LEADERSHIP AND MANAGEMENT STYLES IN UKRAINE

Abstract. The article explores the views of prominent business leaders and projects their attitudes to Ukrainian business reality.

Key words: leadership styles, leadership skills, international management, cross-cultural analysis.

Background. Leadership is defined as the process of having dominance on group activities in order to achieve the organizational objectives. Leadership is in fact a process of influencing people. There are considerable numbers of different leadership styles in different countries and various cultures.

Analysis of sources. Throughout history, much has been written about what it means to be a leader. Ancient Chinese military general and «Art of War» author Sun Tzu described a leader as one who «cultivates the moral law, and strictly adheres to proper methods and discipline». Nineteenth-century historian Thomas Carlyle believed leaders were born and not made, while English philosopher Herbert Spencer argued that leaders were the result of the society in which they lived.

The decades that followed brought countless studies and research reports that detailed a wide variety of leadership skills, styles and characteristics, with researchers identifying distinct leader «types». Some authors even devoted their work to all the personal factors that influence an individual’s approach to management.

With all of these differing schools of thought, it is clear that there is no single definition of leadership. What works for one leader may not necessarily work for another, depending on the circumstances and personality type. However, there is one thing that nearly every academic, historian and even leaders themselves agree upon: A true leader must be able to inspire his or her team.

Leaders can get the best out of people. «Today’s top leaders are consistent with their approach, get their hands dirty and create a company culture that will last long after he or she [has left]. «Comfort zones» are almost nonexistent under strong leadership, because each team member is pushed to their full potential. Great leaders also hire and inspire other great leaders, whom they trust to carry out the company mission and instill a sense of purpose that touches each and every staff member». —
Tom Villante, co-founder, chairman and CEO of payment processing company Yap Stone.

Leadership is all about giving and serving. «It is lonely at the top, but that is no excuse for not giving generously of your time, your experience and your encouragement to your team — and never expecting any of that in return. You are the person in the unique position of finding or uncovering strengths in people, leveraging them and celebrating them. If you are going to lead, and lead well, you have to put it all out there every day, regardless of the outcome. Leaders who hold back will eventually hold their teams back». — Tricia Sciortino, president of eaHELP, a provider of virtual assistant services.

Leadership requires ambition. «Leaders are described with a mouthful of adjectives, such as passionate, visionary, charismatic, motivational and encouraging. However, I propose leadership is something simpler. It is ambition. Ambition creates hard work, determination and an unconditional desire to achieve. It generates absolutely contagious energy that people follow and join naturally. If you are a leader in your organization, there is only one thing you need to understand about your role: never let your ambition fade». — Corey Baggett, co-founder of ad technology firm AdBoom Group.

Good leaders have a good attitude. «A good leader can hold his or her emotions in check, especially in tough situations. For example, maybe you lost your best client, or a deal, you have been working on falls through. Regardless, it is important for leaders to guide a team through challenging times, encouraging them and remaining positive along the way. Team morale is heavily contingent upon a leader's attitude». — David Moore, founding partner and regional vice president of Addison Group staffing firm.

Leadership means being in touch with your people. «A leader places the people around him or her in a position that sets them up for success. This is a difficult task, because a leader must have an in-depth understanding of each individual, such as understanding their career goals and knowing what motivates them. By being committed to helping each person achieve their own personal goals, the leader sets the organization up for greatness. Leaders are good listeners. They listen to verbal and nonverbal cues to understand what is occurring in the organization. This allows you to address problems before they become big issues». — Andor Kovacs, CEO and founder of property restoration brand Restoration 1.

Leaders set the right example. «Leadership is setting an example in the way you act each day, while focusing on the bigger picture. It is about setting the tone for your team and organization in the way you interact with your own staff, your business partners and your customers. As a leader, it is your responsibility to establish goals, innovate, motivate and trust. A passionate and compassionate leader can energize a company. Set an example of cooperation, trust and openness. Focus on solutions and positivity instead of finding faults and blame for actions». — Richard Kissane, president and CEO of Premium Franchise Brands, parent company of JAN-PRO and Maid Right Franchising.

Leaders cannot stand-alone. «The out-and-out leader in today’s volatile and uncertain business environment had better not distance him or herself from the heat of
the action. Demonstrating the competence to assess, decide and execute in a growing business drives confidence in the leader. Similarly, a great leader of an enterprise stands on the shoulders not of «managerial Muppets» who obediently do as they are directed, but of other leadership giants who have different and complementary leadership skills. A business with only one leader will remain forever a small business». — Richard Hytner, deputy chairman of Saatchi & Saatchi Worldwide and author of «Consiglieri: Leading from the Shadows» (Profile Books, 2014).

**Leadership and management styles in Ukraine.** The basic business style in Ukraine is formal. In other words, in business, it is best to adopt a formal approach and cross-cultural management should bear in mind that Ukrainians pay close attention to hierarchy and status. In business, it is important to be aware of your colleagues’ position and rank so that you treat them with the appropriate deference.

In most cases, it is advisable to have a Ukrainian partner to conduct business. This person makes the initial introductions and helps you wind your way through the serpentine bureaucracy.

Successful intercultural management is more likely to be achieved with some knowledge and understanding of Ukraine’s history. Management in countries of the former Soviet Union is a complex, constantly evolving state-of-affairs, each country moving towards a market economy (with its accompanying protocols) at a different pace.

The transition to a free-market economy has brought about remarkable, but not wholesale changes in the business culture. Generally, among the older generation, you will find deference to authority, coupled with a sense of loyalty and a detached attitude for meeting objectives and goals of the company. Among younger workers, however, you will find an eagerness to explore the new opportunities that the market has to offer.

Ukraine’s intercultural adaptability and readiness for change is developing all the time. This country is seen to have a medium tolerance for change and risk. The fear of exposure, and the potential of embarrassment that may accompany failure, brings about aversion to risk and because of this attitude, cross-cultural sensitivity is going to be required.

Ukraine is a moderate time culture and typically, there may be some flexibility to strict adherence to schedules and deadlines. When working with people from Ukraine, in order to achieve successful cross cultural management, it is advisable to reinforce the importance of the agreed-upon deadlines and how that may affect the rest of the organization.

Global and intercultural expansion means that some managers may have a greater appreciation of the need to enforce timescales and as such, agreed deadlines are more likely to be met. Most businesses retain a hierarchical structure where employees are expected to defer to anyone in a position of authority. Ukrainians have great respect for age and status, which is denoted by position or wealth. The management style may seem dictatorial or autocratic by Western standards. Managers expect their subordinates to follow established procedures without question.

Since the educational system promoted rote learning for many years, employees often lack problem-solving skills. Subordinates are often hesitant to question a
manager’s instructions. Many older managers prefer to make no decision rather than risk making an incorrect decision. In post-communist countries, there is a tradition of teamwork inherited from the communal aspects of the previous era where groups and work units commonly met together to discuss ideas and create plans. However, those plans seldom resulted in implementation or results, leading to apathy and cynicism among the workers.

Today the after-effects are still evident among much of the older generation resulting in a lack of drive and energy. However, there is vibrancy among the younger generation, who seem to be eager to tackle many of the challenges and take the opportunities presented.

Ukrainians prefer to deal with those they trust; therefore, they spend a great deal of time developing the relationship. Patience may be a necessary cross-cultural attribute. Hire your own interpreters for meetings and negotiations to avoid any possible cross-cultural miscommunication. Most negotiations involve a team, although the most senior Ukrainian is generally the spokesperson. Ukrainians can be tough negotiators. If you let the other side know that you have a time deadline, they will delay even further in an attempt to coerce you into making concessions. Ukrainians will lose their temper, walk out of the meeting, or threaten to terminate the relationship in an attempt to coerce you to change your position.

From a cultural point of view, Ukrainian managers tend to be strong individualists; this means they are not always natural team players. Efforts to promote Western style teambuilding may work well during trainings; however, they often may not suit the realities of local culture and do not translate easily into daily practice. At the same time, Ukrainian executives are often very hungry to learn, and they are often tenacious about carrying out tasks the right way.

Most Ukrainian managers developed their skills while the business environment was transforming itself: in order to survive they had to be very flexible, able to adapt rapidly to frequently changing situations, be tenacious, able to take risks. Many managers do have these skills. They are in this respect well ahead of their Western peers who in a Ukrainian context, tend to be «high on analysis and slow on action».

**Conclusion.** There are several areas of needs in the general culture of management in Ukraine. Older autocratic management styles make it difficult for some managers to recognise that they need to change their style of leadership. Improving communication throughout the organisation is another such area identified. Many Ukrainian managers are often surprised to learn that communication is a problem. Finally, addressing delegation issues, local managers often do not properly differentiate between responsibility and accountability.

To summarise, managers who are responsible for Ukraine should be careful and sensitive. One should be proactive and ask local colleagues about cultural issues before taking irreversible actions.
References

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INDIVIDUALISM VS COLLECTIVISM IN UKRAINE

Abstract. The article draws our attention to the paradoxical collision of the global trends to integrate and to disintegrate both culturally and economically.

Key words: globalization, versatile changes, individualistic and collectivistic cultures, cultural self-determination, viability of national business.

Introduction. Globalization is a process, which leads to a great versatility of changes affecting all spheres of life. Even though, according to E. Azroyants one of the prominent trends in this process is integration, which results in assimilation and standardization, this integrational movement usually meets opposition, which is called disintegration, and which leads to economic and cultural self-determination [1].

Globalization was triggered by the emergence of such form of business organization as Multinational Corporation, which brought about the necessity of adapting to cultural differences within subsidiaries. Such adjustments are crucial in determining viability of business on the global arena by helping to coordinate activities in a proper way in order to maintain the maximum level of motivation, productivity and efficiency.

Consequently, as cultural issues have caused a lot of resonance in the world, numerous researches started digging into this question. One of the most worldwide accepted theories, created to measure and identify cultural peculiarities, is the theory of Cultural Dimensions, developed by Geert Hofstede. It defines cultures of different countries in aspects of «Power Distance», «Masculinity», «Individualism», and «Long-Term Orientation» [2].