agroindustry's specialists.

**Exposition of the main research material with explanation of received results.** In the process of research the selection of leader qualities that must be formed in the students – future specialists of agricultural complex, was carried out in three phases. [1, p. 163–186] In the first stage the legal documents, international experience, works of scientists, biographies of recognized national leaders of agricultural production with the purpose of selection the most important (14) qualities of leadership in agribusiness were analyzed. At this stage of research work such methods were used: *analysis of legal documents* – to determine the public needs in the education of the individuality of agricultural complex' professional; *the study of industrial documentation* (analysis of state standards, educational qualification characteristics, profesiograms) – to identify specific qualities, traits (competencies), which experts of agricultural complex should have; *study of international experience* – to identify the qualities that the leader of agricultural complex should have, according to the opinion of the leading foreign experts; *biographical method* – to identify the characteristics and qualities of leaders in agriculture, which appears at certain stages of their life; *profesiography method* – to study the demands made by the profession to the personality of the professional leader (this method is used to develop

information, diagnostic and corrective guidelines and recommendations, which indicate adequacy of person and profession). *In the second phase* the experts (modern agribusiness leaders, experts of regional departments of Agriculture), scientists, teachers and students, who are formal leaders of agricultural students' collectives were asked to rate the selected 14 traits by the level of importance and add some other not mentioned in the list of importance qualities which to their mind modern leader should have. At this stage such methods of scientific and pedagogical research are applied: *expert assessment* – to identify the ideal image of the agroindustrial leader by the competent experts in the relevant field; *questionnaires* of students, teaching and scientific staff of agricultural universities – to explore their opinions on the necessary set of leadership qualities of ACC; *methods of mathematical statistics* (*coefficient of Spearman's rank correlation, coefficient of concordance*) – to determine the interconnection in assessing the leadership qualities by four groups of respondents and the degree of consistency of assessments by two groups of experts ranked leadership qualities. In the third stage using *methods of ranging and mathematical statistics* (*weight ratio*) the selection of perfect qualities for the image of modern agribusiness leader was made.

It was established that on the basis of the agricultural leader's personality structure there is a set (cluster) of qualities. Under the *leadership qualities* of the agribusiness professional, we understand the combination of traits, features that allow the person during the interpersonal interaction to take the leading role in the field, to exert a significant influence on the group activity, to represent their interests and to provide the organization of communication and production activity by team members, encouraging them to achieve high productivity with minimal resource costs and maximum production effect, without violating the balance of the ecosystem.

The set of such specific features and characteristics is predetermined by specific professional activity of agroindustry, which mainly refers to the systems "man-nature". As the researchers note, [2] the professional activity of the expert in the system "man-nature" requires the usage of a wide range of knowledge and intellectual skills.

As we consider leadership the highest level of management influence on the company or organization in agriculture, it is necessary for leader to have basic managerial skills related with the functions of planning, organization and control of its implementation, and especially leadership skills, related with such functions as coordination and motivation.

We identify and briefly describe the qualities that are defined as a leadership. One of them is the *professional competence* (Lat. *competens* – appropriate, capable), which is considered to be the quality of specialist, allowing him to implement the goals of the profile, the industry process effectively. You must know a theory and be able to use the acquired knowledge in practice. Researchers determine the professional competence as a mental state that allows you to act independently and responsibly, as human ability and skills to perform certain professional functions (A. Markov); as professional readiness and ability to do the tasks and responsibilities of daily activity (K. Abulhanova); as the availability of special education, general and special deep knowledge, constant improvement of own scientific training (V. Zazykin A. Chernyschova). [3]

One of the distinguished qualities of the leader is his *intelligence*; we mean the ability to learn the objects and phenomena of reality, the world rationally. Developed intelligence provides high activity of thinking, its speed, flexibility, depth, breadth, autonomy, reflexivity. [4, p. 298–310]

*Organizational skills* are the ability of person to direct the individual efforts of members (staff) more effectively to achieve goals. Organizational skills of agribusiness leaders, in our opinion, should include the ability to: 1) see the problem; 2) plan its solution; inspire and motivate followers to solve it; 3) organize the production process optimally; 4) distribute responsibilities among team members according to their capacities and abilities; 5) create the conditions for self-control and self-discipline of followers in the implementation of the objectives. [5]

*Communicativeness* (from lat. “*communicabilis*” – connected, inform) – the human ability for successful interaction with other people, which contributes to the successful perception, understanding, learning, usage and transmission of information. [6, p. 174] If you take into account the views of foreign researchers S. Kirkpatrick, E. Locke, the leader is a person who can transfer the content of his prediction (goal) in available words and give his followers “keys” (pass information on how to achieve the goal). [7]

*Willpower* is the conscious self-regulation of behavior and activity by the person, regulative function of brain, which consists of ability to reach the consciously put goal actively, overcome external and internal obstacles. Will executes two mutual functions: motivational and brake function, that appears in direction of activity, its strengthening, and also in restraining of external motions and actions. Will appears in the form the organized actions, acts and behavior. [6, p. 58–59]

*Collectivism* (from. lat. *collektivus* – collected) and *ability to work in a team* is a difficult psychological formation, which appears in a conscious choice of priority, interests and aims of collectives (societies) and determines the activity of subject. It is characterized by the adaptation to the forms of group and command work, by ability to build companionable and friendly relations which are based on the common activities. Collectivism also involves the submission of its narrowly-private interest to public, national, is forming in the coordinates of certain national identity, related to patriotism.

*Industriousness* is the conscious need in permanent intellectual or physical labour, a process and result of execution of which bring moral pleasure to the person. Working, a person feels happily, promotes the level of the qualification, productivity and quality of work. Thus a person can work overtime, execute all operations and procedures diligently. To devote himself to a labour fully and to work overtime, the leader should have a good health.

*A healthy way of life* is the quality that appears in the observance of conduct's standards directed to maintenance of physical and psychical forces of individual, involves the rehabilitation and development of all systems of human organism. The healthy way of life includes next elements: productive work, rational schedule and rest, giving up harmful habits, optimal motive mode, personal hygiene, tempering and rational feed.

*Stress resistance*. Word “stress” (from English stress is pressure, loading, tension) is the emotional condition of psychical tension, which appears in the process of person's activity in the most difficult and heavy terms. Stress resistance is not only the clever, prudent behavior of a person, his self-regulation in psychologically unfavorable situations, but also possessing anti-stress methodologies. Stress resistance can provide the leader with the reliable and safe functioning labour activity. Observations show that a personality who has stress resistance is distinguished himself by quiet behavior and possibility to execute his task in the conditions when he is distracted, depressed psychologically or provoked on an aggressive emotional reaction.

During researching the phenomenon of leadership it was found out that majority of the successful people can be in the situations of tension and incertitude for a long time that shows they have the developed ability to resist to the action of stress factors.

*Charisma* is the integrative leader quality, which is often understood teleological as a supernatural gift, charisma, set of personal traits, characteristic for elected. Etymologically it takes place in Greek mythology, where the goddesses of beauty (Aglaya), grace (Efrosiniya),

elegance (Taliya) were named charitamy. In Christian tradition an assistance that sends Saint Spirit to the selected people (gift of preaching, wonderworking, prophecy and others) was understood as Charisma. We will pay attention on rational essence of concept “charisma” when we understand the ability of the leader to exert strong influence and lead the followers, as a result the followers try to connect their private and social problems solving with the charism keeper (believe him). This ability closely correlates with a moral purity (morality), knowledge of the business (competence), the richness and originality of language expression, rhetorical skills, ability to inspire, to convince and motivate the followers (communicativeness), understanding of human needs, with friendly sympathetic attitude to people (empathy), personal attractiveness, perfection of appearance, undoubted confidence in itself (willpower).

One more quality – *initiative* is the integrative psychological formation and is characterized by personal susceptibility to beginning, active and independent actions.

*Creation* is a productive human activity where the qualitatively new material and spiritual values of social value are generated. [6, p. 326]

For the leader of agroindustrial enterprise creation is necessary for the application of the new unconventional approaches both in the process of production of agroindustrial goods and in the management of agribusiness; new ideas' generating on the basis of an experience work to improve technological processes of agroindustrial production; winning and retailing of leading positions in a collective.

*Practical mentality.* A lot of researches are dedicated to the study of practical mentality. The main developers are: V. Kyoler, A. Leontjev, S. Rubinshtein [8, p. 337–339], B. Teplov [9, p. 252–343], Yu. Kornilov [10, p. 529], A. Pankratov [11, p. 97–125], I. Dolgoplov, Yu. Trofimov and others.

Practical mentality is a process of thinking, rooted in activity, directed to the conversion of physical reality, determined by the features of practice and takes place in a particular situation. Practical thinking is a mentality of a professional, a head, who solves difficult tasks formed on the basis of professional experience. The decisions of such professional-leader are constantly checked up by practice, they are inextricably related to the implementation of tasks.

The practical thinking is necessary for the leader of agricultural complex for the goal, development of plan and thinking over the methods of the realization in the conditions of time deficit, dynamic change of situation,

caused by various factors, first of all natural; usage of obtaining knowledge on practice; solving specific tasks within the processes of production, processing and storage of agricultural produce; the usage of different methods and facilities of activity in agroindustry with the maximal economic and ecological effect; decoding of process of co-ordination and management of human capitals, finances and difficult productive objects (agribusinesses). [12, p. 31–33]

*Empathy* is a word that originates from gr. “em” – in, and “patos” means passion, suffering. As known, concept “empathy” in psychology was introduced by E. Titchener. Since then it was researched by foreign and our scientists. The analysis of the modern literature dedicated to the research of empathy (O. Makarova, [13] R. Boyatsys, T. Ahryamkina, A. Sivitskaia, [14] A. Vasilkova, [15] I. Yusupov, M. Obosov and others) gives a reason to interpret it as a quality of personality, difficult psychological formation that includes cognitive-emotional and activity-practical components, provide with the knowledge of the emotional condition of other person, empathy and sympathy (identification with the object of empathy) and active reacting as for giving effective help the person who needs, that restores in the psychological comfort of an empathy's subject.

As leadership arises up in a community, the specialist needs the empathy for the effective cooperation with the members of community, winning the sympathy, construction of harmonious relationships with followers and members of command, creation the atmosphere of work and mutual help in a collective. Empathy allows the leader not only to inspire and to convince others but also to hear them. It follows that empathy is closely connected with the communicativeness of specialist's personality as the last provides the ability to get nonverbal signals, mimicry, gestures, taking into account intonation, sigh, tone and timbre of voice, pose of interlocutor. Such leader's quality as empathy should be marked by the specific of future specialists' profession and to provide a caring attitude to villages (which is also connected with patriotism) that is characterized by personalized creative active attitude to the rural area where the traditions of Ukrainian husbandry class, national culture and originality of people (language, customs and rituals, national farming calendar of agricultural work, signs connected with agriculture).

Among the distinguished qualities of the person those that are determined by the specifics of agricultural industry take a special place. *Ecological culture* is applied here. A study of its philosophical foundations and the formation as the students' quality a variety of scientists were engaged

in, both Ukrainian and foreign. Among them are the T. Vaida, V. Volvach, N. Greyd, M. Drobnokhod, N. Efimenko, S. Ivashchenko, V. Kryshchenko, [16] V. Kryukov, L. Lukyanova, N. Negrutsa, L. Fenchak [17] and others.

Under ecological culture we understand integrative quality of future specialist' personality, that is the part of general culture of personality, includes the awareness of a harmonious coexistence with the nature, understanding of indivisible integrity of a human being as a part of biosphere, presupposes the deep ecological knowledge, abilities and skills of ecological organization of agricultural functioning, farming and activity with application of possessed range of measures of natural environment sanitation.

*The valued attitude to the ground* is a quality of personality that is characterized by unindifferent, sensitive attitude to the ground as to the spiritual nurse with its fertility and ability to provide people with the welfare and prosperity. Thus the ground is perceived as the living matter, where the life-giving energy of the productivity is accumulated in a fertile layer, which is a basis of food safety of the country, self-sufficient substance capable to give ecologically clean, healthy harvests and to provide high quality of peoples' life without radical technogenic interference. The valued attitude to the ground appears in the will to work on the ground, in concern of the preservation and restoration of soils fertility, focus on conducting environmentally friendly farming without soil pollution by chemicals, in particular by fertilizers, herbicides and pesticides.

*Humane treatment of animals* is a sign of personality that appears in the ethic prudent careful handling to the animals as living creatures, conferred by feelings and perceptions that negatively react on physical pain and rough attitude toward them from a human being.

Behavior of future specialist with animals must accordance with the principles of universal ethics of A. Schweitzer that presupposed respect to all living beings.

Humane attitude toward animals is a quality that first of all must be developed in the future veterinaries, cattle-breeders and fish-nurseries.

*Interest in an agroindustrial production.* The study of interest as a psychical formation and its forming within young people different scientists were engaged in. Among them – L. Bozhovich, [18; 19] L. Vygotskyi, [20] O. Golomshtok, S. Chistyakova, E. Klimov, L. Zagrebelnyi, O. Bower, S. Rubinstein, S. Shloma, G. Schukina. We will consider the interest to agricultural complex as a leader quality that is the form of manifestation of person's cognitive need, aimed at understanding the purpose of agroindustrial

production, provides an acquaintance with a new technique and technologies, creative approach to business.

*Hospodarnist (economicness)* is the feature that characterizes a person as a creator, the activity product of which is a skillful, well-organized conduct or guidance of economic affairs with the optimal use of present physical possibilities, material and technical resources. The new quality that makes the object of management more perfect, improving his state, quantitative and quality indexes of the productivity is thus provided.

*Ability to anticipate and assess changeable environmental factors* is the personal quality that shows up in the ability to make a correct conclusion about direction and character of natural phenomena change and forecast their influence on a process and result of agricultural production. This quality is formed on the basis of deep theoretical knowledge and experience of professional activity.

On the basis of studying and long observation of the dynamics of natural factors and deep knowledge of the process of agricultural production the cause-effect connections and laws are seen, the tendencies of changes are determined. It gives an opportunity to calculate the perspective rationally, to catch the future motion of natural changes intuitively and to take timely actions for the receiving of desirable result – high productivity with minimal technogenic and anthropogenic loading on nature.

Basic threats in the field of an agroindustrial production are: a) overheating of body; b) hypothermia of body; c) soaking of clothing; d) dust air; e) influence of chemicals, their toxicity. The leader must develop his readiness to work in difficult weather and productive terms for the normal functioning – we accept this readiness as an integrative quality of personality, who is characterized by formed knowledge, abilities and skills, reasons for professional activity, physical health, that provide ability to work even in unfavorable for person weather (wind, rain, snow, frost, heat) and harmful for an organism productive (dust, noise, chemicals) terms (See Fig. 1).

The system-creating quality of leader is morality that appears in ability to act in accordance with the norms and rules of moral. We research morality as a quality of personality, which secure the leader his high status and position in a collective. On our persuasion, only the person, who is just, honest, responsible and patriotic in the eyes of followers can become a leader. For the leader of ACC morality as integrative quality must include the set of traits (patriotism, responsibility, [22] justice, honesty).

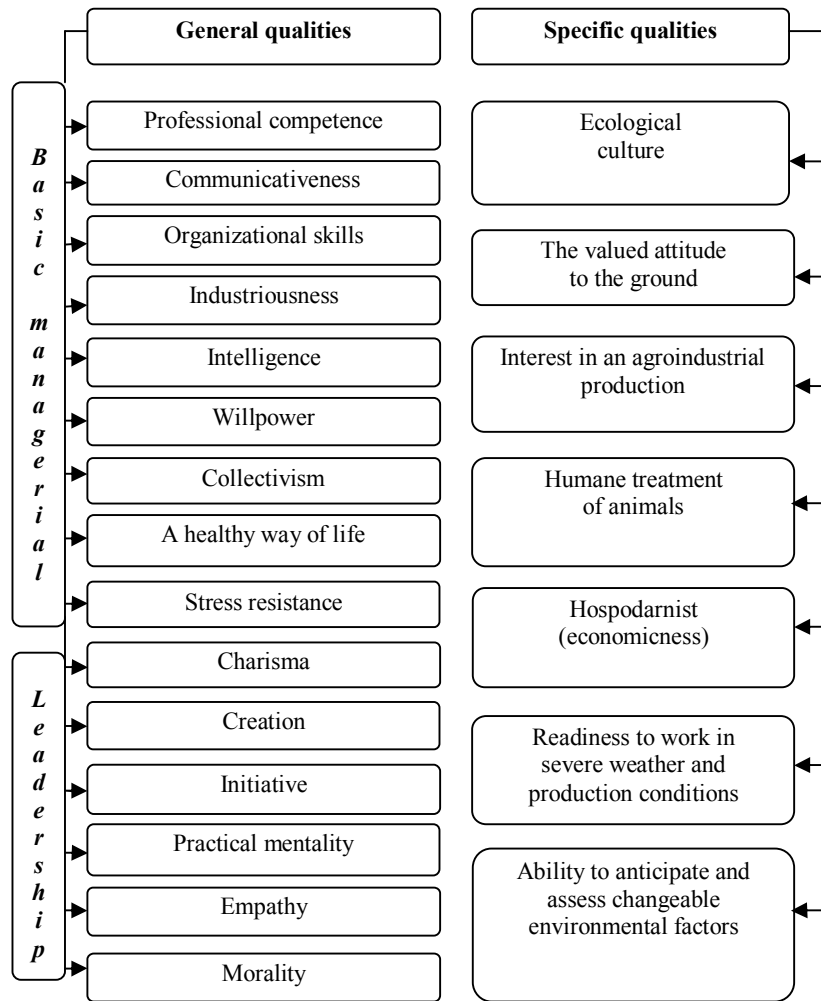


Fig. 1. Structure of leadership qualities of future specialists of ACC

**Conclusions and prospects of further researches.** So, by means of different methods of research (questionnaire, biographic method, method of expert estimation, method of analysis of normative documents and industry standards, methods of the mathematical processing of data) the specialists' of

agroindustry most essential qualities were determined. Such qualities as healthy way of life, morality, willpower, intellectuality, practical mentality, creativity, professional competence, communicativeness, industriousness, valued attitude to the ground, humane attitude toward animals, ecological culture, interest in agriculture, economicness, charisma, initiativeness, organizational skills, collectivism, stress resistance, empathy, readiness to work in difficult natural and productive terms, ability to anticipate and assess changeable environmental factors allow to create the ideal image of agroindustrial complex' leader.

The distinguished leader's qualities can be divided into three groups: 1) base administrative (because leadership is researched as a higher level of management of agricultural enterprise or organization); 2) actually leadership (related to such functions, as co-ordination and motivation); 3) specific, characterized for agroindustry (a leader in a system "man-nature").

Different subjects of educator work of agrarian higher educational establishments must concentrate their attention on the formation of such qualities while developing leader potential of students.

The prospects of further researches can be used in the development of educational methodology of leader's qualities of agroindustry' future specialists.

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#### КОНСТРУЮВАННЯ КЛАСТЕРУ ЛІДЕРСЬКИХ ЯКОСТЕЙ МАЙБУТНІХ ФАХІВЦІВ АГРОПРОМИСЛОВОЇ ГАЛУЗІ

**Р. В. Сопівник**

*У статті показано шлях конструювання та структуру лідерських якостей майбутнього фахівця агропромислової галузі. Акцентовується, що за допомогою різних методів дослідження (анкетування, біографічний метод, метод експертної оцінки, метод аналізу нормативних документів і галузевих стандартів, методи математичної обробки даних) добираються та диференціюються найбільш важливі лідерські якості фахівців агропромислової галузі за такими групами: загальні управлінські; власне лідерські; специфічні (характерні для агропромислової галузі). Обґрунтовується необхідність кожної з виділених якостей для успішного функціонування лідера в агропромисловому комплексі.*

*Ключові слова:* виховання лідерів, кластер лідерських якостей, способи конструювання особистісних властивостей; виховний ідеал лідера АПК.

## КОНСТРУИРОВАНИЕ КЛАСТЕРА ЛИДЕРСКИХ КАЧЕСТВ БУДУЩИХ СПЕЦИАЛИСТОВ АГРОПРОМЫШЛЕННОЙ ОТРАСЛИ

**Р. В. Сопивнык**

*В статье показан путь конструирования и структура лидерских качеств будущего специалиста агропромышленной отрасли. Акцентируется, что с помощью различных методов исследования (анкетирование, биографический метод, метод экспертной оценки, метод анализа нормативных документов и отраслевых стандартов, методы математической обработки данных) подбираются и дифференцируются наиболее важные лидерские качества специалистов агропромышленной отрасли по следующим группам: общие управленческие; собственно лидерские; специфические (характерные для агропромышленной отрасли). Обосновывается необходимость каждого из выделенных качеств для успешного функционирования лидера в агропромышленном комплексе.*

*Ключевые слова:* воспитание лидеров, кластер лидерских качеств, способы конструирования личностных свойств, воспитательный идеал лидера АПК.

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