

## **FORMATION OF THE INSTITUTE OF LEADERSHIP IN PUBLIC ADMINISTRATION OF MODERN UKRAINE**

The term «leadership» comes from «leader» – someone who is ahead, leads, manages. According to the 1983 Oxford advanced learner's dictionary of current English, this term originated in the 13<sup>th</sup> century, but began to interest researchers only in the 19<sup>th</sup> century and has been actively studied ever since [1; 2]. The political dictionary provides such a definition: a political leader is an authoritative member of the organization, group, society in general, whose personal influence enables him to play a leading or significant role in political processes and situations. It is a ruler who uses any means to establish public order and maintain his rule [5, p. 436]. The sociological dictionary of terms and concepts gives such a definition: a leader is an authoritative member of the group, organization, society who plays the role of organizer, initiator of group interaction and who is perceived by this community of people through his abilities to solve problems and errands important to it [8, p. 159]. Leadership in the same dictionary is defined as a process in which certain members of a group motivate the activities of the entire group, lead it. According to the dictionary of pedagogical and psychological terms, the leader is a «team member who in important situations is able to exert noticeable influence on the behavior of team members, shows initiative in actions, takes responsibility for the team's activities, leads it» [7, p.97]. The Polish sociologist Piotr Sztompka points out that «leaders are creators of new paradigms, models and in the broadest sense of the word creators» [13].

Interestingly, despite the fact that leadership is a universally recognized phenomenon, it is difficult to find exact equivalents of this term in different languages. For example, in the Japanese language, the term «leader» does not exist at all. There is also no exact analogue of the English «leader» in Romance and Slavic languages [2, p. 15].

Many scientists and researchers point out that a leader is a person who has significant influence, a recognized authority, who is able to lead people in extraordinary conditions to extraordinary goals. And it is the ability to lead people that is a key part of the maxim, since it is people that are the potential to be

developed and directed [11, p. 15]. So, a leader is an innovator and enthusiast who inspires and motivates his colleagues, works together with them to achieve group goals and creates an atmosphere of trust and respect in the team.

It is worth noting that a leader does not necessarily have to be a manager, because a manager is a formally approved person who relies on the system and control, concentrates on the structure. A certain group of people is under the authority of the manager, regarding whose work he makes final decisions and has at his disposal official incentives and punishments. Instead, the leader is nominated spontaneously and does not have officially recognized authority and duties, he is a person «followed», an informal authority who can influence people thanks to his charisma, proactivity, strategic thinking, creativity and possession of psychological and oratory skills [12, p. 145].

Modern leadership in public administration is democratic leadership, the essence of which is the democratic behavior of leaders and the process of democratization of society. So, a modern democratic leader is a leader who possesses democratic, elite qualities and knowledge [9, p. 58].

One of main tools for the formation of the leadership of public authorities is leadership competence, which should determine the specific qualities of managers necessary for effective work, and will contribute to the formation of a qualitatively new culture of public administration. Their list is not exhaustive, but in general five main types of competences are distinguished: psychophysiological features (such as, for example, the speed and type of reaction); regulatory mechanisms (to which the authors of the concept include values, attitudes, self-concept of the individual, psychological phenomena); skills and abilities; knowledge; basic motivations [14, p. 71].

For modern Ukraine, the issue of forming a democratic leader in public administration, capable of successfully solving problematic issues for today and ensuring the country's development for the future, is relevant. One of the research directions of this issue, which is aimed at a successful solution, is the analysis of the world experience, primarily of successful countries of the world, and the development of scientifically based conclusions regarding the use such experience in Ukraine [10, p. 24-25]. For example, the institute of leadership in public administration was reviewed in the following countries: Canada, Singapore, the USA, the Netherlands, Australia and Estonia. Thus, foreign experience proves that the implementation of directions for the development of the public service, which

ensure the competitiveness of the public service, attractiveness of management activity, allows to create an opportunity for the formation of leadership qualities of specialists in the system of public administration [4, p. 59]. Also, the experience of other countries shows that the leadership strategy should: be developed from the point of view of the needs of the government as a whole; be based on a clear diagnosis of those challenges that exist; take into account the existing culture in the public sector (countries determine their competences and strategies based on relevant researches that allow taking into account national specificities, priorities and special challenges); provide comprehensive and long-term support to promote sustainable development of leadership, including training and development of leadership competencies.

Today's leaders must effectively interact with the colleagues – leaders of other industries – and influence people outside their hierarchy. This requires new skills that are different from old linear approach. A network approach is the most effective when responsibilities between the public and private sectors are intertwined. The main characteristics of network cooperation are: flexibility and adaptability, decentralized structure, shared responsibility, shared goals and vision, trust. Stimulating the development of network cooperation in the state administration system will contribute to increasing the efficiency and adaptability of organizational structures [4, p. 161]. Innovative leadership can help in this. Innovative leadership in public administration is usually understood as the process of internal social and psychological organization, management of team activities, influence on employees, which accompanied by a change in the ideas and values of the last ones, activation of higher needs for innovation, achievement, creativity, self-actualization [15].

Dr. David Gliddon, using a Delfi method, developed a model of innovative leader competencies and introduced the concept of innovative leadership at Penn State University in 2006. This model of competencies of an innovative leadership defines and describes three levels of 98 competencies, among which expert, key and additional competencies can be distinguished. Here are some of the basic competencies which an innovative leader needs.

The expert competencies include the following categories:

- the ability to learn;
- the ability to lead group and teams;
- the level of motivation and energy;
- management and delegation.

The key competencies include the following:

- interest;
- ability to identify innovations;
- the ability to identify the team's strengths and weaknesses.

The additional competencies include the following:

- communication, interpersonal skills and emotional intelligence;
- dedication and sense of involvement;
- creativity;
- power, political views and role identity;
- mission and vision;
- understanding of the external environment [15, p. 120].

A good example of the implementation of innovative leadership in public administration is the Ministry of Digital Transformation of Ukraine headed by its leader – Deputy Prime Minister for Innovation, Education, Science and Technology Development – Minister of Digital Transformation of Ukraine Mykhailo Fedorov. The Ministry of Digital Transformation of Ukraine actively cooperates with other countries, in particular, in the field of transfer of experience in creating «state in a smartphone» [6]. In addition, the Ministry of Digital Transformation of Ukraine is another example of network cooperation. For example, the Ministry of Digital Transformation of Ukraine cooperates with the Ministry of Internal Affairs regarding re-registration, car sharing, driver's license replacement, and an interactive map of shelters. Also cooperates with the Ministry of Education on issues of transformation of the school and higher education system. Another example can be the cooperation with the Ministry of Defence regarding the simplification of passing the military medical commission for the military thanks to digitalization; simplifying and speeding up the procedure for admitting drones to the front. In addition to state institutions, the Ministry of Digital Transformation of Ukraine also cooperates with private companies, include foreign ones. Among the recent examples, memoranda of cooperation were signed with Cisco, Palantir, Recorded Future, Amazon, Kyivstar, Vodafone, and others.

Thus, the institute of leadership is a result of the implementation of changes in the system of public administration, aimed at increasing the efficiency and compliance with modern challenges. Strengthening leadership competencies and promoting development of leaders in the field of public administration is a strategic direction for achieving high performance indicators.

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## STRUCTURE OF THE ENGLISH MEDICAL TERMS

Terms, like ordinary words, are mostly formed on the basis of the existing words and roots of general literary and special vocabulary. Among the terms, there are all the structural types of words that are characteristic of a given national language.

As part of one–word medical terms, there are three main structural types of terms: simple, affixed and complex terms. Under simple (or root) terms, it is customary