MANAGEMENT

VERTICAL LEADERSHIP DEVELOPMENT: PROBLEMS OF CONCEPTUALIZATION AND IMPLEMENTATION

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Abstract. The environment in which modern business operates is immeasurably more complex, mobile and unpredictable than it was a decade ago. Changes in the world associated with globalization, digital opportunities, social media make people reconsider their experience and beliefs. Society has to meet many economic, social and environmental challenges and expects business to participate in the process effectively. Companies that strive for success increasingly need leaders who not only manage the current model of the organization well, but also transform its mission, culture, and standards in conditions of increasing complexity, ambiguity, and fragility of events. This requires unprecedented abilities and willingness for full commitment and puts forward new requirements for the leader's formation. **The purpose** of this article is to systematize knowledge on the vertical leadership development in the new business environment that is typified by an increased level of complexity and interconnectedness. General scientific **methods** are used to substantiate the theoretical positions and reasoning of the conclusions. The system method allows to consider the organization leadership development as an open, integrated, dynamic, contradictory process in which all its structural elements are closely interrelated and interact. It is also used a descriptive method with the elements of comparison and graphical visualization of factual information. This paper shares **findings** from the research studies designed to explore the problems of leadership development in the environment that places fundamentally new demands on the managers mindset to develop ability to think comprehensively. A systemic view of the world helps the leader to consider his corporation as not a separate organism for making money, but part of the "life support system" of society. **Research limitations / implications.** The research focuses on conceptual aspects of leadership development in terms of capacity that is sufficient to meet future leadership requirements. The critical gauge of the current leadership results in the assumption that failures are caused by the mismatch of leader's mindset to the level that the company needs for its development. It is the model of vertical leadership development that describes the most important processes of understanding, through which people learn and interpret the experience they receive, and then structure the knowledge into more or less complete pictures of the world and characteristic ways of behavior. **Originality / value.** This study is of an overview nature. There are substantiated the criteria of the VUCA world as far as business environment is concerned; the competencies that will be most valuable to the future leader in managing complex and unpredictable environments are reflected; the methods of horizontal and vertical development are attributed in terms of their key

distinction for the collective leadership formation; the action logics of managers in the context of corporate leadership are considered.

Keywords: manager, leader, leadership, vertical development, VUCA world, action logic, Leadership Development Framework.
JEL Classification: L 14, L 29, M 12.

INTRODUCTION

Success in today's world of continuous change is becoming dependent not only on the established and approbated ways of doing business in the past, but also to a large extent on the dynamic capabilities of companies that allow them to transform existing ways of getting results in accordance with the changing situation. "We've never experienced a more demanding, fast-paced and complex leadership environment. To thrive as an organization in the 21st-century marketplace – and execute on the vision of Conscious Capitalism – requires unprecedented leadership capacity and delivery. Most leaders are in over their heads in the face of today's challenges, unable to adapt and evolve quickly enough. Many are failing as a result" (B. Brown, 2013).

Leadership is one of the most important factors of group integration, contributing to the achievement of group goals with the greatest effect.

The New Oxford Dictionary of English defines leadership as: 'the action of leading a group of people or an organization'; 'the state or position of being a leader' (The New Oxford Dictionary of English, 2001). Merriam-Webster Dictionary defines leadership as 'the office or position of a leader, the capacity to lead, and the act or instance of leading' (Merriam-Webster's Dictionary and Thesaurus, 2007).

The multifaceted nature of the phenomenon accounts for a variety of approaches to the conceptualization of leadership. In the endeavor to interpret its essence some proceed from the assumption that true leadership is an inborn capacity and people inherit certain qualities and traits that make them better suited to leadership. Others assert that leadership is the result of acquiring certain competences in the process of continuous and comprehensive development and people can become leaders through the process of teaching, learning and observation (B. Hyacinth, 2015). Tackling the problem in terms of teambuilding the best way for a leader to understand team players is to have been in their footsteps and remember "To be a good leader is to be a good follower" (A. Zaleznik, 2004).

The literature review on the problems of leadership allows to assume the following:

1) there is a general shift from outstanding individuals to collective leadership;

2) leadership is no longer associated with individuals at the top of the hierarchy, but rather becomes more distributed among all managers, including line managers;

3) a critical requirement for effective leadership is associated with the formation of an intense collective intelligence as well as with the development of a caring and supportive organization culture;

4) the form of leadership should be adapted and depend on the type of activity and the problem being solved, i.e. it should be more situationally dependent;

5) leadership becomes more dependent on the characteristics and expectations of the interacting subjects;

6) new leadership involves a direct connection of minds, i.e. the mental connection between the leader and the team is a critical factor;

7) a new category of leadership is emerging — transitional leadership within collective leadership (T. Y. Liang, 2007).

The author of the famous aphorism "Managers do things right. Leaders do the right thing", the guru in the field of leadership theory and development of organizations Warren Bennis, together

with Bert Nanus, in 1985 wrote the bestseller "Leaders: the strategies for taking charge" (W. Bennis and B. Nanus, 1986), which brought them worldwide recognition.

Proceeding from their basic belief that "Leadership is the capacity to translate vision into reality" the researchers describe the new context in which modern leaders are to work and identify several criteria that make it particularly difficult to manage complex environments. As a result they substantiate four necessary traits, or "competencies," of a leader – the ability to manage attention, trust, the significance of the task in a team as well as self-management skills.

Modern business environment is immeasurably more complex, mobile and unpredictable than the situation of a decade ago. Global economic, social and environmental challenges are becoming common to businesses, governments and society at large. Successful management in such an environment is possible only if it is perceived by the system. Changes in the environment cause transformation of the set of competencies that are most valuable for future leaders. Among such skills, abilities and qualities, respondents most often indicated: adaptability, self-awareness, building collaborative relationships, "network" thinking.

Thus, at the moment there is a shift in emphasis from the development of behavioral features to changing the leader's mindset itself. It is important to get answers to the following questions: what demands the growing complexity of the ambiguous environment makes on organizations leaders to be equipped to cope with it; what makes the vertical type of development meaningful for the leader to perform more effectively in complex, volatile, and unpredictable environments; what competencies are critical to the success of leaders in the future.

LITERATURE REVIEW

Researchers identify several criteria that make complex environments especially difficult to manage. They contain a large number of interacting elements. Information in the system is highly ambiguous, incomplete, or indecipherable. Interactions among system elements are non-linear and tightly-coupled such that small changes can produce disproportionately large effects. Solutions emerge from the dynamics within the system and cannot be imposed from outside with predictable results. Hindsight does not lead to foresight since the elements and conditions of the system can be in continual flux (F. Laloux, 2015; N. Petrie, 2011).

Most relevantly the modern social and economic environment is characterized by the concept of the "VUCA world" This is an abbreviation of the English words: volatility (variability – rapid and large-scale changes), uncertainty (inability to accurately predict the future), complexity (multi-factor and multicausal challenges), ambiguity (inability to unambiguously interpret events and their potential impact) (B. Baran, 2017).

It was introduced into scientific discourse to describe the state of countries after the Cold War as opposed to a stable, simple and predictable period of time - the SPOD world that was put an end to with an impetuous development of technology and an active expansion of the information field. Consequently SPOD is an abbreviation of English adjectives: steady, predictable, ordinary, definite.

In the early 2000s, the term VUCA was picked up by business community and strategic consultants in their endeavor to explain why it was no longer possible to plan, predict and maintain the former stability in the corporate world.

Now the concept gains increasing popularity especially in the field of technology, consumer and financial markets. The ideology of communications as it is has changed. The communicator is no longer just the mouthpiece of the company and the facilitator of the interaction with stakeholders (the media included). Neither is he the barrier between the internal and external business environment. It is a person (or structure) that obtains signals from both the external and inner environment, initiates and manages changes in business processes.

The idea of the VUCA world as far as business environment is concerned implies the following peculiarities (B. Baran, 2017; N. Petrie, 2011).

Variability. For example, a trader tries to fundamentally change the game plan to adapt to the market that has been in balance for a long time. His commitment to trading according to trends is radically violated by the idea of variability because all balanced markets come to an end sooner or later. And the trader might happen to adapt to the market with a big delay – just on the eve of a major breakthrough. Being a "late majority" in the market is not profitable. Thus to accept the idea of variability implies either a faster reaction, or, on the contrary, stubborn adherence to your own plan. In our case the latter is more preferable, since leaving your familiar niche for another is fraught with numerous mistakes.

Uncertainty. For example a person, in search of the perfect decision, used to constantly add new indicators to optimize the entry rules. Thus he is highly likely to resist any uncertainty. It is not obligatory to be a success in 70% of transactions, and moreover, it is impossible to say what result the next transaction will give. Only a series of deals enables to state if the chosen approach is a success.

Complexity. The following belief is ascribed to Einstein: everything should be done as simple as possible but not easier, because too simple is becoming simplistic. The pursuit to simplify some analysis or approach is inherent in very many people. One day fatigue from consuming excessive information, reading analytical reports, forecasts etc. make a person give up and resort to time-tested and well-proven tools. This approach is hardly prolific due to the fact that some understanding of the market, or at least comprehending your actions is of crucial importance to avoid random results.

Ambiguity. To accept the idea of ambiguity means to admit versions that either unfit or contradict to your analysis. Provided any information on the market can be deceit and provocative it is important to keep your finger on the pulse and admit possible distortion of reality. In the VUCA world it is of vital importance to acquire a new everyday habit to "push" yourself out of the comfort zone. In fact the sense of security emanating from the transaction can be an alarming indicator while the feeling of explicit anxiety may precede success.

It is quite natural that the VUCA world challenge gave rise to the VUCA response strategy based on the idea of replacement or matching. Notwithstanding the match of the both abbreviations the latter implies different notions (B. Johansen, 2012).

Vision: communication to constantly convey the meaning of the goal (people must understand where and why they are going to); faith (in oneself and others) that is based on facts and evidence; focus to provide a situation in which all team efforts are coordinated and concentrated on the right thing.

Understanding: curiosity as the awareness that daily change is the status quo in your organization provides open mind for a constant exploration of new ideas, opportunities, reflection and search for constructive criticism; empathy as understanding of people's hopes, expectations, fears and desires.

Clarity: simplification as the elimination of all superfluous elements to see the essence; intuition as the use of the gift of knowledge without reasoning, instinct trust to experience available; system thinking as the consideration of problems from a global point of view (a dynamic system, a system of interactions and interdependent parts).

Agility: decisiveness as quick adaptation to changing consequences and making decisions with confidence; innovation or death as learning from mistakes and constant looking for new ways to help you become better at what you do. It is important to understand that delegating authority, empowering in cooperation is of a greater value than control;

The above mentioned means that the level of complexity of the tasks solved by managers in modern business requires an entirely different action logic and thinking. Almost all methods in the field of personnel management and its recruitment were introduced in predictable times, and therefore do not work in today's chaotic environment. The former methods of the leadership

development are sure to consider insufficient to meet the totality of challenges that organizations (and society as a whole) will face in the future (J. Hardy, 2019; S. R. Cook-Greuter, 2013).

Human resources managers, organizational development theorists, consultants and training companies are unlikely to influence many of the events taking place in the organization. Yet they may seriously affect how leadership is understood and how its potential develops.

A strategically focused leadership system provides the potential for sustainable company development. Conducted by the Center for Creative Leadership (CCL – Center for Creative Leadership) a global leadership competency study reveals that there is a fairly large gap between competences and leadership skills critical to success in the present and future. The study was conducted in three countries and was attended by 2,239 managers at different levels from 24 organizations (J. B. Leslie, 2009).

By comparing the competencies required for the future success of managers and the degree of development of competences in the present, four main groups of leadership competences were identified.

Table 1

The Future Leadership Gap

Over-investments: competencies that are strengths but not considered important	On Track: competencies that are strengths and important.
respect for differences *composure* *culturally adaptable* *compassion & sensitivity* *putting people at ease*	*being a quick learner* *building collaborative relationships* *taking initiative* *participative management* *strategic perspective*
Reserves: competencies that are not strengths and not considered important	Key Gaps: competencies that are not strengths but are important.
confronting problem employees *career management* *balancing personal life & work* *decisiveness*	*inspiring commitment* *leading employees* *strategic planning* *change management* *employee development* *self-awareness*

Source: Adapted from J. B. Leslie, 2009

Modern competitive environment puts forward new challenges for management of a group (business or political) to ensure effective leadership. The main changes in the modern leadership model result from increasing complexity of new tasks, innovation management, the art of virtual leadership and maintaining the authenticity of the leader himself within the multi-role concept of organizational leadership (J. Mackey and R. Sisodia, 2013).

The challenges can be referred to as technical and adaptive. The former envisage skills, processes, and tools, such as CRM implementing (Customer Relationship Management) or quality control formalizing. The latter require, first of all, mental changes. It is impossible to "install" creativity in the work of your team, or "implement" the ability to innovate. Adaptive challenges of a leader are challenges of his thinking and awareness. It is the internal resistance to changes even if they are vital, desired, leading to a more meaningful and rich in colors life.

Metaphorically it may be described as "immunity to change". It is just the notion that was first put forward by Robert Keegan and Lisa Laskou Leichi (Harvard Business School). After a long-term study of hundreds of executives and employees the researchers outline critical steps for overcoming emotional pitfalls and arriving at true transformations. They proceed from the assumption that the development of adults does not stop by the age of 25-30 as it was once believed. Mental efficiency continues to be developed throughout life and the only thing that can sometimes stop it in its development is the resistance to change. Thus the "immunity to change" serves as a kind of protective mechanism to save our deep-rooted views (R. Kegan and L. Lahey, 2017).

It is noteworthy that modern manager's development is not always focused on the direction that ensures success in the future. Hence the core of the problem lies in the discrepancy between the increasing complexity of the world and willingness to respond to the complexity by top managers mindset: 80% of adults, regardless of their position keep remaining in the early stages of development (R. Kegan and L. Lahey, 2001).

Thus, at the moment there is a shift in emphasis from the development of behavioral features to changing the leader's mindset itself. The concept of the "adult development" implies the "horizontal and vertical development".

PAPER OBJECTIVE

The purpose of this article is to systematize knowledge on the vertical leadership development in the new business environment that is typified by an increased level of complexity and interconnectedness. The specific paper objectives are to substantiate the criteria of the VUCA world as far as business environment is concerned; to reflect the competencies that will be most valuable to the future leader in managing complex and unpredictable environments; to compare the methods of horizontal and vertical development in terms of their key distinction for the collective leadership formation; to consider the action logics of managers in the context of corporate leadership by the following criteria: the sources of their actions, their preferred behaviors and forms of corporate management, as well as the quality of their results in relation to the overall performance of the organization.

RESULT AND DISCUSSION

The horizontal development traditionally sees the goal of learning in developing new skills, abilities and behavioral patterns. The main thing is to give people more information and practical approaches by developing new skills and competencies in addition to those that they already have; the application of relevant knowledge in new areas. In this case, new information is supposed to be used while solving problems at the corresponding level of complexity.

Thus, the horizontal development is apt in case when the problem is clearly defined and there are known techniques to solve it. Developing in their current way of thinking people become more experienced, productive and inventive, effectively using their full potential and choosing the most appropriate behaviour.

Among the habitual actions through which the horizontal development is implemented there are: university education, advanced training, professional retraining, degree seeking, lifelong learning, attending seminars, trainings, master classes. To sum it up the horizontal development is aimed at accumulating knowledge, functional skills, competence, expertise and experience.

Meanwhile the vertical development is much less common. It is targeted on changing mindset and transforming the attitudes that motivate the leader's behavior and decisions. One of its main advantages is that it allows to see from the outside our actions and enhances the ability to think systematically and comprehensively (J. B. McGuire, 2018).

"Vertical learning is the transformation of how a leader thinks, feels, and makes sense of the world. It includes the development of both mental complexity and emotional intelligence. Increasing numbers of leaders and researchers have found that how we know is at least if not more important than what we know. This statement is especially true when managing complex changes" (B. Brown, 2013).

Leadership development contributes to job satisfaction for most employees, especially those at a higher hierarchical level. Consequently it may significantly reduce staff turnover, especially among talented and promising employees who are more in demand on the labor market. This fact is very important for the public sector, in which it is difficult not only to attract talented employees, but also to retain them.

Vertical learning cultivates a more complex mindset that makes leaders considerably more effective than their counterparts. Robert Kegan sees the essence of the process in "… a quantum shift in mental complexity, a transformation of the underlying operating system itself that shapes our thinking, feeling, and social relating. As it evolves in a leader, the new mental, emotional, and relational capacities that arise are the very abilities needed to address complex challenges" (R. Kegan and L. Lahey, 2001). An obvious correlation is proved to be between higher levels of vertical development and effectiveness. Therefore, people with well-developed intellect and abilities work better in more complex environments.

The vertical development as a three-step process:

1. Awakening. A person understands that there is a different approach to understanding the world, and that one can behave differently.

2. Refusal of acquired skills and awareness of differences. The old paradigm is analyzed and changed. New approaches are being tested, a person is experimenting with them as with new opportunities for everyday work and life.

3. Promotion. It occurs when a new idea, after some refinement and application of appropriate efforts, is strengthened and begins to dominate the previous ones. A new level of development (the logic of leadership) becomes more expedient than the previous one (J. B. McGuire, G. Rhodes and C. J. Palus, 2008).

With the vertical development, leaders perform better across a host of mission: think strategically; think systemically; think contextually; decision-making; lead transformational change; inspire vision; build relationships; collaborate; create innovative solutions (R. Kegan and L. Lahey, 2001; D. Rooke and W. R. Torbert, 2005).

The need for the vertical development in the business environment will only increase proportionally to the growing complexity of systems and the rate of change. The interdependence between people and events will increase at different levels. Today, managers are to keep in mind many perspectives as well as comprehend interactions in global systems, cultural differences and preferences, the work of their own psyche and their patterns of behavior. All this becomes the hallmarks of a mature personality (B. Torbert, S. R. Cook-Greuter et al., 2015).

The Leadership Development Framework provides a way of understanding how a leader or manager is likely to interpret situations and thus how they may act. The basic assumption is that leaders are distinguished not so much by their leadership philosophy, their personality or their management style, but by their internal "action logic" that implies "how individuals interpret their surroundings and react when their power or safety is challenged" (D. Rooke and W. R. Torbert, 2005).

Though the concept of action logic has its roots in ancient cultures it was adapted as an instrument for professionals in management. The framework describes the most important processes of understanding, with the help of which people give meaning and perceive life, transform their thoughts, feelings or ideas into concrete actions. Such leadership styles cover seven general categories based on the action logic theory: Opportunist, Diplomat, Expert, Achiever, Individualist, Strategist, and Alchemist.

Table 2

Overview of the key Action Logics of the Leadership Development Framework

Action Logic	Key Characteristics	Leadership style associated with each Action Logic	Statistics*
1	2	3	4
Opportunist	Wins any way possible. Self-oriented; manipulative; "might makes right".	Short term horizon; focus on concrete things; deceptive; rejects feedback; externalizes blame; distrustful; fragile self-control; possibly hostile humor or "happy-go-lucky"; views luck as central; views rules as loss of freedom; punishes according to "eye for eye" ethic; treats what they can get away with as legitimate. Seeks personal advantage: takes an opportunity when it arises.	4%
Diplomat	Avoids overt conflict. Wants to belong; obeys group norm; rarely rocks the boat.	Observes protocol; avoids inner and outer conflict; works to group standard; speaks in cliches and platitudes; conforms; feels shame if they violate norm; avoids hurting others; seeks membership and status; face-saving essential; loyalty is to immediate group, not distant organization or principles. Attends to social affairs of group and individuals. Provides supportive social glue.	11%
Expert	Rules by logic and expertise. Searches for improvement and rational efficiency.	Is immersed in the self referential logic of their own belief system, regarding it as the only valid way of thinking. Interested in problem solving; critical of self and others based on their belief system; chooses efficiency over effectiveness; perfectionist; accepts feedback only from "objective" experts in their own field; dogmatic; values decisions based on the incontrovertible facts; wants to stand out and be unique as an expert; sense of obligation to wider, internally consistent moral order. Consistent in pursuit of improvement. Strong individual contributor.	37%
Achiever	Meets strategic goals. Delivery of results by most effective means. Success focused.	Effectiveness and results oriented; long-term goals; future is vivid, inspiring; welcomes behavioral feedback; feels like initiator, not pawn; begins to appreciate complexity and systems; seeks increasing mutuality in relationships; feels guilt if does not meet own standards; blind to own shadow, to the subjectivity behind objectivity; seeks to find ways around problems in order to deliver, may be unorthodox. Adopts rather than creates goals.	30%
Individualist	Innovates processes. Relativistic position with fewer fixed truths. Self, relationships and interaction with the system.	Focus on self and less on goals; increased understanding of complexity, systems operating and working through relationships; deepening personal relationships; takes on different role in different situations; increasingly questions own assumptions (part of rise in self absorption) and assumptions of others; attracted by change and difference more than by stability and similarity; increasingly aware of own shadow.	11%

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Table 2 continuation

1	2	3	4
Strategist	Creates personal and organizational transformations. Links between principles, contracts, theories and judgment.	Recognizes importance of principle, contract, theory and judgment - not just rules and customs; creative at conflict resolution; process oriented as well as goal oriented; aware of paradox and contradiction; aware that what one sees depends upon one's world view; high value on individuality, unique market niches, particular historical movements; enjoys playing a variety of roles; witty, existential humor (as contrasted to prefabricated jokes); aware of dark side of power and may be tempted by it – may misuse their own abilities and manipulate others. Post conventional.	5%
Alchemist	Generates social transformations. Interplay of awareness, thought, action and effect. Transforming self and others.	Seeks participation in historical / spiritual transformations; creator of events which become mythical and reframe situations; anchoring in inclusive present, seeing the light and dark in situations; works with order and chaos; blends opposites, creating "positive-sum" games; exercises own attention continually; researches interplay of institution, thought, action and effects on outside world; treats time and events as symbolic, analogical, metaphorical (not merely linear, digital, literal), involved in spiritual quest, often helps others in their life quests.	2%

* of people in a mixed sample of 4510 people

Source: Adapted from the Origins of the Leadership Development Framework, Cleveland Consulting Group

People may be in transition from one action logic to another or rooted firmly in one central logic. With the transition to each new action logic, the leader gains greater freedom of action, flexibility, opportunities for transformation, and additional methods for coordinating actions with core values. In the course from early to late stages of development the mindset evolves from simple to complex, from static to dynamic and from ego-centric to sociocentric and further to world-centric and cosmocentric.

Each stage is a map of reality, reflecting a certain mindset with its inherent values, insights and behaviors. In this sequence each stage reflects an ever-increasing ability to skillfully treat thoughts, feelings, relationships and cope with the challenges of modern life.

Ultimately, leaders who in their development reach the last stages acquire well-developed mental, emotional and social abilities that other leaders do not have. They do not just see and feel the situation and people differently – they see and feel more than other leaders. They see more interconnections, perceive more subtleties, perspectives and opportunities. This allows more effectively to respond to complex and uncertain leadership changes in the VUCA world of the 21st century.

CONCLUSION

Thus, summarizing the theoretical and empirical material, we can conclude the following.

Ensuring the sustainable development of companies in conditions of rapid changes and chaotic external environment is only possible for those leaders whose leadership mindset level of development allows to see system connections. Hence strategic and system thinking, collaboration need to feel comfortable with ambiguity in the coming era will increasingly expect managers to take

on challenges that require them to engage in such competencies as: inspiring commitment; leading employees; strategic planning; change management; employee development; self-awareness.

Though it is believed that no ideal leader exists, still among the attributes of true leadership there is integrity of character, a high level of emotional intelligence, the ability to adapt and learn, critical and strategic thinking, creativity, capacity to attract and manage talented employees.

The prerequisite for successful leadership is a correctly built team that effectively functions in the atmosphere of respect and trust and combines all the elements into a single dynamically developing, learning organism, striving to live long and successfully.

Today the importance of the vertical leadership development is widely recognized for self understanding as well as comprehending others and different various systems within which we live and work. Leadership development programs not only concentrate on mastering skills, competencies and building effective relationships with different types of personality. They also focus on the development of emotional intelligence, self-awareness and the ability to try on different points of view and see a wider picture of reality.

While the horizontal leadership development is aimed at obtaining new knowledge and developing functional skills by working at the same cognitive, emotional and social level, the vertical leadership development expands the world picture and constantly increases the level of awareness, so that the leader can become more attentive and wise. It involves the transformation of the mindset, perception and giving meaning to everything that happens in the world. It promotes the development of both mental abilities and emotional intelligence.

The vertical leadership development is associated with the transformation of mindset – that is, how a person thinks, feels, what meanings and values determine his life. It includes the development of cognitive abilities and emotional intelligence. Vertical growth tools transform the way we look at the world and solve problems, and increase the ability to think systematically and holistically, covering the whole picture.

The model of the vertical leadership development is based on the management, change and transformation of complex dynamic systems – modern companies. The leadership formula becomes much more complex, multi-dimensional, and is based on different factors: the leader, the system, stakeholders, the external environment, behavior, and actions. The leader's task is to create metasystems, manage contexts and turbulent environments, innovations, and strategic alliances.

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ВЕРТИКАЛЬНИЙ РОЗВИТОК ЛІДЕРСТВА: ПРОБЛЕМИ КОНЦЕПТУАЛІЗАЦІЇ ТА РЕАЛІЗАЦІЇ

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Компанії, які прагнуть успіху, все більше потребують лідерів, що не тільки добре керують поточною моделлю організації, але і трансформують її місію, культуру і стандарти в умовах зростаючої складності, неоднозначності і стрімко мінливих подій. Це вимагає безпрецедентно виняткових здібностей, готовності до повної самовіддачі і висуває нові вимоги до формування лідера.

Метою даної статті є систематизація знань про вертикальний розвиток лідерства в новому бізнес-середовищі, що характеризується підвищеним рівнем складності і взаємопов'язаності.

Для обґрунтування теоретичних положень і висновків використовуються загальнонаукові методи. Системний метод дозволяє розглядати розвиток лідерства організації як відкритий, цілісний, динамічний, суперечливий процес, у якому всі його структурні елементи тісно взаємопов'язані і взаємодіють. Також використовується описовий метод з елементами порівняння та графічної візуалізації фактичної інформації.

Основна увага в дослідженні приділяється концептуальним аспектам формування лідерства з точки зору розвитку здатності до комплексного мислення з метою подолання невідповідності мислення лідера рівню, необхідного для розвитку компанії. Саме вертикальна модель розвитку лідерства забезпечує найважливіші процеси розуміння, за допомогою яких засвоюється і інтерпретується отриманий досвід, а потім структуруються отримані знання в більш-менш повні картини світу і характерні способи поведінки.

Модель вертикального розвитку лідерства заснована на управлінні змінами і трансформації складних динамічних систем, якими є сучасні компанії. Формула лідерства значно ускладнюється, стає багатовимірною і ґрунтується на різних параметрах: лідер, система, стейкхолдери, зовнішнє середовище, поведінка і дії. Завдання лідера – створення метасистем, управління контекстами і турбулентними середовищами, інноваціями і стратегічними альянсами.

Обґрунтовано критерії VUCA-світу щодо бізнес-практики; окреслено найбільш цінні компетенції лідера для управління складними і непередбачуваними середовищами; проаналізвано методи горизонтального і вертикального розвитку на предмет спільного і відмінного при формуванні колективного лідерства; розглянуто логіку дій менеджерів у контексті корпоративного лідерства.

Ключові слова: менеджер, лідер, лідерство, вертикальний розвиток, VUCA-світ, логіка дій, структура розвитку лідерства.

ВЕРТИКАЛЬНОЕ РАЗВИТИЕ ЛИДЕРСТВА: ПРОБЛЕМЫ КОНЦЕПТУАЛИЗАЦИИ И РЕАЛИЗАЦИИ

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Компании, стремящиеся к успеху, все больше нуждаются в лидерах, которые не только хорошо управляют текущей моделью организации, но и трансформируют ее миссию, культуру и стандарты в условиях возрастающей сложности, неоднозначности и стремительно меняющихся событий. Это требует беспрецедентно исключительных способностей, готовности к полной самоотдаче и выдвигает новые требования к формированию лидера.

Целью данной статьи является систематизация знаний о вертикальном развитии лидерства в новой бизнес-среде, характеризующейся повышенным уровнем сложности и взаимосвязанности.

Для обоснования теоретических положений и выводов используются общенаучные методы. Системный метод позволяет рассматривать развитие лидерства организации как открытый, целостный, динамичный, противоречивый процесс, в котором все его структурные элементы тесно взаимосвязаны и взаимодействуют. Также используется описательный метод с элементами сравнения и графической визуализации фактической информации.

Основное внимание в исследовании уделяется концептуальным аспектам формирования лидерства с точки зрения развития способности к комплексному мышлению с целью преодоления несоответствия мышления лидера уровню, который необходим компании для ее развития. Именно вертикальная модель развития лидерства обеспечивает важнейшие процессы понимания, посредством которых усваивается и интерпретируется полученный опыт, а затем структурируются полученные знания в более или менее полные картины мира и характерные способы поведения.

Модель вертикального развития лидерства основана на управлении изменениями и трансформации сложных динамических систем, какими являются современные компании. Формула лидерства значительно усложняется, становится многомерной, основывается на разных параметрах: лидер, система, стейкхолдеры, внешняя среда, поведение и действия. Задача лидера — создание метасистем, управление контекстами и турбулентными средами, инновациями и стратегическими альянсами.

Обоснованы критерии VUCA-мира применительно к бизнес-практике; очерчены наиболее ценные компетенции лидера для управления сложными и непредсказуемыми средами; проанализированы методы горизонтального и вертикального развития на предмет общего и отличного при формировании коллективного лидерства; рассмотрена логика действий менеджеров в контексте корпоративного лидерства.

Ключевые слова: менеджер, лидер, лидерство, вертикальное развитие, VUCA-мир, логика действий, структура развития лидерства.