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PREREQUISITES FOR THE FORMATION OF LEADERSHIP IN OFFICERS OF THE STATE BORDER GUARD SERVICE OF UKRAINE

The topical issue of leadership in the security and defense sector of Ukraine, in particular in the State Border Guard Service, is considered. The definition of the terms "leader", "leadership" is given. The importance of leadership in modern Ukrainian society and its social institutions is substantiated. The main prerequisites for the formation of leadership in officers of the State Border Guard Service of Ukraine is determined.

Keywords: leadership, officers, security and defense sector, Border Guard Service, border guard officers, leader, management.

Statement of the problem. Today, there is a need for leadership in the Ukrainian society. There is a leadership deficit in various institutions, and social groups of different fields, nature and size. However, leadership being always inherent to a person, just requires opportunities for its manifestation. Regarding the war in Ukraine, which is an unjust war, the society, individual citizens and the state as a political institution direct new requests and demands to the security and defense sector.

However, for objective reasons (due to historical processes), the Ukrainian society in its development did not gain the necessary experience of democratic transformations, mechanisms and algorithms for the formation of leaders. In scientific works, the very concept of "leader" does not have a clear definition today.

Analysis of recent research and publications. Implementation of a rational approach in conducting scientific research requires the use of a bibliographic and search method. Thanks to this method, scientists are able to come up to new conclusions, bring out new ideas, create proposals to solve certain problems.

The issue of leadership is the subject of many sciences: from philosophy to marketing. The scientific works of foreign researchers are worthy of attention, since economic and political sciences were actively developed in the western society with the aim to improve the management functions of the public sector, and to ensure changes in the economic environment. The scientists M. Bower [19] and J. Yukl [22] studied the evolution of the concept of "leadership" and the powers of the leader in conservative and updated political systems.

Leadership strategies are described in the works of S. Yuik [21] and Tsung Yan Shi [21], and the range of leadership qualities is determined in the work of H. Findelman [16]. The value of leadership in the management sphere was studied by B. Karlof, S. Sederberg [5].

Ukrainian scientist O. Shkurko [17] studied the problems of image making of modern authoritative leaders. Political science addresses the issues of political leadership. It can be stated that many works on political leadership influenced the fact that personal leadership and political leadership are mistakenly equated: A. Akhundova [1], S. Bilenko [2], S. Denisiuk [4], S. Osypova [9], A. Pakhariev [10] and others.

The problem of leadership has been thoroughly addressed in scientific works by representatives of the security and defense sector.

The purpose of the article is to analyze the factors (prerequisites) of leadership formation in the officer cadres of the State Border Guard Service of Ukraine.

Summary of the main material. Society at each stage of historical development sets trends in various spheres of life. They can change, disappear, and eventually, allegedly following the cyclic pattern, become relevant again. Ukrainian society in the context of the war waged by Russia against Ukraine has discovered leadership as a new trend [7].

The given problem is primarily a philosophical one, as society constantly raises the issue of passionarity and leadership. However, these issues still remain open and debatable [14].

The article analyzes the problem of leadership and its perception, as well as identifies the prerequisites for the formation of leadership in Ukrainian border guards.

The war of the Russian Federation against Ukraine revived the credit to the security and defense sector and to some extent contributed to the idealization of military personnel. Considering this, modern Ukrainian law enforcement and military formations came across the issue of leadership [3]. It is extremely relevant, since Ukraine needs reforms in the security and defense sector, and not declarative reforms, but expedient and rational ones. Given the specifics of the enemy, leadership is perceived as an opportunity to build a new army, and in particular the border guard service. For Ukrainians, the regular armies of countries with a high level of development, such as the NATO security block and the countries of the European Union, are perceived as an example of such transformations [20].

A specific feature of professional tasks performed by the officers of NATO security and defense sector is the priority role of the leader – the head of the unit and the head of the assigned mission [6], which must be accomplished using all possible means, forms and methods (except those that pose a threat to civilian population).

The military environment in its development and functioning borrows many concepts and theories from the so-called "civilian industries". First of all, humanitarian sciences make it possible to create new knowledge, and in the future it is used by the military. A similar situation was formed with leadership concepts. In society, there was an idea that it is necessary to change oneself, to show one's strongest sides and, in the end, to become the best leader [8].

The most current trends in modern leadership research focus on strengthening individual strengths.

In the State Border Guard Service, and in the security sector in general [11], most managers, who are identified with leaders, while carrying out their professional activities, try to do their best to preserve the maximum of resources and to avoid disruptive changes [11, 13, 18].

The most important statement that should be accepted in the Ukrainian security sector is that leadership is based on legitimacy (recognition of the leader by other persons), and management is based on official appointment to a specific position [12]. This makes the essential difference between a leader and a manager.

The mission of a border guard officer as a leader is not only to perform professional tasks as such, but to create a focused goal, conditions for meeting needs and implementing ideas, as well as to serve as a positive example for colleagues and subordinate personnel, which contributes to the growth and improvement of everyone in the military – border guard team [15].

The following main prerequisites contribute to the formation of leadership in the State Border Guard Service of Ukraine.

1. Focusing attention on strong personality characteristics. This approach helps prevent wasting valuable time on correcting errors and deficiencies. An example of the implementation of this prerequisite is granting powers to conduct certain professional tasks in the border guard team to those persons who can perform them most effectively.

2. Awareness of the value of individual resources in the professional activity of border guard officers. To teach border guard officers to allocate time rationally in order to be able to carry out physical, emotional and psychological stabilization, to restore balance.

3. Formation of a culture of professional activity. Each border guard officer is a manager in the state border guard service. Therefore, an important component of their activities should be a scientific analysis of the essence of the management process, optimal conditions of human functioning.

4. Turning to interactive, transformational and collective leadership projects in society, in order to fundamentally change the perception of this phenomenon and define one's own model of leadership.

5. Formation of a value system based on interests. For border guards officers it is the formation of a system of national values.

6. Awareness that leadership is not a temporary phenomenon, but a long-term process that involves self-development, self-improvement and self-realization.

7. Aiming at a balanced team in the military – border guard team, which should be formed in such a way that professional tasks are performed in a structured manner and the potential of each member is used.

Therefore, it can be concluded that the border guard officer – leader should not be perceived as a set of unique qualities or characteristics. A leader (especially in the military – border guard team) is primarily a synergy of one person and the entire team, a leader is an officer called to create opportunities for the development and joint activities of all people subordinate to him/her who have recognized his/her leadership.

Conclusion

Ukrainian society is focused only on innovation and modernization, and therefore on efficiency. A border guard officer must act in a professional environment in such a way that the maximum level of effectiveness is achieved, even though it is still unknown how to conduct this process. The officers mostly act intuitively, without the necessary foundation of knowledge.

Prospective areas for further scientific research include the analysis of the essence of leadership in the modern security and defense sector of Ukraine, the main concepts of leadership in the West, the potential of implementing western concepts of leadership in Ukrainian society.

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ПЕРЕДУМОВИ ФОРМУВАННЯ ЛІДЕРСТВА В ОФІЦЕРІВ ДЕРЖАВНОЇ ПРИКОРДОННОЇ СЛУЖБИ УКРАЇНИ

Досліджено актуальне питання управління сектором безпеки і оборони України, зокрема прикордонною службою. Наведено визначення понять «лідер», «лідерство». Обґрунтовано важливість лідерства в сучасному українському суспільстві, його соціальних інститутах, зокрема у прикордонному відомстві.

Визначено передумови, що сприяють формуванню лідерства в Державній прикордонній службі. Однією з таких передумов є акцентування уваги на сильних якостях особистості. Запобігти витраті цінного часового ресурсу на виправлення помилок і недоліків можливо, якщо надавати повноваження на виконання окремих професійних завдань у прикордонній групі тим, хто може їх виконувати найбільш ефективно. Важливо усвідомлювати цінності індивідуальних ресурсів у професійній діяльності офіцерів-прикордонників: навчити прикордонників раціонально розподіляти час для фізичної, емоційної та духовної стабілізації, відновлення сил і рівноваги, опанування культури професійної діяльності. Кожний офіцер-прикордонник є керівником в органах охорони державного кордону, тому важливим складником його діяльності має бути науковий аналіз сутності процесу управління, оптимальних умов функціонування особи. Необхідно звертатися до інтерактивних, трансформаційних і колективних лідерських проєктів у суспільстві з метою кардинальної зміни сприйняття цього явища та визначення власної моделі лідерства. Важливо формувати систему національних цінностей – основу інтересів. Офіцер-прикордонник мусить усвідомлювати лідерство не як миттєве явище, а тривалий процес, що передбачає саморозвиток, самовдосконалення, самореалізацію. Він повинен орієнтуватися на збалансовану команду, аби у військово-прикордонному колективі професійні завдання виконувалися структуровано, використовувався потенціал кожної особистості.

Сформовано висновки та перспективи подальших наукових досліджень.

Ключові слова: лідерство, офіцери, сектор безпеки і оборони, прикордонна служба, офіцери-прикордонники, лідер, управління.

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