

# The problem of leadership in the light of human nature and functioning of society – Ukrainian perspective

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## Abstract

The topic of leadership in management gained much interest in the last decade. This was facilitated by several factors: first, attempts to understand the essence of leadership structure; secondly, the further democratization of entrepreneurship and business; third, characteristics of leadership in various ethno-cultural environment; fourth, a number of socio-political disturbances aimed at changing the government in some countries and so on.

The authors sought to regard the problem of leadership in Ukraine in the light of theoretical considerations of Western scholars, as well as analysis of the modern experience of formation and effective functioning of successful societies.

The attention is concentrated on the three-level structure of leadership that allows to be more aware of the peculiarities of different management structures.

**Paper type:** conceptual paper

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## Introduction

Ukrainian realities of the last decades encouraged to think about the present, look for reasons and explanations for troubles that are obvious to many people both in the Ukraine and abroad. We have to think about questions concerning how the mentality of Ukrainians, which does not exist in pure form as well as over the nature of activity of people's guides and statesmen.

Increasingly, Ukrainian politicians, political reviewers and journalists say quite responsibly on the urgent need for the leaders worriedly talk on the current situation in the Ukrainian society. Thus, Ukrainian businessman and public figure Pekar (2015) (Member of the National Council Reform) said: "When Western leaders talk about the Ukrainian reforms, they often use the word leadership." Someone has to go out and say, "I understand that I will be bombarded with tomatoes, but excuse me, if I won't do this, the country will face its end." Here we have no such people. This applies to all ministries. Each minister can say, "I just minister." And can say: "I take responsibility." Finally, the president can show leadership in reforms, which requires people from him. Recently Soros openly said: "Either the president takes the lead, or nothing will happen" (Pekar, 2015).

Just this thought sounds either in the utterance of the expert on financial sector Strachova. She writes (Strachova, 2015): "In Ukraine, many reforms and reformers, but the leadership has not happened ... Society and politicians must be ready to accept the leadership of a particular person and give it proper support. The leader also must be prepared to rely on the support of an active civil society and at the same time be able to say 'no' ... Perhaps that is why the speed of reforms causing discontent among population and diplomatic concerns of the West. But what is leadership and where are the leaders come from? Can there be leaders in Ukraine?" Key questions for Strachova are important not only for her, they are relevant to the general layers of Ukrainians.

The purpose of this article is the desire to find out what a "leader" and "leadership", abandoning established notions of these concepts that still exist in basic native encyclopedias. There is a demonstrative determination of the 11-volume *Dictionary of Ukrainian Language* (1973, vol. 4, p. 509): "The leader ... one who stands at the head of a political party or some other social-political organization; ... chief, supervisor, sagamore."

### 1. Leader and leadership in the context of personal characteristics

Without claiming to be complete, but basing on Ukrainian realities of today let's start with the fact that, in our opinion, is crucial to the point. We consider that the first feature that must necessarily be inherent in the personality of the leader is the

ability to influence, which is not always identical to popularity, and sometimes has nothing in-common it.

What is the influence and what is it based on? Influential people captured by the idea of a dream, see the future of a project and the final result of its implementation, as well as insistently seeking the most effective ways of its implementation. And this idea of a dream must be socially significant attractive as a benefit for all and every-one. Then many will want to join the case, will follow the leader, will believe him, will want to support the one who took over that responsibility.

This quality of the individual basically has the innate potential inclinations which are developing under the influence of upbringing and social experience in the process of formation of ideology and values.

“Political leadership in reforms – continues his reflections Strachova (2015) – is the result of a personal leadership, economic needs and political arrangements. At the same time a leading reformer – it is a crisis manager and developer, which has no political ambitions and ready answer for results.”

Both quotations actually refer to the unshakable unity of word and action, which, unfortunately, does not demonstrate Ukrainian politicians. Therefore, not finding convincing rational answers, sometimes you have to meet the conclusions immersed in mystical experience when ones talk about “historic destiny” or fate etc.

In the last two (2014–2015) years, Ukrainian society has made its choice and is moving towards Europe. Therefore, for our study the best way is to appeal to the existing experience of scientists from successful industrialized countries that already have experience in research on the causes of success and ways of its achievement in terms of organization of management and leaders’ place in it. Here it may be useful to apply analytical works, in which the essence of leadership is regarded, which Ukraine is lacking now. We will not go into the nineteenth century, when Western sociologists, psychologists and philosophers began to study this subject. It is enough that to this subject in the past two decades many scholars paid their attention, among which we can mention the works of Kotter (1999), Mintzberg (2010), Siebens (2007), Covey (1999), Schein (1992), James (1998), Kohut (1991), Snyder, Dowd and Houghton (1994), Willner (1984), and others.

There is no doubt the fact that there are basic values that should be crucial for those who claim to be a manager, a fortiori a leader. In his own time Pythagoras, the philosopher of ancient Greece, who first called himself a philosopher, said that there are three categories of people who differ in their life calling. Some people come into this world to fight war – they are warriors. The other come to trade – they are traders. And the rest come to observe the events of this fleeting world, and they are philosophers.

Since such conventional categorization proposed Pythagoras, took a lot of time and during this period industry and science unprecedentedly developed, trade has reached global spread, communication became available in every corner of the planet. However, soldiers, traders and philosophers still remain residents of our

world. The deep nature of belonging to these categories or groups of people can better understand if we turn to ancient Indian religious and philosophical traditions. In the Vedas (*Bhagavad-gita As It Is*, 1986, pp. 643–669) the notion of “gunas” used, which is translated as ropes through which we are all related by our nature from birth. These ropes tightly bind a man identifying and determining the nature of his occupation, where he will feel most comfortable and where the results of its operations will be most optimal. There are three gunas.

The first is – Sattva (goodness, constructive, harmonious) characteristic for priests, philosophers, scientists and poets who are less attached to material things, more free from the consequences of sinful actions, and seeking awareness of wisdom and truth. The second is – Rajas (passion, active, confused), coupled with the Sattva is characteristic for warriors and rulers whose task is to ensure order in society and protect the country from external enemies. Under the influence of this guna man seeks glory in a society and material pleasure. And the third guna of ignorance – Tamas (darkness, destructive, chaotic) characteristic for lower strata of the population. Under the influence of ignorance man is foolish because he cannot understand the true nature of things. Whatever a man does in the guna of ignorance, everything is bad both for himself and for others. Traders, in their nature are combined in varying proportions usually by the last two gunas. The doctrine of the Gunas in the Vedas is closely related to the teachings of Varna, which is now in a distorted form represented as a doctrine of caste. Of course, it is possible to treat critically Vedic tradition, neglect it, but still it has rational particle and long-term observation experience. Actually, this experience is reflected in proverbs and sayings of different nations.

An outstanding Ukrainian philosopher of the eighteenth century Skovoroda (1972, pp. 434–441) takes the important role of natural instincts in man as undoubted truth, building on it his theory of the labor by vocation. The philosopher is convinced that the work, which corresponds to human nature, brings real pleasure. The activities of such a person is in the approval of others, but it is necessary to take into account only the opinions of those who give professional evaluation. Finally, work by vocation is a source of adequate income, which also satisfies the man.

Even superficial, not meticulous look at the reality of life shows that among all these categories of people there are such who have achieved great success in the business, and there are also losers; there are such who are the examples for others, and there are such people who cause sympathy and compassion; there are such who are leaders and whom other people willingly follow, accepting their actions and their vision of the world, but there are such people that others are forced to follow him, pretending that they like it.

Apart from the Vedic structure mentioned above, we can accept a number of other structures division of people in terms of their mentality and abilities. Thus, among those in certain positions, who claim to leadership roles in society, in our opinion, there are four types of people – thinkers, leaders, traders, professionals. Let's try to briefly describe these types.

Thinkers usually called sages and philosophers, retain knowledge, preserve and enrich the spiritual and cultural heritage. Their efforts are focused on the search for meaning in life, on help and train others. Aristotle in *Metaphysics* talks on those who are wise. According to him (Aristotle, 1976, p. 69), the wise is the one who knows everything as much as possible, although he has no knowledge of each subject separately. The wise is able to learn the hard and difficult to understand for man. Wisdom is also desirable for its own sake and for knowledge, not for utility. Wisdom according to Aristotle (1976, p. 69) appears as “science that investigates the first principles and reasons: because the good, and «something for which» is the one of the kinds of reasons.” From this it is clear that wise men, people who are able to think, are not so many. Ford (2015, p. 331) aptly said: “A man who cannot think, is not educated no matter how many degrees he has. Thinking is the hardest work, for which a human is capable. This probably is the reason why we have so few thinkers.”

Leaders – in its essence are the chieftains. They should not be equated with the supervisors or managers, because the leader – is a person who is significant in society. For the leader the first – is the relationship with people. The leader understands the value of each person. Leaders – champions of justice, they mortally hate lies, they are strong and fearless. Leaders go for ideas that they produce, occasionally correlating their ideas and actions with others who follow them. Such people for the sake of the success of their business are ready to sacrifice their lives, causing fear in their opponents, selfish and dishonest people. At the same time, capable leader, thanks to his talents, can resolve conflicts and reconcile differences of opinion. The leader who does not know how to communicate with people, who is separated from the life of people around him, ceases to be him.

Traders – are the people who have the ability to organize industrial production, agriculture, banking, business, trade, etc. In its essence, they are the managers, heads of agencies in the business, who understand the organization of the business relationship between people, selection, training and educating their employees. These people have mastered the art of persuasion, using words, logic and emotion. At the same time traders are prone to deception, tricks, flattery and distortions of facts to achieve their goal. Such people should not be allowed to the State authorities, taking into account the peculiarities of their perception of the world. No wonder Jesus drove out the money changers and cattle traders from the temple. History tells us that buyers were also not allowed to power.

Specialists or professionals – are people who are well versed in the business. They may be experts in any field, but, importantly, they understand the essence of the business and technical skills of its implementation. They are eagerly interested in technical innovations and the latest scientific achievements, try to use the acquired knowledge, readily share them with others. At the same time these people are vulnerable to social and political change, they tend to aspire for stability in the team, in their environment. One can also specify the high proportion of ex-

perts' conservatism, their obsession even with non-existent troubles as well as phobias regarding health, family problems, financial well-being. In addition, they also feel vulnerable to some extent because they are concentrated on the point of their case, unsociable outside the scope of their activities. Emotional and mental state of such people significantly influences their effectiveness. Lack of peace of mind and harmony brings imbalance in their lives.

At this stage of our research can be noted that the predominant type of people, who were chosen by Ukrainian community as their guides – is a type of managers-traders. Quite common is the idea that the adversity of Ukrainian life is due to that fact that dominant for centuries Ukrainophobic power destroyed passionate and active people. So in the end it turned out that today in senior positions – traders with their system of values. It is clear that they think and act accordingly, limiting, humiliating and discharging from power thinkers (scientists), civil society representatives with leadership qualities, justice advocates, opponents of corruption and lies. In its turn, experts and professionals who could raise the scientific, technical and technological level of production are suppressed, supporting the country's situation of instability and constant change of business rules.

But these author's considerations are some kind of prelude to illustrate some modern vision of the essence of leadership typology, which has now been updated by the experts from the Western World such as the concept offered by Goleman (2000). He identifies six types of leadership, though, according to context, most likely refers to the style of leadership teams.

Determining of the types of leadership – is the result of a research, conducted by consulting firm Hay McBer among 3,871 executives selected from a database of more than 20,000 executives worldwide. As the author note, perhaps most importantly here, as research shows, is that leaders with the best results do not rely on only one leadership style; they use most of them to varying degrees, depending on the business situation.

According to the authors, it would be very instructive and interesting to consider certain leadership style in the light of the above-mentioned Vedic ideas about the impact of gunas on the life and activities of people. It is equally important to consider leadership styles through the prism of our four defined types. However, it is clear that both the first and the second are taken into account in assessment of the behavior and activity of managers. It is important for us that Goleman generalized the typology of leadership, although as the vast majority of similar approaches, his research is based on production and business management experience. And it's rightly so, because in politically stable democratic countries crisis usually occurs in the economic sphere. During such periods, management needs leaders who are able to set the standards for the management of work, which are aimed at overcoming the crisis effectively. In our opinion, the materials of the cited research are likely proving the features of manager's actions in ordinary in its essence situations. It is possible that the very notion of leadership is considered here in a situational con-

text from the point of the most effective managerial solution of situations that arise periodically on a production or in a collective.

Table 1 *Types of leadership according to Goleman*

Type of leadership	Characteristics
The coercive style	This “Do what I say” approach can be very effective in a turnaround situation, a natural disaster, or when working with problem employees. But in most situations, coercive leadership inhibits the organization’s flexibility and dampens employees’ motivation.
The authoritative style	An authoritative leader takes a “Come with me” approach: he/she states the overall goal but gives people the freedom to choose their own means of achieving it. This style works especially well when a business is adrift. It is less effective when the leader is working with a team of experts who are more experienced than he is.
The affiliative style	The hallmark of the affiliative leader is a “People come first” attitude. This style is particularly useful for building team harmony or increasing morale. But its exclusive focus on praise can allow poor performance to go uncorrected. Also, affiliative leaders rarely offer advice, which often leaves employees in a quandary.
The democratic style	This style’s impact on organizational climate is not as high as you might imagine. By giving workers a voice in decisions, democratic leaders build organizational flexibility and responsibility and help generate fresh ideas. But sometimes the price is endless meetings and confused employees who feel leaderless.
The pacesetter style	A leader who sets high performance standards and exemplifies them himself has a very positive impact on employees who are self-motivated and highly competent. But other employees tend to feel overwhelmed by such a leader’s demands for excellence – and to resent his tendency to take over a situation.
The coaching style	This style focuses more on personal development than on immediate work-related tasks. It works well when employees are already aware of their weaknesses and want to improve, but not when they are resistant to changing their ways.

Source: own elaboration based on Goleman, 2000, p. 77.

There are many reasons for this assumption because in public speeches of politicians, in the notes of political observers and journalists, in numerous debates and discussions on various spheres of social life the notion of “leader” and “leadership” always used along with the concepts of “leader” and “manager.” This may indicate a blurring of the importance of these concepts in the public mind. Although there are a number of authors who quite meticulously relate to definitions of “leader,” “leadership,” “supervisor,” and “manager.” Among these we can name Kotter (2013), Covey (1999), Mintzberg (2010), Willner (1984). When leadership and management is confused, it infuriates, admits Kotter (2013), a renowned expert at Har-

vard Business School on leadership. He explains that the main mistakes that people make about these terms, have three components:

- “People use the term ‘management’ and ‘leadership’ as identical. This indicates that they do not see much difference between them and between functions that are hidden inside of them.
- People use the term ‘leadership,’ referring to those who stand at the top of the hierarchical ladder. And those people who are on the lower level, they call ‘managers.’ And then there are other workers, specialists and other involved persons. It is also a mistake and a big mistake.
- People often think of ‘leadership’ in terms of the personal characteristics – usually this is what is called charisma. Considering that only some individuals possess charisma turns logically that only some people can be leaders.”

According to Kotter (2013) leadership – is completely different. He claims that “It is associated with the introduction of the organization to the future, finding of opportunities that appear faster and faster, and with the successful use of these opportunities. Leadership is associated with vision, with authority and above all with the implementation of useful changes. Leadership is not associated with attributes but linked to behavior. And in a rapidly changing world, leadership is increasingly required from more and more people, regardless of which level in the hierarchy they are. To think that only several unusual people at the very top can make all the necessary guidance, is funny, and this is the way to failure.”

In our view, the comments of Kotter are extremely important, considering the actual state of things in the world that until recently was considered to be quite understandable and predictable. Today, the situation in the world commodity market, in industrial production, service sector, marketing, etc., is rapidly changing. Therefore, supervisor, chief or manager must instantly react to these changes and make right decisions. Already today, the prices for oil and gas are falling, which are produced both by traditional and new technologies. There are people who are able to intuitively feel the changes in the bud. Thus, the oil minister Zaki Yamani of Saudi Arabia in the 1970’s aptly remarked: “The Stone Age ended not because the world ran out of stones. The oil age will also end not because we’ll run out of oil.” At that time this remark was seen as a pun, but today – this is a certain statement of realities, taking into account the solar and wind energy, and therefore the fact that humanity has already begun the transition to electric cars.

If this foresight was typical for other managers, then the introduction of an international transport company Uber did not give rise to sudden destruction of jobs of taxi drivers and intermediate structural units. Innovation is essentially aimed at saving material resources. Further, the creation of AirBnB led to the loss of many players of hotel industry who were forced to exit the market and dismiss employees. Why it was not anticipated on time that the development of information tech-



nology (IT) will lead to massive savings of resources around the world? The trend is gaining momentum, print media is moving to electronic versions, the demand for paper, paint, manpower and so on is reducing.

Then more. Germany with great success tested a new type of fusion reactor Wendelstein 7-X, in which there are processes similar to those that occur inside of stars. LockheedMartin US company also announced that its experts have developed fusion reactor. And after 10 years, the company plans to produce reactors with a capacity of 100 MW already in industrial scale. Resulting in such reactors, electricity will be cheap, and therefore the global industry in developed countries are preparing for the transition to new forms of energy.

In view of the above, the question arises: “Are ordinary managers able to solve already arisen problems, and especially those that will subsequently appear?” After all the mentioned above trends and this development will inevitably create a number of different problems.

Kotter (2013) in his article raises a very appropriate for the present situation, question: whether only a few strange people belonging to the crown, can make all necessary control in rapidly changing world, because the root of problem is exactly in this. In our opinion, obviously, to answer that question it is necessary to view the concept of leadership holistically: political and technical leadership, leadership in the economic field and leadership in business.

In the case of determining the nature, notion and phenomenon of leadership there are significant contradictions. Defining them will make it possible to understand the reasons of identification of the concepts of “leadership” and “management” in the works of Western scholars on leadership, including mostly the same people who have experience of management, as well as sociologists and psychologists. They live in a society with established economic relations for decades, and so it is sometimes difficult for them to look detached at the realities of postindustrial world. People get used to the existing order, they adapt to it, although, of course, always find the possibility to fix something, rearrange, or even takeout to the dustbin of history. On the whole the structure of society doesn’t cause substantial objections of most analysts. But there are those who are not satisfied with things in general.

The origins of this dissatisfaction are in not accepting nonprofessional factors of transition-transfer of management of companies and agencies. This transfer becomes a trend that is increasingly spreading. Dissatisfaction of critics is because in quite successful structure of Western society really professional and enterprising leaders of the baby boom era, and even the older generation, neglect important principles of management organization, do not seek to pass the levers of management to the younger generation. This is partly due to the ambition, partly due to the manifestations of nepotism, with the desire to preserve and transmit their position to their close relatives or “godchildren.” What is more it does not take into account whether the son or grandson is able to perform the appropriate function at the appropriate level if they are able to compete effectively in the labor market. This

is a very dangerous trend, which can make even a successful society to a standstill, and under certain circumstances even destroy it.

This trend was researched in particular by Erickson (2010), who drew attention to the apparent conflict of managers of baby boomer era (born in the postwar decades after 1945) and Generation X (born in the years 1961–1981). “The Xers’ formative years – the 1980s and early 1990s – were broadly shaped by economic uncertainty and domestic social change. Their teens were a time of major corporate restructuring, as the psychological contracts between employers and employees were ripped apart in then-unprecedented ways. Before 1981, the word ‘layoff’, in the sense of permanent separation from a job with no prospects for recall, was so uncommon that the US Bureau of Labor Statistics did not even keep track of such cuts. It’s not surprising that younger managers are warier of corporate commitments” (Erickson, 2010, p. 63).

It should be noted that the period of entry into the economic life of this generation coincides with the beginning of the transformation of industrial society into postindustrial (postcapitalistic, technotronic, information, etc.). Undoubtedly, the features of such transition led to the actualization in that time the topic of leadership. We recall that in 1977 Zaleznik (1924–2011) – the well-known American scientist in the field of organizational psychodynamics and psychodynamics of leadership considered a significant difference in activity of managers and leaders in his classic article *Managers & Leaders – Are They Different?* He said (1992, p. 2) that every society requires an appropriate management and leadership: “What is the ideal way to develop leadership? Every society provides its own answer to this question, and each, in groping for answers, defines its deepest concerns about the purposes, distributions, and uses of power. Business has contributed its answer to the leadership question by evolving a new breed called the manager. Simultaneously, business has established a new power ethic that favors collective over individual leadership, the cult of the group over that of personality.” We are impressed with his idea of the essential difference between a “leader” and a “manager” (supervisor). Zaleznik (1992, p. 3) noted that leadership has a mystical principle: “Another conception of leadership, however, attaches almost mystical beliefs to what a leader is and assumes that only great people are worthy of the drama of power and politics. Here leadership is a psychodrama in which a brilliant, lonely person must gain control of himself or herself as a precondition for controlling others.” So, managers and leaders – are two different groups of people who differ in motivation, personal history, and the way they think and act.

## 2. Leader and leadership in the context of changing conditions

Actually Zaleznik's considerations remain actual even now when Western society is entering a new period of development with tangible elements of instability and unpredictability. Along with the existing problem of changing generations, there is an urgent need to take the challenges in a new way, to act according to the methods which are not proven yet that may not entirely consistent with well-established in recent decades concepts of leadership. Erickson (2010) notes that instead of the focusing on independent decision-making, the manager is called to involve the wide public for solution of urgent problems. Meanwhile, the bottom line is that still a role of leader in a setting of large and ambitious issues and solving of them is crucial.

Erickson (2010) notes that almost 90% of the 200 world's leading companies are currently headed by boomers or people of even older generation. Only 23 of them are headed by representatives of the X-generation. Previous generations have brought to their business energy, idealism, optimism, performance, and sometimes greed and arrogance. They built large institutions, most of them are modeled patterns that made sense at the time when they were built; hierarchical pyramid based largely on command and control principles that allow the concealment of information, perceiving it as their property. In the era of globalization and informatization such methods seem outdated and do not lead to the expected result.

The researcher (Erickson, 2010, p. 66) points out: "Future leaders will have to contend with a complex, rapidly changing environment and intractable problems on many fronts. There's no longer a single, right option or a dominant voice. No one individual will shape the best answers alone. I am confident that Generation X includes many individuals with the essential capabilities for today's leadership challenges. This cohort is more prepared than any other modern generation to trade idealism for realism. It will provide the leaders we need for the companies of the future."

Concerns of this researcher apparently have not yet reached the minds of many leaders of the post-industrial world, and Western society has not yet felt the danger from that trend to which it points. There is only slight concern in some circles of analysts on how the process of a generations' change at the highest levels of business management will occur. However, the undesirable tendency for society has become a reality.

Significantly, in 1958, at the dawn of "social welfare," Young published his Utopia *The rise of the Meritocracy* (1870–2033), which predicted possible future problems of development of capitalist society. He said (Young, 1991, p. 320): "Civilization depends not on a faceless inert mass, not on the average reasonable person, but on a creative minority, on the innovators who with a one stroke save efforts of 10.000, on the bright minority endowed with the ability to wonder world on the

restless elite, who turned mutation not only in biological but also in the social factor.” Remarks of Young, is right, he sees the main factor of progress in the education of scientists, engineers and teachers. This education is determined by the “high level of genetic purpose” and because it enhances the ability to do Good.

But any sphere of human achievements is contradictory: positive results bordering on the negative. The same is with human relations. The emergence of one of the selected causes dropouts of many others. This is not so bad when it comes to such periods of social development, which has a space for self-realization in a healthy competition. It is clear that some sectors of the population, some social groups don't like the rise of people from the lower strata. In history this happened repeatedly. This described the observational philosophizing doctor from London, born in the Netherlands, Mandeville (1670–1733): “Weaver, cobbler, shoemaker, hairdresser and all the simple working man who can a bit provide himself, has the audacity to spend the firstly earned money to wear as the rich artisan” (1974, p. 133). But society, which is on the rise, as England of the early seventeenth century – is a country, which is on the path of capitalist development, gives opportunities and prospects for active people. Therefore, even a simple shopkeeper who sells in retail, despite his wealthy fellow wholesalers, which ten years ago was in his position, believes in his future success. Two centuries later Spanish philosopher and thinker Ortega y Gasset (1883–1955) in different historical circumstances that have developed after the First World War, wrote about the phenomenon, called the “revolt of the masses.” He said (Ortega y Gasset, 2003, p. 25): “In the process that is supposed to be analyzed, there are two points: first, today the masses have reached the living standards, similar to those that was previously seemed intended only for the few people; secondly, the masses came out of obedience, not submitting to any minority, do not follow it, don't considered it, and even more, they supplant it and replace it by themselves.”

At this point, it's necessary to stop at the definition of minorities. Ortega y Gasset (2003, p. 19) emphasizes: “Usually, speaking of ‘the chosen minority’ one distorts the meaning of this expression, pretending to forget that elected not those who put themselves at the top, but those who require from themselves more, even if the demands for themselves are beyond their strength. And of course, the most radical is to divide humanity into two classes: those who require a lot from themselves, and take the burdens and obligations, and those who do not require anything and for whom to live – is to go with the flow, while remaining as they are, not trying to outgrow himself.” Therefore, the revolt of the masses in post-war Europe – is the evidence that the generation that actually triumphed the hydra of imperialism acquired the prospect to take place under the sun that meets their abilities, will and persistence.

This reference to historical experience that was philosophically comprehended by many philosophers and writers is useful. Mandeville and Ortega y Gasset wrote about the people of their time, in the memory of which, like in the memory of previous generations there was knowledge of how ends the unjust inheritance of pow-

er, how one has to pay with blood for excessive love for the welfare of his immediate surroundings. The history of revolutions and riots of the late XVIII and until the First World War – is good example of these consequences, that are well known in the Old and the New World.

But times have changed, for democratic Western world the prospect of bloody redistribution of social roles are not threatened, but manifestations of nepotism, which has already been mentioned, one should not ignore, which is what Young (1991, p. 325) warned, pointing out that nepotism may occur “in thousands of invisible forms.” Apparently, nepotism of information age is even more diverse. But encountering a lot of “closed doors” to the social lift, masses of people may infringe on ruling social order.

The development of capitalism at the stage of industrial society formation has opened vast prospects for people with leadership qualities, who “demanded a lot from themselves as well as took the burdens and obligations,” who went against the tide and “tried to outgrow themselves.” Here we see various prominent figures, among them there are the discoverers and inventors with the classical university education, such as Tesla, Mendeleev, Rutherford. But there are more of those who hadn’t completed even primary education, though this did not prevent them to achieve spectacular success in the comprehension of the unknown. Among them are Edison, Carnegie, Ford and others. Western European and American classical literature of that era vividly portrays the great potential, which reached talented and enterprising people. There was enough place for everybody, and at what level, at what stage will be this place depended on individual abilities.

It seems that today humanity is again in a situation of radical fracture. The emergence of royal power about five thousand years ago had led to a new social organization. The king – is leader of the Ancient World, the interpretation of God on earth, with his power, he organized hundreds of thousands of people into a single force. This force could build giant pyramids with a great dexterity, capture and enslave other peoples, creating the empire. Later, intelligent and enterprising capitalists with leadership qualities for centuries radically changed the world around. Western democracies today are the strong bastion that provides a certain stability in the world and a definite prospects of mankind. These democracies also generate their leaders.

Otherwise, is the issue of leadership in societies that are not structured, or who are in a constant state of restructuring, or in a state of permanent decline. That is the picture which we see in Ukraine: in short retrospect it is 25 years, and in more realistic – this is the last four centuries. Society is pending changes for the better, for the prospect of which they went to the barricades of the revolution of dignity. But the real motivation of the authorities that cannot be hidden from society, causing an increasing distrust to it. The high level of corruption of Ukrainian authorities is already obvious to the whole world. But corruption here one cannot or do not want to beat those to whom entrusted this responsibility. Hence the danger forceful way out of this situation where society will no longer be patient.

The tension of expectations in Ukrainian society has its limits and features, though, as evident phenomenon of the current state of humanity, expectations are not unique only to us. The authors believe, supporting the existing in community of social analysts idea that humanity is again pending changes while being in the next historical bifurcation point. Some of the ruling elite would like the existing disorder and injustice to establish as a new world order. But, obviously, once again in the outlook of people, and in the global civilization processes occurs a return to very familiar ideas of fairness and responsibility of government. And because Ukrainian society desperately needs leaders who are people who seek the relevant to time changes and who are convinced that “it is possible to live differently,” who undertake and do. Such people need the help of everybody, they are ambitious and strong-willed, they are fearless in their intention to bring the matter to a successful conclusion.

After seeing an array of publications, which refers to the “leadership,” it is not easy to answer the question whether there are now such leaders, the scale activity of which corresponds to the scale of the problems in society. As we have noted above, most studies based on observation or the work of managers in their departments or on the experience of managers in their communication range, or observation of the process of their learning. Significant and typically what Covey (1999, p. 14) writes in his book: “In recent years, since the publication of my book *The 7 Habits of Highly Effective People*, I have worked with many wonderful individuals who are seeking to improve the quality of their lives and the quality of their products, services, and organizations. But, sadly, I have seen that many use a variety of ill-advised approaches in sincere attempts to improve their relationships and achieve desired results.”

There are unclearly defined concepts of “manager” and “leadership” which are used in the study of Goleman (2000, p. 77): “Managers often fail to appreciate how profoundly the organizational climate can influence financial results. It can account for nearly a third of financial performance. Organizational climate, in turn, is influenced by leadership style – by the way that managers motivate direct reports, gather and use information, make decisions, manage change initiatives, and handle crises.”

We have already noted that the majority of publications on leadership or management show how manager can help their subordinates to reveal their abilities, how he defines the methods and ways of provision of the organization of production or services that would meet the consumer requests etc. In terms of activity, the manager works out the strategy and takes certain decisions. He follows the course of the process, encourages, finds compromises or is forced to punish the subordinate. The manager develops through socialization that promotes him as the head of the institutions, which are designed to preserve existing social relationships.

In his time Zaleznik (1992) determined the main features of the manager, and key leadership traits. Leader in the process of production organization is proactive – he forms the needs (Edison, Ford), he changes the mindset of people. The leader

is prone to make risky decisions, and because it depends on his temperament, he is not always aware of the reasons for such decisions. Leader is inclined to self-improvement that motivates him to fight for changes in human psychology and social changes. The formation of leader often depends on a close connection with one or few teachers or partners, who encourage the disclosure of his leadership potential. So it was with Einstein or Carnegie – one of the richest men in the US history.

Despite the fact that we don't often speak or write about the situation with leadership in the modern world, in society there is a concern about the prospects of further development. The anxiety is caused by a number of problems, which are clearly defined in the last decade at least, and which led to a series of mass protest movements. One of the important factors – is the enormous disparity in the distribution of resources, especially financial capacity of people. Statistics shows (World ranking of billionaires – 2015, 2016) that in 2015 the world has 1,826 billionaires with a combined fortune of \$ 7.05 trillion, which is \$ 600 billion more than the previous year. It was counted 14 million of millionaires with fortunes of more than \$ 150 trillion. Against this background, the statistics of hundreds of millions of poor people looks alarming. The trend shows that the number of poor in the world increases four times faster than the rich. This is what shows that is a source of enrichment of the rich.

The politicians in their speeches express rather critical attitude to the present political power, which includes the legislative, executive and judicial authorities, and in words is not against of their modernization. However, we don't meet several essential points in critics and promises of the ruling politicians.

They don't speak on reforming of corporate banking power, which is an important component of the wide power. Politicians are willing to talk about the particular, but not about the monopoly of the state to collect taxes and banking secrecy. They don't talk about reform of constitutional legislation, about the real significant changes, about the formation of new social infrastructure that would meet today's realities. There are many talks about the information and communication field, about the fourth power. But less speaking that the information becomes the key product of the new economy, and the world is plunging into the ocean of random information signals. Today, as always, the true and exclusive knowledge is gaining a significant value and information flow becomes a source of knowledge, but not deception. The politicians have another goal as they exploit pluralism in selfish purposes.

Seeing the trend and predicting its deepening, Pope Pius XII in 1950 said (McLuhan, 2003, p. 26): "It is no exaggeration to say that the future of modern society and the stability of its inner life depend largely on keeping a balance between the power of technical means of communication and the ability of man to individual response."

Until recently, the apparatus of power, especially totalitarian-despotic had been limiting information with censorship. The current ruling elite of democracy, ac-

tively contributes to filling all the channels of media streams with controversial or even absurd information, effectively achieving the same result. Instead of some facts then appear such that deny the previous and this performance for the masses is designed to look like a viable democracy.

Information and communication power is closely related to conceptual, whose representatives create new ideas and meanings, new brands, give advices to the ruling elite, formulate new legal rules. In his time, Francis Bacon in this sense wrote about the “idols of the theater,” about power over society of prevailing concept in the form of combination of ideas that express purpose of society, ways and means of achieving them. At some point, the concept becomes a conscious or unconscious conviction of large groups of population. Obviously, the vast majority of society consists of conceptually-incapable hostages of certain concepts.

## Conclusions

Actually here we approached the tasks that can stand in front of the leaders, people, able to take the responsibility for the future of either individual countries or regional communities. In our opinion, the essence of the phenomenon of management can be imagined as triune, as well as the nature of man: spirit, soul, body.

Spirit – as the spiritual origin, absolute truth, “Place beyond heaven” (Plato), Kingdom of Heaven (Jesus Christ), Absolute Idea (Hegel), Collective Unconscious (Jung) or Integral Intelligence (Lem) can be regarded as the highest source, to which the man is able to join. Obviously, the difference from other leaders is that they can feel the pulse of a higher level, a providence of good future for all. Is there a mystic? If we accept the existence of the history of the human soul, like the doctrine of reincarnation of souls, then it is quite possible that some souls can remember either their past life or experience of being in the world of ideas.

The religious philosophy didn't allow James (2011) to accept such teaching. However, relying on the fundamental ideas of Christianity,<sup>3</sup> in the lecture VIII “Split of personality” (James, 2011) he talks about two types of people. Some of them James calls mentally healthy, they are satisfied with one birth. The second – is suffering souls who have to go through a rebirth to become happy. In religion those, who born once the world regards as rectilinear and one-dimensional phenomenon that easy to express with one definition, and happiness and religious satisfaction is to live by positive elements in the world. For religion of twice born, the world appears as a dual mystery. Natural goods of life are not only insufficient and transient:

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<sup>3</sup> “If one won't born from the top, he won't see the kingdom of Heaven” (John, III, 3); “Truly, truly, I say to you, if the grain of wheat falling into the ground won't die, it remains the one; and if it will die, it will bring much harvest” (John, XII, 24).



they cannot cause in us lasting admiration for them. They rather distract us from our true good; a denial and disappointment in them – are our first steps on the path to truth. There are two lives – the life in the nature and the life in the Spirit, and we should die for the first to become involved in the second.

On James's opinion about the two types of people relies Zaleznik in his thinking about the nature of leadership, when thinking about the meaning of *Senses of Self*. The life of twice-born is initially difficult (Zaleznik, 1992, p. 8): "Leaders tend to be twice-born personalities, people who feel separate from their environment. They may work in organizations, but they never belong to them. Their sense of who they are does not depend on memberships, work roles, or other social indicators of identity. And that perception of identity may form the theoretical basis for explaining why certain individuals seek opportunities for change. The methods to bring about change may be technological, political, or ideological, but the object is the same: to profoundly alter human, economic, and political relationships.

In considering the development of leadership, we have to examine two different courses of life history: (1) development through socialization, which prepares the individual to guide institutions and to maintain the existing balance of social relations; and (2) development through personal mastery, which impels an individual to struggle for psychological and social change. Society produces its managerial talent through the first line of development; leaders emerge through the second."

To some extent a leader – is a man whom Nietzsche (1990, p. 8) meant, speaking of the superhuman "Superhuman – is the mind of the earth." That is leaders who perceive the vibrations of spiritual origin and realize themselves, correlating their actions with a higher principle, with the Truth. The humility before the truth, understanding of the need and inevitability of change, responsibility and a keen sense of justice – these leader's features will help him in spreading his ideas. Thanks to his spirituality a leader transforms, interprets and transmits the highest spiritual impulses to the top managers, his active supporters and accomplices, who make up the elevated part of the soul of society. It is those managers-leaders whom Zaleznik called proactive. The second, the lower part of the soul of society constitute an ordinary managers or "reactive" managers (introducers) who pretty effectively and efficiently may establish technical and technological ideas into production to meet the needs of either employers or consumers. The body of society – is people, a community of people, led by their direct managers implement in machines, buildings, engineering structures and mass culture the conceptual ideas and solutions. Thus, the spiritual impulse, which came to it from above, returns to managers and leaders either in the form of material things or in the form of expected public order.

The spiritual leader – is not a trader, that's why even managers who constitute the current top management, who although unconsciously, but are involved in nepotism within a wide range of its manifestations – from the most vulgar to hidden are unable to push such kind of a person from their environment. The international community needs innovations. At the same time, the leader whom others subcon-

sciously expect, should rely on clear, unequivocal and universal principles of human existence, he should be focused on God love for man.

As the experience of humanity shows, during critical, turning-periods of its history, the necessary for qualitative change leaders always appear. Apparently it will probably happen now.

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