Editorial

Building leadership in a constantly changing world

Формирование лидеров в постоянно изменяющемся мире

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Building a business based on taking into account the interests of modern society actualizes the need for the formation of new competencies that correspond to these requests, changing the type of organization of professional relations and interactions. First, we are talking about soft skills, soft skills, and leadership competencies. At the same time, it is impossible to bypass the issues of electronic influence on their formation.

Traditional ideas about leadership qualities have been subject to transformation due to the new technological revolution and the development of the VUCA world, forcing one to navigate in conditions of instability, uncertainty, complexity and ambiguity (Rodionov et al., 2021). Together with digital skills, a modern leader must take into account constantly changing conditions, adapt to them and guide his team (Smirnova et al., 2020).

It is worth paying attention to the existing classification of skills, which allows you to form a competent specialist. Traditional hard-skills allow you to navigate in a professional field of activity and help the leader to be an expert in a particular field. Personality traits, attitudes and a picture of the world give leader a general direction and vision of situations. Soft-skills include communication, management skills, the ability to resolve conflicts, implement ideas, the ability to listen, analytical and critical thinking and other skills that allow you to navigate in any field of activity, but at the same time retain the ability to unite a team and take responsibility for achieving set goals.

When preparing a specialist who is ready to show leadership qualities, we pay attention to the functions that he must implement initiator, organizer, and erudite, emotional leader, open to change, able to take risks. The nature of the activity is situational. Among the conditions conducive to the formation of a leader-entrepreneur: the practical orientation of the content of classes, the implementation of practical, design work. Everyone during the work on the project will be able to take on the role of a leader (Bryantseva, et al., 2021). When forming groups, psychological compatibility, the desire of students, and potential opportunities for organizing joint activities are taken into account. As a condition, collective competitive activity is used: role-playing, business games, competitions, conferences, etc.

The implementation of the human resource is directed towards experimentation, the study of new, most effective schemes and areas of work, the search for a variety of experience. The turbulence of modern times increases the importance of coaching leaders, which takes into account the role of hard and soft-skills.

The formation of a modern leader requires the development of dynamism, complexity, consistency, readiness for multifaceted work, the formation of a special attitude to failures. This is not an exhaustive list of abilities and skills, which are needed for a modern leader. The table reflects the characteristics of the presented elements.

Table 1.
Characteristics of the developed skills of a modern leader.

Skill	Characteristic
Dynamism	Prompt response to emerging situations, attentiveness, reflection, feedback, solving unfamiliar issues and learning from it, actions in conditions of uncertainty, fast data processing
Complexity	Appropriate decision making, project management, conflict resolution and compromise orientation
Consistency	Planned and step-by-step execution of tasks to achieve specific goals, building a preliminary action plan
Diversity	Acquisition and use of experience, ideas, human potential and resources, vision of prospects
Attitude towards defeat	Seeing in tests the elements for your professional growth and the growth of the whole team, consideration of the problem from different angles, prompt way out of stressful situations
Innovation	Hypothesis testing, testing new ways of working, experimenting, taking risks consciously

Turning to innovative research that is aimed at studying and training a leader, an entrepreneur and a subject that unites a team to achieve goals, it is worth noting the formation of a new type of thinking - ecological (Dobudko et al., 2019). This thinking contributes to a conscious attitude to ongoing events, ensures involvement in the active process of activity, achievement of results and a positive attitude towards them (Demidov et al., 2020). Crises do not cause panic, but the desire to resolve the issue, to overcome difficulties.

Thinking has the character of structure, consistency, creativity, logic, and project. If we consider a leader as a leader at higher levels, then one of the main roles is played by tactical thinking, which allows building epistemological bridges. Here the problem is being solved in organizing the organic interpenetration of neurobiology and education.

Modern thinking, as Edgar Moren noted, should be evolutionary, which is based on previous experience, but goes far beyond the limits of previous ideas about development. This is divergent thinking, allowing you to solve problems in several ways. The principles of so-called complex thinking form the basis of complex epistemology or complex epistemology (Morin, 2019).

Another important element in the formation of a leader is emotional intelligence, which includes the ability to understand the emotions, intentions and motivations of other people and, by them, build communication and communication (Vaganova et al., 2020a). Emotional intelligence is based on empathy for other members of the work team or society as a whole (Vaganova et al., 2020b).

One of the key skills for a leader that you should pay attention to in the study is communication, which includes the ability to listen to your opponent and your team, to substantiate your position with reason. This includes business relationships (networking) - solving problems through a network of contacts (Snurnitsyna et al., 2021). The leader negotiates, makes presentations, and actively participates in public speaking to promote his team.

The coaching of a modern leader takes into account the circumstances in which he will have to act, bringing the team together (Bulaeva, et al., 2018). It is worth noting that today the leader does not always take the position of the process manager. These are the subjects that unite the team, creating trusting relationships, which in the long term increases the intensity of achieving results. However, those who perform managerial tasks and are direct supervisors - set goals, analyze developed strategies and evaluate results - do not always have the proper set of competencies to carry out their professional activities. An important task is to consider the leader as a multifaceted subject, ready to work both offline and online.

According to most experts, in any organization, leadership and management are integral components that complement each other (Nagovitsyn et al., 2020). At the same time, quality management ensures the stability of the company, and leadership directs it to progress and change (Samerhanova, 2019). The vision of the company's promotion strategy allows you to achieve positive changes (Yarygin et al., 2019).

When developing soft skills, the importance of mentors and mentors increases, they will help you navigate the market requirements, identify specific requests and build certain tactics following them. Regular interaction will allow the student to gradually become a mentor himself, able to share the experience gained and form the competencies of other people, improving their own. He will be able to adapt the team to tasks, projects and work situations in practice.

Among the general rules for the development of leadership qualities, there are several.

First, based on the global trend, to make its professional training and self-improvement continuous (formation of new experience, acquaintance with professionals and mentors, application of own knowledge in practical activities). Secondly, constant study of business processes, new trends (Tsarapkina et al., 2021). Thirdly, the gradual development of skills related to

a specific field of activity (selection of literature and information resources, increasing the level of expertise). The fourth rule is work in the zone of proximal development (participation in projects that are filled with more complex tasks than a person is used to solving).

The tasks of training a leader change as dynamically as the demands of society, the image of a modern leader tends to be constantly transformative. The effectiveness of a leader's professional activity depends on the ability to make these changes. Therefore, the analysis of the process of its preparation becomes paramount in the process of educational activities.

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