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**I.O. NOVIK, P.R.PELYUKHNYA**  
**LEADERSHIP AS AN EFFECTIVE MANAGEMENT TOOL**

This article overviews issues of leadership as an essential effective management tool in organization. Leadership is presented as an interdisciplinary phenomenon, studied by psychology, pedagogy, political science, philosophy, sociology, management. Various core features of the leader as a subject of different spheres is reviewed and detailed. Current trends in the development of the leadership concept as well as its importance on the basis of the literature reviewed is well-argued. The concept of leadership was decided to view as the process of making a person as a center of all the processes, happening in the organization, authority, that can influence on the efficiency of the organization activity, "fugleman of the firm". The main problem like the absence of the single definition of the leadership and leader of organization was stated. Moreover, core characteristic of an effective leader, including the chosen type of power, were overviewed as the main problems of an effective management. Either similarities and differences of the concepts as "leader", "authority", "boss" are revealed. It was proved that the terms does not coincide in the characteristics and main features, as opportunities, authority and methods of influence and even set of personal qualities. The definition of "leader of organization" concept is presented, which is guaranteed by the following principles: formal structure of an organization, in which leader has a right on authority and informal structure with the factual recognition of this right in the scope of subordinates. Various types of power are analyzed, among which are encouraging power, personal power, legitimate power, coercive power and official power. Core characteristics and components of an effective leader are listed. It was concluded that an ideal combination for the leader is a mix of two kinds of power – personal and organizational; the most representative features prospective vision and strategic goal setting, creativity and sensitivity to changes.

**Key words:** tool of leadership, leader, authority, effective management, interdisciplinary phenomenon, power.

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**ЛІДЕРСТВО ЯК ІНСТРУМЕНТ ЕФЕКТИВНОГО УПРАВЛІННЯ**

У цій статті розглядаються питання лідерства як важливого інструменту ефективного управління в організації. Лідерство представлено як міждисциплінарне явище, яке вивчається психологією, педагогікою, політологією, філософією, соціологією, менеджментом. Проаналізовані та детально розглянуті різні основні риси лідера як предмету вивчення різних дисциплін. Сучасні тенденції розвитку концепції лідерства, а також важливість цих тенденцій добре обгрунтовано на основі розглянутої літератури. Концепцію лідерства було прийнято розглядати як процес формування людини як центру всіх процесів, що відбуваються в організації, авторитету, що може впливати на ефективність діяльності організації, "фундаментом фірми". Була висвітлена головна проблема неефективного управління - відсутність єдиного визначення лідерства та терміну «керівник організації». Крім того, основні характеристики ефективного лідера, включаючи вибір відповідного типу влади, були розглянуті як основні проблеми ефективного управління. Відображаються як схожість, так і відмінності таких понять як "лідер", "авторитет" та "начальник". Було доведено, що терміни не збігаються за характеристиками та основними рисами, такі як можливості, повноваження, способи впливу, а також навіть набір особистих якостей. Представлено визначення поняття "лідер організації", яке гарантується такими принципами як формальна структура організації, в якій лідер має право на владу і неформальна структура з фактичним визнанням цього права підлеглими. Проаналізовані різні типи влади, серед яких влада методом заохочень, особиста влада людини, законна влада, влада на основі методів примусу та офіційна влада. У цій статті автором наведено основні характеристики та складові поняття ефективного лідера як токового. Зроблено висновок, що для лідера є ідеальним поєднання двох видів влади - особистої та організаційної; найбільш характерні риси лідера - перспективне бачення та розробка стратегічних цілей, креативність та чутливість до змін.

**Ключові слова:** інструмент лідерства, лідер, авторитет, ефективне управління, міждисциплінарне явище, влада.

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**ЛИДЕРСТВО КАК ИНСТРУМЕНТ ЭФФЕКТИВНОГО УПРАВЛЕНИЯ**

В этой статье рассматриваются вопросы лидерства как важного инструмента эффективного управления в организации. Лидерство представлено как междисциплинарное явление, которое изучается психологией, педагогикой, политологией, философией, социологией, менеджментом. Рассмотрены и детализированы различные основные функции лидера как предмета изучения разных дисциплин. Современные актуальные тенденции развития концепции лидерства, а также ее важность хорошо обоснованы на основе рассмотренной литературы. Было принято решение рассматривать концепцию лидерства как процесс превращения человека в центр всех процессов, происходящих в организации, в авторитета, который может влиять на эффективность деятельности организации, «фундамента фирмы». Изложена основная проблема неэффективного управления - отсутствие единого определения руководства и термина «руководитель организации». Более того, основные характеристики эффективного лидера, включая выбор соответствующего типа власти, были рассмотрены как основные проблемы эффективного управления. Выявлены как сходства, так и различия таких понятий как «лидер», «авторитет», «босс». Было доказано, что термины не совпадают по характеристикам и основным особенностям, такие как возможности, власть, методы влияния и даже набор личных качеств. Представлено определение понятия «лидер организации», которое гарантируется следующими принципами: формальная структура организации, в которой лидер имеет право на власть и неформальная структура с фактическим признанием этого права подчиненными. Анализируются различные типы власти, среди которых поощряющая власть, личная власть, законная власть, сила принуждения и официальная власть. Перечислены основные характеристики и составляющие понятия эффективный лидер. Был сделан вывод, что для лидера идеальное сочетание представляет собой комбинацию двух видов власти - личной и организационной; наиболее характерные черты предполагаемого лидера - видение и постановки стратегических целей, креативность и чувствительность к изменениям.

**Ключевые слова:** инструмент лидерства, лидер, авторитет, эффективное управление, междисциплинарное явление, власть.

**Introduction.** Currently it is clear that no other mechanism can provide better efficiency than effective leadership. Leader are needed to set the goals and objectives of organization, ensure interpersonal contacts, define the optimal solution of the occurring problems etc. Without any doubt, organization with stated leaders can achieve their set goals faster than the firms without the

leaders [1]. In modern society traditional management principles lose their efficiency. Sometimes the most valuable workers leave the organization because they do not want somebody to manage them [2]. Along with this they demand some special attitude. In this case some questions appear like: how to manage successfully? How

to motivate the team to work efficiently? How to reach the set goals without diving deep into the conflicts?

**Actuality.** Interest to the problem of leadership in our country is quiet big because the governance of different social structure – from various types of groups to the government – depends on the actions of leaders, managers, bosses and administrators. In this connection the problem of leadership as an effective management tool is becoming more and more actual and valuable every day.

**Literature analysis.** The founders of the first leadership concepts are L. Bernard, V. Binham, O. Theed, S. Kilbourne, G. Jucle, E. Giselli, R. Stogdill, U. Bennis, K. Levin, M. Woodcock, D. Francis, Z. Freud and others.

Beginning in the 1970s, interest in leadership studies increased even more, as the evidence there appeared the works of D. McGregor, R. Likert, R. Blake and D. Mouton, F. Fiedler, P. Hersey and C. BlancShar, V.Vrum and F. Yetton, T. Mitchell and F. Haus, R. Tannenbaum, W. Schmidt and others.

**Problem statement.** There are many occurring problems in this field of study, among which is the single definition of the leadership as well as “leader of organization” [3]. This concept is a subject for analysis in different braches as psychology, pedagogy, political science, philosophy, sociology, management, so there is a diversity in meanings and terminology. Moreover, core characteristic of an effective leader, including the chosen type of power, are the main problems of an effective management [4].

**Main part.** Leadership is inseparable part of the civilized society. In the studies devoted to sociology the main accent is made on the understanding the leadership phenomenon as a status of a particular individual in the social group, class, party of government, because of the efficient results of her/his activity (economic, political, scientific) [5].

In the psychological literature, the vital attention is stressed on the art to influence the other people, motivate them to achieve the necessary goals [6].

It is worth to notice that characteristic of leadership in political science includes two main aspects. Firstly, formal status of the person, connected with authority possession and its subjective activity in the realization of social role. Secondly, the presence of personal qualities and behavior in accordance to the occupied position [7]. Thus, leadership in political science is defined as an influence of one or more parties, occupying positions with authority, on the whole society, group of organization [5].

In the philosophy studies, leadership is viewed as an appearance of “creative instinct” of a person. The representatives of this direction state that moral is an obstacle in the process of aspiration to leadership, and the process of its development depends on great individuals, who seek the power.

The essence of the leadership concept in the studies of management laid in the managerial interaction between a leader and his/her followers, based on the effective combination of different sources of power, which directed on the motivation of people to achieve the set common goals [8].

From now on leadership will be viewed on the basis of generalized opinions on this concept and will be considered

as the process of making a person as a center of all the processes, happening in the organization, authority, that can influence on the efficiency of the organization activity, “fugleman of the firm” [9]. Thus, leadership is an ability to make an influence on separate individuals or groups, directing their strengths and efforts to achieve the goals of organization. The characteristics of leadership as a subject of different sciences are presented in the table 1.

Table 1 – Characteristics of leadership in different sciences

Science	Characteristics of leadership
Sociology	Special status, power, professional with efficient results, a sample to follow for the particular social group, class, party of government.
Psychology	Has an art to influence the other people, source of motivation, charismatic, smart and sensitive.
Political science	Powerful, has authority overall society, group of organization, strict, determined, confident and with strong character and personality.
Philosophy	Creative, open-minded, thoughtful.
Management	Interactive, sensitive and open-hearted to his/her followers, combines effectively different sources of power, self-motivated, well-organized.

The concept of leadership is tightly connected with the term of leader of organization. N.A.Petrov formulated this term as an person, which effectively conduct formal and informal management and leadership. In this case, leader of organization is understood as a special type of social leader, for whom the definite social and psychological characters are inherent [10]. Along with this leader of organization fulfills the range of function as goal setting to the other workers and finding the sources for their fulfillment, motivation of the followers to the certain type of behavior, orientation and direction to the common goals, formation of the single reality perception and norms of the organizational culture [11].

We need to stress that the phenomenon of a leader of organization is presented by tree mechanisms: formal structure of organization, in which leadership is viewed as a right on authority defined by the norms, which determines the position of a leader in the strictly outlined scope of activity; informal structure – factual recognition of this right in the business sphere from the sight of subordinated, which is related to the characteristic of the leader, who occupies formal as well as informal position [10].

In some definitions leader is viewed as a member of a group, who has authority or prestige. Authority (from Latin-influence) is an influence of individual on the basis of an occupied position, status etc [12]. The concept of authority in psychology usually coincides with the image of the leader and boss [9]. That is why, the term “leader” and “manager” must be separated in mind.

Manager is an individual, who officially has to manage the team and organize the activity of the firm. Manager has a legal liability on the form functioning and accountability to the head or shareholders [13]. He uses strictly defined opportunities of authorization – motivation and punishment – to influence the productivity of workers [14].

Along with this leader is a person, looking at whom the subordinated are to make more responsible decisions. Leader appears spontaneously in the firm and he is out of the firm establishment [15].

It is not necessary that leader and manager must be combined in one person. Unlike the leader, manager has legally bounded duties and liabilities and he represents his group in any other firms [12]. So the differentiation of the definitions is presented in the Table 2.

Table 2 – Difference between the concepts “leader”, “manager” and “boss”

Leader	Manager	Boss
Innovator	Administrator	Controller
Inspires people	Instructs people	Controls people
Has own goals	Works on good of others	Works on good of himself
Emotional	Uses facts	Rational
Rely on people	Rely on structure	Rely on himself
Trust people	Help people to solve mistakes	Control people
Give an impulse	Support the movement	Direct the flow
Enthusiastic	Well-educated	Professional
Does the right thing	Does the things correctly	Does the business
Everybody adore him	Everybody respect him	Everybody are afraid of him

The main qualities of the leader comes from his soul: ability to dream, creativity, innovation, determination, imagination, tendency to experiment, self-power possession, etc [16].

On the contrast, the main qualities of the manager comes from his mind: perseverance, ability to inspire people, problem solve ability, analytical type of brain, ability to stabilize the situation, official power possession, etc [13].

One of the core difference between leader and manager is the source of authority and power, the extent of worker subordination.

Thus, power is an opportunity to make a certain influence on people, their performance and behavior, even against their resistance [17]. On the one hand, the source of power is position, on the other – personal qualities of the leader [18].

We have to stress that there exist different types of power: legal power (legal official position of the leader), encouraging power (ability to encourage legally – increase wages, promote to the higher position, give more attention, etc.), personal power (subordinates support their leader, because they honor and respect him, adore him and feel his/her care), legitimate power (to change the behavior of subordinates), coercive power (ability to use punishment – criticize the actions of subordinate, demote individual, fire, make a rebuke, etc.).

Ideal combination for the leader is a mix of two kinds of power – personal and organizational, and the most representative features of an effective leader are prospective vision and strategic goal setting, creativity and sensitivity to changes, purposefulness and ability to learn “whole life long”, resoluteness and organizational

discernment, initiative and social proactivity, charisma and tendency to cooperate [19].

Thus, leadership of the manager is recognized and considered effective when he had proved his competency and worth to the subordinates, groups and organization as a whole [13].

**Conclusion.** On the basis of the work done some conclusions can be drawn.

The problem of leadership and leader definition and this concept usage as a tool for effective management is extremely actual today with the development of management. It is studied by many braches but it is vision must be clearly defined by the researchers. It was defined that the best explanation of the term leadership is that it is a managerial interaction between a leader and his/her followers, based on the effective combination of different sources of power, which directed on the motivation of people to achieve the set common goals An overview of the main direction of the leadership concept shows that the research of this sphere is conducted in a full swing. The core reason of the interest in the leadership concept is its ability to improve the activity of the firm as well as efficiency of its workers.

Secondly, leadership is a core characteristic of the professional manager but it does not often mean that every manager is a leader. There is an increasing demand in the manager`s practice as a leader of organization. It is worth to state that the manager in order to remain professional should develop leadership skills, optimize his/her style of behavior, and decide on the style of authority and power he/she wants to use. Various types of power like encouraging power, personal power, legitimate power, coercive power and official power with examples were presented. Moreover, main qualities of the leader were named, like ability to dream, creativity, innovation, determination, imagination, tendency to experiment, self-power possession.

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