

## A Tool for Rapid Economic Growth: Increasing Leadership Skills of Managers within 3-4 Days

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### ABSTRACT

Global competition is forcing businesses and governments to develop the economy faster. Managers and employees of the administration must seek tools of the rapid development of the economy.

The instrument is strong leadership skills of managers and employees of the administration. This tool gives the growth of labor efficiency of staff by 30-35%.

In this study were measured leadership skills of students and employees of the system "management" and "administration" in Russia and Poland. This showed that leadership skills of managers and employees of the administration in Russia and Poland is not so strong for rapid growth of the economy.

The study of scientific sources showed the weakness of the system of increasing leadership in the European countries. So was created a special educational technology of formation of leadership skills. The experiment proved that the leadership skills of managers and employees can be increased within 3-4 days.

**Keywords:** economic growth, tools of rapid growth, leadership skills, leadership of managers, leadership of employees of the administration, the development of leadership skills.

### INTRODUCTION

The question of economic growth is a hot one in the current economic life. It is important both for individual Companies and for the State as a whole.

This is a strong tool for economic growth - leadership skills of employees of systems "management" and "administration". Is it possible to increase leadership skills of employees?

I asked myself this question. And I found a way how to increase leadership skills.

The aim of the paper is to prove the possibility of increasing leadership skills of employees of systems "management" and "administration".

### BACKGROUND AND RELATED WORKS

The starting point for our analysis remain by way of assumptions published in [13].

One of the main ideas of the publication [1] attracts our attention to the using of leadership potential of managers and employees of the administration for economic growth. As noted by H. Koontz and C. O'Donnell (1981), "if subordinates are guided only by rules and requirements established by the Company's management, they can work about 60 or 65% capacity, just to fulfill their duties satisfactorily, to maintain a steady job. To achieve full utilization of the abilities of subordinates, the supervisor must cause an appropriate response, exercising leadership". The leadership of managers improves the efficiency of subordinates by 30-35%. So it is possible to improve the productivity of staff, both in individual organizations and in the country as a whole. As shown - by more than 30%!

Following this theory (H. Koontz and C. O'Donnell), we ensure the growth of the economy, when we appoint strong leaders to the position of Manager. The economy of the USA and Japan confirms this theory, as these countries are investing money in leadership of managers very much.

It is an interesting information in paper [2]. It is shown that it is possible to form leadership skills of the youth. Effective formation of leadership begins at the age of 8 years.

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Finally, V. Andreev in [3], proposes to divide the concept of "leadership" into its component parts. There are following parts: volitional potential; ability to influence to others (overcoming psychological resistance); the desire to influence to events at the Company (the focus on power, dominance, control and management); high self-esteem and self-confidence; the ability to achieve goals; desire for success; the presence of followers (at least one); the desire to take the initiative in interpersonal relationships; index of domination.

There are other variants of classification of the phenomenon "leadership" [4, 5]. However, the difference is not significant for our study. And we stopped at the above-mentioned embodiment [3], because this is convenient for measurement and statistical analysis. These were selected for further analysis the three components of the phenomenon "leadership": the self-esteem, the ability to achieve goals, ability to influence to others, the index of domination.

## **SCOPE OF RESEARCH**

Our study continues from 2009 to 2016 in Russia and Poland. And it includes 4 parts:

- the measuring of leadership skills of students and employees of "management" and "administration";
- the analysis of relevant scientific sources;
- the formation of a hypothesis: the increasing of leadership skills is possible for employees;
- the conducting of experiments for increasing of leadership skills.

## **PROPOSED METHODOLOGY**

Our results to increase of leadership skills were obtained by studying the experience and making the experiment. Our key research technique was to analyze some scientific sources and the behavior of a person under different terms. We used well-documented and powerful methods of analysis. All of our methods were economically justified.

While the exact methodologies used vary from field to field, the overall process is the same. First, we define of the question – what exactly we were trying to find out. We used the scientific method to search for conditions for increasing of leadership skills. In general, we studied over 100 scientific sources on that interesting topic. After that we choose the most important ones for a detailed analysis. We welcomed alternative and non-traditional positions of researchers.

Next comes the formation of a hypothesis, which is the idea or explanation of a situation based on what is currently known.

The next stage of the method is the design of an experiment which will allow this hypothesis to be tested. Usually a primary run of the experiment is conducted, and any changes to the experimental conditions are made. Experiments are designed so that one or two variables are changed. Then the effects of the change are observed. In our experimental run data collection takes place, followed by data analysis.

Finally, the data is interpreted and from this, we are able to draw conclusions. Then we create a new powerful method for increasing of leadership skills.

Quantitative analysis to determine was applied within the considered period [6]. Let me consider my experimental results.

## **EXPERIMENTAL RESULTS**

### **The Measuring of Leadership Skills**

“Table. 1” summarizes the results of the measuring of the index of domination for some groups of Students and Employees in Russia and Poland [7, 8]. There were groups of specialties "Management" and "Administration". The test was borrowed from open sources and published in the paper [8]. It allows to measure the index of domination quickly. “Table. 1” has the "expected value",  $M(x)$  and "standard deviation",  $\delta_x$ .

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**Table 1.** *The index of domination for Students and Employees in Russia and Poland (2009-2016)*

Specialty	Group description	M(x)	$\delta_x$
Management	Students, Russia	22,70	2,26
"-"	Students, Poland	22,80	2,2
"-"	Employees, Russia	21,67	1,87
Administration	Students, Russia	20,69	2,52
"-"	Students, Poland	20,63	2,3
"-"	Employees, Poland	19,81	2,2

“Table. 1” shows:

- The value of the index of domination is the same for students of specialty "management" from Russia and Poland (22,70). Employees of "management" have the index of domination less than students (21,67);
- The value of the index of domination is the same for students of specialty "administration" from Russia and Poland (20,69). Employees of "administration" have the index of domination less than students (19,81);
- Students and employees of specialty "administration" have the index of domination less than students and employees of specialty "management" (on average, 2 points);
- Students and employees of specialties "Management" and "Administration" have the index of domination (22,70 and 20,69) less than the value of strong leadership. The boundaries of situational leadership are in the range of the index of domination of 17-24 points. The value of strong leadership (the index of domination) is more.
- The low value of index of domination corresponds, ironically, the specialty "administration". That is, the very people from whom we expect active life position, responsible life decisions and personal example in implementing the state policy of economic growth.

Certainly, it is impossible to make any pattern or trend based on these data. There are just pedagogical facts that cannot be ignored.

**Reasoning:**

1. The results of the measuring showed that Students and Employees in Russia and Poland have a low domination index. They are not strong leaders.
2. The rapid growth of the economy is not possible in Russia and Poland, as employees (and future employees) in the fields "management" and "administration" have weak leadership skills.

**The Analysis of Relevant Scientific Sources**

These results are quite reasonable, as in post-Soviet countries the mass of people instilled discipline in the school, not leadership. O. Kroeger and J. Thuesen (1977), V. Morozov (doctoral dissertation, 1996), K. Tomilin (1999) showed that in Russia and European countries, individuals with leadership qualities are only 3...5% of the total population.

Leaders exceed 30% of the population in the United States. Here the economy has provided leadership potential fully [2].

It is necessary to have 12-15% strong leaders for the normal development of the economy (V. Morozov, 1996). It is necessary, both for individual Companies and for the State as a whole.

At the end of the 20th century, the theory and practice of youth education associated with the works of such renowned experts, like J. Hanks, H. Bekker, J. Bruner, F. Coombs, K. Keniston, H. Iash, G. Ninv, J. Wilson, C. Zilberman, S. Arkhangelsky, N. Basova, P. Gurevich, S. Samygin, V. Slastenin, E. Shcherbakov, V. Yakunin, etc., unanimously recognized the crisis of public education of the youth, especially in educational institutions. European education was charged with the lack of preparation of students for activeness and independent in actions and judgements.

Reasoning: The theory and practice of youth education unanimously recognized the crisis of public education of the youth, especially in educational institutions. European countries are facing the need to change the system of formation leaders.

### The Formation of a Hypothesis

The increasing of leadership skills is possible for students and employees. This can be done quickly, within 3-4 days. It seems highly probable to create a special educational technology of formation of leadership skills.

### The Conducting of Experiments

The purpose of my research was to find way of increasing of leadership skills. The data obtained showed that the efficiency of the economic activity can be improved. The thing is that one doesn't need to get every employee to be more active and energetic. It is necessary to form leadership skills for 10% of employees. Namely, employees of the systems of "management" and "administration".

The conducting of experiments has 3 stages:

1. The measurement of the three components of leadership in "normal" conditions (i.e., before our training);
2. The training groups for 18-24 hours on special educational technology of formation of leadership skills;
3. The measurement of the three components of leadership after the training.

It was created a special educational technology of formation of leadership skills. This technology was created on the basis of didactic tools well-known and personalized gaming techniques [9-13].

It was a mandatory separation of the group into several mini-groups in the learning process. Each participant of the training was focused on winning in intergroup and interpersonal competition. Motivation's activity was carried out according to the recommendations [9-13]. As the study of theoretical and practical material, objectives of the training was complicated - psychological contradictions were created. Each participant choosed: a group success or an individual championship? In other words, it was dominated "motives of achievements" in the special educational technology.

The technique of G. Selevko [14] was used to measure the self-esteem, the ability to achieve goals and the ability to influence to others.

#### Example 1:

The experiment was conducted with first year students of the specialty "Management" (34 people). These were students from Russia, look "Table. 1". The training was 18 hours. Measurements were made in accordance with the recommendations of [8, 14] before the experiment and after the experiment (training).

“Figure. 1” should be used for the analysis of experimental results. It is shown results of measurement of the 4 components of "leadership", %: the index of domination, the self-esteem, the ability to achieve goals, the ability to influence to others.

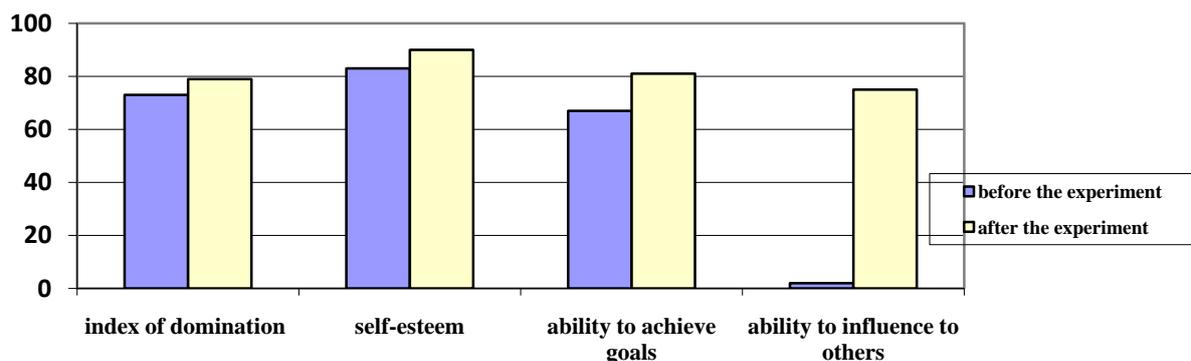


Figure1. The increase of the components of a leadership in the course of the experiment

The results of the experiment showed strong growth of 4 components of leadership for a group of students of the specialty "management". “Figure. 1” shows:

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- the increase of the index of domination by 6,3% (from 22,7 to 24,1);
- the increase of the self-esteem by 6,9% (from 4,23 to 4,52);
- the increase of the ability to achieve goals by 14,0% (from 3,53 to 4,08);
- the increase of the ability to influence to others by 75% (from 0 to 75).

However, a striking difference was noted in the index of domination. Please, look “Table. 1”. Here it is noted that students of the specialty "management" from Russia had a dominance index of 22,7. It is shown that after the experiment, the index of domination increased to 24,1. This is the result, which is beyond the upper bound of situational leadership. The boundaries of situational leadership are in the range of the index of domination of 17-24 points. The value of strong leadership (the index of domination) is more.

Reasoning: The results of the experiment showed that the special educational technology of formation of leadership skills was created. It was recorded growth of 4 components of leadership within 3-4 days.

### Example 2:

The experiment was conducted with the principals of the schools (24 people). These were employees from Russia, look “Table. 1”. The training was 24 hours. Measurements were made in the way of teaching observation in the course of the experiment (training).

Through teaching observation was recorded the increase of components of leadership: the desire for success; the desire to take the initiative in interpersonal relationships; a desire to influence to development of their organization; the ability to influence to members of mini group: the ability to achieve goals.

Reasoning: Theoretically justified and experimentally confirmed that the special educational technology helps to improve leadership skills of employees within 3-4 days.

## CONCLUSION

1. It is established theoretically and experimentally that the low level of leadership in European countries restricts economic growth. It is related both for individual Companies and for the State as a whole.

The theory and practice of youth education unanimously recognized the crisis of public education of the youth, especially in educational institutions. European countries are facing the need to change the system of formation leaders.

2. It was created the special educational technology of formation of leadership skills.

This technology is based on well-known and personalized gaming techniques. It provides for a separation of participants into several mini-groups in the learning process. Each participant of the training is focused on winning in intergroup and interpersonal competition. As the study of theoretical and practical material, objectives of the training is complicated. Each participant chooses what is him prefer: a group success or an individual success? In other words, it was dominated "motives of achievements".

3. The hypothesis has been proved - it is the possibility of increasing leadership skills in a short time.

The results of the experiments showed strong growth of 4 components of leadership. 3-4 days are enough to increase leadership skills at 6-14%. It is shown that the index of domination increased to 24, 1 - this is the result, which is beyond the upper bound of situational leadership.

4. The technology of formation of leadership skills can be used in the developing countries of Asia, Africa and Latin America.

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