Psychological Characteristics of Leadership as a Component of the Elitism of Personality

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Abstract– **Modern trends in society dictate the need for continuous development, initiative, responsibility for decisions. In the overwhelming majority, the acceptance of responsibility by society is ready to transfer to the leader. Despite the fact, that domestic and foreign theories of leadership failed to identify a "universal" set of leadership traits, nevertheless, the elite subject must have certain leadership qualities that accompany his elite-oriented activity. Leadership as a category has long gone beyond psychology. In the article numerous studies of leadership qualities were analized and the key qualities of a leader were identified. Among them there are socio-psychological maturity, need-motivational maturity, emotional and strong-will maturity and intellectual and creative maturity. The article formulates a typology of personality spaces and presents a criteria-based model of leadership psychology based on the key qualities of a leader and which possess highly competitive advantages that has been proved by the research conducted.**

Keywords: leadership, authority, management, power, elite

I. INTRODUCTION

Despite the fact that domestic and foreign theories of leadership failed to identify a "universal" set of leadership traits, nevertheless, the elite subject must have certain leadership qualities that accompany his elite-oriented activity. "Under the leadership qualities of organisational leadership, we understand the totality of his psychological qualities, abilities, and characteristics of the interaction with the group to ensure the performance success of the leadership functions" [5, p.48].

II. RESEARCH RESULTS

The following studies are devoted to the study of leadership qualities of an organizational leader:

- Warren Bennis identifies six important qualities of an organisational leader: Integrity, Dedication, Magnanimity, Humility, Openness, Creativity [2];

- Lawton A. and Rose E. suggested examining ten qualities that increase the effectiveness of an organizational leader: the vision, the ability to set priorities, the ability to motivate followers, the mastery of the art of interpersonal relationships, "political intuition", the perseverance and steadfastness against the opponent, the charisma, or charm, the ability to take risks, as well as delegate authority to followers, the flexibility, the determination and the firmness [9];

- Rozhkov M.I. identifies the following main qualities of the leader-organiser: the ability to manage himself, the presence of clear goals, the ability to solve problems, the creative approach to solving managerial problems, the ability to generate ideas, the readiness for innovation, knowledge of the features of organisational and organisational activities, the presence of specific organizational qualities of a person, etc. [11];

- Umansky A. L. among the specific qualities of a leader includes: organisational insight, the ability to actively psychological impact, a tendency to organisational work, the need to take responsibility [13].

In the work of Evtikhov O.V. presented, in our opinion, a detailed structure of leadership qualities of an organisational leader. In the structure of the model, the author identifies four basic components:

1. Individual and personal qualities, including: knowledge and feeling of self, self-confidence, active life position and desire for leadership, moral normativity, reliability, consistency in actions, developed leadership self-concept, which includes a system of ideas about myself as a leader and his own leadership role in interacting with others;

2. Organisational and managerial qualities: facing the future and vision, sensitivity to the situation and flexibility of behaviour, the ability to create a team, the ability to organize a group to solve a task, the ability to control the results of joint activities, to thank and encourage, the willingness to support in difficult times;

3. Socio-psychological qualities: interpersonal sensitivity, the ability to understand the needs of other people, communicative competence, the ability to create conditions for the self-realisation of followers, justice, the

ability to represent and defend the interests of the group in external instances, to take responsibility for group activities;

4. Perceptual-leadership qualities: perception of an individual by a group as a leader; recognition of his leadership status and authority; the presence of followers willing to follow the leader; the personal expectations of group members from the activities of the leader; delegation by members of the group of part of personal activity to the leader and others [3, p.51-55].

Also, to understand the essence of leadership, we need to turn to the typology of managerial relations:

1) ineffective leadership - relations are built on the type of "master - slave." The power of the leader is absolute and extends to the solution of questions about the life and death of his subordinates. This type is practically not characteristic of the participation of workers in management;

2) authoritarian rule - is built on the principle of relations "boss - subordinate." The power of the leader is based on regulatory documents of the administrative system. The subordinate is free in his personal life from the leader and there is a partial dependence. This type is effective for achieving the goals set by the leader, as it does not allow deviations from the production plan;

3) effective leadership - a type of relationship "leader - follower." A leader gains power from his followers who recognize the value and significance of their joint work. At the same time, the leader must have great flexibility and sociability in order to establish a positive climate in the team. To achieve production goals in this type can be fast enough;

4) democratic governance - type of relationship "elected leader - subordinate." The group has a high level of self-government and it is free to choose a leader for itself. In this case, the members of the group are not subordinates, but become participants in the process to achieve a common goal. The leader directly depends on the team, as it may not be re-elected for the next term. The effectiveness of achieving goals is low, since the leader pays great attention to establishing communications in the group [3, p.325].

Domestic researchers of political leadership Bortsov Yu.S., Koretets I.D., Shpak V.Yu., defining the essence of leadership, noted "the political leaders are the most influential people who can mobilise society to achieve significant goals." "Leadership" reflects the complex mechanism of the relationship between the leader and his followers. It includes the following components: "a leader with its own specific features, features; followers of the leader, their idea of the leader; powers of a leader; socio-political environment in which the leader and his followers act " [12].

At present, "the personality of a political leader and the formation of a qualified elite are the most important factors in the democratic transformation of society, and in the absence of a number of important prerequisites for modernization, such a political factor as leadership becomes the only effective means of social mobilisation of the population" [14, p.5].

Based on the works of Russian researchers (Bazarova T.Yu., Grabenko T., Eremin B.L., Zavyalova E., Zinkevich-Evstigneeva T.D., Ivanchenko E.A., Loginova A.,

Mednikova S.V., Frolova D.), a general description of the characteristics of leadership and intersubjective relationships in the team is introduced. The principles of the organisation of the team form of work are distinguished: 1) collective execution, 2) collective responsibility, 3) a uniform form of incentive for the team, 4) autonomous self-government, 5) increased performing discipline, 6) voluntariness of joining the team. The reasons for the need to use leadership in the team are highlighted: creating an atmosphere of trust and mutual assistance; improving the socio-psychological climate; communication efficiency; increased confidence in risk situations; increasing conflict competency; an individual approach to each employee in the team, the use of all human resources, etc. [4, p.18-19].

In national psychology, the following view is supported that a leader is nominated by a group on any conditions. "Certain members of the "support group" are (including leader) at the same time in a relationship of rivalry or competition for leadership positions. Consequently, the leader is forced to reckon not only with the opposite side of the confrontation, but also with how he will be perceived in his own environment, how strong his support is among his own supporters and like-minded people." [10, p.87] The main factors of group cohesion around its leader are its prestige, wealth, degree of power and dignity.

"Wealth", as a value, has become relevant when referring to the idea of social differentiation in society, since it involves not only the accumulation of material wealth, but, above all, the expansion of the space of influence of an individual. An increase in the dominance field leads to the emergence of new bonds and multilevel chains of interaction.

The second sign of the authority of the leader is "power". It is expressed in status characteristics and role fullness. "The field of power creates a specific communication environment ... forms a sense of exclusivity, involvement in something more important and significant than everyday interests" [10, p.90].

The third sign is "prestige." It is embodied through authority, influence, popularity, and the power of personality. With its help, the individual expands his capabilities, increases the space of influence and personal activity.

And the fourth - "dignity" is described by such values as respect and self-esteem, professionalism, recognition, etc. [10, p. 91].

In addition to the main signs of authority and leadership that we highlighted, it is necessary to note the fact that the leader in the group should be perceived as "one of us", in other words, similar to the majority. He must embody the norms, values, needs and motives of the group as a whole. "It is necessary to be not only like the "majority of us", but, paradoxically, as the "best of us", because only by posing as an outstanding personality, he can serve as an example for the group and symbolise the "father". Being "the best" is also necessary in order to effectively manage and co-operate the work of the group " [1, p.129]. But to be "the best" does not mean to be "the greatest", because otherwise the group or collective will not be able to perceive the leader adequately for a number of reasons: 1) the leader ceases to be perceived as his own; 2) the interests of the group and the interests of

the leader can be at different poles; 3) communication problem; 4) the group does not perceive the leader's innovations.

A person who has great authority and is a leader. A number of dissertational studies have been devoted to this topic, examining the nature of authority from various points of view [7, 8, 10, 15]. "The more successful the results of actions performed according to his (leader's) advice, the more people will then listen to him. Moreover, the more often his wise advices follow, leading to the successful results of his followers, the more he will alienate himself from the group. But this alienation helps the leader manage the group, while intimacy with the group, familiarity lowers his authority, confidence in him" [15, p.149]. The level of authority depends, as we see, on a certain degree of exclusion, which determines the effectiveness of the group. Such alienation is characterised by a certain form of distancing between the leader and subordinates, as it provides recognition of leadership positions and respect for the person who leads this group.

V.I. Zatsepin also notes in his article "The structure of vertical communication in a team" that leadership as a characteristic is inconsistent and changeable than authority. People strive for a leader in order to satisfy their immediate needs. The leader may vary depending on the situation. The authority is acquired over the years and as a characteristic is more stable and less prone to change. Therefore, the group not only solves momentary problems with the help of authority, but also relies on its knowledge, skills in solving various kinds of tasks facing the group [15, p.141,150].

Thus, considering the foregoing, we can formulate a typology of personality spaces as follows:

I) The individual has the ability to attract both individual people and exert a positive influence on the group. This type includes effective leaders who are able to create a favourable aura around themselves, in which other people will feel comfortable and liberated. Integration in interaction, the search for alternative solutions, the development of a wide range of hypotheses - this is an incomplete list of opportunities that an individual belonging to this type has. Before us, of course, is an intellectually developed personality, possessing not only a wide range of knowledge, but also a natural attractiveness, which together determines the nature of his behaviour in various situations.

II) A person is gifted with a talent of attracting individuals to himself, but meanwhile we observe the opposite influence in relation to the group and to the mass. This ratio may be due to a number of factors: fear of the crowd, inability to take a leading position, and hence the unwillingness to perceive oneself adequately to the existing situation. Ignorance of the psychological characteristics of the crowd becomes a decisive fact in determining the degree to which an individual is included in personality-group relations. In the structure of interpersonal contacts, a person behaves differently. We observe his ability to find common ground with the opposite side of the interaction and have an adequate understanding of the situation. The degree of attractiveness of a person in this case depends on the desire to allow others into your personal space, on the ability to build relationships and feel the situation.

III) The individual possesses attractive qualities for the group, in interpersonal contacts, his attractiveness weakens so much that repulsive forces begin to prevail. This type of interaction is most often found at the level of authoritarian leadership. The magical power of authority is manifested in personality - group relations. This is due to the fact that the "man of the masses" is not able to adequately assess the capabilities and abilities of such a leader and takes his template statements for flexibility of mind and breadth of intelligence. The attractiveness of such a person is based on the ability to control the crowd and create a certain emotional stress necessary in a given situation. At the level of interpersonal contacts, this personality loses its attractiveness, which is due to the understanding by the opposite side of the interaction of the illusory nature of the authoritativeness and significance of this individual.

Based on the analysis, we can present the following criteria model of leadership psychology (elite) (Fig. 1):

- socio-psychological maturity - the involvement of the individual in interaction with the surrounding social environment, social representation, social status, degree of influence and authority, level of achievement, social responsibility, active social position;

- need-motivational maturity, revealing the essence of a person's motivation to achieve elite qualities, to effectively fulfil her tasks and a professional approach to carrying out activities, revealing the level of claims of an elite representative for recognition;

- emotional and strong-will maturity, revealing the essence of personality experiences in connection with the degree of satisfaction with one's own achievements, discrepancy with the "elite ideal" and the distance between elite and non-elite states, reflecting the level of determination and human performance;

- intellectual and creative maturity, which provides a stable need of a person for self-education and self-improvement through the disclosure and development of creative abilities, the organisation of cognitive activity, the accumulation and transformation of knowledge, the creation of something qualitatively new.
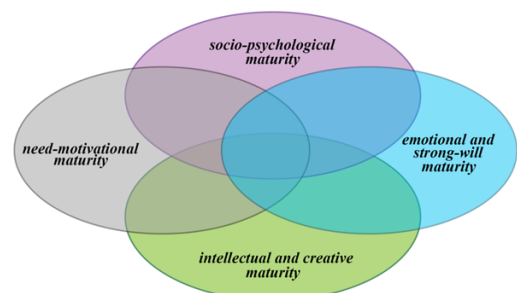

Fig. 1 Criteria model of leadership (elite)

III. Conclusion

The presented substantive and criterial components of the model show that the concept of "leadership" should be considered in a wide organisational context.

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