

### 3.1. History and Definitions

All the literature on leadership can be divided into 3 main parts.

- I. Biographies and autobiographies of famous leaders.
- II. Books written by teachers and counsellors. The authors, as a rule, do not have their own leadership practices. They study other people's experiences.
- III. Scientific books and articles written on the results of psychological research (psychology of leadership).

The first mentions of this phenomenon are found in the works of the following philosophers:

- **Confucius** (551–479 bc, Chinese philosopher; Latinized name of Kongfuzi ( K'ung Fu-tzu ) “Kong the master”. His ideas about the importance of practical moral values, collected by his disciples in the Analects , formed the basis of the philosophy known as Confucianism).
- **Plato** (circa 429– circa 347 bc, Greek philosopher. A disciple of Socrates and the teacher of Aristotle, he founded the Academy in Athens. His theory of “ideas” or “forms” contrasts abstract entities or universals with their objects or particulars in the material world. His philosophical writings are presented in the form of dialogues, and his political theories appear in the Republic).
- **Machiavelli** (1469-1527, Italian Renaissance historian, politician, diplomat and philosopher. He was the founder of modern political science).
- **Hegel** (1770-1831, German philosopher).
- **Nietzsche** and others (1844-1900, German philosopher).

In Confucius' work "Lun Yu" the noble ruler (the righteous king) has many positive qualities: "in kindness is not wasteful; forcing to labor, does not cause anger; in desire is not greedy; in greatness is not proud; causes reverence, not cruel".

The most promising typology of leadership was put forward by **Lao Tzu** (l. c. 500 BCE, also known as Laozi or Lao-Tze, Chinese philosopher), in the work "Tao De Jing". In his opinion, the best leader is the one whom "the people do not notice", in the second place - the one whom "the people adore", in the third place - the one whom "the people fear" and in the last place - the one whom "they hate".

Plato in 418 BC in his work "The State" mentioned that the ideal sovereign's power includes "both reasoning and prudence".

Niccolò Machiavelli presented the image of a ruler in his work "The Sovereign" (1513), for whom his personal power is not a good in itself, but a means to achieve

a certain political goal (for example, unification and strengthening of the state). The ruler, according to N. Machiavelli's position, is obliged to take into account the main incentives of human activity (obtaining property benefits) and, "thanks to the ability to guess the innermost desires of the human soul", to manage people.

In the early XIX century, the problem of leadership and the image of the leader was developed by G. Hegel, T. Carleil and R. Emerson. In their opinion, the leader is significantly different from the majority of people and is an outstanding personality.

**Leadership** is the ability of an individual to make important and responsible decisions independently, as well as the ability to be the generator and author of an idea and to put it into practice.

**Leadership** is the ability to influence individuals and groups by directing their efforts towards the achievement of the organization's goals. Leadership can be considered as the most important method of management, because in it lies the fundamental transformation of the relationship between the manager and the subordinate. A leader can be described as a person for whom all other members of the group fully recognize the right to make the most responsible and important decisions affecting their own interests and determining the nature of the activities and direction of the whole group.

#### **Key leadership features:**

- leadership motivation: the need to influence and control others;
- activity and vigor (energy): drive for achievement, ambitiousness, powerful energy, persistence and initiative;
- resistance to stress resilience to stress: ability to deal with uncertainty, emotional resilience;
- self-confidence: belief in one's own abilities;
- honesty and integrity: the ability to inspire trust, reliability and openness;
- intellectual ability: diversity of intellectual abilities, i.e. cognitive, practical and emotional intelligence;
- professional knowledge and skills;
- flexibility: the ability to adapt to situations and people.