

*РОЗВИТОК ЛІДЕРСЬКОГО ПОТЕНЦІАЛУ В МЕЖАХ ФОРМУВАННЯ  
КОНКУРЕНТОЗДАТНОГО ФАХІВЦЯ*

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**MODERNIZING OF THE CONTENT OF LEADERSHIP STRUCTURE  
AS A PERSPECTIVE TO INCREASE COMPETITIVENESS LEVEL  
OF A FUTURE SPECIALIST**

***Summary:** There have been viewed the outlooks on leader and leadership in historic retrospective and performed an analysis of the existing concepts of the given definition's interpretation. The detailed substance of the researched term has been shown and an attempt has been made to modernize it by introducing a new component to its content. For the first time the authors introduce the notion of a team in a sense of a necessary component of the term of leadership. Topicality of resonance leadership has been proved from standpoint of a leader's structure transformation with introducing special components and competencies which ensure the increase of a future specialist's competitiveness level.*

***Keywords:** leader and leadership, team in a sense of a necessary component, resonance leadership, future specialist's competitiveness level.*

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**МОДЕРНІЗАЦІЯ ЗМІСТУ ТА СТРУКТУРИ ЛІДЕРСТВА ЯК ПЕРСПЕКТИВА  
ПІДВИЩЕННЯ РІВНЯ КОНКУРЕНТОСПРОМОЖНОСТІ МАЙБУТНЬОГО  
ФАХІВЦЯ**

*Анотація:* Розглянуто погляди на лідера та лідерство у історичній ретроспективі, здійснено аналіз існуючих концепцій трактування даної дефініції. Показано докладний зміст досліджуваного терміну та здійснено спробу його модернізації шляхом додавання до сутнісного наповнення нового компоненту. Вперше автори впроваджують значення поняття команда як необхідної складової лідерства. Доведено актуальність резонансного лідерства з позицій трансформації структури лідера із введенням особливих складових та компетентностей, що забезпечить підвищення рівня конкурентоспроможності майбутнього фахівця.

*Ключові слова:* лідер та лідерство, команда як необхідна складова лідерства, резонансне лідерство, рівень конкурентоспроможності майбутнього фахівця.

**Александр Романовский, Ольга Квасник, Виктория Шаполова**

**МОДЕРНИЗАЦИЯ СОДЕРЖАНИЯ И СТРУКТУРЫ ЛИДЕРСТВА КАК  
ПЕРСПЕКТИВА ПОВЫШЕНИЯ УРОВНЯ КОНКУРЕНТОСПОСОБНОСТИ  
БУДУЩЕГО СПЕЦИАЛИСТА**

*Аннотация:* Рассмотрены взгляды на лидера и лидерство в исторического ретроспективе, осуществлен анализ существующих концепций трактования данной дефиниции. Показано подробное наполнение исследуемого термина та осуществлена попытка его модернизации путем введения нового компонента в содержание. Впервые авторы вводят понятие команды в значении необходимой составляющей термина лидерство. Доказано актуальность резонансного лидерства с позиций трансформации структуры лидера с введением особенных составляющих и компетентностей, которые обеспечивают повышение уровня конкурентоспособности будущего специалиста.

*Ключевые слова:* лидер и лидерство, команда в значении необходимой составляющейли дерства, резонансное лидерство, уровень конкурентоспособности будущего специалиста.

**Conclusions and perspectives of research.** Science today still hasn't got an unambiguous interpretation of leadership phenomenon. The existing definitions rely mostly on one side of this phenomenon. This proves multiplicity and variability of the notion, but at the present stage of science development there is felt a need in modernizing the content and structure of leadership. For a greater effectiveness and demand in a future specialist leadership potential must be developed by all means. To increase a person's professional level it is urgently needed to modernize the content and the structure of the very notion of leader and leadership as an inseparable component of team forming. There appears a potential possibility of a new type of leadership which has a triune essence, and new meaning of characteristics and qualities. This proves the possibility of employing a resonance leader and their new model of leader-creator.

Research of methods and forms of shaping such a leader and employment of their potential to form students groups or other collectives with professional directedness are perspective.

**Problem statement in general and its connection with urgent scientific or practical tasks.** At the present stage integrative processes in social development influence the patterns of functioning of management system and professional training through heightening of globalization tendencies, making economic, political, and spiritual ties wider and deeper. To enhance specialists' activeness and professionalism, new tendencies in social-and-cultural transformations suppose introduction of such forms and methods that will facilitate creating of an integrated initiative body among employees of an organization or other acting structural society unit. To achieve this, it is necessary to observe two conditions: creating a team capable of not only functioning within its natural environment, but also of adapting to unconventional short-term force majeure changes; it should be able to put forward from among its members a viable leader capable of making social-and-cultural transformations or of influencing them through enlarging the scope of his/her qualities attained while modernizing their structure during professional training.

The problem of leadership phenomenon has been studied for more than one decade, but only in modern circumstances there has appeared the need in modernizing the content of this term and its structure correction.

**The latest sources and publications analysis.** The theoretical basis of our research is formed by ideas and scientific generalizations by politicians, historians, sociologists, pedagogues, and managers: O. Bayeva, V. Bykov, K. Bykov, M. Vinogradsky, Ye. Vorobiova, T. Gura, L. Dereviana, N. Zherebova, A. Zyazyun, A. Yershov, A. Kalianov, Yu. Kozeletsky, L. Kudriashov, A. Lutoshkin, R. Mayron, T. Nakonechny, B. Parygin, A. Petrovsky, O. Romanovsky, N. Teploukhova, N. Tkachenko, L. Ushansky, V. Shatenko, V. Shpalynsky, R. Waterman, et al.

Conceptual approach to the research of the leadership phenomenon has been made by G. Tard and G. Le Bon with detailed study of micro-environment of a leader's functioning and by sociologists Bogardus, Smith, Krueger. G. Homans considers leader an "instrument" or one of functions of a group, M. Gregor points out a leader's ability to satisfy needs of a group. In the beginning of the '60ies there was created universal, synthetic leadership theory represented among others by B. Bass, F. Fiddler, S. Hollander, and J. Julian, the main points of which were the disclosure of aims of a group activity considering the factors of changes and the leader's personality. That is, all theoretical points are based on elements connected with a group, its functioning, while the leader occupies a derived position. In home sources the research of this phenomenon was based on the study of children's groups and collectives

(S.O. Lozinsky, A.S. Zaluzhny, P.L. Zagorovsky) and of this phenomenon's specifics in workers' collectives (G.K. Ashyn, I.P. Volkov, N.S. Zherebova, R.L. Krichevsky, B.D. Parygin, L.I. Umansky, B.T. Likhachov, et.al.).

At the present stage, the study of the leadership phenomenon is carried on by such scientists as V.I. Annenkova, G.V. Atamanchuk, V.G. Afanasiev, V.D. Bakumenko, I.O. Vasylenko, B.Y. Vizirov, M.V. Gaman, V.V. Golub, V.V. Goncharov, N.T. Goncharuk, P.V. Zhuravlyov, V.M. Ivanov, S.M. Kniazev, V.S. Kuibida, O.L. Kopylenko, N.R. Nyzhnyk, V.M. Oluiko, L.A. Pashko, S.M. Seryogin, O.I. Turchinov, V.V. Tsvytkov, V.V. Cherepanov, et al.

**Analysis of aspects of a previously non-defined problem.** Nevertheless a leader is often considered as an element of higher echelon or as a person who is demanded to solve complex professional tasks. Such people are endowed with a unique code of abilities or charisma, they take responsibility for the outcomes, have answers to any question, control the situation or a collective, etc. But considering current social-and-economic state of affairs and the speed of changes in information hyperspace the existing substantiations of the leadership phenomenon is not enough. That is why for a leader to be competitive, especially in professional sphere, there exists a perspective of broadening the range of characteristics by modernizing its content and structure and through forming new qualities of personality itself.

**The aim** of the research supposed disclosure of the new content of the notion of leader and innovative view on the improved structure of the term in the context of professional activity as one of promising directions of modernizing to increase future specialists' competitiveness.

**Statement of the main material.** In present conditions of society existence there take place a lot of transformations and modernizations, especially concerning semantics of the notions in existence and those frequently used in scientific lexicology of professional direction and have functioned for a long period of time. By analyzing questions of management it is possible to note that many aspects of this direction are connected with the term of leadership or directly research its definitions. Leadership becomes a priority in development and functioning of the sphere of management. If a future specialist has a potential or ability to be a leader, to create a team, the demand in him/her at the labor market increases manifold.

If we turn to the depth of historic process, leadership first was viewed as a result of activity of outstanding personalities (T. Carlisle, R. Emerson). This view was radically changed and developed by such scientists as F. Nietzsche, S. Freud, T. Hard, and G. Le Bon.

The greatest influence on modern western concepts of leadership made the views of S. Freud – he considers leaders to be the product of psychic energy of the epoch, an expression of its thoughts, etc. That is, in leaders the desire to prevail or distinguish among the others is dominant.

During two latest decades many leadership theories have appeared, namely:

- “emotional intellect” theory by D. Golman;
- the concept of “hot groups” and connecting leadership theory by J. Lipman-Bluman;
- “leadership engine” theory by N. Tichey;
- the theory of mediated leadership by R. Fisher and A. Sharp;
- the idea of “distributed” or “shared” leadership by D. Bradford and A. Cohen;
- “pipeline leadership” concept;
- the theory of “internal leadership stimulation” by C. Cashman;
- “primary leadership” concept by D. Golman and R. Boyacis;

- leadership as paradoxes management by F. Trompenaars and Ch. Hampden-Turner.

As for foreign publications, they have been lately promoting the following modern leadership theories: charismatic, transformational; team management leadership.

Notably, there is the theory of resonance leadership which has appeared recently and is rapidly getting wide-spread among problems of management being researched, for it is extremely flexible and topical. Among active supporters of this theory are Professor O. Romanovsky and researchers at the Pedagogy and Psychology of Social Systems Management Department of National Technical University "KhPI" [7].

In our opinion, a leader is a very good psychologist capable of inspiring and directing people and their emotions at creativity. If we compare a leader's relationships with his/her surrounding, their essence will be best described by physical term 'resonating'. That is, such people must be on the same wave with their followers, owing to which the group members will have a creative free environment, due to which everyone's potential and professional level as well as percentage of tasks solved with utmost efficiency will increase. On importance of a personality's emotional potential spoke an outstanding scientist, academician A. Zyazyun. He stated that "... a person has to demonstrate the abilities to empathize, evaluate, sympathize, and a person while mastering spiritually the surrounding world views every one of the reality objects from both positions" [4]. It is this idea of eternal value of personality that is viewed in the fundamental work "Pedagogy of kindness". This fact proves the importance of emotional component development as an element enhancing establishment of a comfortable environment in the course of interaction and increasing the communication level. This element certainly belongs to the competencies of a leader as a regulator and "foremaster of team formation".

Up to now a leader was considered to be a personality possessing certain potential, performing communication at a high level and due to that having effective relationships with others.

The sense of importance of their work makes a person believe in their uniqueness and individuality. This is the aim of just the resonating leader. It is such a leader who is characterized as possessing a skill to explain the real aim of common activity, its value to their followers. Another peculiarity ensuring a resonating leader's efficiency is trust and care, that is (s)he must be empathic, open, and caring despite the situation, help group members to grow and develop. (S)he has to be authentic, and ready for constant work on his/her relationships with others.

A leader must impart confidence to employees, accentuating their importance for the team and organization, showing everyone's contribution to the common result; inspire followers, and treat everyone with respect and trust creating a circle of like-minded persons, open to them perspectives of common success, put tasks and help in search for solution, but provide for everyone freedom of choice, a possibility for self-realization, evaluate integrally key employees' potentials, be able to maintain psychological contact [3].

Attention should be paid to certain definitions of the phenomena researched. B.D. Parygin stresses that leadership in essence is a process of organizing and control of a small group which enhances attainment of group aims in optimal terms with the same effect; M.S. Zherebova points out that a leader is put forward by a group to perform its organizing and enhance its management to attain common goals, and has correlation with its value orientations. A.A. Yershov distinguishes a leader among group members as taking a central place in the structure of interpersonal relationships who, possessing necessary managerial abilities, enhances management of group activities to attain common goals. On the other hand,

S.A. Bagretsov defined a leader as a group member with a higher responsibility level for decisions concerning the whole group and who directs its activities. All the researchers agree that a leader influences others, organizes their activity, and belongs to a group. Bearing in mind the current state of social-and-cultural environment, the leadership potential will enable a specialist to prove his/her actuality among employees, to self-realize, to increase production efficiency. That is, the level of demand for a specialist will be a few positions higher than that for a competent professional.

Modern science considers three directions for development of problems of leadership: theoretical and methodological level (considers unity of consciousness and activity, determinism, mediativeness, interaction as a system-forming factor, and leadership as a result of group participants' interaction and is displayed as structural-and-functional characteristic of this group, bearing information on dynamic properties of group organization); conceptual level (wherein mainly dynamic, functional characteristics of leadership are viewed within the frames of group organization; leadership is a process and means of organizing group activities directed at goals attainment in "optimal terms and with optimal effect", a phenomenon with objectively existing real social relations, but these are also its structural, static characteristics within group organization, a certain common quality of a group); operational level (leadership types and styles are determined within various kinds of group activities as well as effectiveness of one or other style depending on group orientation on success attainment, participation in an activity, on the type and content of tasks for group activity). So, all the three directions suppose dynamic contact in the process of a group activity organizing. That is, there is an obvious desire to create a comfortable, in our case – professional, environment of interpersonal interaction which is in essence an element of team formation. A leader strives at all levels for effective social interaction to accomplish a common goal, tries to unite a group into a team. This desire is put into the content of this notion by nature. Thus, there is the need to implant the component connected with formation, establishment, and functioning of a team into the structure of a leader's personality. Leadership becomes an integral component of team formation and a team in general, and vice versa – a team emerges in the perspective of leadership's essence characteristic in all the existing hypostases and of a leader as an effective professional.

According to B. Parygin there exist certain grades of leadership differentiation by activity content [8]:

- leader-inspirer – proposes an activity program;
- leader-executive – ensures fulfillment of the proposed program;
- leader-universalist – combines the qualities of the first and the second groups;
- leader-organizer – perceives the problems of the collective as his/her own and acts dynamically.

While agreeing with this list of types we would like to propose another model, that of a leader-creator who directs his/her efforts on forming a team where both everyone's needs and those of his/her own are taken into consideration which enables anyone to fulfill the program of organization by exerting every effort and self-realize. That is, such a component enables to guide a collective, to impel to task fulfillment with high efficiency, to inspire and make certain of one's uniqueness, at the same time for every person to retain their individuality, to have an opportunity to display all the aspects of their potential, to disclose all their qualities and components of the "mostfulness".

Such leader will be characterized by competent style of management applying different approaches depending on the problem at hand and outer factors in order to improve the

company's work efficiency. (S)he will possess self-actualization, i.e. the strive for utmost development and the ability to realize the potential, these traits being connected with the feeling of completeness and satisfaction with oneself, and will also possess stress tolerance and ability to resist activity on impulse.

Thus, there arose an ever more obvious need in radical change in philosophy and principles of leaders' organizational behavior as creators, team-making being one of content components. From now on, to the foreground have come independence and creative potential. Top management had to accept that leaders are necessary at all levels.

Oleg Yevtihov has generalized the notion of leader and distinguished this phenomenon's most important characteristics. In his opinion, a leader has followers, possesses prestige, his/her activity is a result of interaction, i.e. the product of relationships within a collective and are composed of leadership acts in special situations. A leader offers solutions of problematic questions, but the result, as well as the products of the whole activity, will depend on the followers' apprehension and consciousness [1].

Turning to the content meaning of the term, Yuri Platonov believes that a leader must not only accept the group's main norms and values, but also be the best among the group within reasons, because excessive standing out may lead to losing understanding, and innovations may mismatch the demands of the group [2].

E. Bogardus has distinguished dozens of traits pertaining to a leader: sense of humor, tactfulness, ability to foretell, cleverness, ability to draw attention, energy, strong character, etc. He tried to find certain universal traits that characterize "leadership as a function". The main tasks posed before this category of people is creating environment, values pronouncement, formation of interaction traditions, training providing, perspectives demonstration, and inspiration by example.

Nevertheless, researchers associate all leader traits mainly with the degree of social interaction and communication within a group. In our opinion, the present time demands a revision of such position, and correspondently, it is not enough just to take into account a unique set of characteristics or master the methods of influencing a group – understanding of leadership demands modernizing and renovation of its content.

A well-known researcher of the leadership phenomenon, de Vries [6] stresses that there is still no common thought as to defining leadership's main content and components. Generalizing this term's information potential the researcher distinguished the dual nature of this notion: the state, and the process. In the sense of state leadership is comprised by a set of characteristics (behavior models and personal traits) which increase effectiveness of a person's attaining their goals. In the sense of a process leadership is a manager's attempt through application of various means of power to influence group members in order to direct their efforts on attaining common goal. Considering the current progress of events it would be reasonable to view the third side of leadership which can be conventionally denoted as result. In the given aspect this notion represents a concentration of a leader's skills and efforts for creating and functioning of a team with which (s)he is a whole, that is purposeful and highly effective team formation and its functioning. The prevailing aim of a leader is a strong team where every member is a self-sufficient personality, but comprises one of its elements which works for the maximum result of the common cause along with the others (fig.1).

Leaders cannot do without followers, and all leaders' activities take place in a certain context.

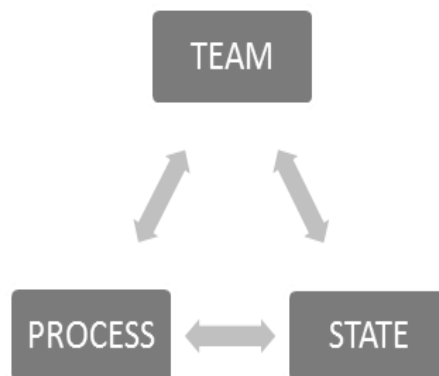


Fig. 1 The triune essence of leadership

So, up to now scientists dealt with disclosure of the notion of leadership, pointing out just two components of this phenomenon: the state, and the process, i.e. the presence of a leader's traits necessary for a personality, and activity in the course of which these traits become apparent. For a leader's effective disclosure and manifestation there is always described formation and involvement of a team. Unlike other scientists we consider that a team is not a supplement for such personality, but it is the third obligatory condition for manifestation and realization of a leader's personality, and consequently an obligatory component of the notion of leadership (fig. 1.1).



Fig. 1.1 Modernizing of the content of leadership

To confirm the importance of the third aspect of leadership we will cite its model developed by the NASA specialists for a research of specific phenomenon or object. They think that the structure of a leader's personality comprises five components that rest on the distinguished by them leader's roles (fig. 2), namely: the role of applying influence, manager, line supervisor, team leader, executive administrator.



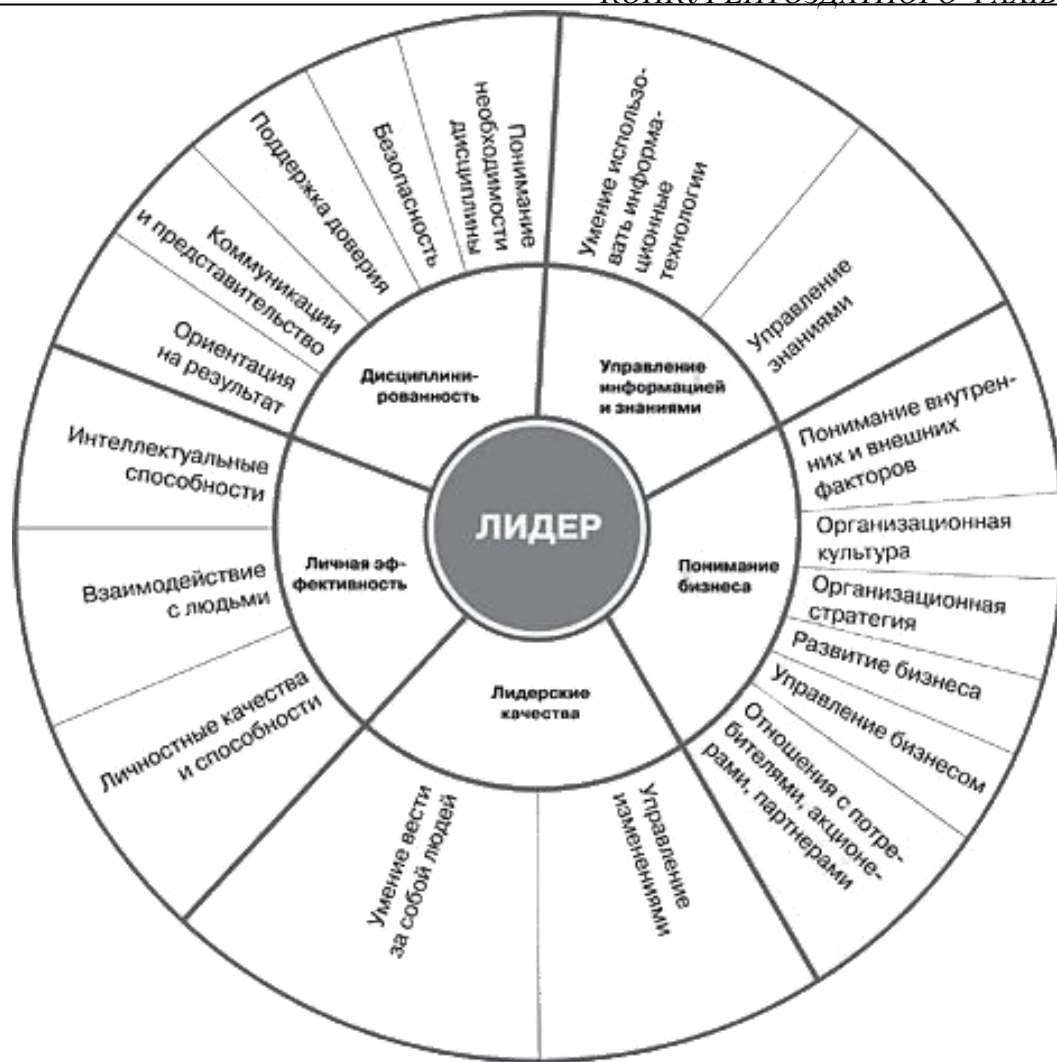


Fig. 2 The model of leadership structure

Each of the five models consists of four levels [5]:

1. **Measurements** (personality efficiency, discipline, information management, knowledge handling, etc).
2. **Competences and knowledge, skills, and measurable personality characteristics**, for instance striving for result, organizational culture, abilities to establish and maintain relations, ability to guide people.
3. **Skills** – abilities or mastery that can be developed through training or gaining experience. For instance, ability to listen, to maintain trust, to provide security, to cause others exchange knowledge, an ability to control conflicts.
4. **Behaviors** demonstrate skills in mastering abilities and acquired habits. For instance, facilitation of the open information and ideas exchange, building up trust and respect in communicating with others, prioritization.

But we will consider **team formation** and its effective functioning to be the fifth and probably the most important level of the leadership model.

Corporative model becomes the basis for evaluation and development of leader's skills [3].

The correlation between the leader, the followers, and the situation creates the interaction model. In fig. 3 there has been shown the degree of interaction between components which enable to broaden the structure of the notion [6].

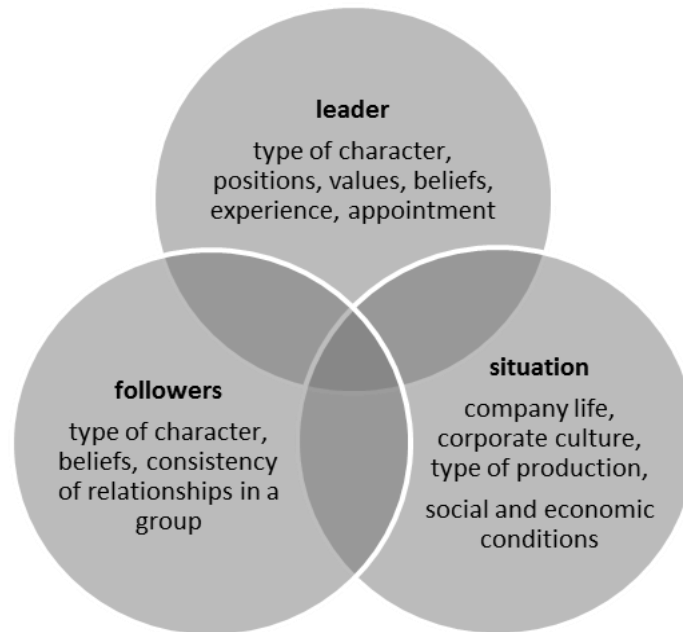


Fig. 3 Components of the interaction strategy.

That is, close intersection of the content elements of the leader, the followers with regard to the situation component which is shown in the figure enhances the building up of a strong team capable of interacting at a high efficiency level. It is the new leader who must balance the elements of the process in such a way that will produce a united, effective and viable organism with utmost efficiency of task performance.

The process of team formation has a few approaches to content interpretation. Thus, goal-setting approach is based on improvement of group members' skills as to differentiation and realization of the aims of the team which is accomplished with the help of a consultant. The interpersonal approach increases motivation to a leader's activity, for it creates a need in constant, uninterrupted development of interpersonal competency to ensure increase of efficiency of the team existence. The role approach supposes multiplicity of choice situation for both the leader and team members, for it is through variability of roles that their approbation and differentiation is made among team members on account of which the perception of each of the roles by each of the members is specified; also every individual participant is given the most adequate and optimal role for their quick adaptation. We selected these approaches to accentuate the necessity to improve the content of the notion of leader and leadership at the present stage. In this way a leader realizes his/her skills through realization of the aforementioned functions (goal-setting, interpersonal competency, skills in adequate choice of roles for effective activity of the team, etc). The fact that everyone's perception is taken into consideration one more time accentuates the necessity of introduction just the resonance leadership and accentuates the introduction to the structure of such component as formation or building-up of an effective team on corporate basis [5].

Analysis of practical employment of project teams at IBM, Texas Instruments, Hewlett Packard and the results of the research conducted by the Team Study Center of the North Texas University Zenger Miller Research Centre enable to distinguish 5 stages of team involvement, its formation in modern society: start, state of uncertainty, orientation on the leader, clearly structured teams, self-guiding teams.

At the initial stage there occur goal-setting, training process, role-trying, adjustment, etc. In this case the most effective formation of the group cast necessary to attain the goal will proceed with the leader's participation, accordingly, (s)he will bear the main load and responsibility. From establishing contact with every element of the team till the clear determination and approbation of the professional activity scenario taking into consideration communicative contact at their interpersonal interaction – the whole range of components making up separate competencies are comprised into the structure of resonance leader and are applied by him/her for effective team forming.

At the next stage there occurs the process of authority delegation, redistribution of functions, team development, efforts coordination. Everyone gets used to their new functions and duties, that is why the leader's empathic component influences formation of favorable climate in professional environment. This is the most durable stage. The following stage stabilized interpersonal relationships and discipline; there forms the system of contacts within and beyond the group, where the main function of the leader is coordination of both relationships and activities of the group. The first stage supposes formation of equal opportunities for everyone's development and that of a team as a whole. It stays in a constant process of self-perfection, covering professional and personality information field (fig. 4). It is the leader who has an opportunity to control information flows in order to transform a set of competent professionals into a united strong organism ready for resistance and self-defense that works for effective realizations of the tasks set. In that case we are able to speak about the transition to the stage of self-guiding teams, when everyone has a comfortable professional environment (perfectly masters a function in the group, has an opportunity of self-realization, improves through training, etc), while the leader maintains the team in appropriate state, adding new forces and controlling the adaptation process, as well as securing new ways for development of the whole collective.

Such a team, according to the IBM data [6], will facilitate increase in quality and speed of decision-making, shortening of time for a product development, decreasing the number of defects. On the results of this system's introduction there was stated the improvement of microclimate within the organization and the team, production increase, consumers' satisfaction, etc.

Thus, formation of an effective team is a dissoluble component of a leader, including a resonance one. Leadership varies depending on task and situation. That is, a leader guides relying on his/her own skills and the needs of the team.

So we can point out that to increase a specialist's competitiveness it is necessary to form them as a resonance leader, putting in the leadership's content the process of forming and functioning of a team as its inseparable component, namely to view triune essence of leadership: as the process, the state, and the result, that is effective team forming.

**Conclusions and perspectives of research.** Science today still hasn't got an unambiguous interpretation of leadership phenomenon. The existing definitions rely mostly on one side of this phenomenon. This proves multiplicity and variability of the notion, but at the present stage of science development there is felt a need in modernizing the content and structure of leadership. For a greater effectiveness and demand in a future specialist leadership potential must be developed by all means. To increase a person's professional level it is ur-

gently needed to modernize the content and the structure of the very notion of leader and leadership as an inseparable component of team forming. There appears a potential possibility of a new type of leadership which has a triune essence, and new meaning of characteristics and qualities. This proves the possibility of employing a resonance leader and their new model of leader-creator.

Research of methods and forms of shaping such a leader and employment of their potential to form students groups or other collectives with professional directedness are perspective..

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