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COMPARATIVE ANALYSIS OF LEADERSHIP TRAINING CONCEPTS IN HIGH SCHOOLS IN THE UK AND UKRAINE

***Abstract:** the paper presents a consistent comparative analysis of the leadership training concepts in the United Kingdom and Ukraine, based on the example of the University of Greenwich and the National Technical University "Kharkiv Polytechnic Institute». We define basic principles of leadership training at the Department of pedagogy and psychology of social systems management. Special attention is paid to the importance of implementing a synergetic approach in the training of modern managers-leaders. The highlighted similarities in leadership training in the UK and Ukraine are the synergistic approach, cluster approach, a focus on the personal traits development of future leaders.*

***Keywords:** leadership concept, leadership training, humanitarian and technical elite, synergistic approach, cluster approach.*

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**ПОРІВНЯЛЬНИЙ АНАЛІЗ КОНЦЕПЦІЙ ПІДГОТОВКИ ЛІДЕРІВ В ВИЩИХ
НАВЧАЛЬНИХ ЗАКЛАДАХ ВЕЛИКОБРИТАНІЇ ТА УКРАЇНИ**

***Анотація:** в статті представлено послідовний порівняльний аналіз концепцій підготовки лідерів в Сполученому Королівстві та Україні, на прикладі Університету Грінвіча та Національного технічного університету “Харківський політехнічний інститут”. Визначено основні принципи підготовки лідерів на кафедрі педагогіки і психології управління соціальними системами. Окрема увага приділена важливості реалізації синергетичного підходу при підготовці сучасних управлінців-лідерів. Виділені спільні риси підготовки лідерів у Великобританії та Україні: синергетичний підхід, кластерний підхід, орієнтація на розвиток особистісних якостей майбутніх лідерів.*

***Ключові слова:** лідерство, концепція підготовки лідерів, гуманітарно-технічна еліта, синергетичний підхід, кластерний підхід.*

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**СРАВНИТЕЛЬНЫЙ АНАЛИЗ КОНЦЕПЦИЙ ПОДГОТОВКИ ЛИДЕРОВ В
ВЫСШИХ УЧЕБНЫХ ЗАВЕДЕНИЯХ БРИТАНИИ И УКРАИНЫ**

***Аннотация:** в статье представлен последовательный сравнительный анализ концепций подготовки лидеров в Соединенном Королевстве и Украине на примере Университета Гринвича и Национального технического университета “Харьковский политехнический институт”. Определены основные принципы подготовки лидеров на кафедре педагогики и психологии управления социальными системами. Особое внимание уделено важности реализации синергетического подхода при подготовке современных управленцев-лидеров. Выделены общие черты подготовки лидеров в Великобритании и Украины: синергетический подход, кластерный подход, ориентация на развитие личностных качеств будущих лидеров.*

***Ключевые слова:** лидерство, концепция подготовки лидеров, гуманитарно-техническая элита, синергетический подход, кластерный подход*

Problem setting. Current developmental conditions in our country require updates in the system and model of management at all levels. And not only professionally qualified and skilled managers-experts are needed today, but the ones, who are competent as leaders-managers. Our researchers study psychological characteristics, styles and ways inherent in the effective leaders to interact with the followers. They try to study leadership peculiarities in various activity fields.

At the same time the leadership phenomenon in foreign science is deeply investigated for some decades. Not only the approaches to definition of the effective leader's typical traits are analysed in the works of the psychologists, teachers, philosophers, managers (J. Gold, J. Jameson T. Kenny, A. Mumford, J. McNeil, P. Earley), but there are also programs to form leadership skills in various spheres of public life. Identification of the similar and distinctive features in approaches to leadership studying is an important stage of international practices adaptation of leadership skills formation to Ukrainian realities.

Relevance of leading engineers training in Ukraine is predetermined by several reasons. First, the creation and development of the system for professional training of engineers is stimulated by the new geopolitical situation of Ukraine. Second, a new generation of management training staff should play a crucial role in the reform process of transition to a new social and economic model. Third, the preparation for the entry of Ukraine to the European Community requires from managers at all levels, and especially from the engineers leaders, the essentially new thinking, new targets and approaches, adapting to a new socio-economic conditions.

Problem connection with the scientific and practical tasks comes out of the concept of a humanitarian-technical elite formation, developed by the National Technical University "Kharkiv Polytechnic Institute" (NTU "KhPI"), in which it is reflected that students training at Technical University is impossible without modern requirements to the future professional activity of the engineer-manager, leading engineer [4]. At the same time, the experience of leaders training in the UK universities and leaders training at NTU "KhPI" requires a research and comparison, in particular, approaches to the training of future leaders developed at the Department of pedagogy and psychology of social systems management of the academician I. Zyazyun.

Paper objective is to analyse the disclosure of the problem.

The objectives of the study are: a comparative analysis of leaders training in the UK and in Ukraine, in particular, at the National Technical University "Kharkiv Polytechnic Institute" and, precisely, at the Department of pedagogy and psychology of social systems management of the academician I. Zyazyun.

Paper main body. Since the beginning of its foundation the Department of pedagogy and psychology of social systems management investigated the problems of formation and development of leadership skills of national humanitarian and technical elite. Master's and doctoral for PhD theses on pedagogy, psychology, technical sciences and administrative management defended at our Department are based on these studies. The analysis of training the future leaders allowed forming the main approaches concerning their preparation at our chair:

1. Synergistic approach in training of the leaders (representatives of 10 specialties, both Full Professors and PhDs at our department: psychological, pedagogical, philosophical, economic, technical, medical, biological, political, cultural sciences and sciences of public administration), which from various scientific positions forms leadership skills at students.
2. Engineering (technical) education of the head of our department O. Romanovsky aims at development of analytical thinking in future leaders, at formation of specific goals and tasks.

3. Optimization of teaching and educational process is promoted by logical construction of goals and tasks assigned for the staff of the department.

4. Optimization of administrative decisions contributes to focus on concrete results.

5. For the first time the concept of national humanitarian and technical elite formation, developed in our university, promotes the Technical University humanization in conjunction with the technocracy and the humanization of education.

6. Psycho-pedagogical technologies developed at the department and introduced in NTU "KhPI" Leadership Center contribute to the formation of informative cognitive processes, emotional development and moral intelligence, formation of conflict and corporate culture conducive to overcoming barriers in communication, develop public speaking skills of future leaders, promote development of positive thinking.

7. The teachers-psychologists of our department developed the trainings contributing to the development of the future leaders logical and strategic thinking.

8. The ingenuity, creativity of national humanitarian and technical elite help Ukrainian leaders to adapt quickly to volatile conditions of a current economic situation of Ukraine.

Thus, the above-mentioned basic approaches the leaders training schools in NTU "KhPI" allowed the Department of Pedagogy and Psychology of Social Systems Management of the Academician I. Zyazyun to participate in the project TEMPUS "Elite : Education for Leadership, Intelligence and Talent". The project allowed to explore the experience of training the leaders in European universities, and to compare it with the conceptual approaches of training the leaders at our department of NTU "KhPI".

Studies on training the leaders in the UK we began directly at the University of Greenwich in the frameworks of a study visit on the project TEMPUS "Elite: Education for Leadership, Intelligence and Talent". It took place in June 2014.

The University of Greenwich in the ranking of higher education institutions "The Complete University Guide 2016": the 1st in London for student satisfaction, studying marketing and economics; the 2nd in London in marketing and in the tourism industry programs, recreation and entertainment; the 3rd in the UK for student satisfaction, studying marketing; the 4th in London for student satisfaction, studying accounting and finance. [[Http://www.educationindex.ru/](http://www.educationindex.ru/)].

The University of Greenwich is ranked first in London in the national ranking meet the students' needs. It consists of 11 schools and institutions, among them, School of Education (SE), School of Business, School of Humanities and Social Sciences. Centre for Management and Entrepreneurship (CME) at the School of Education provides a high level of objectivity and higher education, as well as the first-class research in management, postgraduate and professional study projects in management and organization of education, confidence, social entrepreneurship and other related areas [2]. It serves as a hub for collaboration and implementation of leadership, entrepreneurship, conducting postgraduates' researches in SE, thus contributing to developing collegiality and cooperation between the schools and disciplines. It offers the high standards of good practice in the course of a research, consultations and continuous professional development, short-term courses for regional, national and international partners and agencies. CME works with many international scientists specializing in the field of educational leadership and research [1, p. 53].

During the visit, we learned the system of training the leaders at the university, and in our study we should concentrate on comparing the approaches to training the leaders at the University of Greenwich and at our department.

Vice Chancellor David Maguire informed about the system of training at the University of Greenwich. According to him, the University of Greenwich is a university that trains the

specialists in: engineering, education, chemical science, hotel and restaurant business, and medical business. The main motto of the university is: the complex training system - every day - a new challenge. The objectives of the university: teaching, involvement in business and research. D. Maguire presented the strategic objectives of the university in 2012-2017: the University should inspire the society; University teachers should act as experts in the leaders training; the University should promote not only knowledge, but also to conduct a research and disseminate knowledge in the society; the future leaders values should meet the behaviours: a true leader should be goal-oriented, good-natured and an integral part of the society, and also caring about the surrounding and the people. Thus, the cluster approach in education is leading at the university, and it can ensure the leaders-graduates with work, that is still the problem of the graduates of technical universities in Ukraine. And the fact, that a leader appears as a goal-oriented, good-natured and integral part of the society is similar with the principles of the leaders training in our higher education institution.

Ph. D. Rumyantseva N. defined her vision of trends in leadership. She stated that cultural values affect the formation of a leader. There are 6 characteristics of leadership: charisma and values; readiness to be really helpful; the ability to support subordinates and to be humanistic; modesty; autonomy; self-improvement and self-actualization of a leader. We do agree with the position of the Doctor of Philosophy.

Both foreign and Ukrainian researchers emphasize that the dynamics of contemporary social change requires education system preparedness in training the experts managers who have had developed leadership competencies, and would be able not only to use the team leadership, but the psychological impact (T. Kenny, S. Kalashnikova, J. McNay, O. Romanovsky).

At the Department of Pedagogy and Psychology of Social Systems Management of the Academician I. Zyazyun the problem of self-improvement and self-actualization of a leader dedicated to the textbooks "Pedagogy of Success", published in Ukrainian, Russian and English languages. The Ministry of Education in Ukraine has assigned these textbooks to be used for teaching students at higher education institutions.

The values of humanity in a leader are highlighted in the monograph "Problems of leaders", written by the teachers of our department Romanovsky O., Ponomarev A. and Babayev V.

Professor Ian McNay introduced the concept of the administrative leadership at the university. He noted that managers should be able to manage people, as university rectors should have leadership skills. The main components of the concept of leadership at the University of Greenwich are such things:

- Leader should inspire, train and organize.
- True leader should be a skilled communicator, be able to build relationships with different people, be able to prevent conflicts, to have oratorical skills, to subtly feel the mood of each group member.
- Leader should better take a slow decision, than it would be taken fast and wrong.
- Modern leader has to be aware: to stay tuned, to learn modern information technologies, to vigorously implement the achievements of science in the educational process.
- Behaviour in leadership is a context for other people to become more proactive and supporting each other.
- An important function of leadership is transformational function that is the desire to change the culture of the country.
- Foundation of leadership is that leaders find common features in their subordinates, they create the conditions for productive activities; increase the colleagues' motivation, so

that they need to change. This paradigm is confirmed by the researches conducted in the universities of Great Britain. Namely, the real leader of a university can only be a leader who has the trust of the staff, financial ability to implement his mission, the ability to adapt quickly to changes, strategic and adaptive thinking, self-confidence and trust in his team, have charismatic traits and willpower. He is an honest and open man. A leader needs freedom, independence and autonomy to achieve true success.

Thus, according to I. McNay there is the idea that society can be infected with leadership, that is why leadership development extends, and we need to be realistic relying on our own resources, and if possible to achieve even a small victory, it is necessary to notice it, as feedback and positive thinking are the most important for a leader.[7].

Comparing the approaches to leadership training of I. McNay with the concept of leadership training at the Department of Pedagogy and Psychology of Social Systems Management of the Academician I. Zyazyun, we should admit, that our approaches in training the leaders are the same. In particular, the importance of empathy, deep understanding of our own and others' emotions, the ability to control emotional states not to implement formal and emotional leadership in the organization are emphasised in the works of Romanovsky O. [8].

Crucial in the psychological profile of a leader is given to his moral qualities, which is another important common feature. Moral maturity of a leader, his commitment to human values, integrity and ability to defend their positions determine the quality of relations not only between the leader and his followers, but also between the organization and its clients. Elements of analysis of the phenomenon of moral leadership can be found both in the works of British researchers (J. Doris, Robert Kidder, John Collins, John Nob, S. Susher), and in the works of Ukrainian scientists (N. Bordun, A. Gavardo, O. Romanovsky, V. Turchynovskyy).

Professor J. Jameson from the University of Greenwich has paid special attention to the importance of building trust in the relationship between the leader and his followers. The researcher noted that only emotionally comfortable socio-psychological atmosphere in the team, which is supported by concern for the subordinates, can provide effective leadership strategies and plans implementation [6]. Such thoughts can be observed in the works of the researchers of the Department of Pedagogy and Psychology of Social Systems Management of the Academician I. Zyazyun. In particular, in the textbook of V. Mykhailichenko, L. Gren and O. Romanovskyy, dedicated to the problems of development the leadership potential of future managers, points to the importance of trust in interpersonal relations between the leader and his followers [9].

Conclusions of the research.

We conducted the research and came to the following conclusions:

1. Synergetic approach to the leaders training is effectively implemented at the Department of Pedagogy and Psychology of Social Systems Management of the Academician I. Zyazyun. Teachers at the University of Greenwich, who train the leaders, are mostly economists and managers.
2. Cluster approach and financial ability to implement the leader mission is crucial in training the future leaders at the University of Greenwich.
3. The University of Greenwich and the Department of Pedagogy and Psychology of Social Systems Management of the Academician I. Zyazyun pay the particular attention to the formation of personality traits of a future leader: trust, honesty, transparency, willpower, qualities of humanity, initiative, adaptive and strategic thinking, charisma, positive thinking, self-actualization and self-improvement.

The further research prospect: we consider studying the experience of leadership training at the university of Tampere (Tampere, Finland) and Estonian Business School (Tal-

linn, Estonia), and also the development of collaborativetraining the leaders system at the leading universities of Europe and at NTU "KhPI".

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