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THE PHENOMENON OF LEADERSHIP IN THE CONTEXT OF THE TRANSFORMATION OF THE MODERN MANAGEMENT MODEL

Leadership as a phenomenon in the context of the transformation of the modern management model reflects the essence and role of leadership in the effective management of institutions and organizations in the period of changes and transformation. The modern management model differs from traditional approaches as it emphasizes flexibility, innovation, adaptability and is able for rapid transformation.

Uncertainty, risk and crisis phenomena characterize predominantly the current state of Ukraine's economy. According to the State Statistics Service of Ukraine, by the end of 2022, the actual GDP of Ukraine decreased by about 30%. Unlike this, such a significant decrease of GDP within one calendar year did not occur even during the Second World War.

Being essentially caused by the COVID-19 pandemic, and followed by the military activities that stroke the entire territory of the country, the instability of the national currency, the deficit of the state budget, the crisis of the banking system, the outflow of capital and intelligence, the migration of the workforce, the relocation of business, the disruption of the dynamics of export-import operations as well as the decrease investment attractiveness, all the above said act as destabilizing factors that slow down the processes of the country's development, its globalization, establishment

and strengthening of economic relationships between partner states. They hinder Ukraine's internationalization and informatization.

In this context, human potential and its development become more and more significant. Hence, changes in production lead to changes in working conditions and the management system. To solve the outlined issues as well as to develop effective management tools and steps aiming at overcoming the country's crisis and its fast post-war reconstruction there is required the following: an efficient management of highly intelligent labour resources, implementation of flexible hard- and soft-skills, professionalism and responsibility of managers at various levels. Therefore, it is extremely important to study the domestic and foreign experience of the leadership phenomenon in the context of the transformation of the modern management model, which determines the relevance and promptitude of the research.

G. Dmytrenko, B. Kukhti, N. Nyzhnyk have made a significant contribution to the study of modern leadership in public administration. The phenomenon of leadership was reflected in the works of the representatives of behavioural approach, such as D. McGregor, K. Levine, R. Likert, R. Blake and J. Mouton. An effective leadership as a personnel resource was studied in the works of A. Voytenko, V. Prokhorova, D. Moroz, V. Yakobchuk [1-5]. However, despite a significant number of studies, the issue of the phenomenon of leadership in the context of the transformation of the modern management model requires in-depth study. This is primarily due to changes in economic, technological and social conditions that require institutions and organizations to change in order to remain competitive and successful.

According to the domestic scientific sources, leadership is interpreted as a phenomenon that spontaneously arises and develops in the system of informal, unregulated relationships between people and, at the same time, it acts as a means of organizing and managing relationships of this type [1]. The basis of leadership is the

process of interpersonal influence between a leader and his/her followers, in which both the leader and his/her followers act as the initiator of group action [4].

The key features of the leadership phenomenon in the context of modern management include the following:

1. Vision and Strategy: leaders must have a clear vision of the future and develop strategies aimed at achieving the goals for their organization. They shall express the ability to analyse external and internal environments, anticipate trends and develop comprehensive innovative solutions.

2. Cooperation and Teamwork: modern management highlights the importance of cooperation and teamwork. Leaders shall help create effective teams where each member can contribute and feels important in order to achieve the shared goals.

3. Innovativeness and Openness to Changes: leaders must be open to new ideas and initiatives, promote innovation, experimentation and open exchange of information.

4. Ethics and Morality: Leaders must adhere to high standards of morality and ethics.

5. Transformational Leadership. This is one of the vital approaches which aims to create a vision and inspire employees to strive for more ambitious goals. Transformational leaders stimulate development, creativity and innovation within the organization.

6. Flexibility and Adaptability: Modern leaders shall be flexible and able to adapt to rapidly changing conditions and challenges. They should draw attention to new trends, innovations and technologies, look for new opportunities and are able to develop strategies according to changes.

7. Inspiration and Motivation: Leaders know how to inspire and motivate their team. They create incentives for achieving high results, support employees, perceive their needs and motivations.

8. Ability to manage changes: leaders effectively manage change in the

organization. They identify the need for change, develop strategies and plans for its implementation. Meanwhile, they engage as well as support employees.

9. Creating an Organizational Culture: leaders promote the creation of an organizational culture that defines values, norms, and standards of behaviour, sets an example, and shapes values that promote high performance, collaboration, and innovation.

10. Engaging and Motivating Employees: leaders play an important role in engaging and motivating employees. They experience an interest to individual needs, recognize achievements and provide opportunities for development and growth.

11. Talent Development: Leaders foster the development of talent and leadership potential in the organization, identifying and developing potential leaders by creating training, mentoring and employee development programs.

12. Ensuring Successful Performance: leaders are responsible for effective leadership and achievement of set goals, distribution of tasks, coordination of work and ensuring the implementation of strategic and operational plans.

Thus, in the context of a transformational model of modern management, leadership remains a key factor for achieving success both at a country's management level or in private business. The modern management model assumes every employee to be a leader in his/her sphere of influence, regardless of their position or organization's level. Hence, leadership is meant to become a decentralized phenomenon, rather than limited to the top management. In addition, it implies leadership to take various forms and contexts.

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