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organism during killing, and this is exactly when meat becomes harmless and clean. In order to improve further animal productivity and receive high-quality meat, favorable emotional environment is required.

For the following stage of our work we foresee determination of cortisol in meat and animal fat using enzyme immunoassay methods and near IR spectrophotometer method.

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FORMATION AND DEVELOPMENT OF MANAGERIAL LEADERSHIP SKILLS

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Leadership is the most important ability to inspire confidence among the people to achieve goals. The difference between leadership and management has been stated as follows: management is focused on how the problem can be solved; leadership is focused on the way the problem solved enthusiastically. Maintaining humility and acknowledging own mistakes in order to remain humane and understand needs and requirements of people; managers possessing leadership skills run confidently and effectively.

The modern period has formed hard requirements for intelligent, strong-willed and professional qualities of a leader. It is necessary to create conditions to identify, support and promote such managers. Effective and competent leadership is closely related with experience, but most importantly leader has to possess natural predisposition or develop skills to listen and hear, adapt to situations, getting the greatest possible result, to use his or her authority in the relevant case [1].

Effective leadership involves a comprehensive self-examination. The real leaders constantly ask themselves such as: What am I good at? What are my strengths? What do I need as a leader? To be better what I have to do?

It is recognized that leadership abilities and skills can be learned. We also know that leaders are not immediately apparent. This is usually preceded by a career in an organization or organizations where these skills have been developed. In leading business schools there are programs to develop leadership qualities of people who are going to become a leader. In this case, the fundamental is that leadership is not only a set of skills, but qualities of character and temper, such as, for example, taking a risk and responsibility. The strength of leadership influence is directly proportional to the degree of amenability of followers.

For a long time two points of view on the leadership abilities compete with each other. The first one states that a leader must be born, and it is impossible to cultivate leadership skills. The second one says that leadership skills can be developed, but this requires certain psychological basics, such as acute attention, good memory, and tendency to productive

thinking.

These two points of view have own supporters and opponents. However, despite certain specific qualities of leader behavior, we believe that a contemporary person can develop his or her leadership skills in case of strong motivation. First of all it is necessary to learn how to communicate with people.

Open communication is key skill of interacting with new generations of workers. Communication is one of the most powerful tools of a leader. One of the best ways to make personnel work in unison is to increase the quality and quantity of communication between managers and their subordinates. The greater diversity of employees has to cause more communication with them to make sure that you know issues and concerns each one of them. This is true when it comes to younger generations of workers [1].

In the book «The Leadership Pill: The Missing Ingredient in Motivating People Today» Ken Blanchard and co-author Mark Muchnik study research, which was conducted with participation of employees from the generation «Y», Millennial generation, that is, people born in the 80th and 90th years of the last century. According to their forecasts, this age group will take a dominant position in the labor market like the generation of "Baby Boomers" and will play an important role in changing dynamics of a workplace. This generation has distinguished three things that they would like to get from a leader [1].

First, they want a higher level of competence. Reaction to the inconsistencies and errors distinguishes it generation from other ones. In the past, if leaders showed inconsistencies or mistakes, the staff would just gossip each other, but no one would have dared to say to a leader directly. Today, younger generation of workers is more prone to confrontation. People have become to express their own opinion that is why a higher level of competence is so important.

Second, a new generation wants partnership relations. It does not mean that they all want to become managers or equal status in the organizational structure of the company. They want to be seen as partners. One of the things that young workers cannot stand is the language of the past, often used in organizations: words such as "superior" and "subordinate" or "head of department" are opposed to "hired employee". Employees of a new generation want to be seen as partners and valued for what they bring to a company.

Finally, a new generation of workers wants recognition. And the thing that separates them from previous generations is their desire for recognition as a person. The representative of the generation "Y" wants the manager to understand him and know his problems that he faces at work and in their free time. He does not like when people are divided into different categories. Therefore, the value of communication increases. Leaders must constantly communicate with employees to make them feel that they are cared, and understood and supported in response to their contribution to the work [1].

Today it is required a higher degree of involvement of all stakeholders, but that does not mean that leaders should not interfere for the sake of consensus and ensure that all team members are heard. The essence of leadership is changing. It is impossible to use the old ways to meet challenges of the future.

After analyzing kinds of activities of those organizations that meets criteria for long-term success, Noel M. Tichy in his book «The Leadership Engine» has come to the following conclusions:

- There are leaders at all levels in the winning organizations;
- High level leaders have to bring up first-line leaders in order to provide effective leadership at all levels of the organization;
- To educate new leaders, we should know the so-called "teachable point of view" technique;
- Current leaders must possess the method of education of new leaders [2].

Tichy offered his conclusions. Each concept was precisely formulated. Thus, he suggested specific techniques and methods to develop appropriate leadership skills. According to Tichy the "teachable point of view" is a system of three interrelated elements: business idea,

values and emotional energy (determination). The author repeatedly emphasizes that elements of the "teachable point of view" must be coordinated. Thus, the value of the underlying corporate culture should be consistent with business ideas; otherwise emotional energy of a leader would be wasted creating an ambivalent state.

The leadership point of view is influenced by an environment. We learn about leadership from our experienced communications with teachers, coaches, parents, former superiors.

It must be kept in mind that core values which define behavior of leaders, as well as compatibility of their actions to tasks. Finally, leaders need to consider how fundamental beliefs and values affect their predictions and opinions about managers and what they can expect from them, how they plan to set an example.

The leadership point of view allows people to convey their thoughts to others. And once that happens, the leader consider that

- People will try to accomplish tasks that are important for them and for their organization.

- People will keep in mind what a leader says.

- People believe and trust in their leader.

- People do their best.

- People will stay and go up with the leader and the organization [1].

Noting benefits of leadership in an organization, Macgregor considered it as the best form of organizational power. If a manager-leader is focused on achieving his or her goals, the subordinate perceives these goals as his or her personal. In this case the leader is not seen as an individual, yet as a carrier of goals. While the leader demonstrates aspiration to goals, subordinate does the same. In the case of the leader's weakening orientation at goals, the subordinate stops identify him or her with the leader; hence the leader ceases to be a one.

In order to increase loyalty of employees to the maximum, leaders should turn their subordinates in business - partners, while balancing its authority. The partnership starts from open culture, in which there is a free exchange of information. In fact, this practice also stimulates creativity. This policy provides staff with information and creates the preconditions for generation of thousands of great ideas, new ways of solving problems and also improves performance [1].

Exchange of information concerning particular situations helps to solve two problems. First, it helps to eliminate fear, because executives, staff and clients have access to the same information. In addition, exchange of information helps to build trust and honest relationship and denies existence of hidden intentions. Second, it helps to create a personal interest and participation. As soon as all get an idea of the situation, people try to be involved in improvement of the organization and its activities.

In his book «Good to Great» Jim Collins says that great leaders, even in the most difficult time, focus their attention on people and results of operations. Often, in difficult situations leaders tend to forget about people. They begin to think more about outcomes and forget about such important element of success as a balance between people and results [3].

According to the theory of systems the person who is a decision-maker should not be driven under current trends, considering them as irreversible and irreplaceable, adapting his solutions, but act as a leader influencing acting forces. His or her decision seeks to eliminate adverse effects of current trends, offering solutions that will help to avoid this.

In addition to the institutional stereotypes of leadership there are national ones. For example, Eastern and Asian cultures with large "power distance" provide a leader with the following qualities: directive behavior, authoritarianism, widespread use of manipulations. Leaders of Western Europe and Scandinavia countries are interested to involve their subordinates into managerial processes where national cultures direct people to small "power distance". Collective approach is typical for leaders in countries of the Mediterranean and South-East Asia, where national cultures support spirit of true and not imposed collectivism.

Integration to international space changes order of interaction between leaders and their

employees, and leaders are forced to follow it or do not think of efficiency of the company. Yet generating open communication, participative culture and leadership point of view leaders can create a balanced and supportive workplace that encourages people to perform well. Leadership must encourage innovative behavior of employees, ensure the birth and use of new knowledge at all levels of any organization.

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