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**Name of the department**        **Management, Business and Professional  
Communications**

**Specialty:**                        **073 Management**

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**QUALIFYING MASTER'S THESIS**

on the topic:

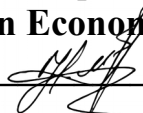
**EMOTIONAL LEADERSHIP IN THE HR  
MANAGEMENT SYSTEM**

student of higher education **Guo Lihui**

**The work is accepted for defence in the EC**


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**TASK**  
**FOR A QUALIFYING MASTER'S THESIS**  
Guo Lihui

1. Topic of work: "EMOTIONAL LEADERSHIP IN THE HR MANAGEMENT SYSTEM".

Scientific adviser Nadiia Morozova, PhD in Economics, Associate Professor  
(full name, academic degree, academic title)

Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3. List of topics to be developed:

• In Chapter 1: to reveal the essence of the phenomenon of leadership and its importance in enterprise management; to explore traditional and modern concepts of leadership; to justify the importance of emotional leadership in the personnel management system.

• In Chapter 2: to analyze trends in the development of leadership competencies of the future specialist; to provide a general description of the activities of JSC CB "PrivatBank"; to assess the leadership competencies of JSC CB "PrivatBank" personnel.


• In Chapter 3: to substantiate the specifics of the development of the leadership potential of the personnel in JSC CB "PrivatBank"; to provide suggestions regarding increasing labor productivity due to the development of emotional intelligence of the

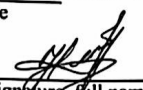
bank's staff; to propose strategies for improving emotional intelligence as a mental well-being of personnel during martial law.

4. Plan of qualifying master's thesis

No	Names of work sections
1	THEORETICAL BASICS OF LEADERSHIP IN MODERN CONDITIONS
2	CURRENT PRACTICE OF MANIFESTING LEADERSHIP QUALITIES ON THE EXAMPLE OF JSC CB "PRIVATBANK"
3	WAYS OF IMPROVING THE LEADERSHIP POTENTIAL OF THE BANK'S STAFF

5. Date of issue of the task September 25, 2024.

Student  Guo Lihui  
signature, full name

Scientific Adviser  Nadiia Morozova  
signature, full name

## ABSTRACT

The qualifying master's thesis contains 77 pages, 12 figures, 20 tables, and a list of 40 references.

**The object of research** is the process of forming leadership qualities among employees in modern conditions.

**The subject of research** includes theoretical and practical recommendations regarding the assessment and development of leadership qualities of bank personnel in unstable conditions.

**The purpose of the master's thesis** is to deepen scientific and methodological approaches and justify practical aspects of personnel management, with a special emphasis on emotional leadership.

**Tasks of a qualifying master's thesis include:**

- to reveal the essence of the leadership phenomenon and its importance in enterprise management;
- to explore traditional and modern concepts of leadership;
- to justify the importance of emotional leadership in the personnel management system;
- to analyze trends in the development of leadership competencies of future specialists;
- to provide a general description of the activities of JSC CB "PrivatBank";
- to assess the leadership competencies of JSC CB "PrivatBank" personnel;
- to substantiate the specifics of developing the leadership potential of personnel in JSC CB "PrivatBank";
- to provide suggestions for increasing labor productivity through the development of emotional intelligence among the bank's staff;
- to propose strategies for improving emotional intelligence as a means of enhancing the mental well-being of personnel during martial law.

**The obtained results** can serve as a basis for developing ways to increase labor productivity by enhancing the emotional intelligence of the bank's staff. These research findings can also be applied in the organization's activities to improve the effectiveness of its personnel training system.

**Year of completion of the qualifying master's thesis: 2024.**

**Year of defense of the qualifying master's thesis: 2024.**

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## INTRODUCTION

Emotional leadership in the personnel management system is an important factor that determines the effectiveness of organizations and ensures harmonious interaction in the team. Leaders who are able to manage their own emotions and the emotions of others help create a positive work environment that increases employee motivation, engagement, and productivity. In modern conditions, when business is faced with numerous challenges, the emotional competence of a manager becomes a critical element for achieving stability and development of the company. By interacting with subordinates on an emotional level, leaders are able to better understand the needs and problems of their employees, which allows them to make more effective management decisions and increase the level of satisfaction with work in the team.

The object of the study is the process of formation of leadership qualities among employees in modern conditions.

The subject of the study is theoretical and practical recommendations regarding the assessment and development of leadership qualities of bank personnel in unstable conditions.

The purpose of the qualifying master's thesis is to deepen the scientific and methodological approaches, as well as to substantiate the practical aspects of personnel management, with a special emphasis on emotional leadership.

The following tasks were defined for the realization of the research goal:

- to reveal the essence of the leadership phenomenon and its importance in enterprise management;
- explore traditional and modern concepts of leadership;
- justify the importance of emotional leadership in the personnel management system;
- analyze trends in the development of leadership competencies of the future specialist;
- give a general description of the activities of JSC CB "PrivatBank";

- an assessment of the leadership competencies of JSC CB "PrivatBank" personnel was carried out;
- the specifics of the development of the leadership potential of the personnel in JSC CB "PrivatBank" are substantiated;
- provide suggestions regarding increasing labor productivity due to the development of emotional intelligence of the bank's staff;
- to propose strategies for improving emotional intelligence as a mental well-being of personnel during martial law.

The methodological basis of the research is general scientific methods of dialectics, analysis, synthesis, analogy, comparison, graphic, field research (questionnaires, personal interviews). The totality of the used methodological base made it possible to ensure the reliability and validity of the conclusions and practical solutions.

Among the scientists who studied the problems of leadership, one can note the works of J. Homansa, R. Bales, Kurt Levin, E. Eriana, D. Benz, Ye. Giselli, U. Bennis, V. Stogdill, Likert, R. Blake and J. Mouton, R. Tannenbaum, F. Fidler, P. Hersey and K. Blanchard, R. House and T. Mitchell, Stinson-Johnson, V. Vruma and F. Yetonna and A. Yago et al.

The work consists of an introduction, three chapters, conclusions, and a list of used sources.

Key words: leader, leadership, emotional leadership, leadership qualities, competencies, emotional intelligence, bank, staff.

CHAPTER 1  
THEORETICAL BASICS OF LEADERSHIP IN MODERN CONDITIONS

1.1. The essence of the phenomenon of leadership and its importance in enterprise management

Leadership is the manager's ability not only to formally manage processes and resources, but also to inspire, motivate and lead the team to achieve common goals. Leadership determines the direction of the company's development, shapes its culture and provides support for innovation. In today's dynamic business environment, the role of a leader grows significantly, as he is able to adapt to changes, make quick decisions and create conditions for the development of the potential of employees. Successful leadership helps improve communication, increase management efficiency, and strengthen the company's competitiveness on the market.

In table 1.1. scientific approaches to leadership theories are summarized [1].

Table 1.1

Scientific approaches to leadership theories

Theory	The essence of the theory
1	2
Theory of "social exchange"	It was nominated by George Homans. The main goal is the process of exchange, with the help of feelings and emotions and receiving a reward as a result. Manifestation of leadership occurs in the case of exchange of values between interacting parties. Values include all kinds of knowledge, skills, abilities, and experience.
Theory of human roles	Nominated by Robert Bales. According to him, there are 2 roles of a leader: - professional (he is aimed at solving business problems); - a socio-emotional specialist (his goal is to solve problems related to human relationships).
Charismatic concept	Charisma implies that a person has certain properties that conquer other people and make them believe in the capabilities of this person.

	The signs of charisma include the ability to focus the attention of others on oneself, he is sure
	look, attractive appearance, most often a beautiful smile, interesting manner of communication, tone of voice and intonation with which the information is pronounced.
Interactive theory	According to this theory, a leader can be any person who meets the group's expectations and adheres to its ideals and values.
Synthetic (or complex) theory	The meaning of this theory is that leadership is understood as the process of organizing relationships between individuals in a group. That is, it is necessary for the leader to organize a joint group activity.
Situational theory	This theory is the most recognized by people. It means that leadership depends directly on the situation that has developed. In order to overcome it, it is necessary for a leader to possess various qualities of a leader, as well as to know the means and methods of behavior.

So, according to the above concepts, it can be concluded that leadership is a multifaceted term, but among all theories there is something in common, namely that a leader is a person who can organize work, have some influence on employees, but in turn the leader is respected, supported and trusted.

Leadership is a group phenomenon. Where two or more people meet, one person will still be the leader. Her difference will be that she will dominate among others, she will be listened to more often, and she will lead a more active role in the group and manage relationships [2, p. 1].

A leader is a person who strives for a result and does everything possible to obtain it, namely, he organizes work in such a way that everyone is comfortable working and the relationships that develop in the team are based on trust in the leader and on the success and efficiency of work.

The leader leads the team behind him, must be responsible, attentive, organized and establish relationships between employees.

There are two types of leadership in organizations [2, p. 3], such as formal as well as informal (Table 1.2).

Table 1.2

## Types of leadership

Formal	Informal
A leader is a person who occupies an appropriate management position, who has authority and power.	The one chosen by the group. That is, the leader who does not have certain powers, he follows the position on the same level as others, but possesses the skills of a real leader. He uses his abilities and skills, he is not afraid of the most difficult tasks, they are not afraid to make difficult decisions.

So, according to the manifestation of leadership qualities in these two types of leadership, we can conclude that an informal leader is a leader by calling. This is indicated by the following signs: - not all leaders are really leaders; - a true leader stands out with greater charisma; - not every leader can influence people and be an example; - if a leader, then not necessarily a leadership position [2, p. 4].

The leader in the company is characterized by the following qualities: self-confidence and professional competence; charisma and the ability to easily communicate with people, involving them in work; responsibility and serving as an example for the team; ambition and the ability to effectively manage and influence the team; stress resistance and control of own emotions; a desire for continuous learning and a positive approach; persistence and focus on achieving results.

Any person can become a leader. You just need to develop leadership qualities for this. And then life will be interesting and you will be able to create your own life, and not depend on circumstances and go with the flow.

If the leader does not have all the qualities developed or not at the best level, then this is not a problem, because there are many ways and trainings, with the help of which you can significantly improve them.

There are certain leadership styles [2, p. 10], which are presented in Table 1.3. The proposed classification originates from the works of the 20th century scientist and researcher Kurt Levin.

Table 1.3

## Classification of leadership styles

Authoritarian	The leader decides everything himself (individual decision-making) and distributes responsibilities, total control over employees, the opinion of employees does not bother him and their interests are not taken into account. And employees must perform all duties, taking into account the fact that there is very little information about the performance of work and no opportunity to show initiative and make independent decisions.
Democratic	This leadership style is based on mutual understanding and respect, the leader listens to all employees and decisions are made collectively through discussions, and the implementation of the decisions is monitored by the leader as well as by the employees themselves. Employees can freely take the initiative and turn to the leader for advice. The employees have very favorable conditions, they enjoy their work and are truly a team. The difference of a democratic leader is that he orients himself to the opinions of the whole team.
Liberal	With this leadership style, the manager is irresponsible, uninitiative and undemanding, he ignores independent decision-making and gives employees only general instructions that are not always clear to employees, and they have to make decisions themselves. A liberal leader controls the execution of tasks once in a while.

Observations led by Kurt Lewin showed that the most revealing is the democratic style of leadership. Because it includes employee satisfaction, good relations with the leader, and the desire to develop and be proactive. But in terms of productivity, the authoritative style of leadership was the most productive, slightly lower with democratic and significantly lower with liberal leadership style.

But still, there is no one perfect style, because everyone has their own advantages and disadvantages. It is necessary to be able to use each of them depending on the situation that occurred. Quite often it happens that the words leader and manager are compared and they believe that they have the same meaning. But this is not true, because not all managers are real leaders. Leadership is a narrower concept that affects

productivity and work efficiency many times more than management. Because the leader to a greater extent makes the decision himself and is responsible for it.

Therefore, the importance of leadership in managing an organization has a very large impact. The main goal of leadership is the maximum use of all opportunities, organization of work, clearly set goals, and control over their implementation. The leader must be focused, weigh all the pros and cons when making decisions.

Also, a positive sign of a leader is flexibility and adaptability, that is, the ability to quickly respond to internal and external changes. Namely, not to give up, not to say that everything is over, but to go forward and know that everything will be fine and be able to adjust the team in the same way. The main thing is to quickly understand that you need to act, adequately assess the situation, and not be distracted by your fears and emotions, because they will definitely distract you.

Deloitte conducted a study to determine the types of modern managers-leaders capable of quickly monetizing innovations [5]. These leaders use different management approaches and work in different industries, but one thing they have in common is that they provide significant profits for companies. Types of managers and their characteristics are given in table 1.4.

Table 1.4

#### Modern types of managers

Approach	Essence
Social supers (socially oriented approach to business)	Proponents of this type of leadership know how to identify important problems of society, and in order to overcome them, they offer such products or services that will help to solve them at least a little. They are aimed at a positive impact on human life and health. Their strategy is called "earn by doing good".
Data-driven decisives (supporters of big data)	Proponents of this type of leadership create their strategy with the help of big data technologies. They use them to increase sales, improve services and to introduce something new. For example, using targeted advertising. Fans of this type are more innovative and creative.
Disruption driver (radical innovators)	Proponents of this type of leadership invest in the complete transformation of the markets in which they operate. Their specialty is the ability to experiment, introducing new ideas and

	technologies, as well as creating new business models that are unusual for customers.
Talent champions (experts in personnel development)	Proponents of this type of management pay a lot of attention to the staff, try to ensure that employees develop the necessary skills. They try to create as comfortable working conditions as possible, pay attention to corporate culture, and aim to ensure that all employees get an effective work experience. At the same time, it is important for the types of leadership not to dismiss a person if he does not know something, but on the contrary to teach him. Employee self-expression also thrives under this type of leadership. The required skills of employees are emotional intelligence, innovation management, and coaching and negotiation skills.

So, the approaches of all these types of leaders are different, but very relevant. Using them, it is possible to develop your business and get a good income. These approaches teach to be creative, wise, innovative and flexible.

In modern conditions, in order to be successful, it is necessary to have the following qualities: confidence; innovativeness; focus on the result; striving for self-improvement; empathy and emotional intelligence.

Therefore, leadership plays an extremely important role in enterprise management and is a key element of a successful organization. Having a leader who is able to unite and organize a team is a necessary condition for achieving profitability and efficiency. The main qualities of a leader include orientation to results, flexibility, an innovative approach, creativity, as well as the ability to negotiate and learn quickly.

## 1.2. Characteristics of traditional and modern concepts of leadership

Peculiarities of traditional and modern concepts of leadership reflect the evolution of management approaches formed over decades. Traditional leadership models usually focused on the authority of the leader, a clear hierarchy and discipline, where the main role of the leader was to control and ensure the completion of tasks. At the same time,

modern concepts emphasize flexibility, inclusiveness, emotional intelligence, and a leader's ability to motivate and support a team through inspiration and collaboration. Understanding these differences is critical to building an effective management system in today's dynamic business environment.

First, traditional concepts of leadership appeared. Their peculiarity was that the leader is an unusual person who possesses unique qualities. "Famous supporters of this theory are Edwin Ghiselli, Warren Bennis, and Wolf Stogdill" [6].

Classically, there are several approaches to defining leadership in leadership:

- from the standpoint of personal qualities;
- behavioral (behaviorist approach);
- situational approach.

The theory of leadership qualities appeared earlier than all other theories. Researchers believed that a leader possesses a certain set of unique qualities that a person is born with. The peculiarity of this theory was the definition of these qualities.

Within the framework of this theory, five main qualities that characterize a leader were put forward: - intellectual abilities and mind; - dominance over others and domination; - activity and energy; - self-confidence; - knowledge of the matter [7].

But not all people who possess these qualities are necessarily leaders, some of them are followers.

Over time, research led to the identification of certain groups of leadership qualities. These include: physiological, psychological, intellectual and business (Table 1.5) [7].

Table 1.5

## Characteristic features of different groups of leadership qualities

Physiological group	Psychological group	Intellectual group	Business group
Denotes the appearance of a person. His height, physique, energetic movements, hairstyle, etc. So, based on this group, the leader can be a person with an ordinary appearance.	It is reflected in a person's character. These include such qualities as temperament, courage, perseverance, ambition, independence, risk-taking, a desire for leadership and constant improvement as well as power.	Associated with the presence of intellectual abilities, wisdom and intelligence, as well as intuition. The leader must be a competent and qualified employee, must be able to express his thoughts, be innovative, creative and self-organized, as well as an optimist.	These include business qualities such as responsibility, discipline, organization, attentiveness, adaptability, flexibility, initiative.

Thus, this concept is interesting, but not completely practical, because it highlights many traits necessary for a leader, but does not form a holistic image of a leader. After all, the set of key qualities changes depending on the era, as well as internal and external factors. However, this concept became the basis for the development of other, more detailed theories of leadership.

The next traditional concept was behavioral or behaviorist. Its feature was that the main role was in a certain manner of relations with others, the behavior of leaders was studied.

The study of examples of leaders' behavior began shortly before the Second World War and continued until the 1960s [8].

Researchers of the behavioral concept did not pay attention to the qualities and characteristics of leaders, their main goal was to study the behavior of leaders in relation to their subordinates. In the course of research, leadership styles were identified (see

Table 1.3), and it was established that the effectiveness of each style depends on the situation.

Also, the behavioral concept is divided into a number of concepts. The most famous concepts of the behavioral approach (table 1.6): three leadership styles; Ohio State University research (USA); research of the University of Michigan (USA); management systems (Likert); management lattice (Blake and Mouton); the concept of reward and punishment; substitutes for leadership [8].

Table 1.6

### Concepts of the behavioral approach

Concept	Characteristic
1	2
Three leadership styles	Proposed by Kurt Lewin, three leadership styles were formed during the study: authoritarian, democratic and liberal. Detailed information in table 1.3. They differ in the leader's approach to management.
Ohio State University Research	<p>A two-factor theory of leadership was developed, which depends on two changes. These include the structure of relationships, and the very relationships within the structure.</p> <p>The first change is responsible for the behavior of the leader, with the help of which the leader structures and organizes the work, as well as distinguishes the structure of relations in the team. That is, duties and roles are distributed, communications are established, work rules and procedures are established.</p> <p>The second change is responsible for the behavior during which the relationship between the leader and the team is built, namely the level and quality of the relationship (satisfaction, trust, ease, respect, friendship).</p> <p>According to these two parameters, there are different variants of results:</p> <ul style="list-style-type: none"> <li>- low level of the structure of relationships and low level of relationships in the structure;</li> <li>- a low level of the structure of relationships and a high level of relationships in the structure;</li> <li>- a high level of the structure of relationships and a low level of relationships in the structure;</li> <li>- a high level of the structure of relationships and a high level of relationships within the structure.</li> </ul> <p>Therefore, the best and most effective is the option where all variables are at a high level.</p>
University of Michigan research	<p>The purpose of these studies was to identify differences in behavior between effective and ineffective leaders. The criteria for evaluating the leader's behavior were: focused attention on work and employees. In the course of research, two types of leaders were identified: employee-oriented and work-oriented. Also, according to this concept, a leader is effective in the following cases:</p> <ul style="list-style-type: none"> <li>- when able to support subordinates and be in good relations with the entire team;</li> <li>- when a group makes a decision, that is, a group approach to management;</li> </ul>

	- when the level of work is at a high level among all employees.
Management systems (Likert)	<p>Very similar to before University of Michigan research because Likert proposed two types of leaders: employee-centered and work-centered.</p> <p>Four systems of management styles according to Likert were distinguished:</p> <ul style="list-style-type: none"> <li>- Exploitative and authoritarian;</li> <li>- Benevolent-authoritarian;</li> <li>- Consultative-democratic;</li> <li>- Participatory-democratic [9].</li> </ul> <p>These management styles are formed on the basis of the following criteria: trust the leader to his subordinates; motivation; the influence of the leader on employees and the level of their relationships.</p>
Management grid (Blake and Mouton)	<p>It is considered one of the most popular concepts of leader behavior. It has the form of a coordinate system consisting of a vertical and a horizontal axis and consists of 9 rows and 9 columns, totaling 81 fields. The vertical axis characterizes the level of the manager's interest in the employees (low or high), and the horizontal axis - in the work. Within this grid, Blake and Mouton formed five leadership styles.</p> <ul style="list-style-type: none"> <li>- the first style of leadership (in the coordinate system 1.1) is impoverished management.</li> <li>- the second leadership style (in coordinate system 1.9) – social management.</li> <li>- the third leadership style (in coordinate system 9.1) – authoritarian management.</li> <li>- the fourth leadership style (in the coordinate system 5.5) – organizational management.</li> <li>- the fifth leadership style (in the 9.9 coordinate system) is command management. Therefore, according to this concept, depending on the situation, it is possible to use the most appropriate leadership style, but team management (coordinate 9.9) is the most effective and successful among all.</li> </ul>
Concept of reward and punishment	<p>According to this concept, 4 types of leader behavior are distinguished, which depend on two changes: reward or punishment. They include:</p> <ul style="list-style-type: none"> <li>- punishment for the level of work performed and punishment without taking into account the quality of work performed, similarly, reward for the level of work performed and reward without taking into account the quality of work.</li> </ul> <p>Thanks to this concept, the impact of these types on work efficiency was investigated.</p>
Substitutes for leadership	<p>The scientists came to the conclusion that sometimes there are situations when there is no need for directive leadership, that is, for certain employees, self-management can be used on the basis of so-called leadership substitutes. These include experience with many knowledge and abilities; autonomy and independence; lack of reaction to rewards; lack of alternative methods; use of feedback in work; honesty, clarity, routine; professionalism; internal job satisfaction; group approach; formalized process; impossibility of flexible relationships; there is no direct contact with employees, the leader has no right to reward [10].</p>

So, the behavioral concept of leadership is aimed at the fact that it is possible to become a leader throughout life and learn leadership behavior, and not just to be a

leader from birth. Unfortunately, there is no single leadership style that can solve all problems.

In concept of the three leadership styles, the most effective is the authoritarian leadership style. According to the management grid (Blake and Mouton), the most effective leadership style is team management. But depending on the situation, you need to use all styles.

And the third concept, the last of the traditional ones, is a concept from the situational approach. It appeared later than all others and is based on earlier concepts. Because it was based not on the qualities and behavior of the leader, but on situational factors. The main goal of this approach is the idea that the leader's behavior depends on the situation. The situational approach examines the interaction of various situational factors in order to identify cause-and-effect relationships of leadership, which in the future will be able to predict the leader's behavior and its consequences.

A person becomes a leader in the conditions of one or another specific combination of his personal qualities, the nature of work, features of the external environment, etc. [11].

It is believed that if a person was a leader in one situation, then in the next situation there is a high probability that he will be a leader again. Because people develop trust in this person, and she is perceived by everyone as a leader. It turns out that leaders become those who really strive for it.

The concept of situational approach is divided into several concepts [10]:

- Tannenbaum-Schmidt leadership behavior continuum;
- Fiedler's model of situational leadership;
- Hersey and Blanchard's model of situational leadership;
- House-Mitchell "path-goal" model;
- Stinson-Johnson model;
- Vroom-Yetton-Jago decision-making model.

Tannenbaum-Schmidt's continuum of leadership behavior is that the leader must choose one option of behavior based on the seven offered. These behavior options vary from authoritarian to democratic styles. And depend on the following factors:

- leader (the manager must conduct an independent assessment of his personal qualities: his own views, trust from employees, determination);
- a follower (the leader must assess his subordinates: how inclined they are to independence, responsibility, whether they want to participate in the decisions made, as well as how competent they are and what they are interested in);
- the situation (more detailed information about the specifics of the problem).

When choosing a behavior option, it is necessary to rely on the cause of the problem. In order to correctly make a decision, it is necessary to analyze how competent the group is in relation to this issue, how much time is available for its adoption, as well as the characteristics of the organization itself (type and history of its development).

In addition to the democratic and authoritarian styles of this theory, the following types of behavior are also distinguished [10]:

- the leader and subordinates make decisions together within the limits defined by the organizational structure;
- the leader sets boundaries for subordinates within which they can make decisions;
- the leader forms the essence of the problem, listens to proposals from subordinates, and based on what he hears makes a decision;
- the leader expresses his decision, but can change it at the suggestion of subordinates;
- the leader expresses an idea, discusses it with subordinates and makes a decision independently;
- the leader makes a decision on his own, and assures his subordinates that he made the right decision;
- the leader independently makes decisions and reports to subordinates.

The second concept of the situational approach is Fiedler's model of situational leadership [10]. Fred Fiedler believed that the effectiveness of a leader's management style depends on how correctly the style is matched to a specific situation. According to his opinion, it is believed that the success and effectiveness of the chosen management style depends on the following situational variables:

- the relationship between the manager and the subordinate (the issue is that the subordinates recognize the leader. This is manifested in the extent to which subordinates trust, respect, support the leader);

- structuredness of production tasks (how structured is the work, namely identifying the problem, searching for its solution, concretely set goals, well-thought-out ways to achieve goals);

- the level of the leader's power (the level of the leader's formal power is considered, that is, the one that depends on his position in the enterprise).

This model of the situational approach examines the manager's behavior in various situations and helps to choose the most appropriate management style for this situation. With the help of the proposed situational changes, it is determined how favorable the situation is for each management style.

In relation to the path-goal model of Robert House and Terence Mitchell, this approach is characterized by the fact that the manager must convey to the employees how best to achieve the set goals; propose their methods for achieving goals; to be interested in and personally benefit from employee achievement of goals.

That is, the manager needs to explain to the employees what path they need to take in order to achieve the goal. Also, the manager can help employees, offer their ideas to achieve goals and remove obstacles on their way, because the manager is no less interested in this issue than the employees.

This model demonstrates how strongly the manager's behavior affects subordinates in terms of motivation, their interest in work and productivity[10].

This model examines two types of situational variables: characteristics of subordinates (need for control, belonging, and self-esteem) and organizational environment (work structure, organizational culture).

Based on this, four management styles are formed:

- directive leadership - the manager independently makes decisions and organizes work, gives instructions to subordinates and monitors their implementation;

- supportive leadership – the manager must support subordinates and pay them attention at the maximum level, mutual trust and respect must prevail in the team;

- leadership is based on participation - the leader maximally involves subordinates in team development and decision-making;

- leadership is aimed at achievement - the leader must set a goal for subordinates, and subordinates must achieve it, mobilizing all opportunities[12].

Therefore, the choice of style depends on the situation, as well as the characteristics of the performers, their competence, confidence, ability to influence the course of the situation.

Next is Hersey and Blanchard's model, which also examines situational leadership. Hersey and Blanchard call it the life cycle theory. Because depending on what stage of the life cycle the subordinate is at, the manager needs to use the appropriate leadership style for him.

The stages of the life cycle are called employee maturity. It is measured in the employee's ability to be responsible for his behavior, the presence of a desire to fulfill the set goals, and the experience he has to solve certain tasks [10].

According to the life cycle theory, four management styles have been formed [10], which correspond to the stages of perfection of employees (their maturity): indicative S1, supportive S2, cooperative S3, delegating S4 (Table 1.7).

Table 1.7

Management styles according to the Hersey and Blanchard model

Management style	Stages of employee excellence (maturity)
S1 - indicative (the manager sets subordinates specific tasks and monitors their execution)	M1 - employees lack the desire and ability to work, because they are not competent in this work, or are not confident in themselves
S2 - supportive (the manager tries to support employees, formulate tasks as clearly as possible and carefully explain decisions)	M2 - employees are not very competent, they lack the necessary knowledge and skills, but they have the motivation and desire to work
S3 - cooperation - (the manager must involve all subordinates in joint work, make decisions together and increase the level of motivation among employees)	M3 - employees are competent and educated, but they lack motivation and interest

S4 - delegating (the manager transfers authority to employees, and they must independently make a decision and implement it, as well as use a creative approach in work)	M4 - employees are both competent and motivated to work
--	---

Thus, a manager needs to distinguish between employees at different stages of maturity and use the appropriate management style for each employee.

The Stinson-Johnson model examines the relationship between such factors as work structure and the capabilities of subordinates (Table 1.8).

If there is a high interest in work and low capabilities of subordinates, the work will be effective in two cases: the work is structured, the employees have experience and the necessary knowledge and abilities to perform the work, and the employees want to achieve results and be independent; work is not structured, employees do not have enough knowledge and experience, they are not competent and do not want to achieve results and be independent [10].

Table 1.8

## Stinson-Johnson model

Opportunities of subordinates	Structured work	
	low	high
high	Low interest in relationships and low interest in work	High interest in work and relationships
low	High interest in work and low in relationships	High interest in relationships and low in work

Conversely, in the presence of low interest in work and high capabilities of subordinates, work will be effective in two cases:

- work is structured, employees are competent and have experience with relevant knowledge and skills, but they do not want to achieve results and be independent;

- work is not structured, employees have sufficient experience and necessary knowledge and skills, they want to achieve results and be independent [10].

According to the situational decision-making model of Vroom-Yetton-Yago, the authors identified certain management styles depending on the following factors:

- the situation that has developed;
- characteristics of the team, how competent and interested they are;
- the essence of the problem itself.

Therefore, according to these situational variables, the following management styles are distinguished [10]:

- A – the manager makes a decision independently without the participation of subordinates, taking into account the available information;
- B – the manager expresses the essence of the problem to his subordinates, then makes a decision based on their expressed opinions;
- B – the manager discusses the problem together with subordinates, then summarizes the opinions heard, and taking them into account makes an independent decision;
- D – the manager together with his subordinates conducts a discussion on the problem and in the end a general opinion is formed;
- D – the manager works all the time together with the team, which makes better decisions or develops a collective solution.

Thus, management styles A and B correspond to an autocratic decision-making style, B and D to a consultative style, and the last D to a group or partnership style.

Thus, all situational approach models define different management styles to be used for the respective situations.

And lastly, modern concepts of leadership were formed, which are based on the basis of behavioral and situational approaches, namely on their combination.

Modern concepts include the following concepts:

- attributive leadership;
- charismatic leadership;
- transformative leadership;

- emotional leadership.

The concept of attributive leadership consists in understanding the cause-and-effect relationships between what happened and the cause of what happened, according to people. This approach is a consequence of the fact that the conclusions made by the leader to the same extent as the behavior of subordinates are determined by how the leader will react to the behavior of subordinates.

That is, the leader, while observing subordinates, sees how they work. And on the basis of the received information, he draws conclusions about the behavior of all employees and accordingly chooses the style of his behavior in such a way that it is possible to adequately react to the behavior of a subordinate.

For example, if a leader believes that an employee is performing poorly and getting poor results because he is lazy, then the leader can reprimand the employee. But if the leader understands that the employee does not cope with the work due to external factors (lack of labor), then he will look at this problem from the other side and will try to solve it [13].

Attributive "obstacles" can quite often distort the manager's perception of subordinates, and for this reason he can be inconsistent in his actions in relation to employees. Thus, the leader is more influenced by the leader-subordinate relationship than the leader influences the subordinates.

Accordingly, if the relationship is adequate to the situation (that is, subordinates positively perceive the views and behavior of the manager in working with them), then this indicates the effective operation of the enterprise, where the enrichment of relationships in the team is observed [10]. In the opposite case, there is a deterioration of relations in the team, which results in conflicts. The adequacy of the relationship and the situation is achieved if the manager and subordinates constantly draw conclusions from each other's actions and learn certain lessons from them.

That is, the essence of this concept is that managers need to delve in more detail into the reasons why subordinates do not work at the proper level, because there are possible options for external problems, and not problems in subordinates.

The concept of charismatic leadership is that the leader influences those around him through his personal qualities that encourage those around him to support and recognize the leader, thereby enabling the possessor of charisma to dominate subordinates. Charisma is observed in appearance, inner attractiveness, look, image, as well as in gestures, postures, facial expressions, voice, etc.

Charismatic traits include: a great desire for power; self-confidence; conviction in one's own views [13]. Charisma enables the leader to lead people, is a source of personal power over subordinates [10]. In history, there are various examples of leaders, both positive and negative.

Thus, the presence of charisma gives the manager the advantage of influencing subordinates more effectively.

The purpose of transformational or reformative leadership is the ability of the leader to apply new ideas regarding problem solving in the actions of subordinates, and to increase their enthusiasm.

This type of leader relies in his activities on a creative approach to the work being performed. The leader has already achieved certain successes in the past, and is always focused on the result. Encourages subordinates to work and aims not at earning money, but rather at gaining new knowledge and abilities, that is, the development of all team members [10].

A transformational leader differs from other leaders in having the following traits:

- involvement and interest of subordinates;
- to be part of a group and actively participate in it;
- always have a balance between accepting the opinion of the group and prevailing over it;
- enthusiastically support joint efforts;
- enabling subordinates to combine their own interests with common goals;
- formation of a friendly and comfortable atmosphere;
- focus on self-development.

So, the concept of reformist leadership is aimed at creativity and getting results. The leader directs the employees to work, and in the process to develop. Employees

learn to use and evaluate the opportunities provided and create a conscious approach in their actions. A friendly atmosphere based on respect, trust and understanding prevails between the leader and the employees.

Modern concepts are focused on the involvement of subordinates in management, on the ability to influence subordinates using various methods: external factors that affect employees; external and internal qualities of leaders that attract employees; using a creative approach to work, stimulating employee enthusiasm and focusing on results.

In conclusion, we reviewed the most popular concepts of leadership, which determine the necessary qualities for leaders, their behavior towards subordinates depending on the situation and leadership styles that can be applied in different circumstances. However, none of the concepts was able to form a clear image of the ideal leader, since he must adapt his qualities and skills according to the specific conditions and needs of the team.

### 1.3. Peculiarities of emotional leadership in the personnel management system

In the mid-1990s, the founders of the theory of emotional leadership, D. Goleman, R. Boyatzis, and E. Mackie, came to the conclusion that the basis for the implementation of a manager's leadership abilities is his emotional manifestation, because leaders are mostly energetic, self-confident, proactive people whose emotional state inspires others to do certain activities.

As noted by D. Goleman, "it is the leaders who must set a certain emotional standard to which others would measure up" [13]. Based on this, we can say that emotions are the basis of a leader's activity, and therefore, they must be managed. For a leader, the ability to recognize emotions is necessary to direct collective emotions in a positive direction, thereby preventing conflicts in the organization.

So, an emotional leader is a leader who is able to give the staff a sense of clarity and meaningfulness in work, to inspire the free embodiment of creative ideas in work

due to the full mastery of their own and other people's emotions. An emotional relationship between a manager and an employee can arise when the former uses certain styles of behavior [13] (Fig. 1.1).

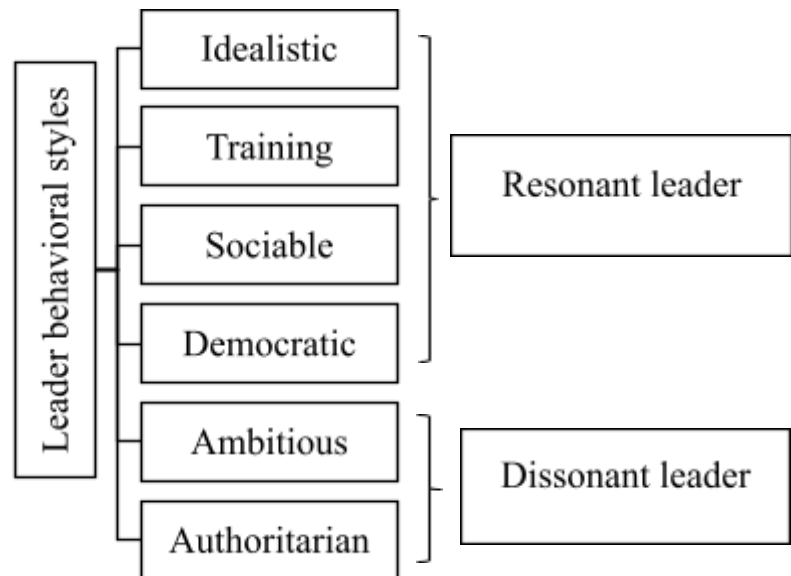


Fig. 1.1. Behavioral styles of an emotional leader in an organization.

According to the proposed fig. 1.1, the first four styles of the emotional leader are the styles of the so-called resonant leader, who influences the team's activities through positive emotions. He is a leader who is not used to backing down from his own principles and values, he lives and works in the rhythm of a full-fledged, emotionally rich life. And the last two - ambitious (presupposes the creation of an atmosphere of tension in the team) and authoritarian (strict control) - are usually called "dissonant" styles. Their excessive use can destroy the relationship between the staff and the manager forever.

An equally interesting approach to the definition of an emotional leader is the two-factor model of the outstanding Dutch professor M. Kathe de Vries, who counts two roles of a leader leader: charismatic and basic architectural. The scientist himself preferred the first of them, because, in his opinion, charismatic leaders never stop at what they have achieved, causing a feeling of discomfort, they provoke others to active

actions; moreover, these are people who are able to come to an agreement with anyone due to various manipulations.

Unlike the "resonant leader" of Goleman, who is well aware of his own and other people's emotions, the "charismatic leader" of Kete de Vries infuses the team with charisma - a "mystical gift", as it was considered in ancient times. Today, "charisma" has a more down-to-earth definition and represents an exceptional human ability, an energy that cannot be imagined as a set of certain actions, but the effect of which we all feel. The leader's behavior under the architectural role can be defined as the performance of managerial functions, which ensures the leader realizes the function of the charismatic factor of leadership [13, 14].

Thus, a manager of a new generation - an emotional leader, must be able to combine and timely, according to the situation, use each of the six proposed styles of Goleman or rely on the two-factor theory of Kete de Vries, the main thing is to reveal his true self as much as possible, and it doesn't matter , it will happen through the creation of resonance or with the manifestation of charisma. The main tool of a leader-manager is emotional intelligence - the ability to correctly interpret the emotions that you feel yourself and those around you, as well as the ability to manage them [13].

Throughout life, a person, like a sponge, accumulates the experience of perceiving certain emotions, which later transforms into impulses, which, in turn, manifest as a response to a specific situation. The ability to recognize and use this or that situation to one's advantage depends on the quality and scope of this experience. In contrast to everyday secondary importance, it is especially important to use EQ (emotional intelligence) in the personnel management system. A vivid example is the experience of the world leader in perfumery and cosmetics, L'Oreal. In the company, it was found that sales managers, who were selected by identifying a high level of emotional intelligence competencies, sell more than 90,000 products. dollars More than employees of the corresponding position hired under the traditional scheme, which in turn increases the company's net profit by 2,558,360 million. dollars [13].

Emotional intelligence is the ability to understand and manage one's own emotions and the emotions of others. This concept was introduced by psychologists

Peter Salovey and John Myers in the 1990s and has become the subject of active research in fields as diverse as psychology, sociology, business, and education.

In today's business environment, the ability to collaborate and interact with colleagues and clients is critical. EI facilitates communication and promotes interaction by helping you understand and feel the emotions of others. EI also helps distinguish between different communication styles and enables effective communication with people with different personalities.

EI is also important for developing leadership qualities. Leaders with a high level of EI can better understand the needs and expectations of their subordinates and increase the motivation and effectiveness of teamwork. EI also helps leaders better understand their feelings and avoid stress and emotional burnout.

Organizations can also use EI to improve customer relationships. Emotional understanding and empathy help us build deeper and more productive relationships with our clients.

Overall, developing EI can help employees achieve higher productivity, efficiency, and job satisfaction. This can be important for organizations because employees who feel satisfied at work are more likely to stay and show greater motivation to succeed. Thus, the development of EI can be an advantage for organizations in attracting and retaining talented and motivated employees.

Currently, there are several diagnostics of emotional intelligence, one of which is the Ability model, its supporters are the American psychologists J. Meyer and P. Salovey, who were the first to use the term "emotional intelligence" in the early 1990s. The essence of this approach is that emotions are a genetically embedded quality or talent that can be translated into an indicator, therefore, objectively measured.

According to this, emotional intelligence includes four components [13]: perception and expression of emotions (the ability to monitor and control one's own emotions, as well as to determine the emotions of another person based on his facial expressions, tone of voice, etc.); increasing the efficiency of thinking with the help of emotions (the ability to think clearly even under the influence of strong emotions);

understanding one's own and other people's emotions; managing emotions (the ability to block off emotions or cause them).

Another model for diagnosing emotional intelligence is a mixed one, supported by D. Goleman and R. Baron. This approach makes it possible to measure the level of development of competencies that are part of emotional intelligence:

- consciousness,
- self management,
- empathy;
- social skills [14].

In addition to different views on the methods of determining emotional intelligence, supporters of both models have opposite opinions about the possibility of its development. Thus, the first of them claim that a person's ability to understand and control emotions is stable and cannot be developed or learned. Representatives of the mixed theory say that it is quite possible to increase emotional intelligence in contrast to IQ (intelligence quotient) - an objective indicator that allows a quantitative assessment of a person's mental intelligence (which is laid down at the genetic level) and which cannot be changed [13].

Thus, in the modern sense, emotional intelligence, with regard to personnel management, can be presented as follows (Fig. 1.2).

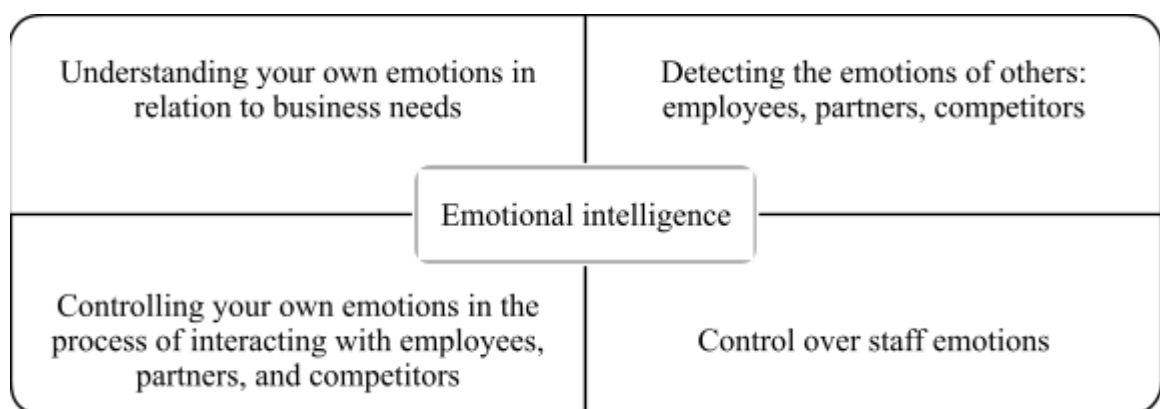


Fig. 1.2. The structure of the manager's emotional intelligence.

4 stages of EQ development are presented in table 1.9[16]:- self-awareness — the ability to perceive emotions and express them; - self-control — the ability to manage one's emotions; - awareness of others — the ability to identify emotions in others; - social skills — influencing people, the ability to transform the emotions of others.

Table 1.9

Stages of EQ development

Consciousness	Self-possession	Social consciousness	Relationship management
This is the ability of a person to be aware of his emotions, to be able to analyze and correctly interpret them.	Ability to maintain emotional balance, especially in critical situations. Owing emotions does not mean suppressing them in yourself. It is important to feel and understand your emotional state and act accordingly.	In simple words, it is the ability to understand others. Help them taking into account their emotional state.	This is the ability to build contacts and interact with those around us, taking into account the emotional state not of an individual person, but of the entire team.

People with a high level of emotional intelligence often have such traits as self-discipline, responsibility, and the ability to adapt to the environment. Emotional intelligence consists of two components: rational (the ability to understand emotions) and regulatory (the ability to manage emotions).

The structure of emotional intelligence is schematically presented in Figure 1.3.

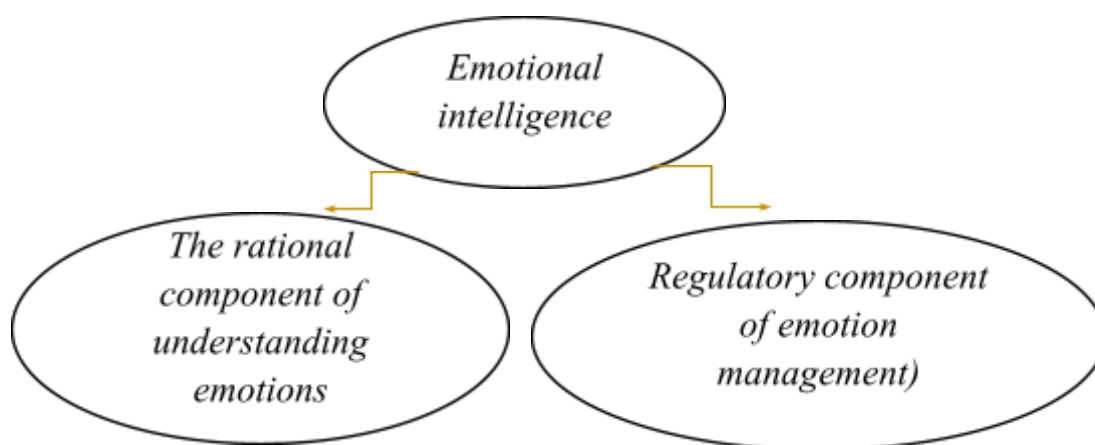


Fig. 1.3. Component structure of emotional intelligence.

Techniques for recognizing emotions (according to V.V. Ovsyannikova) [16]  
(Table 1.10).

Table 1.10

## Emotion recognition techniques

Orientation of techniques	Content of emotion recognition techniques
Methods of expression analysis	focus on human facial expression;
	orientation to gestures and movements;
	gaze orientation, eye expression;
	orientation to what a person says;
	orientation to the way a person speaks; orientation to recent actions, reactions;
Techniques for analyzing impressive manifestations (emotional experiences)	- focus on the contradiction between how a person expresses his feelings and what he really feels;
	- orientation to certain features of the expression of feelings characteristic of a person;
	- focus on whether different signs of emotions "tell" about the same internal state of a person or whether they are inconsistent (for example, a person smiles, but there are tears in his eyes);
Reception of the analysis of the emotional situation	- orientation to other people's reactions;
	- orientation to the situation in which a person is;
	- focus on what people in general can feel in a similar situation;
Transcendent methods of analysis	- focus on your general impression;
	- an attempt to put oneself in another person's place;
	- intuitive understanding of another person's emotions;
	- recollection of what they felt when they were in a similar situation.

Rational ways of understanding emotions. Five main methods of verbal processing of emotions are distinguished (according to A. Yu. Bergfeld): 1) awareness of the general background of emotional experiences; 2) awareness of one's own emotions, awareness of their ambivalence and the reasons that gave rise to the experience; 3) awareness of one's own bodily sensations, which are the basis of the actual experience; 4) verbalization of one's own emotions by using various terms; 5) awareness of one's own intentions, desires, with which the emotions experienced by a person are correlated.

The structure of emotional intelligence is shown in Table 1.11 [16].

Table 1.11

## The structure of emotional intelligence

The structure of emotional intelligence	Emotional intelligence			
	Intrapersonal emotional intelligence	Interpersonal emotional intelligence	Intrapersonal emotional intelligence	Interpersonal emotional intelligence
Components of emotional intelligence	rational		regulative	
	Understanding one's own emotions	Understanding the emotions of others	Management of own emotions	Managing the emotions of others
Components of emotional intelligence	Self-awareness of emotional experiences	Recognizing emotions through expression	Self-regulation (self-control)	Ability to establish emotional contact
	Verbalization of emotions	Intuitive understanding of emotions (empathy)	Expression of emotions	Influence on other people's emotions
	Emotional self-disclosure		Stress management	
			General mood	
			Expression control	

Each person has a certain level of formation of his emotional intelligence [15, 16]. There is a low, medium and high level of emotional intelligence (Table 1.12).

Table 1.12

## Levels of emotional intelligence

levels	Characteristic
Low level of emotional intelligence	<ul style="list-style-type: none"> <li>- low self-esteem;</li> <li>- depression by one's emotions;</li> <li>- a state of depression;</li> <li>- low self-control;</li> <li>- low level of awareness of one's emotions;</li> <li>- high situational conditioning (that is, you do not influence the situation, but the situation influences you and provokes certain actions and emotional reactions);</li> <li>- emotional reactions according to the mechanism of a conditioned reflex (you were crushed in transport - you were rude in response);</li> <li>- excessive rigidity and stubbornness;</li> <li>- low ability to feel, understand and take into account the feelings and thoughts of other people;</li> <li>- tendency to arguments and exchange of reproaches.</li> </ul>
Average level of emotional intelligence	<ul style="list-style-type: none"> <li>- high self-esteem;</li> <li>- high level of self-control;</li> <li>- feeling of psychological well-being, positive attitude towards oneself;</li> <li>- arbitrary implementation of activities and communication based on certain volitional efforts.</li> </ul>

High level of emotional intelligence	<ul style="list-style-type: none"> <li>- high level of psychological well-being;</li> <li>- harmony with oneself and surrounding people;</li> <li>- certain attitudes that reflect an individual value system. And this system of values was developed by a person independently and is clearly understood by him;</li> <li>- freedom from various situational requirements. The choice of behavior that is adequate to the situation is carried out without excessive willpower. The motivation for such behavior is not external, but exclusively internal. Such a person is difficult to manipulate;</li> <li>- the ability to understand one's positive and negative sides and opportunities;</li> <li>- the ability to withstand adverse events and stressful situations. Control over impulsivity is carried out through the ability to recognize one's aggressive impulses, to be restrained and to be able to control aggression, hostility and irresponsible behavior;</li> <li>- the ability to change one's opinion when receiving evidence of one's mistake;</li> <li>- openness and tolerance to different ideas, orientations, methods and customs;</li> <li>- the ability to take responsibility for one's group;</li> <li>- acceptance of other people as they are;</li> <li>- the ability to feel, understand and take into account the feelings and thoughts of others, sensitivity towards others;</li> <li>- the desire to develop one's abilities and talents as much as possible.</li> </ul>
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It is important to be able to rest properly, to release accumulated tension (it is not for nothing that some employers order gym memberships for employees), to be able to bring joy to your body and to use the "technique of conscious pleasures". You need to study yourself and your emotions, don't be afraid to make mistakes — every mistake is a learning and a step towards your own success, be able to relax and not let anyone spoil your mood. And if this happened suddenly, consciously stop and ask yourself - what are we feeling now and why do these emotions arise.

Thus, at the current stage, leadership is not just an effective regulator of management activities, but an integral part of the management process itself. The effectiveness of the management process is largely determined not only by the manager's mental abilities, but also by his ability to apply emotional leadership. Therefore, a manager-leader must have a high level of both EQ and IQ. It is emotional intelligence that determines the level of the manager's emotional leadership potential.

## CHAPTER 2

### CURRENT PRACTICE OF MANIFESTING LEADERSHIP QUALITIES ON THE EXAMPLE OF JSC CB "PRIVATBANK"

#### 2.1. Analysis of trends in the development of leadership competencies of the future specialist

It has been proven that 80% of success depends on emotional intelligence, and only 20% on IQ. What is crucial in EQ is identifying your emotions, naming them, and sharing your state with others.

The development of the team's EQ will have a great impact on business. Employees who show and are in positive emotions work much more efficiently. When a person has a positive attitude, his brain becomes more motivated, resilient, productive, energetic and involved in work. By the way, some companies are already starting to think about such a position as a "happiness manager" who will measure and control the level of happiness in the company.

According to a study by the European Agency for Safety and Health at Work, negative emotions of employees reduce the profits of companies by more than 600 billion euros [17]. Nearup to 30% of emotionally charged situations are not realized by a person, but affect his physical condition.

So where are positive emotions and energy lost:

- conflicts and clarification of relations;
- long meetings in a negative emotional state;
- stress, illness, domestic troubles;
- lost customers, etc.

According to research in the field of the development of emotional intelligence, it is manifested in activities through 15 competencies, which are listed in (Table 2.1):

Table 2.1

## Competencies through which emotional intelligence is manifested in activity

Self-respect	the ability to respect and accept oneself and one's actions
Emotional self-awareness	the ability to understand their feelings and the reasons that caused them
Assertiveness	the ability to express feelings, beliefs, thoughts and constructively defend one's rights
Independence	the ability to think and decide for oneself, limiting the influence of other people's emotions
Self-actualization	the desire to realize one's potential, to achieve the set goal
Empathy	the ability to understand, distinguish and be sensitive to the emotions of other people
Social responsibility	the ability to do something for the sake of others and together with others, consciously and according to social rules
Interpersonal relations	the ability to establish and maintain emotionally mutually beneficial relationships
Stress resistance	the ability to actively and positively resist stressful situations
Impulsivity control	the ability to resist impulse, control aggressiveness, hostility and irresponsibility
Realism	the ability to clearly distinguish what is happening in reality "here and now"
Flexibility	the ability to adapt one's thoughts, feelings and behavior to new conditions and situations
Solving problems	the ability to identify and identify problems, as well as find effective ways to solve them
Optimism	the ability to see the bright side of life and maintain this positivity in any, even the most difficult circumstances
Happiness	complacency, the ability to enjoy life; indicator of the general level of emotional intelligence

Emotional intelligence has a significant impact on the effectiveness of employees in various fields of activity. We will present the facts that were obtained in the process of researching the impact of emotional intelligence on the productivity of workers in Western companies. L'Oreal found that sales managers selected through EQ testing had significantly higher personal sales than their counterparts hired using another system. In a PepsiCo pilot project, managers selected for their level of emotional competence demonstrate higher productivity (by 10%), lower turnover (by 87%), the creation of additional economic value and higher rates of return on investment.

Thus, according to Goleman, emotional intelligence is significantly more important than rational intelligence, especially for managers.

The key skills of the future specialist are listed in Table 2.2. [17-18]

Table 2.2

## Key skills of the future specialist

Worldwide economic forum in Davos		McKinsey research 2030 year	Research Nesta "The Future Skills — Employment in 2030"	Future of Jobs Survey 2025, World Economic Forum
2015	2020			
<ol style="list-style-type: none"> <li>1. Solving complex tasks</li> <li>2. Coordination with others</li> <li>3. People management</li> <li>4. Critical thinking</li> <li>5. Negotiation skills</li> <li>6. Quality control</li> <li>7. Service orientation</li> <li>8. Ability to reason and make decisions</li> <li>9. Active listening</li> <li>10. Creativity</li> </ol>	<ol style="list-style-type: none"> <li>1. Solving complex tasks</li> <li>2. Critical thinking</li> <li>3. Creativity</li> <li>4. People management</li> <li>5. Coordination with others</li> <li>6. <i>Emotional intelligence</i></li> <li>7. The ability to reason and make decisions</li> <li>8. Service orientation</li> <li>9. Negotiation skills</li> <li>10. Cognitive flexibility</li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Leadership</i>;</li> <li>2. Communica tions and negotiations;</li> <li>3. Basic skills of working with digital technologies;</li> <li>4. Skills of leading IT;</li> <li>5. <i>Perception and empathy</i>;</li> <li>6. Critical thinking;</li> <li>7. Creativity;</li> <li>8. Technology design;</li> <li>9. Project management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Generating ideas;</li> <li>2. Decision making;</li> <li>3. Originality</li> <li>4. Active learning;</li> <li>5. System assessment;</li> <li>6. Learning strategies;</li> <li>7. Comprehensive problem solving;</li> <li>8. Critical thinking;</li> <li>9. System analysis;</li> <li>10. Deductive thinking.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analytical thinking and innovation</li> <li>2. Active learning strategies</li> <li>3. Creativity, originality and initiative</li> <li>4. Design and programming technology</li> <li>5. Critical thinking and analysis</li> <li>6. Comprehensive problem solving</li> <li>7. Leadership and social influence</li> <li>8. Emotional intelligence</li> <li>9. Justification, problem solving and ideas</li> <li>10. System analysis and assessment</li> </ol>

So, from the table you can see the role and importance of emotional intelligence as a key competence of the future specialist.

According to the latest data in the field of emotional intelligence research by the international training company Talent Smart, it is EQ that determines the possibility of career development in any field by 58%, high EQ is characteristic of 90% of top managers of global organizations, and people with high emotional intelligence earn on average for 29 thousand dollars per year more than their low EQ counterparts.

The results of the study of foreign scientists Bradberry T. turned out to be interesting. and Gryvs D., who checked the EQ level of almost 500,000 company leaders (including 1,000 of them general directors), managers and employees from all spheres of the economy and different countries (Fig. 2.1) [19].

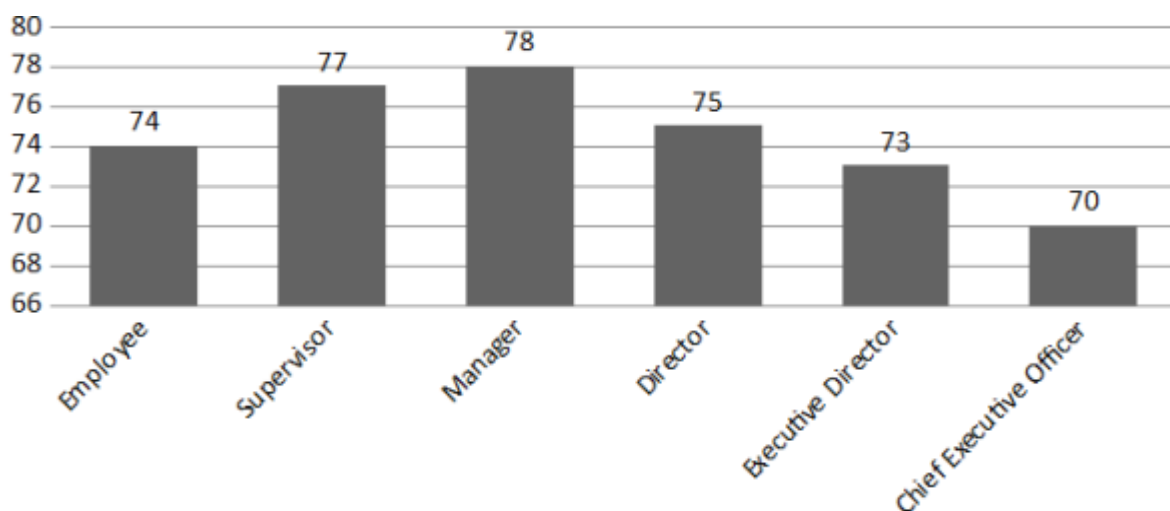


Fig. 2.1. Level of emotional intelligence and position.

The level of emotional intelligence of the top management of companies is somewhat lower than that of middle and lower managers. Research has shown that EQ skills are far more important to job performance than any other leadership skill. The level of emotional intelligence directly affects the manager's motivation and proactivity. A high EQ allows a manager to learn better, more productively, overcome difficulties, cope with stress and soberly analyze personal strengths and mistakes, manage conflicts.

Consider the TOP-10 professions that require a high level of emotional intelligence (Fig. 2.2.) [20]. According to the analysis of the hh.ua job database, this requirement is most often found in job offers in the field of sales (more than 20%), marketers (17%) and HR managers (14%). Some employers specify that emotional intelligence means empathy, the ability to give feedback, and effective communication skills.

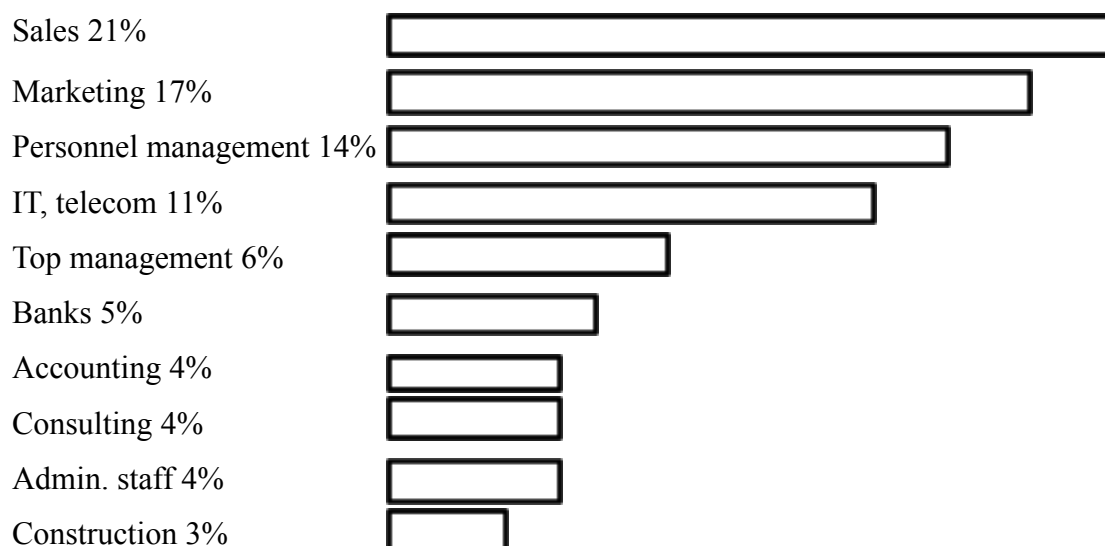


Fig. 2.2. TOP-10 professions that require a high level of emotional intelligence.

Managers with high emotional intelligence (EI) have the ability to instill a sense of confidence in subordinates, in case of its absence, which serves to increase the level of collective effectiveness. Leaders must have the skills to control the emotional state to ensure flexibility in decision-making, using the emotional state as a tool with which the manager is able to adjust the direction of his own decisions, among which the most appropriate one is chosen.

At this time, Ukrainians who are looking for work are actively taking courses to improve the level of emotional intelligence.

Gender also affects people's emotions. Women who are able to influence the emotions of other people differ from other women in certain traits that are traditionally characteristic of men (unexpressed expressiveness, self-regulation). Influential women also have weakly expressed traits that are considered feminine, such as humility and empathy.

Men who successfully influence the emotional states of other people differ from the rest of men in that they have clearly expressed "feminine" traits (trustworthiness, emotionality) and weakly manifest "masculine" traits (authority).

Men more than women are characterized by the features of Machiavellianism (insufficient involvement in the problems of others, lack of empathy for them, using the

"weaknesses" of others for their own benefit) and the desire to manipulate the emotional states of women.

In the case of verbal aggression, the typical emotional reactions of men and women also differ: men mainly use the "ignoring" strategy (lack of adequate emotional response), and women use the "pressure" strategy (trying to influence the person's emotions).

A summary of the data on the manifestation of the components of emotional intelligence in men and women is given in Table 2.3.

Table 2.3

#### Gender differences in the field of manifestation of emotional intelligence

	Components of emotional intelligence	Men	Women
Intra personal emotional intelligence	<i>Self-awareness of emotional experiences</i>	- situations of interpersonal communication are considered the causes of experiencing anger and fear;	- a characteristic experience of anxiety and fear; - personal relationships and mood are considered the reasons for experiencing anger and fear;
	<i>Emotional self-disclosure</i>	- insufficiently positive perception of emotional self-disclosure by other people;	- potential and real emotional self-disclosure is characteristic;
	<i>Self-regulation and expression of emotions</i>	- greater restraint in expressions of sympathy and sadness;	- greater restraint in manifestations of anger;
	<i>Stress management</i>	- protective style of response to stress - in the form of displacement; - tendency to choose problem-oriented coping strategies;	- protective style of response to stress - in the form of identification and rationalization; - tendency to choose emotionally oriented coping strategies;
	<i>Emotional experiences and general mood</i>	- more pronounced mood stability;	- pronounced intensity of experiencing both positive emotions and depressive moods;
	<i>Expression control</i>	- unexpressed expressiveness;	- control of expression is manifested mainly in the form of masking;
Inter personal emotional	<i>Intuitive understanding of the emotions of others</i>	- the ability to intuitively understand the emotions of others is not demonstrated;	- equal empathy in the form of care prevails;

Emotional intelligence	<i>Understanding emotions through expression</i>	- better recognize emotions of pride, grief, indifference, tenderness;	- an advantage in the accuracy of recognition of emotions by facial expressions; - emotions of sadness, anxiety, satisfaction are better recognized;
	<i>Ability to establish emotional contact</i>	- the use of kinesthetic means (touches, gestures) prevails;	- the use of visual (look) and auditory (intonation) means prevails;
	<i>Influence on other people's emotions</i>	- when influencing the emotions of other people, feminine traits help (emotionality, trustworthiness).	- when influencing the emotions of other people, masculine traits (emotional restraint, self-regulation) help.

Therefore, the manifestations of the components of emotional intelligence indicated in the table give grounds for defining the so-called "female" and "male" emotional intelligence, which differ in their qualitative characteristics.

Also interesting were the results of the study of differences in emotional intelligence by gender (Fig. 2.3) [19].

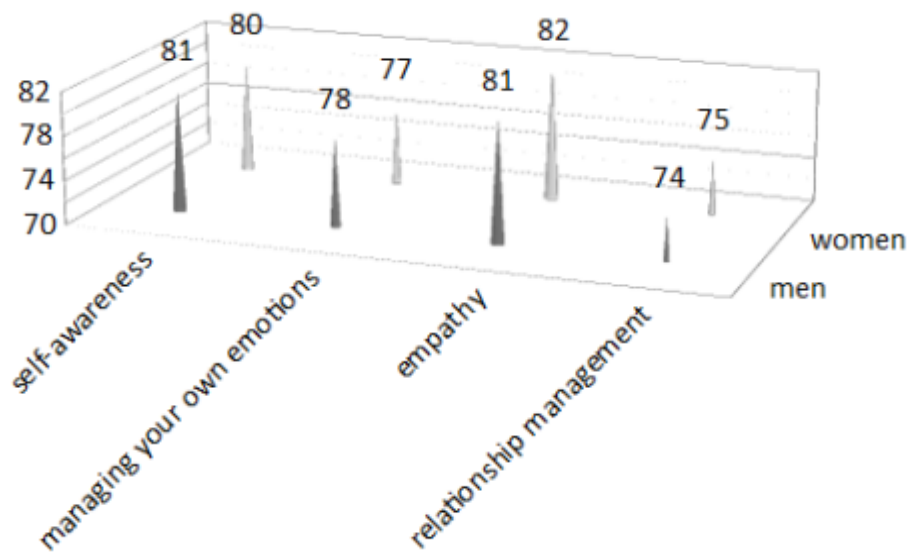


Fig. 2.3. Differences in emotional intelligence by gender

Therefore, women have advantages in such components of emotional intelligence as empathy and managing relationships, men - traditionally managing their own emotions and self-awareness.

The best way to determine your EQ level is to take special tests. It can be a test according to the method of J. Mayer, P. Salovei and D. Caruso, questionnaires D. Lysina or D. Goleman. All of them are freely available online.

And here is a small checklist that can make it clear that your emotional intelligence is developed at a high level [21]: - you recognize emotions and understand the reason for their appearance; - you know how to name and express emotions, and not suppress them; - you choose to understand the situation, and not to act spontaneously and stereotypically; - it is difficult to control you or impose someone else's opinion; - you understand the internal motives of your actions; - you do not concentrate on negative emotions for too long, but are able to let them go; - quickly get to know the new team and establish communication.

Of course, this is far from a complete list of markers. Fortunately, unlike IQ, emotional intelligence can and should be improved. A developed EQ is the key to successful communication and partnership. The feeling of joy from your favorite work is much stronger, and it is easier to cope with negative emotions.

Thus, people with a high level of EQ are capable of faster progress in certain areas and more effective use of their abilities. Emotions and intelligence are interconnected, intertwined and very often closely interact. And a person's success in many spheres of life directly depends on the success of this interaction.

## 2.2. General characteristics of JSC CB "PrivatBank" activity

JSC CB "PrivatBank" is one of the largest banks of Ukraine and a key player in the country's financial market. Banks provide a variety of financial services to customers, including individuals and corporations. Banking activities cover the following main areas:

1. Cash advances - banks provide services for opening accounts, issuing payment cards, paying bills and other financial transactions.

2. Lending - PrivatBank is one of the largest lenders in Ukraine and offers various types of loans, including car loans, mortgages, mortgages, etc.

3. Investment services – banks provide their clients with capital management, investment and currency exchange services.

4. Acquiring - PrivatBank is a major acquirer in Ukraine and offers cashless payments using payment cards.

5. International payments - the Bank offers international payments through the SWIFT and SEPA systems.

6. Internet banking - PrivatBank offers clients a wide range of Internet banking services, including online transfers, payment for services and goods via the Internet, mobile banking, etc.

In general, JSC CB "PrivatBank" has a fairly wide range of financial services and has a developed infrastructure, which allows the bank to provide clients with access to quality services and satisfy the needs of clients in various financial areas. Banks also actively use technology and innovation to improve the quality of service and the convenience of customer service.

JSC CB "PrivatBank" occupies a high position in the rating of the largest banks of Ukraine in terms of assets, loan portfolio and other indicators. The bank also actively cooperates with other financial institutions and companies, contributing to the development of the Ukrainian economy and strengthening the financial sector.

One of the key principles of JSC CB "PrivatBank" activity is to ensure the reliability and safety of financial operations of its clients. Banks can actively implement new technologies and measures to ensure cyber security, reduce the risk of fraud and data theft.

In June 2018, the bank changed its organizational and legal form from a joint-stock company to a joint-stock company. As of March 31, 2021, the final controller of the Bank is the State of Ukraine represented by the Cabinet of Ministers of Ukraine.

As of June 30, 2024, 1,196 separate divisions of the Bank, including 9 branches, 1 representative office, and 1,186 offices, were registered in the State Register of Banks.

Of these, 76 temporarily ceased operations, including: 19 in Luhansk, 18 in Donetsk, 2 in Dnipropetrovsk, 21 in Zaporizhia, 14 in Kherson, 1 in Kharkiv, and 1 in Sumy regions. For comparison, as of December 31, 2023, there were 1,209 units, of which 77 were temporarily inactive [22].

The bank was founded on September 20, 2001. It is a member company of the Individual Deposit Guarantee Fund (registration No. 113 dated September 2, 1999), which operates in accordance with Law No. 2740-III "On the Individual Deposit Guarantee Fund", as amended) [ 23].

During the period of martial law in Ukraine, it is worth noting the quality of activity of PrivatBank JSC CB:

- Bank branches in settlements where there is no threat to the health and life of employees and customers work without interruption.
- Non-cash settlement works without restrictions.
- You can withdraw cash from bank ATMs. Collection services ensure uninterrupted delivery of cash.
- The validity period of the bank card is automatically extended by 180 days.
- Temporarily suspended purchases due to "installment".
- Temporarily limited forwarding of international calls.
- The bank's POS terminal network is operational.
- Internet banking for business Privat24 and the Privat24 self-service network work around the clock.
- Fees for withdrawals from personal credit cards have been abolished.
- They temporarily canceled the fee for depositing funds on payment cards.
- Commissions for volunteer transfers (sending/registration) during martial law have been removed. Transfers to the NBU's special account for the military and collections of individuals and legal entities to help victims have been cancelled.
- The transfer of funds to support military and humanitarian aid to the Department of Social Policy has been simplified. The LiqPay system allows you to transfer funds anywhere in the world without any fees. All money goes to a special account at the NBU.

- The ability to transfer funds from eSupport and "Bonus+" accounts has been implemented in accordance with the needs of the military.
- The commission for business clients for transfers to all accounts of charitable funds in Ukraine has been cancelled.
- Military state loan bonds were purchased through Privat24.
- Abolition of SWIFT payment fees for individuals transferring currency abroad to purchase essential imports for military and medical treatment [23].

No bank in Ukraine has so many environmental protection programs. All document circulation in the bank is electronic, so it is practically paperless. They use ecological harvesting methods. Every year, the bank holds a Saturday evening open to everyone.

Banks are not only constantly learning new things, but are also ready to share their knowledge with their clients. They have educational programs where everyone will find something interesting for themselves. JuniorBank teaches students financial literacy and programming. Top managers of banks conduct business seminars for entrepreneurs and share their experience. An educational video with financial advice for consumers, such as how to pay with a bank card online, is broadcast on the branch's plasma screen.

JSC CB "PrivatBank" is a socially responsible bank that currently employs more than 22,000 people. employees, who receive an average of 10% higher wages than other banks, employ disabled people in 4% of the total number of employees, provide employees with a full social package, 24 days annual paid vacation, preferential loans for housing and cars, consultations and assistance on legal issues, there are "protection" programs that ensure the safety of employees and their families, provide discounts on corporate communications.

Let's analyze in table 2.4 the key balance indicators of banks for the past period [23-24].

Table 2.4

Dynamics of balance indicators JSC CB "PrivatBank", million hryvnias.

Indicators	2021	2022	2023	Deviation 2023-2022
<i>Total assets</i>	<i>401296</i>	<i>540596</i>	<i>680008</i>	<i>139412</i>
Money	52835	94191	152282	58091
Loans and advances to banks	26243	103837	134237	30400
Loans and advances to customers	68218	68084	92019	23935
Investment securities	222277	239752	271847	32095
Basic means	6074	5228	5127	-101
Intangible assets	1288	1386	1563	177
<i>Total commitment</i>	<i>334681</i>	<i>482807</i>	<i>595162</i>	<i>112355</i>
Client funds	325303	471970	555525	83555
<i>Total equity</i>	<i>66615</i>	<i>57789</i>	<i>84846</i>	<i>27057</i>
Authorized capital	206060	206060	206060	-

The total assets of JSC CB "PrivatBank" increased by UAH 139.4 billion in 2023, reaching UAH 680 billion compared to UAH 540.6 billion in 2022 and UAH 401.2 billion in 2021. In 2023, loans and advances to banks increased by UAH 30.4 billion. In addition, it is worth noting that investments in securities also increased by UAH 32.1 billion, which indicates the bank's active investment policy. The bank's liabilities in 2023 increased by UAH 112.4 billion, while most of them are customer funds, which reflects the growth of trust in the bank. Equity also increased by UAH 27.1 billion, which indicates an improvement in the bank's financial stability.

Next, we will consider the bank's compliance with the NBU's economic standards (Fig. 2.4)

[25-26].

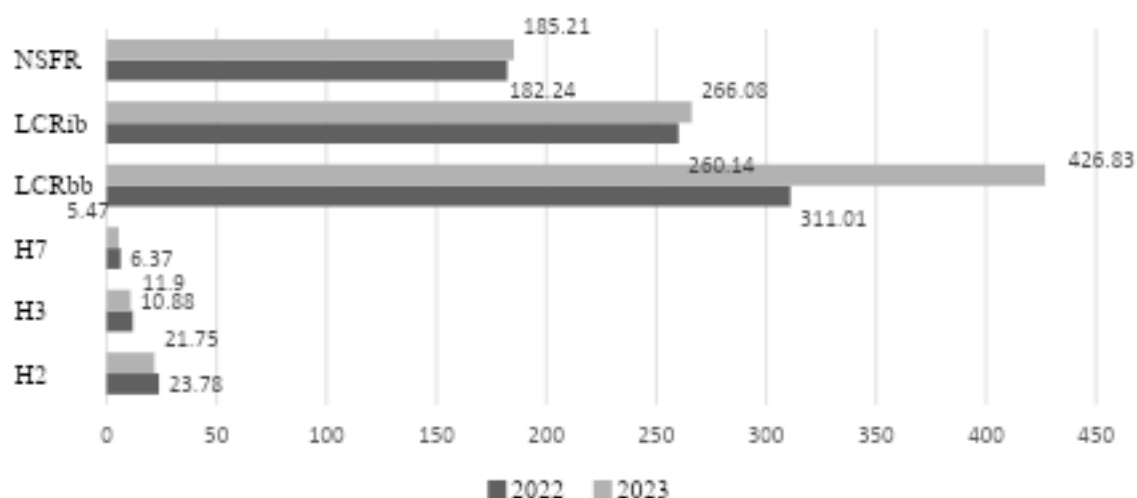


Fig. 2.4. Economic norms of JSC CB "PrivatBank" for 2022-2023, %

So, in 2023, the regulatory capital adequacy ratio (H2) was 21.75%, which exceeds the minimum 10% of the NBU, testifying to the bank's ability to cover risky assets and manage financial risks. LCRib and LCRbb liquidity ratios are 266.08% and 426.83%, respectively, and NSFR is 185.21%, indicating stable funding sources. These indicators confirm the high financial stability of the bank and its readiness for potential financial risks.

We will analyze the bank's interest and commission income and expenses, as well as net profit (loss) - the main indicator of the bank's economic efficiency (Table 2.5).

Table 2.5

Data on the key items of income and expenses of JSC CB "PrivatBank", mln. UAH

Indicator	2021	2022	2023	+/-
Interest income	35854	43686	66238	+22552
Interest expenses	6537	3768	6616	+2848
Income from payments and commissions	35057	32945	41589	+8644
Expenses for payments and commissions	11840	12505	17150	+4645
Net profit (loss) for the year	35050	30198	37765	+7567

In 2023, interest income increased by UAH 22.6 billion, reaching UAH 66.2 billion, which indicates a more efficient use of the bank's assets. Interest expenses increased by UAH 2.8 billion, but their growth rate was lower than income, which had a positive effect on net interest income. Commission income increased by UAH 8.6 billion to UAH 41.6 billion thanks to the growth in the volume of transaction services, and commission expenses increased by UAH 4.6 billion. The bank's net profit increased by UAH 7.6 billion to UAH 37.8 billion, which indicates an improvement in financial efficiency. The bank steadily increases interest and commission income, positively affecting its financial indicators.

Therefore, despite the difficult situation in the country, PrivatBank JSC has stable development, leading positions in the rating, dynamic financial results, growing deposit and loan portfolios and customer trust, a sufficient level of equity capital to conduct its activities in accordance with NBU regulations. In general, the activities of JSC CB "PrivatBank" are an important element of the Ukrainian financial system and contribute to the development of the country's economy. The bank offers its customers a wide range of services and uses the latest technologies and innovations to improve the quality of service and the convenience of using services.

### 2.3. Assessment of leadership competencies of JSC CB "PrivatBank" staff

We will conduct an analysis of the level of leadership qualities of the staff of the bank under study with the help of basic competencies that affect the efficiency of operations. Let's analyze some positions that need to be paid attention to.

In October 2024, JSC CB PrivatBank carried out a study using an online questionnaire, which concerns the existing leadership competencies of the Bank's employees. 61 respondents who work in the call center of JSC CB "PrivatBank" were interviewed. Among the tasks of the survey, the following questions were investigated: the presence of authoritative influence on employees; determining the gender and age of

managers; the level of influence and leadership style of the manager; competencies possessed by the manager and to which attention should be paid, etc.

The first question was as follows: "Does your bank have employee leaders who have an authoritative influence on other employees?" Namely, 85.2% of respondents (that is, 52 people) chose the answer "yes". 1.6% (that is, 1 person) chose the answer "no". The answer "it is difficult to answer" - 13.1% (that is, 8 people). This means that the Bank's staff is rich in authoritative influence used by employees. This is good because there are authoritative employees, that is, other employees can take an example from them. The second question was: "By gender, there are more leaders in your Bank: men or women?". According to the diagram (Fig. 2.5), it can be seen that 75.4% of respondents (that is 46 people) believe that women. And the last 24.6% believe (15 people) that men.

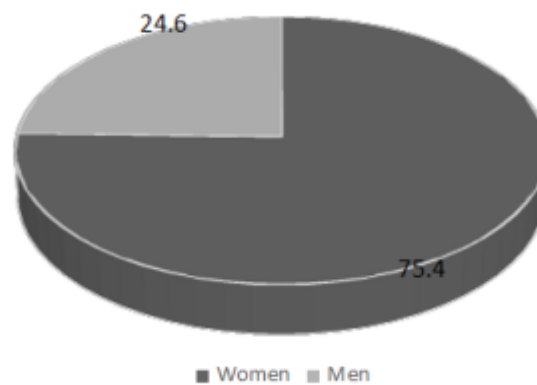


Fig. 2.5. The number of leaders depends on the article

Therefore, the majority of respondents answered that the bank is dominated by female leaders.

According to age, the majority of leaders in the bank belong to the age group of 24-34 years, as evidenced by 78.7% of respondents (48 people). 10 people, or 16.4% of respondents, believe that the average age of leaders is 35-45 years. Answers about leaders under the age of 23 were not recorded, and 46-56-year-olds are considered leaders by 2 people (3.3%), and 1 person (1.6%) considers people aged 57 and older to be leaders.

Regarding the style of leadership in the bank, 86.9% of respondents (53 people) believe that a democratic style prevails. 11.5% (7 people) believe that the authoritarian style dominates, and 1.6% (1 person) believe the liberal style (Fig. 2.6).

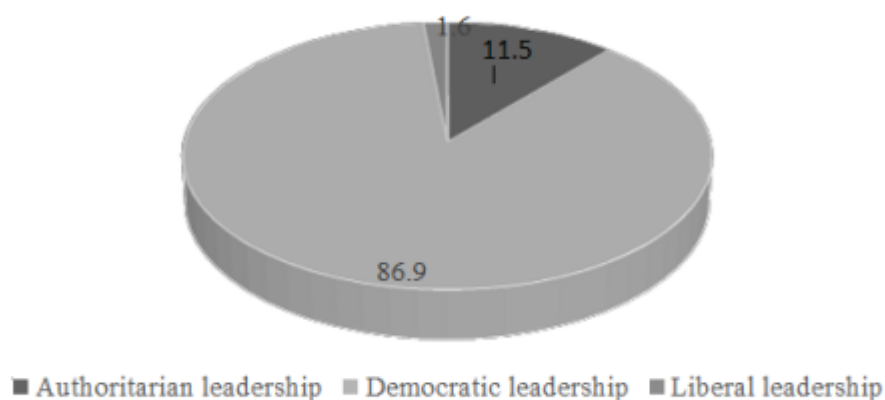


Fig. 2.6. Leadership style in the Bank

Thus, the majority of respondents answered that a democratic style of leadership prevails. This style of leadership is universal, because the leader makes decisions together with the employees, listens to the opinions of all employees and, based on this, makes an independent decision. In addition, there is a good relationship between the leader and the employees.

The next question was: "Assess the style of behavior of the leader in your Bank" (Fig. 2.7).

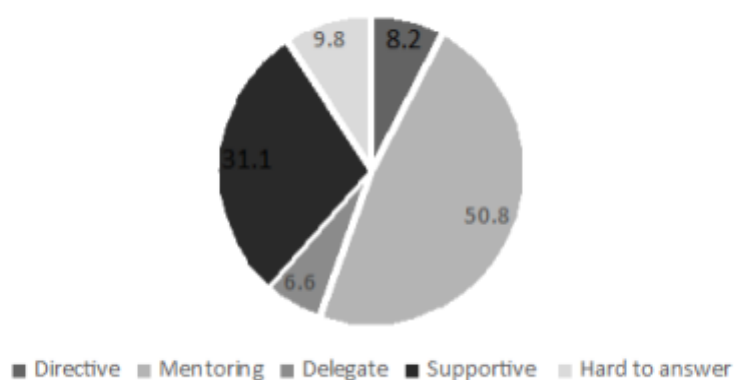


Fig. 2.6. Behavioral style of a leader in JSC CB "PrivatBank"

Thus, the majority of the Bank's employees believe that the leader's style of behavior is mentoring or supportive. So it turns out that the employees belong to the

second and third stages of maturity. With a mentoring style of behavior, the leader supports employees, and also involves everyone in joint work and manages processes. With a supportive behavior style, the leader pays attention to the support of his employees, but does not particularly manage processes and control employees.

The next very interesting question was: "Choose the TOP-10 competencies that are characteristic of a leader in your Bank." All competencies are clearly structured by groups (Table 2.6).

Table 2.6

The level of competency of a leader in PrivatBank CB JSC

0-20 if such a number of respondents chose this competence, it means that it is not well-characterized by the leader;	21-40 it means that the leader's competencies are at an average level;	41-60 these competencies are very characteristic of a leader in the Bank
- creation of technologies and programming.	- creativity; - responsibility; - critical thinking; - system analysis; - skills in working with digital technologies; - project management.	- initiative; - focus on the result; - emotional intelligence; - desire to develop; - strategic thinking; - adaptability and decision-making speed; - endurance, stress resistance; - communications and entering negotiations.

Thus, the TOP-10 competencies of a leader included: focus on results (93.3%), desire to develop and learn (85%), strategic thinking - (81.7%), adaptability and speed of decision-making (83.3%), endurance and stress resistance (76.7%), initiative - (78.3%), communication and negotiation - (68.3%), responsibility (65%) and skills for working with digital technologies (62%). That is, our research results confirm global research on the top 10 key competencies of the future specialist.

But creativity, emotional intelligence, critical thinking, systems analysis, project management, and technology creation and programming are also necessary for a leader, especially in this day and age. Therefore, attention should be paid to these qualities.

To the question: "Conditions for realization of leadership potential in your bank" 57.4% of respondents (35 people) believe that they are quite favorable, 42.6% of respondents (26 people) believe that the conditions for realization are favorable, but there are certain obstacles. Such indicators are positive, because conditions are favorable for employees, and if they wish, they will be able to realize themselves as a leader. This requires desire and a lot of effort.

Among the obstacles that hinder the implementation of leadership qualities in the Bank, the respondents answered:

- 54.1% (33 people) – lack of staff motivation to demonstrate leadership qualities;
- 41% (25 people) – lack of a development program and disclosure of leadership potential for staff;
- 6.6% (4 people) – authoritarian style of top management;
- 4.9% (3 people) – lack of personnel capable of leadership.

Thus, JSC CB "PrivatBank" should implement leadership potential development programs for employees, as well as organize competitions to increase staff motivation. In addition, it is advisable to conduct trainings with psychologists to determine the leadership qualities of employees, as well as to develop individual programs for the development of their weaknesses. This will not only increase the level of leadership in the team, but also create a favorable environment for professional growth and attracting talent.

## CHAPTER 3

### WAYS OF IMPROVING THE LEADERSHIP POTENTIAL OF THE BANK'S STAFF

#### 3.1. Development of the leadership potential of personnel at JSC CB "PrivatBank"

After conducting a study of the Bank, its economic indicators, analysis of the leaders of the Bank's call center, some issues were formed that need to be resolved.

It is known, according to the research carried out in the Bank, that the leadership potential in the call center is well developed. But there are some qualities that you should pay attention to. In general, leadership potential can always be developed and improved regardless of position and type of activity.

So, from the conducted research, from the question "Choose the TOP-10 competencies inherent in a leader in JSC CB PrivatBank" it turned out that such competencies as creativity, critical thinking, system analysis, project management, creation of technologies and programming are poorly inherent in the leader of the Bank. Therefore, let's consider in table 3.1 how these competencies can be developed for the leaders of the Bank.

Table 3.1

Ways to develop competencies necessary for leaders

Competence	Method of development
1	2
Creativity	To develop creativity, you need to train, expand the boundaries of thinking. As examples, there are some exercises [27]: <ul style="list-style-type: none"> <li>- keep a notebook with interesting ideas;</li> <li>- develop comprehensively (learn something new, travel, read books of various genres);</li> <li>- to look for new ways of solving daily tasks;</li> <li>- more often answer the question "What will happen if?" or "Why exactly?";</li> <li>- try to create and not worry that you will make a mistake;</li> </ul>

	<ul style="list-style-type: none"> <li>- allocate a certain time a day for creativity;</li> <li>- come up with your own way of developing creativity, which will be to your liking.</li> </ul> <p>You can also develop creativity with the help of such exercises as:</p> <ul style="list-style-type: none"> <li>- "unusual life of things" (write in a notebook in one minute the maximum number of ways to use some objects (napkin, pen, glass));</li> <li>- devote some time (30-45 minutes) to creativity, which was admired in childhood;</li> <li>- "delusional generator" (it is necessary to list what is common between two different words, at least 10 points, sofa or hand);</li> <li>- perform a task with an artificial limitation (prepare a report on the topic of health using this word only three times).</li> </ul> <p>Thus, to develop creativity, you must always look for something unusual from the standard.</p>
Critical thinking	<p>Competence is important for a leader. "Critical thinking skills make it possible not to get lost in an information-saturated environment and not to be manipulated" [28]. There are several exercises for its development:</p> <ul style="list-style-type: none"> <li>- Magnifying glass - false assumption. All information seen, heard, read is not always the truth. It must be questioned;</li> <li>- The mirror means that each person sees the world in a completely different way, through their own reflection. Therefore, it is necessary to study our behavior, why we act this way in different situations based on different beliefs and not to do the same in the future;</li> <li>- Scales are necessary in order to put yourself on the side of the enemy. For this, it is necessary to divide the team with the leader into two, with opposite points of view on some one issue, and hold a debate. At the same time, in debates, it is necessary to prove the correctness of the opponent's position, and not to defend one's own.</li> </ul> <p>It is also possible to take courses on the development of critical thinking, for example, on the Ukrainian platform Prometheus there are courses: "Critical thinking for educators". There is also a Udemy platform where you can also take courses.</p> <p>To develop critical thinking, you can read books: Daniel Kahneman "Thinking fast and slow", Andriy Goryainov "Basics of critical thinking", etc. [28]. They will help better distinguish truth from lies, be able to resist manipulation, and make informed decisions.</p>
System analysis	<p>"System thinking is the ability to see the whole, not just individual elements" [29]. With the help of systems thinking, it is possible to structure a lot of disparate information in such a way as to complete it by the planned date and obtain a quality result.</p> <p>System analysis can be developed. But it is important to understand your strengths and weaknesses, and develop your weaknesses. To develop system thinking, it is necessary to participate in hackathons or technological challenges. It is necessary to imagine situations and present them</p> <p>what will happen if you change some data or probabilities in it. When you have a large number of options for solving the problem in your head, it will be good. Because a system of how to act in a certain situation will be formed in the head. Also, for the development of systematic thinking, you can read literature related to learning to think systematically.</p>
Project management	<p>A very necessary skill today and quite difficult. Because a leader or just an employee who has the skill of project management is the connecting link</p>

	<p>between the top management, which sets a difficult task, and the development team, which reports that these goals are quite difficult to achieve. This requires certain skills:</p> <ul style="list-style-type: none"> <li>- well-developed communication skills;</li> <li>- ability to manage people (clearly delegate responsibilities, correctly select personnel, be able to motivate them);</li> <li>- to develop emotional intelligence (in order to independently manage one's emotions and, in such cases, to be able to calm subordinates);</li> <li>- common sense (in any project there are those who won and those who lost. It is necessary to understand these two groups, and be able to distinguish between them and understand what affects them, in order to act correctly in your project);</li> <li>- established time management (the ability to allocate one's time depending on the urgency and complexity of tasks);</li> <li>- knowledge of project management methods (there are SCRUM project management approaches, etc., their understanding helps the leader to understand what actions to take at any stage of the project. This skill helps to compare the performance of the current project with the best practices and to identify what is missing her);</li> <li>- the use of project management tools (a lot of information is used during project management, which is important to track, store and communicate with the right tool. A person who possesses this skill must understand how to use project management tools, collaboration and knowledge sharing tools to improve interaction between participants [30].</li> </ul> <p>These are the most important skills that need to be developed in order to improve the level of project management.</p> <p>Also, in addition to developing skills, you can take business training related to project management.</p>
Creation of technologies and programming	<p>It would seem that why a bank leader needs programming, but a good leader needs to be knowledgeable in all areas of life. Therefore, it is necessary to follow trends in the development of programming and the IT sphere. It is necessary to undergo programming training, communicate with experienced people in this field, analyze the market. And then introduce new technologies into their activities.</p>

Therefore, all these qualities are necessary and most importantly possible to develop both for employees and leaders of the Bank, as well as for employees of any enterprises regardless of industry. Such qualities as system analysis, project management appeared quite recently. But they quickly gain popularity and are introduced into the activity. Especially now, in the modern conditions of the new normality, these competencies are very relevant and must be developed by any convenient means. With the help of various trainings, business courses, additional literature, training. The main thing is desire and self-belief.

Our research is aimed at clarifying questions about effective leadership in completely new conditions for the entire society. Due to the global pandemic and digitalization, previous models of business management are being destroyed, business will depend more than ever before on restrictive measures from the government and the external environment, questions arise as to how leaders today can inspire and lead people to manage remotely and effectively online teams, etc.

Yes, in Figure 3.1. challenges in the field of human capital are presented according to the results of the study for 2023. among 100 representatives from 94 member companies of the American Chamber of Commerce in Ukraine (49% - CEO respondents of companies) [31].

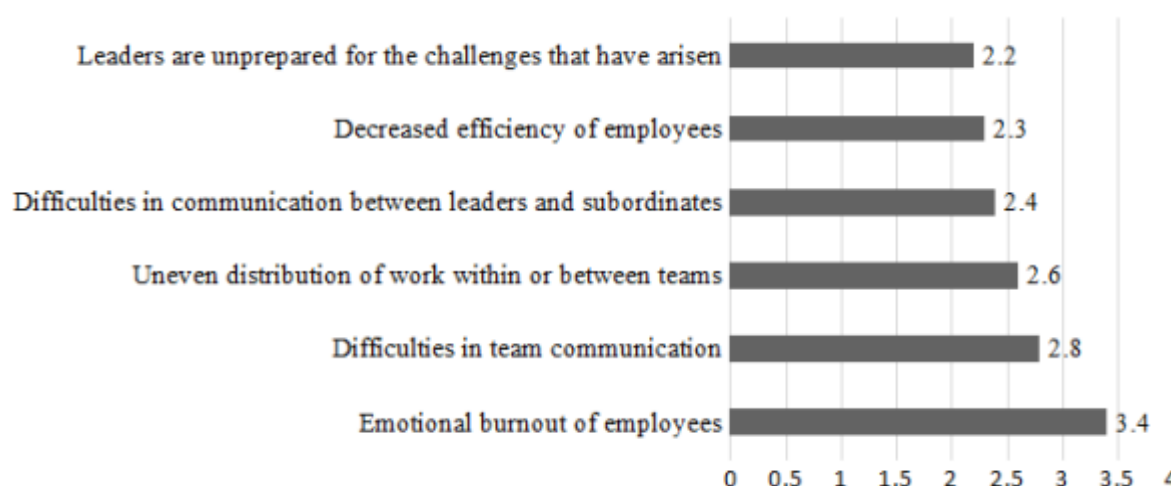


Fig. 3.1. Challenges in the field of human capital, which have become the most significant for companies in 2023 (average value on a scale from 1 to 5, where 1 is the least significant challenge, 5 is the most significant challenge)

The biggest challenges in the field of human capital over the past six months were emotional burnout of employees (3.4), difficulties in team communication (2.8) and uneven distribution of work within or between teams (2.6).

Surveys also showed that companies lack programs that help maintain the mental health of employees (Fig. 3.2.)

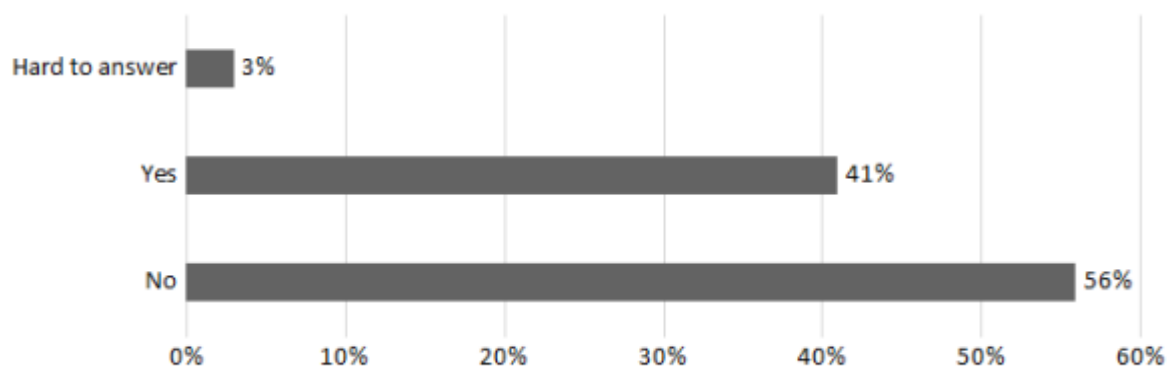


Fig. 3.2. Availability of programs that help support the mental health of employees.

There were two answers to the question "Name the obstacles that prevent the realization of leadership potential in the bank", namely:

- lack of staff motivation to demonstrate leadership qualities;
- lack of a development program and disclosure of leadership potential for staff.

The results of the 2021 Global Human Capital Trends study are interesting "The social enterprise in a disrupted world", which indicate that the issue of human capital management is in the center of attention of leaders, because it is they who are changing the approach to determining organizational readiness through the maximum disclosure of the potential of employees through a new look at competencies. Almost three-quarters (72%) of managers in the world and two-thirds (63%) in Ukraine identified "the ability of employees to adapt to change, reskill and master new roles" as a priority task to ensure the ability to respond to radical changes in the future. However, only 17% of leaders in the world and 11% in Ukraine reported that their organizations are fully prepared to adapt and professionally retrain employees to fulfill their new roles, which indicates a significant discrepancy between leaders' priorities and how organizations actually support staff development[32].

Therefore, the bank's staff training department needs to develop a way to motivate employees. For example, you can organize a competition that will contribute to revealing leadership potential. This competition will last a month, and its main goal is to identify the leadership qualities of the participants. A reward will be provided for

motivation. The participants of the competition will have to choose one envelope from a large number, which will contain a task, for example: organize a celebration; develop a concept to increase the number of customers; spend a whole day without using a mobile phone (those who last the longest will be the winners); study an article related to bank financial performance in Chinese and present it confidently in front of the whole department.

Employees with the most followers in these categories will be the winners of the contest and will receive an award. Thus, these tasks are aimed at the development of both individual leadership qualities and the leader as a whole.

In connection with the lack of a program for developing and revealing leadership potential for staff, the training department at the bank needs to develop business courses or trainings to improve leadership skills. At such events, coaches will communicate with employees, conduct psychological tests to identify strengths and weaknesses, and assist in their development.

To improve working conditions for call center workers, it is important to provide them with the opportunity to rest during working hours. Working in a call center requires nervous endurance, patience and stress resistance. Communication with people does not always bring positive emotions, so the staff needs to relax and relieve tension. To do this, it is advisable to create a recreation room in the bank, where employees can relax by reading a favorite book or watching a movie. You can also equip a gym with treadmills and various exercise machines, because sports are an excellent way to relieve stress and improve your emotional state. A short break at work with such ideas will have a positive effect on the work capacity of the staff and their psychological well-being, and can also reduce staff turnover in the call center.

So, based on the study of the leadership provision of the bank's call center, we formulated proposals for the development of leadership qualities. In today's world, all leadership competencies can and should be developed, taking into account the rapid changes around. For this, it is necessary to take business courses and training aimed at improving weaknesses, as well as read relevant literature. However, simply reading books or taking courses will not be effective without effort, desire, focus, concentration

and practice. In the study of the leadership competencies of the call center, obstacles to the realization of leadership qualities were identified. Among the proposed solutions is the organization of a competition aimed at demonstrating leadership skills, as well as ideas for improving the psychological state of employees.

### 3.2. Ways to increase labor productivity due to the development of emotional intelligence of the bank's staff

Developing the emotional intelligence of bank employees can really help them become more productive at work. This is due to the fact that developed emotional intelligence allows people to better understand and manage their emotions, communicate more effectively with others and work more successfully in a team.

For example, bank employees who have developed emotional intelligence can better control their emotions when interacting with customers, so they can be more polite and friendly to customers. Employees with emotional intelligence also have a better understanding of the emotional state of their colleagues and customers, so they can better communicate and solve problems with them.

Developing emotional intelligence can also help bank employees better cope with stressful and conflict situations, which can lead to increased productivity. Emotional intelligence can also help teams improve communication and collaboration because it helps people better understand their own emotions and those of others. Therefore, the development of emotional intelligence of bank employees can be useful for increasing productivity and work efficiency.

There are many ways to increase the productivity of bank employees through the development of emotional intelligence, namely: [33-35]

Social and communication skills training: First of all, to improve the emotional intelligence of bank employees, it is necessary to pay attention to their social and communication skills. Communication schools and training aimed at developing

effective communication can help bank employees to increase their level of emotional intelligence and improve communication with clients.

Stress resistance training: bank employees with a high level of emotional intelligence better control their emotions and act more effectively in stressful situations. Therefore, stress resistance trainings can contribute to the development of emotional intelligence of bank employees and ensure more effective work in stressful situations.

Self-regulated learning: Emotional intelligence is also related to the ability to self-regulate. Training aimed at developing self-regulation can help bank employees to increase self-control and effectively respond to negative emotions.

Formation of internal emotional culture: the development of emotional intelligence of bank employees must be supported at all levels of the company, from management to general subordinates. After training and developing employees' emotional intelligence, the next step is to create a positive corporate culture that will contribute to employee satisfaction and motivation. This can be done in a variety of ways, including celebrating employee achievements, holding corporate events, and developing corporate volunteer programs.

It is also important to create a comfortable working environment so that employees can use their skills and abilities as effectively as possible. To do this, you can use modernized equipment, provide the necessary infrastructure and resources for work, ensure the proper work and rest regime for employees, and increase productivity.

It is equally important to provide opportunities for professional development of employees so that they can advance in their profession and acquire new knowledge and skills. For this purpose, special courses, trainings and seminars can be organized so that employees can gain new knowledge and experience in the field and translate this experience into new effective solutions for the bank.

An open and effective communication process between employees and management should also be maintained, which promotes the understanding and support of opinions and ideas. Below is table 3.2, which demonstrates the positive impact of the development of emotional intelligence on increasing labor productivity in the bank.

Table 3.2

The positive impact of the development of emotional intelligence on the increase of labor productivity of JSC CB "PrivatBank"

Ways to increase labor productivity due to the emotional intelligence of bank personnel	Percentage increase productivity
Learning communication skills	15%
Development of empathy	12%
Learning stress resistance	10%
Improving teamwork skills	8%
Development of emotion management skills	5%

These data are based on research in the field of emotional intelligence and practical testing of various programs for the development of emotional intelligence in banks. We found that learning communication skills had the greatest impact on performance, while developing emotion management skills had a smaller impact. However, all these methods together can significantly improve banking.

If we are talking about increasing the emotional intelligence of bank employees, then there are several ways to achieve this goal.

First of all, it is necessary to carry out systematic work to improve the emotional intelligence of all bank employees. You can conduct training on the development of emotional intelligence, which includes not only the theoretical part, but also practice. Such training will help employees better understand their emotions, establish communication with colleagues and clients, reduce conflict situations and solve problems through constructive dialogue.

Secondly, you can work with each employee individually. For example, keep a diary where employees record and analyze their feelings. This practice will help employees better understand themselves, identify stressful situations and find ways to overcome them.

Thirdly, creating comfortable conditions for employees will help reduce stress and improve their emotional state. For example, you can provide employees with gyms, recreation areas, and create opportunities to adjust work schedules to meet employee needs.

Fourth, it can involve people with different levels of emotional intelligence. Thus, more emotionally developed employees can transfer their skills to less emotionally developed colleagues.

In addition, mentoring and mentoring programs are implemented to support the emotional intelligence of employees. These programs may include one-on-one consultations with experienced managers or training courses to improve employees' emotional intelligence and ability to interact more effectively with colleagues and customers.

Since communication with customers is one of the key components of the bank's activities, it is also important to develop the communication skills of employees. You can take communication training that includes exercises that improve your understanding of emotions and your ability to work with different types of people. You can also hire public relations professionals who will provide you with the additional skills and knowledge you need to communicate effectively with your customers and the general public.

Increasing the level of employee motivation is no less important. To do this, you can use various methods and approaches, for example, wages, bonuses and other forms of compensation for high productivity and quality of work. It is also important to stimulate employees to reach new professional heights, providing opportunities for career growth and development.

Overall, developing employees' emotional intelligence can have a positive impact on banking, as it improves customer service and reduces team conflict. Teaching employees to understand and manage their emotions gives them more control over their actions and reactions in difficult situations, such as conflicts with customers or co-workers. The development of emotional intelligence can also contribute to the creation of a positive work climate, increasing the motivation of employees and reducing the adverse effects of stress on health.

Improving an employee's emotional intelligence can also affect their communication effectiveness because it improves their ability to understand and listen to others. This can help achieve better results in collaboration and ensure more effective interaction between different departments and teams in the bank. In addition, developing employees' emotional intelligence can help identify talented and ambitious employees who can be attractive candidates for various bank and business development projects.

Therefore, the development of emotional intelligence of employees is an important factor in improving banking activity, reducing conflict and improving the quality of customer service. Banks that are actively engaged in improving the emotional intelligence of their employees can expect positive results in increasing customer loyalty and reducing staff turnover. Employees may also be more satisfied with their jobs, which may reduce the percentage of customers who refuse to work with the bank.

When developing the emotional intelligence of your employees, remember that it is an ongoing process that requires time, effort and resources. Training and development programs must be developed taking into account the specific needs and characteristics of bank employees. It is also important to ensure the support and constant control of the bank's management for the effective implementation of the idea of emotional intelligence in the work of employees.

In summary, the development of emotional intelligence of employees is an important step for banks in improving operations and ensuring customer satisfaction. This can lead to increased profits and increased competitiveness of banks in the market.

### 3.3. Strategies for improving emotional intelligence: Mental well-being of personnel during martial law

Martial law can certainly have a significant impact on business operations, depending on the industry and the level of tension in the region. Here are some possible consequences of martial law for corporations:

1. Decreased demand for goods or services — War can lead to a decrease in economic activity, which in turn decreases the demand for products and services.

2. Increased security costs - Martial law may require increased costs for health and safety, security measures and protection of company property.

3. Decreased labor productivity — a stressful situation and deteriorating conditions can negatively affect the psychological state of employees, which leads to a decrease in their productivity.

4. Restrictions on the movement of people and goods - martial law can make it difficult for people and goods to move through roadblocks and other obstacles.

5. Increased risk of losing the workforce - martial law can create threats to the life and health of employees, which will affect their desire to stay with the company.

In order to reduce the impact of martial law on business activities, measures should be implemented to ensure the safety of employees, reduce the risk of personnel loss, minimize costs and increase labor productivity, provide psychological support for employees and other possible ways to support the mental health of employees.

Some possible measures to support the mental health of workers during martial law may include:

- ensuring the safety of employees: organization of a reliable system of protection against potential threats and dangers, as well as providing the necessary equipment and conducting safety training at the workplace;

- reducing the risk of losing the workforce: ensuring competitive wages and social protection, creating comfortable working conditions and opportunities for career growth;

- minimizing costs and increasing labor productivity: efficient use of technologies and resources, rational organization of work schedules and support of additional staff through bonuses or other incentives;

- psychological support of employees: provision of advisory and psychological support, conducting trainings and seminars on the topic of maintaining mental health and support in difficult situations;

- the use of other methods of mental health support: creating positive working conditions, encouraging a healthy lifestyle and promoting social connections between employees.

These measures will help create a positive work climate, support the mental health of employees and reduce the impact of martial law on business operations. Problems with emotional intelligence can become a serious obstacle to ensuring the mental health of workers during martial law. For example, a low level of emotional intelligence can lead to the inability to adapt to a new environment, reduce work efficiency, cause fatigue and stress.

During martial law, issues with emotional intelligence can be especially relevant to support the mental health of employees. Here are some ways to help solve these problems:

1) Consultation with a psychologist or psychiatrist: It is important to ensure that agents have access to qualified psychological care to help them understand and manage their emotions and find ways to overcome the challenges that arise during war.

2) Group sessions: Group sessions with a psychologist can help employees share experiences, get advice and support from each other, and find ways to deal with stress together.

3) Develop emotional intelligence skills: The ability to recognize and manage emotions can be very helpful during martial law. Courses or training in developing emotional intelligence skills can help employees develop these skills and apply them in their daily lives.

4) Regular breaks and rest: It is important that employees find time to take regular breaks and restore their emotional resources. This may include breaks on weekdays, weekends and holidays.

5) Social Support: Connecting with family, friends, and colleagues can help employees feel socially supported and uplifted.

Different people may have different needs for solving emotional intelligence problems, so it is important to provide a personalized approach and allow employees to choose the method that works best for them.

In order to effectively support individuals with emotional intelligence problems during martial law, it may be useful to conduct a survey to determine what concerns people the most and what support methods are most acceptable. This will provide more effective support and reduce the risk of serious mental health problems among workers.

Given the threat of conflict, military aggression and its potential impact on mental health, the provision of support and assistance to staff is particularly important. According to statistics, 40% of employees use psychological support and counseling. This can include one-on-one counseling with a psychologist or group sessions where employees can discuss issues and get support from like-minded people. 25% of employees use meditation and relaxation training to help relieve stress and focus on the positive. Physical activity and sports can be useful for reducing stress and improving mood, with 20% of workers using these methods. 15% of employees receive support from relatives and colleagues. Talking to loved ones can make you feel better and get support from people you trust.

The most effective way to support mental health may differ depending on the needs and preferences of each employee. Therefore, in addition to the methods mentioned, other support options are possible, such as group activities, which may include support from a like-minded team or group, psychotherapy if necessary, or medical supervision in more serious mental health cases. problem.

Below are general recommendations for maintaining the mental health of employees during martial law.

1. Provides access to psychological support and counseling. This can be incorporated into a corporate welfare program or provided through specially employed psychologists.
2. Consider vacation or flexible work hours to help employees manage their time and stress more effectively.
3. To popularize physical activity and sports, you can introduce sports among employees and create special conditions for this.
4. Regular contact with family and relatives who may be away may be encouraged to ensure contact with them.

5. Regularly monitor the state of mental health of employees and develop individual action plans for those who need additional support.
6. Provide access to psychological wellbeing information and support through a website or brochure.
7. Conduct educational workshops and trainings for employees to teach strategies for coping with stress, emotional regulation and other practical skills to support mental health.
8. Provide opportunities to speak with management or people who can help resolve issues, including the ability to contact management or support.
9. Create a supportive work environment, which may include elements such as a comfortable workplace, opportunities for rest and relaxation, and access to natural light and greenery.
10. Provide opportunities for employees to participate in social projects or volunteer activities that help relieve stress and increase self-esteem and self-esteem.

Attention to the mental health of employees can increase the overall level of well-being and job satisfaction, which, in particular, can lead to a reduction in staff turnover and a reduction in the risk of psychological problems among employees. Therefore, employers should pay due attention to the mental health of their employees, especially during martial law.

The following are additional recommendations for employers: ensure that employees have access to psychological counseling and psychological treatment according to their needs and capabilities; conduct training and education of employees on issues of mental health support and stress resistance; maintain communication with employees and create an open environment for them to express their needs and concerns; offer the possibility of a flexible work schedule and rest regime that meets the individual requirements of employees; to promote a healthy lifestyle among employees, regular physical activity should be encouraged and opportunities to eat healthy food at work should be offered.

While supporting the mental health of workers during martial law can be challenging for employers, it is a critical step in ensuring the well-being and productivity of workers in challenging circumstances.

## CONCLUSIONS

Based on the results of the research, the following conclusions were made:

Leadership is the manager's ability not only to formally manage processes and resources, but also to inspire, motivate and lead the team to achieve common goals. Leadership determines the direction of the company's development, shapes its culture and provides support for innovation. In today's dynamic business environment, the role of a leader grows significantly, as he is able to adapt to changes, make quick decisions and create conditions for the development of the potential of employees. Successful leadership helps improve communication, increase management efficiency, and strengthen the company's competitiveness on the market. The main qualities of a leader include orientation to results, flexibility, an innovative approach, creativity, as well as the ability to negotiate and learn quickly.

It has been proven that leadership theories offer different approaches to understanding and forming effective leadership. They cover such aspects as the personal qualities of the leader, his behavior, the situational context and the effects on subordinates. Traditional theories emphasize traits and styles, while modern concepts consider team dynamics, organizational culture, and contextual factors. Successful leadership requires adaptation to changing conditions and the development of competencies, which allows leaders to effectively interact with teams and achieve set goals. However, none of the concepts was able to form a clear image of the ideal leader, since he must adapt his qualities and skills according to the specific conditions and needs of the team. .

Emotional leadership and emotional intelligence are key aspects of modern management because they influence the effectiveness of leaders in interacting with teams and in achieving organizational goals. Emotional intelligence, which includes the ability to recognize and manage one's own emotions as well as understand the emotions of others, helps leaders create a positive atmosphere, promote team cohesion, and increase employee motivation. Emotional leadership, in turn, emphasizes the importance of empathy, openness, and communication in the leadership process.

Leaders who possess emotional intelligence are able to adapt their management strategies to the needs of their subordinates, resulting in increased productivity and employee satisfaction. As a result, the development of emotional intelligence within the organization becomes an important element for achieving sustainable success in the conditions of constant changes and challenges.

It has been proven that 80% of success depends on emotional intelligence, and only 20% on IQ. What is crucial in EQ is identifying your emotions, naming them, and sharing your state with others. The development of the team's EQ will have a great impact on business. Employees who show and are in positive emotions work much more efficiently. When a person has a positive attitude, his brain becomes more motivated, resilient, productive, energetic and involved in work. By the way, some companies are already starting to think about such a position as a "happiness manager" who will measure and control the level of happiness in the company. According to a study by the European Agency for Safety and Health at Work, negative emotions of employees reduce the profits of companies by more than 600 billion euro. Nearly 30% of emotionally charged situations are not realized by a person, but affect his physical condition. According to the latest data in the field of emotional intelligence research by the international training company Talent Smart, it is EQ that determines the possibility of career development in any field by 58%, high EQ is characteristic of 90% of top managers of global organizations, and people with high emotional intelligence earn on average for 29 thousand dollars per year more than their low EQ counterparts.

Given general characteristics of JSC CB "PrivatBank" - the largest state bank of Ukraine. The bank's net profit increased by UAH 7.6 billion to UAH 37.8 billion, which indicates an improvement in financial efficiency. The bank steadily increases interest and commission income, positively influencing its financial indicators. Despite the difficult situation in the country, JSC CB "PrivatBank" has stable development, leading positions in the rating, dynamic financial results, growing deposit and loan portfolios and customer trust, a sufficient level of equity capital to conduct its activities in accordance with NBU regulations. In general, the activities of JSC CB "PrivatBank" are an important element of the Ukrainian financial system and contribute to the

development of the country's economy. The bank offers its customers a wide range of services and uses the latest technologies and innovations to improve the quality of service and the convenience of using services.

According to the results of the research, it was found that the democratic style of leadership dominates in JSC CB "PrivatBank", which indicates the leader's desire to interact with employees and take their opinions into account when making decisions. The majority of respondents also pointed to the mentoring and supportive behavior style of the leader, which emphasizes the importance of involving employees in joint work and providing them with support. The analysis of competencies showed that the bank's leaders are focused on results and willing to learn, which are critical for effective management in modern conditions. However, alongside these strengths, there are other necessary competencies such as creativity, emotional intelligence and critical thinking that need further development. The respondents expressed a generally positive attitude towards the conditions for realizing their leadership potential, but noted the presence of obstacles, such as a lack of motivation and development programs, which hinder the realization of leadership qualities. Therefore, in order to increase the effectiveness of leadership in the bank, it is necessary to develop programs of motivation and development of leadership competencies, which will contribute to the realization of the potential of employees and the overall success of the organization.

On the basis of the study of the leadership provision of the bank's call center, we formulated proposals for the development of leadership qualities. In today's world, all leadership competencies can and should be developed, taking into account the rapid changes around. For this, it is necessary to take business courses and training aimed at improving weaknesses, as well as read relevant literature. However, simply reading books or taking courses will not be effective without effort, desire, focus, concentration and practice. In the study of the leadership competencies of the call center, obstacles to the realization of leadership qualities were identified. Among the proposed solutions is the organization of a competition aimed at demonstrating leadership skills, as well as ideas for improving the psychological state of employees.

Appropriate methods of developing a manager's emotional intelligence include: 1) training (personal growth, effective communication, leadership, etc.) within the company; 2) self-development of the skills of awareness and control of one's own emotions, which involves constant self-control and analysis of one's feelings, especially in stressful situations. Self-development is the main method of increasing emotional intelligence, which has internal and external aspects; 3) providing and receiving effective feedback, as these communication skills are critical for a manager. For the effective development of emotional intelligence in the organization, the training method is the most appropriate. This approach allows you to achieve significant results, as it covers several key stages of the development of emotional intelligence, which are difficult to implement with the help of traditional training methods. Another important aspect is the experience and practice of relationships with the environment, in particular with subordinates, colleagues at the same level of management and senior management.

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