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Issue Article

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THE BEHAVIORISM OF THE DEMOCRATIC LEADER OF THE ENTERPRISE IS THE KEY TO HIS SUCCESSFUL LEADERSHIP OF THE ENTERPRISE'S TEAM IN MAKING THEM PREFERRED AND PRIORITY PRODUCTS FOR CONSUMERS IN THE REGIONS OF THE SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL DISTRICT

Abstract*: the article considers the possibilities of producing competitive and in-demand products, which are possible only if there are managers who are professionally trained and politically responsible for the results of their activities. The authors reasonably believe that the political responsibility of the heads of light industry enterprises is the highest measure of expression of their professionalism. And it is clear that there are no objective reasons that would justify the decline in production in light industry, therefore, the results of the assessment of economic policy should be either useful or harmful – this should always be an axiom. If this does not happen, it means that something in this very economic policy is not a professional decision, actions are harmful to society and timely adjustments are needed. The authors recommend that the market reconsider the concept of forming it with demanded and import-substitutable goods, taking into account their priority. Such a concept will fully correspond to the consumer's desire to satisfy their desire and desire to make a purchase, taking into account their social status, ensuring that manufacturers sell their products in full and guaranteeing enterprises sustainable TEP of their activities.*

Key words*: quality, import substitution, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TPP, attractiveness, assortment, assortment policy, demand, sales, paradigm, economic policy, economic analysis, team, success.*

Language*: English*

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Introduction

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The domestic light industry is going through hard times, and the consumer is offered products of dubious quality that have entered our markets by counterfeit and other illegal means, that is, they have no guarantees for buyers to exercise their rights to protect themselves from unscrupulous manufacturers and suppliers. It is necessary to reanimate the role and importance of a quality-oriented strategy, since only in this case enterprise managers will subjectively and objectively be forced to improve their production using nano technologies and innovative processes so that competitive and demanded materials and products fully satisfy the needs of domestic consumers. At the same time, the statement is justified that the consumption of domestic materials and products is regulated by the market. In this case, market requirements should be dictated to manufacturers for the need to increase the role of the state and consumers - to form a stable demand for domestic materials and products, namely: to maintain a range of goods, regulating it by federal, regional and municipal orders; stimulate price stability; increase consumer ability and gradually improve their quality. The implementation of these tasks will create the basis for the consumer to realize the need to pay for the advantages of high-quality materials and products, and the manufacturer understands that improving the quality of materials and products cannot be associated only with rising prices, but also due to technical innovations aimed at using new technological and engineering solutions.

Today, and even more so tomorrow, the implementation of one of the defining principles of production efficiency is important - the manufacturer produces exactly what the consumer needs in an assortment that creates the basis for meeting demand. It is equally important to understand the role and significance of quality activities, that is, how much managers have penetrated into the essence of things, learned to manage things, change their properties (assortment), form, forcing them to serve a person without significant damage to nature, for the good and in the name of man, that is, in in accordance with the requirements of the Federal Law "On Technical Regulation". Both political leaders and the government have recently been talking about the need for a competent industrial policy. World-renowned quality specialist E. Deming, who at one time was a scientific adviser to the Japanese government and led Japan out of the economic crisis, in his book "Out of the Crisis" writes: "... managing paper money, and not a long-term production strategy - the path to the abyss." Whether the state needs to pursue an industrial policy, one can quote the statement of the outstanding economist of the past Adam Smith, who laid the foundations of the scientific analysis of the market economy 200 years ago. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the selfishness of merchants." You can't say more precisely. one can quote the statement of the eminent economist of the past, Adam Smith, who laid the foundations of the scientific analysis of the market economy 200 years ago. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the selfishness of merchants." You can't say more precisely. one can quote the statement of the eminent economist of the past, Adam Smith, who laid the foundations of the scientific analysis of the market economy 200 years ago. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the selfishness of merchants." You can't say more precisely.

What are the results of economic activity today, what are the achievements in this area? Growth of gold and foreign exchange reserves, decrease in inflation, budget surplus and other financial and economic achievements. But is this really the end result of public administration, and not the quantity and quality of goods and services sold in the domestic and foreign markets and the population's ability to pay to purchase these goods and services? And, ultimately, not the quality of life of the country's population? Therefore, it is quite natural that today the task is posed for all levels of the executive and legislative authorities - to improve the quality of life of Russian citizens. Let's carry out an enlarged factor analysis of the quality of life problem. The quality of life of citizens depends on the quality of consumed goods and services in the full range - from birth to ritual services, as well as on the solvency of citizens, which allows them to purchase quality goods and services. These two factors (quality and solvency) depend on the state of the country's economy, which, in turn, depends on the efficiency of enterprises in various sectors of the economy, including light industry. The efficiency of enterprises' work depends on the state of management, on the level of application of modern management methods, on the implementation of production quality requirements.

The problems of improving the quality and competitiveness of materials and products at the present stage of the development of the Russian economy are becoming increasingly important. As the experience of advanced countries that at one time emerged from such crises (the United States in the 30s, Japan, Germany in the post-war period, and later South Korea and some other countries) shows, in all cases, the basis of industrial policy and the rise economy, a strategy was put in place to improve the quality and competitiveness of products, which would be able to conquer both domestic and foreign sales markets. All the other components of the reform - economic, financial-credit, administrative - were subordinated to this main goal.

Positive changes in the quality of goods imply qualitative changes in technology, technology, organization and production management. Manufacturing must improve, which does not mean becoming more costly. It was absolutely right that attention was drawn to one phenomenon that usually escapes in the troubled bustle - the historicity of the economy. The economy has not always been the way it is perceived now and will not remain forever. Economic life changes over time, which forces one to tune in to its changing being. The modern economy is built on a market foundation and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, which aggressively squeezes out the social sphere, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security and fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: “the strongest, the fittest survives”, will replace the “social-production partnership - the manager and the manufacturer will become members of one team. Mass production will give way to organization, appropriate implementation of the principle - "the manufacturer produces exactly what the consumer needs." The "lean" economy will focus on resource-saving technologies and environmental friendliness of production. It demanded a new look at the fundamental concepts. And therefore the philosophy of quality must also change. We must be ready for the coming events.

The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of opposing the ratio of actions "direct" and "mediated". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality only because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "in mind" or "implied." From the relationship in the dynamics of these projections, quality problems in creative thinking are built into an appropriate schedule, reflecting the relevance and profitability of activities aimed at the development of production. The most significant and global are international quality management standards. The use of modern methods in them makes it possible to solve not only the problem of improving quality, but also the problem of economy and the problem of productivity. That is, today the concept of "quality management" is being transformed into the concept of "quality management".

Thus, solving the problem of increasing the efficiency and competitiveness of the economy, and, ultimately, the quality of life, is impossible without the implementation of a well-thought-out and competent industrial policy, in which innovation and quality should become a priority.

The results of studies carried out under the UN Development Program have made it possible to measure the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth is accounted for by natural resources and production structure. A quality-oriented strategy undoubtedly contributes to an increase in the very role of the subjective factor in the development of production, and to a more complete all-round satisfaction of human needs themselves. The desire to “live according to reasonable needs”, as well as the need to “work according to one's capabilities,” no one openly and officially dared to cancel, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is steadily supported by the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive.

It is believed that learning about nature reveals its quality, quality state, quality levels, embodying new knowledge in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in the systemic sense - temporary, conditional. And here it is absolutely justified that the main thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands must dominate production. The task of society is to contribute to the development of demand in the market worldwide: to maintain a range of goods, stimulate price stability, increase purchasing power, and improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, in the first place he puts "production planning, not focused on such goods and services for which the market is in demand." Try to argue with him. Production during the transition from industrial to post-industrial mass consumption society is thought of as a function of the market. And the authors fill these properties of quality with criteria, namely:

-ideology of quality - the perspective of production development;

- quality management is an integrated approach to solving quality problems;

- fashion and technical regulation - components of the quality of the manufactured footwear;

- quality systems "ORDERING / 5 S" and "THREE" NOT "- not only the basis for the stability and safety of production, but also a quality guarantee;

- quality in the market is a paradigm for the formation of production that meets the needs of the market;

- advertising is always at the service of quality;

- excursion into the past as a guarantee of quality in the future;

- the product quality assessment model is the production priorities;

- forecasting the cost of quality in the development of a new range of footwear is a guarantee of its relevance and its competitiveness;

- methodology of business visual assessment of a product - a means of assessing the effectiveness of quality;

- improving the quality and competitiveness of domestic special footwear;

- about indicators for assessing the quality of footwear - as a tool for the formation of popular products;

- quality and market: a marriage of convenience and this is indisputable;

- the stability of the work of enterprises - the guarantor of the quality of their footwear;

- all these aspects together and provide a revolution in quality, guaranteeing the manufacturer stable success in the market with unstable demand.

The work presented to your attention is the fruit of joint reflections on topical problems of improving the activities of an important branch of the social economy of leading Russian and foreign experts. A collectively executed monograph always has an advantage over an individual form of creativity. A separate author, no matter how knowledgeable and authoritative he was, was forced by the nature of the circumstances to explain not only his point of view on the problem under study, but also to talk about how colleagues “see” this problem, to present someone else's view of the order of things, to transform in the process of the declared discussions in their opponents. Such a transformation, despite all its conventionality, is not so harmless for objectivity in understanding. Even such a wonderful thinker like G. Hegel sinned, willingly or unwillingly substituting opponents, to make it easier to criticize them. This work presents an original author's approach and opens up the opportunity to learn the most significant first-hand, without intermediaries, who often darken creative relationships.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. For all the economic, social and political costs, humanity is getting richer and wealth is unevenly distributed. Finance, as before, is concentrated in certain regions, however, in the same way as the premieres of modern production. Analysts predict the course towards the quality of goods confidently and everywhere. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the fittest survives", will replace the "social-production partnership" - the manager and the manufacturer will become members of the same team.

Main part

Leadership theory is the earliest approach to the study and explanation of leadership. The first researchers tried to identify the qualities that distinguish the "great people" in history from the masses. Researchers believed that leaders had some unique set of rather stable and unchanging qualities that distinguished them from non-leaders. Based on this approach, scientists have tried to define leadership qualities, learn how to measure them and use them to identify leaders. This approach was based on the belief that leaders are born, not made.

Trying to generalize and group all previously identified leadership qualities, one can come to the conclusion that basically five qualities characterize a leader: intelligence or intellectual abilities; dominance or predominance over others; self confidence; activity and energy; knowledge of the matter. However, many people with these qualities often remain followers. The most interesting result was obtained by the famous American consultant Warren Bennis, who studied 90 successful leaders and identified the following four groups of leadership qualities:

• attention management, or the ability to present the essence of the result or outcome, goal or direction of movement / actions in such a way that it would be attractive to followers;

• value management, or the ability to convey the meaning of the created image, idea or vision so that they are understood and accepted by followers;

• management of trust, or the ability to build their activities with such consistency and consistency, so as to obtain the full confidence of subordinates;

• self-management, or the ability to know so well and in time to recognize their strengths and weaknesses, so that to strengthen their weaknesses, skillfully involve other resources, including the resources of other people.

Bennis invites leaders to share power in the organization to create an environment in which people feel meaningful and able to know what they are doing and that they are part of a common cause. The organizational environment created in this way should instill strength and energy in people through the quality of work and dedication to work. Subsequent study led to the allocation of four groups of leadership qualities: physiological, psychological, or emotional, mental, or intellectual and personal business (table 1).

Business personal qualities are mostly in the nature of skills and abilities acquired and developed from a leader in performing their functions. Their importance to success increases along the levels of the organizational hierarchy. However, their exact measurement is difficult. It has not yet been proven that these qualities are critical to effective leadership. For example, the business qualities that have made someone a leader in a commercial bank are unlikely to be useful for leadership in a research laboratory or in a theater.

Leadership theory suffers from a number of shortcomings. However, it served as an impetus for the emergence and development of other concepts of leadership and proved to be a reliable deterrent in the reassessment of the behavioral and situational foundations of leadership.

Table 1. Leadership traits most commonly found in successful people

Intellectual ability	Personality traits	Acquired skills
• Mind and logic • Prudence • Insight • Originality • Conceptuality • Education • Knowledge of the case • Speech development • Curiosity and cognition • Intuitiveness	• Creativity and creativity • Honesty • Courage • Overconfidence • Balance • Independence • Need for achievement • Energy • Aggressiveness • Striving for excellence • Obligation • Happiness	• Ability to enlist support • Ability to cooperate • Ability to gain popularity and prestige • Tact and diplomacy • Ability to take risks and responsibility • Ability to organize • Ability to persuade • Ability to change yourself • Ability to be reliable • Ability to joke and understand humor • Ability to understand people
Business personality traits		
• Personal integrity • Self-reliance • Proactiveness • Flexibility • Vigilance • Ambitiousness • Powerfulness • Persistence and perseverance • Efficiency		

The study of patterns of behavior inherent in leaders began on the eve of World War II and continued actively until the mid-60s. What was in common with the considered concept of leadership qualities was that the search for one only correct path began again, but in a different direction: leadership behavior. An important difference from the concept of innate qualities was that this concept assumed the possibility of training leaders according to specially designed programs. The focus of research has shifted from looking for an answer to the question of who is a leader to an answer to the question of what and how leaders do. The most well-known concepts of this type are as follows:

• three leadership styles;
• research by Ohio State University;
• research from the University of Michigan;
• control systems (Likert);
• management grid (Blake and Moughton);
• the concept of reward and punishment;
• substitutes for leadership.

The difference between the political systems of the United States and Germany before World War II prompted a laboratory study of leadership by renowned American behavioral scientist Kurt Lewin. The study consisted of comparing the effect of using three leadership styles: authoritarian, democratic and passive. The results of this study surprised researchers who expected the highest satisfaction and productivity from a democratic leadership style. Kurt Lewin emigrated to the United States from Germany just before the outbreak of the war and believed that a repressive, authoritarian regime in Germany was less effective than a democratic society. He expected that the results of more than four months of experiment in three groups of ten-year-old boys, where each group was guided by appropriately trained students will confirm his hypothesis. It turned out that although the guys preferred a democratic leader, they were more productive under an authoritarian leadership. Details of the features of each style are given in table 2.

Later research has also confirmed the fact that the democratic style is not always the most productive. For example, a study of 1,000 workers found that those who often interacted with their boss by line of work preferred and were satisfied with working with an authoritarian leader. Workers in occupations such as firefighters, police officers, and administrative assistants displayed similar attitudes toward autocracy. Ultimately, no style was found to be directly related to effective leadership.

Table 2. Contents of the three leadership styles

	Authoritarian style	Democratic style	Passive style
Nature of style	Concentration of all power and responsibility in the hands of the leader	Delegation of authority while maintaining key positions with the leader	Leader relinquishing responsibility and relinquishing power in favor of the group / organization
	Prerogative in setting goals and choosing means	Decision making is divided into levels based on participation	Providing the possibility of self-government in the mode desired for the group
	Communication flows come mainly from the top	Communication is active in two directions	Communication is mainly built on a "horizontal" basis
Strengths	Attention to urgency and order, the ability to predict the result	Strengthening personal commitment to work through participation in management	Allows you to start a business the way it is seen and without the intervention of the leader
Weak sides	There is a tendency to restrain individual initiative	Democratic style takes a long time	The group may lose speed and direction of movement without leadership intervention.

The Ohio State University research is considered the most significant among those undertaken in the postwar period in the field of leadership behavior. Their goal was to develop a two-factor theory of leadership. Two variables were taken as a basis: the structure of relations and relations within this structure. The first variable includes patterns of behavior, with the help of which the leader organizes and defines the structure of relations in the group: defining roles, establishing communication flows, rules and procedures for working, expected results. The second variable includes patterns of behavior that reflect the level or quality of the relationship between the leader and followers: friendliness, mutual trust and respect, sympathy and harmony, sensitivity to each other, desire to do good to each other.

In the course of the study, a relationship was established between these two variables and various criteria for effectiveness. So, at the beginning it was possible to establish that leaders whose behavior is characterized by the simultaneous presence of two variables are more effective in their activities than those whose behavior was characterized by only one of them. Later, data were obtained indicating that the predominant attention on the part of the head to the structure of relations made the indicators of professionalism of subordinates higher and reduced the number of complaints from them, and with a focus on relations in the structure, relatively low indicators of professionalism and absenteeism were noted. The hypothesis that the highest levels of two variables (the upper right quadrant in Figure 1) form the best leadership style has long been held to be correct. However, numerous tests that followed gave very different results. At the same time, it was not possible to establish the only correct style of effective leadership applicable in any conditions. At the same time, the studies carried out allowed us to draw two important conclusions. First, the more attention is paid to the structure of relationships and everything related to work, the greater the effect is achieved under the following conditions:

• strong pressure exerted by someone (other than the leader) in order to obtain appropriate results;

• the task satisfies the employees;

• workers depend on the leader for information and guidance on how to do the job;

• workers are psychologically prepared to be fully instructed by the leader;

• the effective scale of manageability is observed.

An increased attention to the relationships in the structure and everything that corresponds to the needs and desires of workers is effective when:

• tasks are routine and unattractive for employees;

• employees are predisposed and ready to participate in management;

• employees have to learn something themselves;

• employees feel that their participation in decision-making affects the level of work performance;

• there are no significant differences in status between the leader

and workers.

Secondly, it was noted that the effectiveness of leadership also depends on a number of other factors:

• organizational culture;

• technology used;

• expectations from the use of a particular leadership style;

• moral satisfaction from working with a leader of a certain style.

<table>
<tr><td rowspan="2">High

Attention to relationships in structure

Low</td><td colspan="2">T 3. The leader pays less attention to structuring tasks for employees, and is more concerned with meeting their needs and desires</td><td colspan="2">Art 4. The leader provides significant leadership in the work, while at the same time placing great emphasis on establishing the best relationship with workers.</td></tr>
<tr><td colspan="2">Article 1. The leader does not cope with the necessary structuring of work, seeking to compensate for this by making maximum efforts to establish the best relationship with employees</td><td colspan="2">Art 2. The leader focuses on structuring the work and everything that is connected with it, with little regard for the needs and desires of workers</td></tr>
<tr><td></td><td>Low</td><td colspan="2">Attention to the structure of relationships</td><td>High</td></tr>
</table>

Figure 1. Four Leadership Styles According to the Ohio State University Study

The University of Michigan study aimed to identify differences in the behavior of effective and ineffective leaders. Two variables in the leader's behavior were taken as a basis: the concentration of the leader's attention at work and on employees. As you can see, these variables are quite similar in content to those used in the studies of Ohio State University. The results of research from the University of Michigan led to the following conclusions about an effective leader:

• tends to support workers and develop good relationships with them;

• uses a group rather than an individual approach to managing employees;

• sets extremely high levels of performance and strenuous assignments.

Later, these findings formed the basis of the concept developed by Rensis Likert and called "Control Systems 1, 2, 3 and 4". Without establishing the ideal style for all cases, the University of Michigan study nevertheless concluded that the condition for effective leadership is to support employees and involve them in decision-making. Building on the University of Michigan approach, Rensis Lickert has undertaken an intensive study of the common management patterns used by effective leaders. The latter were found to focus on the human factor and try to develop a group approach to getting work done to achieve goals. They were allocated two categories of leaders (Figure 2):

• workers-oriented leaders;

• work-oriented leaders.

Continuing research has made it possible to identify four prevailing management styles, called systems 1, 2, 3, and 4 (Table 3). System 1 is a task-oriented, highly structured, authoritarian leadership style. In contrast, system 4 is a style focused on developing relationships with subordinates and group, joint work with them. Systems 2 and 3 are, as it were, intermediate stages between the two extremes, close to the main provisions of the theory "X" and the theory of "Y" by Douglas McGregor.

Based on his model, Likert developed a questionnaire to define leadership styles and management culture. According to the results obtained on the basis of the questionnaire, effective leadership was more often located closer to system 4 and less often to system 1. However, in practice, following the style corresponding to system 4 turned out to be far from easy. Not many organizations have used this style. As it turned out, the transition to it is associated with the need for radical changes, mainly changes in the behavior of the leader himself and his followers at all levels, down to the ordinary worker.

Table 3. Examples of the content of control systems 1, 2, 3 and 4 Likert

Organizational variables	System 1	System 2	System 3	System 4
The level of the leader's trust in his subordinates and his confidence in them	Not confident in subordinates and does not trust them	Condescending Master-Slave Confidence and Trust	Significant, but not unconditional, confidence and trust of the "boss-subordinate" type with a desire to control the adoption and implementation of decisions	Full confidence and trust in everything
The nature of the motivation used	Fear, Threats, Punishments, and Selected Rewards	Rewards and to some extent punishment	Rewards, individual punishments, and to some extent involvement in management	Material remuneration based on an incentive system designed taking into account the participation of employees in management
The nature of the influence on subordinates and interaction with them	Weak interaction based on fear and distrust	Poor interaction with some consideration of the opinions of subordinates; fear and caution among subordinates	Moderate interaction with a fairly frequent manifestation of confidence in and trust in workers	Deep and friendly interaction with employees, high confidence in them and trust in them

The most popular among the concepts of leadership behavioral styles has recently received the management grid model, which clearly demonstrates that there is one and only correct leadership style. Similar to the Ohio State University model, the Blake and Moughton management grid is a matrix formed by the intersections of two variables or dimensions of leadership behavior: on the horizontal axis, interest in production and on the vertical axis, interest in people (Figure 2). The variables of the management grid, in fact, have the character of location (towards something or someone) and view (towards something) that predetermine subsequent behavior, i.e. both interests are associated with both human consciousness and human action, and not just with one thing.

A survey of a significant number of managers confirmed the hypothesis of the founders of the model that, regardless of the situation, the 9.9 style is the best. The model under consideration has gained high popularity among managers. They use it to develop better leadership behavior through participation in education and training programs specifically designed to develop their style 9.9. If the 9.1 style prevails in the manager, he should pay more attention to training in the field of personnel development, motivation, communication, etc. The prevalence of style 1.9 may require training in areas such as decision making, planning, organizing, controlling, working operations. With a 5.5 style, training may be required to some extent in most of these areas. Style 1.1 raises doubts about the ability to change the behavior of the manager,

The concept of "reward and punishment" of leadership behavior is based on the provisions of the theory of reinforcement of behavior. In this concept, the leader is seen as a person who controls the process of changing the behavior of subordinates in the desired direction. The concept identifies four types of leadership behavior depending on the use of reward or punishment (Figure 2).

In practice, remuneration for the achieved level of work performance leads to the employee exceeding the usual level of his efforts and exceeding the satisfaction he receives from the work. Punishing inadequate performance levels, as well as being rewarded without regard to performance levels, affects both effort and job satisfaction in different ways. And finally Punishment without taking into account the level of work performance most often negatively affects the quality of work and employee satisfaction.

... in connection with situation	**Punishment for level of performance work** The degree to which a leader uses harsh measures when subordinates perform low-level work	**Performance level reward work** The degree to which the leader uses positive effort when performing subordinate work at a high level
The change behavior ... without communication with situation	**Punishment without regard to the quality of work** The degree to which a leader uses harsh measures no matter how well they do their job	**Remuneration without regard to the quality of work** The degree to which the leader rewards the subordinate uses regardless of how well the subordinate does his job
	... punishment	behavior change through reward

Figure 2. Four types of leadership behavior depending on the application of reward or punishment

Since the above concepts of leadership behavior in one way or another presuppose the presence of formal leadership under any circumstances, many researchers have repeatedly asked the question: can there be situations when leadership-type behavior is not required? So, S. Kerr and J. Jermeier put forward the assumption about the presence of variables or so-called substitutes for leadership, which tend to negate the need for leadership influence on the level of work of subordinates and their satisfaction. For example, a subordinate with extensive work experience, developed abilities and a high level of training, as it were, eliminates the need for directive leadership. A structuring leader will experience strong resistance from an independent and self-minded subordinate with a high level of skill. Self-management for these workers will be more attractive than the direction of their leader. Various substitutes for leadership and their relationship with the need to use one or another leadership style are shown in Table 4.

Table 4. Leadership substitutes

Variables or substitutes for leadership	When you don't need to pay more attention	
	on relations with subordinates	on the structure of relationships and work
At the level of qualities of subordinates:		
Ability, experience, training, knowledge		NS
Independence, self-reliance	NS	NS
Professionalism	NS	NS
Lack of response to reward	NS	NS
At the level of the content of the work:		
Clarity, crispness and routine		NS
Lack of alternative methods		NS
Getting feedback on work		NS
Internally satisfying work	NS	
At the level of the organizational environment:		
Processes are formalized		NS
Impossibility of flexibility in relations		NS
Highly specialized support		NS
Group approach, close relationship	NS	NS
The leader has no right to reward	NS	NS
No direct contact with subordinate	NS	NS

The considered concepts once again clearly indicate that leaders are made, not born.Leadership behavior can be developed and improved through education and training. Knowing this, in turn, helps to design and implement managerial training programs that develop specific leadership skills and abilities. At the same time, the behavioral concepts of leadership are based on a very wide range of dimensions of leadership behavior, which receives numerous interpretations, which sharply complicates their practical testing. For these reasons, in particular, the concepts of leadership behavior did not answer the question about the relationship of leadership with such important indicators of work performance as efficiency, productivity and satisfaction. learning leadership. The answer began to be sought in the framework of situational theories, which allow a fuller consideration of leadership and its consequences. The main idea of the situational approach was the assumption that leadership behavior should be different in different situations. A situational leadership approach explores the interaction of various situational variables in order to discover causal relationships in leadership relationships that predict the possible behavior of a leader and the consequences of that behavior. Consider the following concepts of situational leadership: A situational leadership approach explores the interaction of various situational variables in order to discover causal relationships in leadership relationships that predict the possible behavior of a leader and the consequences of that behavior. Consider the following concepts of situational leadership: A situational leadership approach explores the interaction of various situational variables in order to discover causal relationships in leadership relationships that predict the possible behavior of a leader and the consequences of that behavior. Consider the following concepts of situational leadership:

- the Tannenbaum-Schmidt leadership behavior continuum;
- Fiedler's situational leadership model;
- Hersey and Blanchard's situational leadership model;
- the path-to-goal leadership model of House and Mitchell;
- the Stinson-Johnson situational leadership model;
- situational model of decision making Vroom - Yetton -
- In accordance with the Tannenbaum-Schmidt model, the leader chooses one of seven possible patterns of behavior depending on the strength of the impact on the leadership relationship of three factors: the leader himself, his followers and the situation. Figure 3 shows the full range of choices between democratic and authoritarian alternatives, respectively associated with interest in relationships or in work.

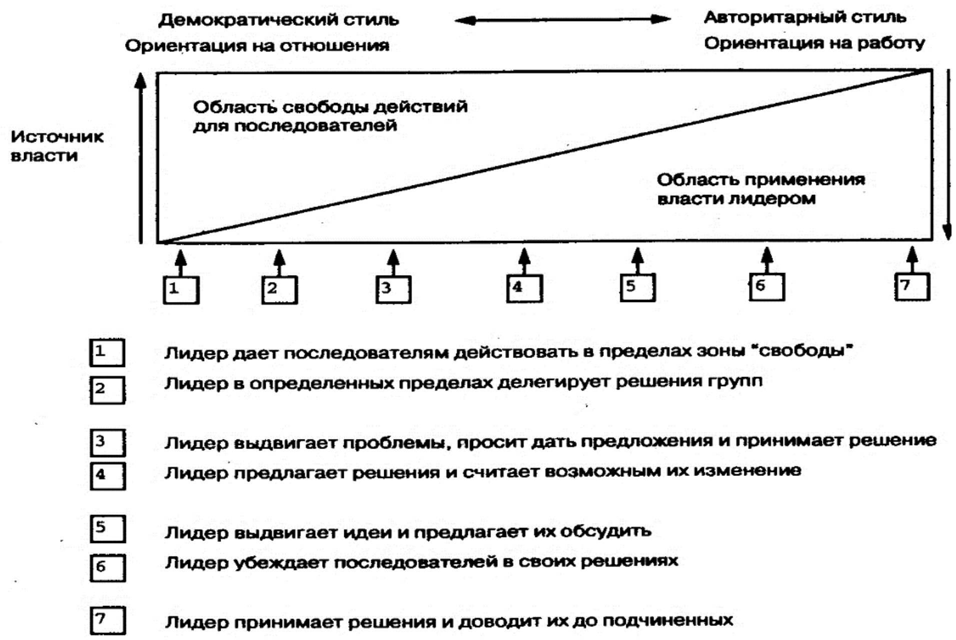


Figure 3. Continuum of Leadership Behavior

The distinction between these two extreme leadership styles is based on the leader's assumptions about the sources of his power and human nature. The democrat believes that power is given to him by the followers he leads, and that people, at their core, have the ability to self-government and creative work under the conditions of the right motivation. The autocrat believes that power is given by his position in the group / organization and that people are internally lazy and difficult to rely on. In the first case, there is an opportunity to participate in management, in the second - the goals, means and policy are determined by the leader himself. According to the authors of the model, there are five more intermediate leadership styles between these two extremes. The subsequent development of this model faced difficulties in taking into account all possible interactions between the leader, followers and the situation in the establishment of cause-and-effect relationships in leadership relationships. Thus, the development of internationalization processes in business and a sharp increase in the number of participants in these processes have broken traditional ideas about management and made the transition to leadership relations even more difficult. Leader model. Fred Fiedler is rightly credited as the founder of situational leadership theory. His model, which he began work on in the mid-1960s, predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style. the development of internationalization processes in business and a sharp increase in the number of participants in these processes have broken traditional ideas about management and made the transition to a leadership relationship even more difficult. Leader model. Fred Fiedler is rightly credited as the founder of situational leadership theory. His model, which he began work on in the mid-1960s, predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style. the development of internationalization processes in business and a sharp increase in the number of participants in these processes have broken traditional ideas about management and made the transition to a leadership relationship even more difficult. Leader model. Fred Fiedler is rightly credited as the founder of situational leadership theory. His model, which he began work on in the mid-1960s, predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style. work on which he began in the mid-1960s predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style. work on which he began in the mid-1960s predicts the effectiveness of a leader-led workgroup. The model uses three situational variables that make it possible to determine the degree of favorableness or controllability of the situation for a particular leadership style.

To measure and define leadership style, Fiedler suggested using the least preferred employee (LDP) scale he developed. In accordance with this scale, respondents, marking the scores for each position of the scale, should describe a hypothetical person with whom they could work least successfully. After the points have been calculated for all positions of the scale, the style of the leader is determined. Thus, leaders are respondents who scored higher scores, i.e. those who describe their CPD are very positive, have a relationship-oriented style, and those who score lower have a work-oriented style. Accordingly, these two types of leaders are called the leader with high CPD and the leader with low CPD. According to Fiedler's findings, the leadership style remains relatively constant and almost does not change from situation to situation. since the style reflects the foundations of the individual's motivation; motivation for relationships and motivation for work.

The controllability or auspiciousness of a situation is defined in the model as the degree to which the situation allows the leader to control it and to influence the followers. This degree can be high or low. In the first case, it is expected that the decisions of the leader will give predictable results, since he has the ability to influence the outcome of the case. In the second case, the decisions of the leader may not lead to the desired results.

The degree of control of the situation is determined in the model by the following three variables:

1. "Leader - Followers" relationship. This variable reflects the level of loyalty, trust, support and respect experienced and shown by the follower in relation to the leader. It is about the recognition of the leader by the followers, which is the most important condition for gaining control over the situation. By accepting a leader, followers will do whatever they can to achieve their goals.

2. Structured work. This variable reflects the level of structuredness of the problems solved by the group or the tasks performed by it and is measured by the following components:

- clarity of purpose - the degree to which the problem or task is clearly formulated or posed and familiar to the performers;
- the plurality of means to achieve the goal - the degree of the possibility of using various methods and ways to achieve the goal;
- validity of the decision - the degree of "correctness" of the decision, confirmed by the level of its adoption, its logic or results.
- specificity of the decision - the degree of possibility of making alternative decisions.

Since highly structured work itself contains instructions on what to do and how to do it, the leader gets more control over the performers in this situation.

3. Official authority. The variable under consideration reflects the level of formal power a leader obtains on the basis of his position in the organization, in particular, the sufficiency of formal power in order to adequately reward or punish subordinates, promote them or fire them.

Figure 4 shows a schematic diagram of the interaction of the leadership style with situational variables.

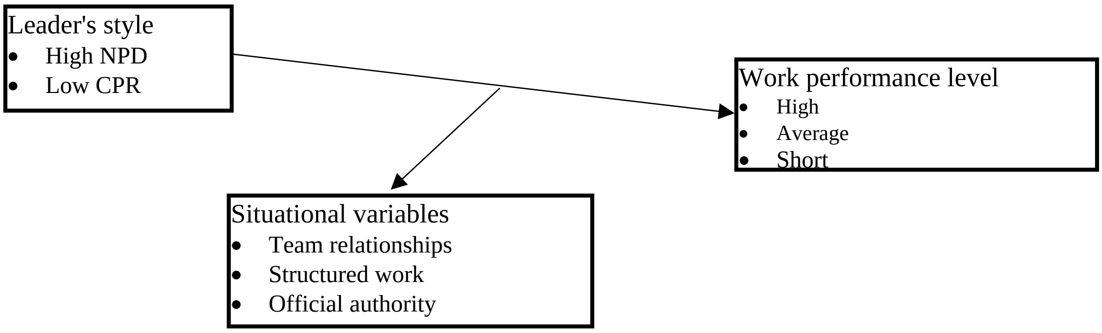


Figure 4. Variables of Fiedler's situational model

The effective leadership model is built on the premise that leadership is situational. The favorableness of the situation in relation to the specific style used is determined through the three previously considered variables: the level of relationships, the structure of work, and leadership power. This means that the effectiveness of leadership depends on the extent to which the situation gives the leader the opportunity to influence other people.

Three situational variables, combined with two leadership styles, provide eight types of situations (Figure 5) that clearly describe Fiedler's model. Leaders with low CPD can be more effective than their colleagues with high CPD in most favored situations 1 - 3, as well as in the least favorable conditions 8. This is explained, for example, by the fact that, being motivated mainly to perform work / assignments, they in situation 1 will strive to establish a good working relationship with their subordinates. At the same time, they take into account the favorable situation and high predictability in the performance of the work / task. Thus, a situation arises in which they can pay more attention to improving relations with subordinates instead of interfering in their work. Employees usually like it, and they try to work well. In the least favorable situation 8, these same leaders will strive to achieve organizational goals by interfering with the work of their subordinates, telling them what to do and how to do it.

Figure 5 also shows situations in which a leader with high CPD is likely to be more effective than a leader with low CPR. A leader with high CPD achieves better results in a moderately favorable environment (situations 4-7). Situations 4 and 5 represent cases where the followers are doing a structured assignment, but at the same time have the best relationship with the leader. Accordingly, the leader in these conditions is forced to show interest in the emotions of his subordinates. Another situation is possible when the leader is adored, but the task is poorly structured. In this case, the leader depends on the followers' desire and creative initiative to complete the assigned task. Therefore, he needs to shift his attention from relationships to work as such. There are a number of ambiguities in Fiedler's model. The first refers to the level of accuracy and completeness in measuring leadership style using the CPD indicator, which is supposed to be done in a one-dimensional space. Fiedler's assertion about the relative constancy of the NPD value over time, about its weak susceptibility to changes, raises doubts. The model also does not suggest conducting a search for efficiency for a leader in two areas at once: relationships and work. However, despite these comments, the model is widely used in solving leadership problems in organizations.

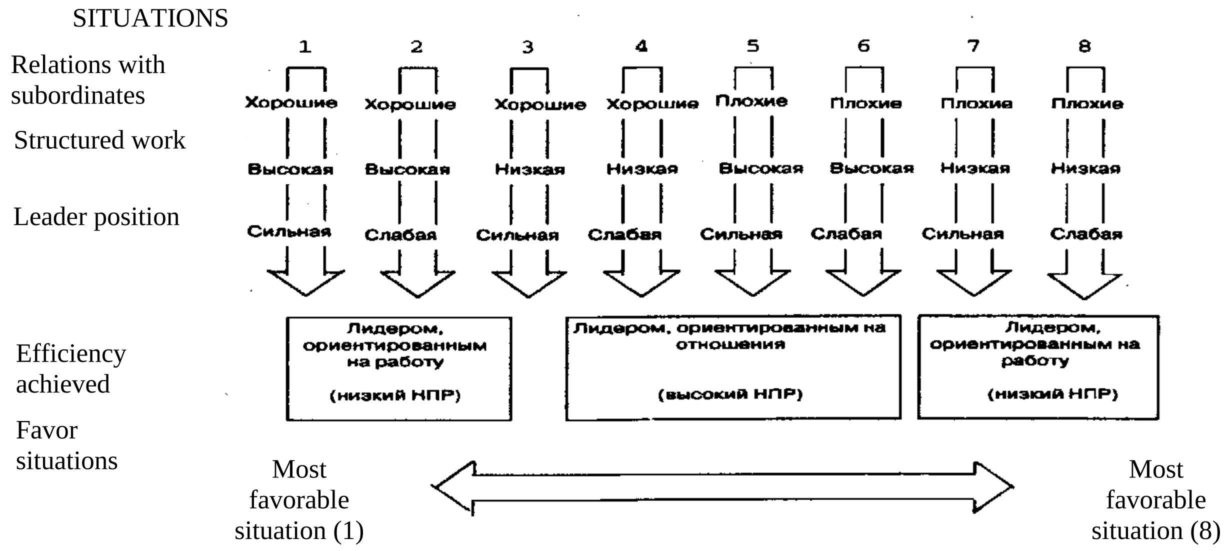


Figure 5. Continuum of Fiedler's situational leadership model

The model under consideration is used in the following main directions. The model allows you to select a leader in accordance with the current situation in the organization or group. The model also suggests a way to change the situation if it is impossible for some reason to change the leader. In the end, the leader himself can do something to change the situation in his favor. Similar measures are discussed below, namely, changing the level of relations with subordinates:

1. Spend more (or less) your informal time talking with subordinates (lunch, sports, etc.)

2. Find the people you need

3. Identify mentors for those you are not sure of

4. Raise the morale of subordinates by achieving tangible results

Changing the level of structured work

If you want to have a less structured job:

1. Ask for a difficult and unusual task

2. Transfer some of the decisions on work to subordinates

If you want to have a more structured job:

1. Obtain instructions from above

2. Divide the work into smaller and structured parts or stages

*Changing the level of positional power in the organization*upward:

1. Using all available power, show subordinates who is who.

2. Ensure that followers receive information only through you.

In the direction of lowering them:

1. Encourage subordinates to participate in management

2. Delegate part of the power to deputies and assistants

The model provides the basis for the assertion that a leader, although very difficult, can be trained to become an effective leader. This is much more difficult than changing the leader's situation. However, according to Fiedler, training and experience can still improve a leader's ability to use power and influence in the best-favored environment. This means that the training program can be beneficial for a relationship-oriented leader. But, at the same time, it can harm a work-oriented leader.

*Hersei and Blanchard Leadership Model*as well as other concepts of situational leadership, it does not imply finding one single correct path to achieve effective leadership. Instead, she emphasizes situational leadership effectiveness. The model calls the maturity of followers one of the key factors of situationality, which is determined by the degree to which people have the ability and desire to fulfill the task set by the leader. Maturity is twofold. The first component - professional - is knowledge, abilities and skills, experience, abilities in general. A high level of this component means that the follower does not need directives and directions. The second component - psychological maturity - corresponds to the desire to do the job or the employee's motivation. The high level of this component among followers does not require the leader to make great efforts to inspire the first to work, since they are already internally motivated. The authors of the model identified four stages of maturity of followers:

M l. People are unable and unwilling to work. They are either incompetent or unsure of themselves.

M 2. People are not capable, but they want to work. They have motivation, but lack the skills and abilities.

MZ. People are capable, but do not want to work. They are not attracted to what the leader offers.

M 4. People are able and willing to do what the leader suggests to them.

Depending on the maturity of the followers, the leader should adjust his actions related to establishing relationships with subordinates and structuring the work itself. Thus, the model is based on the determination by the leader of the levels corresponding to the current situation for behavior in the field of relationships (support for followers) and for behavior related to work (directivity). Behavior in the field of relationships - associated with the need, for a leader, to listen more to subordinates, provide them with support, inspire them and involve them in management. Work-related behavior requires the leader to educate followers about what and how they should do in order to accomplish their assigned task. Behavior-oriented leaders structure, control and closely monitor how subordinates work. The combination of these two types of leadership behavior made it possible, within the framework of this model, to identify four main leadership styles, each of which most closely matches a certain degree of maturity of the followers: pointing, persuading, participating, delegating (Figure 6).

Pointing style (S1) is best in the case of low maturity of followers. The leader is forced to exercise high directiveness and careful supervision of employees, thus helping people who are unable and unwilling to take responsibility for their work to eliminate the uncertainty that the work will be completed.

The persuasive style (S2) is best for use in an environment of moderately low maturity of followers, implementing directiveness and support in equal measure for those who are unable but willing to work. A leader using this style helps them by explaining and instills in them confidence that the assignment can be completed.

Participatory style (S3) is best at moderately high maturity of followers. Able to work but unwilling to do it, subordinates need a leader's partnership to be more motivated to get the job done. By giving these people the opportunity to participate in decision-making at their level, the leader uses this style to make followers want to complete the task.

The delegating style (S4) is best for leading mature followers. The style is characterized by little directiveness and support from employees. This allows followers who are able and willing to work to take maximum responsibility for completing the assignment. This leadership style fosters a creative approach to work.

Figure 8 shows the above components of the model. The model clearly demonstrates that the leader reacts to the growing up of followers by reducing the level of his behavior. Thus, in the S1 quadrant, followers need clear and definite directives from the leader. In the S2 quadrant, this is added to the active support of the leader for the independence and initiative of the followers. High directiveness in this situation compensates for the still insufficient ability of followers to perform work at the required level. Active support prepares followers to accept or, as the authors of the model put it, "buy" the leader's decisions. In the S3 quadrant, followers are already capable enough and are often willing to take on some of the leadership responsibility. Therefore, the leader should pay more attention to motivating followers in this situation. This is facilitated by the use of a supportive style, non-directiveness and involvement in management. And, finally, in the S4 quadrant, both types of leader behavior are minimized due to the increasing delegation of their powers to followers. This is possible because followers are able to largely solve work problems on their own, while showing a high willingness to take on some of the leadership responsibility. The lower left point of the S4 quadrant figuratively means a self-governing situation. This is possible because followers are able to largely solve work problems on their own, while showing a high willingness to take on some of the leadership responsibility. The lower left point of the S4 quadrant figuratively means a self-governing situation. This is possible because followers are able to largely solve work problems on their own, while showing a high willingness to take on some of the leadership responsibility. The lower left point of the S4 quadrant figuratively means a self-governing situation.

This model is consistent with many recognized management and behavioral concepts (Figure 4.3). So, for example, in the Blake and Moughton management grid, the leadership styles are in the following correspondence with the considered model:

9.1 = S1; 9.9 = S2; 1.9 = S3; 1.1 = S4. However, unlike the management grid, Hersey and Blanchard's situational leadership model does not claim one style that is unique to all situations. Another difference of the model is that it shifts the emphasis in describing styles from the attitude of the leader in relation to employees and work to the leadership behavior itself.

It is noted that managers show great interest in this model due to its relative simplicity and flexibility in choosing the required style in accordance with the degree of maturity of its followers. At the same time, the model raises a number of questions. In particular, it does not explain what to do if the maturity of the followers is very different. It is also not clear whether it is enough to have only one situational factor of the maturity of followers to fully determine the nature of the situation, or whether all leaders can change their style in a timely manner depending on the situation.

*House and Mitchell's Path-to-Go Leadership Model*examines the model of situational leadership, which was developed in the 70s. At its core, it is based on the motivational theory of expectation. The premise is that workers are satisfied and productive when there is a strong relationship between their effort and performance, and between performance and reward. From here the model got its name. There is a direct relationship between the level of leadership effectiveness and the level of motivational power of expectations that followers have. The ideal option is when the reward is fully consistent with the result. The model states that an effective leader is one who helps subordinates to follow the path leading to the desired goal. At the same time, various options for the leader's behavior are proposed, depending on the situation (Figure 6).

Theory "Y"		Theory "X"		Theory "X" and theory "Y" Douglas McGregor
High level needs		Lower level needs		Maslow's hierarchy of needs
Motivators	"Hygienic" factors			Herzberg's two-factor motivation model
Need for Achievement	Need for power	The need for socialization		McClelland's Motivational Achievement Concept
4	3	4	1	Control systems 1, 2, 3 and 4 by R. Likert
Win Win	Lose Win	Win Loss	No win No win	Conflict Resolution Styles
Personal basis of power		Official basis of power		The foundations of power in an organization
Self management	Regulation	Management itself		Types of management interaction Vihamsky
The need for change		The need for stability		The evolutionary needs of the organization
"Freeze"	Changes	"Defrosting"		Phases of organizational changes K. Levin
Change is stronger than resistance	Balance of power	Resistance is stronger		Forces of Change and Resistance

Figure 6. Corresponding situational leadership styles and other management and behavioral concepts

Directive leadership - a high level of structuring work, explaining to subordinates what and how to do, as well as what and when is expected of them (Table 6).

Table 6. The Hauea and Mitchell Situational Leadership Model "path-goal"

LEADERSHIP STYLES	SITUATION FACTORS	FOLLOWERS BEHAVIOR
• Directive • supportive • Achievement-oriented •Participating	Followers characteristics • Belief in the predetermination of results (internal or external) • Tendency to obey • Capabilities Organizational factors • Content and structure of work • System of formal power • Group culture	Job satisfaction • I work well - I receive well Motivation • If I make an effort, there will be results • These results will be rewarded accordingly

Supportive Leadership - focusing on workers' needs and well-being, developing a friendly work environment, and treating employees as equals.

Achievement Leadership - setting challenging yet compelling goals, a strong focus on quality in everything, confidence in the ability and ability of subordinates to achieve a high level of performance.

Participatory leadership - advice with subordinates and attention to their suggestions and comments in the course of decision-making, attracting subordinates to participate in management. In contrast to Fiedler's concept, this model assumes that leaders can change their behavior and exhibit one or all of these styles. According to the model, the effective combination of leadership styles depends on the situation.

To analyze the situation in the model, two types of situational factors are proposed: characteristics of followers and factors of the organizational environment. The following parameters are used to describe the characteristics of followers and the choice of a particular leadership style. Belief in the predetermination of what comes from the actions of the individual. There are two types of behavior of subordinates:

• people are internally confident that the reward received was determined by their efforts;

• people believe that the amount of the remuneration received was controlled by external forces.

The former prefer a participatory leadership style, while the latter are more satisfied with the directive style.

Submissive tendency. This parameter is associated with the individual's desire to be guided, to internally agree with the influence of others. Those who do this tend to prefer a more directive style. Others seek to become more actively involved in governance.

Capabilities. The abilities and experience of followers determine how successfully they can work with an achievement-oriented leader or a leader who engages them in management.

The model identifies the following organizational environment factors that influence the choice of an appropriate leadership style:

• content and structure of work;
• formal system of power in the organization;
• group dynamics and norms.

These three factors can influence the effectiveness of the chosen leadership style in different directions. Thus, a highly structured assignment does not require a leader to be extremely directive in management. At the same time, in an organization with a rigid hierarchy of power, a directive leader is more effective than a leader who seeks to attract subordinates to participate in management. A leader's concern for the needs of his subordinates will appear somewhat artificial in a highly cohesive group. In general, as shown in Table 7, within the framework of a particular leadership style, there is an interaction between the characteristics of followers and organizational factors, which affects the perception of motivation by the followers. In turn, the perception of the situation by the followers and the level of motivation of the followers determine their satisfaction with the work, level of performance and leader recognition. Practical application of the model by managers orients them to use different styles depending on the situation. At the same time, it should be remembered that it is not the results of a subordinate's work that should influence the manager's choice of a particular style, but, on the contrary, the chosen style should contribute to an increase in the level of work performance.

Stinson-Johnson Leadership Model proceeds from the fact that the relationship between the behavior (style) of the leader and the structure of work / task is more complex than it is presented in the "path - goal" model. The model states that although the leader's interest in relationships is more important when followers perform highly structured work, the level of interest in the work should be determined by the leader, depending on both the characteristics of the followers and the nature of the work itself.

Table 7. Examples of application of the model of situational leadership "path - goal"

Situation	Leader style	Impact on a subordinate	Result
Ambitious exercise	Directive style	Provides direction and clarity in actions	More effort is put in
Insufficient reward	Directive style	Clarifies the path to reward or increases reward	More effort is put in
Tedious and uninteresting work	Supportive style	Increases interest in work	More effort is put in
Uncertainty in strength	Supportive style	Facilitates the understanding of the role and enhances the expectation of reward	More effort is put in

Lack of opportunity to excel	Achievement-oriented style	Provides challenging and challenging goals	More effort is put in
No objective or goal defined	Participating style	The goals and parameters of work are clarified	More effort is put in

According to the model, a high interest in work on the part of the leader is effective in the following two situations:

• The work is highly structured and the followers have a strong need for achievement and independence. However, they have more knowledge and experience than they need to do the job;

• work is unstructured and followers have no need for achievement and independence. Moreover, their knowledge and experience is below the required level.

Low interest in work is effective for a leader in the following two situations:

• the work is highly structured and the followers do not feel the need for achievement and independence if they have sufficient knowledge and experience to carry out the given work;

• The work is not structured and followers have a strong need for achievement and independence if they have a lot of knowledge and experience to do the work. Figure 7 shows the behavior of a leader in various combinations of work structure and followers' capabilities.

Followers Opportunities	Structured work	
	Low	High
High	Low interest in relationships and Low interest in work	High interest in work and High interest in "relationships"
Low	High interest in work and Low interest in relationships	High interest in relationships and Low interest in work

Figure 7. Stinson-Johnson model (choice of leadership style depending on the situation)

The model convinces its users that the characteristics of followers (their need for achievement and independence and their level of knowledge and experience) are critical in choosing an effective style for a leader. One of the most modern in the explanation of situational leadership is the model proposed by Victor Vroom and Philip Yetton, which was later significantly supplemented with the participation of Arthur Iago. Similar to the path-to-goal model, this model proposes to define an effective leadership style depending on the situation. It is also assumed that the same leader may use different styles. The main difference of the model is its focus on only one aspect of leadership behavior - attracting subordinates to participate in decision-making. Accordingly, the leader is encouraged to focus on the problem that needs to be solved, and on the situation in which the problem arose. It also implies that a number of social processes can influence the level of participation of subordinates in problem solving.

The main idea of the model is that the degree or level of involvement of subordinates in decision-making depends on the characteristics of the situation. According to the model, there is no single correct way of making a decision that is suitable for all situations. After analyzing and evaluating each aspect of the problem, the leader determines which style, in terms of the participation of subordinates in decision-making, he should use.

In the model under consideration, the effectiveness of the solution (Peff) is determined on the basis of an equation showing that it depends on the quality of the solution (Ркач) and the level of obligations taken by subordinates to implement the solution (Robyaz), as well as on the degree of urgency of the solution (Ptime). The premise of the model is the idea that the time allotted by the situation for solving, along with the other two, is a critical factor. The situation in which the time limit does not play a role determines this indicator at the zero level: Raff = Rkach + Robyaz - Rtime.

The complete criterion basis for the "overall efficiency of the solution" (Oeff) assumes that the factors of “cost” and “development” are taken into account in it: Oeff = Peff - Cost + Development.

In the above formula, “cost” refers to time wasted due to a decision that might otherwise have been more useful. The indicator "development" reflects the gain that is received outside the scope of the sole decision.

The last version of the model developed suggests the use of a decision tree to determine the leadership style that best suits the situation. When using the model, the manager seems to follow the branches of this tree from left to right. In doing this, he is faced with ten problem situations. Situations are assessed by him on eight aspects of the problem with a choice for each of them the answer: high / high or low / low. These responses lead the manager eventually to a specific problem situation and the style of decision-making recommended for it (Figure 8). To make decisions in the model, depending on the situation and the degree of involvement of subordinates, it is proposed to use five styles: autocratic I (AI), autocratic II (AII), consultative I (KI), consultative II (KII), group, or joint II (GP) ...

AI. The manager makes a decision himself, using the information he has at this time.

AII. The manager receives the necessary information from his subordinates and then makes a decision himself. Employees are involved only at the stage of collecting information. The decision-making and its adoption is carried out by the head.

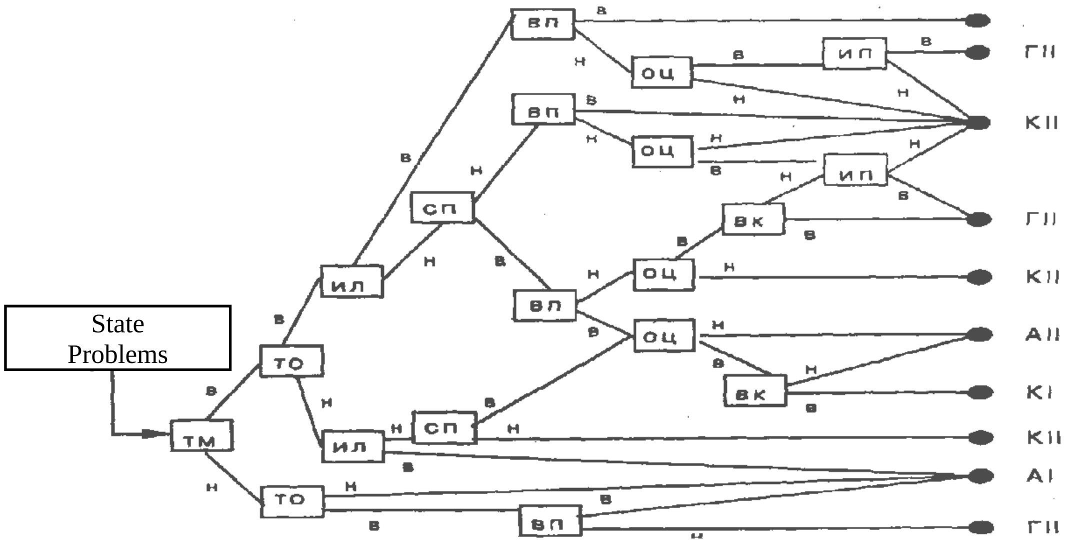
KI. The leader on an individual basis shares his thoughts on the problem with the subordinates who are related to her in order to get ideas and suggestions from them, without collecting them into a group. Then he makes his own decision, which may or may not be based on the input of subordinates.

KII. The manager shares his thoughts on the problem with subordinates, bringing them together. During the meeting, he collects their ideas and suggestions. He then makes a decision that may or may not reflect their contribution.

DII. The leader shares his thoughts on the problem with subordinates, gathering them into a group. They work with him to develop and evaluate alternatives and try to reach a consensus on a solution. The role played by the leader is more like the role of the chairman of the meeting, coordinating the discussion, focusing attention on the problem and doing everything to ensure that the most important aspects of the problem are considered. The leader does not try to influence the group so that it makes his decision, and shows a willingness to accept and implement any decision that has received the support of the entire group. In the early version of the model, there was a GI style. However, he was later excluded, as it differed little from the GP style.

One of the distinguishing features of the model is that, in general, it places more emphasis on the study of the situation than on the study of the personality of the leader. Indeed, it may make more sense to talk about an autocratic and participatory situation than an autocratic leader or a participating leader.

TM	Method requirements	What is the level of requirements for the decision making method?
Joint venture	Structurality of the problem	What is the level of structuredness of the problem?
THEN	Requirements for obligations	What is the level of commitment of subordinates in the proposed decision?
IL	Leader awareness	To what extent does the leader have the necessary information to make a decision?
VP	The likelihood of submission	How likely is it that subordinates can be expected to commit themselves to the implementation of the sole decision?
OTs	Common goals	To what extent do subordinates agree that it is in the best interest of the whole group or organization to solve the problem?
VC	The likelihood of conflict	To what extent is there a likelihood of conflict between subordinates if this decision is made?
SP	Awareness of subordinates	To what extent do subordinates have the necessary information to make a decision?



Legend: B - high; H - low; AII - decision making style
□ - aspect of the problem; ● - problem situations

Figure 8. Decision tree Vroom - Iago

Hence, Situational leadership models, focusing on the impact of external factors, complement each other in understanding the phenomenon of leadership. An attempt is made to identify various leadership styles and justify the effectiveness of their application using situational variables. They have significant differences in the set of considered leadership styles, in the set of situational factors and ways of finding a connection between them. Leadership effectiveness is defined differently. These are the level of work performance, employee satisfaction, solution efficiency and overall efficiency (Table 9).

Table 9. Comparison of Situational Leadership Models

Variables	Situational leadership models			
	Fiedler	Hersey and Blanchard	House and Mitchell	Vroom - Yetton - Iago
Situational factors	• Relationship "Leader - follower" • Structured work • Powerful position of the leader in the organization	Followers maturity: • maturity in work • psychological maturity	• Followers characteristics • Organizational factors	• Solution quality • Commitments followers by decision •Time • Price • Development
What does the leader think of followers	Followers prefer leadership styles depending on the structure of the work, in what relationship the leader is with them and his position of power in the organization	Followers can be at different stages of maturity, and this will determine the leader's attention to relationships and work, which corresponds to his change in his style.	Followers have different needs that must be met within the appropriate leadership style.	In certain situations, followers want to participate in decision-making.
Leadership styles	• Leader with high CPR (relationship oriented) • Leader with low CPD (work-oriented)	• Pointing style • Persuasive style • Participating style • Delegating style	• Directive style • Supportive style • Achievement-oriented style • Participating style	• Autocratic I • Autocratic II • Consulting I • Consulting II • Group II

According to experts, the Vroom-Iago model is more suitable for choosing in practice the appropriate style for group leadership. The Fiedler, Hersey and Blanchard, House and Mitchell models are more useful for improving individual performance levels.

The need to develop new approaches to the study of leadership was due to the fact that traditional and situational approaches made a one-sided emphasis either on the traits and behavior of the leader, or on the situation in which he chose the style he needed.

New in leadership theories:

What is he doing Effective leader	Seeks to tailor work or relationships, or both, to their individual style. Efficiency means success in this direction	As followers “mature”, the leader moves from one style to another. Effectiveness reflects the coincidence of situation and style	Using the appropriate style and technique of motivation, the leader "clears" the path for followers to the highest efficiency.	Identifies critical situational factors and adapts his leadership style to them. The style should best suit both the situation and the followers

Figure 9.

Recently emerging concepts of leadership try to combine these two well-studied sides together, i.e., to conduct a situational analysis of effective leadership as a set of leadership traits and their manifestation in behavior. The following concepts can be recognized as such:

- The concept of attributive leadership (a causal approach to the study of leadership);
- The concept of charismatic leadership;
- The concept of transformative leadership or leadership for change.

*Attributive leadership concept*relies on attribution theory, which explains the causal relationship between what happened and what people believe to be the cause of what happened. The attributive approach to leadership assumes that the leader's conclusions, as well as the behavior of followers, are conditioned by the leader's reaction to the behavior of the latter. By observing the work of subordinates, the leader receives information about how it is being performed. Depending on this, he draws his conclusions about the behavior of each of the workers and chooses his style of behavior in such a way as to adequately respond to the behavior of the subordinate. For example, if a leader attributes the poor performance of a subordinate to his laziness, then this may be followed by a reprimand. If the leader believes that factors external to the subordinate are to blame, for example, a sharply increased volume of work, then the leader will try to solve the problem differently. The approach under consideration assumes that knowledge of the causes that created the situation enhances leadership understanding and the ability to predict people's reactions to the situation. The concepts and models developed on this basis try to answer the question of why people behave this way and not otherwise. At the same time, it is taken into account that in most cases the leader does not have the opportunity to directly observe the work of the subordinate.

The leader's determination of the reasons for the behavior of a subordinate is based on three components: personality, work itself, organizational environment or circumstances. In search of reasons, the leader tries to get three different characteristics of the subordinate's behavior: the degree of difference, consistency, and the degree of uniqueness.

The first has to do with the manager's desire to understand the relationship between behavior and work from the point of view of how this behavior can be attributed to the distinguishing features of the task. Second, the leader is interested in how consistent the subordinate is in the manifestation of this behavior, or how often such behavior is manifested in him.

And finally, thirdly, the leader takes into account how much other subordinates behave in the same way. That is, whether a given behavior is unique, characteristic of one subordinate, or is observed in many.

The above process of determining the reasons for what happened by the leader is influenced by attributive regulators or obstacles that distort his perception and force the leader to be inconsistent in his behavior. The more the behavior of a subordinate is seen by the leader as a result of his personal characteristics (internal reasons), the more the leader places responsibility on the subordinate for the results. In this case, individual personality traits of the subordinate become attributive hindrances.

The model of attributive leadership depicted in Figure 10 has significant differences from the previously considered traditional models, which are overly descriptive and, most importantly, do not answer the question why? There are two important links in the model. The first link reflects the leader's desire to identify the causes of poor performance. This search is governed by three types of information about the subordinate's behavior: distinctiveness, consistency, and degree of uniqueness. The second ligament reflects responsive leadership behavior, which is a consequence of what, in the leader's opinion, is the cause of poor performance. The relationship between the reasons for the results of work established by the leader and his subsequent behavior is determined by who, in the leader's opinion, should be responsible for what happened. If the leader believes that the reasons are internal, then the responsibility, in his opinion, should be borne by the subordinate and appropriate measures are taken against him. The following research results on this model are of great practical interest (indicating the subjective nature of the assessment):

• subordinates tend to see the reasons for their poor performance outside, and managers - in subordinates;

• Leaders who tend to give preference to internal reasons when explaining the poor performance of subordinates tend to be more punctual and direct their impact directly on subordinates;

• past poor performance of a subordinate, according to all three types of information, is likely to lead to a manager's identification of internal causes;

• the severity of the current situation leads the leader most likely to identify internal causes and to a high degree of punctuality in response;

• evasion (with an explanation) of a subordinate from responsibility or his apology for what happened makes the manager less severe and punctual in response behavior;

• a consistent level of performance shifts the manager's attention from reasons related to the ability of the subordinate to reasons related to the amount of effort.

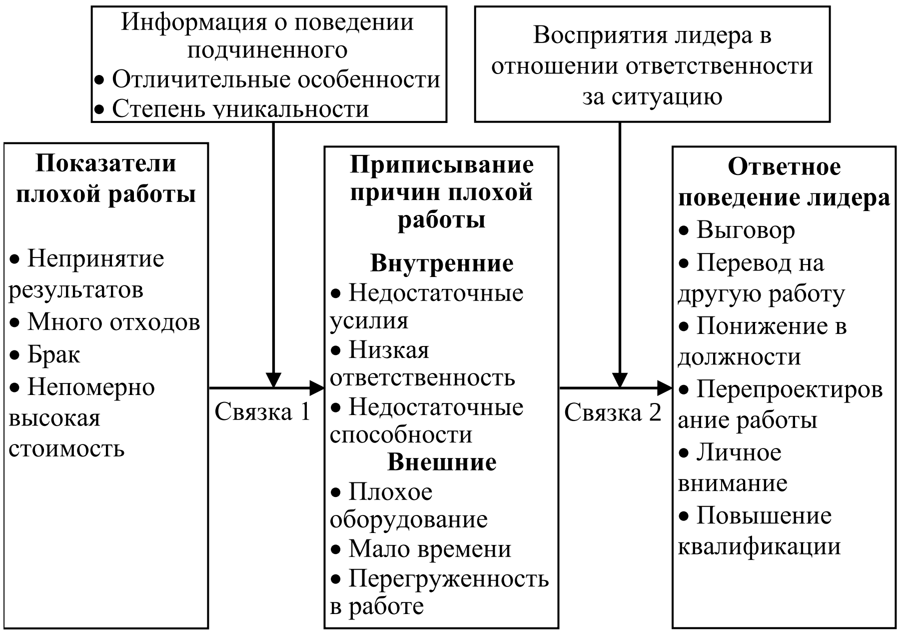


Figure 10. Attributive leadership model

Subsequent studies have shown that within the framework of this model, it is most likely not the influence of the leader on the behavior of the subordinate, but the interaction between the leader and the subordinate, i.e. the subordinate, by his reaction to the measures of the leader, influences the subsequent behavior of the latter (Figure 11).

At the same time, depending on the effectiveness of leadership, the spiral of the relationship "leader - followers" can unwind upward (relationships have a greater effect) or down (relationships have a lesser effect). The latter can ultimately lead to a break in relations between the participants - the dismissal of an employee or the resignation of a manager.

Studying the views of subordinates on the actions of the leader,Researchers faced the fact that these views reflect the subordinate's already established clear idea of what an effective leader is and how he should act in a certain situation. This phenomenon is called stereotypical leadership. The stereotype of a leader arises in the minds of people as a set of specific as well as more general characteristics of a leader.

It is noted that in addition to institutional (the image of a leader for a certain type of organization), there are national stereotypes of leadership. For example, Eastern and Asian cultures, due to their large "power distance", attribute to the leader the following qualities as necessary: directiveness, highly structured tasks, widespread use of manipulation tactics. Greater emphasis on the participation of subordinates in management is inherent in leaders in the small countries of Western Europe and Scandinavia, where the national culture orients people to a small "power distance". The group approach to work is considered typical of leaders in the Mediterranean and Southeast Asia, whose national cultures maintain a spirit of true, not imposed, collectivism.

Charismatic leadership concept. Paradoxically, there are two opposite positions in the formation of the leader's image. One denies any influence of the leader on organizational effectiveness at all, while the other leads to leadership charisma and an attempt by followers to ascribe almost magical, and in some cases, divine qualities to the leader.

Charisma is a form of influencing others through personal attractiveness, evoking support and recognition of leadership, which provides the owner of charisma with power over followers. As a source of leadership power, charisma refers to the power of example, which is associated with a leader's ability to influence subordinates by virtue of their personal qualities and leadership style. Charisma gives the leader the advantage of being more effective in influencing his subordinates. Many believe that gaining charisma is associated with the leader's ability to find his admirers and admirers and even change their composition depending on the situation. Others define charisma as a set of specific leadership qualities. The latter formed the basis for the concept of charismatic leadership considered below, which is, in fact.

A charismatic leader is one who, due to his personal qualities, is able to have a deep impact on followers. Leaders of this type have a high need for power, have a strong need for action, and are convinced of the moral rightness of what they believe. The need for power motivates them to become leaders. Their belief in their righteousness reinforces this need. The desire of such a person to be active conveys to people the feeling that he is capable of being a leader. These qualities develop such traits of charismatic behavior as role modeling, image creation, simplification of goals (focus on simple and dramatic goals), emphasis on high expectations, manifestation of trust and inspiration in followers of the impulse to action.

Research shows that charisma has a negative side associated with the usurpation of personal power or the leader's full focus on himself, and a positive side associated with an emphasis on shared power and the tendency to delegate some to its followers (Table 10). This helps explain the difference between leaders like Hitler, Lenin, Stalin and the likes of Sakharov, Martin Luther King and the like. In general, a charismatic leader is credited with having self-confidence, high sensitivity to the external environment, a vision of a solution to a problem outside the status quo, the ability to reduce this vision to a level that is understandable to followers and prompts them to take action; extraordinary behavior in realizing your vision.

Charismatic leadership models differ in the number of stages in the development of charisma itself and relationships with followers. It is believed that first it is necessary to develop a sensitivity to the detection of a problem that could be attacked with criticism, then it is necessary to develop a vision of idealized ways to solve this problem. Something new must be included in the vision that has not been previously suggested by anyone, and about which it seems that it can immediately advance a solution to the problem. The next step is related to the leader's ability to convey the meaning of his vision through interpersonal communication (publications, speech, gestures, postures, etc.) to followers in a way that makes a strong impression on them and stimulates them to take action. Further, for the leader to rally followers around him, it is important to develop a relationship of trust with them, showing such qualities as knowledge of the business, the ability to achieve success, taking risks and taking extraordinary actions or deeds. At the final stage, the leader must demonstrate the ability to realize his vision through the delegation of authority to followers. This can be done by giving followers challenging and meaningful tasks, engaging them in governance, loosening bureaucratic chains, and rewarding them appropriately for their results.

Table 10. Ethics and charisma

Unethical charismatic leader	Ethical charismatic leader
Uses power only for personal interests	Uses power to benefit others
Promotes only his personal vision	Builds his vision in accordance with the needs and aspirations of followers
Suppresses criticism	Considers criticism and learns from it

Requires unquestioning implementation of its decisions	Encourages followers to be creative and creative
Communicates in only one direction: from itself downward	Encourages open and two-way communication
Insensitive to the needs and wants of followers	Teaches, develops and supports followers, shares his glory with others
Relies on comfortable external moral standards to meet its interests	Relies on internal moral standards to meet organizational and public interests

Research into the practice of business organizations has shown that charismatic leadership is not always required in order to achieve high results in business. More often it comes to those cases when followers strongly ideologize their desires and ways of fulfilling them.

This largely explains the more frequent presence of charisma among leaders who manifest themselves in politics, religion, and military operations. For business, the importance of charismatic leadership increases as the organization needs to make radical changes in the face of a critical situation. However, in these circumstances, another concept of leadership emerges: the concept of a reformer leader or a reformer leader.

The concept of transformative leadership or leadership for change. The concept of transformative or reformatory leadership has has much in common with charismatic leadership, but is interpreted significantly differently (Figure 11). A reformer leader motivates followers by raising their level of consciousness in the perception of the importance and value of the goal, giving them the opportunity to combine their personal interests with a common goal, creating an atmosphere of trust and convincing followers of the need for self-development.

The reformer leader is a reformer, not a savior. He shows creativity, not witchcraft. Behind it are realities, not myths. He leads followers from result to result, not from promise to promise. He orients people to work, not dividends, his goal is not to change the world, but to change in the world through development.

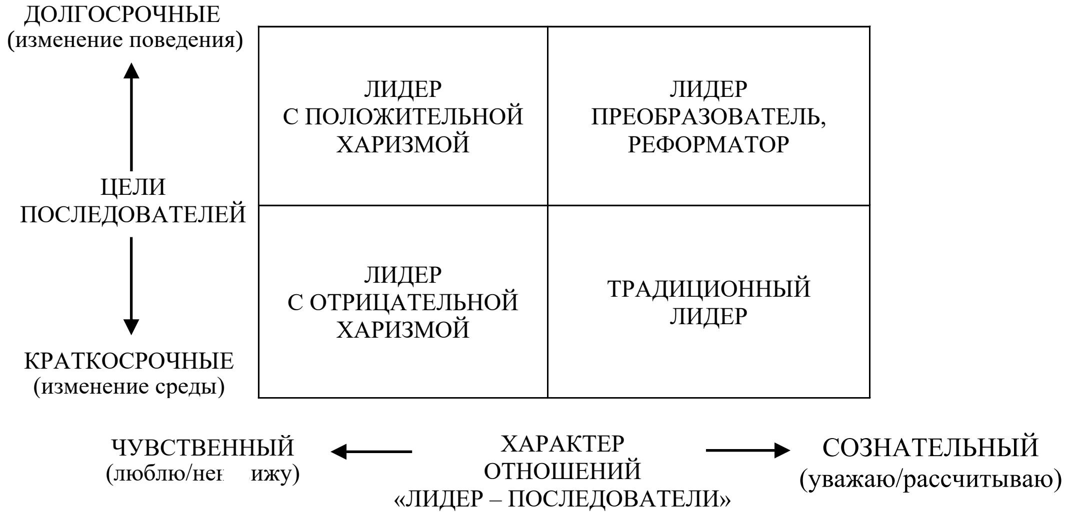


Fig. 11. Types of leadership depending on the goals of followers and the nature of their relationship with the leader

The model of transformative or reformatory leadership assumes that the leader and followers have certain behaviors that, according to the model developers, are suitable for creative problem solving in a crisis situation (Figure 12).

Situational factors:

- A crisis
- The need for cohesion to solve the problem in a new way with the existing resistance

Leader behavior:

- Vision of a new solution to the problem
- Translating vision into actions of followers
- Management that inspires enthusiasm among followers

Follower behavior:

- Identifying yourself with the leader and his vision
- Elevation of the emotional state
- Feelings of complicity and involvement
- Awareness of following the leader and critical appraisal of leadership calls

Consequences:

- Making important social and organizational changes
- Application by followers of great efforts
- Increased Follower Satisfaction
- Strengthening group / organizational cohesion

Figure 12. Model of Transformative or Reform Leadership

The model has a number of distinctive features.

First, it is recognized that it is necessary for a leader to influence followers by involving them in management, to be a part of the group / organization, and not to “stand above it,” with enthusiasm to support joint efforts. Followers are required not to blindly follow the leader, but to critically assess the opportunities provided and to take a conscious approach to their actions, reduce the influence of emotions and increase the importance of rationality in behavior.

Second, since an atmosphere of trust develops a strong interdependence between the leader and the followers, there is a serious danger that the leader will surround himself with conciliators, or, on the contrary, the leader will follow the lead of his subordinates. These two traditional approaches are not suitable for a leader-reformer.

Thus, the new concepts tried to combine the advantages and achievements of both traditional and situational approaches. They focus on the leader's ability to create a new vision for solving a problem and, using their charisma, inspire followers and inspire their enthusiasm to take action to achieve a goal.

In the last quarter of a century, the term "problem", pushing its "competitor" - "task" to the periphery, has firmly established itself in the verbal leaders of all discussions, regardless of their scale. The “problem” has become a kind of “brand”, testifying to the high professional rate of discussion. In such a rapid ascent of the "authority" of the problem, one can easily find political roots. The current, clearly inflated status of the problem is an ideological move that secures a certain political line. Defects of qualification can be hidden behind the problem, the problems of politics are diverted from real cases, which they are unable to solve.

There is indeed an element of mystery in the “problem” policy. In the interpretation of the term, domestic classics: V.I. Dahl, R. Brockhaus and I. Efron - indicate this. Emphasizing the natural kinship of the “problem” and the “task”, they note the peculiarity of the problem, which manifests itself in its unusualness as a task: the task has a way of solving in existing existence, the problem is also solved as a task, but so far there is no way to solve it. It exists conditionally, potentially. Interpretation of the problem by reducing the concept to a more general concept of "task" contains a hint for those who are aimed not at discussion, but at a solution. The solution to the problem should be sought on the ways of considering the problem as a complex problem, composed of several coexisting in a complex or sequentially related problems. What matters here is exactly that the "problem" is not something inaccessible to ordinary thinking, it is the sum of tasks. Dealing with the problem is the same as deciphering this sum of solution problems, then the simpler, already known problems combined in the problem. The problem should be presented as a technical problem. The solution to a technical problem is carried out in two ways: empirical or theoretical. All five of the simplest technical devices were created before Archimedes, even the Archimedes screw, but they were all the product of an experimental search based on trial and error, so their use and modernization, integration presented considerable difficulties. The merit of Archimedes was that the great ancient thinker developed the theory of these mechanisms, thereby helping to solve practical problems of various scales. He "removed" the problem, presenting it as a sum of tasks,

So, we must start by reducing the problem to a normal technical expression, i.e. try to represent it as a certain amount of tasks. Why exactly tasks? The answer, in essence, has already been given: the problem has a quantitative (normative) expression, or it can be simplified to the possibility of quantitative expression. The main thing is not to hide behind the quality of the problem, but to look for its equivalent quantitative expression.

The history of science naturally begins with mathematics, and the qualitative level of development of scientific knowledge is due to the improvement of mathematics. Mathematics holds the keys to the secrets of any discovery. DI. Mendeleev constantly emphasized: scientific knowledge begins with measurement. The normative form of scientific knowledge serves as a clear illustration of the value for science of a quantitative description of a phenomenon. Finding a way to quantitatively describe an event means fulfilling a necessary condition in unraveling its qualitative existence.

The problem is the singling out of a phenomenon in the theory of quality. The next stage is already technical - the definition of regulatory characteristics. Normativeness, represented by properties and quantitative parameters, allows thinking to be engaged in a working, professional and practical business.

When developing standards, they always feel the pressure of the need to match the set parameters to the qualitative characteristics of the product. Compliance with the norm and quality properties is objectively relative, their coincidence is achieved conditionally, i.e. it takes place because the manufacturer himself determines the quality parameters of the product, often this is entrusted to expert organizations. But all the same, some quality model is taken as quality. Someone, to put it simply, assigns quality. The real quality in such a perfectly acceptable version of the development of events remains a transcendental formation.

Why did subjective and transcendental idealism turn out to be so in demand in various spheres of non-philosophical professional activity? Because thinking professionals, including reflective engineers, scientists, teachers, found in them a solution to their specific issues. Someone decided not to complicate professional reflections by recognizing the supersensible reality, limiting themselves to the "quality model", others thought that sensual reality would deprive us of a reliable intersubjective quality criterion and doom us to eternal discussions on the topic "What is good and why is it not bad?" They accepted the idea of a transcendental substance, primary in relation to the individual consciousness, which can direct professional thought by its logic. Of course, the transcendental being will not expose the formula for the specific quality of the product, but the logical premises of the definition will be reported. As a result, it will equip professional searches for qualitative definiteness with the technology of thinking.

Philosophy is not a set of master keys to understanding quality, however, like quality, it is not Aladdin's cave. The understanding of quality changes historically following a change in the state of real quality, and the real quality in the world of human life is far from the same as the quality of natural things.

A person learns from nature, imitates what he sees in it. If the "findings" of nature, formed over hundreds of millions of years of natural selection and inheritance of the emerging traits, help a person to solve his problems, he borrows them, remaking them for himself.

The “first shoes” and “first clothes” created by man differed little from the protection of the limbs and body of animals. The sole of the shoe is inspired by the protective layer of the skin of animals that lived next to humans, the heel is a stylized copy of the structure of the hooves. Our ancestors either did not wear clothes, or were made from ready-made skins.

Together with the establishment of relationships with nature, human ideas were formed, which later grew into an understanding of what was happening. The understanding of quality was originally formed under the influence of the objective properties of things. With the development of human activity, imitation gave way to creativity. Already the rock paintings of our ancestors show that consciousness was not content with copying. It was looking for its own paths of movement. A person could not only repeat the quality of things, he was obliged to supplement them with history, to adapt them to an active way of existence. The historical logic of human existence, built on the basis of its reasonably active nature, made it necessary to include in the understanding of the quality of things of anthropogenic production of elements of non-natural and non-material origin - needs, interests of man. "Quality" is included in a system of relations that is different from the natural one, and its influence on the interpretation of quality only increases with time. This acceleration has become especially noticeable in the context of market liberalization of the economy.

Man is Homo sapiens for anthropologists and biologists. For himself, man is a creature conditioned by needs. And here nature cannot be fooled. F. Engels was not cunning when, at the grave of his comrade and idol, he said that before creating, a person must drink, eat, dress and have a roof over his head.

Human life as a biological phenomenon is essentially material, the possibilities of transforming human activity are determined by the state of production of the material foundations of life. Man measured and measures the quality of things not so much depending on their relationship with other things, but on their relationship to them. Even ancient thinkers noted: "Man is the measure of all things."

Modern man will not produce what he does not need. E. Deming always began listing the seven fatal diseases of the market that he established with a discrepancy between the goods and the market demand. What has been said should not be absolutized, tearing it out of the general system of reasoning about quality, however, it is clear that in determining the quality of things created by man, it is necessary to proceed from the human attitude towards them, and not from their objective properties alone. A measure of professional labor is invested in the produced product, even if it is not intended for the market, it has absorbed the human principle: knowledge, will, craftsmanship, therefore it cannot be determined purely objectively through the presence or absence of natural properties.

The natural principle of the product of human activity represents only objective grounds that made it possible to build on them another part of the product, which materialized the quality of the individual's labor. A person, as it were, shares a part of himself: he transfers the reproducible part of his professional quality to another material phenomenon. Moreover, this is another phenomenon - the product of the activity of the master.

In this respect, nature is only an accomplice, the raw material base of the master. Determining the objectivity of quality, they often simplify the interpretation of objectivity. It is inappropriate to reduce the concept of "objectivity" to material, natural existence.

It is broader and allows for such additions as "objective relations that have a nature different from matter" - they are not material, but only establish the way of their coexistence, for example, production relations: property, distribution, exchange.

When characterizing the quality of the product of activity, it is advisable to rely not so much on its natural nature as on the concreteness of the actual existence of the product - its spatio-temporal functions and design. The portfolio is purchased not for the season, therefore the buyer is guided primarily by sustainable trends in fashion, preferences of his own taste and high-quality, natural properties of the thing. He is ready to exchange "good" money for a rather expensive product.

Moving to the shoe department, the same customer of the store will change his view of the product. Constrained in funds, and most importantly, not accustomed to "throwing money down the drain", he will be guided by a different approach.

They try to buy shoes for a season, for a maximum of two, therefore, it is also possible to invest "good money", however, in the concept of "good money" you will have to modify the relationship of priorities.

In the new expression, the concept of "good money" will be correlated with the concept of "price". Everything, ultimately, will be simplified to a specific quantitative proportion - money per unit of time. A portfolio bought for ten thousand rubles for five years will cost three rubles a day, and shoes for five thousand rubles (for two seasons) will cost about thirty rubles a day. The quantitative equivalent of quality is the most important sign, ignoring which the manufacturer risks losing consumer interest. To find the optimal proportion of the ratio of quality to quantity - to measure quality, one must take into account two requirements: first, try to comprehensively determine the quality, remembering that quality is a set of essential features of a product, built in a certain way; secondly, relying on the decoding of quality,

In Soviet times, it was no coincidence that there was a deep differentiation of the quality status of products. Only after examining the state of purchasing power, the mood of your buyer, the tendencies of macroeconomics, it is advisable to move to a pricing policy.

A manufacturer who has forgotten that the consumer, to whom he oriented his assortment, perceives the quality of the offered products through the price combined with a clever consumption pattern, will not last long. The reason for the difficult position of the Russian manufacturer is not a change in the form of ownership, but the dictatorship of the market.

Marketing research is a new and unusual business for us. For twenty years of incomprehensible economic policy, it is impossible to integrate into the philosophy of market relations, which are several hundred years old. The absence of a civilized market in the country also hinders. In a word, the manufacturer should look for salvation not from the state, but in his own head, adjusting his consciousness to the market waves clogged with noise. To steer, you need to know the market conditions and not "stuff" thinking with memories of the objectivity of quality properties.

A quarter of a century ago, the director of a large leather and footwear enterprise bitterly explained: “Technologically, we are ready to sew the most high-quality product. No quality leather. The incoming raw materials do not allow us to expand on the market ”. He equated quality with the raw material base. The variety of quality was reduced to one of its features. He clearly lacked the scope of thinking. And the current thinking remained similar, formed forty years before 2020, when the position of the classical political economy developed by K. Marx seemed unshakable.

A. Smith, D. Ricardo, J. Mill, K. Marx developed an economic theory based on the dominance of labor. Classical political economy is the doctrine of the production of a commodity, the contradictions between production and the nature of the commodity, alienation of the producer in the commodity and overcoming the opposites that arise. Despite significant disagreements, the classics of labor economic theory were unanimous on the main thing: the wealth of a nation grows with productive labor.

Market speculation already in the nineteenth century. actively invaded economic life. Naturally, the classics knew a lot about the market. Karl Marx, the interest in which, more precisely, in Karl Marx's analysis of cyclical crises, surpassed all expectations today, even experienced certain difficulties, moving from the logic of the development of production to the study of the fate of a product on the market.

The market, contemporary to K. Marx and J. Mill, has already demonstrated a certain independence of being, but it was not yet capable of competing with production for a master's position in the economy. He acquired this ability by the middle of the twentieth century.

In the 50s. XX century the paradigm of economic theory is changing. If earlier economic thought revolved around production, then from now on consumption becomes its epicenter - purchasing power, market development. The understanding of labor and the worker is changing. Market figures become the main actors in the economy. Market management pushes production managers to the fringes of life. The market is gaining an independent power that dominates society. Politicians are legally separated from the market, adding to the illusion of its complete freedom. The new philosophy of economics seems to be this: the flourishing of the market should lead to an increase in production. The rise in production should saturate the state treasury. The state will receive a real opportunity for a strong social policy. Everything, as we can see, was painted according to the notes.

There was only one question left: where to get the initial capital, which would ensure high consumer demand and launch the economic mechanism? The United States profited from World War II, Western Europe used cheap labor and property in numerous colonies. With Japan and South Korea, the Americans defended themselves against us and a resurgent China. The economic mechanism seemed to work. Control over it is entrusted to transnational corporations. Today there are about 3400 of them. Of these, there are more than 400 interstate, 7.5 times more nongovernmental, and the number of the latter is increasing. Between 300 and 600 companies control the world market.

The globalization of business forces us to seek adequate quality management. Total quality management is defined as a customer-centered system of continuous, sustainable quality improvement, based on the coordinated involvement of all departments and employees of organizations to maximize customer satisfaction with a minimum investment of time and resources.

Let us note the emphasis of the policy aimed at ensuring quality, on the needs of the buyer, which implies a comprehensive study of his tastes, calculations, ideas. On the merits of the case, the consumer is considered an accomplice in the definition of quality. Quality requires a new scale of understanding, objectification of consumer interest and a clear orientation in the trends of macroeconomic processes on a national and global scale. Technical regulation of product quality also needs to be systematically modified in order to be in resonance with the micro and macro movements of the economy, changes in consumer real demand.

In particular, there is reason to predict an increase in the presence of sellers from Western Europe in the consumer market with offers within the middle range of prices for goods of “non-Chinese” quality. In 2018, in industrialized developed countries, 350 million people. received an average of $ 18 per hour. The labor force available to European and individual Asian countries is estimated at 1 billion 200 million people, earning only $ 2 per hour so far. They cannot but attract attention to themselves.

Crisis 2008 - 2010 led to a decline in production, stagnation. Russian manufacturers have a chance to make themselves known. With the overcoming of the crisis, production will begin to grow and a new wave of commodity expansion will come.

The waves are unlikely to be avoided. The country's leaders are accelerating Russia's accession to the World Trade Organization (WTO), which automatically opens the borders for trade. There is only one way out - to prepare for tougher competition, and the preparation should begin with the realization that the quality of the product is and how to ensure the production of a real - not ideally built by professional imagination - high-quality product, the quality of which would be understandable to the buyer and aroused the desire to purchase this product.

“One of the most significant paradoxes revealed by the ongoing scientific and technological revolution,” rightly considers B.S. Alyoshin et al., - it has become that the most effective means of achieving a positive result is improving quality in the broadest sense of the word. " And they explain: “We are talking about the quality not only of the products themselves, but also of the organization as a whole, that is. about the quality of its interaction with the outside world, about the quality of its functioning and management, the life of its employees. "

More and more researchers are approaching the idea of the broadest context for determining quality. Quality should characterize a non-isolated phenomenon. In quality, the relation of the phenomenon to the environment of existence, the conditions of expression, and other phenomena is manifested. Confusion in the ranks of analysts is brought about by the definition of quality by Britannica, reprinted in the Great Universal Encyclopedia: “Quality in philosophy is a property that characterizes things taken separately, as opposed to an attitude that characterizes things taken in pairs, threes, etc. ". G. Hegel said that the quality “<…> is that, losing what, the phenomenon ceases to be itself”, but the dialectically thinking German philosopher did not even think of isolating the phenomenon as a quality. For G. Hegel, it was a concept reflecting the relationship of a phenomenon. The advantage of Hegel's dialectical thinking was consistency. He thought of relations, phenomena as a system and logically meant a system-forming factor. The phenomenon does not dissolve in the system, it forms it by its relations, which, in turn, together with the phenomenon, form what we call quality. By the way, G. Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his predecessors. “Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms“ primary ”(ie, objective, material-physical) and “secondary” (ie subjective, formed due to the psyche) qualities ”. The phenomenon does not dissolve in the system, it forms it by its relations, which, in turn, together with the phenomenon, form what we call quality. By the way, G. Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his predecessors. “Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms“ primary ”(ie, objective, material-physical) and “secondary” (ie subjective, formed due to the psyche) qualities ”. The phenomenon does not dissolve in the system, it forms it by its relations, which, in turn, together with the phenomenon, form what we call quality. By the way, G. Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his predecessors. “Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms“ primary ”(ie, objective, material-physical) and “secondary” (ie subjective, formed due to the psyche) qualities ”. Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his predecessors. “Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms“ primary”(ie, objective, material-physical) and “secondary” (ie subjective, formed due to the psyche) qualities ”. Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas were expressed, one way or another, by his predecessors. “Objective qualities (ie those that are inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were distinguished already by Democritus, later by Galileo, then by Locke, who was the first to use the terms“ primary ”(ie, objective, material-physical) and “secondary” (ie subjective, formed due to the psyche) qualities ”.

Subsequently, I. Kant called Locke's objective qualities a priori (ideal), and subjective ones a posteriori (real). It is not difficult to notice in philosophy the opposition not so much between the idealistic and materialistic interpretation of the concept of “quality” as the supporters of simplified materialistic views on quality and their opponents, who suggested including signs of human activity in the definition of quality.

While there was no human consciousness, everything that exists was represented by the existence of objects, things, their properties, relationships, movement. To define the prehuman existence of the world, two initial concepts are quite sufficient: "object" and "process".

The situation changes with the emergence of consciousness. All the main directions of activity of consciousness: cognitive, communicative, regulative - are manifested in the format of reflection of objects, and reflections of a fundamentally different kind than all known in nature. Strictly speaking, consciousness reflects, in the most general sense - reproduces. In a concrete sense, it reconstructs objects, because it is not capable of reflecting an object in a physical representation. The expression “we look with our eyes, but we see with our mind” quite correctly reveals the essence of the “reflection” of an object in the forms of thinking. If the image is still somehow comparable with the object, then the ideas are very far from the objective certainty. At the same time, one thing remains: to recognize the qualitative relationship of the object and the reconstruction of the object by consciousness, similar in essence, but not in the form of being.

For consciousness, an object acquires a specific way of existence - it becomes an object. An object is a product of the interaction of an object and consciousness. Along with the object, the quality of the object also appears, which may or may not coincide with the objective quality of the object - in the case when the subject enters into systemic relations with the object, it forms a system of the "subject - object" type.

Specifically, such a system manifests itself in the form of production, manufactured product, relations in production. “The quality of processes, organization, life is motivation of a higher level in comparison, for example, with profit,” says B.S. Alyoshin. In support of this, he gives an interesting table (table 11).

Table 11. The results of a sociological survey on ten factors of the successful operation of an enterprise *

Success Factors	Share of surveyed enterprises, highlighted the most important success factors, in%	
	1995	2000
Product quality	95	98
Customer service	93	96
Introduction of new technologies	88	90
Attracting highly qualified personnel	85	91
Development of new products	85	90
Shorter time-to-market with new products	80	89
Improving the organizational structure	75	84
Intellectual property protection	59	60
Cooperation with suppliers	55	63
Development of foreign markets	54	70

Correct definition of quality, consistency and systematic quality management give the manufacturer a decisive advantage in the competition for the consumer. It would seem that everything is simple, but simplicity is equally brilliant and deceiving. The general plan for solving the problem determines the vector of movement, sets the factorial priorities of the activity - no more.

The program requires a detailed study of all components, starting with clarity in the definition. The definition of quality, as we have already seen from a digression into philosophical history, is not so obvious and unambiguous. Hence the confusion in the idea of quality.

The first reason explaining the weakness of the quality management policy is the vague distinction between "item quality" and "item quality", i.e. subject in the system of human interests. Over the two decades of perestroika, we have retained the attitude to define quality as an objectively given state of an object, a set of natural properties. The mechanistic transfer of the characteristics of natural phenomena to the definition of the phenomena of an artificially created world of things has nothing in common with dialectical materialism. This is a parody of the dialectical understanding of the world.

A product made by man is dual in nature, it combines the natural properties of raw materials and the characteristics introduced into it by human labor. The product has a rental value and added value. In this context, it is not value that is important - it serves as a quantitative equivalent of the quality of the product in general, and the result of labor is presented in the form of a transformation of the natural state of the object. The product of human activity has a natural, basic, level and a superstructure, introduced. Hence the need for a dualistic perception of the quality of the product, which should not be interpreted primitively as a double quality. The quality of the product is one, but the production duality of the product is associated with it.

Such two-sidedness of the quality of the goods misleads those who have not yet understood the art of dialectical thinking, strives to sort everything out “on the shelves”, forgetting about the structure of which these shelves are parts. The quality of a product is determined only by a natural basis, but it is built artificially.

The quality of the product has several creators. Some of them - a fashion designer, constructor, technologist, manager - are always in sight, their qualifications and experience are measured without problems. Others are also within reach, only their measurement is difficult, especially when it comes to the consumer.

The economic situation affects both producers and consumers, shakes the market on the waves of its uneven movement, and together with purchasing power and perceptions of quality.

Our emphasis on market research should not be seen as an appeal to seek the keys to quality in the marketplace. Thus, we want to emphasize the importance of the market factor in the development of the theory of product quality.

The market attracts attention as a concentration of opposing interests, this is the "frontal" place where some "execute" others, then "execute" these others. Americans rightfully consider the market to be a "sacred" affair for society, carefully protect market tournaments from monopoly "raids".

In the United States, a lot of money is spent on the study of market trajectories, unlike our capitalists, of whom every second is an "illegal" in the economy, and the third is a representative of a "gray" economy. In such a situation, try to get an objective result of research on the "spirit" of the market, to track the mood in the market with the expectation of getting closer to the true reflection of the existing attitude towards the product.

The difference in product quality and understanding of quality is becoming more and more significant. In determining the quality of a product, such factors are taken into account that are irrelevant to consumer attitudes: environmental component, manufacturer's traditions, etc. Add to what has been said and views that do not coincide in a number of positions, we get an interesting picture: no matter how hard the interacting subjects of relations try to develop a consensus of quality, the discrepancies will persist and will increase over time. If the natural properties, taken in the initial state of the product and taken into account in its quality, should not change significantly during the warranty period, then the perception of the product through quality changes under the influence of many reasons. That is why leading manufacturers are reviewing their product range, looking for new design ideas, trying not to be hostages of traditions,

The quality in terms of the expression of the spiritual component in it has been little studied. The prospect, on the contrary, urgently requires such knowledge, the development of methods for obtaining and evaluating it. One must come to terms with the fact that the era of workshop production, when the quality of the product and the image of the quality of the product coincided due to absence, the competition was forever gone, then the consciousness had nothing to choose from, and without choosing an image different from the object, it is difficult to form. The quality of the goods was dictated by the shop workers, no one could object to them.

In the XXI century. the situation is different. The image of quality is no less important for the market than the objective quality of the product itself. As soon as the object of production turns into an object, the human component is included in the quality of the object, and it is completed in an image, combined with the object, into the overall quality system.

The consumer who is able to unravel the tangle of subjective-objective relations that form the quality of the goods presented to the buyer to satisfy the market need in the state. In their student days, today's specialists most often did not understand why the philosophers were explaining the "objective" and "subjective" to them. It seemed that they were engaged in irrelevant business.

The Soviet limited consumer market did not reveal the dialectic of the objective and the subjective. Often, teachers unprofessionally analyzed these concepts, there was no specific context. Surprisingly, even today not everyone managed to realize the professional significance of the basic philosophical categories, they think like materialists-metaphysicians who divorced the ideal and the material, the subjective and the objective into independent and incompatible sets.

Analysts describe the world surrounding the modern manufacturer rather harshly; “The consumer dictates what, when, at what price and in what form he wants to receive; competition in the market is intensifying due to its globalization: the needs of buyers and the situation on the market are changing at an ever-increasing speed. "

From the outside, what is happening looks very chaotic, raises doubts about the systemic organization of relations. Nevertheless, we are not facing chaos, but a complex system that obliges us to think systematically. Whatever fantasies the master who constructs the lock is guided by, he knows that there will be someone who can make a key to it and gain access, because all creativity begins with chaos and ends with the acquisition of order.

Outwardly, determining the quality of a product produced for sale on the market seems to be an impossible task, because for this it is necessary to combine not converging, but, in the main, diverging views.

The constructor, technologist, manager develop their understanding of the quality of the goods (they can be combined), they are linked by the common interest of the manufacturer. The buyer has a special approach to quality. As a consumer, he is not sure about the integrity of the manufacturer. In addition, the buyer has his own tastes, conditioned by the real buying opportunity.

There are also the interests of the market, which has become an independent subject of the economy. Speculation is legalized and attracts with its potential. By controlling the market, an intermediary speculator is able to form an image of quality in his own interests, in particular, through advertising, giving priorities, etc. Finally, there is the quality of the product itself, expressed in the aggregate of properties of natural origin and added by the manufacturer; as a result, we came to the “quality square”, combining the quality of the product and the image of quality (Figure 13).

Impact Factor:

ISRA (India)	= **6.317**	**SIS** (USA)	= **0.912**	**ICV** (Poland)	= **6.630**
ISI (Dubai, UAE)	= **1.582**	**РИНЦ** (Russia)	= **3.939**	**PIF** (India)	= **1.940**
GIF (Australia)	= **0.564**	**ESJI** (KZ)	= **8.771**	**IBI** (India)	= **4.260**
JIF	= **1.500**	**SJIF** (Morocco)	= **7.184**	**OAJI** (USA)	= **0.350**

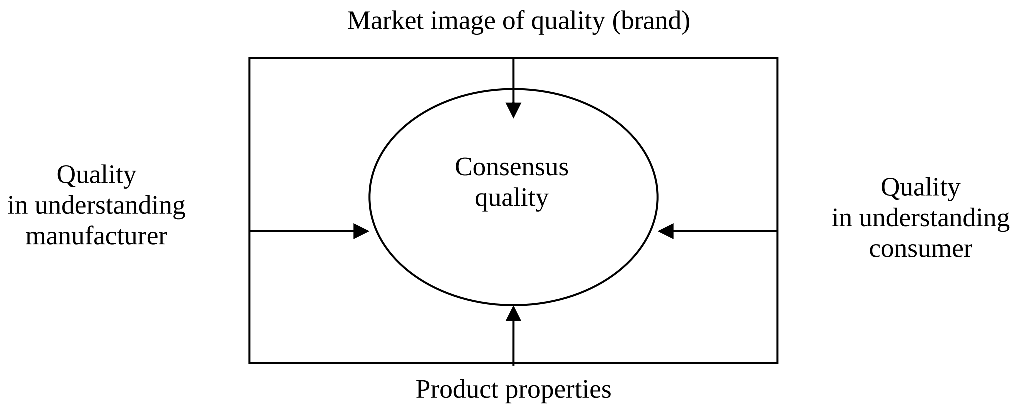


Figure 13. Quality square

Consensus quality is not true quality, quality "agreement" is a virtual reality phantom. No documents, no procedures, everything is done "in the dark." There are too many factors, their dynamics is great, and interests are conflicting. However, the spontaneous genesis of the consensus quality should not confuse anyone.

The evolution of nature without human intervention is an extremely spontaneous process, built on random intersections, from which the necessary connection arises, becoming stable, repeating, general, i.e. law. Accident and necessity are correlative dialectical relations, as well as chaos and order. Chaos is not opposed to order; it differs from concrete order. Chaos is disorder in the pure case in relation to some decency. In general terms, chaos is also order, not yet open to the observer.

Before analyzing the factors that ultimately determine the consensus quality, let us dwell on one more aspect of the quality problem that remains on the side of researchers - the heterogeneity of the content of the concept of "quality".

It is advisable to structure the content of the concept "quality" in relation to a commercial product depending on the nature of the properties included in the content. The properties that form the content of the concept of product quality are divided into three groups: objective properties, intersubjective and individual (subjective).

Objective properties (signs) reflect the natural foundations of the concept, for example, natural or synthetic raw materials for shoes, clothing, and haberdashery products.

Intersubjective - are formed as products of the activity of the consciousness of participants in economic relations: a manufacturer, an intermediary, a consumer, supervisory organizations, national traditions, world trends. In a sense, intersubjective representations can be spoken of as conditionally objective, objectified in collective thinking. At the top of the pyramid of properties, united by the content of the concept of quality, there are individual, subjective signs.

Anything common exists objectively, but only through the individual, therefore at the end of the process there is always a separately taken, concrete buyer Pyotr Stepanovich Sidorov and boots, which Pyotr Stepanovich chose from dozens of different ones. They seemed to him the best in quality and price. The sales assistant professionally explained to Pyotr Stepanovich that there are boots of better quality and also inexpensive, but, being an independent person, he did not change his mind. This is why pre-sale preparation of products is important. The last word belongs to the buyer, his perception of the quality of the product. Everything else just plays along with him.

Signs of the content of the concept of "product quality" are built in the form of a pyramid of properties (Figure 14).

The most serious contradiction, apparently, remains the discrepancy in the quality images of a product by a manufacturer and a consumer. The special importance of a different approach to the quality of the manufacturer and the consumer is natural. They are the main subjects of the system of economic relations; they have a common goal - a product. The former make it, the latter consume it, but they have different motives due to their position in the system and the culture of target perception.

The manufacturer creates a product, but not a product - the ultimate goal of the manufacturer, but the sale of the product. The direct connection between the producer and the consumer is local because it has a negative effect on the producer. The seller blocks the consumer from the manufacturer, and the manufacturer is forced to focus not on the market, but on the market situation, which is most often artificially formed by a speculator and advertising.

The manufacturer, unlike the seller, is responsible for information both by law and by its professional reputation. The seller manipulates the information as he sees fit - the manufacturer is constrained by responsibility, besides, the market often dictates the rules of relations to him.

What is the solution for the manufacturer? There is only one way out - a direct presence in the market and significant investments in education and education of consumers. It is difficult to overcome such a program alone, while uniting is absolutely real. The domestic manufacturer has everything it needs to oust the speculator from the retail market. He has professional experience, qualified personnel, scientific and technical support, a certain confidence of buyers returning to the old, pre-reform priorities, which are actively exploited by unscrupulous manufacturers and to which the authorities shyly close their eyes, which cannot return to the Soviet experience. Confectioners, meat-makers, wine-makers shamelessly use Soviet brands, replacing them with surrogates. Brands from Vyatka, Orenburg, Ivanovo are returning to the market. some Moscow and Leningrad enterprises. The tendency of the return of interest is gaining stability. Of course, clothes and shoes are not sausages and vodka, or chocolate and confectionery products of natural origin. At the same time, all goods have something in common - the responsibility of the manufacturer.

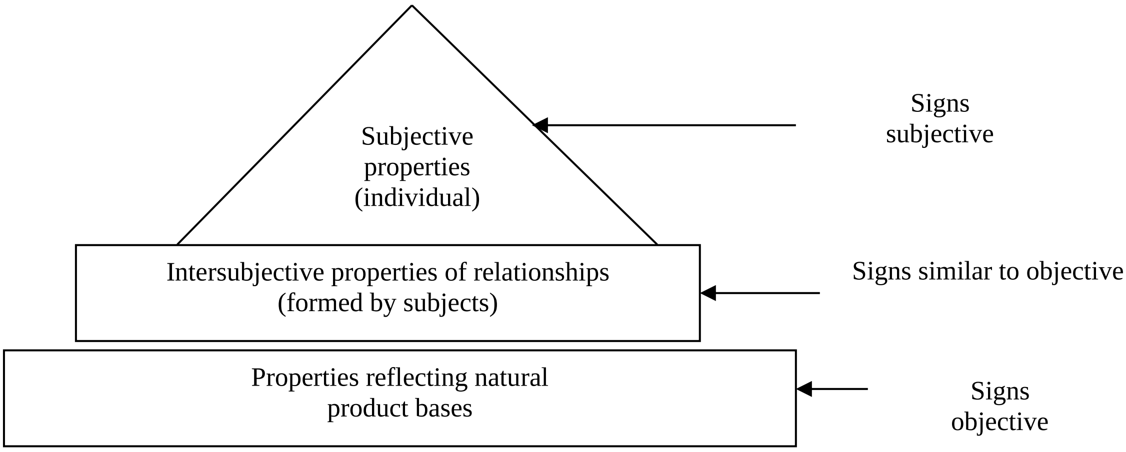


Figure 14. Heterogeneity of the content of the concept of "quality"

The euphoria of the nineties has passed, democratic freedom, which turned into arbitrariness in production and on the market, sober up the souls of Russians intoxicated with will. Disappointed with democratic reforms, they are no longer so impressed by many others in the new way of life. Now is just that historical moment when the light industry can regain its rightful place in the market. Only you need to act in a new way. Reconsider and remake yourself. To abandon the old one-dimensional view of the consumer as an "object" of relations.

In the old days, the consumer was completely dependent on the manufacturer. The market was closed, the choice was dictated, i.e. essentially, the buyer did not have it. Today the consumer has more options to choose while satisfying his own taste. It is a new configuration of relations in the market that the manufacturer needs to take advantage of.

The modern Russian market only from the outside satisfies the tastes of the consumer, in fact, our market has rather awakened, roused the taste of the buyer with its diversity. The real choice for the mass buyer, for whom this market is designed, is still small.

Objectively high-quality, high-tech products are inaccessible to a Russian of average capabilities, as before. He admires them, like models, or gets annoyed, realizing that all this is not for him. Chinese consumer goods have lost their appeal. Turkey and Eastern European producers are forced to adjust to WTO requirements. The product they offer increases in price, but not in quality. The disproportionately increasing costs of carriers also help the price rise.

In the new market conditions that have awakened the taste of the consumer, it is important to try to take control of it. This is not about changing the economic strategy based on quality management. We pay attention to the component of this strategy. In the West, the version is gaining strength, the essence of which is that the economy is becoming "smart", the stage of systemic quality management is moving into a new stage - the quality of education. If this is the case, then the focus on nurturing consumer taste fits fully into the strategy of economic policy.

The consumer lives in a specific environment, forming a certain symbiosis with it. Access to consumer creation is efficient both in the immediate application and through the living environment. The manufacturer is still sluggish, and the market is vigorously fighting for the buyer, presenting him in their marketing research as a kind of ready-made, statistical subject who needs to be lured with an offer. The real battle for the customer lies ahead when the manufacturer realizes the benefits of a full-fledged consumer education and training program. The consumer must be prepared, then he will follow the market labyrinths by the given route.

Belief in the miraculous power of advertising is a dangerous companion for a manufacturer.

Advertising was presented as the engine of progress by the advertisers themselves and the market, which is fundamentally not responsible for anything. An exclusive product is rarely advertised - it has a regular consumer with a mature taste and exclusive purchasing potential. Such a buyer is simply notified, he is satisfied with the presentation of the collection, especially not sparing money.

Advertising is a call to an ill-mannered and uneducated buyer, whose credulity towards advertising is inversely proportional to the state of knowledge and taste. The mass consumer is given over to the slaughter of advertising and market arbitrariness. Responsible producers, instead of complaining about fate, it's time to turn their face and get into spiritual contact with the consumer. It is naive to hope that he will independently get out of the fake decorations of the market and advertising. But even if the consumer is able to overcome the ingenious inventions of the market, then by that time domestic producers will become relic phenomena and the revival of the activities of national producers will lose public relevance.

There is no doubt that the business of educating your customer is costly, troublesome, unexplored, difficult, requiring a lot of patience, the ability to appreciate the slow, uneven progress towards the goal, to fight everyone who declared themselves and their occupation a supranational, democratic phenomenon and makes a name for themselves on speculation in the area of human values.

Nobody disputes the priority of universal human interests, and the need for comprehensive protection of national security is indisputable. And without modern production of essential goods for a person, national security cannot be ensured. So, domestic producers will have to solve a dilemma: either simultaneously with the development of production, produce their own consumer, or continue to groan about the outrage and push themselves to the market periphery, ever closer to the edge of the market and its end.

The revival of the domestic light industry will force the market situation to change as well, the market will have to react, because its interests are determined by the dynamics of consumer demand. Then it will become easier for many to breathe: producers, consumers - will feel the national taste and intermediaries.

Work with a customer should be structured systematically in the format of a target program. Its main sections, presumably, will be, along with the improvement of production and assortment, educational and interactive communication with a potential buyer.

Having closely engaged in the education of the consumer's taste, manufacturers themselves will have to improve their qualifications. No wonder they say that the best way to educate yourself is to try to teach others. It can be argued that the manufacturer has considerable reserves for improvement in all areas of activity. The first steps must be taken towards the consumer. It is impossible to trust the consumer in the “cares” of the intermediary and it is unreasonable to leave the consumer alone with himself - he should be taken as comrades-in-arms, accomplices and seriously prepared for the perception of the product.

Fashion and quality are like symphonic music. They are polyphonic. As it is necessary to prepare the ear for the perception of a complex piece of music, so the mind is to evaluate the product. Shoes, clothes are not a simple commodity. They accumulate the high professional status of the manufacturer, his skill, the experience of generations. The buyer must be connected to the joint process not at the final moment of "money–goods", but somewhere in the technological process.

When a wave of protest against the construction and operation of nuclear power plants spread across Europe, the French opened access to those wishing to get acquainted with the operation of the nuclear power plant. They realized in time that it is difficult to convince with a word, it is necessary to give an opportunity to a person from the outside to see and decide. Schoolchildren went on excursions to the nuclear power plant, they were given meetings with experts, showing videos, and a specially developed program. And the work done was crowned with success. Doubters overcame the critical attitude, re-educated. Especially after they calculated with a calculator how much it would cost to shut down a nuclear power plant, who would benefit from re-profiling electricity production in a country that does not have hydrocarbons. The French have lived in a market economy for several centuries and have learned to value both personal wealth and national security.

Russian democrats of the late twentieth century. took care of the human rights of the abstract, taken outside the homeland, and caused significant damage to patriotic feelings. In the 90s of the XX and the beginning of the XXI centuries. the Russian authorities condescendingly looked at the destruction of the image of the Soviet past, the active revival of pre-Soviet antiquity. Few people understood that any stone thrown into national history ends up in the national present and future. Who needed to "break the bond of times"? Those who wanted to change the situation on the market and make their own business on this. The buyer was convinced that everything that was domestic was no good, that it was necessary to buy something from abroad.

The formula "everything is bad!" has been known for a long time, and in times of trouble it works well. It would be pseudo-patriotic to assert: "Everything is fine with us!" However, the domestic manufacturer did not sew their products with a bastard. The approach should be differentiated. By replacing Russian products with Chinese ones with the help of advertising and a pricing policy, sellers did not so much deceive the buyer as undermined the position of the national manufacturer in the crisis, instead of rebuilding production in alliance with him and forming their own market.

The market is synonymous with competition. Competition is vital, but competition is always politics, and not only economic. The state has no right to be free from the market. First, the state is called upon to ensure national security and to express in everything that is done on the territory of the country, the interests of its people. Secondly, the Constitution of the Russian Federation says: "The Russian Federation is a social state." And the Russian government in the 1990s. she was not afraid of the market, she built the market just like that, because she herself was a part of this market. The authorities created the market for themselves, knowing about the fragility of their own and the market.

The change of leaders in Russian politics took place when the market fulfilled its political function: it illegally enriched the reformers and made the national producer an appendage of foreign production.

Changes in economic policy after 2018 are important steps, but after what has been done, it will take a long time to wait for positive changes. Economic science testifies that annual destructive actions are compensated by three years of creative activity. Apparently, it is no coincidence that promising programs have recently been built up to 2035.

1990s - time of missed opportunities. The reasons are primarily political. Twenty years later, a prospect appeared for the domestic manufacturer to form a market, which was absent in those dashing years. A trip to the existing market will be successful if it is taken "in the ticks" by the national manufacturer and the consumer prepared by the manufacturer. Routine advertising work, even under the professional supervision of a product manufacturer, will not solve the problem. The time is new and, albeit spontaneously, not professionally, slowly, with deviations, the consumer, who was kept without advertising in half-empty counters with a very meager choice, and then deceived with advertising, looks critically at what is happening.

The consumer is ripe for a serious relationship with the manufacturer. The last word. Producers have a responsibility to take the first steps towards a smart economy and lead consumers. It is not always clear what an “innovative solution”, “intellectual capital” is? It is in our reflections - a new policy of the manufacturer in relations with the consumer, aimed at achieving mutual trust. The consumer must trust the producer, the producer - the sustainable choice of the consumer whom he has brought up.

The formation of a civilized market is one of the main tasks of the plan of measures for the development of light industry for 2021 - 2025. Despite the well-known positive dynamics, the situation cannot be reversed. The market for domestic goods remains below 25%. More than 50% are counterfeit and contraband products. More than half of the sold garments, fur, outerwear and footwear are concentrated in the clothing markets.

The image of goods, their quality, as before, builds the clothing market. The clothing market is associated with gross violations, product substitution in stores. The lion's share of $ 1.5 trillion is "spinning" in the clothing market. rubles. The market is "covered" by the authorities.

It will not be possible to overcome the hypertrophiedness of the market overnight, and how long the process of strengthening the status of the official domestic manufacturer on the market will take depends on a number of factors: political will, ensuring the consistency and vigor of the struggle (here it is possible to transfer the American practice of suppressing mafia structures without discussion); the size of investments - the state traditionally transfers them to non-budgetary organizations; development of the raw material base - back in 2006, the Ministry of Agriculture ordered to reflect in the departmental program urgent measures to combat the subcutaneous gadfly, prevent and rehabilitate cattle from hypodermatosis for 2007-2009, but how all this happens in our country is known: sheep breeding remains in a protracted crisis, hunting declined sharply, the cultivation of caged furs is minimized and continues to decline; stimulation of expert production remains on stamp paper; development of innovative activities and training of qualified personnel. Innovation activity in our time is due to investments in R&D - they are scanty. In such a difficult situation, an extraordinary solution can help, and it is, however, it was bypassed in state circulars.

Counterfeit and contraband products, which are often the same thing, have always been on the market and in assortment. The difference is that in Soviet times, the amount of illegal product depended on the rigidity of state control over illegal activities, and such rigidity did not irritate the West. Nobody tried to hinder us, on the contrary, they showed understanding. In 2020, like all the past 20 years, illegal immigrants in the clothing market openly establish their own rules. The preventive measures have been established so democratic that they can be neglected without prejudice to business.

The reason for the flourishing of illegal relations in the legal market is not the existence of criminal groups - they are in the consumers of counterfeit goods. And the current market will not allow the domestic manufacturer to develop. They will not share their customers voluntarily, and the power of the customer cannot be taken, it must be recruited, having become interested in domestic products. And here many questions arise:

First, it is useless to enter a corrupt market with its competitive products. They will set their own price, they need to launder money received in other areas of business, also illegal, but more profitable. The enterprise is interested in working capital, i.e. is to quickly sell a product at a profitable, but not overpriced. State intervention is required.

Secondly, "there is no dispute about tastes, but tastes are brought up." Having changed the position of their products with the help of competent authorities on the market or by cooperating and opening their own sales market, domestic manufacturers have the opportunity to separate part of the buyer from the market masses and make this part their own, with a good prospect, without deceiving the consumer, to significantly increase the number of fans of Russian goods.

Specialists need to go to school, universities, technical schools, colleges, schools, organize meetings with interesting people, demonstrate products, production, open joint creative circles, hold contests, quizzes, disputes. It is necessary to disclose production. You will have to endure for some time, apparently, the diversion of funds will cause some decrease in economic indicators. Everyone knows: to jump further or higher, you need to retreat.

Surprisingly, there is no section in the industry development program aimed at forming their own consumer sector. The program is tailored to the patterns of the Soviet era, without taking into account modern realities, with the exception of an indication of the need to more actively involve private investment in the process, which is very difficult to implement in the current economic environment. The shadow economy is based on counterfeit goods, "gray" producers prefer to invest in customs in order to import smuggled goods. The most realistic is the formation of the stability of consumer interest in the manufactured products by adjusting the tastes of the buyer to it.

Orientation in long-term plans for the export of products is, in principle, the correct task. The goal setting, pushing the national boundaries of the market, contributes to the involvement of reserves, primarily intellectual ones. The authorities are trying to repeat the Japanese way of reviving industrial production.

Significantly lagging behind technologically the United States and Western Europe in the mid-1950s. Japan in the 1990s. pushed the Europeans out of the world market, having gone through four stages of production growth in 40 years. The revival began with the copying of world samples, in which the US and Canada helped the Japanese, right up to the provision of access to nuclear technology. Then there was the stage of independent development of products identical to world models in quality. In the mid-1970s. independent developments were already, in essence, at the level of the best goods, the Japanese learned how to make products of higher quality. By the 1990s. Japanese goods have become global brands, and they have become equal to both the United States and Western Europe.

Japanese progress is quite specific, it is unlikely that this will be repeated anywhere on the scale of the "Japanese miracle". Japan was ideally in the right place at the right time, helped by world politics. Now, neither the Europeans nor the United States are organizing the most-favored-nation regime for anyone, not even Israel. Nevertheless, this scheme, at least in part, must be adopted, in particular, by manufacturers of consumer goods.

In Russia, there are good traditions, exclusive technologies that attract the custom-made consumer striving for originality and economy. For example, craftsmen from one of the regions of the Central Region brought products from nettle fiber, which have a proven healing effect, to the 2010 folk craft fair in Novosibirsk. Cedar fibers are used in the production of linen. In Western Europe, a cooling cycle has begun, snow, which was exotic for residents, is entering everyday life. Russia has a wealth of experience in the manufacture of ecological clothing and footwear for snowy winters; it is enough to give them a design familiar to Europeans in order to interest a Western buyer, or, perhaps, to hold back something modern, Russian. In a normal European market, the main thing is to register, then gain a foothold, including by setting up joint ventures.

At the same time, one should not tread in the footsteps of the Japanese. In Russia, everyone has enough of their own buyer. The interests of the domestic consumer should be prioritized. All of us, not without reason, hope that a better time lies ahead of us. Accordingly, changes in consumer ability will affect the status of the manufacturer.

The revival of interest in domestic goods will add optimism to domestic producers. It is only important that confidence does not develop into overconfidence. The recommendation of the classic of modern economic theory E. Deming, known as "E. Deming's chain reaction" (Figure 15), will help to avoid a fatal disease.

E. Deming initially tried to implement his approach to creating a quality economy in the United States, but failed. The reformer himself explained the reason for the failure as follows: "My initiatives were welcomed by engineers, heads of individual departments, but they were ignored by top management, who did not want to think and act in a new way."

E. Deming relied on the triumph of professional thinking, his natural desire for the new, coincided with the progressive movement. Developing the intellectual approach of his predecessor W. Shuhart, E. Deming linked four creative acts of thinking with a logical knot: observation, development of actions, implementation and analysis.

The listed operations, which made up the "Deming cycle", unite the commonality of the personality's status, its innovative interest in the case. In fact, half a century before the first works on the innovative economy, an American specialist presented the very concept of "innovativeness" as applied to the management of economic activity.

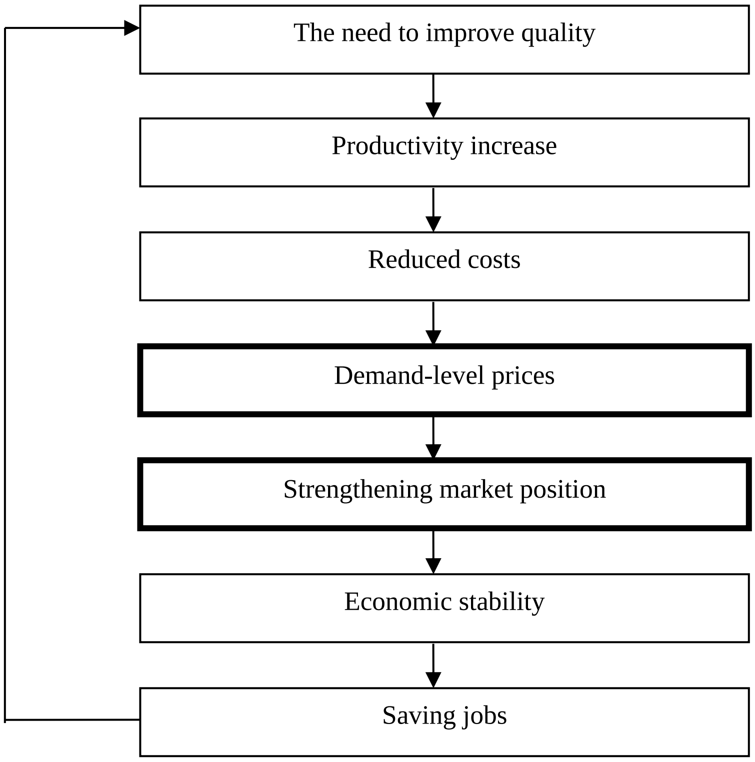


Figure 15. "Chain Reaction" by E. Deming

The basis of the content of this concept is formed by four sequential actions: professionally structured observation of situations, its monitoring - the beginning of the path of innovation, a very crucial moment of scientific knowledge - the description of the object; development of measures to improve - to positively change the situation, the main thing here is to organize the process in a new way, so that a motive appears that stimulates the performer; the next step is implementation and the final act is analysis, the purpose of which is to evaluate the results of implementation and gain experience to start the next round of the creative spiral.

Inviting E. Deming to Japan in 1950, the initiators of industrial restructuring tried to prepare well for the reform. They even made adjustments to the curriculum of technical universities. The course "How to Use Experimental Data" was introduced to all students of the Industrial Department of the University of Tokyo.

In a new time, you have to go with new ideas and, moreover, with programs, but there is always continuity in the process. The wise E. Deming foresaw what is always relevant - a reminder to the management of all ranks about "difficulties and false starts."

Its one-sidedness should have long been recognized as a serious mistake in the methodological training of domestic specialists-managers and engineers in universities. Our professional education is traditionally focused on progress and innovation.

We clearly underestimate the warnings of experienced, recognized professionals about the impossibility of knowing everything and the need to be prepared for the most difficult circumstances of the case. The well-known Russian doctor puzzled journalists and specialists a lot with his answer to the standard question: "What should be a good doctor? He said: "A good doctor differs from a bad doctor in that he knows well how not to heal."

Professional training presupposes a thorough, demanded analysis of mistakes, miscalculations, shortcomings, in a word, negativity in all its manifestations. A specialist is not insured against shortcomings either with honors, or experience, or systematic study. This is not about eliminating negative consequences, but about their "quality" side and frequency. It is possible and necessary to fight against this; it is in this direction that the lessons of E. Deming are especially significant.

The most dangerous is the desire to go the beaten path. This path will eventually lead to a dead end. You need to learn not in order to do like everyone else. Learning means developing independence.

The theory of quality management in our universities is taught outside the "production - consumption" system, the course is conveniently reduced to the history of the problem and the quality management system, isolating it by the area of production. The consumer, the exploitation process, was located outside the main subject, presenting it as an infrastructure, without thinking about the fact that production is not self-sufficient, it is conditioned by consumption by other production, but, ultimately, any production is put out for consumption. The very word "production" is just the beginning of phrases: "production of services", "production of a product." The former can be read as "relationship production."

If production is "the production of relations (services)," then why do we argue about the quality of production in isolation from the subject of relations, opposing the manufacturer of the product or services? That other subject is the customer of services, products, therefore the quality of production is of no less interest to him than the manufacturer. The advantage of the manufacturer over the consumer is in professionalism, therefore, you need to spread your professional knowledge, involve in the circle of professional interests, problems, and the customer; seriously and for a long time to engage in his upbringing, leading away from "brainwashing" in market advertising. For two decades now, the youth consciousness has been under the pressure of "glamorous" fashion, which reigns supreme in everything: in TV shows, youth programs, TV series, weather forecasts, in programs designed for home life, in the performances of VIPs, "Stars", officials and deputies. One gets the impression that it is shameful and indecent to live differently. By the way, in the countries that we have to catch up with, life is not carried out in the style of "a la glamor". Popular in the USSR and in the Western world, Soviet international journalist, historian V. Zorin recalled the details of an exclusive reception hosted by the mayor of New York, billionaire G. Rockefeller. The mayor rarely met with journalists at work. For our compatriots, an exception was made for political reasons - to support the course of easing tensions in the relations of world leaders. Popular in the USSR and in the Western world, Soviet international journalist, historian V. Zorin recalled the details of an exclusive reception hosted by the mayor of New York, billionaire G. Rockefeller. The mayor rarely met with journalists at work. For our compatriots, an exception was made for political reasons - to support the course of easing tensions in the relations of world leaders. Popular in the USSR and in the Western world, Soviet international journalist, historian V. Zorin recalled the details of an exclusive reception hosted by the mayor of New York, billionaire G. Rockefeller. The mayor rarely met with journalists at work. For our compatriots, an exception was made for political reasons - to support the course of easing tensions in the relations of world leaders.

"Having learned about G. Rockefeller's consent," V. Zorin said, "we were more confused than happy. It seemed uncomfortable to go to the richest man in the United States in our suits and purchased shoes. Our American colleagues did not advise us to fuss, recommended to focus on the content side of the dialogue. But we thought differently, we were afraid to look unworthy, so we decided to rent costumes from fashionable couturiers for a day. Came to the meeting in advance, were received by the mayor at the appointed time.

Once again, we entered the office with the feeling that our equipment corresponded to the circumstances. We experienced a real inconvenience when the mayor came out to greet us in a simple work suit and ordinary shoes. And smiled at our sight. "

Where are the anti actions to ad perversions? Educational institutions, instead of turning into centers of aesthetic, business, and everyday education, themselves contribute to misinformation of the mass consumer.

Universities, according to their status, should actively cooperate with production and, together with production, carry out systematic, widespread work to educate consumer consciousness. Without such creative activity, the future of the domestic manufacturer of clothing and footwear looks similar to the present of the Russian car industry - we will become an application of Europe, we will lose the creative component, we will lose traditions and national characteristics. We should strive to sheathe not the whole world, like the Chinese, but our own, Russian, consumer. He is still able to appreciate the dignity of his fellow countrymen, but he must not be left to his own devices.

E. Deming paid special attention to the socio-psychological support of the organization of production. Our today's specialists are looking for the keys to success only in technology and statistics.

E. Deming's concept of "difficulty" and "false starts" are psychologically loaded. The talented economist E. Deming was experienced in spheres related to economic activity - psychological and social. He presented production management in a broad, complex context. Most of today's managers are one-dimensional. Hence the constant failures in management.E. Deming attributed to the "difficulties":

- expectation of results from work in the field of quality improvement in the shortest possible time, which is typical for highly specialized training - a surrogate for professionalism. Quality is the state of the essence of a process, product, management. The essence differs from the phenomenon precisely by its stability. Quality is not a quantity that can be reduced at once, and sometimes even increased. Quality loses and gains itself in the process. It takes time and, of course, equivalent tasks to train specialists;

- the opinion that mechanization, automation and computerization will help make a breakthrough in the field of product quality. This opinion is again a defect in the training of a specialist, a limited professional culture. The quality of the product, and in the general sense - “boots are clothes for the feet”, and in the particular sense - the quality of shoes as a set of certain properties of boots, is a matter of human creativity. Boots are not harvested on a tree - in the workshop, boots are sewn by specialists according to models developed by related specialists from leather that was made by other specialists. Only at the beginning of the product's production chain are we able to detect the presence of a natural phenomenon of nature - the skin of an animal. Technology in any form (outdated, modern, future) was, is and will forever remain a means of labor, created by man and launched (or not launched) by him into production. Technique allows you to make products of a certain quality, gives stability to the quality of the product - and that's it! Let's repeat: the quality of a product is created by a specialist, it is a product of his activity. It is not technology that creates quality. Hence, E. Deming's warning follows: do not expect a breakthrough in the field of quality from a technique;

- neglect of the actions necessary for the successful implementation of the quality improvement program. Another confirmation of the importance of the humanitarian development of a specialist's personality, which top managers in the vocational education system do not want to hear about. S.P. Tymoshenko wrote that in US universities the humanitarian component is at the level of 20-25%. In England, it is approaching a third. Savings on liberal arts education result in large losses in specialized training. The place of dialectical thinking is taken not even by the formal-logical, but by the defective-everyday, based on the “kondovaya” phrase “maybe it will work out, it will carry”. Why was the historical thought “We wanted the best, it turned out as always” by the former Prime Minister of the Russian Federation? Because they managed as they could, and not as they should, unprofessionally.

First, you need to carefully study what was and how it was, so as not to step on the old rake again.

Second, to thoroughly, comprehensively understand the essence of the matter, its infrastructure and relations, including the analysis of macroeconomic dynamics.

Thirdly, the starting point should be the practical expression of the concept, but the very concept of "practical value" is important to interpret not narrowly pragmatically.

And finally, the last fourth: the truth is always specific and unambiguous.

In a big business, unimportant little things happen only to those who approach it unprofessionally. Everything matters here. The concept of "quality of raw materials" includes organoleptic characteristics, age, storage and transportation conditions on equal terms. One has only to try to rank them, as a series of non-persistent "little things" and the quality goes into substandard. Unwittingly, we are forced to return to the beginning and highlight the relevance of technical regulation of the quality of goods and services, as well as their production.

Quality management began more than a century ago with primitive actions and taking into account the little things. G. Ford Jr., A. Sloan, F. Taylor and A. Foyle - different people were united by a common attitude to the details of production. They, like everyone else, naturally recognized them, however, unlike everyone else, they did not disdain them. Spontaneously, they understood that the essential is not born by itself, it arises in the insignificant, the big grows out of the small, the necessary arises at the crossroads of the accidental. Quality cannot be carved out of quantity, but in order to obtain the desired quality, you need the required quantity. A measure is formed from the quantity - "quality quantity".

In the presence of "quality quantity", i.e. measures, we can already make the appropriate quality. The Bible states: "In the beginning was the word, and this word was with God, and the word was - God." In the theory of quality, the beginning seems to be different: "First, quantity is required: funds, specialists, ideas, etc." Therefore, Ford's quest for quality began with economy; with Taylor and Foyle, at the organizational level. And the main problem at that time, perhaps not yet so obvious, was the "scissors" in the relationship between quality and quantity.

Let us explain: the economic effect is manifested not in an abstract, pure quantity, although it is potentially embedded in it, but in a realized quantity, similar to demand.

Abstractly taken demand is a more psychological and less economic category. In the economic aspect, demand takes on the significance of a factor when it is provided either by purchasing power or by the calculating ability to obtain a loan.

The manufacturer must strive not to create quality. Its goal is production efficiency. The quality of everything on everything is a means of achieving efficiency, a spoon, a bait in the understanding of a fisherman. You can get a product that is modern in quality and go bankrupt, because you will not be able to sell the product at a profit. The market will not accept him.

Quality in an economic application is a concept that is correlated with efficiency and does not coincide with it, as many think. Quality management, including the development of technical standards, regulation with their help, involves modeling the filtration of ideas, plans through the "gateway" of quality goods to the vastness of the market. Will open or slightly open up the market to innovations access to mass demand.

K. Ishikawa came up with a "circle of quality", suggested diagrams "cause - effect". The idea of the Japanese specialist is extremely simple: it is necessary to involve the entire team of the enterprise in quality management. The totality of participation is a guarantee of the quality of production. K. Ishikawa's concept was embodied in the history of Toyota. B.S. Alyoshin argued that “it was at this phase of quality assurance that quality management in its modern sense was formed”.

K. Ishikawa, thanks to the involvement of all those involved in production in the process of creating high-quality products, managed to remove "the contradiction between improving quality and increasing production efficiency in its previous forms." Practically in all countries with a high average income of the population, the consumer began to receive goods and services of high quality at an affordable price, bringing a number of European countries, Canada, the United States, and some Arab states closer to the "consumer society". The “miracle” that was born in Japan, like all the previous miracles of the economy, turned out to be short-lived, which once again confirmed the position of skeptics: “Miracles do not happen! There are ups and downs. "

Any "miracle" is a success acquired by a concrete historical situation, and flourishing within the boundaries of its time. Features of historical time contribute to the birth of "miracles", they also determine the miraculous limits.

Let us turn again to B.S. Alyoshin: “The concept of standardized quality, according to which a quality product is understood as a product, the requirements for which were determined and fixed in the standards by the manufacturer, and the consumer has the right to either buy the proposed product or reject it, has led to an aggravation of the contradiction between quality and efficiency in a new form, with the error in determining the needs of consumers when products that are suitable, from the point of view of manufacturers, enter the market, the costs are extremely high. "

K. Ishikawa closed the concept of "quality" to those who produce it. Those for whom the product was designed were left out of work. They were not interested in their opinion. The isolation argument is impressive: consumers are not aware, they are not specialists. K. Ishikawa did not consider systematically the main relationship in the economy "producer - consumer". Once they were in one person, they were opposed by commodity production. It arose as an alienation of the personality's abilities, bifurcating it not conditionally, but physically, but the personality at the same time remained in both hypostases: producer and consumer. The proportions of the hypostases have changed and continue to change. However, their essence is a dialectical opposition, which does not allow to exist without each other, and this must be reckoned with.

The consumer is a partner in the quality of the product. The division of labor separated the consumer from professional knowledge, the skill of the manufacturer, opposed them, but did not divide them so that they could not depend on each other. They are still a unified socio-economic entity.

Modern economics shows that the manufacturer, opposing himself to the consumer, has turned the arrow of his movement to a dead end. It is necessary to tackle the return of the consumer to mutual understanding, for which, first of all, it is necessary to reduce the distance in the professional aspect of relations - to educate and educate in the consumer the subject, not passive, outside, casual, but a partner in a common cause.

In the latest economic policy, technical regulation is one of the main conditions for achieving quality standards. It allows balancing the relationship of centrifugal and centripetal forces in the development of production, democratizing production management and, at the same time, preventing it from slipping into self-production, i.e. autonomous self-sufficient production. A system will disintegrate if its constituents decide that they are the system themselves. Democracy and arbitrariness are incompatible phenomena. Freedom in a democratic interpretation is reasonable only when it is freedom to act both in one's own interests and in the interests of the system. Control can be in the form of self-control and in the form of centralized activity, but it must take place in the interests of democracy, which in our context means the interests of the consumer.

The essence of our position lies in a new perspective of perception in the management of the quality of consumer goods - consumer interest, more precisely, in the transformation of a consumer from a buyer into a producer. As long as the consumer is left to himself, self-formed in the market environment perverted by an unscrupulous manufacturer and advertising unregulated responsibility, he is a statistical value for a responsible manufacturer.

All plans of the manufacturer are based on statistical models, more or less indicative of the national economy, but not on the average capabilities of the enterprise. In order to replace virtual, speculative landmarks in planning with real, much more viable ones, it is necessary to lead the consumer out of the zone of unlikely certainty into the space of cooperation, which gives a much more probabilistic forecast. From a spontaneous, opposing, divided by a "counter" subject, it is necessary to turn him into an accomplice through education and enlightenment of consciousness.

The trouble of our present state is not in the Chinese commodity expansion (the Chinese have filled both the United States and half of the world with their specific goods), but that we have left the consumer at the mercy of intermediaries.

Formally, this alienation looked quite logical and attractive: "To each his own!" The shoemaker sews what he has to do - boots, shoes, sneakers, etc.; the merchant is busy with his business - the sale of goods; advertising has its profit by helping the merchant.

In reality, however, the manufacturer found himself in isolation, submitting not to the market, but to market speculators and those who serve them. The market is a relationship within the "producer - consumer" system. Anything built in between them breaks their natural relationship. Leading European manufacturers do not allow themselves to supply products to our market. They enter the market themselves, with their own network of specialized stores, which are under strict control and carry out independent advertising work with the consumer. By replacing “consumer” with “buyer”, enterprises form an uncertain perspective. The producer has a consumer, not a buyer, by his dialectical opposite. The consumer also needs to be connected to the problem of technical regulation: to teach him industrial literacy, educate, educate.

The work presented to your attention is the fruit of joint reflections on topical problems of improving the activities of an important branch of the social economy of leading Russian and foreign experts. A collectively executed monograph always has an advantage over an individual form of creativity. A separate author, no matter how knowledgeable and authoritative he may be, is forced by the nature of the circumstances to explain not only his point of view on the problem under study, but to talk about how colleagues “see” this problem, to present someone else's view of the order of things, to transform in the process of the declared discussions in their opponents. Such a transformation, despite all its conventionality, is not so harmless for objectivity in understanding. Even such a wonderful thinker like G. Hegel sinned, willingly or unwillingly substituting opponents, to make it easier to criticize them. This work presents an original author's approach and opens up the opportunity to learn the most significant first-hand, without intermediaries, who often darken creative relationships.

The quality is "written by nature" to be at all times in the epicenter of both scientific and amateurish reflections. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of opposing the ratio of actions "direct" and "mediated". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality only because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "in mind" or "implied." From the relationship in the dynamics of these projections of the quality problem in creative thinking, an appropriate schedule is built, reflecting the relevance and profitability of activities aimed at the development of production.

The quality of an activity is the final criterion of its individual, collective and national status. It is in the quality that the energy of creation is accumulated. The quality of activity indicates how much we have penetrated into the essence of things, learned to manage things, change their properties, form, forcing us to serve a person without significant damage to nature. Quality allows you to see the person himself from new perspectives, to pay tribute to his talent, will, and professionalism. Research carried out under the UN Development Program made it possible to measure the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth is accounted for by natural resources and production structure. A quality-oriented strategy is undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and a more complete all-round satisfaction of human needs themselves. The desire to “live according to reasonable needs”, as well as the need to “work according to one's capabilities,” no one openly and officially dared to cancel the communist ideal, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is steadily supported by both the inner forces of active consciousness and external life factors. The highest function of consciousness is cognitive. Learning about nature, we discover its qualities, state of quality, quality levels, embodying new knowledge in production. Classical political economy (A. Smith, D. Riccardo, K. Marx, J. Mill) concentrated quality problems in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in the systemic sense - temporary, conditional. The main thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands must dominate production. The task of society is to contribute to the development of demand in the market worldwide: to maintain a range of goods, stimulate price stability, increase purchasing power, and improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning, which is not focused on such goods and services for which the market is in demand." Try to argue with him.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. For all the economic, social and political costs, humanity is getting richer and wealth is unevenly distributed. Finance, as before, is concentrated in certain regions, however, just like the premieres of modern production. Analysts predict the course towards the quality of goods confidently and everywhere. The consumer realized the need to pay for the advantage of quality services and products. Prominent economists unequivocally declare that an increase in the quality of goods is not causally related to an increase in prices. Positive changes in the quality of goods imply qualitative changes in technology, technology, organization and production management.

And I would also like to draw your attention to one phenomenon that usually escapes in the troubled bustle of the economy - the historicity of the economy. The economy has not always been the way we perceive it now and will not remain forever. Economic life changes in time, which forces us to tune in not its changing being. The modern economy is built on a market foundation, and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, aggressively pushing social programs to the sidelines, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security, fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the fittest survives," the "social-production partnership" will replace - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - “the manufacturer produces exactly what the consumer needs. The "lean" economy will focus on resource-saving technologies and environmental friendliness of production. It will require a new look at core concepts. The philosophy of quality will also change. We must be ready for the coming events.

Conclusion

The validity of the main provisions, conclusions and recommendations formulated in the monograph is confirmed by the use of simulation methods and research tools that correspond to the current state of science. To achieve this goal, namely, to ensure the competitiveness of footwear produced in the regions of the two districts, the effectiveness of the use of innovative technological processes, modern technologies, mathematical models, applied software packages, theories of synergy, network cooperation, is considered.outlines the concept of import substitution of light industry products through the competitiveness of enterprises and through the competitiveness of products, ensuring their relevance, attractiveness and pretentiousness in order to create the preconditions for sustainable demand among consumers in the regions of the Southern Federal District and the North Caucasus Federal District. This is possible if manufacturers ensure the demand for products based on assortment policies while socially protecting consumers' interests, guaranteeing them a stable financial position, price niche and a policy of effective cash flow, creating enterprises to obtain stable technical and economic indicators.

The wide range of issues under consideration is dictated by our desire to draw the attention of the federal, regional and municipal branches of government to revising the concept of the roadmap and the strategy for the development of light industry in Russia until 2025, approved by the government. Unfortunately, it lacks the main thing - the role and importance of participation in its implementation by the authorities of all levels, without whose support both the roadmap and the strategy for the development of light industry are only intentions and nothing more. The lack of promises and responsible persons deprived them of those obligatory for these very branches of power, and without their interested participation it is simply impossible to achieve the declared results. Another weighty doubt about its inoperability and not have a significant impact on the restoration of light industry enterprises in the regions and municipal formations as city-forming,

The implementation of all the proposed measures presupposes the active participation of these very branches of government, but, especially, regional and municipal, so that, creating new jobs in small and medium-sized cities, guarantee their population all social conditions for a decent life, ensuring their funding, including work preschool and school organizations, medical and cultural institutions, distracting young people from the street and other undesirable phenomena. And the appearance on the markets of demand for products in demand with a price niche acceptable for most consumers in these regions will reduce the migration of the population from these regions precisely by financing all socially significant institutions.

Forming import substitution, regional and municipal authorities, supporting the heads of enterprises in the implementation of their tasks and filling the markets with products that are in demand, especially for children and socially vulnerable groups of the population of these regions, they - these very authorities - will directly implement their promises to voters expressed by them. and create confidence among the population of these regions in their future, which, ultimately, will provide the population of small and medium-sized cities with a decent life.

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