

**Iryna Polishchuk, Deputy Head of Organizational Support  
and Monitoring Department of the Institute  
for In-Service Training of Senior Executives**

*National Academy for Public Administration under the President of Ukraine*

**ORGANIZATIONAL MECHANISM  
OF PROFESSIONAL POTENTIAL DEVELOPMENT:  
LEADERSHIP APPROACH**

Globalization, principles of “good governance” as well as new challenges brought forward by the new phase in the development of civilization provides for new approaches in the organization of development of professional potential of civil servants. Human-centered approach, where a person occupies a central position and is a prerequisite for the efficient functioning of any system, calls for the improvement of organizational mechanism pertaining to the support of development of professional potential of civil servants in Ukraine. Therefore, the system of civil service should also take into account the abovementioned trend and pay special attention to leadership approach in the development of professional potential of civil servants.

**Keywords:** organizational mechanism, professional potential, organizational mechanism of professional potential development, leadership.

***Problem setting in general and its connection with the important scientific and practical tasks.***

The efficiency and effectiveness of the system of public administration is to a large extent determined by the efficiency of organizational mechanism pertaining to the support of development of professional potential of civil servants. This issue is of prime importance for Ukraine within the framework of reformation of the system of public administration, what involves the necessity to consider and develop new approaches to public administration. This calls for the elucidation of leadership approach within the framework of improvement of organizational mechanism pertaining to the support of development of professional potential of civil servants in Ukraine.

***Recent publications analysis on the issues under consideration and determination of the elements of broader issue, that were not addressed to earlier.***

Among Ukrainian scientists, who did research on the mechanisms of professional potential development of civil servants, were the following scientists, who devoted notable attention to the concept of professional potential: K. K. Barantseva, P. M. Vasylenko, V. L. Lapshyna, I. P. Manokha, V. R. Miliaieva, I. V. Murashko, N. R. Nyzhnyk, I. I. Nyniuk, L. A. Pashko, I. H. Surai, I. H. Utiuzh. Scholarly works of the following researchers were devoted to the peculiarities of leadership approach within the framework of professional potential development: D. Chopra, S. Covey, J. Lenhart, N. Miller, D. Super.

***Setting paper objectives (aim).*** The aim of scientific work is to figure out the ways of improvement of organizational mechanism pertaining to the support of development of professional potential of civil servants in Ukraine by application of the leadership approach.

***Presentation of the main results and their substantiation.*** When the system of public administration is characterized by imbalance and by the low level of public trust, a special type of transformation is needed, which would consolidate the democratic system. This is possible due to the anthropocentric orientation of public administration. Such transformations require new approaches to the mechanisms of state administration. One of these approaches is to find new paradigms what concerns the mechanisms for development of professional potential of civil servants.

Modern society is characterized by the intellectualization of human activity, which in turn determines the level of country’s development. The shift from the technocratic paradigm and rationalism to humanistic paradigm, where personal development is crucial for the formation of long-term development strategy of a country is the main prerequisite for the development of the system of public administration.

In order for the system of public administration to be efficient and effective it is necessary to implement such mechanisms of its insurance that would promote its innovativeness. This issue is especially important for the countries undergoing transition period on their way towards establishing contemporary

management style, within the framework of the need to reform the system of public administration, which dictates the need for identifying new approaches to the support of development of professional potential of civil servants.

Professional potential development involves mobilization of the following determinants: non-actualized opportunities, inclinations, abilities, needs, values, personality traits, latent structured resources, reserves, creative impulses, internal energy, productive forces, needs of self-actualization and others. In this process it is vital to “go beyond one’s limits”, to indulge into the self-creation, self-expression, self-determination, self-development.

By professional potential development civil servants have to employ both instrumental and motivational tools to widen human potencies and possibilities of self-actualization. Multidimensionality of professional potential development is confined in the fact that this process should take into account the following factors: physical and mental health, social opportunities, material and spiritual needs, sociocultural motivation.

Thus, the mechanisms for professional potential development by civil servants should include physical, social, material and spiritual levels. For maximum results in the development of professional potential the necessary prerequisite is the systematic approach.

According to the main tendencies what concern the support of the development of professional potential, in order to achieve maximum efficiency in this process, the following conditions are necessary:

- the correlation between the system of human resources management and the social environment, together with the current situation in the country, in order to understand the real needs and dangers;
- organizational support of systematic vocational education, training;
- analysis and rational use of available resources for the development of professional potential;
- definition of the goals of professional potential development for all institutions that are related to the insurance of professional development of employees (including vocational education) and to the coordination of their activities.

The common features shared by the American, European and Eastern models for the insurance of development of professional potential of civil servants are the following:

- consistency: maximization of professional potential of civil servants in order to achieve the organization’s success requires the application of a systematic approach to the insurance of career development;
- existence of a system of motivations (motivational mechanism);
- application of organizational, legal and resource mechanisms.

The following characteristics are specific for each abovementioned model:

- the administrative mechanism for the development of the professional potential of civil servants for the American model (USA), which provides for program-oriented training and application of personal development programs that are determined by the administrations of specific government bodies;
- the socio-psychological mechanism for the European model (Poland), based on the concept of leadership development and the development of emotional component (carried out through the training system);
- the moral and ethical mechanisms that are peculiar to the Eastern model (Japan), with the emphasis on the development of the inner world of personality, his/her strengths.

The main tendencies for the insurance of development of professional potential of civil servants include:

- support of program-specific organization of the development of professional potential of civil servants;
- provision of organizational and legal foundations for leadership development; flexibility of human resources management system; focus on the development of intellectual and emotional and psychological potential;
- maintenance of development of inner world of a person.

The most vital element from all the above mentioned tendencies is organizational mechanism, as it serves as the basis for all other mechanisms.

Organizational mechanism pertaining to the support of development of professional potential of civil servants in Ukraine is based upon the following principles:

- the rule of law,
- legitimacy,
- patriotism,

- decency,
- transparency,
- stability,
- political neutrality,
- professionalism, etc.

Professional potential of civil servants requires the necessity for constant development and aims at the implementation of the principles of civil service in order to efficiently perform certain tasks and functions of the respective government agency. It represents a system that is being developed through the interaction of resource capabilities of a person in accordance with the external conditions of professional activity. This involves the formation of theoretical and practical foundations for efficient operation that can be achieved by means of personal development. But the most efficient tool in this process – is the development of leadership.

For Ukraine, the issue of leadership, especially what concerns the sphere of public administration, is crucial, taking into consideration the timely decentralization reform, which brings forward more powers and thus more responsibility to local self-government. In this situation, the need for a self-made, public interest oriented leader is crucial.

Under the dynamic conditions of implementation of administrative reform in Ukraine and as a result of its practical implementation it is expected that there will be gradual formation of an improved system of public administration. The basic important message of this reform is creation of a horizontal model of public management, devolution of authority, responsibility for decision-making and allocation of tangible and intangible resources directly on the local level, that is, within unified territorial communities.

Therefore, at this stage of reforming the essential prerequisite for the future success is primarily professionalization of highly qualified personnel with European direction on the issues pertaining to urban management by means of primarily leadership development, so that they are ready to implement innovative ideas. Today the vector of Ukraine's cooperation with European countries is directed at advancing the best practices and this process is most successful with regard to collaboration with the Federal Republic of Germany, which is considered an example for the development of local self-government.

One of the approaches, which determines the efficiency of public policy and therefore serves a prerequisite for the professionalization of senior executives – is leadership development approach. The efficiency of senior executives here is linked to leadership skills, management style, individual characteristics of senior officials, how the tasks are carried out, to motivation and professional development<sup>1</sup>.

L. A. Pashko provides for the following definitions of leadership<sup>2</sup>:

- 1) senior executive position of a certain individual, social group, clan, party or state;
- 2) processes of internal self-organization and self-management of a group, which are preconditioned by the individual initiative of their members;
- 3) process, whereby one person exercises influence on another one or on a group of people;
- 4) system of interpersonal relationships in the organization between the staff members and the team leader, whose personal influence allows him to play a major role in situations that concern the interests and the nature of activities of the whole team.

Leadership involves far greater level of responsibility in achieving strategic goals than it is required by generally accepted standards. It stimulates continuous development of intellectual abilities within the individual, creative thinking, forward-looking perceptions, strategic thinking, strong will, etc., what makes it possible to set forward new goals, to introduce new ideas for the appropriate reaction of an organization to changing internal and external environment<sup>3</sup>.

In the encyclopedic sociological dictionary, it is stated that the term “leadership” has two meanings<sup>4</sup>:

- 1) premier position of a certain individual or social group, which is caused by the most efficient results of its activities (economic, political, scientific, sports, etc.);

<sup>1</sup> Human Potential and Development Project. *Union of intelligible associations*. <<http://www.un-intelligible.org/projects/homehum.php>> (2017, вересень, 27).

<sup>2</sup> Гошовська, В.А., Пашко, Л.А. (2015). *Лідерство в місцевому самоврядуванні: словник термінів*. Харків: Фактор, 94.

<sup>3</sup> Гошовська, В.А., Пашко, Л.А. (2015). *Лідерство в місцевому самоврядуванні: словник термінів*. Харків: Фактор, 94.

<sup>4</sup> Соціологія: короткий енциклопедичний словник. *Освіта – допоміжні та довідкові матеріали*. <<http://subject.com.ua/sociology/dict/249.html>> (2017, вересень, 27).

2) processes of internal self-organization and self-management of a group that are preconditioned by the individual initiative of their members.

The authors of the great psychological explanatory dictionary define leadership as “the denomination of exercise of authoritative powers or influence within the social group”<sup>1</sup>.

It is efficient leaders that become active participants in the development process, identify their opportunities and provide support that is necessary for implementing changes<sup>2</sup>.

Researchers are offering fresh ideas of what makes a good leader. As a distinct competency, moral leadership at work is attracting attention<sup>3</sup>.

While considering the process of professionalization the role of leadership is crucial for the efficiency of senior executives. Leadership here serves as a tool for human potential development and thus for the efficiency of public policy.

In order to define the practical aspects of leadership development of senior executives within the framework of organizational mechanism of professional potential development we will consider Deepak Chopra’s approach to leadership. To his mind, individuals must move through seven stages, represented by the acronym L-E-A-D-E-R-S in order to be successful leaders: “At the deepest level, a leader is the symbolic soul of the group. His role is to fulfill the needs of others and, when each need is met, to lead the group on to fulfill ever higher needs, lifting the group’s potential at every step”<sup>4</sup>.

L=Look and Listen.

Chopra expresses how the ability to use your mind, body, soul, and heart to “arrive at the point where looking and listening comes from your entire being”<sup>5</sup> is critical to attaining a vision and becoming an inspired leader.

E=Emotional Bonding

He asserts that spiritual intelligence “gets us in touch with love, compassion, joy and inner peace”<sup>6</sup>.

A=Awareness

According to Chopra, Seven Attributes of Consciousness are centeredness, self-motivation, coherence, intuition and insight, creativity, inspiration, and transcendence<sup>7</sup>. The step-by-step Awareness program involves nine recommended behaviors/steps (Stop struggling; Keep listening to your inner voice; Meditate in order to reach the core of your awareness; Test your boundaries; Remain centered; Look beyond your personal beliefs; Gather information from every source; Learn to have clear intentions; and Value inner peace<sup>8</sup>).

D= Doing

Doing is a skill and can be developed following five sequential steps, outlined in the text as (1) Be Action Oriented; (2) Act as a Role Model; (3) Commit Yourself to Good, Honest Feedback; (4) Be Persistent; and (5) Take Time to Celebrate<sup>9</sup>.

E=Empowerment

Power follows certain historical principles; (1) Power accumulates. The more a leader gets, the more will come to him. (2) The powerful rise only to fall. The higher a leader climbs, the more inevitable is his downfall. (3) Power corrupts. Leaders who start out to do good wind up doing evil. (4) Power is exceptional. The ordinary person willingly or unwillingly surrenders his power to a handful of power-seekers and is left with none for himself<sup>10</sup>.

R=Responsibility

The author divides leader’s responsibilities into eight ideals; “I am responsible for what I think; I am responsible for how I feel; I am responsible for how I perceive the world; I am responsible for my role in society; I am responsible for my immediate environment; I am responsible for my speech; I am responsible for my body”<sup>11</sup>.

<sup>1</sup> Ребер, А. С. (2000). *Большой толковый психологический словарь*. Москва: Вече-АСТ, 406.

<sup>2</sup> Morrison, N. (2015). *The Eight Components Of Great Professional Development*. <<http://www.forbes.com/sites/nickmorrison/2015/06/10/the-eight-components-of-great-professional-development/2/>> (2017, вересень, 27).

<sup>3</sup> Covey, S.R. (1995). *Principle-Centered Leadership*. New York: Simon and Schuster.

<sup>4</sup> Chopra, D. (2010). *The soul of leadership: Unlocking your potential for greatness*. New York, NY: Harmony Books, 10.

<sup>5</sup> Chopra, D. (2010). *The soul of leadership: Unlocking your potential for greatness*. New York, NY: Harmony Books, 27.

<sup>6</sup> Chopra, D. (2010). *The soul of leadership: Unlocking your potential for greatness*. New York, NY: Harmony Books, 56.

<sup>7</sup> Chopra, D. (2010). *The soul of leadership: Unlocking your potential for greatness*. New York, NY: Harmony Books, 65.

<sup>8</sup> Chopra, D. (2010). *The soul of leadership: Unlocking your potential for greatness*. New York, NY: Harmony Books, 79-86.

<sup>9</sup> Chopra, D. (2010). *The soul of leadership: Unlocking your potential for greatness*. New York, NY: Harmony Books, 88-89.

<sup>10</sup> Chopra, D. (2010). *The soul of leadership: Unlocking your potential for greatness*. New York, NY: Harmony Books, 109.

<sup>11</sup> Chopra, D. (2010). *The soul of leadership: Unlocking your potential for greatness*. New York, NY: Harmony Books, 137.

S=Synchronicity

Chopra is insistent that anyone can attain synchronization through practical paths. Chopra identifies this route through the following suggestions, “Regard synchronicity as normal. Look for the hidden message. Go where you are guided. Be here in the present. Understand the harmony of contained conflicts. Encourage unity; discourage divisions. Align yourself with a new belief: “I am the world”<sup>1</sup>.

Thus, leadership development, which is aimed at the advancement of such skills and qualities as listening and looking thoroughly into every issue, emotional bonding, carrying out different tasks efficiently, empowerment, taking responsibility and perceiving the situation as it is, is a powerful tool for the insurance of management efficiency and thus it is a prerequisite for the professionalization of senior executives.

For the Ukrainian system of public administration, the following leadership principles are of great importance:

- clear, understood by the team goal-setting;
- strong faith in everyday activities, in resolving difficult situations;
- commitment;
- the ability to motivate others and simultaneously to model the behavior conduct of others;
- constructive feedback;
- ability to solve problems;
- decisiveness;
- the ability and inner desire to be a mentor for the team,
- trusting relationships

**Conclusions and perspectives for further research.** Thus, the ways of improvement of organizational mechanism pertaining to the support of development of professional potential of civil servants in Ukraine by application of the leadership approach involves the following directions:

L – Learning (the support of development of professional potential of civil servants in Ukraine should include organization of solid grounds for constant learning and self-improvement, revelation of strengths and weaknesses);

E – Ethics (the support of development of professional potential of civil servants in Ukraine should be based on ethical foundations);

A – Action (the support of development of professional potential of civil servants in Ukraine should be action-oriented);

D – Development (the support of development of professional potential of civil servants in Ukraine should be constantly developing);

E – Empathy (the support of development of professional potential of civil servants in Ukraine should be directed at understanding others);

R – Real value (the support of development of professional potential of civil servants in Ukraine should be measurable).

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<sup>1</sup> Chopra, D. (2010). *The soul of leadership: Unlocking your potential for greatness*. New York, NY: Harmony Books, 164.