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GLOBAL LEADERSHIP COMPETENCIES

As global corporate citizens, companies worldwide strive to fulfill their organizational and societal missions. They select leaders who articulate a vision that can guide them toward achieving long-term economic viability and social well-being. They expect their leaders to motivate and inspire employees in consistent and effective ways. Leaders continually create options and make decisions that influence the success of entire company.

Leadership by definition is an interpersonal influence directed toward the achievement of a goal or goals. Leadership can be also viewed as a dynamic process in a group or a team, where one individual influences the others to contribute voluntarily to the achievement of group tasks in a given situation. Thus taking into account all the definitions above one may still wonder what leadership is. Are leaders born or made? Can anyone be a leader or only the favored few? Is it necessary to be popular to be an effective leader?

It has been proved that a leader can be a manager, but a manager is not necessarily a leader. The basic aim of leaders is to succeed in completing the task set with the help of their group. An effective leader will need to inspire confidence and trust. Successful leadership depends not only on the knowledge, skills and personality of the leader, but also on the most important leadership competencies which is known as emotional intelligence. Employees benefit most from leaders who show positive emotion and enthusiasm. Leaders need more than the basic traits of intelligence and job-relevant knowledge. It is the possessions of the five components of emotional intelligence – self-awareness, self-regulation or self-management, empathy, motivation, and social skills – that allow the individual to become a star performer.

Self-awareness is the ability to recognize and understand the moods and emotions and helps the leaders to exhibit self-confidence and self-assessment. The second competency is self-regulation which means the ability to control or redirect disruptive impulses and moods and helps to think before acting. Such leaders represent trustworthiness, integrity, comfort and openness to change. Empathy means the ability to understand the emotional makeup of other people which helps the leaders to demonstrate the ability to build and retain talent in their organization. Motivation is reflected in the passion to work and inspires the leaders to achieve. The last emotional-intelligence competency is social skill which is the proficiency in

managing relationships and building networks. Having a high level of social skill leaders are effective at leading change, building and leading teams.

So, globally a company's success is clearly linked to the emotional intelligence of the leaders not to the cognitive abilities. It has been proved that the companies headed by the leaders with strong emotional intelligence outperform the goals of their competitors. Moreover the challenge of the twenty-first century leadership is not simply business prosperity. Today's leadership challenge is to design innovative approaches in order to create successful companies and successful societies.

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APPLICATION OF SUN TZU'S ART OF WAR IN BUSINESS

*«Strategy without tactics is the slowest route to victory.
Tactics without strategy is the noise before defeat».*

Sun Tzu

Sun Tzu's *Art of War* (孙子兵法) is the most well-known Chinese military treatise that is known to the Chinese as well as the western world. Written around the 4th to 5th century B.C. and consisting of only 13 chapters, its value in influencing military thinking and war strategies has seldom being questioned. Moreover, its relevance to the corporate world of business is even more interesting. Increasingly, military clichés have been used in the business realm. For example, terms like price wars, product wars, battle of the corporate giants, etc. can be found in different business articles, books, etc.

There are a number of studies, in Chinese, English and other languages, which applied Sun Tzu's *Art of War* strategies to business and management environments. Sun Tzu's principles have been used to explain current phenomena by attempting to «translate» military principles into business approaches. Sun Tzu's *Art of War* is considered to provide the most profound lessons for leadership, and victory in both the East or West. Today its principles are applied to business all over the world. This classic work came from life and death scenarios, which evolved from empire, trade and political struggles. Obviously today's corporate world does not induce anywhere near as strong a mechanism for change, or success, as the consequences of failure in business are far less than warfare. Nonetheless, the lessons from the *Art of War* are definitely applicable to any organized effort, project or business.