

LEADER PERSONALITY AND LEADERSHIP

Zinaida Zhyvko

*Doctor of Science in Economics, Professor,
Professor of the Department of Management and International Business
Institution of Higher Education "Private Joint-Stock Company
"Lviv Institute of Management"*

ORCID <https://orcid.org/0000-0002-4045-669X>

Oleg Zhyvko,

graduate student of the Kyiv National University of Technology and Design

Abstract. Comparing a leader with a product of leadership can be useful for better understanding the nature of leadership and its impact on an organization or community. A leader as a product - a leader can be considered a "product" of leadership in the sense that it is formed and developed as a result of the interaction of various "components" or "ingredients" of leadership. The essence of leadership lies in the leader's ability to influence others, motivate them to achieve common goals and development. This includes the ability to motivate, train, lead, communicate, develop relationships and make decisions that contribute to success.

Similar to the process of creating a product, a leader is shaped and developed by various factors. These can be personal attributes such as charisma, emotional intelligence, self-confidence, as well as professional skills such as leadership, communication, strategic thinking and adaptability.

Keywords: leadership, leader, emotional intelligence, self-confidence, professional skills, leadership, management style

The supply shock for EU countries due to Russia's invasion of Ukraine has intensified, as the European economy has been suffering since the summer of 2021 due to rising natural gas prices, as well as high uncertainty about its duration and intensity. The price of natural gas, which largely determines the price of electricity given the structure of the European electricity market, has increased fivefold in one year, rising 25% since the incursion began. The price of oil has nearly doubled over the past year, rising 20% since the end of February 2022, while the price of wheat has risen 30% over the same period [1]. Thus, there has been a sharp and widespread increase in the cost of raw materials and intermediate goods, adding to the damage already occurring due to bottlenecks in production chains due to the disparities caused by the rapid recovery of the economy after the pandemic. The economic consequences of such an evolution are higher inflation and slower growth.

The statement "Leadership is a product of the leader's personality" suggests that the characteristics, traits, and qualities of a leader's personality significantly influence their ability to lead effectively. While it is true that a leader's personality plays a crucial role in shaping their leadership style and approach, it is important to recognize that leadership is a complex and multifaceted phenomenon influenced by various factors.

Here are some considerations regarding the relationship between a leader's personality and their leadership effectiveness: trait theory, leadership styles, self-awareness and authenticity, adaptability and flexibility, emotional intelligence, development and growth.

Trait theory of leadership suggests that certain personality traits, such as

extraversion, conscientiousness, openness to experience, agreeableness, and emotional stability, are associated with effective leadership. Leaders who possess these traits are often perceived as more charismatic, confident, decisive, and emotionally intelligent, which can enhance their ability to inspire, motivate, and influence others. Different personality traits may predispose individuals to adopt particular leadership styles, such as autocratic, democratic, transformational, transactional, or servant leadership. For example, leaders with dominant personalities may be more inclined towards autocratic or directive leadership styles, while those with empathetic and collaborative personalities may prefer democratic or participative leadership styles.

Effective leaders demonstrate self-awareness and authenticity in their interactions with others. They understand their strengths, weaknesses, values, and beliefs, and they align their actions with their personal values and principles. Authentic leaders are genuine, transparent, and consistent in their behavior, which fosters trust, credibility, and followership among their team members. While personality traits may influence leadership behaviors, effective leaders demonstrate adaptability and flexibility in response to changing circumstances, challenges, and contexts. They recognize the need to adjust their leadership approach based on the needs of their team, the demands of the situation, and the dynamics of the environment.

Emotional intelligence, which encompasses self-awareness, self-regulation, social awareness, and relationship management, is a critical component of effective leadership. Leaders who possess high emotional intelligence are adept at understanding and managing their own emotions, as well as the emotions of others. They demonstrate empathy, empathy, and empathy in their interactions, which enhances their ability to build rapport, resolve conflicts, and foster collaboration. While personality traits may provide a foundation for leadership, effective leaders recognize the importance of continuous learning, development, and growth. They actively seek feedback, engage in self-reflection, and pursue opportunities for personal and professional development to enhance their leadership effectiveness over time. In summary, while a leader's personality certainly influences their leadership style and approach, effective leadership is not solely determined by personality traits alone. Leadership effectiveness is a complex interplay of personality, skills, behaviors, situational factors, and contextual dynamics. Effective leaders leverage their personality strengths, develop their leadership skills, and adapt their approach to meet the evolving needs of their team and organization.

This situation requires all EU countries to take measures to mitigate the short-term negative consequences of the invasion and to promote structural changes in response to the new economic situation. In particular, it is critical to prevent the liquidity strain associated with rising energy prices from jeopardizing the survival of viable companies and causing overall pressure on the economy's cost and price structure.

With regard to the economic security of Ukraine, the industry is practically destroyed in the southeastern regions of the country, but Ukraine was able to stabilize the electricity supply in most regions and even restored the import of electricity

abroad much faster than expected (due to the constant attacks of the aggressor on the objects of the energy structure). This makes it possible to restore business activity and development of business entities as the grassroots link of the state economy. As the newspaper "Economichna Pravda" notes: "Forecasts of further growth of the Ukrainian economy also vary on a very modest scale: from +0.3% in 2023 to +6.4% in 2025 (data of the NBU forecast). This is very little both for the conditions of wartime and for the conditions of the probable post-war recovery. The imbalance in the sphere of public finances occurs as a result of the narrowing of the tax economic base and the growth of expenditure needs. The wartime state of the economy led to a progressive increase in spending on defense needs, social support of citizens, and the restoration of infrastructure destroyed by the war" [2].

The economy of Ukraine is affected by the development and profitability of business entities of various industries and regions, in turn, the effectiveness of grassroots activities and their safety depend on the quality of training of the top management of organizations, their expertise and competencies. Today we offer to consider the main leadership skills of a manager, head of a unit and their impact on economic security. Of course, we should not forget that the head of the organization will not always be the leader, but the relationship between the head and the informal leader must be taken into account [3]. The concept of leadership is not new, it can be interpreted as a set of skills and abilities that a person called a leader should possess in order to influence the behavior of other people. That is, leadership is a product of the leader's personality, which can be understood from the following positions (Fig. 1):

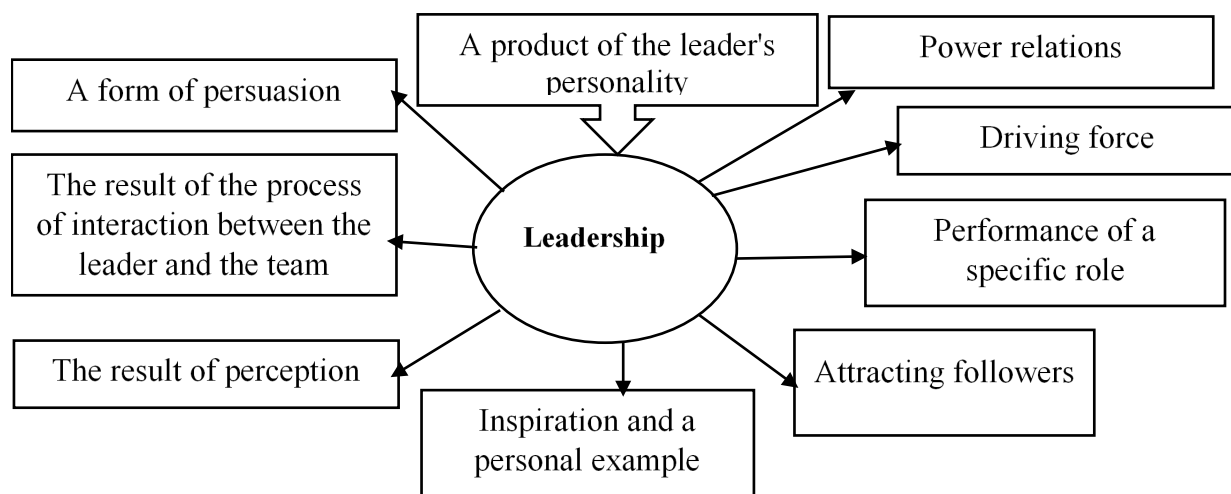


Fig. 1. Positions of interpretation of leadership

Effective managers who also exhibit leadership qualities typically possess a diverse range of skills that enable them to inspire, guide, and empower their teams to achieve organizational goals. Here are some basic skills that a manager-leader should possess: communication skills, interpersonal skills, decision-making skills, strategic thinking, team leadership, coaching and development, conflict resolution, adaptability, time management, ethical leadership.

Managers need strong communication skills to convey ideas clearly, listen

actively to employees, provide feedback, give instructions, and resolve conflicts. Effective communication fosters trust, collaboration, and alignment within the team. Interpersonal skills, such as empathy, emotional intelligence, and relationship-building, are essential for building strong rapport with team members, understanding their needs and concerns, and fostering a positive work environment.

Managers must be able to make timely and informed decisions based on available information, critical thinking, and problem-solving abilities. They should weigh the potential risks and benefits of different options and take decisive action when necessary. Managers should have a strategic mindset and the ability to think long-term, set goals, prioritize tasks, and allocate resources effectively to achieve organizational objectives. Strategic thinking involves analyzing trends, anticipating changes, and adapting strategies accordingly. Effective managers inspire and motivate their teams to perform at their best by setting a clear vision, providing direction, and fostering a culture of accountability and collaboration. They empower employees to take ownership of their work and contribute to the team's success.

Managers should support the professional growth and development of their team members by providing mentorship, coaching, and opportunities for skill-building and learning. They should recognize and nurture employees' strengths while helping them address areas for improvement. Managers must be skilled in resolving conflicts and managing interpersonal disagreements within the team. They should facilitate open communication, mediate disputes, and find mutually beneficial solutions to conflicts to maintain a harmonious work environment. In today's fast-paced and constantly changing business environment, managers need to be adaptable and flexible in response to new challenges, opportunities, and disruptions. They should embrace change, encourage innovation, and lead by example in adapting to new situations.

Summary and conclusions. Effective managers prioritize tasks, manage their time efficiently, and delegate responsibilities appropriately to ensure that goals are met within deadlines. They should be organized, proactive, and able to balance competing demands effectively. Managers should demonstrate integrity, honesty, and ethical behavior in all aspects of their role. They should adhere to high ethical standards, promote a culture of fairness and respect, and act as role models for ethical conduct within the organization.

By honing these basic skills, manager-leaders can effectively navigate the complexities of their roles, drive performance, and contribute to the success of their teams and organizations. Continued learning, self-awareness, and professional development are key to further enhancing these skills over time.

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