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## FRESH LOOK ON LEADERSHIP

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*Резюме – Бизнес беспомощен и бесперспективен без людей. Роль лидера в бизнесе трудно переоценить. Данная статья рассматривает востребованные черты характера и навыки необходимые современным лидерам и необходимость тщательного отбора и тестирования управляющего персонала.*

*Resume – Businesses do not exist or accomplish anything without people. This is where leadership comes into play. This article considers traits of character and skills, which are in great demand in modern leadership and emphasises careful selection of people employed to manage staff in the modern market.*

**Introduction.** The leader's personality, his or her talent for leadership whether congenital or acquired is on the agenda today like never ever before. The world famous Gallup agency, which is seriously addressing the issue of executive selection, insists on the need for an Assessment Center for companies and their HR departments. Plenty of professional publications in 2020 were devoted to this issue, namely, the efficient leader selection, which proves the relevance of the task. Most researchers agree that the talent and abilities of the leader are, firstly, innate, and, secondly, identical for any professions: from teachers to businesspersons. Some management gurus note that only 10 % of people have the necessary talent to lead a team. This number is unexpected and indicates existing challenge.

**Main part.** Large organization which hire management staff should have a clear guidance regarding basic leadership qualities to look for. They should and they do develop innumerable tests to identify them. And as business is getting global nowadays, these qualities should be internationally transferable and easily fit into any culture. They should be chosen carefully to provide efficiency and growth to your specific company as well. But in general they can be as follows:

**Integrity.** Integrity is the fundamental leadership attribute is the fundamental leader's attribute that keeps everything else secure and afloat. Without integrity, things break down fast. Kroger CEO Dave Dillon remarked once, "Integrity allows you to assume important characteristics about how things work". As a result it fosters trust which leads to higher productivity.

Empathy. Defined as a fundamental ability to tune in to others, it is critical for leadership today. Authoritarian and paternal styles of management are sinking into oblivion the informational era for many reasons. Combined with integrity, empathy drives trust. It gives employees a sense that their interests are being looked after, and this creates positive energy. Team players who sense that a leader appreciates them are motivated to carry out their duties in a more committed way.

Emotional Intelligence and just intelligence. This is self-mastery or the ability to “perceive, control, and improve the connection between what we feel and the way we act”. It’s about self-awareness. Do I know myself? Can I control myself? Do I look for ways to improve my nature? These are all burning questions for any manager or must be.

Vision. There is no leader without a vision of their business destination. Vision provides direction, it inspires and invigorates people. Leader’s vision starts with imagination and an inquisitive mind. Visionary leaders are good storytellers who are capable of weaving together interesting connections.

Analytical skills. Good analyst is good at decision making. “This sounds simple enough, but the origins of how and why people make their decisions are actually quite complex”. It’s the ability to zero in on what’s important, see the whole chessboard, and take decisive action.

Courage. It is not only about taking business risks. It is also about resolving work team conflicts. There are always productive and unproductive conflicts, if people really work. Leadership means being on the front line of those conflicts. It means facing conflicts, mediating and shaping them, sometimes at the risk of great personal cost or freedom. How often does a fear of standing out inhibit your ability to do the right thing? This question should be included into the job interview!

Passion. A leader’s passion or drive is important because it creates positive energy. Good charismatic leaders act as catalysts for the formation of highly motivated teams. High energy and enthusiasm are signs of passion but the trick is to determine where that fire comes from and is the leader in it just for themselves. There is a balance to be maintained with the other six attributes.

Reliability is must. Leaders just must have it in order to provide stability and strength to organizations. Leaders must not only understand the major elements of their businesses but must also keep up with any changes.

Objectiveness. Leaders should be able to look at themselves objectively and analyze where they have made mistakes and where they have disappointed people. If they do not they rest on laurels and finally fall behind in everything.

And determination, 100 % of determination as business is ups and downs, which majority of business leaders encounter. Capability to learn from mistakes and move ahead, this is what defines success of any company.

Assertiveness or resistance to external pressures and willpower to bring any project to the end despite all the obstacles.

Accountability or the manager ability to model and realize the degree of his responsibility, as well as see the consequences of his actions and decisions.

The best leaders are open-minded and eager to deal with new issues and challenges. Staying busy and working long hours are not necessarily a measurement of leadership effectiveness. Besides, they should spend no more than four hours a day in their offices or board. The rest of the time, they should be out with their people, talking the lower-level employees or in the shop floor they must be accessible. They should be traveling widely throughout their organizations.

Leadership is all about communication. Leaders have an ability to steer their team to achieve common goals and they should be able to set these objectives clearly and motivate sometimes verbally. They need good verbal self – expression and sometimes eloquence. Testing these qualities should be primary task of a job interviewer.

Well-motivated competent people can do amazing things. Choose the wrong people to lead and the impact can be disastrous. Choose the right people and a business can soar. But the best leaders as well as parents must be walking examples as all kinds of people are led by example. These leaders let their actions (and bottom lines) speak for themselves. The best illustration of such a leader may be Tim Cook, whom people admire, the one who changed the world for the best. Cook is the CEO of the most valuable company in the world, Apple. He took over Apple after the company's founder, Steve Jobs, succumbed to cancer in 2011. Cook has helped navigate Apple through the transition after Jobs' death as well as developing new product lines and opening Apple retail stores in China. He has also led a very public battle against the FBI and their demand that Apple creates a backdoor for users' iPhones. Not the less inspiring is the second leader Howard Schultz, CEO of Starbucks, who handled company tragedy. Starbucks is known for its exceptional treatment of employees, offering things like insurance to even part-time workers. When tragedy struck the company, it was no surprise that their CEO was able to comfort a hurting store and community. In 1997 three employees were killed in a bungled robbery of one of the Washington D.C. stores. Instead of issuing a press release or calling legal counsel, CEO Howard Schultz flew straight to D.C. and spent the entire week with the employees and their families in the area. Schultz's compassion and incredible leadership helped heal those closest to the tragedy.

**Conclusion.** Just like empires, companies can come and go with the times. However, there are some ones, that last for ages, and great leadership is their secret. Great leaders have the ability to motivate employees, help others see and believe in a vision, and lead innovation in the company. Having a great leader at the helm is something that all investors, consumers, and employees want. The main talent of the leader is his natural ability and desire for mastery. It is possible to develop competencies, gain knowledge and experience, and even develop talent if there are its signs. The potential does not depend on the current level of skills and knowledge, but on how much the leader can develop them in the fu-

ture, that is, again on his personal qualities such as ambition, determination and willpower. President John Quincy Adams once said, “If your actions inspire others to dream more, learn more, do more and become more, you are a leader”. Some leaders, like the ones Adams describes, rise naturally to the top, while others must be searched for. It is a primary task of HR departments, which should develop their list of qualities and skills badly needed and test on them.

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