

РОЗДІЛ II. ТЕЗИ

RESEARCH ON THE DEVELOPMENT OF LEADERSHIP QUALITIES OF THE HEAD OF A PHARMACEUTICAL ORGANIZATION

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The leadership qualities of the head of the pharmaceutical organization must be considered in the context of his personality characteristics, necessary competencies and features of professional activity. Leadership qualities are a set of psychological qualities of the leader, abilities and features of interaction with the group, which ensure the successful performance of leadership functions. Many aspects of the problems of leadership of managers are not sufficiently developed, which indicates the relevance of research and the feasibility of evaluating the leadership qualities of managers of pharmaceutical organizations.

The situational approach to leadership is based on the manager's perception of the situation and the appropriate choice of behavioral strategy in accordance with this situation. Situational leadership is based on such personal qualities as emotional stability, empathy, creativity, and self-organization. In this way, emotional stability is important in crisis situations, when the manager must focus on important tasks and staff motivation. Empathy allows the manager to create an atmosphere of mutual understanding and trust in the team, and creativity - to find unconventional ways to solve problems and achieve goals.

The personal qualities approach assumes that a successful leader of a pharmaceutical organization must have qualities that help them achieve their goals and ensure the success of their subordinates. These qualities include determination, which allows a leader to act decisively and effectively, persevere through difficulties and obstacles. A leader must be able to control their emotions and reactions in order to not allow negativity to corrode the team and not to disrupt

professional relationships. It should be noted that the leader manager must feel responsible for their actions and the actions of their team, be ready for changes and innovations, as well as for the search for innovative solutions and approaches. In an organization, a leader must be devoted to their team, give it support, lead it to success and ensure harmonious relationships. Finally, the leader must be able to communicate with his team, and be able to explain their actions. When studying the development of leadership qualities, it is necessary to take into account the behavioral approach to leadership, according to which the effectiveness of leadership depends on how the leader interacts with subordinates and stimulates them to achieve goals. There are two approaches: task-oriented and relationship-oriented. A leader that is focused on tasks and results sets clear goals and expectations for subordinates, provides clear instructions, and evaluates performance. This approach is effective in situations where you need to achieve a specific result and complete the task according to the set requirements. A manager focused on the relationship with subordinates as well as their needs and desires, creates trusting relationships with subordinates as a leader, supports them and provides support for development. This approach is effective in situations where it is necessary to maintain and develop relations with subordinates, support their motivation and the internal dynamics of the team. Modern leadership research shows that real leaders are managers who have the best individual qualities. It is worth mentioning that there are also informal leaders in pharmaceutical organizations: these are people do not have an official leadership status, but at the same time have significant influence on other people. Such influence may be based on factors such as experience, knowledge, expertise, compassion, commitment, or other personal qualities. Their influence can be both positive or negative, depending on how they use their qualities and interact with others.

A study of the leadership qualities of the managers of pharmaceutical organizations can be useful for understanding what skills and abilities are needed to successfully perform managerial functions.