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Leadership in public administration: today's challenges

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Abstract

The participation of the public in the formation and implementation of the state policy of promoting the development of civil society by the executive authorities is ensured. The issue of leadership in public administration is extremely relevant today. Leadership is the object of research by many scientists, three main theoretical approaches to understanding leadership (charismatic action, situational theory, synthetic theory) have been formulated. Leadership is a type of activity that permeates the entire management system. It is impossible to effectively perform the functions of planning, organization, motivation and control if there is no effective management and leaders.

The manager's personality is formed gradually. In psychology, various approaches to the development of theoretical models of personality development and the effectiveness of managerial activities of managers have been developed (collective approach, competitive,

partial, engineering-psychological approach, reflective value approach, social-psychological, situational-complex approach, factor approach, functional approach, image approach, integrative).

Seven skills and character traits of a manager valuable to companies are highlighted: leadership skills, strategic thinking, technical and technological skills, the ability to build relationships and create a team, the ability to present oneself and communicate, change management, honesty.

The practice of training and retraining of managers includes active learning methods. The problem of the manager's culture in management philosophy is gaining importance. The main scientific disciplines are highlighted.

Today, there are a significant number of grand programs for leaders of public administration that contribute to the development of leadership qualities.

Self-management is the ability to manage oneself, one's potential, abilities, and knowledge.

The working hours of the majority are condensed. The only solution can be the use of special techniques and methods, which have the general name of time management. There are many methods for solving problems related to the rational use of working time. The main principles of time management are highlighted.

Key words: leadership; public administration; challenges.

Лідерство в державно-громадському управлінні: виклики сьогодення

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Забезпечується участь громадськості у формуванні та реалізації державної політики сприяння органами виконавчої влади розвитку громадянського суспільства. Питання лідерства в державно-громадському управлінні сьогодні надзвичайно актуально. Лідерство – об'єкт дослідження багатьох вчених, сформульовано три основних теоретичних підходи до розуміння лідерства (харизматична дія, ситуаційна

теорія, синтетична теорія). Лідерство – вид діяльності, який пронизує всю систему управління. Неможливо ефективно виконувати функції планування, організації, мотивації і контролю, якщо немає ефективного керівництва і лідерів.

Особистість менеджера формується поступово. У психології розроблені різні підходи до розробки теоретичних моделей розвитку особистості та ефективності управлінської діяльності менеджерів (колекційний підхід, конкурентний, парціальний, інженерно-психологічний підхід, рефлексивний ціннісний підхід, соціально-психологічний, ситуаційно-комплексний підхід, факторний підхід, функціонального підходу, іміджевий підхід, інтегративний).

Виділено сім цінних навичок та рис характеру керівника: лідерські нахили, стратегічне мислення, технічні та технологічні навички, вміння будувати стосунки та створювати команду, вміння подати себе та спілкуватися, управління змінами, чесність.

Практика підготовки та перепідготовки менеджерів включає активні методи навчання. Значення набуває проблема культури керівника в філософії управління. Виділено основні наукові дисципліни.

Сьогодні для лідерів державно-громадського управління є значна кількість грандових програм, які сприяють розвитку лідерських якостей.

Самоменеджмент – це здатність управляти собою, своїми потенційними можливостями, здібностями, знаннями.

Робочий час більшості ущільнено. Єдиним рішенням може стати застосування спеціальних прийомів і методів, що мають загальну назву тайм-менеджмент. Для вирішення проблем, пов'язаних з раціональним використанням робочого часу, існує безліч методик. Виділено основні принципи тайм менеджменту.

Ключові слова: лідерство; державно-громадське управління; виклики.

Setting the problem in a general way... It is effective to create an appropriate public structure at each management level, the tasks of which are: participation in an independent expert assessment of the state of affairs, existing problems and standard-setting initiatives and management decisions. Today, the participation of the public in the formation and implementation of the state policy of promoting civil society development by the executive authorities is ensured. The public is involved in the process of self-governance in institutions. With community-oriented management, the vector of influence changes “from below” to “upward”, which creates conditions for the natural development of the organization. The issue of leadership in public administration is extremely relevant today.

Analysis of research and publications in which the solution to this problem was initiated... The issue of state and public administration is considered in the works of V. Kremen, V. Lugovyi and others. Separate aspects of management are considered in the works of M. Komarnytskyi, V. Knyazev, T. Shamov, and others. R. Griffin, D. Deikun, G. Yelnikova, O. Zaichenko, L. Shymanovska, V. Yatsura and others address the theoretical and practical aspects of leadership.

Setting the goals of the article... The goal of this article is to analyze the features of leadership in public administration.

Summary of the main material... The relevance of the topic of leadership development in public administration is determined by the fact that manager development is an important factor of effective management. This issue has become especially relevant today. In today's world, one of the most important qualities of a leader is creativity, flexibility, and the ability to generate ideas. Therefore, it is impossible to overestimate the theoretical and practical significance of this issue.

The question of leadership in public administration is essential today. Three main theoretical approaches to understanding leadership (charismatic action, situational theory determines, synthetic theory) are considered (5). The main socio-psychological features of an effective leader have always been the object of study and imitation. The study of this problem made it possible to reveal the main psychological features of the manager's personality. Among the features that have a pronounced socio-psychological character, the position of social activity comes to the fore. It includes such necessary components of the manager's personality as: responsibility for the assigned task, the ability to combine personal interests with the interests of the team, energy and efficiency (10, p. 268).

Leadership is a process of human activity that leads to a goal, contributes to the formation of group goals, expressing the needs and aspirations of people in the organization (1).

Researchers of the psychology of managerial activity include such qualities as a practical-psychological tact and the type of manager in the leader's personality structure. The personal qualities of a manager may depend on a person's temperament, character, upbringing and environment. What is important is the manager's ability to manage himself, which consists in taking care of himself and maintaining your work. Self-development ability is a person's ability to acquire, update and develop knowledge, skills, and adapt to changes in the environment.

The philosophy of the formation of civil society justifies the increase in the role of public institutions. At the current stage in Ukraine, public councils and boards have been created under the central authorities, and public representatives have been included in the boards; at the regional level, public councils were created and local educational districts with an elected educational board were revived.

A leader in public administration is a person who manages someone or something. For the organization, this is a person who is responsible and directs employees to fulfill the assigned tasks. This person should have a broader outlook and the ability to manage a work group (9, p. 278). A leader in public administration must have a certain set of professionally important personal qualities. Personality is characterized not just by signs of a person's difference from other people.

In general, the concept of personality differs from the concepts of “individual” and “individuality”. Personality is formed under the influence of both the individual qualities of a person, given to him by nature, and the conditions of social life (social system, culture, individual experience of life and work, education, communication).

The manager’s personality is formed gradually. It can be formed spontaneously, but its own influence on the acceleration of this process is also possible.

In psychology, various approaches to the development of models of personality development and the effectiveness of managerial activity of managers have been developed. The collective approach is based on the fact that managers must possess individual qualities that ensure the success of management activities. The competitive approach postulates that managers have special, personal qualities, with a degree of development of general qualities that distinguish them from others. The partial approach involves correcting the positioning of individuals in the environment. The engineering-psychological approach is reflected in the analysis of management systems and considers managers as decision-makers. The reflective value approach studies the leader’s personality through the formation of reflective values for leadership (11). The construction of a psychosocial model of a managerial personality is carried out in a socio-psychological approach for various reasons. The situational-complex approach considers the strengths of the leader’s personality development in various management situations and life events. Factor approach – the first set of factors includes situational factors, including industrial, organizational and social conditions; the second set of factors includes the personal factors of the leader’s personality development, as well as personal background and demographic variables. The implementation of the functional approach is based on two methodological principles: the structure and functional organization

of its activity makes certain demands on the personality of the manager; it is important to consider the content of the leader's personality as a set of interdependent substructures in the general structure of the personality.

The image approach is characterized by the study of individuals and personal qualities and the creation of techniques for forming leadership images that meet the conscious and unconscious needs of one or another social group. The method of economic psychology studies the psychological regularities of the economic behavior of various managers. The integrative approach involves the identification of deep psychological mechanisms that integrate the personality and activity of managers, so that managers belonging to different psychological types and operating in significantly different conditions can achieve objectively high results in management (date of application: 08.11.2022). (11).

Self-efficacy is the belief that a person can successfully complete a certain task. Research shows that believing we can do something is a good predictor of whether we actually can do it. Self-efficacy differs from other personality traits in that it depends on the job.

Values refer to people's stable life goals. Values are formed throughout life as a result of the accumulation of life experiences, and values tend to be relatively stable. The values that are important to a person tend to influence the types of decisions they make.

The manager must be aware of the importance of developing effective leadership skills. It is very useful for managers to apply a consistent and systematic approach to their development.

By distinguishing the concepts of knowledge, skills, business and personal qualities, you can roughly determine the difference between them. A manager's awareness of his managerial situation is the awareness of his own management mission at the enterprise, the identification of objective and subjective limitations that prevent the achievement of goals, the adoption of an internal morally sound management position. Skills and ways to influence others can be powerful and persuasive

The manager's model proposed by V. Shepel includes three blocks of manager's qualities (2): general qualities (high level of intelligence, fundamental knowledge, sufficient experience); specific qualities (ideological and moral: outlook, culture, motivation) professional: knowledge, experience, competence; organizational qualities: the ability to select and assign personnel, plan work, ensure control; psychophysical qualities: good health, tendency to systematic thinking, trained memory, etc.); specific personal and business qualities (communication, empathy, stress resistance, eloquence, etc.).

It was possible to identify the seven most valuable skills and character traits: leadership skills, strategic thinking, technical and technological skills, the ability to build relationships and create a team, the ability to present yourself and communicate, change management, honesty.

The global practice of training and retraining of leaders now includes active learning methods. Laboratory methods of training managers of various managerial ranks are also used, in particular training of professional sensitivity; different ways of interacting in small groups that help leaders achieve self-understanding and mutual understanding, to identify the phenomena of group interaction characteristic of them.

According to Bandurka, in Ukraine, as in other countries, active methods of social and psychological training are becoming more and more widespread. The use of these methods helps to accelerate the adaptation of managers to the conditions of their work or work in a new place, which allows for change, allows to more reasonably establish the organizational potential of applicants for a certain management position, provides assistance to managers in organizing their activities and self-education (3, p. 103).

The problem of the manager's culture in the philosophy of management acquires special importance.

According to aspects of management philosophy, the main scientific disciplines are: management psychology, management pedagogy, management logic, management technology, management ethics and management culture. Management philosophy has a special role, so in order to substantiate its essence, it is first necessary to consider the meaning and significance of the above disciplines. Management psychology examines the impact of the manager's psychological qualities on the nature of his relationships and interactions with employees, the manager's attitude to people and their activities, and the effectiveness of his professional management functions. At the same time, scientists especially emphasize that "a person with his complex biological, social and mental structure, with a complex system of needs, motives, interests and aspirations is today the main source of scientific, technical and social progress and at the same time the main reserve of social development" (6, p. 465).

Management pedagogy determines the goals, content, nature of professional training of management specialists in the education system, that is, it provides education and personal development of future managers in accordance with modern requirements for management. The logic of management is represented by a counter-argument of the general principles and provisions of the logic of human activity and their application to the theory and practice of management activity (4, p. 165).

Management ethics is, as noted by O. S. Ponomaryev and his co-authors, “further development and concretization of the general moral and ethical paradigm adopted in a specific society, and reflects its goals, values and ideals” (1, p. 589). The essence and meaning of management culture, as noted by V. P. Sadkovy and his co-authors, “consists first of all in the fact that this culture accumulates in itself the entire set of the best achievements of world management, which concern both the organization and the implementation not only directly of the process management, but also the organization of managerial work itself, the rational use of engineering and management technology” (6, p. 198). Management philosophy acts as an important indicator of a leader’s general and professional management culture level in public administration.

The methodology of managerial activity as an element of a high managerial culture of a manager and an important indicator of the effectiveness of its functioning is a whole set of principles: the principle of system, integrity, integration, the main element, historicism, the general methodological principle, the principle of dialectical contradiction, the principle of causality. In addition to the general methodological principles, there is also a group of specific principles that relate to a certain specific activity and act as a certain concretization of the general methodological principles to its features (the principle of moral dominance of management, the principle of information provision, the principle of obligation, the principle of trust in employees, the principle of humanity, the principle of justice, the principle sequences and the principle of legal responsibility).

Today, there are a significant number of grand programs for leaders of public administration that contribute to the development of leadership qualities.

The importance of self-management in people’s professional activities is significant, as we can use our opportunities better, self-organize, self-discipline, and use time more efficiently.

The purpose of the state public management of education is to ensure an optimal combination of state and public factors in the management of education in the interests of man, society and the state. The main task of public administration is to ensure dialogue between state administration structures and public self-government bodies, to establish a dynamic balance between state regulation and self-organization processes. And it is the leader who can help in solving many issues

The working time of a leader in public administration is very busy. It is necessary to use special techniques and a method that has the general name of time management. The word

“time management” is translated from English as “time management”, but we note that it is almost impossible to manage time.

It is necessary to pay attention to “time stealers” – these are unforeseen matters. All this takes a lot of time and distracts from really important things: phone calls; people looking at you; problems with computer equipment; lack of organizational planning; inability to listen to others; unsatisfactory organizational structure; correcting errors that could have been avoided; indecisiveness in business matters; poorly organized and coordinated meetings, etc.

There are many methods that have the general name “time management: this is the analysis of the use of a temporary resource, and time planning. Time management is a collection of knowledge that has great economic and personal significance. Time management is a collection of methods of optimal organization for the implementation of current tasks, projects and calendar events” (12).

Time management is an action or process of exercising conscious control over the amount of time spent on specific activities, which specifically increases efficiency and productivity (8, p. 198).

G. Zakharenko characterizes time management as an interdisciplinary section of science and practice, dedicated to the study of problems and methods of optimizing time consumption in various spheres of professional activity (12).

Among the main principles of time management, the following can be distinguished: independent work; the individuality of the decision; the need for tracking own efficiency; efficiency-oriented thinking; reachability and inexhaustibility of efficiency reserves (12).

Those who have achieved success in their lives devote a lot of time to planning. Daily planning is a prerequisite for increased productivity and effective time management (7). There are certain basic principles of managing your time, awareness and application of which will make life more pleasant and organized.

Deficit of working time – lack of time resources caused by improper organization of one's activities, which leads to haste, delays in the execution of work, tasks, poor-quality work, losses in production, etc., which ultimately significantly affects the efficiency and results of the entire enterprise (8, p. 198).

There are different methods of organizing working time plans. The “Alp” method is interesting, which includes five stages: ordering of tasks; assessment of duration of actions; time reservation (in the ratio of 60:40); decision-making on priorities and delegation; control of accounting performance.

Conclusions... The involvement of civil society in management is dictated by modernity. Leadership in public administration meets today's challenges. Ukraine's integration with the world space requires an understanding of the experience of foreign systems regarding leadership in public administration.

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