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CONCEPTUAL LEADERSHIP MODELS: SUCCESS IN THE LIFE PHILOSOPHY OF MODERN LEADERS

The article analyzes the conceptual models of leadership. The specificity of the leader's perception by the followers in various conceptual schemes-versions is revealed. An idea is outlined that unites the conceptual schemes of leadership concepts existing at the turn of the 20th – 21st centuries: one of the signs of the life philosophy of modern leaders is an orientation towards success, understood as a process that includes an ideal model of the future. The leader, as shown in the study, assesses the real situation and is able to determine the degree of the gap in the relationship “present – ideal future”. This assessment of the gap for a successful leader is the basis for motivating change, through which the gap is invariably reduced.

Keywords: leadership, success, philosophy of success, leadership authority, political leadership

Introduction

Leadership plays a huge role in multifaceted and multi-vector social relations. It is leaders who are the resource, thanks to which the management process is able to prove itself as manageable and effective. The increasing complexity of the processes of managerial activity causes the need for a comprehensive theory of leadership, which is based on a variety of conceptual models of leadership and ideas that unite them. One of these ideas is the orientation towards success, which determines the life philosophy of the leader: the system of values shared by the leader is always aimed at achieving success. This thesis combines a number of models (model of “successful leadership”, model of “developmental leadership”, model of “transformational leadership”).

The research problem lies in the following contradiction. The variety of approaches and interpretations to the phenomenon of leadership coexists with the situation of the absence of a unified approach, within the boundaries of which an answer would be given about the essence of the nature of leadership as a phenomenon of the life world. Today, there is no holistic view of the evolution of approaches to the phenomenon of leadership in the horizon of the philosophical and cultural tradition. This mismatch between the existing need for a philosophical and cultural study of leadership as a phenomenon and the available research results, the lack of a unified approach to leadership as a socio-cultural phenomenon determined the research problem. Despite the increasing volume of primary sources on leadership problems, there is no coherent and complete theory of leadership, which would actualize the nature of leadership as a phenomenon of the life world.

Methodology

The research methodology is determined by the appeal to the potential of interdisciplinary and sociocultural approaches. The potential of an integrated

approach, methods of analysis-synthesis, historical and logical approaches, as well as the methodology of comparative analysis was used. The principle of consistency, applied in the study, became an expression of the systemic nature of the phenomenon of leadership as an attributive characteristic and phenomenon of the life world.

Research

In the work of M. Ossovskaya "The Knight and the Bourgeois. Research on the history of morality", the author claims that a leader in the perception of the majority is a certain ideal image corresponding to the type of behavior of a medieval court knight. a lady or for her master. He avoids spiteful and poisonous attacks, condescending to the weak and merciless to enemies [1].

And if we talk about what the leader is in the perception of the followers, then various options or models are proposed here: 1) one of us; the leader's lifestyle is identical to that of any member of the organization; 2) the best of us; the leader is an example for the entire organization, both as a person and as a professional; 3) the embodiment of virtues; leader is a bearer of the highest moral norms, shares the social values of the organization and is ready to defend them; 4) meeting expectations; the leader shows constancy of actions regardless of the situation, loyalty to the word; leadership is associated with success.

The leader is recognized by the group as "their own" precisely because his lifestyle is identical to the lifestyle of any of the group, he is the focus of the highest norms and values adopted by the group; the leader consolidates the group as a unity; he sets and makes legitimate patterns of relations, patterns of activity [2]. Leadership is impossible outside the relationship of trust on the part of the followers, the leader personifies the processes taking place in the group. The leader is distinguished by the presence of a program and the desire to implement it, and in addition, he personifies the effectiveness of solving the problems facing the group, thereby forming an attitude of trust in him. The personal qualities of a leader for a group should have social significance, that is, be highly appreciated by others. The authority that the leader possesses is the result of the leader's personal qualities or the consequence of a number of powers delegated to him as a confidant of the group. Because of this, we can talk about a kind of "supra-mass" position of the leader, his personal exclusivity [3]. The leader's activity always receives a moral assessment, the leader must reckon with it. His success or failure is determined by the presence or absence of social support for the people he leads. Therefore, one of the main abilities of a leader is his ability to capture the mood, know and express the interests of the group, constantly proving the right to leadership. And then the leader from the traditional leader, "walking ahead", turns into a symbol of the group, movement. At the same time, the issue of partnership relations between the leader and the group, persuasion and attraction of the majority of supporters, the leader's openness to his followers, the willingness to defend their interests is in a state of constant actualization.

As for such a kind of leadership as political leadership, the "supra-mass" position and personal exclusivity make it possible to classify a political leader as a representative of the elite of a given society in a broad sense and the political elite in a narrower sense of the word, which determines his special social position in the social structure of society. As noted by A.V. Ponedelkov, the leadership position of

the one walking in front and leading, determining the norms and rules of interaction within the group, as well as the hierarchical distance between the leader and the members of the group, suggests belonging to the upper elite strata of a social group or society as a whole. Elitism is inherent in the very essence of political leadership. Leadership and elitism in the political sphere are inextricably linked with each other in modern society, since politics and political influence become the most important resource components of the life of modern society, which determine this life [4, 5].

Success as an element of the life philosophy of modern leaders

When analyzing political leadership, it is necessary to take into account two tendencies that arise during the functioning of this institution: on the one hand, the leader's constant withdrawal from the main part of the group and closeness from it, and on the other, constant approach as respect for him grows.

Analyzing research on leadership in the process of social management, experts noted that one of the hallmarks of the life philosophy of modern leaders is the desire for success. L. Reuss interprets it as follows: success is not a state, but an ongoing process that includes some ideal model of the future. Leaders assess the reality of the present and identify the gap (gap) between the present and the ideal picture of the future. Successful leaders exploit this gap to motivate constant change in order to close it [6].

In the 1870s. a group of Cambridge employees created the “Metaphysical Club”, which gave rise to a philosophical movement called “pragmatism” (Greek *pragma* – deed, action). At the origins of pragmatism, which looked at purposeful activity as a defining property of human essence, were Charles Pierce, W. James, J. Dewey. Pearce stated that the value of thinking is determined by its effectiveness, efficiency as a means of achieving success and solving life problems.

Pragmatism and its version of instrumentalism have influenced American research on social governance. In the second half of the XX century, this philosophical direction developed mainly in the form of a “philosophy of success” in the context of “leadership – management”. Its authors, as noted, for example, V.R. Sukhanov, do not distinguish between the processes of leadership and management, constantly emphasizing the fact that a good leader is also a good manager, and a good manager must certainly be a leader.

The concept of “philosophy of success” was used as the basis for the work of T. Peters, R. Waterman “In Search of Excellence. Lessons from America’s Most Successful Companies” [7]. T. Peters and R. Waterman argued that leaders in effective organizations are introducing new organizational culture and values that support all kinds of innovation. The activities of such leaders are focused on both technology and ideology. T. Peters and R. Waterman identified the following as the main characteristics of a successful organization: emphasis on concrete constructive actions; knowledge of the client, that is, the study of his preferences and satisfaction of needs; autonomy and independence of subsidiaries, companies, departments; an increase in labor productivity and an increase in the level of service through employees, instilling in them the awareness that the effectiveness of their enterprise depends on the activities of everyone, that they will use the results of this activity together; practical value management, when administrators constantly keep in touch with production; a common value system adopted by

employees; reliance on organizational experience, simple forms and a trained, professionally competent staff; constant monitoring of the quality of work execution while encouraging extraordinary actions that help achieve organizational goals. It was the study of T. Peters and R. Waterman that determined the subsequent development of leadership theory.

Later T. Peters and N. Austin formed a leadership model in which the value system is aimed at achieving success: the leader improves the methods and systems of leadership, takes care of the final results of the organization. All members of the organization are involved in the leadership process, and the leader must show constant concern for other people. In essence, this model was a description of organizational culture [8]. Later S. Hickman and M. Silva in the monograph "Creating Success" detailed the leadership model of T. Peters and N. Austin. A leader for successful interaction with members of the organization must have understanding and intuition, foresight or vision of the future, versatility, the ability to focus on the problem and patience [9].

J. Barbour, T. Fletcher, J. Cypel formed a leadership strategy based on a system of values. They considered effective leadership leading to success as a multi-stage process, highlighting its stages – attention through a vision of perspective (foresight); transfer of knowledge through communication; developing trust through position; developing oneself, improving one's skill through getting rid of shortcomings and weaknesses. J. Barbour, T. Fletcher, J. Cypel emphasize the activities of the leader in shaping the vision of the future movement of the team. Leadership is defined either from the standpoint of its communicative value for the members of the organization and from the point of view of relationships that contribute to the growth of the activity of all subjects of the organizational process. The role of a leader is to build a well-coordinated team that can get the job done. Basically, the emphasis here was not on individual skill, but on the collective, inherent in the entire team. According to L. McDermott [10], the dominant requirement for a leader is to establish an organizational culture that supports a focus on success. The author considers culture as an element in designing the prospects for the development of an organization. When creating a new organizational culture, the leader must be sensitive to followers and adapt their specific individual interests to the general interests of the organization. L. McDermott introduces the concept of "successful leadership" [See about it 11, 8, 4, 5].

It is stated that a successful leader focuses attention on the development of management actions. Success-oriented leaders must change the organizational environment, reward systems, and encourage participation, change and innovation. The author identifies several main steps in leading a leader to success: 1) creation of a working team of like-minded people, which would be represented in all structural divisions of the organization; 2) creating a perspective, that is, an exciting picture of the future, which would inspire all followers, stimulate the growth of their careers and their achievement of success; 3) the use of various opportunities for verbalizing perspectives, strategies for achieving it and introducing this into the consciousness of followers; 4) the creation of a participating organizational structure, which implies a decrease in reporting, the development of employee independence, an all-encompassing control over the

quality of work, the development of a freely formed structure within the management control system.

It is shown that a successful, effective leader strives to contribute to the success of the organization, he sets high standards, sets goals and acts in accordance with the needs of the organization. D. Bradford and A. Cohen proposed a developing leadership model [12], which is dominated by the thesis that a successful leader is followers-oriented; it is more important for him to form a team that is partially responsible for organizational actions; development of the mastery of followers; creating a common perspective and mobilizing group capabilities (potency) for its implementation. The authors are focused on the thesis that the dominant function of a successful leader is to involve followers in solving common problems and sharing responsibility for actions that underlie the achievement of common goals; The adherence of followers to the interests of the organization forms a frank relationship based on mutual understanding, trust and responsibility. Forming a team that would share responsibility for the work performed requires certain skills and good training of the followers. The leader must be sure that they are all ready to work in one team and will demonstrate high results both individually and in the course of joint activities [2, 13].

D. Bradford and A. Cohen divide the skill required for team members into two types: technical skill and relationship skill. Technical prowess is based on professional knowledge of various technologies. Relationship mastery is associated with interpersonal dynamic motivation, conflict resolution strategy, communication and mutual influence of people on each other. The dominant task for a leader is to promote the improvement of followers. Self-improvement as a manifestation of the will of the individual is an ongoing process, knowledge, skills, and skills quickly lose their novelty, and immediately there is a need to go further, to improve what is already known. But it is impossible to achieve a common result without unifying the vision of perspective; the perspective model must be accepted by each individual, group or organization as a whole; the main construct in this model will be the formation of a vision of the organization's prospects by its members. Perspective is the assertion of values and beliefs around which followers are united in their activities to achieve specific results. The components of the developmental leadership model of D. Bradford and A. Cohen complement each other, integrate in the changes taking place in the leader, followers, organization, in the general striving for success. Modern organizational processes are dynamic and fast, encouraging individual differences and developing an informal work system. They also include complexity, various multi-level relationships, and pluralistic political relationships. It is noteworthy that D. Bradford and A. Cohen created a code of leadership behavior in the methodology of training leaders; it forms the outline of leadership actions to create universal behavior focused on ensuring the adherence of followers to the values of success. Considering leadership in its relation to the development of followers, the authors distinguish four main elements of leadership technology: establishing the prospects for the development of the organization; training in the perspective of followers; development of individual abilities of followers (they participate in the implementation of the perspective); emphasis on successful performance.

The goal of an organization or group is declared to be the result of a generalization of leadership goals. Leadership actions aimed at the success of the

organization, emerging relationships with followers and the willingness to take risks in the elements of new behavior are the basis for changing the activities of members of the organization. It is the leaders who must be able to integrate the intrinsic motives of the followers into achieving the optimal performance.

Of interest is the model of transformational leadership by D. Banner and J. Blessingheim, dedicated to the problem of transformation of the subjects of the organizational process, while it is believed that it is the leaders who transform the changes, form, change the organization as a whole.

As for the developmental leadership model created by D. Drechmer and J. Grossman [14], the authors believe that respect and trust are the essence of successful leadership. Researchers have identified multiple stages of evolution and improvement of relationships "leader – followers": 1) attention. Leaders devote time and attention to each member of the organization, helping them using their inner potential; 2) support in solving problems; 3) feedback, when it is the leader who provides the feedback context for himself; 4) education, provided that the leader provides internal motivation for followers; 5) expanding autonomy, when followers show sufficient maturity, leaders allow them to expand their autonomy. Autonomy satisfies the need of people to feel needed, to feel their worth, it is a means of motivation for active activity; 6) setting the boundaries of behavior, within the framework of this category, the leader forms, inspires enthusiasm and motivates followers in accordance with organizational roles, ideas and efforts; 7) personal competence, due to the necessary freedom of action; when competence increases, the leader reduces the management that constrains their creative activity; 8) independent individuals and professional growth. If the follower has reached a certain degree of maturity, then the leader reduces irrelevant rewards to self-reward; followers are already able to self-direct their activities; 9) loyalty and commitment: followers achieve what is called "primary bonding" with the leader and the organization, they have already become part of the organization, they realize their ability to influence what happens in the organization.

A model integrating organizational culture and leadership was proposed by S. Kozlowski and M. Doherty. The authors believe that the values of the followers, the inner circle of the leader, influence him; the followers' perception of the socio-psychological climate in the organization as a whole corresponds to their perception of the leader's personality. The authors believe that leaders, on the contrary, determine the value orientations of their followers. At the same time, such a value as the value of commitment is very important: a leader contributes to an increase in the level of commitment of followers, commitment is turned into a part of the organizational culture [14].

The growth in the scale of commitment of participants in the management process to the goals of the organization indicates a value shift and a change in the behavioral activity of members of the organization. R. Field [15] developed a leadership model, according to which the leader must establish a certain system of values for the followers: the value system becomes internal for the followers, it determines individual behavior and behavior that manifests itself in interaction with other individuals. Followers transform the values a leader holds. At the same time, both the leader and the followers work together to create a new organizational culture that supports newly emerging values. The author of this model, R. Field, argues the necessity for the success of an organization to accept

the perspective and values formed by the leader by the followers; R. Field writes reasonably about the need to form the philosophy of organization, corporate philosophy as a detailed statement of moral, ethical and business norms, principles, and credo of the organization. This corporate philosophy does not pursue advertising goals, but plays the role of an internal organizing principle, being the basis of an organization in which there is a leader.

Conclusion

The article substantiates the idea of the need to focus on success as a prerequisite and basis for achieving success in the life philosophy of modern leaders. Success is interpreted as a process that includes an ideal model for the future. It is the leader who is able to determine the magnitude of the present-future divide. And this ability of a successful leader is the basis of the motivation for those changes that work to close the gap.

The concept of a philosophy of success in leadership theory has had the greatest impact on the development of leadership value models.

To effectively manage in a complex and diverse global environment, leaders must add openness, understanding of other cultures and the ability to interact with their representatives, the ability to adapt to non-traditional situations, tolerance to uncertainty, tolerance, to their “standard” competencies. e. The implementation of the functions of a leader occurs in a specific social system and depends on the degree of maturity of its political, cultural, economic spheres, on the level of culture, on the nature or type of the political regime and, finally, on the individual qualities of the leader himself.

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The article presents conceptual models of leadership, identifies the idea that unites these models: it is argued that the connecting link in quite different concept versions is their common feature – the orientation of the life philosophy of modern leaders towards success. Success, understood as a process involving an ideal model of the future. As shown in the work, when assessing reality, the leader has the ability to determine the measure and degree of the gap between the two components of the relationship “present – ideal future”. This ability is the guarantee of the success that the leader is oriented towards. It is the platform on which the motivation for the changes being made is built.

The author presents various options for how the leader is perceived by the followers. It is shown that the leader personifies the processes taking place in the community, and leadership itself is impossible outside the relationships of trust that consolidate society. A leader becomes a symbol of a group, a community if he manages to constantly prove his right to leadership.

The basis of the leadership strategy is the value system. Leadership that leads to success is a process that includes a number of necessary stages: attention through a vision of perspective (foresight); transfer of knowledge through communication; developing trust through position; developing oneself, improving one's skills through getting rid of shortcomings and weaknesses.

It is shown that it is the concept of the philosophy of success in leadership theory that has had the greatest impact on the development of value models of leadership. It is also shown that the implementation of the functions of a leader occurs in a specific social system and depends on the degree of maturity of its political, cultural, economic spheres, on the level of culture, on the nature or type of political regime and, finally, on the individual qualities of the leader himself.

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