Lopatchenko Inna, *PhD of Public administration, associate professor at the Training and Research and Production center, National university of civil defence of Ukraine, Kharkiv, O. Krutii Doctor of Science in Public Administration, Professor of the Department of Political Science and Philosophy of KRI NAPA, the city of Kharkiv.*

ORCID ID: 0000-0002-4838-2154

PSYCHOLOGICAL FEATURES OF THE SUCCESS OF THE LEADER IN PUBLIC ADMINISTRATION

The general characteristics of the head of public administration has been justified. The main components of the psychology of success of the head of a modern public institution has been considered. Foreign experience in the psychology of success of the head of a modern state institution has been studied.

Psychological features of the success of the leader has been identified. The main recommendations on the main problems of success of a modern leader in public administration has been developed.

Key words: *psychological features of the leader, public administration*

In the conditions of active transformation processes in our state, several crucial issues have emerged that need to be resolved as soon as possible in theoretical and practical circles of public administration. One of the most important problems that needs to be solved immediately is the successful development of the personality of the head of a modern state institution. This issue is urgently needed to be considered and resolved in the light of the current stage of development and changes in public administration, and the

establishment, functioning and sustainable development of modern public institutions will depend on this.

The degree of success of the leader depends on the abilities, knowledge and skills, efficiency and intensity of effort, as well as the level of motivation. To achieve success, the presence of primary, essential characteristics is important, namely, self-confidence, sociability, ability to self-affirmation, balance, objectivity [5].

Modern leaders are formed mostly spontaneously, most leaders have not received special education in people management, management and leadership and taking on the role of leader does not have special knowledge and skills, not always aware of their role and need to cultivate personality traits for successful management and leadership. However, in practice we can see the lack of mastery of management skills and knowledge, as well as lack of attention paid by organizations to the development and improvement of leadership potential of their leaders, and lack of effective development and training programs, which led to the choice of psychological research. the success of the head of a modern state institution [3].

An organization develops when its employees have the opportunity to grow and develop their abilities. This fact reminds us of the importance of taking into account the values and needs of subordinates. Management is characterized by the need to achieve goals in a limited material, information and time resources and the need to create a harmonious and productive atmosphere for employees who could unleash their potential. Such a high level of requirements puts before society the task of researching the topic of success of leaders, starting with studying and identifying the necessary level of requirements for leadership - professional and personal characteristics, identifying potential for leadership and developing this potential for successful leadership. In modern conditions, we need not just qualified leaders, but psychologically thinking, wise in management professionals. Now, more than ever, there is a need to educate managers in the knowledge of the psychological foundations of management, high management culture.

Nowadays, the management of any organization is carried out in terms of accelerating the pace of development of society, technology development, general humanization of relations. These circumstances require managers to have a much greater and broader understanding of their role, to improve their knowledge both in the professional sphere and in the field of interpersonal relations, a deeper understanding of psychology important importance is also given to the personality of the leader, his harmonious development and self-expression as the basis of sustainable development and success in management [2].

For a long time it was believed that training allows you to get any profession, except the profession of leader, because the leader is an experience and vocation. This idea was formed under the influence of the long-standing popularity of one of the first approaches to the study of leadership theory is the approach to leadership from the standpoint of traits, when it was believed that a successful leader is a person with a certain set of traits from birth. But later, in-depth and larger-scale research, it was recognized that leadership and leadership is an area in which you can and should learn like any other professional activity [4].

The main task of managers is the overall management of the process, operation and development of management systems. The specificity of their activities is that they mainly affect employees who implement certain tasks of the process. Psychological knowledge is knowledge related to the managerial activities of the manager, as well as knowledge related to the interaction of participants in the process of making managerial decisions and performers. Psychological knowledge includes: general psychology; social Psychology; personality psychology; pedagogical psychology; management psychology; psychology of creativity; forms and methods of organizational psychologist. Psychology of managerial decision-making (features, types, types of managerial decisions, factors influencing the decision-making process, criteria for the effectiveness of decisions and others). The operational component is a set of skills that ensure the success of the management process. All skills can be divided into two groups: general and psychological.

General management - is the skills, abilities and conditions to increase the effectiveness of direct management activities of the head [1].

The general management ones include: the ability to set real goals (strategic and tactical) for themselves and the team and determine ways to implement them; ability to develop a management structure and its basic elements; ability to determine the suitability of performers; ability to provide effective control and others. Psychological skills and abilities are related to the psychological support of the management process. The psychological ones include: determining the optimal style of business communication; creating a favorable socio-psychological microclimate in the team; ability to carry out constant self-analysis and self-evaluation of their work; ability to possess various means of self-control; analysis of achievements and shortcomings of its activities; self-possession in any situation; stimulating the increase of professional and personal potential of employees; development and adoption of original management decisions taking into account the psychological characteristics of the management situation; initiating positive communication between executors of management decisions; introduction of innovative management technologies. Ability to determine the style of interaction with participants during management decisions; orientation of all team members on the final result of the decision, on business cooperation and mutual assistance for successful implementation of decisions [2].

The personal component is a set of important individual and personal characteristics of the leader that affect the management process. All the characteristics of the personal component can be divided into three groups depending on the attitude of the head to: management problem that needs to be solved; participants and executors of management; oneself [4].

Characteristics that reflect the attitude of the head to the management problem: political and social competence, intellectual level, professionalism, demands, organizational skills. Ingenuity and flexibility, perception of innovation risk propensity. Characteristics that reflect the attitude of the leader to the participants and executors of the decision-making process: justice, democracy, humanity, demanding. Characteristics

that reflect the attitude of the leader to himself: self-criticism, demanding (to himself), self-control, ability to work, focus on personal development, principledness, self-confidence, determination [1].

The motivational component is a set of motives adequate to the goals and objectives of the management process. Motives are the motivating factors that control the behavior and activities of the leader in the management process. All the characteristics of the motivational component can be divided into three groups: social, managerial, personal motives. Social motives are motives that concern society as a whole. Social motives that affect management include: involvement in one of the most prestigious activities in society. Management motives are motives that are directly related to problems in organizations that need effective management [3].

Management motives include: the desire to promote the humanization of interaction in the process of the organization, the creation of a favorable socio-psychological climate in the team; readiness to realistically analyze the situation in the organization, to assess the capabilities of the team and the organization, which will allow an objective approach to choosing an effective solution; organization of joint activities of all members of the team to implement plans and objectives of the organization and implementation of decisions; the opportunity to create conditions to ensure that subordinates meet their self-improvement of professional and creative abilities; stimulating the professional and creative development of everyone. The need for communication and cooperation with the team in the management process; promoting the team's faith in the success of decisions, the ability to freely express each participant in the decision-making process of their opinions, impressions, wishes and suggestions when searching and making decisions, seeing prospects and presenting positive results [3].

Personal motives are motives that relate to the personality of the leader and involve self-knowledge, self-analysis, self-regulation of self-development directly by the leader in the management process. Personal motives include: the need for constant self-knowledge and self-analysis of their activities; ability to control oneself in any situation; possession of various means of self-control, the ability to self-analysis in cases of

unsuccessful decisions and others. Independence of making original and non-standard management decisions.

The structural components of the psychological readiness of managers to perform managerial activities (cognitive, operational, personal and motivational) analyzed above are closely related and only as a whole ensure the success of problem solving.

The results of research have shown that in general managers have an average level of development of psychological readiness for management and need further serious and systematic socio-psychological work aimed at their development, which is necessary to improve their professional activities [2].

Thus, for the effective management of a modern public institution, the leader must have knowledge of modern management and have the ability to manage the team. The knowledge of modern management is necessary for the leader to determine their own approaches to subordinates. Managers who are unable to analyze and improve their own management approaches, as a rule, do not try to establish feedback, unable to interest their subordinates, have difficulty in providing tasks and assignments. Managers who do not sufficiently understand the motivation of employees with outdated management style do not meet the current requirements of government agencies. Leadership skills are manifested in the presence of mental personal values and principles and clear personal goals; ability to manage oneself; ability to teach and develop subordinates, to form effective working groups [5].

The success of development in the work of the leader is directly related to the success of the team, improving the style and methods of work, improving their personal and business qualities. And all this together determines the success of management.

The ability to manage is not just knowledge of the case. In leadership, the qualities that relate to the personality of the leader are important. The leader must be a person. His business qualities can be fully manifested only when they are supported by a vision of the essence of the case, critical judgments, method, firmness and endurance [4].

The effectiveness and success of management is influenced by the personal qualities of the leader, his suitability for leadership work and psychological readiness for

management. Personal characteristics of the leader are directly related to his psyche, subjective qualities, innate, acquired or developed abilities. Without the ability to select, prepare, organize, interest and evaluate people, no management decision will succeed. A real-minded leader reserves the right to decide only those issues that correspond to his qualifications, experience and authority. At the same time, he must be mobile, monitor the situation and always be ready for change.

The head of a modern state institution deals with a complex object of management (team, team, crowd) and the success of his work in office depends on the ability to determine the form of the object of management and form adequate managerial influence (leadership, leadership, manipulation), on the one hand, and change the shape of the object of management in accordance with the existing goals and means of achieving them, on the other.

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