MANAGING MENTAL RESOURCES AS THE ACTUAL SKILLS OF INNOVATIVE LEADER

Summary.
The article analyzes problem of enrichment of enterprises the necessary innovative resources without using of tangible resources is becoming especially relevant. This allowed as the actualization the issues of improving intangible resources management which was formed and developed in the context of the Industry 4.0. Scientific researches dedicated to an array of problems in the study of intellectual resources include the works of particular domestic scientists such as: Edwinson L., Kłos M., Stewart T., Stephen T., Terpstra D., Zhong R., Xun X. and others [1].

So, under Industry 4.0, people and machines will work collaboratively by using cognitive technologies in industrial environments. Intangible resources in combination with tangible resources are crucial for ensuring the competitive advantages of enterprises in the long run due to their unique properties. In today's conditions of functioning and dynamic development, business environment, modern Leaders demonstrate a wide range of any digital-skills, from awareness to the ability to cooperate and communicate in Marketplaces by types of participants. Such contacts become more mediated, which in a sense can negatively affect the end result of high-yielding labor, because mental resources are not taken into account. Under the mental resources, we propose to understand the individual and personality characteristics of a person, which, in combination with its professional and business qualities, can support, develop and regulate both their own activity and the activity of other participants in the chain of value creation in order to achieve the planned result at the enterprise.

The mental resources, as the components of achievement of competitiveness in the market, are worth the most attention among the classification elements of the
resource tree. There are main components of intellectual resources in the economic literature, namely: human, organizational, clients, technological, informational and mentally resources (fig. 1).

![Resource transformation scheme in innovations product at the enterprise](image)

Figure 1. Resource transformation scheme in innovations product at the enterprise

*Source: Formed by authors*

In the meantime leaders can only take advantage of these competencies if they’re first able of managing their own mental energy [2]. Nevertheless, the list of digital skills expected of innovative leaders for the year 2020 is so long. Moreover, it’s important to know that being flexible, friendly, empathetic, censorious, visionary, critical and multicultural, so innovative leaders will need to be good unifiers and business coaches. In other words, it’s a resource portfolio that also includes knowing how to mobilize an array of intelligent resources. By using these resources for their teams benefit and for you, innovative leaders can identify, analyze and tackle often heavy digital tasks. But what doing when business never-ending requires successful result of your work, particularly those linked to digital technologies.

The main idea of the bestseller “Emotional intelligence” written by Daniel Goleman that our ability to manage and hold focus, in other words, to reformed and regenerate mentally resources, is an innovative skill that determines prosperity in all areas of business lives. On the other, that the ability to handle mental resources will be the necessity of tomorrow’s leaders. Overall it’s a core competence that facilitates and serves the leader’s skillset, as well as that of your teams [2]. There're ways of tackling the rising tide of information for the most part avoiding processing information superficially while ensuring you don’t fall down into mental exhaustion. Generally speaking, mental resources have an impact on performance working in the context of Industry 4.0.

It’s important to know that Deloitte’s Global Human Capital Trends put the spotlight on employees and leaders who are “overwhelmed” [2]. A new collection of studies on performance highlighted to illustrate the close link between a leader’s effectiveness and the mental resources of your staff. In common, good mental resource fosters liability, creativity and teamwork, but also reduces absenteeism and
turnover. In other words, teams with a higher level of mental resources will be more productive, and with less perceived effort.

From my point of view Managers and all employees need to take some steps to implement mental ecology measures, there’re:

✓ **Firstly**, to identify all the strategic elements of intellectual resources at the enterprise in the context of the Industry 4.0.

✓ **Secondly**, it’s necessary to install a collective subject around the preservation of mental resources. It’s important that employees are self-ruling and may forming over their own work of leadership as there are leaders process under the leadership. Managers need to understand that it’s more effective for their employees to work with them so that they can decide complex problems.

✓ **Thirdly**, give any tangible and intangible resources for mental stimulation and regeneration so you can decide the most difficult situations.

✓ **Fourthly**, propose regular mental teaching and training exercises, including mindfulness this is all necessary for mental regeneration breakthrough.

All things considered, the obvious conclusion to be drawn is that a modern enterprise needs to improve the forms of managing the intangible resources. There’s been a lot of scientific evidence that it’s important to provide information, to increase the scientific level, and to apply information technologies in the context of the Industry 4.0. This will help to save all the details of the diagnosis, to exclude unexpected negative results of the interaction of different types of tangible and intangible resources. Additionally, an important way to improve the efficiency of resource management is to train staff, increase their motivation, and apply innovative methods of resource management that involves the implementation of scientific and technological advances in the daily business activities of companies. Perhaps we should also point out the fact that, this new approach to our mental quality of life at work is on the rise, with the critical issue being our right to take time out. It’s a method that is very much in keeping with the concept of the «happiness manager», who is tasked with ensuring a positive work environment.

\[\text{References:}\]


\[\text{Література:}\]
