

The phenomenon of leadership in the modern world

Mariya Fleychuk

Lviv University of Trade and Economy
M.Tuhan-Baranovskyy str. 10, 79005 Lviv
Ukraine
e-mail: fleychukm@gmail.com

Iryna Moyseyenko

Lviv State University of Internal Affairs
Horodotska str. 26, 79000 Lviv
Ukraine
e-mail: irynapavlivna2014@gmail.com

Tatyana Khudyakova

Ural State University of Economics
8 Marta str. 62, 620219 Yekaterinburg
Russian Federation
e-mail: ctig.usue@mail.ru

Abstract This paper focuses on the main features of modern leadership. The authors analyse historical and future tendencies of leadership development. Moreover, we focus on the phenomenon of leadership in the modern complex and globalized world.

The paper scrutinizes the latest findings in psychology and emotional intelligence in order to contemplate the role and the place of leadership as well as the spot of today's leaders in business, economy, politics, as well as social and public life. We find the that phenomenon of leadership has been occupying the minds of people for years and has remained a very important topic nowadays.

The paper's main core and its value-added concerns theoretical and practical approaches of modern political leader forming and activity. We speak about the fact that widely used earlier methods of state coercion, outright violence is no longer corresponded with new realities and is currently applied new, informational methods of influence.

1 Introduction

In today's modern globalized world, information and information products become more and more important for civilization development. The information society is becoming much closer and reflects on the foreign policy courses of the most influential countries of the world, international organizations in transnational corporations. The degree of awareness about a particular state, its policy and the peculiarities of its leaders' behaviour is a definite reflection of its power on the international scene.

The urgency is that at this stage of society's development of information space, the construction of information images, the image of a political leader, begins to play an unprecedented role and influence on international relations (Ilyash and Blokhin 2018). Humanity is currently on the verge of a new era – the era of information domination, the development of information technology. Technology became so powerful that it took over the place of religion and even moral values that predetermined the economic and social behaviour of people before (Strielkowski and Čábelková 2015). In this new reality of the world there is an aspect of changing political vectors, levers of influence. And what is important for this work – the methods of influence in order to achieve power. The political system of the world is a complex set of levers, counterweights, poles – insignificant and very weighty. The information paradigm of modern times suggests that the information system itself is inextricably linked to the world political balance. Politics do really make an act. Information is a matter that forms, fills, determines, characterizes and evaluates such actions. Of particular importance and weight have information and information products (see e.g. Strielkowski 2017). One of the most important components of the information image of a particular international object – i.e. a country, an international organization or a transnational corporation – is its image, that is, the reflection of the entire array of characterized and personified information about an object, a set of geopolitical and geo-cultural images that arises when mentioning this object (Datsko 2016).

With the help of conscious and planned influence on information fields, creation of the corresponding virtual correlation of reality, it becomes possible at the next stage of civilization development to make changes in reality, to change information flows and to perceive information. It is apparent that an extremely important element in this chain is the behaviour of modern leaders at different levels of the management hierarchy.

2 Evolution of views on the phenomenon of leadership

It can be calculated that more than ten thousand leadership studies have been conducted all around the world up until today. In this context, there are two variables: the dynamics of behaviour (leadership qualities or behaviour) and the level of “situationality” (the degree of acceptance situationality as the basis of leadership analysis). A combination of two variables leads to the allocation of 4 types of approaches to the study of leadership in the organization (Figure 1).

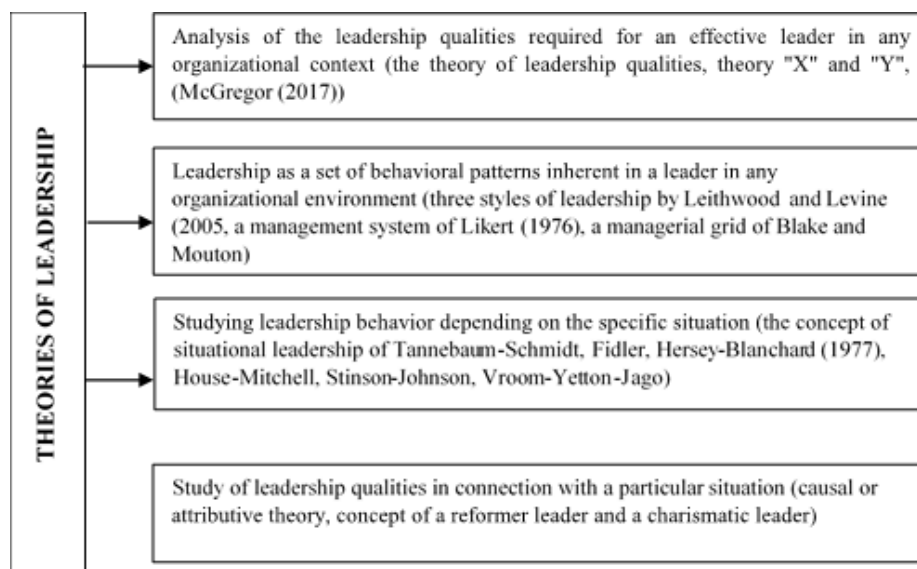


Fig. 1. Basic theories of leadership learning

Source: Own results

The first type includes approaches based on the analysis of leadership qualities needed for an effective leader in any organizational context (Leadership Theory, Theory X, and Y. D. McGregor's Theory) (McGregor 2017). The second view of leadership as a set of behavior patterns that is peculiar to the leader also in any organizational environment (three styles of leadership Levin and Leithwood (2005), Likert's management system (Likert and Likert 1976), Blake and Mouton management grids). The third type involves the study of leadership behaviour depending on the specific situation (concepts of situational leadership: Tannenbaum and Schmidt (1973), Fiedler and Mahar (1979), Hersey and Blanchard (1977), House (1996), Stinson and Johnson (1975), and Vroom-Yetton-Jago (1974). The fourth type represents a number of new approaches that also study leadership qualities, but already in connection with a particular situation (causal or attributive theory, the concept of a leader-reformer and a charismatic leader).

Looking at the literature on leadership, one can, in general, come to a conclusion that there are three types of leaders:

- 1) linear leaders on the ground (act in the epicentre of value creation and form the processes by which new ideas turn into practice);
- 2) internal network leaders (formed by personnel of the personnel department, specialists in coaching, they move freely throughout the organization and carry new ideas and practices);
- 3) leaders-top managers (form the corporate values, combine current problems with long-term goals, demonstrate an example of a positive attitude to innovation and change).

Bennis and Goldsmith (1997) note that leadership contributes to development in groups of democracy and self-governance and can have the following varieties:

- ideological leadership – relies on values that indicate the direction of development and formulate important general organizational goals;
- leadership of the principles – involves the motivation of employees to act not only in the interests of shareholders and management, but also in the interests of the team, society, the environment and themselves;
- leadership empowered – involves supporting the activities of self-directed teams, and this develops the ability of employees to help themselves;

- leadership, which offers help – contributes to the development of complicity, cohesion, forms a synergistic effect;
- leadership-cooperation – aimed at building high-level relationships and mutual trust.

Stogdill (1974) and Mann (1959) tried to summarize and group all previously identified leadership features. In particular, R. Stogdill concluded that there are five main features that characterize the leader (Figure 2): mind, or intellectual abilities; domination over other people; self-confidence; activity and vigour; as well as knowledge of the case.

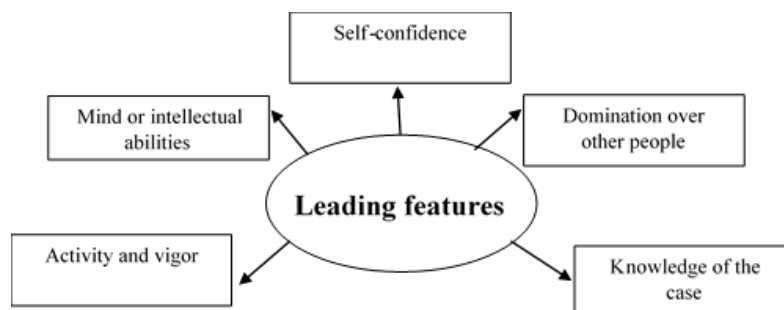


Fig. 2. Leading features according to Stogdill
Source: Stogdill (1974)

Likert and Likert (1976) developed a system of management styles, comparing groups with high productivity and low productivity groups in different organizations (Likert and Likert 1976). He also believed that the difference in productivity could explain leadership style. Leaders of groups with high and low productivity are classified by the continuum, which is in the range from one extreme – focused on the work (theory "X"), to the other – focused on man (theory "Y").

A job-focused, or task-oriented manager first of all cares about designing a job (Strielkowski et al. 2017). The task is developed according to the technical principles of efficiency and remuneration of workers who exceed the quota, carefully calculated on the basis of measurement of potential output (Čábelková et al. 2015).

3 Leadership and management styles

All in all, in order to conclude, let us note, the research of leadership began with the idea that effective leaders as people have some special feature that distinguishes them from all others. Instead of this idea came the hypothesis that effective leadership is just a matter of choosing the "right" behaviour patterns (Table 1).

Table 1. Six styles of management by Goleman

Style	Forcing	Authoritative	Parental	Democratic	Benchmark	Tutorial
Feature	The leader demands unquestioning obedience	The leader mobilizes the subordinates to achieve the goal	The leader creates an atmosphere of peace and harmony	The leader draws everyone to work and reaches consensus	The leader demands subordinates of high achievements	The leader prepares subordinates for future accomplishments
Motto	Do as I say!	Follow me!	The main thing is people!	I want to know your opinion!	Do as I do!	Try it!
Features of emotional intelligence	Attitude orientation, initiative, self-control	Self-confidence, empathy, innovation	Empathy, liaison, communication	Cooperation, teamwork, communication	Responsibility, focus on the result, initiative	Help others, empathy, self-control
Acceptable situations	The crisis, the need for reorganization, work with heavy subordinates	Reform, which requires a new approach, the need to set a clear direction	Conflicting disagreements in the team, motivating people in moments of stress	Involvement of people in the project, consensus building, motivation for "stars"	The need to quickly succeed in the presence of a qualified team	The need to help people to increase productivity
Total impact on climate	Negative	Very strong positive	Positive	Positive	Negative	Positive

Source: Goleman (2004)

Different approaches to the problem of leadership can be divided into the following main groups: the theory of personality traits; behavioural theory of leadership; leadership theories, based on the situational (probabilistic) approach; theory of interaction between leader and subordinates; new approaches to leadership study.

If the theory of personality traits of the leader emphasized the need to recognize and select future leaders on the basis of identifying the relevant personality traits and characteristics, behavioural leadership theories contributed to increasing attention to the issues of learning effective forms of behaviour.

Consequently, political leadership is a synergistic phenomenon, a "catalyst" that transforms social groups, layers, institutions into "something more than just the sum of the individual properties components" (McLean, Weitzel 1991). The political leader acts as the coordinator of the group, an authoritative communicator. Constantly monitoring the diverse interests, expectations, prospects, projects of different members of the group, the leader balances on the verge of non-equilibrium and acts as the decisive element of political self-organization, which chooses one of the equally probable scenarios of further political development. As a result, personalization of collective political interests takes place, differentiated responsibility for their implementation is established. At the same time, new, generalized political interests, which are a synthesis of the totality of previous multidirectional interests, expectations, prospects, – give rise to the need to go beyond the formally defined legal norms; therefore, political leaders in the process of internal and between group communication "normalize" these interests, and also newly created styles of political behaviour, procedures of political interactions, that is – create and implement political norms.

Political principles and norms establish and consolidate various socio-political roles, interests, forms of political activity. Political leaders bring their goals to the attention of the society, define the models of political behaviour for themselves and other participants in the political process, thus regulating political relations. This is how the political consciousness of different political actors is formed, which may be focused on consolidating or changing the order of the functioning of the political system. Consider the notion of information strategy. It is believed that the strategy (the Greek-Στρατηγία - "the art of the commander") - a general, not detailed plan of any activity, covering a long period of time, a way to achieve complexity. In the modern presentation, the strategy is formalized in the algorithm of management and entrepreneurship most fully represented in the structure of the business plan, as the basis for ensuring the project's implementation (Plett 2007). Information strategy – a plan of activity, a set of fundamental goals and principles of activity in the information sphere, tasks as they are implemented, which covers a certain period of time, a way to achieve a certain goal. Information strategies have been used for a long time and now their accentuation and importance has gained weight. In the US, they use the special notion of the agenda setting (agenda setting) that arose in the process of managing public opinion. When targeting a certain personality of an information strategy it is expedient to speak about an individual information strategy.

4 Conclusions and implications

In the 21st century, when constructing an individual information strategy, the leader is very active in the basis of which is the achievement of the multiplier effect of multiplication. One of the founders of this principle, Stefanov (2008) highlights such features: first, the effect of constant growth and multiplication; and secondly, it is much larger than the total effect of individual parts of the system (Stefanov 2008); Thirdly, it is integral, that is, it encompasses not only a certain sphere but also "neighbouring" cognitive and practical spaces. In this case, the indicated effect of multiplication in shaping the image of the political leader, we consider in the context of dichotomy "psychology-consciousness". Recall that, in our opinion, the image of politics begins to "work", primarily affecting the feelings of voters. Therefore, the complexity of electoral processes requires careful treatment of the psychological component of the leader's image strategy because it plays a leading role in influencing the addressing electoral groups. Ignoring these aspects of political activity is one of the main causes of the defeat of political forces. The above-mentioned features lead us to the problem of irrational as a regulator of electoral behaviour of a person. In addition, here the important point is the value given by the synergistic paradigm of the case. This is confirmed by a specialist in the field of the study of a self-organized society G. Hacken (2006) who states that in situations characterized by instability (Hacken 2006), a variety of variants is possible, of which only one is chosen, which is chosen most often due to the very casual event (Surmin and Tulienkov 2014). It is known that the incident is not subject to rational tact, and a person seeks to cope with it irrationally.

More specifically, the principal unpredictability of the system's behaviour may occur at the point of bifurcation, which opens the possibility of several directions of transformational change, when the choice in favour of one of them is not connected with someone's conscious plans, but is determined by the intervention of randomness at the level of small fluctuations. At this stage, the task of political technologists is to shift the chance factor from the irrational sphere to rational. It means that the politician, in spite of the external randomness of the choice, is in fact chosen by the people not by chance. This is a technological game that involves the manipulation of social consciousness, and the emergence of the point of bifurcation is due to the fact that choosing to make it

necessary, but in reality, there is no one to choose from. During a political election, an active citizen, while at such a bifurcation point, wants to associate a certain political leader (his image) with the desired future of his family and country. It is known that a politician can rationally master the masses through social suggestion. In this way, reality becomes an image. The art of symbolic ownership helps the leader to quickly and effectively capture the attention of voters. The political idea created as a consequence of psychological symbolization is hypnotic and imposes a new way for citizens to see themselves and the surrounding political reality. The power of ideas lies in a number of images that are called from the unconscious individuals. Those, in turn, create voters with adequate emotional feelings in relation to the political leader and the party. Generalizations acquire the expression in the concrete perception. The effectiveness of these actions is confirmed by the latest research of psychologists, especially neuro-linguistic psychological school. The human brain is capable of constructing images that have no rootedness in human experience. On the basis of artificial modelling of visual symbols there is a gradual change in the consciousness and behaviour of citizens. In this way, the idea is transformed into an image that turns into activity – voting.

In order for the electoral strategy to have the optimal expression, it must be adequate to the level of the unconscious electorate. Then, the filters of perception do not prevent the transformation of external political symbols on the unconscious basis of political behaviour. Those impressions that are perceived by the brain come into the sensory system and, beyond the control of consciousness, transform into electoral orientation. If this aspect is not taken into account in the election strategy of a political leader, this may lead to the inability to integrate his own ideas into the political consciousness of voters. Then the image matrix begins to "work" against politics. To avoid this, it should be borne in mind that voters are a heterogeneous mass, combined inability to rationally consider. Therefore, you need to be careful and adequate to the mood of different social strata. This is confirmed by Lebon (2016): *"a candidate who can find a new formula without definite meaning, but that corresponding to the diverse aspirations of the crowd, can count on unconditional success"* (Lebon 2016). Interestingly, there is such a psychological phenomenon that the leaders also cause emotions of enthusiasm today, which is explained by the manifestation of the phenomenon of "stolen love". During the period of authoritarian regimes, the population experienced an internal upsurge of forces, but later came a period of disappointment. The principle of reality displaces the principle of virtual satisfaction. The main difficulty lies in finding actual images that rush out of the unconscious voters, and, in the case of a positive vote, in keeping interest in the leader and his support. As noted, voters, in their essence, rely on their collective activity on the collective image, which is a reflection of certain general stereotypes. Here it is necessary to remember that the human psyche is bipolar: it contains both a positive and a negative complex of integration of images. Thus, a politician risks falling, under unfavourable conditions, under the influence of a projection of the negative content of the human psyche. Imaging policy strategy acts as a rational mechanism for transforming the irrational potentiality of voters into a logical, historically and geographically determined choice of society. Election technologies are intended to ensure the "election" of a particular candidate, which is achieved through the creation of an appropriate image, which, in turn, involves correction of the settings, emotions and behaviour of different groups of the electorate. On the basis of synergetic aspects, the electoral campaign should take into account the laws of perception and processing of information by a person that is quite universal. Experts, using the analogy of mathematics, formulate the following laws of the combination of images: the law of addition (image compilation) – a stronger image virtually absorbs the weaker; the law of subtraction of images – the presence of vague features of the image does not weaken a strong image, and in some cases makes it more voluminous; the law of division – the allocation of any features from the image can lead to changes in its assessment, the law of multiplication – the image can be transferred from the general to the concrete. For example, when voting for a representative of a particular party, its image is carried over to politics. These patterns are important in cases where you need to find a path that will lead to a new goal. A modern leader, an actor of international relations, must influence not only the irrational sphere of the voter but also appeal to reason and individuality. However, today's image makers do not seek to force people to deliberately analyse information, they rather appeal to the subconscious and try to trigger a reaction on the bodily level. Of course, propaganda focuses on collective, impersonal material and, thus, excite the unconscious force of gravitation of voters for this political force. Indeed, modern, ordinary voters constantly exist in a virtual dimension: *"The masses need illusions, they always give preference to unreal ... as in a dream or under hypnosis, the testing of reality in the behaviour of the crowd does not create resistance to the power of desire, burdened with effectiveness"*. Consequently, the growing interest in political leadership in the twenty-first century was largely due to the narrowing of the framework for solving power problems in the field of political relations, the adoption of the values and principles of the information society, ideological and political pluralism, the voice of minority rights, freedom of information campaigns of the opposition, and the international free dissemination of information. Restrictions on the actions of senior public officials by law, the declaration of inviolability of the rights and freedoms of the individual, access to the political arena of parties and other organizations that do not possess the status resources of the authorities, demanded a review of ways to achieve political goals. Widely used earlier methods of state coercion, outright violence is no longer corresponded with new realities and is currently applied new, informational methods of influence.

References

- Bennis W, Goldsmith J, Learning to Lead: A Workbook on Becoming a Leader, 2nd updated edn. (Addison-Wesley, Reading, MA, 1997), 264 p.
- Čábelková I, Abrahám J, Strielkowski W (2015) Factors influencing job satisfaction in post-transition economies: the case of the Czech Republic. *International Journal of Occupational Safety and Ergonomics* 21(4):448-456. doi: 10.1080/10803548.2015.1073007
- Datsko O (2015) Culture of socio-economic security of Ukraine: Challenges in 21st century. *Securitologia* 21(1):75-88. doi: 10.5604/18984509.1184226
- Fiedler F, Mahar L (1979) A field experiment validating Contingency Model leadership training. *Journal of Applied Psychology* 64(3):247-254. doi: 10.1037/0021-9010.64.3.247
- Goleman D (2004) *Inteligența emoțională, cheia succesului în viață*, 1st edn. (Editura Allfa, București, 2004), 384 p.
- Haken H, *Information and Self-Organization: A Macroscopic Approach to Complex Systems*, 1st edn. (Springer, Berlin, 2006), 276 p.
- Hersey P, Blanchard KH (1977) *Management of Organizational Behavior: Utilizing Human Resources*, 1st edn. (Englewood Cliffs, N.J: Prentice-Hall, 1977), 250 p.
- House RJ (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *Leadership Quarterly* 7(3):323-352. doi: 10.1016/S1048-9843(96)90024-7
- Ilyash O, Blokhin P (2018) Future of HR management: tendencies, risks, motivation. *Efektivna ekonomika*. <http://www.economy.nayka.com.ua/?op=1&z=6575>. Accessed 22 April 2019
- Lebon G, *Psychology of peoples and masses*, 1st edn. (Piter: Saint Petersburg, 2016), 513 p.
- Leithwood K, Levin B (2005) Assessing school leader and leadership program effects on pupil learning, Department for Education and Skills. Research report RR662. www.dcsf.gov.uk/research/data/uploadfiles/RR662.pdf Accessed 15 February 2019
- Likert R, Likert JG (1976) *New ways of managing conflict*, 1st edn. (New York, NY, McGrawHill.), 383 p.
- Likert's Management System (2016) *Management Study Guide* <https://www.managementstudyguide.com/likerts-management-system.htm>. Accessed 22 April 2019
- Mann RD (1959) A review of the relationships between personality and performance in small groups. *Psychological Bulletin* 56:241-270. doi: 10.1037/h0044587
- McGregor D (2017) Theory X and theory Y https://switcheducation.com/wp-content/uploads/2017/06/SEB_LYO_McGregor_Thinker.pdf. Accessed 22 April 2019
- McLean J, Weitzel W, *Leadership - magic, myth or method?* (New York, AMACOM, 1991), 116 p.
- Plett V, *Strategic reconnaissance: basic principles*, 1st edn. (Moscow, Infra, 2007), 376 p.
- Stefanov N, *Multiplicative approach and effectiveness*, 1st edn. (Moscow, Poliizdat, 2008), 208 p.
- Stinson JE, Johnson TW (1975) The Path-Goal Theory of Leadership: A Partial Test and Suggested Refinement. *Academy of Management Journal* 18(2):242-252. doi: 10.2307/255527
- Stogdill R, *Handbook of Leadership: A survey of theory and research*, 1st edn. (New York, NY, US: Free Press, 1974), 150 p.
- Strielkowski W (2017) Predatory journals: Beall's List is missed. *Nature* 544(7651):416. doi: 10.1038/544416b
- Strielkowski W, Tcukanova O, Zarubina Z (2017) Globalization and economic integration: the role of modern management. *Polish Journal of Management Studies* 15(1):255-261. doi: 10.17512/pjms.2017.15.1.24
- Strielkowski W, Čábelková I (2015) Religion, culture, and tax evasion: Evidence from the Czech Republic. *Religions* 6(2):657-669. doi: 10.3390/rel6020657
- Surmin Yu, Tulienkov N (2014) *The theory of social technologies*, 1st edn. (Kyiv, MAUP), 608 p.
- Tannenbaum R, Schmidt WH (1973) How to Choose a Leadership Pattern. *Harvard Business Review* 51:162-180