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## **ASSESSING LEADERSHIP QUALITIES IN CHANGING SOCIO-CULTURAL ENVIRONMENT AS AN ELEMENT OF MANAGERS' PERFORMANCE APPRAISAL**

Leadership in management is regarded as a kind of managerial interaction, or the process of organizing teamwork.

The traditional approach to training managers involves the development of leadership qualities, since it is believed that a formal leader cannot ensure the achievement of goals set for the team. Only a real, group-recognized leader can consolidate the team's efforts [1].

However, leadership skills, as it is known from the works of some psychologists, are peculiar not for everyone. The attempts to develop them without appropriate deposits are often infertile, and the applicants who do not meet the requirements of "leadership" often do not pass professional qualifications, and are forced to abandon the career of a manager.

At the same time, the expansion and complication of the hierarchy of modern business structures, especially large national and international corporations, lead to the increase in the role of administrators, reduction in creative activity and leadership ambitions of staff [2, 3].

The perspective direction of the research is to determine the impact of socio-cultural environment on the formation of personal characteristics of specialists in management, in particular their key characteristics – leadership.

The purpose of the paper is to substantiate theoretical, methodological and practical principles for assessing leadership qualities of managers in modern sociocultural environment.

The main trends and phenomena in the development of socio-cultural environment of the modern man in terms of the possibility of forming leadership qualities of future managers are:

1. The unlimited expansion of reference groups.
2. The lack of "visual" cynicism and uncritical thinking.
3. The overestimation of achievements. .
4. The crisis of individuality.
5. The change of the hierarchy of needs.
6. The self-structuring of the society – from the hierarchy to the networks. The change of priorities "personality group-network" is the main factor influencing the behavior of managers [4].

Leadership as a specific phenomenon and an inalienable feature of a person is not measurable. Therefore, expert methods are the most adequate according to the tasks of the research.

According to the methodology, the study must conduct in two stages.

At the first stage, the method of questioning should be use to make respondents assess the factors that determine the manifestation of their leadership qualities.

The questionnaire propose to the respondents contain three groups of questions, which allow to generalize the level of their social activity, self-esteem of leadership qualities and level of expectations from the future. The evaluation of personality characteristics is performed in dimensionless values (points).

The task of the first stage is to obtain, in the most generalized form of self-assessment by respondents, the factors that determine the manifestation of their leadership qualities.

At the second stage the respondents should offer to perform their professional tasks in small groups within their professional training, namely: using expert assessment methods (brainstorming and questionnaires) to identify and evaluate the parameters of certain managerial, economic and market processes. Respondents must to discuss the problem in the group, to put their own marks and

to assess the coherence of the results with the help of the methods of mathematical statistics. The task involves several stages of diverse work in the group – the discussion, the synthesis of the results of the discussion, the organization of questionnaires, the collection and processing of information.

The comparison of the results of self-assessment with actual results is allow to reveal the specific factors of the influence of the socio-cultural environment on the formation of leadership qualities and generalize the errors in the self-presentation of managers.

It is worth noting that there is relationship between the level of social and creative activity of a manager and the manifestation of leadership qualities by him/her. Current trends in the development of socio-cultural environment of managers (in particular, the transition from the hierarchy to networks, from individuality to groups), unfortunately, suppress the role of the leader and focus on the “collective opinion”, which reduces the effectiveness of the team. Thus, in the process of training managers one should pay attention to the development of the individuality, teach future professionals critical thinking and the ability to form their opinions, even under conditions of the hard influence of the group. Today it is necessary to form the organizational and managerial principles of the individual’s work in the group. This should become the main direction of the development of modern management education. That is, the science of management should be transformed from “management of the organization” into “personality management”.

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