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DEVELOPMENT OF ORGANIZATIONAL LEADERSHIP AS AN ELEMENT OF ANTI-CRISIS MANAGEMENT (IN THE CONDITIONS OF COVID)

Abstract. The article analyzes the role of organizational leadership in the modern public management system.

The work reupdates the issues of organizational leadership development and analyzes them by example of the case of coronavirus pandemic.

It is emphasized that the forced circumstances of shifting the work of organizations to virtual context led to new challenges and strengthening the decentralization trends in management and the need for collaborative leadership. Also, this context imposed new requirements on the managers of organizations, in particular, strengthening the level of their emotional intelligence – to response flexibly to emergencies and manage the growing anxiety of employees.

The cases of public organizations are considered to determine the level of emotional intelligence among the managers and key characteristics, which manifests the emotional literacy of the manager in a crisis period.

It is concluded to expand the areas of virtual reality of organizations' activities, which will ensure effectiveness provided that there is developed organizational leadership. It is emphasized that developed organizational leadership requires a balance of EI and IQ.

The effective team can consist of different individuals. The group cohesion and mutual understanding are achieved by active teaching methods, including role-playing games, individual management counseling and long-term social and psychological trainings. The prerequisite for forming a cohesive team is leadership qualities and organizational abilities of the manager, their participation in all trainings of competent business communication at the same level with other team members. With development of team spirit and assimilation of corporate culture, it is important to create a system for constant monitoring of interpersonal relations and psychological correction of conflicts.

Keywords: public management, value-oriented public management, organizational leadership, transactional leadership, distributive knowledge.

РОЗБУДОВА ОРГАНІЗАЦІЙНОГО ЛІДЕРСТВА ЯК ЕЛЕМЕНТ АНТИКРИЗОВОГО УПРАВЛІННЯ (В УМОВАХ COVID)

Анотація. Проаналізовано роль організаційного лідерства у сучасній системі публічного управління. Реактуалізовано проблемні аспекти розвитку організаційного лідерства, які проаналізовано на прикладі кейсу періоду пандемії коронавірусної інфекції.

Наголошено, що вимушені обставини зміщення роботи організацій у віртуальний контекст зумовили нові виклики та посилення децентралізаційних тенденцій в управлінні, потребу колективного лідерства. Також такий контекст зумовив нові вимоги перед керівниками організацій, зокрема, посилення рівня свого емоційного інтелекту для гнучного реагування на надзвичайну ситуацію та управління зростаючими емоціями тривожності з боку працівників.

Розглянуто кейси публічних організацій з метою детермінації рівня емоційного інтелекту серед керівників та ключові характеристики емоційної грамотності управління у кризовий період.

Запропоновано розширення сфер віртуальної реальності діяльності організацій, що забезпечить результативність за умови розвиненого організаційного лідерства. Наголошено, що розвинене організаційне лідерство потребує балансу EQ та IQ.

Ефективна команда може складатися з різних особистостей. Групова згуртованість і взаєморозуміння досягаються активними методами навчання, включаючи рольові ігри, індивідуальне управлінське консультування і тривалі соціально-психологічні тренінги. Обов'язковою умовою для формування згуртованої команди є наявність у самого керівника лідерських яко-

стей і організаторських здібностей, його участь у всіх тренінгах компетентного ділового спілкування на однаковому рівні з іншими членами команди. З виявленням командного духу, засвоєнням корпоративної культури важливим залишається створення системи постійного моніторингу міжособистісних відносин і психологічного коригування конфліктів.

Ключові слова: публічне управління, ціннісно-орієнтоване публічне управління, організаційне лідерство, трансакційне лідерство, дистрибутивне знання.

РАЗВИТИЕ ОРГАНИЗАЦИОННОГО ЛИДЕРСТВА КАК ЭЛЕМЕНТ АНТИКРИЗИСНОГО УПРАВЛЕНИЯ (В УСЛОВИЯХ COVID)

Аннотация. Проанализирована роль организационного лидерства в современной системе публичного управления. Реактуализованы проблемные аспекты развития организационного лидерства, которые проанализированы на примере кейса периода пандемии коронавирусной инфекции.

Отмечено, что вынужденные обстоятельства смещения работы организаций в виртуальный контекст обусловили новые вызовы и усиление децентрализационных тенденций в управлении, необходимость коллективного лидерства. Также такой контекст обусловил новые требования перед руководителями организаций, в частности, усиление уровня своего эмоционального интеллекта для гибкого реагирования на чрезвычайную ситуацию и управления растущими эмоциями тревожности со стороны работников.

Рассмотрены кейсы публичных организаций с целью детерминации уровня эмоционального интеллекта среди руководителей и ключевые характеристики эмоциональной грамотности управленца в кризисный период.

Предложено расширение сфер виртуальной деятельности организаций. Результативная деятельность такого характера может быть обеспечена при условии развитого организационного лидерства. Отмечено, что развитое организационное лидерство требует баланса EQ и IQ.

Эффективная команда может состоять из разных личностей. Групповая сплоченность и взаимопонимание достигаются активными методами обучения, включая ролевые игры, индивидуальное управленческое консультирование и длительные социально-психологические тренинги.

Обязательным условием формирования сплоченной команды является наличие у самого руководителя лидерских качеств и организаторских способностей, его участие во всех тренингах компетентного делового общения на одинаковом уровне с другими членами команды. С появлением командного духа, усвоением корпоративной культуры важным остается создание системы постоянного мониторинга межличностных отношений и психологической коррекции конфликтов в организации.

Ключевые слова: публичное управление, ценностно-ориентированное общественное управление, организационное лидерство, трансакционное лидерство, дистрибутивное знания.

Formulation of the problem. In the context of coronavirus pandemic, most public and private organizations switched to remote work. Digital technologies are changing the nature of leadership, as unified communications tools create virtual collaboration by mixing multiple multimedia modes in a single environment.

There are situations when virtually every member of the organization can participate in company management, conducting business interactions with colleagues, clients and partners. This highlights the issue of organizational leadership and its development. Under these virtual conditions, which make organizations more vulnerable and complicate planning and performance-based management, “soft skills” and emotional intelligence become especially important for managing modern remote meeting environments.

The spread of coronavirus infection updated the need for quality remote work. This became a contributing factor to organizational leadership development. Technologies significantly reduced the dependence on centralization. In case of such an area of interpersonal relations as education, and importance of effective interpersonal interaction to ensure quality education, the emotional leadership became increasingly important for organizational ability of public organization not to lose a client during crisis. As a result, during COVID-19 pandemic, the most successful managers are managers with developed EI, and, therefore, stress-resistant and harmoniously sensitive.

Analysis of recent research and publications. The issue of leadership is the subject of research by well-known

foreign scientists: I. Adizes, W. Bennis, M. Weber, S. Covey, H. Minsberg, V. Pareto, F. Fiedler, and others. Among domestic scientists who have studied the issue of leadership and value-oriented public management are E. Afonin, R. Voitovych, I. Dehtiarova, M. Lohunova, S. I. Nestulia, T. V. Novachenko, and others. In this work, the issue of leadership will be considered in regard to a new concept of organizational leadership in the context of the approach of value-oriented public management.

Purpose of the article is to explore the issues of developing organizational leadership in the current crisis context of pandemic.

Statement of main material. The basis for emergence of concept of organizational leadership in 1994 was transformational leadership [1]. Transformational leadership ensures that all employees are identified with organization/community.

The concept of transformational leadership was initially introduced by J. MacGregor Burns, who contrasted this concept with category of transactional leadership. According to J. MacGregor Burns, transformational style activates significant positive changes in the lives of followers, focusing them on achieving a higher level of morality and motivation. The followers of such leaders feel trust, admiration, respect for their leaders, and are willing to work harder than originally expected. The changes in organization are based on a common vision and goal.

In contrast, transactional leadership is based on traditional approaches to management through task setting and performance control [2]. At the same

time, the main tools of influence of transformational leaders are:

- identification and formulation of the leader’s vision (similar to *strategic leadership*, but the concept of the latter is largely based on the principles of new public management);
- creation of an appropriate work model; strengthening the acceptance of group values; performance management;
- intellectual stimulation.

According to a number of authors, it is transformational leadership that optimally meets the requirements for leaders in knowledge companies in terms of its characteristics [3]. Transformational leaders influence the basic attitudes and values of employees of organizations, creating a coherent image of reality, which allows successful

achieving organizational goals [4]. The scientists believe that, as a rule, this leadership style provides greater performance compared to transactional leadership [5].

The leader’s position within the concept of transformational leadership can be compared with “hero” approach in the teachings of G. Durand. According to G. Durand, the classic bearer of diurnal in mythology is a hero who challenges death, breaks the balance of usual routine existence and brings distant horizons to existence, turning everyday into tragic. The hero is the one who breaks through, divides and cuts off. In the functional sense, heroic is identical to primary, which generates oppositions, pairs of opposites and struggle. The hero is impossible without activities. G. Durand emphasizes

Approaches to defining organizational leadership (definitions)

Year of concept definition	Meaning of concept of organizational leadership
1994	Business relations that cannot be controlled by formal systems, but require a dense network of interpersonal connections
1994	Cooperation in a team where leaders can protect the process, facilitate the interaction, and patiently deal with high levels of frustration
2008	System for distributing the performance results across borders between different organizations based on trust and partnership
2009	Focused relations in which all parties strategically decide to cooperate to achieve common results, with communication, partnership, collaborative activism and democratic persuasion as the main resources
2013	Ability of leaders to participate and cooperate with business, government and social sector, ensuring effective management of limited resources based on implementation of smart network technologies and intelligent urbanization
2015	Active combination of individual leadership abilities that manifests itself at the behavioral level in the group. This is an operational partnership for coaching teams
2016	Process of engaging collaborative intelligence to achieve results beyond organizational boundaries, when there are no conventional control mechanisms
2017	Process of agreeing on the goals of a number of different stakeholders and agreeing on integration between and over organizations to achieve them

the functional and conceptual character of the hero that creates a mood and plot outline of reality. In the theory of G. Durand, heroism is a feature of daily regime of imager [6].

A number of modern foreign scientists deduce new theories of leadership from the concept of transformational leadership [7]. Transformational leadership can be defined as an important phenomenon of knowledge society and economies based on knowledge/knowledge-creating companies and companies using it intensively [8].

Organizational leadership creates the so-called collaborative intelligence to achieve results across organizational boundaries and is an increasingly important source of competitive advantage in today's team- and partnership-oriented business environments [9]. Organizational leadership involves the developed ability of leaders to build dynamic networks, and thus increasingly requires the creation of a culture of cooperation to use the knowledge and experience of all stakeholders for innovation and their effective cooperation.

When change becomes the only possible stability, flexibility becomes an important organizational characteristic. All processes in the company can be roughly divided into two profiles. In English sources, they are called Run (in this case, it is appropriate to translate this word as "operation") and Change. Today, most employees sharpen their competencies in the first: they become good executives, and then managers who work within the established processes. The problem, especially in large organizations, is that there is a serious imbalance between these two functions. It is clear that Runners are very

valuable to the company. However, to ensure flexibility, it is necessary to systematically increase the share of Changers — people who will understand in time when it's time to change, who will bring fresh ideas and develop new models. Changers are often unable to manage stable and well-tuned processes, so this is about balance, not substitution. There are also situations when there is no need to try to "rebuild" good managers: it is better to attract young specialists for change processes, or find those in your team who will be initially interested in it.

According to Roy Braja Depon, organizational leadership is a managerial approach in which managers help to set strategic goals of the organization, while inspiring people in the community to perform tasks to effectively achieve these goals [10]. Today, a changing work culture requires a lot of competencies from the managers of organizations. Technological innovations brought many tools for social cooperation, but at the same time, the changing work environment makes it challenging. Let us consider, for example, COVID-19 crisis. We are all aware of the situation and how it doomed the economy. The organizations work remotely, employees suffer from stress and anxiety, many sectors of the economy experienced a deep crisis, and the rest are dealing with its consequences. It is difficult to maintain the proper level of organizational culture while employees work from home. It is difficult to provide the employees with intellectual support and motivate them during this difficult time.

Transformational leadership contains the latest concepts of collab-

orative, organizational, strategic and situational leadership. The concept of leadership in a broad sense reflects the relations between leader and members of the group (or other social community), which has a mutual influence on each other while moving towards a common goal.

Based on this definition, organizational leadership can be defined as relations having the character of close cooperation between leader and employees of the organization or institution, which is carried out while moving towards a legitimized common goal.

Transformational leadership is effective in various types of organizations, including educational ones. The formation and development of leadership in educational institution is influenced by 4 interrelated components: motives for achieving personal and collective goals, behavior of leader, influence of leader on group and influence of group on leader. The education managers can implement measures for formation and development of collaborative leadership using *situational leadership* algorithms [11].

The quarantine situation has proved that we need to acquire new skills to succeed.

Let's state the most important activities of the manager of organization, in which they should show their emotional intelligence as much as possible:

1) to take the initiative in crisis management. If there is no strategic planning, immediate measures should be taken to overcome obstacles;

2) to work on preserving the organizational community – showing empathy, listening skills, which can somewhat compensate for the effect of “live”

communication under forced virtual communication;

3) to be flexible and adaptable – the manager's immediate response to the crisis was work at home and use of remote control tools available on the market;

4) to communicate constantly – the more you communicate, the more you bring your message directly to the attention of people. The development of excellent communication skills is absolutely essential for effective leadership. The manager should be able to share knowledge and ideas to convey a sense of urgency and enthusiasm to others. If the leader cannot clearly convey the message and encourage others to follow them, then presence of the message does not even matter. It is worth looking for new ways of communication. Communicate as much as possible, especially informally. The effective communication can solve many problems that cannot be dealt with. The organizational leaders who listen and hear build trust and goodwill in the organization;

5) to put the mission first, trying to stabilize your organizations to overcome the current crisis and intensively look for opportunities against the background of difficult restrictions;

6) to stay far-sighted – to overcome anxiety, to create a compelling vision of the future inspiring others to persevere, and to anticipate new patterns of activities that are likely to determine tomorrow.

To improve cooperation at all levels of the organization, it is important that professionals acquire emotional intelligence (EI) – the ability to develop awareness and to control their emotions and emotion of others [12]. The

research shows that EI can influence performance in the organizations, especially those in which successful negotiations and cooperation are desirable. Having shown that EI development improves the elements of cooperation related to integration of ideas, trade-offs and communication, John Donald Cox recommends introducing new methods to improve the skills of team members that can ultimately improve team performance and cooperation. John Donald Cox emphasizes that EI impact on cooperation is maximized when teams consist of individuals who have leadership experience and experience working in teams for more than one year. The results of the scientist's research showed that with EI development, the ability of employees to cooperate in the virtual environment increases significantly.

Thus, many modern scientists emphasize the need to develop the atmosphere of cooperation in the modern culture of organizational activity [13; 14]. To improve cooperation at all levels of the organization, it is very important that managers develop emotional intelligence as the ability to develop awareness and to control their emotions and emotion of others [15]. In addition, it is important to maximize shared strategies of cooperation based on strengths, opportunities and aspirations.

Conclusions. Organizational leadership involves the approach of widespread use of expert knowledge of employees, and, therefore, large-scale activity of leaders aimed at forming and developing in team members of special behavioral skills and traits that are basic for acquiring knowledge in a dynamic knowledge society. Such leaders can be referred to as “leaders who

give knowledge”. They are able to encourage employees to develop special traits allowing them to learn and work effectively with knowledge. This type of leader is characterized by high reliability in the eyes of their followers that enhances the positive effect of using power status.

The intellectual connection between leader and followers is the most important factor, the leadership strategy of the future, which in the context of public authority is likely to be highly intelligent in response to requests of the knowledge society. Therefore, now the manager will not show intellectual dominance in the organization, but will be one of the intellectual employees who will largely have the same expert knowledge in the organization. The manager will be distinguished by their ability to increase intellectual capacity of the organization through psychological factors, in particular, providing appropriate conditions for joint activities and teamwork. Perhaps then we will have grounds for saying about semi-neutral/semi-virtual leadership.

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