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### **LEADERSHIP AS A PHENOMENON OF MODERN MANAGEMENT IN THE CONTEXT OF MODELS OF EFFECTIVE ENTERPRISE MANAGEMENT**

In a developing market economy, the active creation of new companies necessitates managers who can effectively organize their activities. This demand gives rise to new challenges in personnel and company management, particularly concerning leadership and power dynamics. One key issue is that possessing innate leadership qualities does not guarantee success in management. In modern society, it is essential to create more opportunities for developing managerial skills through specialized courses, which can help individuals apply these skills effectively in their management roles.

Another significant problem is that many individuals aspire to leadership positions not because they possess the necessary management qualities, but rather for material gain and the satisfaction of personal ambitions. There is a common belief that everyone has some degree of leadership potential; however, this potential can manifest in different ways. For some, it appears as a strong desire for power, while for others, it may be less evident, yet still indicative of leadership potential. Thus, we can identify two similar qualities that exert different effects on others.

Modern understandings of leadership, developed from classical theories, integrate previous approaches and methods of influencing people, tailored to specific contexts. This perspective allows us to view leadership not only as a science but also as an art of management. Consequently, leadership has emerged as a key topic in both the theory and practice of management in recent years. Moreover, it has become a mandatory discipline in the training of management professionals.

Management views leadership as one of the mechanisms for coordinating group activities to achieve organizational goals, as well as a specific form of management relations within a team. Leadership theory aims to address several key questions in management, such as whether certain qualities contribute to a manager's success as a leader and whether leaders are born or if this skill can—and should—be developed.

Leadership is a unique phenomenon in social life associated with the exercise of power functions. It is an inevitable aspect of any civilized society, permeating all spheres of life. Human existence occurs within a social context; individuals live and act as part of various groups and, therefore, are influenced by both formal and informal leaders, who may possess differing personal qualities and social statuses [1].

The first definition of leadership in management literature can be attributed to R. Stogdall, who, in 1948, characterized it as a quality of a gifted individual that positions them centrally within any group or situation [2]. T. Bush and D. Glover define leadership as a process of influence that leads to the achievement of desired outcomes [3].

In modern literature, scientists note that a leader is characterized by certain traits, namely: integrity, an understanding of the purpose of the enterprise, enthusiasm, friendliness, physical and emotional endurance, the ability to lead, the ability to resolve conflicts, the ability to process information, the ability to accept non-standard solutions, the ability to distribute resources, and the art of self-analysis.

The phenomenon of leadership is multicomponent and multifaceted. Currently, there is a noted shift in the direction of leadership: instead of TQM (Total Quality Management), experts are beginning to talk about the onset of the TQL (Total Quality Leadership) era, which emphasizes general leadership based on quality [4].

There are four approaches to the perception of a leader. The first of these is called "One of Us." This implies that the leader, like any other person, experiences joys and disappointments, and others perceive them as an ordinary person. The second approach is "The Best of Us." In this model, employees choose a leader based on his outstanding qualities, which makes him a role model. The third option for perception is "Embodiment of Virtues," where the leader acts as a defender of human values. The fourth approach is called "Meeting Our Expectations," in which subordinates expect the leader to remain unchanged regardless of the circumstances. People want to see in a leader not only someone who strives to achieve goals but also a person with positive qualities.

Although there are different approaches to understanding leadership, most researchers highlight several key characteristics of this phenomenon:

- leadership as influence. At the center of most definitions of leadership is the leader's ability to influence a group;

- leadership as an expression of values. It is based on individual and collective values that help determine the ultimate goals and ways to achieve them;

- leadership as a vision. Leadership involves having a clear idea of the future to which the leader leads their team or organization.

Thus, leadership can be viewed as a process of social influence aimed at achieving a common goal that corresponds to shared interests and a vision of the future.

One key trend in contemporary management is the move towards decentralized leadership models, where decision-making power is distributed across various levels of the organization. This shift allows companies to respond more quickly to changes in the market, enhance team collaboration, and improve overall efficiency.

Moreover, leadership today must integrate into frameworks such as agile management and lean methodologies, which emphasize flexibility, adaptability, and responsiveness. In these models, leaders play a crucial role in empowering teams to take initiative, solve problems autonomously, and remain customer-focused. Leaders need to act as facilitators rather than traditional top-down managers, helping teams align their efforts with the broader strategic goals of the enterprise.

Another critical facet of leadership in effective enterprise management is the ability to foster a culture of innovation and learning. Leaders must create an environment where employees feel safe to experiment, make mistakes, and learn from them. This culture is central to maintaining competitiveness in today's market, where continuous innovation is necessary for survival. Leaders who can harness the collective creativity of their teams are better positioned to implement new business models, technologies, and strategies.

Digital transformation also presents a significant challenge and opportunity for modern leadership. As enterprises increasingly rely on digital tools and data-driven decision-making, leaders must not only be proficient in using these technologies but also guide their teams in leveraging digital solutions for efficiency and innovation. This requires a balance of technical knowledge, strategic insight, and people management skills.

A significant factor in leadership is the nature of the relationship between the leader and their followers. Usually, it is determined by the norms and rules accepted in the team, as well as by common goals and development priorities. The specificity of the interaction between the leader and their followers lies in involving the latter in solving organizational problems, creating a favorable environment for mutual support, and the balanced delegation of authority [5].

In summary, it should be noted that, in modern conditions, research on the phenomenon of leadership remains relevant. Unfortunately, in Ukraine, little attention has been devoted to the issue of leadership; primarily, our scholars focus their research on foreign literature. The modern understanding of leadership is the result of a long scientific evolution and implies the interrelationship and integration of previously studied methods and approaches to leadership [6; 7]. Therefore, in recent years, leadership has become a central issue in the theory and practice of management. Modern leadership is closely related to the effectiveness of contemporary enterprise management models. The ability of leaders to adapt, inspire, and empower their teams while navigating complex and changing business environments is the key to achieving sustainable success.

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