

МРНТИ 15.41.39

10.51889/2959-5967.2023.75.2.018

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PSYCHOLOGICAL FACTORS IN ASSESSING THE MANAGEMENT MATURITY OF THE HEAD OF THE ORGANIZATION

Abstract

This article examines the psychological factors that allow for the assessment of managerial maturity in modern organizational leaders. It analyzes the characteristics of leader competencies that enable them to provide productive management in a "CEO-organization" based on the PMI talent triangle. Special attention is given to one of the three classification areas, namely leadership. Concepts such as "personal maturity," "social maturity," and "managerial maturity" are analyzed. A review of contemporary foreign research on the competencies of effective leaders is presented. Competencies that allow leaders to overcome multiple barriers and then increase their effectiveness are discussed. Studies are analyzed that demonstrate the role of communicative responsiveness, persistence, and authenticity of the leader in employee relationships. Decision-making, information interpretation, and behavior characteristics are associated with individual characteristics of the leader. The further research path of managerial maturity of leaders in small and medium-sized businesses is outlined.

Keywords: managerial maturity of a manager, managerial activity, managerial competencies, leadership, PMI talent triangle.

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ПСИХОЛОГИЧЕСКИЕ ФАКТОРЫ В ОЦЕНКЕ УПРАВЛЕНЧЕСКОЙ ЗРЕЛОСТИ РУКОВОДИТЕЛЯ ОРГАНИЗАЦИИ

Аннотация

В статье рассматриваются психологические факторы, позволяющие оценить управленческую зрелость современного руководителя организации. Анализируются особенности проявления компетенций руководителя способного обеспечить продуктивное управление «СЕО- организацией» на основе треугольника талантов PMI. Особое внимание уделено одной из трех классификационных областей, а именно лидерству. Анализу подвергнуты такие понятия как «личностная зрелость», «социальная зрелость», «управленческая зрелость». Представлен обзор современных зарубежных исследований по компетенциям эффективных лидеров. Рассмотрены компетенции, которые позволяют лидерам преодолевать множество барьеров, а затем повышать свою эффективность. Проанализированы исследования, в которых показана роль коммуникативной отзывчивости, настойчивости и аутентичности руководителя в отношениях между сотрудниками. Принятие решения, интерпретация информации, особенности поведения связаны с индивидуальными характеристиками руководителя. Показан дальнейший путь исследования управленческой зрелости руководителей малого и среднего бизнеса.

Ключевые слова: управленческая зрелость руководителя, управленческая деятельность, компетенции руководителя, лидерство, треугольник талантов PMI.

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ҰЙЫМ БАСШЫСЫНЫҢ БАСҚАРУШЫЛЫҚ ЖЕТІЛУІН БАҒАЛАУДАҒЫ ПСИХОЛОГИЯЛЫҚ ФАКТОРЛАР

Аңдатпа

Мақалада ұйымның қазіргі басшысының басқарушылық жетілуін бағалауға мүмкіндік беретін психологиялық факторлар қарастырылады. PMI таланттар үшбұрышы негізінде «СЕО – ұйымын» өнімді басқаруды қамтамасыз ете алатын басшының құзыреттілігінің ерекшеліктері талданады. Үш жіктеу саласының біріне, атап айтқанда көшбасшылыққа ерекше назар аударылады. «Жеке жетілу», «әлеуметтік жетілу», «басқарушылық жетілу» сияқты ұғымдар талданады. Тиімді көшбасшылардың құзыреті бойынша заманауи шетелдік зерттеулерге шолу жасалды. Көшбасшыларға көптеген кедергілерді жеңуге, содан кейін олардың тиімділігін арттыруға мүмкіндік беретін құзыреттер қарастырылады. Қызметкерлер арасындағы қарым-қатынаста коммуникативті жауаптылықтың, табандылықтың және көшбасшының шынайылығының рөлін көрсететін зерттеулер талданды. Шешім қабылдау, ақпаратты түсіндіру, мінез-құлық ерекшеліктері көшбасшының жеке сипаттамаларына байланысты. Шағын және орта бизнес басшыларының басқарушылық жетілуін зерттеудің даму жолы көрсетілген.

Түйінді сөздер: *басшының басқарушылық жетілуі, басқару қызметі, басшының құзыреттілігі, көшбасшылық, PMI таланттар үшбұрышы.*

INTRODUCTION

Modern conditions for the development and functioning of small and medium-sized businesses in Kazakhstan make us think about the question of why some companies develop and become successful, while others fail. At the disposal of modern managers there is a huge arsenal of methods and tools for effective management, as well as the necessary competencies for the successful management of companies have been identified and described. What are the obstacles to the progress of the company? Any business is first and foremost people. This is the head of the company and the team with which he works. A good team result is possible only if a modern leader has managerial competencies.

The PMI Project Management Institute divides the skills of an effective manager into 3 groups, united in the project manager talent triangle. Technical project management (Ways of Working) - defines how the project manager is able to plan and control. These are hard skills: knowledge, experience, ability to apply various approaches to project management. Leadership is the ability to work with people and all interpersonal communication skills. This group includes soft skills: emotional intelligence, empathy, motivation, and leadership skills. Strategic and Business Management is a knowledge, professional qualifications, and experience in the industry and organization that improve performance and give better business results

Particular attention should be paid to one of the three classification areas in the talent triangle, namely leadership.

Comparative analysis of PMBOK(7) and "Agile: A Practical Guide" has shown that an effective leader focuses people on the overall goal of the team, makes effective decisions based on consensus on the best course of action and facilitation of collective decision-making; applies coaching and mentoring to team members, chooses effective communication styles; shows empathy; implement changes; uses delegation of duties to team members; applies introspection skills; demonstrates the desired behavior patterns by personal example. [1, p.60], [2, p. 34]. The effectiveness of leadership is primarily determined by the managerial competencies of the leader.

Thus, the purpose of this article is to attempt to determine the psychological factors that could evaluate the managerial maturity of a manager and subsequently create a matrix of a competency model for a manager of a small and medium-sized business.

METHODOLOGY AND RESEARCH METHODS

The theoretical and methodological basis of the study was the cultural and historical (L.S. Vygotsky), activity (A.N. Leontiev, B.M. Teplov, B.G. Ananiev), and systemic (P.K. Anokhin) approaches. The main method of research is a systematic review, analysis, and generalization of research materials on the problem of managerial maturity.

From the psychological point of view, managerial activity refers to professional activity of the “person-to-person” type, where personal development contributes to the features of the professionalization process. In this type of activity personal qualities form the foundation for the effectiveness of its implementation. This type of activity also includes the activity of the leader. In this regard, the degree of personal maturity of the leader becomes essential. [3, p.256].

Researchers highlight the following characteristics of a mature personality: a developed sense of responsibility, the need to care for other people, the ability to actively participate in society and to effectively use their knowledge and abilities, to be psychologically close to another person, to constructively solve various life problems on the way to the most complete self-realization. [4, p.45], [5].

So, according to the theory of A. Maslow, maturity is characterized by the striving for higher values - such as goodness or truth. A mature (self-actualizing) personality builds comfortable relationships with others, it is self-sufficient, its actions are aimed at achieving a higher level and, at the same time, are democratic. G. Allport associated maturity with motivation - only a mature person has the functional autonomy of her motivation. [6, p. 256].

As the main content of the period of maturity it is usually considered the professional self-realization, productive activity associated with the need for self-giving, continuing oneself in the form of a contribution to the well-being of other people. [7].

Other characteristics of the psychological features of maturity include independence, emotional flexibility, balance, stability, formation of a stable picture of the world and life principles, responsibility [6, p.260].

The concepts denoting the individual components of the phenomenon of human maturity are used in various areas of the socio-humanitarian sciences, which determines the understanding of this phenomenon as heterogeneous and multiple. [8, p. 156]. The wide boundaries of the “I”, the ability for warm, cordial social relations, for self-knowledge and self-realization, empathy, self-acceptance, developed reflection, an integral philosophy of life, a stable hierarchy of motives, developed responsibility are features that characterize a mature personality (A.L. Zhuravlev, L.I. Dementy, V.Yu. Kostenko, D.A. Leontiev, G. Allport, A.A. Rean and others). [9, p.163]. Personal maturity is accompanied by social maturity, which reflects the formation of the social qualities of the individual, including professional, career, role (D.A. Leontiev, L.N. Zakharova). [9, p. 187]. It should also be noted that there are many publications on the psychology of personal maturity, but at the same time, studies of the personal maturity of a modern leader, as well as managerial maturity of a leader, are poorly represented.

To understand the components of the definition of "managerial maturity of the leader", it is necessary to consider the concept of "the subject of the leader's activity". Ozhegov's dictionary gives the following definition: "An object is something that serves as an object, a source of any activity, any state or relationship." The Pedagogical Encyclopedia understands the subject of activity as an object or state that satisfies a certain need of the subject of activity. At its core, the subject of activity is the main result, the product for which it is carried out. However, other products can be as a result of the activity: emotions, experience of the activity and operational skills. V.D. Shadrikov offers the following definition of activity - it is a form of active attitude of the subject to reality, aimed at achieving consciously set goals and associated with the creation of socially significant values and the development of social experience. The final result of the manager's professional activity is the creation of a socially significant product.

The external characteristic of the leader's activity can be described through such concepts as the subject and object of activity, the subject, means and conditions of activity. The manager himself acts as the subject of managerial work. The object of managerial work is everything on which managerial influence is directed. It can be an employee, an organization, business processes, socio-psychological processes and phenomena. The subject of managerial work is a set of things, processes, phenomena with which the subject in the process of work must mentally or practically operate. The means of managerial labor include various

resources that can enhance a person's ability to recognize the features of the object of labor and influence it. The head has financial and information resources, personnel and others. The conditions of managerial work include a system of social, psychological, and sanitary-hygienic characteristics of the activity.

Accordingly, management activity is very specific in its subject. By definition, it involves the impact on other people in order to organize their joint activities. Therefore, its subject is specific objects, which are people, personalities. The specificity of management activity is that its subject, the object of influence are the subjects.

In addition, the leader deals simultaneously with many subjects, between which natural socio-psychological relations develop. The latter constitute an important management factor and are also included in the subject of the manager's activity, giving it additional specificity.

The success of the organization headed by him or a separate structural subdivision largely depends on how competently and fully the manager understands the specifics of his activity.

So, it could be certainly concluded that managerial maturity is the ability of a leader to combine managerial competencies that help develop an organization.

Analyzing the managerial maturity of the leader, one should pay attention to the orientation of the personality. As you know, orientation is understood as a set of stable motives, views of the individual, desires, interests, inclinations, values, ideals, beliefs, worldview. It usually determines the behavior of the individual, attitude towards the world and oneself. Human values and principles will prevail in the orientation of the personality of the effective leader. A high level of managerial responsibility should also be attributed to managerial maturity. Responsibility is the ability to fulfill obligations and follow the rules accepted in society, as well as to be aware of the consequences of one's influence on the world. The leader is responsible for the decisions made. The manager's knowledge in the field of activity or experience also acts as an indicator of managerial maturity. Of course, experience can be gained through mentoring or coaching. The next indicator of managerial maturity is a high level of self-motivation. Self-motivation is the motivation of oneself to perform the necessary tasks, achieve the set goals. In other words, self-motivation allows the leader to maintain his performance at a high level, be in a good mood, and have a positive attitude. One way to motivate yourself is to set goals. The effective leader sets the global goals of the organization, perceives himself as a part of society, and sees his mission in serving people.

Of course, managerial maturity is manifested in the ability to lead, i.e. implies effective leadership. The creation of a complementary team also acts as an indicator of the manager's managerial maturity. Complementary command - i.e., team members are selected in such a way that they complement each other, learn from each other, and develop through effective interaction. The leader, making a decision, is clearly aware of how the decision will affect the team. The last component of managerial maturity, in our opinion, is the ability to find a balance of risks and benefits for people.

Managerial maturity is values, meanings, and social orientation in the activities of the leader. Maturity also implies the ability to take responsibility for one's behavior, the desire to achieve the set goal, as well as education and experience in relation to the specific task that needs to be completed.

What aspects can influence the effectiveness of a leader, as well as what managerial competencies have been identified by modern researchers?

LITERATURE REVIEW

Modern researches have confirmed the relationship between leadership competencies and leader effectiveness. (Kozmiński, 2015). In particular, it was shown [10, p.226] that leaders can have five types of competencies: anticipatory competency i.e. the ability to predict future patterns and market conditions that are important for the organization, such as predicting future trends or customer needs (Kandampully & Duddy, 1999) Mobilization competence i.e. the ability to inspire employees to excel in their work (Hetland, Hetland, Bakker, & Demerouti, 2018). Self-reflection competence: the ability to analyze past experience and draw conclusions from it (George, 2015). Value Creation Competence: The ability to promote the values of a leader in an organization (Gae, 2017). Foresight competence: the ability to create an attractive vision for an organization, communicate that vision to its followers, and enable action to realize the vision (Westley & Mintzberg, 1989).

Modern authors note that there are barriers between leadership competencies and effectiveness. [10, p.226]. These barriers are related to power play, organizational culture, ethics, emotions, employee

motivation, rules and procedures, and access to information. According to these authors, there are certain barriers in management activities, namely cultural, values and norms that are difficult to change, even if they are counterproductive. Emotional, which are usually associated with strong negative emotions and prevent the leader from behaving rationally. Legal barriers appear as a result of organizational formalization describing responsibilities and hierarchy. Ethical, concerning the ethical dilemmas of leaders. Informational, reflecting difficulties in collecting and processing information. Motivational, which reduce the motivation of the leader or his subordinates. Political, resulting from the game for power and office politics. The study proves that managerial competencies can help overcome these barriers. The connection between the competence of anticipation and the effectiveness of the leader is mediated by overcoming ethical and informational barriers. The connection between the mobilization competence and the effectiveness of the leader is mediated by overcoming legal, motivational, and political barriers. Self-reflection can help to deal with emotional barriers (i.e., manage emotional attitudes that inhibit the activities of the leader) and ethical barriers (i.e., be able to apply the moral code of behavior of the leader), and then with the effectiveness of the leader. According to these authors, such incidents happen to managers who regularly analyze their behavior and then take actions in accordance with ethical standards and using their emotional intelligence. [10, p.226].

Through competence in value creation, managers can obtain resources through alliances with employees who share similar values, and this can influence the process of overcoming ethical barriers (i.e., solving organizational problems in making ethical decisions), as well as influence the process of overcoming motivational barriers (i.e., solving the problem of lack of motivation of employees). The secret is to communicate the vision to the team, then discuss that vision with the different levels of employees and stakeholders, and adjust some of the cultural norms to realize the vision.

Such situations arise when a leader is able not only to set ambitious, mobilizing goals, but also to adjust the formal ways to achieve these goals, which are generally understandable and acceptable to employees of various organizational units and other stakeholders. For example, Elon Musk, co-founder and CEO of Tesla, is well known for his ability to mobilize employees. This ability results in continuous improvement in employee performance, elimination of unproductive meetings and procedures, and direct communication with employees at different organizational levels. [10, p.230].

THE DISCUSSION OF THE RESULTS

Confirmation of the importance of such a component of managerial maturity as the ability of a leader to lead and create a complementary team is found in the modern study, which shows how the communication of a startup leader affects the attitudes and behavior of employees. [11]. As you know, the leader plays an important role in internal and external communications. He is the most influential person and is responsible for creating concepts, goals, strategy, and for inspiring and motivating employees. The study has found that the responsiveness, perseverance, and sincerity of a startup leader in communication have a positive effect on employee relations. [11]. The authors believe that persistence and responsiveness are aspects of the manager's social and communicative style. Persistence in communication refers to the ability to initiate, maintain, and terminate conversations depending on their individual goals. Being assertive means that communication is dominant, strong, directive, competitive, and task-oriented. On the contrary, the communicative responsiveness means being sensitive and empathetic towards others. A responsive communicator is described as friendly, compassionate, understanding, adaptive, warm, sincere, and interested in interacting with others. The study also has focalized that a key attribute of effective communication of a leader is its authenticity, i.e., be real, truthful. It consists in representing the true self of the leader and sincerity in interaction and communication with others. Sincerity is manifested in the fact that he openly shares information, revealing his motives and intentions, and also communicates responsibility, that is, understanding the consequences of his behavior. [11]

Based on the theory of social exchange, it becomes clear that if the leader is caring and sensitive to employees, then they are more likely to reciprocate, a higher level of trust, satisfaction and commitment in the relationship. In addition, it will help reduce the stress that employees may feel facing with uncertainty and problems.

Thus, the analysis of this study has shown that a startup leader should communicate with employees in a friendly, compassionate, empathetic, understanding, and sincere manner, as well as demonstrate his willingness to listen and sincere concern for the well-being of employees, which can help startup employees

cope with stress and difficulties in everyday life. On the other hand, startup leaders must be able to stand up for themselves, when necessary, be assertive, competitive, give clear instructions or orders, demonstrate competence, act, and be task-oriented in matters such as results, performance, or problem solving. [11].

In the modern study the made analyses of the importance of such a component of managerial maturity as the orientation of the individual has shown how the individual characteristics of top managers shape their decisions and behavior, influencing on how they seek, perceive, and interpret information. [12]. This study has analyzed four areas of leadership activity, namely human resource leadership, ethical leadership, strategic leadership, and corporate governance. Scholars have identified three ways in which a leader influences human resource management. [12]. First, the personality of top management influences the attitudes, behavior, and performance of subordinates. In particular, it has been noted that the dark triad of leader traits (narcissism, Machiavellianism, and psychopathy) reduce their respect for others and increase their self-centeredness. These traits over time harm the relationship of managers with subordinates, increase stress and negative influence, reduce cooperation, and often lead to destructive leadership of their subordinates. [12].

Narcissistic leaders trust their judgment more, ask less for information from others, and discourage others from offering such information. At the same time, the manager's narcissism increases the speed of decision-making, but reduces the likelihood of considering alternatives. Although, the modesty of the leader promotes self-management and leads to cooperation between the leader and subordinates, and, accordingly, to the organizational climate that empowers subordinates and increases their involvement, emotional commitment and productivity.

Secondly, the personal qualities of the leader influence how organizations are recruited, retained, and rewarded. For example, psychopathic and narcissistic bosses prefer to dominate their subordinates.

Thirdly, leadership styles are shaped by the personalities of leaders. Narcissistic leaders are known to reward loyalty more than merit, identify less with their organizations, and exhibit less servant leadership (for example, giving priority to others).

The personality of the leader also affects the ethical aspects of leadership, namely the company's compliance with legal norms and corporate social responsibility. In particular, narcissistic executives may care less about the consequences of illegal behavior and often have an unhealthy obsession with portraying themselves in a favorable light, which can increase their temptation to manipulate income.

The personality of the manager influences the firm's strategy by influencing their propensity to act self-interestedly. Narcissistic leaders often believe that their own identity is critical to the organization, may be unable to distinguish the firm's interests from their own, and may choose firm strategies that are more selfishly. For example, they are more likely to choose firm strategies that enhance their personal prestige, even if those strategies do not provide financial gain, and they are more likely to prioritize their own interests over the interests of shareholders. As a result, narcissistic top managers are likely to be more inclined to act opportunistically, pursuing their own personal interests with little concern for others. [12].

Strategic actions are firm behaviors that are usually complex, costly, risky, and difficult to reverse.

Perhaps, for the same reasons, the personality of the manager affects the propensity of the organization to strategic change. Self-confident leaders are more rigid and less likely to initiate change, especially if they are already successful. [12].

Managerial maturity of the leader is also determined by work experience. The analysis of modern researches has shown that experience is a powerful factor in the development of an effective leader. [13] Leadership development is a dynamic and ongoing process that can take place throughout life. Researchers believe that at each age stage there are unique opportunities for the development of leadership qualities. There are six stages during the lifetime. The stage of inception in preschool age, the externally dependent stage in childhood (from 6 to 12 years old), the experimental research stage in adolescence (from 12 to 18 years old), the stage of self-orientation and opportunities in the development of adult life (from 18 to 30 years old), the stage of purposefulness in adult life (from 30 to 60 years), the stage of creating a legacy (over 60 years). Each stage makes a certain contribution to the development of leadership. [13].

CONCLUSION

Overall, the analysis of the work done has demonstrated that the literature does not provide a clear definition of the managerial maturity of a leader, but there is a specific understanding of the concepts of

personal and social maturity of the leader's personality. In our opinion, the psychological factors that could evaluate the managerial maturity of a leader include managerial competencies (anticipating, mobilizing, self-reflection, creating values, foreseeing the future), that make up the field of leadership from the PMI talent triangle (initiative of action and active offer of help, self-responsibility and commitment, guidance to improve the quality of work, providing leadership and influencing others to achieve goals, responsibility and decision-making). Psychological factors influencing managerial maturity can also include components of personality orientation (sustainable motives, universal values and principles, desires, interests, worldview), a high level of responsibility of the manager, knowledge and experience of the manager in the field of activity, a high level of self-motivation, the creation of complementary teams, the ability to find a balance of risks and benefits for people.

Moreover, on the results of this study it was concluded that it is necessary to conduct further research making an empirical study to identify and analyze the components of managerial maturity among the leaders of small and medium-sized businesses. To do this, it is necessary to develop a questionnaire aimed at identifying the components of managerial maturity, as well as develop an educational program where presented knowledge would help a leader to develop his organization.

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