The "mirror effect" and the efficiency of a leader

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Abstract This paper investigates a phenomenon of leadership and factors that determine the formation of an efficient leader. The methods of analysis, comparison, concretization, generalization are used as the operation methods. With the help of action methods scientific theories, confirmed practically, are systematized, contradictions are distinguished and solved, hypotheses are made. General relations for the topic of leadership, capable of forecasting and suggesting the major trends in leadership development, are formed. A theory of charismatic leadership is the most suitable to the contemporary conditions of the society development. Leadership is a natural gift, which develops and improves for the whole life. The stages of a leader formation – infancy, childhood, pupilage, maturity. During all the stages a leader, performing communications, experiences the "mirror effect", which has both the positive and negative characteristics. The depth of the potential formation depends mostly of a qualitative level of those "mirrors", which the leader looks at during all the stages of his, or her formation. There is a two-factor model of the leader's efficiency offered in the article, suggesting a combination of two roles – a visionary and hierarch. We conclude that a contemporary leader is in a permanent choice of a basic growth point acting under the conditions of uncertainty, or a need to continuously correct her/his strategy and tactics.

1 Introduction

At present, the studies in history, psychology, politics, and economics are overloaded with information about leadership. It became popular, that leadership is a phenomenon as imperceptible as the life itself. It is not surprising, that the phenomenon of leadership became imperceptible, being under a pile of theoretical and empirical surveys, which often present the two extreme positions: they either simplify (reduce) the phenomenon of leadership to a series of prescriptions and rules, procedures and models; or complicate it to the extent, that it becomes impossible to discover the essence of the phenomenon, to find a rational kernel. There are various leadership mini-theories formed, which are grouped in the following way: personal, situational (the theories of Hersey, Fiedler, and Vrum), attributive (the theory of Mitchell), transactional (the theories of Burns 2003), charismatic (the theories of House, Cogner, and Shamir), or transformational (the theory of Bass). Under the influence of the conceptions of principle-centered leadership (Covey 2007), moral leadership (Dianin-Havard 2011), "Management Torah from Moses" (Baron and Padva 2008) a theory of blessed leadership was formed.

It should be noted, that before the beginning of 20th century there was no science about leadership. Since the antique times the phenomenon of leadership was studied and described in application to the political life of the society, was related to the state governance. The antique philosophers (Plato, Aristotle, Cicero) held an opinion, that "it befits some people to be the ruler of the state according to their nature, and all the others should follow those, who rule" (Plato. Republic: 253). At present, management and leadership are the types of roles, which are paid much attention to not only within the state governance context, but also in terms of business management. There is a broad range of studying management-subordination and leadership-record. Among the considered issues there are functions of manager and leader, factors and mechanisms of nominating an individual to a position of leader, factors and mechanisms of management efficiency, influence of management and leadership on various collective processes and phenomena. But regardless of a vast scope of research, not enough attention is paid to the following issues: WHO should be called a leader? WHAT determines, who shall become a leader, and who shall not? WHAT happens within the leaders' inner world? WHAT the leader's efficiency is defined by and WHO determines the leader's efficiency? An image of a leader is mainly presented

as a mechanical set of traits, reactions and variables, behind which the inner psychic content of leadership is lost. With this approach the personality of the leader is actually lost, his, or her mind, as the highest form of psychic reflection. Zankovskiy (2011) notes that: "*leaving the issues about the structure of the leader's mind, his or her versatility and cultural-historical determination without attention, we will not able to understand, why leadership functions not only as a form of behavior in certain organizational conditions, but also as a complex psychic phenomenon, capable of development and self-development, bearing the acquired social experience in itself, modeling the world and transforming it at one's activity*".

For several decades Kets de Vries (2013) investigated the characteristics of efficient leadership in detail and contemplated about the nature of magical impact, which leaders make on their followers. In order to explain the interactions between the leader and his, or her followers, as well as to describe the inner experiences of the leader, he uses the notion of "mirror effect" (Kets de Vries, 2008). The mirror effect is a phenomenon, fairly well described by psychologists. Its essence lies in the fact, that at a contact with a person we start reflecting him, or her by means of all the sense organs and all the features of our brain: emotions, feelings, consciousness, sub-consciousness, intuition. The leader is thus reflected in his, or her followers and at the same time reflects the others. The aim of this research is to give a comprehensive characteristic of the mirror effect's impact on formation of the leader and, further, on his, or her efficiency.

In terms of composition, the research consists of several blocks: in the first part a variety of definitions to the notion of "leader" is given; in the second part the leader's formation stages are considered through the in terms of the "mirror effect". The third part is dedicated to a description of the efficient leader's model. At the conclusion the major leadership development trends are pointed out and the corresponding conclusions are made.

2 A notion of a "leader": debatable aspects

Leadership is in fact very versatile. All the creatures, who live in communities, need leaders. If people are deprived of leaders, either symbolic, or the real ones, they will look for them, especially at the times of crises and rapid changes. The origin of the word "*leader*" comes from the Old English "*lædere*" – one, who leads; one of the first ones, or the most well-known; the noun "læd" - a road, path; the Verb "læden" – to lead (Online Etymology Dictionary 2018). In the contemporary scientific literature in management a special attention is paid to peculiarities of management and leadership. It is very important to be clear with the etymology of the word "manager", which is originated from the Latin word "manus" ("a hand"). By means of this root it is etymologically related to the Italian "maneggiare" and Old French "manege", which means to train and drive horses in a manege, or at a riding school. Possibly, it is not the most popular activity now, but many centuries ago, when this word was created, and the horse power was the dominant one, its role must have been very important. At our viewpoint, the use of the words of "manager" and "leader" as synonyms distorts the nature of the phenomenon of leadership, which suggests more long-term objectives, than simply to train horses to behave properly at the manage. It is the phenomenon of leadership, its functions, and characteristics, that we shall deal with within the framework of this article.

The notion of "leader" is quite often stated in the collective dynamics context. The following are examples of such statements: "*leader is a member of a group, whose authority is absolutely accepted by the other members, who are ready to follow him, or her*" (Morozov 2000), "*leader is a member of a group with the highest sociometric status, whose role is considered as special at making collective decisions and organization of joint activity*" (Konyukhov 1992) or "*leader is a person, who can act, so that the others would perform the proper actions persuasively and enthusiastically*" (Kashapov 2003).

A classic typology of leaders belongs to Weber, who claimed, that subordination to the leader will may be originated on the goal-oriented rational basis, on the faith to sacredness of long existing practices or often affectively, from the personal sympathy from the citizens. In accordance with these grounds Weber distinguishes three types of supremacy: legal, traditional, and charming. At the *legal* type of supremacy people obey to the established law and order. The society is governed by the government authorities, elected or appointed from the top, consisting of professional officials, trained and competent specialists. The most precise implementation of the *traditional* supremacy is patriarchal supremacy. The leader manages directly the state authority, consisting of "servants", devoted to him, and the rest population are the "subjects". A *charismatic* leader, according to Weber, is able to offer new answers to the society to alarming issues and introduce initiatives, which would go beyond the frames of the accepted principles and would be efficiently banned under the normal conditions.

A theory of leader's traits (a theory of great people, charismatic theory), which appeared first in the 19th century, goes through another generation at present and finds an echo in the works of numerous researchers. Charisma (from the ancient Greek "χάρισμα"- a gift from God) – external characteristics, special genius, personal exceptionality of the intellectual, spiritual, or any other extent, an ability to appeal to the hearts (Krysin 1998). Charisma is often understood as assignment or acceptance of a set of the traits, characteristics and features of the individual, which contribute to worship before the individual by his, or her followers, their unquestionable trust and unconditional faith to his, or her unlimited opportunities. Within the Orthodox

traditions the word "charisma" is usually expressed with the word "blessing". The reason, why charisma is considered as an inborn trait, may be the fact, that charismatic behavior, as a rule, appears and sets itself at the early stages of one's life, becoming instinctive. Charisma of a certain individual exists only as long as it exists in the minds of other people, surrounding this individual and, as a rule, referential for it to this, or that extent.

Recently there is a growing interest towards the phenomenon of charisma within the context of the issue of organizational leadership. From the viewpoint of efficiency of the activity and organization development charisma is a phenomenon, which is one of the most important and necessary conditions of organizational leadership efficiency.

According to Kets de Vries (2013), all people who reached the managerial positions, possess potential charisma. Besides, he points out a number of traits, typical only for a charismatic organizational leader:

- Charisma suggests a commitment to challenge the existing order of the things. The charismatic people are permanently dissatisfied with the current state of events. The actually charismatic people never take the existing situation for granted, they are always asking: "May this mouse trap be improved? Can this be made better?" (Kets de Vries 2013).
- The charismatic leaders are familiar with various means of manipulating symbols, they are able to create bright images, making people act, have a good command of the language, are able to use their smile, metaphors, and irony;
- The charismatic people are very successful in establishing alliances. They are well aware, how to make a person feel, that he, or she is valued, picking out separate people, or groups according to some features, for the people around it is easy to get along with this person. No matter how busy they are, they make an impression, that have all the free time in the world, if anyone needs to talk with them. They seem to listen very attentively.

Meneghetti (2016) contemplates about the leader's psychology by writing that "*there is something in the leader, which can be defined as an "ontical appeal" (A Call of Existence). To some extent, he, or she is born already possessed disposition, inclination: he, or she is already naturally gifted. He, or she masters the craft through the life experience and education. This means, that an ability to be a vector of functions, values, a center of management differentiates the leader from the majority of people, and this ability is not determined with the career, or a number of years of age, but only with the natural disposition, improved by the life experience*" (Meneghetti 2016, p22). A leader is a person, who, satisfying his, or her personal egoism, implements the public interest. A great leader, managing the interests, distributing benefits and developing his, or her personal activity, provides work for a hundred of people, stimulates progress in the society, introduces liveliness, dialectics, giving a boost to development. The leader is an integral person for the integral world.

With an attempt to summarize the existing approaches and set forward the main idea, we came to a conclusion, that **leadership** – an inborn skill of the goal's vision (goal-setting), realization of the goal as one's own intended purpose, possession of skills in order to organize resources to reach the goal. Therefore, a person is born as a **leader**, possessing the ability to see the goal with enough strength and will to reach it, being capable of organizing the resources, needed for that.

3 "Mirror effect" and formation of a leader

Many people are born as leaders but whether the person would demonstrate the whole built-in hidden potential, depends on a number of circumstances. We have distinguished 4 the most essential stages, defining the formation of leader through which the mirror effect is observed: infancy, childhood, pupillage, and maturity (see Figure 1).

The word "mirror" comes from the Old French "mireour" - "reflecting glass" and goes back to the Latin "mirare", which meant "surprise", "admire". "Mirare" is etymologically related to the words "mirage" and "miracle" (from the Latin "miraculum" = "miracle"). Mirage in its figurative meaning is understood as a deceiving vision, something, that seems, is illusive. The relation between the notions of "mirror" and "mirage" is quite adequate, as the mirror is not only able to show the truth, but also distort it. Many nations consider the mirrors as a subject to many superstitions signs. In particular, it is not acceptable in the traditions of the Russian people to show a mirror to the infant below one year of age.
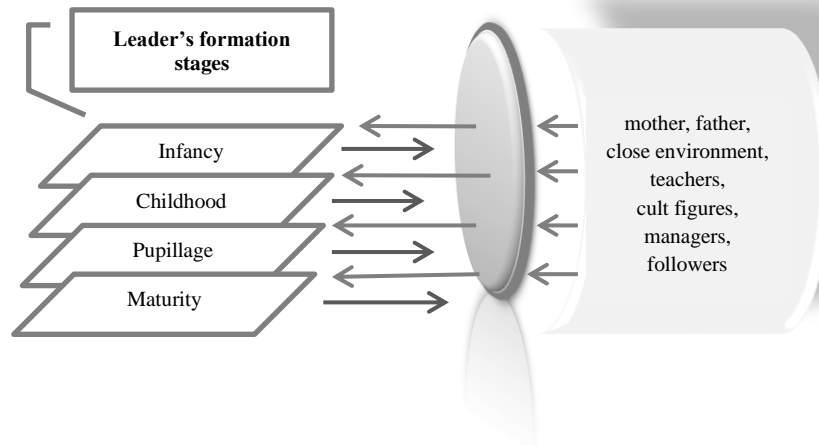
Fig. 1. Demonstration of mirror effect at different stages of leader's formation.
Source: Own results

The mirror effect is a communication peculiarity with absolutely any person. This phenomenon is very complex one. The peculiarity of the mirror effect demonstration is, that often, without thinking of it, we SEE OURSELVES in another person NOT AS OTHERS SEE US. Instead, we see ourselves, AS WE WANT TO SEE OURSELVES in the relations with another person. As a rule, the deeper and franker the communication is, the better we see ourselves in another person. But we function ourselves as a mirror for another person as well. It is very important to learn the mirror effect as a peculiar feature of communication of a leader with the close people, then – with the followers, who, on the one hand, the leader looks to as a mirror, on the other hand – it is him, or her, who the followers look to. The mirror effect has either the positive and the negative features. Development of the leader's potential shall largely be determined with the environment, which the leader will look to. The peculiarities and the level of development of the "mirrors", surrounding the leader, will enable him, or her to learn his, or her opportunities as much as possible. The negative features of the mirror effect for the leader and the traps, related to this effect, are considered in the works by Kets de Vries (2008; 2013). We shall consider below, WHO functions as a mirror for the leader at various stages of his, or her formation.

Infancy. The first mirror, a child looks to, is a face of its mother. The pediatrician Winnicot (2005) writes: "*everything, that the child sees, is him- or herself. In other words, the mother, looking to her child, and the way, she looks like, is determined by the way, what she sees her child like*". According to Vinnicot (2005), the child's self-reflection in its mother's face, and everything, it feels regarding the changes, that occur in that reflection, is mainly determined by the character of its emotional development. This process, starting from the early infancy, lasts for all our lives and explains, why we continue seeing our fears, wishes, successes, and failures, reflected in others. The character of such interaction with the mother's facial expression and the level of emotional maturity of the developing child determine its ability to maintain a feeling of reality. From the beginning, there is a sense on the mother's face, that her child is perfect. As the child grows older, the reflection in this mirror changes, the child does not see the unconditioned admiration on the mother's face any more. Instead, there emerges more realistic perception of him, or her as an independent individuality. This change has a crucial meaning. The reflection pays a twofold role here: on the one hand, it forms the child's perception of his, or her own personality and individuality, on the other hand, it lies into a basis of an ability to establish relations with other people (Kets de Vries, 2008). At the infancy stage the mother is not only the first, but the main mirror, which the child looks to. The child assesses him- or herself with the mother's eyes at the level of sub-consciousness and feels the in-built potential by means of her eyes. In our viewpoint, the mother's role in forming the leader's potential of the child is essential. Kets de Vries (2013, pp. 207-208) describes the mother's influence on development of the leader's traits of Branson in the following way: "*the Branson's mother has a very clear idea about upbringing and pushing her children towards self-confidence, competition and responsibility… She was a domestic example of entrepreneur and taught him to value the money… Branson said, that she had one crazy idea after another. From the very beginning she pushed Branson to risky actions. His need to challenge the set order of the things,…, his need to be David against the business Goliaths – all this goes back to his childhood and encouragement, which he received at home*". The influence from the other family members can by no means be excluded, but it goes without saying, that approximately before the age of 3-4 years the main person, functioning as the mirror in everyone's life, is mother.

Childhood. Formation of the in-built leader's potential at the child's age, starting from 4-5 years, is implemented in the best way, in our viewpoint, with the social-psychological approach by A. Adler (1926), which became known as individual psychology. Adler (unlike Freud and Yung) thought, that the strength, which

determines the person's behavior and life is not the inborn appetences, or archetypes, but a feeling of community with other people, stimulating the social contacts and orientation towards the others (Khyell and Sigler 2014).

Adler (2015) showed that the person's family, people around him, or her during the first years of his, or her life, are of great importance in forming the personality structure of the person. So, now, the close environment plays the role of the mirror. The significance of the social environment was especially underlined by Adler (one of the first in psycho-analysis), as he based on the idea, that the child is not born with the ready personality structures, but only with their prototypes, which are formed during one's life. He considered the lifestyle the most important structure.

The Adler's personality theory is based on the following points: 1) A feeling of inferiority and compensation; 2) Strive for superiority; 3) Lifestyle; 4) Social interest; 5) Creative "Self"; 6) Order of the birth; 7) False finalism (Adler 2015).

Developing the idea about the lifestyle, determining the human behavior, Adler based on the fact, that it is this determinant, which defines and systematizes the person's experience. The lifestyle is closely related with a feeling of community, one of the three inborn unconscious feelings, building up the structure of "Self". The feeling of community or public interest is a particular stem, which holds the whole lifestyle structure, determines its content and direction. The feeling of community, though it is inborn, may remain not developed. Development of the feeling of community is related with the close grown-ups, surrounding the person from his childhood, especially with mother. The castaway children, who grow up with cold mothers, fenced from the, de not develop the feeling of community. Nor the spoilt children develop this feeling, as the feeling of community with mother is not transferred to other people, who remain strangers for the child. The level of development of the feeling of community determines the system of self- and world perception, which is created by each person. Inadequacy of this system creates obstacles for the personal growth.

While forming his, or her lifestyle, the person is actually a creator of her or his personality which she or he creates from the raw material of inheritance and experience. The creative "Self" communicates the essence to the person's life, it creates either the goal of the life itself, and the means of its achievement. For Adler the processes of the life goal and lifestyle formation are actually the acts of creativity, which add uniqueness, consciousness to the personality, as well as the opportunity to manage one's destiny.

The lifestyle, or "life plan", "guiding image" is the most typical feature of the dynamic theory of personality by Adler (2015). The lifestyle includes a unique combination of traits, ways of behavior and customs, which, taken together, determine a unique image of the individual's existence. The lifestyle sets at the age of 4-5 years so well, that afterwards undergoes almost no total changes. In other words, everything, that we do, is formed and guided by our lifestyle, unique in its nature. It depends on it, what sides of our life and what close people we shall pay more attention to, and what we shall ignore. According to Adler, there are two inborn and unconscious feelings – of inferiority and of striving to supremacy – are the energy sources for the individual, which is necessary for its development. Both of these feelings are positive. They are stimuli for the personal growth, self-improvement. Striving for supremacy is the main motivation strength in a human life. Adler was convinced, that striving for supremacy is an inborn feeling, and we shall never get free from it, because this striving is the life itself. Nevertheless, one needs to bring up and develop this feeling, if we want to implement our human opportunities. From the birth it is present in us as a theoretical opportunity, and not the real given fact. Each of us has only to implement this opportunity by our own way. Adler thought, that this process starts on the fifth year of one's life, when the life goal is formed, as the focus of our striving to supremacy. Unclear and mainly unconscious at the beginning of its formation in the years of childhood, this life goal becomes a source of motivation in due course, a strength, organizing our life and bringing essence into it.

The supremacy, as a goal, may take either the negative (destructive), and the positive (constructive) direction. The negative direction is taken by the people with a weak capability in adaptation, those, who fight for supremacy by means of selfish behavior and concernment to reach personal fame at the expense of the others. Well-adapting people, on the contrary, demonstrate their striving for supremacy in the positive direction, so that it would combine with other people's welfare. Striving to supremacy is demonstrated either at the level of the individual, and at the level of the society. We strive for excellence not only as individuals, or the society members – we strive for improving the culture of our society.

Pupillage. Having received the capability from the nature, feeling an internal call to supremacy, it is necessary to give a response. That is why a leader of the young age, gifted by the nature more, than the others, as a rule, suffers much. At that time, he, or she builds and improves his, or her personality further at a higher level, his, or her technical ability to be a poly-functioning mind. The nature appoints the leader for the role of the function for the majority. "Leader is a person, who is able to serve, makes others function, is capable of establishing harmony of relations between everyone in order to reach the highest level of achievements both at the material and at the spiritual level" (Menegetti 2016, p. 32).

The leader masters his, or her craft through the life experience and education. If a person, who was born with inclinations of leader, is not able to become a leader, i.e. cannot reach the corresponding level of culture, education, skills, life experience, and professionalism, is not able to make sacrifice, which is typical for the

leader, the probability for him, or her to acquire schizophrenia, neurosis, is much higher, than for others. Many schizophrenics and neurotics acquired their illnesses, because they failed to clarify and develop their inborn capabilities. The leader gets sick, only when his, or her incapability is determined by a psychological cause: if the objective external circumstances are to blame for the difficulties, it does not lead to illness of the inborn leader, who improves him- or herself anyway in a moral, spiritual, and political supremacy.

Only one, who can serve better, may give orders. A real chieftain recognizes another leader on the basis of an ability to serve and obey in the best way, when appeared at the foreign territory. Mentors, supervisors, teachers, who the person meets at various times, play the most important role at the leader's formation. It is those people, who play the role of the mirror at the pupillage stage. At the pupillage stage the leader practices discernment, which is a key constituent of a strategic mind and enables to notice the hidden driving forces in the environment (interests, motivations, degree and direction of impact, etc.) in the dynamics of their development and interaction. At that it is important to understand, that discernment is not only penetration into the deep person's nature. This is only one its side. Another side of it is an action, which enables to "conquer" the heart through the feelings. So, in order to step into the world of vision and acquire discernment, it is necessary to learn the feeling of hopes and striving of people, their fears and emotions, sorrows and joys, pain and delight, i.e. to develop the trait of empathy in oneself. Obtaining this capability is the most essential objective in mastering, without which a complete strategic mind shall not be formed. With no empathy trait developed in oneself, no developed emotional potential, i.e. an ability to listen actively, understand non-verbal communication and adapt to a broad range of emotions, the leader is under a risk of finding him- or herself once in a trap of "alexitymia and anhedonia", which lead to psychical indifference (Kets de Vries 2013, p. 106).

Maturity. Menegetti (2016) thinks, that a person, who has the three basic traits, may be called a leader:

- inborn extraordinary potential demonstrated as a talent of creator and coordinator;
- profound knowledge and professionalism in the fields, the most demanded by the social group, or the whole society;
- unquestionable supremacy of the results obtained in a certain type of activity.

One of the main means to create the leader's personality is cultural education, which is made up from three aspects: general culture, professional culture, experience of diplomatic relations. The main gift of a leader, who reached maturity, is an ability to form people, capable of achieving the goals, set for them. The leader has to "create" them, because he, or she will not succeed in finding them ready-made. Van Maurik (1999) formed a conception of mature leader's key traits WIST, which will implement his, or her success in the activity. Its constituents are – Wisdom, Integrity, Sensitivity, and Tenacity.

4 A mode of efficient leader

In the recent years there were some crucial moves, which changed many perceptions of management. In particular, the requirements to contemporary leader, manager in business and in the scientific-educational sphere, became almost the same. The contemporary management ideology bases on technologically-intensive fields. A company today is, in the first place, a community of people. There emerged forms "abnormal" for management – flexible structures, creative groups. The era of information society, according to Vikhanskiy (2017), has finished already, without development, though has given a strong boost for business development. Now starts the era of imagination society. If the information society operates the available data, the imagination society operates the things, which do not exist, but which needs to be seen, realized, by generalizing one's knowledge, and developed. The leaders should constantly train and develop their vision, i.e. the ability to see the things, impossible to be seen. Vikhanskiy writes: "*these should be people from God, obsessed with the idea of intellectual leadership. Then the others are ready to follow this individual. But one needs to keep a well-known saying in mind: "If you are a leader, you never know, whether the others are following, or chasing you*". Otherwise, one may become a victim. This managing leader must not only be able to create knowledge and process it, but also to strive for delivering it to others. At that, the knowledge becomes a very important product, which is ready for consumption" (Vikhanskiy 2017, p. 425). In the 21st century, scientists offer to speak about vision, as a key natural characteristic of a new management paradigm. "Coaching" is replaced with "visioning", so one may speak about a new category of the managerial personnel, or a "visioner" (from the English "vision"), meaning the ability to vision the perspective of a company, business, or other phenomenon.

On the basis of the own research of the organizational leadership nature and analysis of the earlier works on this topic, Kets de Vries (2013) offered a two-factor leadership model, including the **charismatic and architectural** basic roles. A leader in the charismatic role draws the better future and encourages his, or her subordinates. In the architectural role he, or she addresses the issues, related to the company's structure and the systems of control and stimulation. The real leaders cannot exist without either of the roles. Neither of the two without the other shall be substantial (though one of the roles may be more significant, depending on the

situation). Menegetti (2016) offers a term to define the notion of "leader" – hierarch (from the Latin – gero – do, manage, and the Greek αρχη – beginning, principle). The leader is the head, vector personality, the person, who controls the actions and is able to synthesize the relations context. He, or she is an operation center of a number of relations and functions. Actually, he, or she is a hierarch of functions: he, or she constructs them, controls, develops, manages them all the time in accordance with some certain goal. Having generalized the research vocabulary of these scholars, we have presented the model of leader's efficiency (Fig. 2).
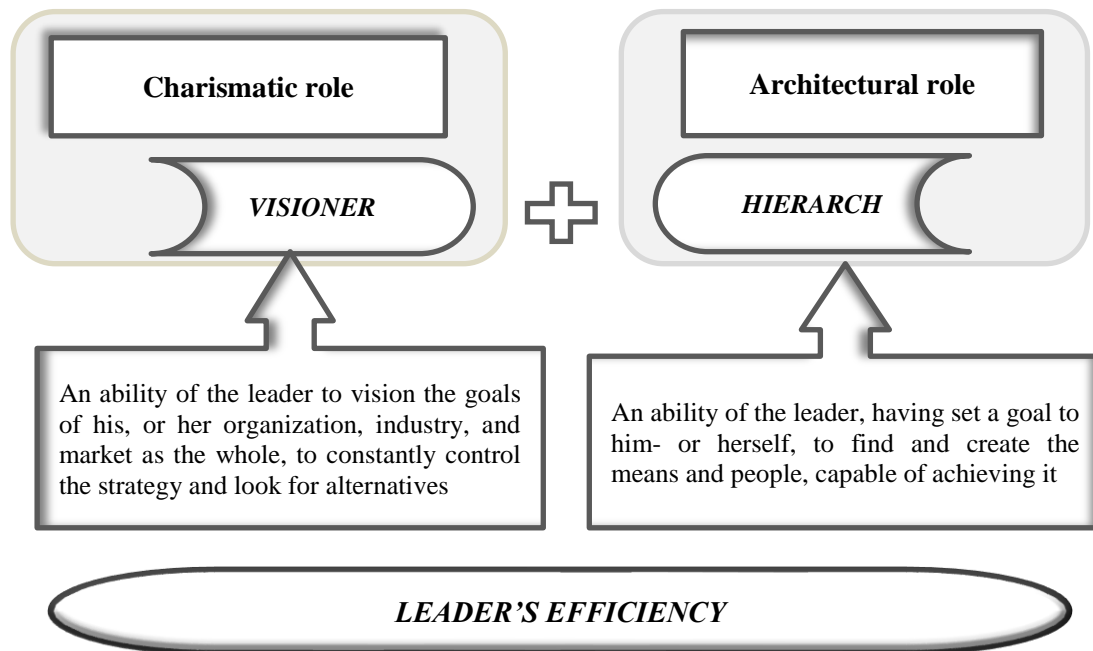

Fig. 2. A two-factor model of leader's efficiency
Source: Own results

The leader's efficiency depends on the facts how clearly she or he envisions the goal being a proportional vector of a number of the force points, an individual, who, having set a goal to him- or herself, finds and creates the means and people, capable of achieving it. He, or she is capable of establishing relations, achieving advantage and obtaining the benefit. All the relations, depending on him, or her, are only tools; the leader remains the mind of everything, which happens inside the context, belonging to him- or herself, strategic thinker of the goal achievement.

5 Conclusions

The leadership theory remains the most debatable and interesting theories for several decades. Nevertheless, there is no clear point concerning the issues like a unique definition of the notion "leader"; of the factors, determining formation of the leader's potential in a person; efficiency of the leader.

On the basis of the analysis, carried out in this work, we have defined the notion of "leadership" - an inborn skill of visioning the goal (goal-setting), realization of the goal as one's own intended purpose, possession of skills in order to organize resources to reach the goal. From our viewpoint a person is born as a leader, possessing in opportunity to vision the goal, having enough strength and will in order to achieve it, being able to organize the resources, necessary for that.

The "mirror effect", described by the psychologists, is of the great importance in formation of human leader's potential. This effect accompanies the leader during the whole his, or her life, demonstrating its either positive, or negative traits. We have distinguished four stages of the leader's formation: infancy, childhood, pupillage, and maturity. At each stage the person interacts with various people, being an inevitable subject to the mirror effect impact. The central role in forming the inborn leader's potential is played by mother, functioning for the child below 3-4 years of age as the main "mirror".

The leadership efficiency is related to the fact, to what extent the leader manages to focus the energy of the followers in a certain direction. The leader's efficiency degree is determined by the fact, how much is the leader him- or herself is capable of generating ideas, basing on his, or her capability to vision the perspective, as

well as to develop the solutions for her or him in terms of the actions, which will result in possessing and maintaining the desired positioning within the environment. Efficiency of the leader is determined at present by an ability to combine two basic roles in one's activity: charismatic and architectural. The era of imagination, replacing the information era, gives the first positions to the leaders-visionaries capable of seeing the things, which are impossible to be seen. Actually, an efficient leader at the most of the time is at the continuous choice of a basic growth point, because the controversial choice, indefiniteness of the situation, need to act here and now, momentary analysis of the incoming information traffic take many resources from the leader. An efficient leader under the contemporary conditions finds him- or herself in making optimal decisions, as there is no ideal option from the range of possible alternatives.

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