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LEADERSHIP MODEL FOR THE ENTERPRISE IN THE VUCA CONCEPT

Leadership is one of the most important elements of any society. The phenomenon of leadership becomes particularly important in times of strategic and technological changes. The purpose of the article is to reveal the essence, tasks and problems of leadership in Ukrainian food industry enterprises. The author concludes by describing the leadership model in order to authenticate the key vectors of leadership model change in the enterprises of the food industry. The analysis is based on data provided by enterprises and obtained through communication with CEOs. The analysis is based on the data obtained in the course of qualitative research. The author's vision of the formation of the model of modern leadership in enterprises is presented. Asymmetrical aspects of the formation of a new generation of business leaders are mentioned. The article focuses on the combination of elements of vertical leadership development, emotional, cultural, social and verbal intelligence, with value management at its core.

Key words: leader; cross-cultural leadership, cultural intelligence, values, enterprise, management, elements of vertical leadership development, model.

Problem statement. In today's world, everything is changing, the needs and requirements of customers are changing, the overall market situation is changing, and everything that is considered stable is no longer a reality. But why are so many CEOs and business owners hesitant to implement change, even if they realize it's time to transform their companies? The reason lies in the natural human fear of the new and unknown, often referred to as the "zone of the unknown."

Thus, change has become a structural part of business reality and, according to management gurus, it will become the standard. Therefore, the role of leaders is to take this situation into account before they can successfully lead change. It's not enough to just talk about it, it's important to act. The more they support a culture in which change is perceived as something continuous (adding flexibility, toughness, vigilance, proactive behavior, and innovation), the more their teams will be able to embrace and achieve successful changes.

Analysis of recent research and publications. Various leadership theories, models, styles, and approaches have been scientifically substantiated, such as: behavioral approach (power orientation, leadership as a continuum, employee/production orientation, Likert's management system, managerial grid, Three-Dimensional Grid) and situational approach are proved scientifically (Bilanich,

2004; Evtihov, 2007; Czerniachowicz, Lis, Wieczorek-Szymańska, 2017; Guseva, 2011; Leskiw and Singh, 2007; Ulrich, Zenger and Smallwood, 1999). Recently to all of the above known leadership theories and models have been added such concepts as: emotional leadership, cross-cultural leadership, and social leadership (Van Dyne, L.). All of the above definitions have a direct impact on today's idea of an effective leader, which is especially relevant in Ukraine in the context of contemporary events, as the economic and cultural life of Ukraine is changing rapidly due to the signing of the association agreement with the European Union.

Formulating the goals of the article. The purpose of this article is to discuss the main aspects of leadership in Ukrainian food industry enterprises and to develop a leadership model adapted to the needs of Ukrainian food industry enterprises. The main issue in the research process was to identify the main obstacles and problems of disproportionate leadership trends in food industry enterprises.

Presentation of the main material. Dates that were used in analysis have been collected from a variety of food establishments of different ownership, capital and location. Taking into account the aforementioned problems of the present study, the author sets the following tasks: to analyze modern leadership theories and to highlight

modern leadership trends; to analyze the readiness of CEOs for further development of leadership qualities. The author also believes that it is necessary to implement VUCA leadership practices. The VUCA concept describes a business environment that is characterized by: volatility, uncertainty, complexity and ambiguity. Volatility refers to an increase in the four dimensions of change we face today, namely type, speed, volume and scale. As a result of volatility, there is no way to predict future events, which creates uncertainty, complexity leads to widespread confusion, with no clear link between cause and effect, which affects all organizations these days. Ambiguity means a lack of precision and the existence of multiple meanings in our environment (Tovar, 2016).

The article consists of three parts: theoretical (including a presentation of leadership theories as well as the meaning and ideas of the VUCA concept), analytical (covering asymmetrical aspects of leadership in food processing enterprises), and empirical (developing a leadership model in accordance with the VUCA concept taking into account the values of the enterprise).

It is important to note that the topic of leadership has recently received a lot of attention at different levels in Ukraine. The Western NIS Enterprise Fund, Horizon Capital, and the Academy of Leadership have been established. In order to identify and understand the real situation of the food industry in Ukraine, an analysis of enterprises in the industry was conducted in accordance with the Global Leadership Forecast (Global Leadership Forecast, 2018).

The questionnaire survey was conducted among top managers of Ukrainian companies representing such industries as: dairy, beer, bakery, oil and fats, confectionery, meat, soft drinks, production of eggs, tomato sauce,

ketchup and mashed potatoes, snacks. The results are shown in Figure 1. It should be emphasized that among the organizations studied, 32% are conducting leadership analysis and only 17% of leaders are ready for leadership in the digital age.

The results of the study show that not all food industry enterprises have a high corporate culture. It should also be noted that the emotional and cultural intelligence of the heads of enterprises is quite low. At a low level, trends such as: a focus on vision for the future, working through culture, and readiness for digital age leadership are seen in most of the businesses that have been studied.

Corporate values, when applied to certain leaders, mean an effective mechanism of corporate culture of the enterprise, increasing the attractiveness of the company to potential consumers. These corporate values serve as the most effective principle of a management system that does not need constant manual control as opposed to a rigidly constrained and regulated system, a value-based system that guides the cultural environment within the company, in which each team member seeks to generate new ideas and new practices while being guided by the company's value principles.

Similarly, the levels of leadership competencies were studied: intellectual curiosity, digital literacy, hyper-collaboration, virtual leadership, and levels of emotional, cultural, and social intelligence in food enterprises (Figure 2).

The proper corporate culture of the company will allow to assess the adequacy of the labor contribution of each team member and identify potential leaders. He or she knows his or her strengths well and at the same time is able to cope with his or her weaknesses. The leader is also able to cope with his or her stress, the team is well aware of the motivation of each team member and is able to organize

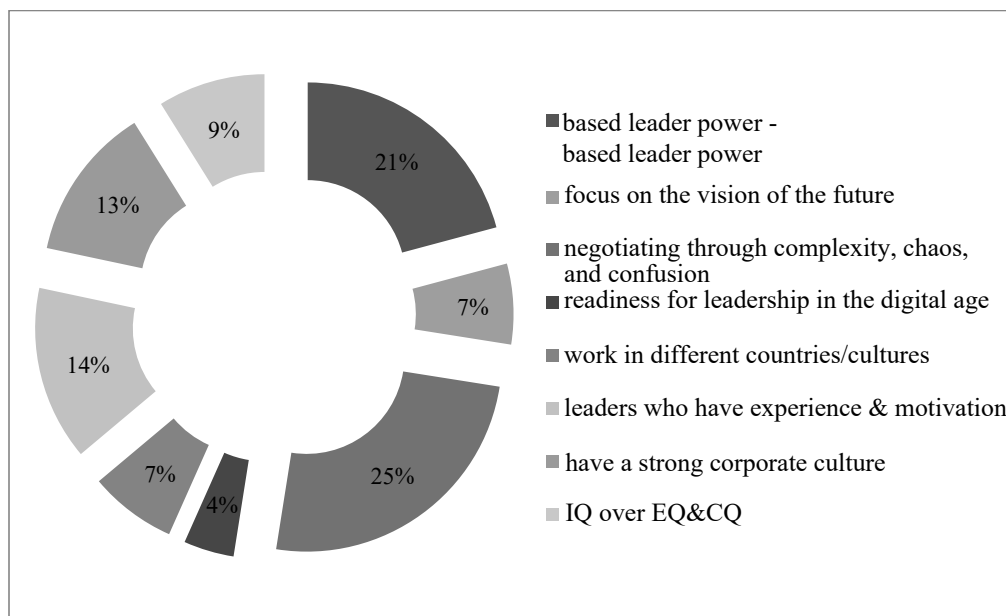


Figure 1. Leadership trends in the food industry in Ukraine

Source: made by the author based on the analysis of enterprise data

real friendly cooperation instead of working under duress.

Agility competencies for effective leaders include abilities related to contextualization, collaboration with stakeholders, creativity, and self-leadership.

The ability to set context is the ability to scan one's environment, predict what might change, and articulate one's context in a way that influences others. It is the ability to step back and see connections beyond your particular initiative, function, company or even industry. It allows

one to focus on the longer term, think forward and make an impact.

Stakeholder flexibility is the ability to identify, seek out and engage key stakeholders. It is the ability to understand and empathize with the views of multiple stakeholders while respecting your own point of view. Catalyst leaders seek information from stakeholders not only to gain agreement, but also to be influenced by the opinions of others to make decisions more effectively.

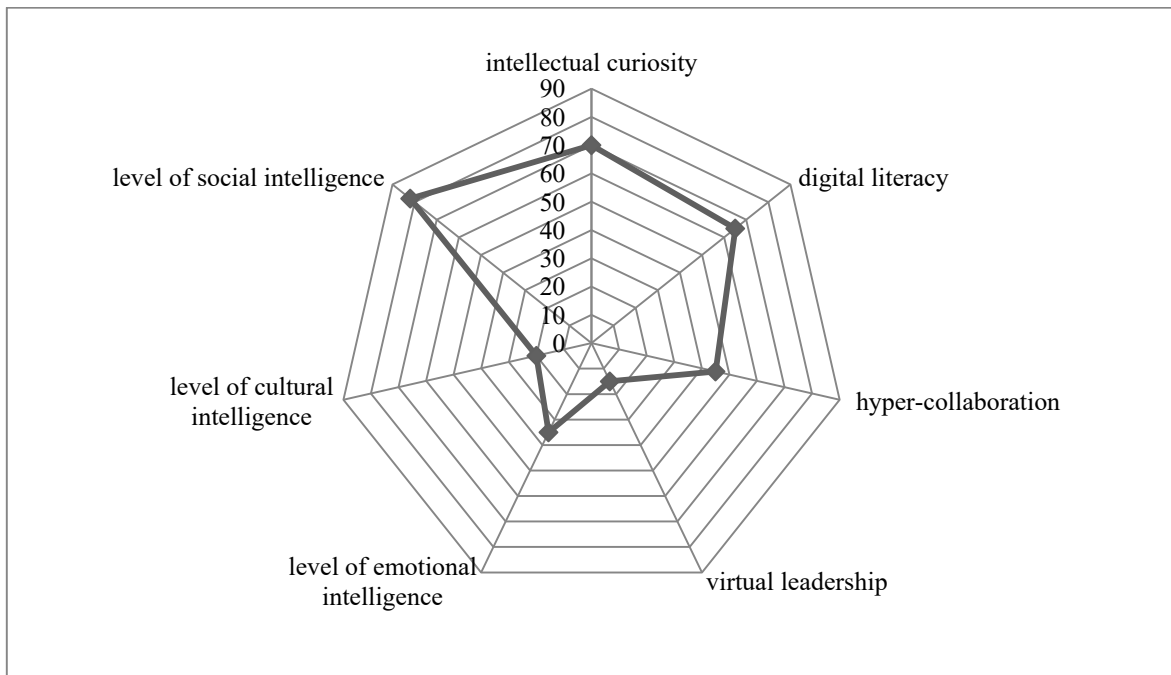


Figure 2. Levels of leadership competencies in the food industry in Ukraine

Source: made by the author based on the analysis of enterprise data

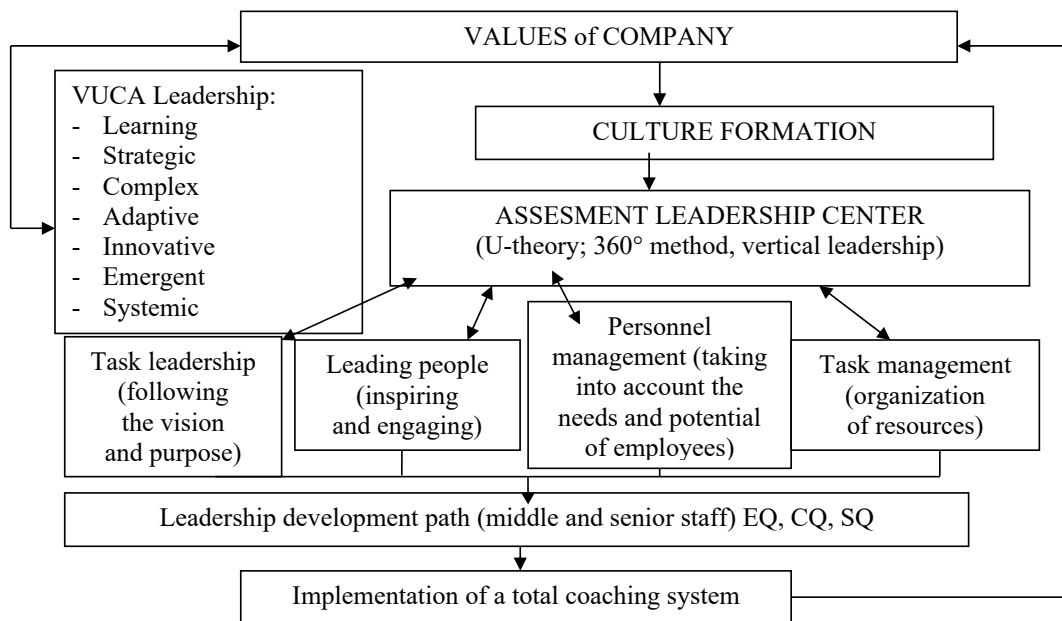


Figure 3. Leadership model

Source: made by the author

Although in management theory and business practice there are many models of leadership, the author of the article has developed an own model (Fig. 3), which is adapted to the conditions of Ukrainian enterprises and the needs of Ukrainian leaders. It is also important to emphasize that the culture characteristic of Ukrainian companies and the peculiarities of the food industry, which is characterized by seasonality, influenced the author's model of leadership (Guseva, 2011; Leskiw and Singh 2007; Ulrich and Zenger and Smallwood, 1999).

Creative flexibility is the ability to explore multiple perspectives in solving a complex problem and to step back to examine the assumptions made. Catalytic leaders hold the tension within the paradox (short-term versus long-term, practicality versus idealism) to lead teams that come up with unique solutions.

Self-leadership is the ability to engage profoundly in self-reflection and self-guidance, imagining what kind of leader they want to be. Catalyst leaders are interested in aligning their behavior with values and strive to become more authentic leaders. They use personal growth for professional development (Inam, 2017).

All of the above suggests the following conclusion about the personality of the modern leader. First of all,

it is an emotionally mature and stable team leader. She/he is highly resilient to maintain her/his leadership in an unstable and volatile environment. She/he is a true leader in the enterprise and ensures (initiates) the appropriate changes desired by the company.

Conclusions. Summing up, first of all, the main aspects of leadership in the enterprises of the food industry of Ukraine were studied. The key vectors of development of the specifics of the food industry were taken into account. The leader's indisputable qualities are the following: the ability to detect malfunctions in the work process and to highlight them in a timely manner. This study proves that a high level of emotional, cultural and social intelligence are the qualities that will determine each leader's self-efficacy in combination with the effectiveness of the enterprise.

Key recommendations for managers of enterprises operating in the VUCA and digital era are presented. The developed leadership model includes the main components that help, in particular, food enterprises to form an effective leadership system. Consequently, the leadership abilities presented, necessary for success in the digital world, will be able to enhance the leader's performance.

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МОДЕЛЬ ЛІДЕРСТВА ДЛЯ ПІДПРИЄМСТВА В КОНЦЕПЦІЇ VUCA

Лідерство – один з найважливіших феноменів будь-якого суспільства. Особливого значення лідерство набуває в період стратегічних і технологічних змін. Мета статті – розкрити сутність, завдання та проблеми лідерства на українських підприємствах харчової промисловості. У статті глобальний прогноз лідерства на 2017–2030 роки детально представлений з метою визначення основних векторів розвитку для керівників різних галузей. У статті був застосований системний підхід, який дозволив розглядати типи інтелекту як взаємопов'язані компоненти. Процесний підхід, у дослідженні лідерства на українських підприємствах, а саме застосування опитувальника який був використаний для збору думок про сучасний стан та основні проблеми підприємств харчової промисловості. Анкети були надіслані на сорок чотири підприємства харчової промисловості. В опитуванні взяли участь 18 підприємств харчової промисловості. У цьому дослідженні було використано поєднання кількісних та якісних методів. Для виявлення основних проблем підприємств у контексті лідерства використовувалися якісні методи. Кількісні методи, переважно статистичні дані, засновані на даних харчових підприємств для оцінки лідерських тенденцій та рівнів лідерських компетенцій. Також в процесі дослідження проводилися співбесіди з керівним складом декількох підприємств харчової промисловості. Метою цього етапу було проілюструвати лідерські компетенції та тенденції, в контексті формування ефективної системи лідерства. Концепція дослідження полягає у формуванні напрямів (аспектів) лідерства для підприємств будь-якої промисловості України в середовищі VUCA. Емпірична частина статті починається з презентації аспектів сучасного лідерства. Також автор описує модель лідерства з метою автентифікації ключових векторів зміни моделі лідерства на прикладі харчових підприємств. Надалі необхідно вивчити практику керівництва середнього рівня та врахувати всі проблеми, з якими стикаються керівники середнього рівня та їх підлегли. Це дослідження в подальшому допоможуть адаптувати та впровадити сучасні методи розвитку лідерства на підприємствах. Аналітичні дані базуються на даних, наданих підприємствами та отриманих під час спілкування з керівниками. Аналіз базується на даних, зібраних в результаті якісного дослідження. Представлено авторське бачення формування моделі сучасного лідерства на підприємствах. Згадуються асиметричні аспекти формування нового покоління лідерів бізнесу. У статті зосереджено увагу на поєднанні елементів вертикального розвитку лідерства, емоційного, культурного, соціального та вербального інтелекту, які базуються на управлінні цінностями.

Ключові слова: лідер, крос-культурне лідерство, культурний інтелект, цінності, підприємство, менеджмент, елементи розвитку лідерства, модель.

МОДЕЛЬ ЛІДЕРСТВА ДЛЯ ПІДПРИЄМСТВА В КОНЦЕПЦІЇ VUCA

Лідерство – один из важнейших феноменов каждого общества. Особое значение лидерство приобретает в период стратегических и технологических изменений. Цель статьи – раскрыть сущность, задачи и проблемы лидерства на украинских предприятиях пищевой промышленности. Также автор описывает модель лидерства с целью аутентификации ключевых векторов изменения модели лидерства на примере пищевых предприятий. Это исследование в дальнейшем помогут адаптировать и внедрить современные методы развития лидерства на предприятиях. Аналитические данные базируются на данных, предоставленных предприятиями и полученных во время общения с руководителями. Анализ базируется на данных, собранных в результате качественного исследования. Представлены авторское видение формирования модели современного лидерства на предприятиях. В статье исследование сосредоточено на сочетании элементов вертикального развития лидерства, которое включает развитие: эмоционального, культурного, социального и вербального интеллектов, основанных на ценностях предприятия.

Ключевые слова: лидер, межкультурное лидерство, культурный интеллект, ценности, предприятие, менеджмент, элементы развития лидерства, модель.