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MODEL OF DEVELOPMENT OF MANAGER'S LEADERSHIP COMPETENCES

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Leadership is not what the leader does, but what is done by the leader and the team together. The leader's competences are requisite not only to the political leaders but also to the managers of big corporations. The skills of active influence on the social reality underlie each successful business and each successful career. The main purpose of the article is to propose a model for development of the leader's competences of the manager. The main result to be achieved is designed model of leader's competences development by the means of which the areas in which the manager needs improvement shall be developed. The major research methods used in this work are method of comparison, intuitive and systematic approach, method of analysis and synthesis.

Keywords: leader, leader's competences, manager, model for development of the leader's competences.

Introduction. The managerial practice has proven that an individual can be a leader without being a formal manager. Thus leaders stand at the head of all the informal groups without being nominated from above, without special appointments, not planning, organizing and controlling the formal relationships and activities within the group, but influencing the others behaviour by their own behaviour and example. The leader may or may not occupy some official position in the organization. But he or she always has particular leadership competences allowing him or her to be chosen for a leader by the followers.

Leadership is the process of influencing a group of individuals to achieve shared objectives (Northouse, 2013; Yukl, 2011). The primary function of leadership is to produce change and movement, while the primary function of management is to provide order and consistency to organisations (Datta, 2015, p.

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62). Cole defines leadership as a "dynamic process within the group at which one person stands at the head within a particular organizational context and for a particulate time, influences the other members of the group to commit voluntarily with the group tasks and objectives" (Cole 1988, p.41). To that regard we have to note that "leadership is a phenomenon of informal personal relationships at which as a result from the interaction between the members in the performance of a particular common activity one individual is promoted for the organization of the group in resolving a particular task. The others develop their own attitude towards him regarding him as a leader, and themselves – as led, and may at any time give up such a position (Dzhonev 1990, p. 58).

It is significant to state that the "organizational leadership is a type of managerial interaction between the leader (manager) and the followers (subordinate collaborators), performed based on efficient combination of various sources of power and aimed at the solution of the organizational tasks and the optimization of the in-group interaction based on the subordinates' recognition for the manager as a leader" (Filipova 2015, p. 112). The management based on leadership allows the creation of a vision of future in the collaborators, building the required level of energy and puling the employees together and conditions under which the collaborators are not just working within the system but are also willing to be a part of the said professional system and culture. It is of a particular importance for entrepreneurship, too. Within this context „the formation of key competences, development of professional knowledge, skills and experience in combination with the values, views, personal qualities and motives of entrepreneurs is a prerequisite for the professional and high-quality performance of entrepreneur's functions", (Madgerova 2013, p. 207-208) „for converting ideas into actions, developing the creativity, innovations and taking risks" (Madgerova 2013, p.215), i.e. for the implementation of management based on leadership.

Leadership competences. In the enterprises of nowadays leadership competences provide a powerful tool helping the teams develop their capacities. This may help every manager become a better leader and establish a climate in which the set goals and tasks are achieved. Within this context R. Dimitrova states (Dimitrova 2014, p. 92), that "the conscious leadership is one of the factors included in the group of "other factors" of the key factors of success giving rise to big actual or potential competitive advantages – factors of success for a particular branch".

The leadership competences are specific personal qualities demonstrated by an individual who makes them efficient in a particular role. They are measured through observable behaviour and are influenced by a series of driving mechanisms like skills, knowledge, notion of one's own significance, values and motives. (Filipova 2012, p. 131) It is important to note that "they play a significant role in the

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motivation of employees" (Yaneva 2006, p. 45). The leadership competences of the manager identify the qualities at the combination of which exceptional leaders are developed producing results at all the levels of activity (Filipova 2007, p. 332). Within this context "leadership" is defined in the broadest sense and refers to behaviour, not hierarchy.

The main leadership competences of the manager can be organized in three comprehensive clusters: Growing Business, Striving for Success, Winning Together (Filipova 2015, p.133). They are presented by the model of leadership competences (See Fig.1).
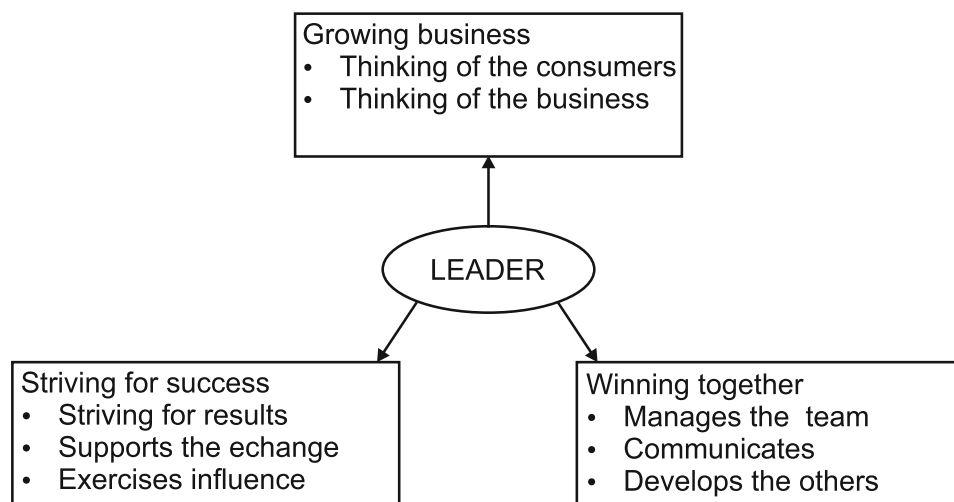

Fig. 1. Model of Leadership competences
Source: Filipova, M. (2007). "Decision Making and Manager's Leadership Competences", Paper presented at the International symposium „Integration of Science and Education as Key Factor for Building up the Knowledge-Based Society", Ukraine, pp. 334.

"Growing business" cluster covers the following leadership competences: Customer-orientated thinking and Business-orientated thinking

"Striving for success" cluster covers the following leadership competences: Striving for results; Supports the change; Exercises influence.

"Winning together" cluster covers the following leadership competences: Manages a team; Communicates; Development of others.

The leadership competences are designed to help the company manager realize his own capabilities and his advantages and fields that need improvement. They can be used for holding more informed discussions of performance related to the processes with the company employees, of the performance management, selection and recruitment, training and career planning.

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Results and discussions. In the search for opportunities for development of the manager's leadership competences the social-psychological characteristics of personality plays an important role, it reflects the circumstances with a view to situation, as well as the individual's capability to successfully implement leadership not depending on the situation (Kirsanov, 2003).

The opportunities for development of the manager's leadership competences are considered "qualitative characterization of the individual reflecting as a summary the internal needs, abilities, attitude to values, means, contributing to reaching a level of integration of competence, responsibility, activity and communication skills that ensures his leading influence on the members of the group in the joint solution of tasks of various fields" (Dryigina 2004, p. 37).

In our opinion as there are at least two parties participating in the process of leadership: "leader" and "followers", each of them perceives the situation of leadership interaction and performs particular acts and steps under concrete social-psychological circumstances, therefore for identifying the opportunities for the development of the manager's leadership competences it is important to take into consideration the following elements of contents:

– Manager's leadership competences – ensure the efficiency of leadership;

– Peculiarities in the followers' perception of the leader – ensure the followers' recognition of the leader's role of the manager;

– Conditions for the implementation of leadership– determine the opportunities for the demonstration of leadership.

Based on the representations hereinabove we may draw the conclusion that the opportunities for the development of the manager's leadership competences within a social group are comprised of the aggregate of his leadership competences, the manners of demonstration of leadership and the peculiarities of the perception of the leader by a particular group that determine the manager's capability to take a leading position and to successfully use his leader's resources in managerial practice.

Though nowadays researchers show a great interest to leadership, there is no elaborate conceptual model describing the structure and components of the manager's leadership competences helping to determine the guidelines of practice work in its formation in a particular social group and providing opportunities for development. A series of works studying leadership in various fields of activities describe some of the elements of the structure of leadership potential but they are not feasible as do not reflect the actual leadership specificity of the manager. For example, M. Emelyanova (Emelyanova 2001, p.9-10) studying the leadership qualities in children describes the following spheres of personal development: psycho-physiological (type of temper, health), social (communication skills, independence, adapting behaviour, initiative and diligence, self-estimation),

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intellectual (linguistic development and divergent thinking), emotional (the skill to understand the emotional state of others and to be capable of compassion).

E. Khodaeva studies the following psychological elements of leadership competences and potential applied in politics: strength of personality, ability to influence the people around, capability of managerial activities, communication skills, activity, intellectual capacities, intuition, flexibility, plasticity and zeal. (Khodaeva 2005, p.8) Other authors identify the creativity demonstrated as an important element. (Kyurova 2011, p. 22-23)

Without underrating the value of the works quoted we should note that the elements of the structure of leadership competences and potential they provide describe the opportunities for development not of the leader but rather of the individual assuming that the individual sometimes (potentially) may become a leader. Accordingly, many of them are orientated at the development of various programmes for the development of the potentially useful qualities of the future leader.

To that regard the need for the development of model that shall enable the development of the manager's leadership competences in particular social groups comes to the fore. In our opinion each structural element from the model of development of the manager's leadership competences should provide the leader with the opportunity to take the leading position within the group and to successfully use his leadership resources in managerial practice.

Model for development of the manager's leadership competences. Proceeding from the essential characteristics of leadership and leadership competences in our opinion in the search for opportunities for development of the manager's leadership competences it is necessary to note the following major components:

− Leader and followers. Leadership as a social-cognitive phenomenon may exist only when next to the leader there are followers ready to follow him, in other words people – upholders of his objectives and tasks;

− Cognitive components of the leader and followers. The leader and his followers in any case identify with each other;

− Competence-behavioural elements of the leader and the followers. The leader and the followers interact with each another in a particular manner;

− Situations (conditions) for implementation of leadership interaction. The interaction between the leader and the followers is implemented in particular conditions that may contribute or put an obstacle to the occurrence of leadership.

We reckon that the cognitive "picture of the leader's world" may be viewed as a cognitive element of the leader predetermining his leadership behaviour and the peculiarities of his interaction with the followers; this picture is comprised of the aggregate of the leader's notion of himself, of the surrounding environment and of

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his place in it. (Evtikhov 2011, p. 99) The picture of the leader's world pre-determines his style of life and appears to be the main drive of his actual behaviour, being also a key to understanding his behaviour. Within the context of the problem studied we can mention the following basic elements of the Picture of leader's world (Evtikhov 2011, p. 100):

A) The leader's self-concept, which is the aggregate of the leader's notions of himself and of his place in the surrounding social environment. It is closely related to the concepts of self-estimation, social orientation, life goals and attraction;

B) The leader's professional-managerial ideology, or the notions of the leader of the surrounding environment including the peculiarities of perception of outer reality and the social principles of interaction with the people around him.

It is significant to note that the cognitive schemes described are inextricably linked, influencing and supplementing each other.

In our opinion the development of the leadership competences of the manager in the role of an organizational leader should be related not only to the development of the leadership skills and habits, but also to the formation of the leader's self-concept and professional-managerial ideology that ensure the occurrence of the leadership behaviour corresponding to particular situations.

The competence-behavioural element of the leader is revealed in his leader's qualities. Although the theory of the leader's features has been many times criticized, no one denies the fact that a successful formation and implementation of leadership requires specific leader's qualities. It is important to note that the list of these qualities depends on the peculiarities of the group, the specificity of the activity performed and the professional tasks solved by it. Therefore the process of development of various specialized lists and models of leader's qualities remains of present interest.

The cognitive element of followers that forms a structural element in the development of manager's leadership competences of the manager in his role of an organization leader is the figure of the leader, in other words the integrated image of the manager perceived by the followers in the role of a leader. It is the follower's perception of the leader that predetermines their attitude towards him and the specificities of their interaction.

The competence-behavioural element of the followers contributing to the development of leadership competences of the manager as an organizational leader and predetermining the success of use of leadership resources in the managerial practice covers the subordinate collaborators' ability and willingness to implement followers' behaviour in their interaction with the leader. To that regard R. Greanleaf states that "being a good follower is exactly as honourable as being a good leader. The efficient behaviour in the role of a follower is possible and requires training. As

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a rule the organizational leader himself appears someone's follower" (Greanleaf, 1991).

The contribution of the leaders' followers to decision making, organization and control of co-operative activities, the followers' willingness to behave in a way supporting the leader, and at a particular moment to show subordination, too, are important structural elements in the development of the manager's leadership competences. Such competences are most clearly outlined when "all the employees become a team of partners aiming at a common goal but taking into consideration all personal qualities and peculiarities, professional claims and competences, interdependence and capacities for leading positions in various work situations, in various projects" (Usheva 2010, p.180). Without having that at hand the efficiency of the leader-follower interaction and resp. the efficiency of leadership as a process is significantly lower.

An important condition for the formation and implementation of the opportunities for the development of the manager's leadership competences is the establishment of the appropriate organizational-managerial and social-psychological conditions within the organization that provide the manager with the opportunity to show himself as an organization leader and to have his leader's image engraved into the collaborators' perceptions. It is important to note that the conditions and opportunities for demonstrating organizational leadership are different for the managers at the different managerial levels and depend also on the specificity of the professional tasks solved by the organization.

To that regard L. Jewell (Jewell 2001, p.79) states that there are situations preventing the occurrence of prerequisites for social leadership within the context of the particular organization. For example, at the performance of constant, routine tasks the manager is not obliged to take the role of a leader. Organizations that are not showing flexibility and that restrict the managers' ability to influence the allocation of remuneration do not create prerequisites for leading behaviour, too.

The following can be mentioned as belonging to the major conditions for formation, development and implementation of the leadership competences of the manager as an organizational leader:

– information access of the subordinate collaborators to the manager. This opportunity can find expression in the regular conduct by the manager of particular organizational-managerial forms of interaction between his subordinates and him, like sessions, meetings, as well as various corporate forms – holidays, celebrations for the collaborators, etc. It is hard to create and maintain a leader's image of a manager not seeing or listening;

– manager's options to stimulate and punish his subordinates. The manager who is restricted in the options to foster and punish his subordinates is also restricted in his abilities to form a leadership potential among them. Hence, it is not

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only the availability of an option to simulate and foster that has the decisive significance in the formation of opportunities for the development of leadership competences, but also the knowledgeable use of such options by the part of the manager.

– manager's capability to resolve organizational, social, and in some specific cases- personal issues and problems of the collaborators. A manager who is not able (or which is even worse, not wiling) to support his collaborators in their difficult times will never become their leader;

– availability and spreading of social-orientated projects and aspects in the manager's activities. The formation of the manager's image as an organizational leader is influenced not only by the "acts of leadership", but also by the knowledgeable presentation of such acts. This can be achieved by organizing and informing the collaborators of the social projects, their acquaintance with their manager's decisions of significant importance for the subordinates, etc.

Based on the representations herein we consider it expedient to include five major elements in the structural model for the development of the manager's leadership competences:

1) leader's cognitive element, comprised of the self-concept and the professional-managerial ideology of the leader;

2) leader's competence-behavioural element, comprised of a complex of individual-personal, social and organizational-managerial competences ensuring the leader's efficiency in the performance of his leader's functions and the formation of his image of a leader;

3) followers' cognitive element comprised of the image of the manager as an organizational leader in the perception of the followers. "The formation of the image is related mainly to the values" (Kyurova 2013, p.72), that are of a positive significance for the followers;

4) followers' behavioural element comprised of the mental readiness and ability to be a follower;

5) organizational-managerial and social-psychological conditions for the occurrence of leadership comprised of a set of organizational and social conditions promoting the occurrence of leadership in the organization.
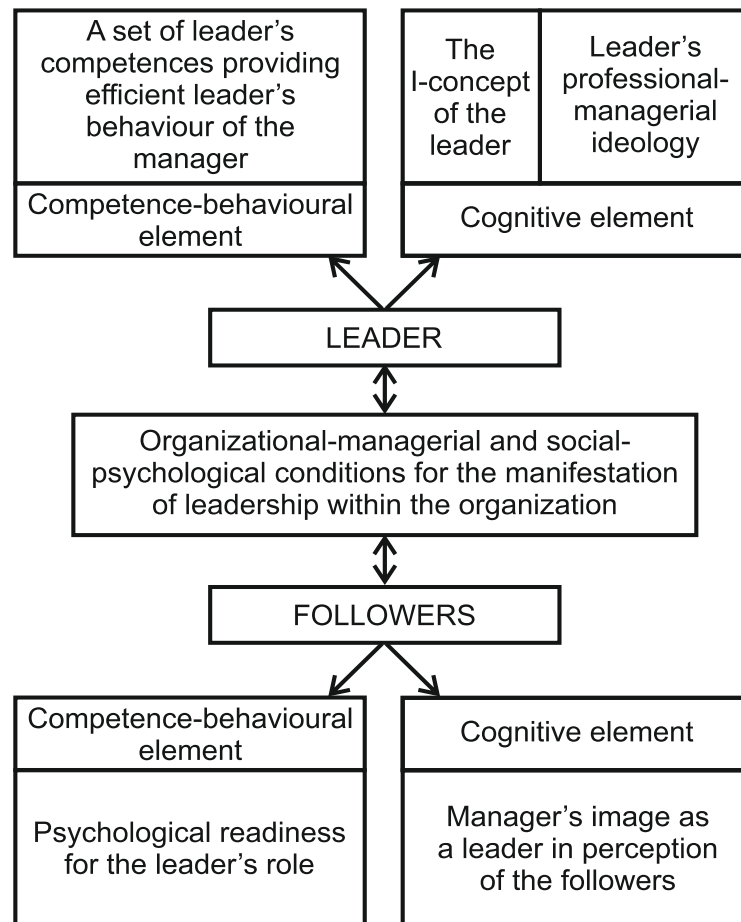
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Fig. 2. Structural model for development of the manager's leadership competences within the organization.
Source: Author's systematization

Conclusion. The structural model for the development of the manager's leadership competences presented herein shows its most significant elements each of which in our opinion should be taken into account when solving tasks related to the development of the manager's leadership competences and his formation as an organizational leader. The elaborated model for the development of the leadership competences shall contribute to the enhancement of the fields in which the leader needs improvement, and will help every manager become a better leader and create the proper climate for the achievement of the goals and tasks set.

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