

Національна академія наук України
Національна академія педагогічних наук України
Інститут філософії імені Г. С. Сковороди
Інститут політичних і етнонаціональних досліджень імені І. Ф. Кураса
Інститут всесвітньої історії
Інститут соціальної та політичної психології
Інститут обдарованої дитини
Всеукраїнська газета «Освіта і суспільство»



МАТЕРІАЛИ

*V Всеукраїнської міжгалузевої
науково-практичної онлайн-конференції*

**«Національна наука і освіта
в умовах війни РФ проти України
та сучасних цивілізаційних викликів»**

27 березня–2 квітня 2024 року

*в межах XV Міжнародної виставки
«Сучасні заклади освіти–2024»*

Київ
2024

Н35 Національна наука і освіта в умовах війни РФ проти України та сучасних цивілізаційних викликів : матеріали V Всеукраїнської міжгалузевої науково-практичної онлайн-конференції (Київ, 27 березня–2 квітня 2024 року). / Упоряд.: Л. І. Ткаченко, В. М. Шульга. – Київ : Інститут обдарованої дитини НАПН України, 2024. – 1 322 с.

У збірник увійшли статті та тези учасників V Всеукраїнської міжгалузевої науково-практичної онлайн-конференції «Національна наука і освіта в умовах війни РФ проти України та сучасних цивілізаційних викликів», у межах XV Міжнародної виставки «Сучасні заклади освіти–2024», у яких автори висвітили питання розвитку українського суспільства, зокрема науки і освіти в умовах війни РФ проти України; розвитку українського соціуму на принципах свободи, рівності, поваги до людської гідності, дотримання прав людини і верховенства права; проблем розвитку обдарованих дітей і юні в умовах боротьби за незалежність і цілісність України.

Тематика публікацій:

- Наука і освіта в умовах війни РФ проти України
- Освіта України в сучасних цивілізаційних викликах
- Соціально-психологічні аспекти розвитку українського соціуму під час війни
- Обдарованість і лідерство: ідентифікація і місія

Видання рекомендовано для науковців, керівників і представників освітніх закладів, інститутів післядипломної освіти, педагогічних працівників усіх ланок системи освіти.

Статті подано в авторській редакції (збережено стилістику, орфографію та мову). Автори опублікованих матеріалів несуть відповідальність за точність наведених фактів, цитат, посилань на джерела тощо.

Victoria Matsuka,
*PhD in Economics, Associate Professor,
Associate Professor of the Department of
Management and finance
Mariupol State University
Kyiv, Ukraine
v.matsuka@mu.edu.ua*

Maryna Horbashevskaya,
*PhD in Economics, Associate Professor,
Associate Professor of the Department of
Management and Finance
Mariupol State University
Kyiv, Ukraine
m.gorbachevskaya@mu.edu.ua*

LEADERSHIP AND MANAGEMENT: IDENTIFICATION AND MISSION

Анотація. Актуальність дослідження полягає в тому, що в сучасних умовах особливо гостро постає питання удосконалення системи менеджменту якості управління та забезпечення конкурентоспроможності підприємства на ринку. Необхідна робота злагодженої команди, яка можлива лише за наявності лідера, який координує роботу свого колективу. У статті уточнено сутність поняття «лідерство», визначено місце й роль лідерства у системі менеджменту підприємства. Виділені ключові ознаки, що характеризують феномен лідерства; вказано, що першоосною прояви лідерства є особистість лідера; наведено відмінні риси функціональної спрямованості менеджменту та лідерства. Зроблено висновок, що розвиток концепції лідерства певною мірою змінює зміст самої парадигми сучасного менеджменту.

Ключові слова: лідерство, менеджмент, команда, мотивація, планування, місія, контроль.

Abstract. The relevance of the research lies in the fact that in modern conditions, the issue of improving the management quality management system and ensuring the competitiveness of the enterprise on the market is particularly acute. The work of a coordinated team is necessary, which is possible only in the presence of a leader who coordinates the work of his team. The article clarifies the essence of the concept of "leadership", defines the place and role of leadership in the management system of the enterprise. The key features characterizing the leadership phenomenon are highlighted; it is indicated that the primary basis of leadership is the personality of the leader; distinguishing features of the functional orientation of management and leadership are given. It was concluded that the development of the concept of leadership to some extent changes the content of the very paradigm of modern management.

Key words: leadership, management, team, motivation, planning, mission, control.

Leadership and management - different things, but the differences between them are not what most people imagine them to be.

It is leaders who prepare their companies for change and help them cope with all the difficulties on the way of transformation.

There is nothing mystical or mysterious about leadership. It is not related to charisma and other exotic personality traits. This is by no means the fate of the chosen ones. Nor can it be said that leadership is better than management or can replace it.

Leadership and management are two different but complementary systems of action. Each of them has its own functions and characteristic manifestations. They are equally necessary to achieve success in a complex and ever-changing business environment [2].

Most companies today have too much management and clearly lack leadership. Meanwhile, they need more leadership. Successful corporations do not sit back and wait for a leader, they actively look for people with leadership qualities and build their careers in such a way as to develop their existing potential. Naturally, with careful selection, appropriate training and adequate encouragement, many can become business leaders.

But, while improving leadership qualities, companies should remember that strong leadership combined with weak management is not better, and sometimes even worse, than weak leadership and strong management. Thus, the main challenge is to combine strong leadership and strong management and use the strengths of each mechanism to compensate for the weaknesses of the other. Of course, not every person is able to be a good leader and a good manager at the same time: someone becomes an excellent manager, but cannot be as strong a leader, someone has excellent leadership qualities, but for one reason or another it is not given to him to become a strong manager. Forward-thinking companies value both types of people and try with all their might to get both of them into their team.

But as soon as it comes to the training of top managers, companies refuse (and quite rightly) the prevailing opinion that a person cannot be a manager and a leader at the same time. Realizing the fundamental difference between leadership and management, they try to educate a leader-manager.

The difference between a leader and a manager

Leadership is about change. The business world is becoming more and more competitive and changing, and that is why the role of leadership is especially important now. The rapid development of technologies, increased international competition, deregulation, overcapacity in capital-intensive industries, the instability of oil cartels, the presence of many indirect bonds on the market, and changes in the demographic structure of the labor market - this is far from a complete list of factors that determine the volatility of modern business. The result is quite natural: if you work like yesterday and even 5% better than yesterday, this is no longer a guarantee of success. To survive

and compete successfully in this new world, change is necessary. And the more changes, the greater the need for leadership.

Let's take a simple analogy from the military sphere. In peacetime, an army can survive with good administrators and managers at all levels and strong leaders at the top. In wartime, the military needs leaders at all levels. Still no one knows how to make people go to battle, someone has to lead them.

Different systems of action are required to perform different functions - problem management and change management. In both systems, it is necessary to decide what to do, create a structure that will carry out the plan, and finally try to force people to do their work. But these tasks are performed in each system in its own way.

- Solving a company's problems begins with planning and budgeting: they set goals (usually for the coming month or the coming year), develop a sequence of steps to achieve those goals, and then allocate resources to carry out the plans. Changes in the company are carried out in a completely different way - everything begins with the development of a direction: first of all, a vision of the future (often very distant) is formed and strategies for implementing the changes necessary for the realization of this vision are developed.
- Management achieves its goals by organizing the process and recruiting personnel: an organizational structure and workplaces are created to perform the planned work; qualified performers are selected; they are introduced to the course of the case and are delegated responsibility for the implementation of this or that part of the plan; control systems over the implementation of the plan are being developed. Leaders act differently: their goal is to motivate and guide people. The leader explains his vision to people who gather in the community, ready to accept the leader's idea and work for its implementation [4, p. 90].
- And the last. Managers ensure the implementation of the plan by monitoring and solving problems that arise. They compare performance with plan items, identify deviations, and develop new plans. Managers have formal and informal means at their disposal: reports, meetings, etc. Leaders must inspire people to act in order to achieve the goal and, despite possible obstacles, ensure movement in the right direction. Leaders influence core entities that are often overlooked, i.e. needs, values, emotions.

Direction of movement vs. plan and budget [3]

Participants in discussions about vision tend to fall into mysticism: vision, according to their ideas, is mysterious and inaccessible to mere mortals (even very talented people). But there is nothing mysterious about developing a business direction. It is a very difficult, often exhausting process of collecting and analyzing information, and the people who do it are not wizards, but strategic thinkers with a broad perspective who are willing to take risks.

Neither the company's vision of the future, nor the strategies aimed at realizing this vision, need to be impeccably innovative. Effective ideas may not be original and consist of well-known components. The combination of components can be new, but it is not necessary.

For example, when a top manager can make the best company in the world, he is not doing anything that other workers in the industry do not know. Therefore, by betting on corporate clients, the company will be able to earn more profit, conduct sustainable business and achieve significant growth. Unfortunately, in an industry known more for red tape than vision, no one has been able to pull these simple considerations together and put them into action. But some have succeeded, and the idea is starting to work.

Thus, the main thing in an idea is not originality at all, but how well it meets the needs of interested parties (customers, shareholders, employees) and how easily it can be transformed into a realistic competitive strategy. An incorrectly formulated vision ignores the legitimate needs and rights of important participants in the business situation (if, say, the interests of employees are pursued at the expense of limiting the interests of customers or shareholders). Vision can be strategically vulnerable. When one of the weakest competitors in the industry suddenly declares that it will be "number one", it is perceived more as a fantasy than a vision.

Companies that are characterized by an excess of management and a lack of leadership often make a common mistake: they see a panacea in long-term planning, which, in their opinion, should compensate for both the lack of perspective and the inability to adapt to a highly competitive and dynamic business environment. This approach distorts the very understanding of strategy and never works.

Long-term planning takes a lot of time. If something unexpected happens, plans have to be revised. In a dynamic business environment, the unexpected often becomes the norm and long-term planning becomes a burdensome task. That is why the most successful companies tend to plan only for the near future. Some even believe that the phrase "long-term planning" contains a contradiction.

In a company that does not have a strategic direction, even short-term planning can become a black hole that absorbs a lot of time and energy of employees. In the absence of a vision and strategy that limits and directs the planning process, everything has to be planned. This kind of continuous planning distracts employees from more important tasks and prevents them from getting the sense of direction that any organization needs. Under the circumstances, managers become cynics, and the planning process turns into a political game.

The planning process should replace strategy formation and supplement it. Qualified planning is a useful means of checking the correctness of the chosen

direction. Similarly, a well-constructed strategy creates the necessary basis for realistic planning and allows you to see where planning is necessary and where it is pointless.

Orientation of people vs. organization and recruitment [3]

Managers are engaged in organizing in order to create a system that allows the plan to be executed as accurately and efficiently as possible. Usually, it is necessary to solve a number of complex tasks. The company must create structural divisions and set reporting relationships, find suitable employees and set up training, prepare an information system and distribute authority. It is also necessary to build a system of economic incentives and a system of performance control. Such organizational measures are similar to architectural solutions: all elements must be combined within the framework of a specific situation.

Orienting people is a completely different matter. This is primarily a matter of communication, not design, it requires much more intensive communication than organizational measures. A person has to deal not only with subordinates, but also with superiors, employees of the same level as him, employees of other divisions of the company, as well as with suppliers, government officials, and customers. Everyone who can help in the implementation of the strategy and everyone who can hinder it participate in the communication.

Getting people to see the picture of the future is a much higher-level task than the problems that have to be solved during short-term plans.

Messages - whether wordy speeches or sparse, carefully selected symbols - are not always heeded, even if they were understood. Therefore, an important duty of a leader is to win the trust of people, to make them listen to his words. Trust is formed by many factors, the content of the message and the personality of the author (who he is, what his reputation is, how his words are correlated with his actions) play a significant role.

After all, targeting people creates new opportunities that are unlikely to be achieved by organizational measures. Companies often struggle to adapt to rapid market or technological change precisely because many employees feel helpless. From their bitter experience, they know that even if they correctly grasped the essence of the changes taking place and began to work in accordance with the new trends, most likely there will be a manager who will not like these changes. Disapproval takes many forms, from "It's against our policy" and "We can't afford it" to "Shut up and do what you're told."

Orientation helps overcome this obstacle as well, as it empowers people. First, when the direction of movement is formulated in the company, ordinary employees are no longer so defenseless: as long as the actions of subordinates correspond to the declared vision, it will not be easy for superiors to reproach them. And secondly, when

everyone has a common goal, it is less likely that the actions of some employees will conflict with the actions of others.

Motivation vs. control and problem solving

According to the management logic, the control mechanisms allow you to compare the behavior of the system with the plan and, in case of deviation from it, to take the necessary measures. Take, for example, a company with well-established management: the planning process establishes clear quality criteria, the organizational process creates a structure that ensures the fulfillment of the assigned tasks, and the control process ensures that any deviation from the required level immediately (and not after a month or two) will be detected and corrected.

Control is such an important element of management that high motivation and inspiration are completely inappropriate here. Management processes must exclude risks and failures, and therefore cannot depend on surprises. All systems and structures are designed to help ordinary employees, operating in standard situations, successfully perform their duties day after day. Nothing extraordinary happens. This is the essence of management.

Leadership is something completely different. Mobilization of energy resources is necessary to achieve a great goal. Motivation and inspiration make people act - but not under the influence of rigid management mechanisms, but satisfying the basic needs of a person, giving rise to a sense of achievement, belonging, recognition and self-realization, confidence in one's own abilities, the opportunity to live according to one's ideals. These feelings deeply affect each of us and give rise to a strong response in us [1].

A strong leader motivates people in different ways. He always communicates his vision to employees, focusing on clear values. And it does important work for all participants in the process. Leaders also involve people in discussing ways to achieve a goal (or a part of it that is closest to a particular person). This is how people develop a sense of belonging. Another important method of motivation is to help employees achieve their goals, provide them with support and advice, helping them to grow professionally and build high self-esteem. And finally, true leaders recognize and reward success. Work organized in this way becomes a motivating factor in itself.

The deeper the changes associated with the business environment, the more actively managers should encourage leadership qualities in their subordinates. And then leadership spreads throughout the organization, manifesting itself at all levels of the hierarchy. This is very valuable, because working under conditions of change in any complex business requires the participation of many people.

It should be noted that leadership coming from different sources does not necessarily act in the same direction. In such a situation, conflicts often arise. To avoid

contradictions, mechanisms different from those coordinating traditional management are needed.

Strong informal ties, which usually occur in companies with a developed corporate culture, help coordinate the activities of leaders, just as formal structures coordinate the activities of managers. Unlike formal structures, informal structures are able to provide a higher level of coordination, the necessary implementation of non-standard actions, and in particular changes. A variety of communication channels and trust between communication participants ensure the process of mutual adaptation. When conflicts arise between role functions, these relationships help resolve them. The process of dialogue and adaptation - perhaps this is its most important function - allows for the creation of vision options that are interconnected and compatible, rather than opposed and mutually exclusive. All this requires much larger communications than the coordination of roles in management, and strong informal networks, unlike formal structures, are able to cope with such a task.

Informal relationships exist in some form in all companies. But often such networks are either too weak (some people are closely related, but most are not) or highly fragmented (for example, strong ties exist within the marketing group and within the research group, but not between these two units). Such networks will not be able to support leadership that comes from many sources. But since large informal networks are the most important component of leadership activity, any serious initiative should begin with the creation of such a network.

Creating a culture of leadership

During the next career, leaders are faced with equally important tasks, and this expands their knowledge and skills. Leaders who have reached high positions in the past probably had to go beyond the narrow limits of a managerial career more than once. This usually happens as a result of moving to an adjacent area or when being promoted to a post with unusually broad powers; also helps in the work of special project groups or the completion of a serious training course for top managers. One way or another, the broad knowledge gained in such situations is extremely useful for leaders, as are the contacts acquired in the course of work inside and outside the company. When many people have such opportunities, strong informal networks arise, which are necessary to support leadership initiatives at all levels of the organizational structure.

Companies that have achieved the greatest success in training leaders pay special attention to creating conditions for the development of young employees. In many cases, decentralization plays a key role in this process, because the responsibility, and a very serious one, is transferred to the lower levels of the hierarchy. This approach is successfully used by well-known companies Johnson & Johnson, 3M, Hewlett-

Packard, General Electric, etc. Some of them create a huge number of small units, which means many responsible management positions, albeit of a low level.

Sometimes these companies create additional growth opportunities through the development of new products or services. The 3M company, for example, has a policy according to which at least 25% of revenues must come from products created in the last five years. In this way, small venture projects are encouraged, which provide hundreds of promising jobs to test and promote young people with leadership qualities.

Such practice allows training of leaders in the positions of the lower and middle levels, but training of leaders of the higher level requires much more serious and long-term efforts from the company's managers. It should begin with the identification of the most promising leadership candidates at the early stages of their careers and the creation of conditions for the development and realization of their potential.

Again, there is nothing unusual about this process. The methods that the strongest companies use with success are surprisingly simple. Senior managers observe the activities of young employees and lower-level employees, and then decide which of the young people have abilities and how to develop them. After identifying the most capable employees and understanding in which direction they should improve, managers draw up a development plan. Sometimes this is done within the framework of formal procedures (for example, during the preparation of a successor for the general director), but more often - informally [5, p. 615].

To attract managers to participate in such programs, forward-thinking companies try to encourage managers who successfully develop leaders. The incentive is rarely material, if only because it is difficult to quantify such activity. A manager's success in the field of education is taken into account when it comes to his own progress, especially if he is applying for one of the highest positions in the company. Therefore, even people who believe that they are born leaders, realizing how much their own career depends on their pedagogical success, somehow find ways to cultivate talents.

All this allows you to create a corporate culture in which people value strong leaders and strive to create them. And if today we desperately need leaders to ensure the operation of complex organizations, the number of which is increasing every day, then we need no less people who can create a culture that nurtures leaders. The culmination of leadership activities should be the building of a corporate culture focused on creating leaders.

LITERATURE:

1. Is there a difference between leadership and management? URL: <http://surl.li/rrmtf> (date of application: 17.03.2024).
2. Leadership and management - comparison of concepts and role conflicts . URL: <http://surl.li/rrmuh> (date of application: 17.03.2024).
3. Leadership vs management. URL: <http://surl.li/rrmur> (date of application: 17.03.2024).

4. Markina I., Voronina V., Dmytrenko I. Leadership as a phenomenon of modern management. *Economic space*. 2020. 159. P. 88-91. URL: <http://surl.li/rrmtv> (date of application: 17.03.2024).
5. Matsuka V. Global trends in leadership. Leadership and giftedness: modern scientific discourse and educational practice: materials of the All-Ukrainian scientific and practical online conference (Kyiv, February 14–19, 2024). Kyiv: Institute of the Gifted Child of the National Academy of Sciences of Ukraine, 2024. P. 615-620. URL: <http://surl.li/rikax> (date of application: 17.03.2024).

Мачуський В. В.,
*кандидат педагогічних наук,
старший науковий співробітник,
провідний науковий співробітник лабораторії позашкільної освіти
Інституту проблем виховання НАПН України
vvt_mail@ukr.net*

РОЗВИТИК ОБДАРОВАНИХ УЧНІВ У ЗАКЛАДАХ ПОЗАШКІЛЬНОЇ ОСВІТИ

Анотація. Статтю присвячено проблемі розвитку обдарованих учнів в закладах позашкільної освіти. Приведено дані результатів експериментального дослідження розвитку творчого мислення учнів у гуртках науково-технічного напрямку. Наголошується на необхідності безперервності творчого процесу.

Ключові слова: розвиток обдарованих учнів, технічне мислення, заклади позашкільної освіти, гуртки науково-технічного напрямку.

Abstract. The article is devoted to the problem of development of gifted students in out-of-school education institutions. The results of an experimental study of the development of creative thinking of students in scientific and technical circles are given. Emphasis is placed on the need for continuity of the creative process.

Keywords: development of gifted students, technical thinking, institutions of extracurricular education, scientific and technical circles.

У сучасних умовах дедалі очевиднішим стає той факт, що сутністю і основним показником прогресу людства є розвиток кожної окремої людини на основі її здібностей. До того ж це головний важіль подальшого прогресу суспільства, особливо в умовах переходу до науково-інформаційних технологій, а потім – і суспільства знань, де успіх у виробництві й життєдіяльності залежатиме насамперед від розвитку людини. Проблема обдарованості в наш час стає все більш актуальною. Це насамперед пов'язано з потребою суспільства в неординарних творчих особистостях. У зв'язку з цим істотно *актуалізується*, не тільки з огляду на інтереси окремої людини, а й суспільства в цілому, завдання – якомога більше наблизити навчання і виховання кожної дитини до її сутності, здібностей та особливостей.