

### THE DIAGNOSTICS OF BOTH THE PERSONAL AND THE FUNCTIONAL COMPETENCES OF LEADMAN: THE CONCEPTUAL SUPPORTING

The necessity of formation of the conceptual supporting for the diagnostics of both the personal and functional competences of a team head on the basis of the socio-cultural paradigm has been substantiated. An informative diagram of the phenomenological stage of studying the opportunities for developing the potential of leadman in the new economic conditions has been provided and its main components have been disclosed: the main idea, hypotheses, research principles, and principles of transforming the research subject, research methods, recommended approaches to the quantitative-qualitative analysis. Some extensive recommendations as for selection and compiling sources for gathering the necessary and sufficient amount of the empirical information to ensure the objectivity of the research results have been provided

**Keywords:** leadman, conduct of subordinates, personal and functional competences, diagnostics, conceptual diagram, phenomenology, socio-cultural paradigm.

**Setting of problem.** A successful enterprise nowadays is a socio-economic system with its creative staff as the main resource. The labor activity by such staff takes the form of conduct. Its structural elements are the unique actions that aren't technologies. The traditional methods of leader's inspiring the subordinates do not work for them. A leadman has less to manage their conduct, than to influence on their willingness for performing the duties prescribed by the regulations, as well as independently discovering the new original solutions to the nonstandard situations. In these circumstances, there are higher demands on the competences of a person, which would direct the nonstandard activity of the subordinates, possessing unique knowledge and skills. In addition to the competence to qualitatively implement the functional duties, a leadman must be able to build informal relations with subordinates, create positive emotional team environment. This competence depends on the personal characteristics of a leadman, which secure a personal contact with each subordinate, determining the potential professional advantages of each of the latter to delegate a nonstandard problem, solving of which requires use of these very advantages. In this regard, the scientific substantiations of the conceptual framework for diagnosing the personal and functional competences of a team head to determine reserves for developing his potential in the new conditions have sufficient relevance.

**Analysis of the latest research and publications.** An analysis of publications with the close research subjects has testified that the formulated problem is a multidisciplinary one. Its relevance, on the one hand, and the complexity of its solution, on the other hand, have been described by sociologists, specialists in strategic management, organizational conduct, organizational learning, etc. So, for example, the famous sociologist I. Wallerstein specifies that patterns of social systems, consisting of the people whose behavior cannot be predicted, has not yet received scientific explanations [1, p. 5]. The famous financier G. Soros, who has the gift of resolving the nonstandard issues of the human interaction with the environment, which is becoming complicated, recommends that in the management of such interaction not only scientifically based tools, but also intuition be used [2, p. 57]. The specialist for the latest management technology R. Salmon believes that in order to determine the reasons for the nonstandard practical situations and the ways to their harmonization, one needs to change the type of thinking, create new scientific premises for studying them [3, p. 270]. In the general regard, it can be concluded that alike problems, present in any science, practically demonstrate the need for a revision of the existing paradigm. At the new level of the formation of a new paradigm, the status of scientific theories become phenomenological. The Philosophical Encyclopaedic Dictionary provides the following interpretation as to the





task of the phenomenological stage of science: uncovering the meaning of subject, which is shaded by the contradictory opinions, words and estimations [4, p. 718].

**Objective of the article.** Providing a conceptual framework for implementing the phenomenological stage of developing a new paradigm of the formation of leadman potential, allowing to combine the personal and functional competences

**Presentation of the research material.**

P. Senge, author of theories of organization development, organizational education and systems thinking, believes that phenomenological theories are natural phenomenon in science. A scientist works with them in the early stages of the development of science, when the accumulation, systematization, generalization of the factual empirical material take place [5].

In the context of updating the phenomenological theory in the sphere of humanitarian sciences, publications with definitions for their new construct – socio-cultural paradigm (culturadigm) – have appeared. This should be understood as result of humanization of science, a sample of scientific thinking, coupled with the development trends of both the professional consciousness in a specific scientific field and the socio-cultural situation.

Practice of scientific activity has showed that generating unique ideas relying on logic is sufficiently complicating. The most radical scientific ideas are not logical.

This can be evidenced for instance by the Nobel laureates recognition history. Therefore, it makes sense in studying the socio-economic issues to focus on the skill-practice, in which the source of ideas is not logic but intuition. The advantage of this source is the possibility to formulate multiple solutions to a problem that are able to co-exist, evolve, complement each other. The multidisciplinary approach, which is applied in construction of the socio-cultural paradigm, enriches its instrumentarium, meets the particular system of values and standards of conduct for the social system, in which it is introduced [6]. The specific nature of this methodological approach to harmonization of the staff activity prevents the eventual resistance by staff to the new rules.

In view of the fact that the scientific direction of consolidating both the personal and the functional competences of leadman exists at the pre-paradigm stage, it is advisable to substantiate its logical model, taking into consideration the rules and components of building a paradigm (Fig. 1). Let us consider successively the contents of the elements represented in the Fig. 1.

The main idea of this research is: «Diagnosis of both the personal and functional competences of team head, elaborated on an interdisciplinary basis, will provide creating a constructive program for the development of the leadman's competence to involve subordinate into finding new solutions to the non-standard situations».

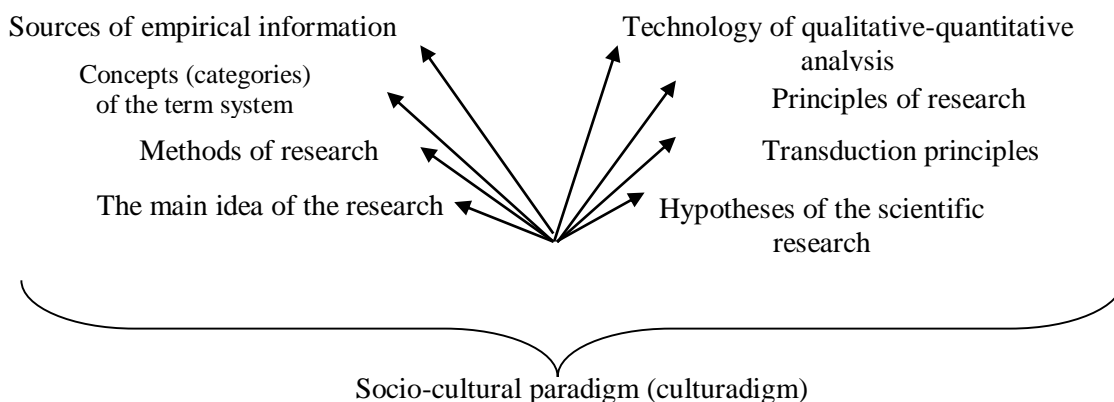


Fig. 1. Conceptual diagram of the phenomenological stage of research on the opportunities for development of the leadman's potential by combining both the personal and the functional competences

Source: developed by the author



Before formulating any research hypotheses, articulating solutions to the main idea, decision is to be made as to the interpretation of the essence of this scientific theory component. The Dictionary of Russian Language by S. I. Ozhegov defines hypothesis as a scientific supposition, which is suggested in order to have any phenomena explained [7, p. 107]. In the diagnosis of both the personal and the functional competences of leadman, hypotheses should be considered as a form of scientific cognition, by means of which possible solutions to a problem are created. Each hypothesis is focused on removing a certain contradiction between practice and science. We present some variants of such contradictions and hypotheses, the contents of which were obtained through analysis of the literature.

1. Market economy requires quick reaction by company for the unforeseen difficult situations in the labor, but the conduct-based patterns of activity of economic entities in the market economy don't have a generally accepted paradigm. Hypothesis: Using ideas of the skill-practice (socio-cultural paradigm) provides to create a conceptual model of building a new scientific theory of the effective harmonization of the company's reaction to critical situations.

2. An adequate reaction by team to critical situations requires nonstandard actions by its head. But the programs for leader training don't allocate the system of disciplines, providing the knowledge and skills to solve the nonstandard labor situations. Hypothesis: Identifying on the interdisciplinary basis the essence and contents of managerial competence, focused on solution of the nonstandard labor situations, will provide the basis to develop the methodical support for its implementation.

3. A conduct model of the staff activity implies a significant change in the sources of its activation. The managerial competence has a complex structure. Hypothesis: Increasing the complexity of contents of the managerial competence requires clarification of its structure as well as institutionalization.

4. The traditional technologies of human activity motivation do not take into account the significant differences in the con-

scious sources of their labor conduct. The motivational theory of the spiral dynamics of consciousness has the tools to solve this problem, but it is not transformed into the practice-oriented techniques. Hypothesis: Development and practical approbation of the didactic technologies of the diagnostics of conscious sources for intensifying the labor conduct will positively impact the adaptation of leadmen to the permanently changing situations of the labor conduct of subordinates.

With regard to the system of methods of researching the new subject area, it should be built on the basis of a critical analysis of methods, belonging to the sciences, technologies of which will be used. In every instance they will include the system, system-synergistic, multidisciplinary approaches, the morphology method, the methods of analysis and synthesis, the method of statistical analysis, and others.

An important addition to the hypotheses when building a scientific theory of combining both the personal and the functional competences is the formulation of a specific system of its principles. J. O'Shaughnessy defines the principles as checklists that can be used when examining a projected or an existing phenomenon [8, p. 65]. V. N. Spitsnadel notices that in the formulation of principles, there is some element of conditionality associated with the overall development of science in a particular historical period [9, p. 217].

For allocating the principles of scientific research in terms of the subject of this article, the recommendations by M. V. Mostapenko can be of use: combination of deduction and induction, studying not only the permanence, orderliness of the studied phenomenon (as a system), but also its instability, imbalance, nonlinearity (on the basis of the synergetic approach), examination and evaluation of functioning and developing of elements of the studied phenomenon, taking into consideration their interaction [10, p. 217].

As result of the analysis and synthesis of the principles for organizing a creative team, provided by R. Salmon [3, p. 244–245], the following list of principles in terms of combining both the personal and the functional competences of a team head has been allocated: ensuring equal rights in the relation-

ships between leadman and team; permanent harmonization of interests, objectives and needs of both the employee and the organization; mutual accountability of both the organization and the employee within the agreed commitments; free development of professional qualities, competences, skills of an employee.

Studying and building programs for solutions to practical problems involves working with qualitative attributes and characteristics of the studied subject, which can be obtained in the process of interpretation. Both substantiation and use of their quantitative measures increases objectivity of evaluations and comparisons largely. Interpretation of concepts is performed in three stages. At the first, theoretical stage their conceptual qualitative determination is developed, connections with the concepts and categories of other sciences are established, variants are analyzed using dictionaries. The second stage is where the empirical attributes of the studied subject are formulated, their characteristics and indicators are defined. At the third stage the means of gathering information, registration of indicators, as well as scales for measuring them, are determined.

In the process of compiling sources of empirical information, in order to ensure the objectivity of results it is necessary to implement the stage of pilot approbation, then to determine the overall population of respondents and, by abiding the rules of forming a representative sample, to gather the empirical information for a qualitative-quantitative analysis of both the personal and the functional competences of team head.

**Conclusions, prospects for further research.** The substantiation of conceptual foundations of both the personal and the functional competences of team head aimed at determining the reserves for developing his potential in the new conditions doesn't have a methodological support. In view of the fact that this scientific direction exists at the pre-paradigmatic stage, the article presents a substantiation of its logical model, in the composition of which the following components are allocated: the main idea, hypotheses, principles, research methods, recommended approaches to the quantitative-qualitative analysis of both the personal and the functional competences of team head. For further research on this problem it is advisable to continue towards the analysis of paradigms in the related sciences, connected to the humaniza-

tion of management, formation of its main principles, clarifying the terminological support and preparing the tools for gathering the empirical information.

## Література

1. *Валлерстайн И.* Конец знакомого мира: Социология XXI века / Иммануэль Валлерстайн / Пер. с англ. под ред. В. Л. Иноземцева. – М. : Логос, 2003. – 368 с.
2. *Сорос Дж.* Советская система: к открытому обществу / Дж. Сорос / Пер. с англ. – М. : Политиздат, 1991. – 222 с.
3. *Салмон Р.* Будущее менеджмента / Р. Салмон ; [под ред. Е. В. Минеевой]. – СПб. : Питер, 2004. – 300 с.
4. *Философский энциклопедический словарь.* – М. : Советская энциклопедия. Гл. редакция, 1983.
5. *Сенге П. М.* Новая работа лидеров / П. М. Сенге // В кн.: Д. Я. Райгородский. Психология руководства : учебное пособие для факультетов: психологических, экономических и менеджмента. – Самара : Издательский Дом «Бахрах-М», 2005. – С. 663–686.
6. *Доронін А. В.* Поведінка персоналу виробничої організації. Оцінка, управління, розвиток : монографія / А. В. Доронін. – Х. : ВД «ІНЖЕК», 2008. – 320 с.
7. *Ожегов С. И.* Словарь русского языка / С. И. Ожегов, Н. Ю. Шведова. – 20-е изд., стереотип. – М., 1988. – 750 с.
8. *О'Шонесси Дж.* Принципы организации управления фирмой / Дж. О'Шонесси. – М. : ООО «МТ Пресс», 1999. – 296 с.
9. *Спицнадель В. Н.* Основы системного анализа : учеб. пособие / В. Н. Спицнадель. – СПб. : Изд. Дом «Бизнес-пресса», 2000. – 326 с.
10. *Мостапенко М. В.* Философия и методы научного познания / М. В. Мостапенко. – Л. : Лениздат, 1972. – 263 с.

## References

1. *Wallerstein, I.* (2003). End of the familiar world: Sociology 1 century / Immanuel Wallerstein / Trans. from English. Moscow: Logos, 368.





2. *Soros, George* (1991). *Soviet system: an open society*. Moscow: Politizdat, 222.
3. *Salmon, P.* (2004). *Future management*. SPb.: Peter, 300.
4. *Philosophical Encyclopedic Dictionary* (1983). Moscow: Soviet Encyclopedia. Ch. edition.
5. *Senge, P.* (2005). *The new work of leaders. Psychology manual: a manual for the faculties: Psychology, Economics and Management*. Samara: Publishing House "Bachrach-M", 663-686.
6. *Doronin, A.V.* (2008). *Povedinka staff virobничої організації. Otsinka, upravlinnya, development: monograph*. Kharkiv: VD "INZHEK", 320.

7. *Ozhegov, S.I. & Shvedova, N.Y.* (1988). *Dictionary of Russian*. 20, ed., A stereotype. Moscow, 750.
8. *O'Shaughnessy, J.* (1999). *Principles of Management by the organization / J. O'Shaughnessy*. Moscow: OOO "MT Press", 296.
9. *Spitsnadel V.N.* (2000). *Fundamentals of system analysis: Textbook. Benefit / VN Spitsnadel*. SPb. Univ. House "business-press", 326.
10. *Mostapenko, M.V* (1972). *Philosophy and methods of scientific knowledge*. AL: Lenizdat, 263.

**Дороніна М. С., Серіков Д. А.**

**Діагностика особистісної та функціональної компетентності керівника: концептуальне забезпечення**

Обґрунтовано необхідність формування концептуального забезпечення діагностики особистісної та функціональної компетентності керівника колективу на основі соціокультурної парадигми. Представлена змістовна схема феноменологічного етапу дослідження можливостей розвитку потенціалу керівника в нових умовах госпо-дарювання і розкриті її основні компоненти: головна ідея, гіпотези, принципи дослідження і принципи перетворення предмета дослідження, методи дослідження, рекомендовані підходи до кількісно-якісного аналізу. Представлені змістовні рекомендації по вибору і комплектування джерел отримання необхідного і достатнього обсягу емпіричної інформації, що забезпечує об'єктивність результатів дослідження

*Ключові слова:* керівник, поведінка підлеглих, особистісна і функціональна компетентність, діагностика, концептуальна схема, феноменологія, соціокультурна парадигма.

**Доронина М. С., Сериков Д. А.**

**Диагностика личностной и функциональной компетентности руководителя: концептуальное обеспечение**

Обоснована необхідність формування концептуального забезпечення діагностики личностной и функциональной компетентности руководителя колектива на основе соціокультурной парадигмы. Представлена содержательная схема феноменологического этапа исследования возможностей развития потенциала руководителя в новых условиях хозяйствования и раскрыты ее основные компоненты: главная идея, гипотезы, принципы исследования и принципы преобразования предмета исследования, методы исследования, рекомендуемые подходы к количественно-качественному анализу. Представлены содержательные рекомендации по выбору и комплектованию источников получения необходимого и достаточного объема эмпирической информации, обеспечивающего объективность результатов исследования

*Ключевые слова:* руководитель, поведение подчиненных, личностная и функциональная компетентность, диагностика, концептуальная схема, феноменология, соціокультурная парадигма.

**Рецензент:** Перерва П. Г. – доктор економічних наук, професор, декан економічного факультету Харківського національного технічного університету «ХПІ», м. Харків, Україна.

**Reviewer:** Pererva P. – Professor, Ph.D. of Economics, Dean of the Faculty of Economics of Kharkov National Technical University "KPI", m. Kharkiv, Ukraine.

*e-mail:* ppererva@yahoo.com

*Стаття подана  
20.06.2016 р.*