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Issue Article

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ON THE IMPORTANCE OF EFFECTIVE PRODUCTION QUALITY MANAGEMENT FOR THE MANUFACTURE OF DEMANDED PRODUCTS

***Abstract**: In the article, the authors analyzed the state of the market in the regions of the Southern Federal District and the North Caucasus Federal District, confirmed the presence of a significant shortage of shoes, which justifies the expediency of forming enterprises and consumers in these regions. At the same time, we were able to form the entire product range that would satisfy the needs of consumers in these regions, with the rationale that it will be in demand and competitive through the formation of innovative technological processes using a quality management system to ensure quality management, forming its advantages over other manufacturers and ensuring the realization of consumer preferences. In addition, by forming preferences among consumers in these regions, business leaders significantly improve the socio-economic situation in these regions.*

***Key words**: enterprises, consumers, regions, assortment, assortment policy, competence, preference, production management, product quality, demand, competitiveness, stable financial position, stable TEP, demand, profit, innovation, quality, means.*

***Language**: English*

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Introduction

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The dynamics of the market development in the last decades of the last century and at the beginning of the third millennium invariably shows the growing interest of consumer demand in the quality of goods. With all the economic, social and political costs, humanity is getting richer, and wealth is distributed unevenly. Finances, as before, are concentrated in certain regions, however, just like the premieres of modern production. Analysts predict the course for the quality of goods confidently and everywhere. The consumer has realized the need to pay for the advantage of quality services and products. The line is behind the manufacturer, who must close the mind "greed" and "mortal sin" in order to burn greed. The most prominent economists unambiguously declare that the improvement in the quality of goods is not connected causally with an increase in prices.

The prospects for the development of shoe enterprises in the Southern Federal District and the North Caucasus Federal District considered in the monograph are based on real, achievable goals, assuming that federal, regional and municipal branches of government, together with manufacturers and trading firms, on the basis of a careful weighing of their capabilities, are able to bring the shoe industry out of a critical state.

The analysis of the effectiveness of flexible technological processes and their relationship with various forms of organization of production in the conditions of modern market relations has been carried out. The requirements for competitive production, which must be implemented, are defined, namely:

- reduction of production preparation time;
- shortening the life cycle of products;
- increasing the scientific and technical level of production, the implementation of which is possible precisely on the basis of flexible technological processes for the production of shoes.

The structure of the assortment of shoes of manufacturing companies in the region by types, materials, season of wear, price levels was studied in order to analyze the market situation. Identified those types of shoes that are in high demand. Their aesthetic and constructive characteristics are formed.

Elements of an expert system for the operational management of a multi-assortment issue have been developed. The calculation of the optimal structure of the range of shoes produced and the total cost of production of the entire range of models are made.

The analysis was carried out and the influence of the forms of organization of production and manufacturing technology on the cost of footwear was determined using the example of the technological process of manufacturing children's, men's and women's shoes, taking into account the shift program. Theoretical dependencies are obtained to assess the influence of the factor "organization of production" on individual costing items in general and other technical and economic indicators.

Recommendations are given on varying the specific weight of the costs of costing items for the manufacture of a large assortment of output to predict the cost and sales volumes of products, taking into account the demand for shoes in each region of the Southern Federal District and the North Caucasus Federal District.

Functional and simulation models of business processes for the production of leather goods have been developed, a formal description of the organization of the current technological process and initial data for evaluating the effectiveness of technological processes for the manufacture of various types of footwear, taking into account the existing demand for it, have been obtained. A technique for multi-criteria evaluation of the effectiveness of innovative technological processes for the production of leather goods based on the application of the target programming methodology has been developed.

Software has been developed for the formation of the technological process of assembling shoes and determining the cost of producing an assortment of shoes. A computer simulation model has been implemented that describes the dynamics of the shoe assembly process. The proposed methodology and the software implemented on this basis make it possible to reduce the duration of technological preparation of production and increase, thanks to the rationalization of the technological process, the specific consumer effect, which today, and even more so tomorrow, is the main determining factor.

The complex indicators of the effectiveness of innovativetechnological processes for the manufacture of shoes. Taking into account the production program, promising options for technology and equipment were formed, the most effective one was selected, the possibilities for streamlining the flow were identified, which made it possible to eliminate bottlenecks, minimize equipment downtime, which is one of the conditions for designing flexible technological processes, but the production of shoes with a demanded price niche.

The economic effect of the results of scientific research is determined, which are estimated in terms of increasing labor productivity, the level of mechanization of production, lowering the indicators of work in progress and production costs. An accessible tool for shoe production technologists to improve the design of technological processes is proposed, which allows the enterprise to form a competitive assortment and predict the maximum income from the production of shoes for the regions of the Southern Federal District and the North Caucasus Federal District.

The authors support the idea of creating TOPs in the Southern Federal District and the North Caucasus Federal District, which would deal with the entire cycle of ensuring the production of footwear from accessories to finished footwear and related products. This will improve quality control, reduce costs, increase profits, vary the price niche, providing domestic products with competitiveness and sustainable demand, and social protection for residents of the regions of the Southern Federal District and the North Caucasus Federal District.

Despite the fact that the demand situation for shoes in the 2022 market has deteriorated sharply due to the global economic crisis, shoe manufacturers and trading companies have every reason to be cautiously optimistic, but not pessimistic. And there are the following reasons for this:

- all manufacturers of domestic footwear see an opportunity not only to remain on the market, but also to expand their share by reducing the cost of the range, reducing their own costs, increasing the number of retail outlets, including by expanding the geography of their location in the regions of the Southern Federal District and the North Caucasus Federal District and beyond outside of it;

- implementation of structural reorganizations of its sales market. This applies not only to the ratio of imports and the production of domestic footwear, but also to a decrease in the commodity balances of past periods;

- and most importantly, there is not only a visual revival in the production of components, but also in the sector of Russian manufacturers themselves, there is also an increase in shoe production against the backdrop of business activity of both manufacturers and trading companies trying to find a common language, points of convergence in order to increase the brand on domestic products.

But at the same time, key problems must be solved:

- Firstly, there must be an effective fight against illegal imports, because and today over 40% of our market is occupied by counterfeit products;

- secondly, it is necessary to implement several large investment projects, modernize shoe enterprises using the most modern technologies, which will significantly improve the quality of shoes and thereby gradually regain the lost authority of domestic goods, both in the eyes of our consumers and abroad. The implementation of all these measures is reflected in the draft strategy for the light industry for the period up to 2025.

When developing the Strategy, the national interests of Russia were taken into account (improving the level and quality of life of the population, the health of the nation, the strategic and economic security of the state), proposals from the constituent entities of the Russian Federation, public organizations and associations on the necessary measures to support the industry in the priorities of its development.

The Strategy is based on the transition of light industry to an innovative development model. Particular attention is paid to the issues of protecting the domestic market from shadow trade, technical re-equipment and modernization of production, import substitution and export. Today, the light industry of the Russian Federation is the most important diversified and innovation-priority sector of the economy.

The contribution of light industry to the industrial production of Russia today is about 1% (in 1991 this figure was 11.9% and corresponded to the level of developed countries such as the USA, Germany and Italy, and which for many years have kept this figure at the level 8-12%), in the volume of exports - 1.3% Currently, 14 thousand large and small enterprises located in 72 regions of the country operate in the light industry. About 70% of enterprises are city-forming. The average number of industrial and production personnel employed in the industry is 462.8 thousand people, 75% of which are women. The scientific support of the industry is carried out by 15 research and design institutes, many of whose developments correspond to and even exceed the world level.

The main territories for the location of enterprises that determine the industrial and economic policy of the industry are the Central (55 enterprises), Volga (30), Southern (12) and North Caucasian (5) federal districts, which have the largest share in the total volume of manufactured products and are the most socially important. The results of the industry for 2022 showed that it is able to increase production volumes in sub-sectors directly oriented to the market during the crisis. It should be noted that in the context of the crisis, the range of goods supplied to Russia is sharply narrowed. This gives the domestic light industry strategic opportunities to occupy the vacant niches and strengthen its position in the market.

In 2022, the turnover of retail trade in light industry products amounted to 2.26 trillion. rub., its share in the retail trade turnover of the country is 14.9%, and in the retail trade turnover of non-food products - 26.8%.

In terms of consumption, light industry products are second only to food products, far ahead of the consumer electronics markets, cars and other goods. Taking into account macroeconomic indicators and development trends, the market for light industry goods by 2035 may amount to more than 3.3 trillion rubles.

The existing preferences and problems being solved to some extent at the federal and regional levels are still insufficient to eliminate the influence of negative factors on the development of the industry and turn it into a competitive and self-developing sector of the economy, and for domestic producers to strengthen their positions in the domestic market and compete on equal terms in world market not only with manufacturers in China, Turkey, India and a number of other developing countries, but also with the EU countries and the USA.

The situation in the industry was further exacerbated by the global financial crisis. In a crisis, even those enterprises that have achieved positive results in innovative development in recent years, paying significant attention to the modernization of production, are already forced and will be forced in the coming years to reduce production volumes and abandon long-term investments. This is due to the difficulties that have arisen associated with attracting bank loans (the share of borrowed funds in working capital in recent years has reached 40%), on the one hand, an increase in the volume of official imports, counterfeit and contraband products, a drop in demand and a slowdown in the sale of many types of consumer and industrial goods. -technical purpose, reduction of workers and specialists - on the other.

The current situation can be changed only by developing and implementing anti-crisis measures and measures aimed at boosting the light industry economy, giving it new impetus in innovative, social and regional development, in increasing competitiveness and production efficiency at a new technical and technological level. Today, the industry provides only a quarter of the effective demand of the population with its products, and the country's mobilization needs are only 17–36%, which contradicts the law on state security, according to which the share of domestic products in the volume of strategic products should be at least 51%. Therefore, today the light industry faces new challenges and tasks, the solution of which requires new approaches not only for the short term, but also for the long term.

The goals and objectives of the Strategy are consistent with the state policy in the field of innovative and socio-economic development of Russia in the medium and long term. The implementation of the Strategy will enable Russia's light industry to become an industrially developed industry that will provide jobs for many thousands of people, improve the well-being of workers, and strengthen the strategic and economic security of the country. The main result of the Strategy is the transition of light industry to a qualitatively new model of innovative, economic and social development, which is based on a new technological and scientific base, new methods of production management, the relationship between science, production and business. This is to ensure effective matching of production volumes.

Based on the conducted research, we have identified the following results:

- the concept of assortment policy was formulated to ensure the sustainable operation of shoe enterprises in the regions of the Southern Federal District and the North Caucasus Federal District in a competitive environment of unstable demand;

- the optimal structure of the assortment of footwear was determined based on taking into account the profitability ratio and the cost of producing specific models using the linear programming method for its competitiveness and demand in markets with unstable demand;

- set out a multi-criteria evaluation of efficiency when choosing innovative technological processes for the production of shoes using simulation models;

- an algorithm for the economic evaluation of innovative technological processes for the production of competitive and popular footwear in markets with unstable demand is given;

- modern innovative technological processes based on progressive technologies, implemented through the use of universal and multifunctional technological equipment, are indicated;

- the software for the formation of the technological process of assembling shoes and determining the specific reduced costs, which is the sum of current costs (cost) and capital investments, measured using the standard efficiency factor, taking into account the production program, is presented;

- the main directions of the formation and development of a strategy for increasing the competitiveness and demand for footwear manufactured by enterprises in the regions of the Southern Federal District and the North Caucasus Federal District on the basis of innovative technological processes for markets with unstable demand were determined;

- an expert system for managing a large assortment of footwear at enterprises is shown, allowing them to determine the total number of footwear produced in the market of prevailing prices and demand; an assessment of the costs for the release of the assortment was made on the basis of taking into account the profitability ratio and the costs of producing specific models, taking into account their demand in the sales markets;

- the calculation of a complex indicator of the effectiveness of innovative technological processes for the production of shoes is proposed;

- the structure of the technological process for the production of the entire range of footwear was formed, taking into account the demand of consumers in the regions of the Southern Federal District and the North Caucasus Federal District;

- analyzed a software product that allows you to create a technological process for the production of shoes and determine the costs of its manufacture, taking into account the production program for the newly formed shoe industries in the regions of the Southern Federal District and the North Caucasus Federal District in order to meet the existing demand for shoes.

Economic efficiency from the introduction of innovative technological processes at the enterprise for the production of shoes will amount to 2068637.6 thousand rubles. in year.

Thus, the heads of enterprises have a weighty argument for the municipal and regional branches of government about the advisability of forming such a cluster within the regions of the Southern Federal District and the North Caucasus Federal District, in order to implement the developments of the authors, ensure their way out of the crisis, significantly improve their socio-economic situation by creating new workers. places, including through the creation of new production facilities for the manufacture of domestic components, filling municipal and regional formations with budgetary funds, which are so necessary to provide residents of these regions with decent living conditions.

All interstate unions must be considered solely in the national interests, otherwise you will lose. An economic agreement is an international condition that you can really try to use for your own promotion, both at the level of a company and an industry. However, it should be understood that if you fail to benefit from the terms of the contract, you will receive it from your competitors, who turned out to be smarter. A compromise option is not excluded, when the profit is mutual and temporarily divided in proportion to participation. The main thing to know is that an agreement in any form leaves competitors competitors, it gives competition a civilized look, limiting arbitrary actions. Production speaks for the leaders of the PRC. In 2022, the Chinese sewed about 14 billion pairs of shoes - 2 pairs for every inhabitant of the Earth. Chinese leaders, therefore, in meetings, when signing protocols, are laconic. Ours has a harder time - in the absence of similar indicators, they are expected to give assurances of friendship and mutual assistance. Good, neighborly, mutually beneficial relations are the only real reality of the progressive movement. Everything else is virtual reality. Light industry enterprises in such a situation are somewhat easier to act:

The state is obliged to make a change in the decline in the prestige of professions related to the light industry, to create an attraction for those who decide to devote themselves to this interesting business. The owners are looking for reserves to raise wages, to make it clear to large retail chains the importance of acquiring and distributing goods made in Russia, of course, taking into account their proper quality;

- to place first of all orders for production from those "who have already got on their feet and know how to sew." They have proven their worth;
- assist companies in obtaining European certification of materials, otherwise foreign firms will not be interested in them, and the goods produced by us will not get to the West;
- actively support companies with collective stands at international exhibitions;
- provide such enterprises with subsidies on loans for the purchase of raw materials and materials. The share of these loans in total lending should be from 50 to 85%;
- exempt modern imported equipment from import duties and VAT. The equipment used in sewing shops is 90% imported;
- implement preferential leasing.

Basically, this is due to structural imbalances in the light industry - a mismatch at the moment in the scale and capabilities of the industry to qualitatively satisfy the growing demand for products, stop the critical drop in the share of domestic goods in the domestic market and prevent the threat of loss of national security of the country.

The reasons for the first group of problems - the technical and technological backwardness of light industry from foreign countries are:

– low potential of equipment installed in the industry, most of which is morally and physically obsolete. The share of equipment in the machine park of the industry (according to Rosstat) operated up to 5 years was only 1.2% at the beginning of 2023, 6-10 years already 39.6%, 11-20 years more than 45.4%, and more than 20 years - 13.8%.

Worn-out and obsolete equipment is not only unable to produce a modern range of high-quality products, but also creates unsatisfactory working conditions, leading to increased industrial injuries. As a result of this factor, the specific labor intensity of production in the industry is 3-5 times higher than abroad;

- lack of modern technological repartitions and automated production management systems;
- lower, in comparison with the world's accepted standards, the pace of technological renewal. The equipment renewal ratio at Russian enterprises is 1–2% per year and is carried out at the expense of credit and own funds, at foreign firms this figure is 16–19%, which is largely due to investment support from their states interested in the development of light industry. The low level of equipment renewal leads to a reduction in production capacity (due to a significant excess of the withdrawal of obsolete and physically worn out equipment over the commissioning of new equipment).

As a result of the impact of these causes, there ishigh dependence of textile enterprises on the quality of raw materials, dyes and textile auxiliaries (TVA) and, as a result,high production costs due to the high cost of raw materials, dyes, fuel and accessories (a large share of which are imported from abroad), and high energy costs, the prices of which are growing unreasonably at an ultra-fast pace; and weak competitiveness in the domestic and European markets of Russian goods in comparison with imported ones, both in terms of quality, design and price, and in terms of assortment, which is the main obstacle to the successful competition of domestic producers with foreign ones.

The second group of problems is the low level of innovation and investment activity.

The low level of assimilation in industry of the positive results of scientific developments and innovations (less than 1 percent of enterprises) - this negatively affects technological modernization, expanding the range of products (both civil and strategic) and quality, the ability to give it new functional and consumer properties, using modern technologies, including nanotechnologies.

Without taking effective measures to improve the current situation in the industry, its condition can reach a critical level.The task of increasing competitiveness is especially urgent for shoe enterprises, which, due to external factors (increased competition due to globalization, the global financial crisis) and internal (inefficient management), have lost their competitive positions in the domestic and foreign markets. In response to negative processes in the external environment, the processes of regionalization and the creation of various network structures are intensifying, one of which is the union of commodity producers and the state.

Reliability and universality are signs of the quality of knowledge. Reliability allows you to minimize risks, universality relieves stress from the search for new solutions to the problem - "they don't look for good from good." You have to pay for quality. The fee is generally considered to be financially dependent, but this does not always appear directly. In the history of civilization, there are two outstanding achievements at the level of revolutions that clearly have not received equivalent evaluation, namely:

– discovery of the price of knowledge, comparable to the price of things for a person, “knowledge is power”;

It is unlikely that anyone from those who were initiated into the state of the domestic light industry expected different results. The transition to independent regulation of technical characteristics is really possible within the boundaries of objective quality parameters only if there are two conditions:

– development of modern production technologies;

– the established high professional culture, the system-forming factor of which is the personal responsibility of performers at all levels.

The manufacturer is currently not interested in producing a quality product, the costs are high, the cost of products will increase, the real price will be significantly increased by the intermediary and the seller. As a result, the market for such a product will not “digest” and the manufacturer will be struck by the deadly disease No. 1 according to E. Deming. On a limited scale, obviously scanty for Russia, quality things are guaranteed to be made, manufactured, but this practice has nothing to do with the situation in production, it is exclusive.

“Quality” is a philosophical category that, together with “quantity”, forms a dialectical pair, that is, they are interdependent. In one of our publications, we identified three fundamental features of "quality":

- "quality" is a system of defining properties of a phenomenon;
- in the definition of "quality" quantity is always implied in one of its manifestations - wholeness, intensity;
- reflecting the subject diversity of the world, the quality reproduces in itself the objectivity of the difference of phenomena, it is structured.

"Quality management" is a concept of political economy, it allows for the variability of development, but within the limits of the objectivity of quality characteristics. Manipulation of quality is a definition of quality attributes free from actual characteristics in general, - theoretical and particular, - practical scales. In economic theory, until the 1950s, there was no specific procedure for estimating quality costs. The "traditional approach to determining the "optimal" cost of quality" dominated. 100% compliance of the product with the specifications was considered unattainable, so the price of quality was put into the after-purchase perspective. It was believed that the cost of the consumer for the operation of the goods is inversely proportional to the quality of the goods. They decrease as the quality of the goods, tending to zero. The concept of “optimum quality level” has appeared. It corresponded to the minimum cost of quality for the supplier and the consumer. The total costs were defined as the sum of the costs of the producer and the consumer.

It is not enough to be able to produce a quality product. It should be in demand by the mass buyer, and such an alignment is already a socio-economic policy. Everyone wants to have quality products and always. Only - this is an abstract desire. It exists like a dream, a fairy tale. Only as abstract desires acquire the status of concreteness of real possibilities will favorable conditions arise for the priority of “good taste”, and the buyer will look for a quality product, and not look with envy into the basket of a rich but obvious minority. There are also Higgs fields in the producer-buyer relationship. In nature, passing through them, particles are endowed with mass and turn from energy particles into "real" particles. In the goods market, the product passes through the fields of sellers of various ranks and acquires an unrealistic price, which is advertised as genuine, corresponding to the quality. Until the domestic market is brought to a normal market state, which will have to wait a very long time, there will be no interest in the production of a quality product. It is quite acceptable to believe that among Russian manufacturers there are many honest entrepreneurs who have a sincere desire to feed, clothe and put on their fellow citizens in the best possible way. Who will let them do it. The market rejects them as "violators of the convention." Legislators will pass laws in accordance with the procedure and cost of lobbying - it exists legally; officials will make their comments through recommendations, instructions, etc. there will be no interest in the production of a quality product. It is quite acceptable to believe that among Russian manufacturers there are many honest entrepreneurs who have a sincere desire to feed, clothe and put on their fellow citizens in the best possible way. Who will let them do it. The market rejects them as "violators of the convention." Legislators will pass laws in accordance with the procedure and cost of lobbying - it exists legally; officials will make their comments through recommendations, instructions, etc. there will be no interest in the production of a quality product. It is quite acceptable to believe that among Russian manufacturers there are many honest entrepreneurs who have a sincere desire to feed, clothe and put on their fellow citizens in the best possible way. Who will let them do it. The market rejects them as "violators of the convention." Legislators will pass laws in accordance with the procedure and cost of lobbying - it exists legally; officials will make their comments through recommendations, instructions, etc. Legislators will pass laws in accordance with the procedure and cost of lobbying - it exists legally; officials will make their comments through recommendations, instructions, etc. Legislators will pass laws in accordance with the procedure and cost of lobbying - it exists legally; officials will make their comments through recommendations, instructions, etc.

Of course, there is a certain niche in our market, it is used by the most respectable part of the middle class. The niche is insignificant due to the skinny social stratum and its instability in the context of the volatility of economic development. Nevertheless, this sector exists, and under its requests, manufacturers of quality products, for example, sausages at 1,500 rubles per kilogram, shoes for 5,000 or more, suits from 15,000, also exist. But what does this market exclusivity have to do with the characterization of our economy as a whole? Unless, it serves as an exception to the rule, which only confirms them. The problem of the status of a manufacturer of quality goods - a national scale and the potential of individual, relatively prosperous countries, relates to it like the fate of passengers escaping in a boat after what a storm did to their big ship.

The main reasons for the absence of a civilized consumer goods market are:

- poor development of market infrastructure, interregional and intersectoral commodity distribution network and commercial relations with countries near and far abroad;
- imperfection of legislation in the field of production, export and import of Russian products. Given the complex and multifaceted nature of the problems of this group, cardinal measures are needed to solve them, including state support, as is done in foreign countries. For example, the recognition by the governments of China, Turkey and some other countries of light industry as a strategic industry allowed them to quickly turn outdated industries into modern ones and promote the powerful development of raw materials, chemical and machine-building complexes in these countries.

To reduce counterfeit products, the government of the Russian Federation has provided for an increase in liability from January 1, 2022 for false chipping of fur and light industry products in order to protect the consumer from products that are not of good quality and do not comply with regulatory documents, government leaders, together with manufacturers, hope that these measures have been introduced significantly reduce counterfeit products and allow consumers to buy high-quality products. It is possible to change the current situation and revive the light industry, and this was confirmed by the experts - respondents, showing unanimity, according to the main criteria for assessing the competitiveness of light industry enterprises, the list of which, approved at the end of the meeting, is given below:

It is possible to change the current situation only by developing and implementinganti-crisis measures aimed at enhancing innovation activity, increasing the efficiency of production at a new technical and technological level and creating favorable conditions that ensure a stable growth over the years in the production of competitive goods. It is encouraging that all expert respondents are unanimous in assessing the role of assortment policy and the need to use effective innovative technological solutions to guarantee manufacturers the manufacture of such products that would be in demand by consumers in the regions of the Southern Federal District and the North Caucasus Federal District and would provide them with effective technical and economic performance indicators. their activities, and products - its demand not only in the domestic, but most importantly, in foreign markets. The fact was again confirmed that there is every reason to trust the results of a priori ranking, and the software developed by the authors for assessing the competence of survey participants - a long life. This use of software is especially justified in assessing the competence of expert respondents invited by customs committees to work in customs commissions.

I would like to warn the customs committees about the haste in making decisions about the competence of experts if they do not have an objective testimonial received from highly qualified specialists. All this presupposes a correct attitude not only to one's duties, but also to the invited specialists, creating a trusting atmosphere and interest in obtaining positive results of the examination. If we sum up the effectiveness of the software for assessing the competence of the respondents participating in the survey, then the researcher has a tool for selecting those respondents whose opinion has a high degree of confidence, confirmed by the value of the concordance coefficient (W), which tends to unity.

The external environment of the enterprise, the state of interaction with which is determined mainly by the quality of its management, can be represented as two areas, namely:

The first area is the general external environment of the enterprise. This external environment reflects the state of society, its economy, natural environment and is not directly related to a specific enterprise. The general external environment is more or less the same for the vast majority of businesses;

the second area is the so-called direct business environment of the enterprise. This environment is formed by such subjects of the environment that are directly related to or directly affect the activities of this particular enterprise. At the same time, it is important to emphasize that the enterprise, in turn, can directly influence them.

Let's keep in mind: a task is a goal in specific conditions. A task (task) is a prescribed job, a series of jobs, or a piece of work that must be completed in a predetermined manner within a predetermined time frame. Tasks are assigned to the position, not to the employee. Views on management developed as social relations developed, production technology improved, new means of communication and information processing appeared. However, management thought has always marked the milestones from which broad transformations into management practice took place. Undoubtedly, one of the most prominent theorists of our time in the field of a systematic view of management should be considered Peter Drucker. The center of P. Drucker's ideas about management is a systematized doctrine of management as a professional activity and a manager as a profession. This made it possible to organize the study of management in educational institutions and open the training of managers.

One of Drucker's most famous theoretical propositions is his concept of management by objectives. P. Drucker's idea that management should begin with the development of goals and then move on to the formation of functions, a system of interaction and a process, radically turned the logic of management upside down.

Among the "synthetic" doctrines of management, situational theories occupy a prominent place. Situational theories provide guidance on how to manage in specific situations. At the same time, a step-by-step algorithm for solving problems is recommended, namely:

Firstly, it is necessary to carefully analyze the specific situation, highlighting what requirements the situation imposes on the enterprise and what is characteristic of the situation;

Secondly, an appropriate management approach should be chosen;

Thirdly, management must create the potential in the enterprise and the necessary flexibility in order to be able to move to a new management style appropriate to the situation;

fourthly, management must make appropriate changes to adjust to the situation.

Many tend to focus on trying to avoid the unwanted instead of thinking about what they want and getting what they want. They develop an “aggressive-defensive”, “denying” character instead of an “affirming” one. The "denying person" experiences, in the end, the scenario that he would like to avoid, because it is he who is strategically consolidated and implemented. You can call such a system of "avoidance" prudence, realism, prudence, and so on. It manifests itself most effectively when achieving internal goals, but when it comes to conscious goals “…? ..”, it often leads to blunders that are incomprehensible at first glance. Therefore, the first principle of a correctly formulated result is: "I express my goal in affirmative terms." By changing your thoughts, you begin to behave differently and achieve different results.

What occupies our thoughts the most (consciously or unconsciously) is usually reflected in behavior and becomes a reality.

What you see, hear and feel in your imagination gives you an idea of real events in the future.

Manage what you can manage and don't worry about the rest.

Everything around us, which was created by man, originally arose in someone's thoughts. Achieving a goal means reaching your goal. Evaluate the overall set of changes associated with the achievement of the intended result.

A person is not his behavior. People create their own experiences.

The meaning of communication is in the reaction of the interlocutor.

Experiences have their own structure.

We see not with our eyes, but with our brains.

Behind every action are good intentions.

By consciously changing submodalities, you change your experiences.

Mind and body are complementary systems.

Everyone chooses the best of what is available to him.

Everyone works flawlessly in their own way.

There are no failures, there is only experience.

Resistance is a reaction to forced communication and a likely sign of a failed connection.

Learning is life. We cannot stop learning.

There is no problem that does not have a solution.

If something is within the power of one, it is within the power of everyone.

Choice is better than no choice.

Changes can be immediate.

The system is controlled by the one who shows the greatest flexibility.

Everyone has everything they need to make change and succeed.

Nobody can not react.

Whatever you think you are, you are actually more than that.

I am responsible for my thoughts and, therefore, for the results I achieve.

The content of any event depends on the framework in which we perceive it.

Perhaps we have begun to understand that if we want to change something, then we must begin the change with ourselves. And in order to change ourselves effectively, we must first change our perception. The principles of NLP involve taking into account all four dimensions. This means that we must regularly and consistently develop them in the most reasonable and balanced way. Spending time on self-renewal requires us to be proactive.

As can be seen, each of the theories has something special, distinctive, which made it possible for it to receive wide recognition from theorists and practitioners and make a significant contribution to the development of knowledge about motivation. However, despite the fundamental differences, all four of the above theories have something in common that allows us to establish certain parallels between them. A characteristic feature of all four theories is that they study needs and provide a classification of needs that allows drawing some conclusions about the mechanism of human motivation. Comparing the classifications of all four theories, it can be noted that the groups of needs identified in different theories quite definitely correspond to each other (Table 1).

Table 1. Characteristics of human motivation and actions formulated in their concepts by Maslow, Alderfer, McClelland and Herzberg

<table>
<tr><td>theories</td><td colspan="5">Need groups</td></tr>
<tr><td>Theory Maslow</td><td>The need for self-expression</td><td>The need for recognition and self-affirmation</td><td>The need for belonging and belonging</td><td>The Need for Security</td><td>Physiological Needs</td></tr>
<tr><td>Theory Alderfer</td><td colspan="2">The need for growth</td><td colspan="1">The need for communication</td><td colspan="2">Need for Existence</td></tr>
<tr><td>Theory McClelland</td><td colspan="2">Need for Achievement</td><td colspan="1">The need for domination</td><td colspan="2">The Need for Participation</td></tr>
<tr><td>Theory Herzberg</td><td colspan="2">Motivating factors</td><td colspan="3">health factors</td></tr>
</table>

For example, the need for achievement in McClelland's theory is consonant with the need for self-expression in Maslow's pyramid, the need for growth in Alderfer's theory - a group of needs included in the set of motivating factors, Herzberg's theory. The same correspondence can be established for other groups of needs. Table 2 gives a certain conditional correspondence between the groups of needs of a person's motivation for action, identified in these four concepts.

Table 2. Contents of the Three Leadership Styles

	Authoritarian style	Democratic style	Passive style
The nature of style	Concentration of all power and responsibility in the hands of the leader	Delegation of powers with retention of key positions by the leader	Removal of responsibility by the leader and renunciation of power in favor of the group/organization
	Prerogative in setting ends and choosing means	Decision making is divided into levels based on participation	Providing the possibility of self-management in the desired mode for the group
	Communication flows predominantly from above	Communication is active in two directions	Communication is mainly built on a “horizontal” basis
Strengths	Attention to urgency and order, the ability to predict the result	Strengthening personal commitment to work through participation in management	Allows you to start a business the way it is seen and without the intervention of a leader
Weak sides	There is a tendency to curb individual initiative	Democratic style takes a lot of time	The group may lose speed and direction without leadership intervention.

Increased attention to relationships in the structure and everything that corresponds to the needs and desires of employees, has an effect when:

• assignments are routine and unattractive to employees;

• employees are predisposed and ready to participate in management;

• workers have to learn something themselves;

• employees feel that their participation in decision-making affects the level of performance;

• there are no significant differences in status between the leader and workers.

Secondly, it was noted that the effectiveness of leadership also depends on a number of other factors (Figure 1):

• organizational culture;

• technology used;

• expectations from the use of a particular leadership style;

• moral satisfaction from working with a leader of a certain style.

The difference between these two extreme leadership styles is based on the leader's assumptions about the sources of his power and human nature. The Democrat believes that power is given to him by the followers he leads, and that people are fundamentally capable of self-management and creative work under the right motivation. The autocrat believes that power comes from his position in the group/organization and that people are intrinsically lazy and difficult to rely on. In the first case, there is an opportunity to participate in management, in the second case, the leader himself determines the goals, means and policies. According to the authors of the model, there are five more intermediate leadership styles between these two extremes.

The subsequent development of this model has encountered difficulties in taking into account all possible interactions between the leader, followers and the situation in establishing causal relationships in leadership relationships. Thus, the development of internationalization processes in business and a sharp increase in the number of participants in these processes broke the traditional ideas about management and made the transition to leadership relationships even more difficult.

Fiedler's situational leadership model. Fred Fiedler is rightly considered the founder of the theory of situational leadership. His model, which he began working on in the mid-1960s, predicts the effectiveness of a leader-led work group. The model uses three situational variables that make it possible to determine the degree of favorable or controllable situation for a particular leadership style.

To measure and define leadership style, Fiedler proposed using the least preferred worker (LPR) characteristic scale he developed. In accordance with this scale, the respondents, marking the points for each of the scale items, must describe a hypothetical person with whom they could work the least successfully.

The variable under consideration reflects the level of formal power the leader receives on the basis of his position in the organization, in particular, the sufficiency of formal power in order to adequately reward or punish subordinates, promote them or fire them.

Figure 1 shows a schematic diagram of how leadership style interacts with situational variables.

The magnitude of the NPR over time, about its weak susceptibility to change. The model also does not propose to search for effectiveness for a leader in two directions at once: relationships and work.

However, despite these remarks, the model is widely used in solving problems of leadership in organizations.

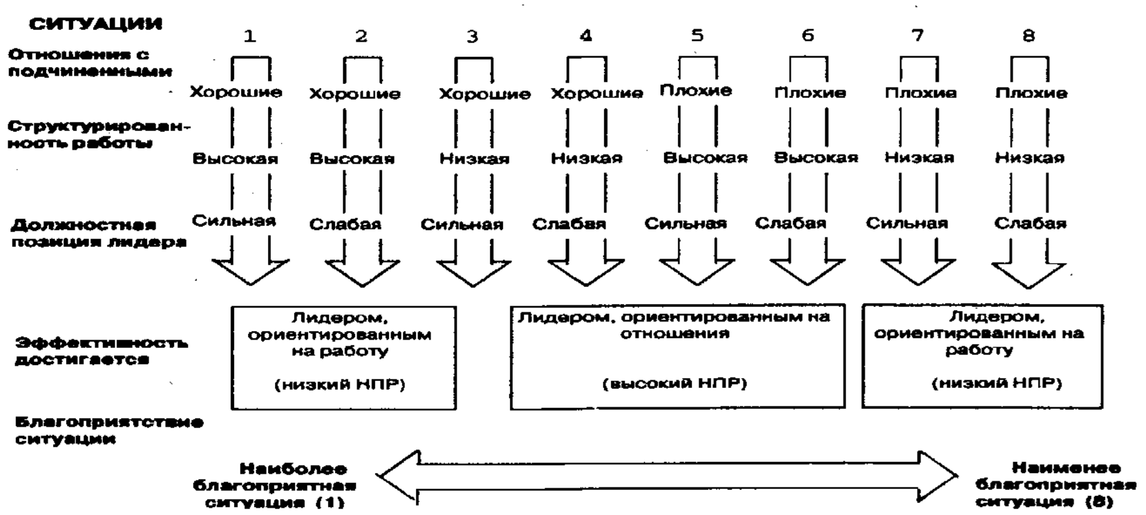

Figure 1 Fiedler's Situational Leadership Model Continuum

The model under consideration is used in the following main areas. The model allows you to select a leader in accordance with the current situation in the organization or group. The model also suggests a way to change the situation if it is impossible for some reason to change the leader. In the end, the leader himself can do something to change the situation in his favor. Such measures are discussed below:

1. Spend more (or less) of your informal time interacting with subordinates (lunch, sports, etc.)
2. Pick the right people
3. Find mentors for those you are not sure about
4. Raise the morale of subordinates by achieving tangible results

Changing the level of structured work

In case you want to have a less structured job:

1. Ask for a difficult and unusual task
2. Transfer part of the work decisions to subordinates

In case you want to have a more structured work:

1. Obtain instructions from above
2. Divide the work into smaller and more structured parts or steps

Changing the level of positional authority in the organization

Upward:

1. Use all available power to show subordinates who is who.
2. Ensure followers receive information only through you downwards:

1. Encourage subordinates to participate in management.
2. Delegate some power to deputies and assistants

The model gives grounds for asserting that a leader, despite the fact that it is very difficult, can be taught how to become an effective leader. This is much more difficult than changing the situation the leader is in. However, according to Fiedler, through training and experience, it is still possible to improve the leader's ability to use power and influence in the most favored environment. This means that a training program can be beneficial for a relationship-oriented leader. But, at the same time, it can be detrimental to a work-oriented leader.

Hersey and Blanchard's situational leadership model. This model, as well as other concepts of situational leadership, does not imply the search for one single right way to achieve effective leadership. Instead, she emphasizes the situational nature of leadership effectiveness. One of the key factors of situationality, the model calls the maturity of followers, which is determined by the degree to which people have the ability and desire to perform the task set by the leader. Maturity has two components. The first component - professional - is knowledge, skills, experience, abilities in general. The high level of this component means that the follower does not need directives and instructions. The second component - psychological maturity - corresponds to the desire to perform work, or the motivation of the employee himself. The high level of this component among followers does not require the leader to make great efforts to inspire the first to work, since they are already internally motivated. The authors of the model identified four stages of follower maturity, namely:

people are unable and unwilling to work. They are either incompetent or unsure of themselves;

people are not able, but willing to work. They have motivation, but no skills and abilities;

people are capable but unwilling to work. They are not attracted to what the leader has to offer;

people are able and willing to do what the leader suggests to them.

Depending on the degree of maturity of the followers, the leader must adjust his actions related to establishing relationships with subordinates and structuring the work itself. Thus, the model is based on the leader's definition of appropriate levels for relationship behavior (follower support) and work-related behavior (directiveness) appropriate to the situation.

Behavior in the area of relationships is associated with the need for the leader to listen more to subordinates, support them, inspire them and involve them in management.

Work-related behavior requires the leader to educate followers about what and how they should do in order to accomplish their task. Behavior-oriented leaders structure, control, and closely monitor how subordinates work. The combination of these two types of leadership behavior made it possible to single out four main leadership styles within the framework of this model, each of which is most consistent with a certain degree of maturity of followers: pointing, persuading, participating, delegating (Figure 2).

Pointing style (S1) is best in case of low maturity of followers. The leader is forced to exercise high directiveness and close supervision of workers, thus helping people who are unable and unwilling to take responsibility for work, eliminate the uncertainty that the work will be completed.

The persuasive style (S2) is best for use in moderately immature followers, providing equal guidance and support to those who are unable but willing to work. A leader who uses this style helps them by explaining and instills in them confidence in the ability to complete the task.

The participating style (S3) is best at moderately high follower maturity. Capable of the job but unwilling to do it, subordinates need the partnership of a leader to be more motivated to get the job done. By giving such people the opportunity to participate in decision-making at their level, the leader uses this style to make followers want to complete the task.

The delegating style (S4) is best for leading highly mature followers. The style is characterized by a slight directive and support of workers. This allows followers who are able and willing to work to take maximum responsibility for completing the task. This leadership style contributes to the development of a creative approach to work.

Figure 3 shows the above named components of the model. The model clearly demonstrates that the leader reacts to the maturation of followers by reducing the level of his behavior. Thus, in the S1 quadrant, followers need clear and specific directives from the leader. Added to this in the S2 quadrant is the leader's active support for the independence and initiative of the followers. High directiveness in this situation compensates for the still insufficient ability of followers to perform the work at the required level. Active support prepares followers to accept or, as the authors of the model put it, "buy" the leader's decisions. In the S3 quadrant, followers are already capable and often willing to take on some of the leadership responsibility. That's why, the leader should in this situation pay more attention to motivating followers. This is facilitated by the use of a supportive, non-directive and participatory style of management. And, finally, in the S4 quadrant, both types of leader behavior are minimized due to the increasing delegation of his powers to followers. This becomes possible because followers are able to solve work problems to a large extent on their own and show a high desire to take on some of the leadership responsibility. The lower left point of quadrant S4 figuratively means a situation of self-government. This becomes possible because followers are able to solve work problems to a large extent on their own and show a high desire to take on some of the leadership responsibility.

This model corresponds to many recognized managerial and behavioral concepts (Figure 3). So, for example, in the management grid of Blake and Mouton, the styles of the leader are in the following accordance with the model under consideration:

9.1=S1; 9.9=S2; 1.9=S3; 1.1=S4. However, unlike the managerial grid, Hersey and Blanchard's model of situational leadership does not claim that there is only one correct style for all situations. Another difference of the model is that it shifts the emphasis in the description of styles from the position of the leader in relation to workers and work to the leadership behavior itself.

It is noted that managers show great interest in this model due to its relative simplicity and flexibility in choosing the required style in accordance with the degree of maturity of the followers. However, the model raises a number of questions. In particular, it does not explain what to do if the maturity of the followers is very different. It is also not clear whether it is enough to have only one situational factor of the maturity of followers to completely determine the nature of the situation, or whether all leaders can change style in a timely manner depending on the situation.

House and Mitchell's path-to-goal leadership model. The considered model of situational leadership was developed in the 70s. At its core, it is based on the motivational theory of expectation. The premise is that employees are satisfied and productive when there is a strong link between their efforts and performance, and between performance and rewards.

Hence the model got its name. There is a direct relationship between the level of leadership effectiveness and the level of motivational strength of the expectations that followers have. The ideal option is when the reward is fully consistent with the result.

The model states that an effective leader is one who helps subordinates to follow the path leading to the desired goal. At the same time, various options for the leader's behavior are offered depending on the situation (Figure 3).

<table>
<tr><td colspan="4">Theory Y</td><td colspan="3">Theory X</td><td>Theory "X" and Theory "Y"
Douglas McGregor</td></tr>
<tr><td colspan="4">High Level Needs</td><td colspan="3">Lower Level Needs</td><td>Maslow's Hierarchy of Needs</td></tr>
<tr><td colspan="3">Motivators</td><td colspan="4">"Hygienic" factors</td><td>Herzberg's two-factor model of motivation</td></tr>
<tr><td colspan="2">The need to achieve</td><td colspan="3">Need for power</td><td colspan="2">The need for socialization</td><td>McClelland achievement motivational concept</td></tr>
<tr><td>4</td><td colspan="3">3</td><td colspan="2">4</td><td>1</td><td>Control systems 1, 2, 3 and 4 R. Likert</td></tr>
<tr><td>Win Win</td><td colspan="3">Lose Win</td><td colspan="2">Win Lose</td><td>Non-winning Non-winning</td><td>Conflict Resolution Styles</td></tr>
<tr><td colspan="2">Personal basis of power</td><td colspan="3"></td><td colspan="2">Official basis of power</td><td>Fundamentals of power in an organization</td></tr>
<tr><td colspan="2">Self management</td><td colspan="3">Regulation</td><td colspan="2">Own management</td><td>Types of managerial interaction
Vihamsky</td></tr>
<tr><td colspan="2">Need for change</td><td colspan="3"></td><td colspan="2">Need for stability</td><td>The evolutionary needs of the organization</td></tr>
<tr><td colspan="2">"Freeze"</td><td colspan="3">Changes</td><td colspan="2">"Defrost"</td><td>Phases of organizational changes by K. Levin</td></tr>
<tr><td colspan="2">Change is stronger than resistance</td><td colspan="3">balance of power</td><td colspan="2">Resistance is stronger</td><td>Forces of change and resistance</td></tr>
</table>

Figure 3. Corresponding styles of situational leadership and other managerial and behavioral concepts

Directive leadership - a high level of structuring work, explaining to subordinates what and how to do, as well as what is expected of them and when (table 3).

Supportive leadership - paying close attention to the needs of employees and their well-being, developing a friendly working climate and treating subordinates as equals.

Achievement-Oriented Leadership - Setting challenging but compelling goals, placing great emphasis on quality in everything, and having confidence in the ability and ability of subordinates to achieve a high level of performance.

Participatory leadership - advice with subordinates and attention to their suggestions and comments in the course of decision-making, attracting subordinates to participate in management. Unlike Fiedler's concept, this model assumes that leaders can change their behavior and exhibit one or all of these styles. According to the model, the effective combination of leadership styles depends on the situation.

Table 3. Howea and Mitchell's Path-to-Goal Situational Leadership Model

	SITUATIONAL FACTORS	FOLLOWER BEHAVIOR
• Directive •Supportive •Achievement oriented •Participating	Characteristics of followers • Belief in the predestination of outcomes (internal or external) • Tendency to obey • Capabilities Organizational factors • Content and structure of the work • The system of formal power • Group culture	job satisfaction • I work well - I get paid well Motivation • If I make an effort, there will be results • These results will be rewarded accordingly

To analyze the situation in the model, two types of situational factors are proposed: the characteristics of the followers and the factors of the organizational environment. The following parameters are used to describe the characteristics of followers and to choose one or another leadership style. Belief in the predestination of what comes from the actions of the individual. There are two types of subordinate behavior:

• people are internally sure that the reward received was determined by their efforts;

• people believe that the amount of remuneration received was controlled by external forces.

The former prefer a participatory leadership style, while the latter are more satisfied with a directive style.

Tendency to obey. This parameter is associated with the individual's desire to be led, to internally agree with the influence of others. Those who are inherent in this prefer a more directive style. Others seek to be more actively involved in governance.

Capabilities. The ability and experience of followers determines how well they can work with an achievement-oriented leader or a leader who engages them in management.

The model highlights the following factors of the organizational environment that influence the choice of the appropriate leadership style:

• content and structure of the work;
• formal system of authority in the organization;
• group dynamics and norms.

These three factors can influence the effectiveness of the chosen leadership style in various ways. Thus, a highly structured task does not require the leader to be extremely directive in management. At the same time, in an organization with a rigid hierarchy of power, a directive leader is more effective than a leader who seeks to involve subordinates in management. The leader's concern for the needs of subordinates will look somewhat artificial in a group with a high degree of cohesion. In general, as shown in Table 4, within a particular leadership style, there is an interaction between the characteristics of followers and organizational factors that influence the perception of motivation by followers. In turn, the perception of the situation by followers and the level of motivation of followers determine their job satisfaction,

The practical application of the model by managers orients them to use different styles depending on the situation. At the same time, it should be remembered that it is not the results of the work of a subordinate that should influence the choice of a particular style by the manager, but, on the contrary, the chosen style should contribute to an increase in the level of work performance.

The Stinson-Johnson Situational Leadership Model. This model assumes that the relationship between the behavior (style) of the leader and the structure of the work/task is more complex than it is represented in the path-goal model. The model states that although the leader’s interest in relationships is more important when followers perform highly structured work, the level of interest in work should be determined by the leader depending on both the characteristics of the followers and the nature of the work itself performed by them (Table 4) .

Table 4. Examples of application of the path-to-goal situational leadership model

Situation	Leader Style	Impact on the subordinate	Result
Ambitious mission	Directive style	Provides direction and clarity in action	More effort put in

Insufficient remuneration	Directive style	Clarifies the path to reward or increases reward	More effort put in
Tiresome and uninteresting work	Supportive style	Increases interest in work	More effort put in
Lack of confidence	Supportive style	Facilitates role understanding and reinforces reward expectation	More effort put in
Lack of opportunity to stand out	Achievement driven style	Provides tense and challenging targets	More effort put in
Task or goal not defined	Participating Style	The goals and parameters of work are clarified	More effort put in

According to the model, a leader's high interest in work is effective in the following two situations:

• The work is highly structured and followers have a strong need for achievement and independence. At the same time, they have more knowledge and experience than they need to do the job;

• the work is not structured and followers do not feel the need for achievement and independence. In addition, their knowledge and experience is below the required level.

Low interest in work is effective for a leader in the following two situations:

• the work is highly structured and followers do not feel the need for achievement and independence if they have sufficient knowledge and experience to perform this work;

• The work is not structured and followers have a strong need for achievement and independence given that they have more knowledge and experience to do the job. Figure 4 shows the leader's behavior in various combinations of work structure and followers' abilities.

Follower Opportunities	Structured work	
	Low	High
High	Low interest in relationships and Low interest in work	High interest in work and High interest in "relationships"
Low	High interest in work and Low interest in relationships	High interest in relationships and Low interest in work

Figure 4. Stinson-Johnson model (choice of leadership style depending on the situation).

The model convinces its users that the characteristics of the followers (their need for achievement and independence and their level of knowledge and experience) are critical when a leader chooses an effective style.

Vroom-Yetton-Iago situational decision-making model. One of the most modern in explaining situational leadership is the model proposed by Victor Vroom and Philip Yetton, which was later significantly supplemented with the participation of Arthur Iago. Similar to the "path-goal" model, this model proposes to determine an effective leadership style depending on the situation. It is also assumed that the same leader may use different styles. The main difference of the model is its focus on only one aspect of leadership behavior - the involvement of subordinates in decision-making. Accordingly, the leader is encouraged to focus on the problem to be solved and on the situation in which the problem arose. It is also understood that a number of social processes can influence the level of participation of subordinates in solving problems.

The main idea of the model is that the degree or level of involvement of subordinates in decision-making depends on the characteristics of the situation. According to the model, there is no single correct way of making a decision that is suitable for all situations. After analyzing and evaluating each aspect of the problem, the leader determines which style, in terms of the participation of subordinates in decision-making, is best for him to use.

In the model under consideration, the effectiveness of a decision (Reff) is determined on the basis of an equation showing that it depends on the quality of the decision (Pkach) and the level of obligations assumed by subordinates to implement the decision (Robyaz), as well as on the degree of urgency of the decision (Ptime). The premise of the model is the notion that the time allotted for decision by the situation, along with the other two, is a critical factor. The situation in which the time limit does not play a role determines this indicator at the zero level: Reff = Rkach + Robyaz - Rtime.

The full criterion basis of the "overall efficiency of the solution" (Oeff) assumes that the factors of "cost" and "development" are taken into account in it: Oeff = Reff – Cost + Development.

In the above formula, "cost" refers to the time lost due to a decision that could otherwise have been more useful. The "development" indicator reflects the gain that is obtained outside the limits of a single decision.

The latest developed version of the model proposes the use of a decision tree to determine the leadership style that is most appropriate for the current situation. When using the model, the manager seems to follow the branches of this tree from left to right. In doing this, he encounters ten problematic situations. Evaluation of situations is done by him on eight aspects of the problem with a choice of answers for each of them: high / high or low / low. These answers lead the manager, in the end, to a specific problem situation and the decision-making style recommended for it (Figure 5).

To make decisions in the model, depending on the situation and the degree of involvement of subordinates, it is proposed to use five styles:

autocratic I;
autocratic II;
advisory I;
advisory II;
group, or joint II.

Each of these styles in relation to group leadership means the following, namely:

* the head makes the decision himself, using the information available to him at the given time;

* the leader receives the necessary information from his subordinates and then makes a decision himself. Employees are involved only at the stage of information gathering. The leader makes the decision and makes it;

* the leader, on an individual basis, shares his thoughts on the problem with the attitudes of his subordinates towards it in order to obtain ideas and suggestions from them, without gathering them into a group. He then makes his own decision, which may or may not be based on input from subordinates;

* the leader shares his thoughts on the problem with subordinates, bringing them together. During the meeting, he collects their ideas and suggestions. It then makes a decision that may or may not reflect their contribution;

* the leader shares his thoughts on the problem with his subordinates, gathering them into a group. They develop and evaluate alternatives with him and try to reach a consensus on a solution. The role played by the leader is more like that of chairing the meeting, coordinating the discussion, focusing on the issue, and doing everything to ensure that the most important aspects of the issue are considered. The leader does not try to influence the group so that it accepts his decision, and is ready to accept and implement any decision that has received the support of the entire group. In an early version of the model, there was style I. However, later it was excluded, since it differed little from style P.

One of the distinguishing features of the model is that, in general, it places more emphasis on the study of the situation than on the study of the personality of the leader. Indeed, it may make more sense to speak of an autocratic and participatory situation than of an autocratic leader or a participatory leader.

Aspects of the problem

TM	method requirements	What is the level of requirements for the decision-making method?
joint venture	Structured problem	What is the level of structure of the problem?
THAT	Liability Requirements	What is the level of commitment of subordinates in the proposed decision?
IL	Leader Awareness	To what extent does the leader have the necessary information to make a decision?
VP	Probability of submission	What is the likelihood that subordinates will be expected to commit themselves to the implementation of a sole decision?
OC	Common goals	To what extent do subordinates agree that solving this problem is in the interests of the entire group or organization?
VC	Probability of conflict	To what extent is there a likelihood of conflict between subordinates if this decision is made?
IP	Awareness of subordinates	To what extent do subordinates have the necessary information to make a decision?

Figure 5 Decision-making style

Comparative analysis of situational models of leadership. Models of situational leadership, focusing on the impact of external factors, complement each other in understanding the phenomenon of leadership. An attempt is made to identify different leadership styles and justify the effectiveness of their application using situational variables. They have significant differences in the set of considered leadership styles, in the set of situational factors and ways of finding a connection between them. Leadership effectiveness is defined in different ways. These are the level of work performance, employee satisfaction, decision efficiency and overall efficiency (Table 5).

Table 5. Comparison of situational leadership models

Variables	Situational Leadership Models			
	Fidler	Hersey and Blanchard	House and Mitchell	Vroom – Yetton – Iago
situational factors	• Relationship "leader-follower" • Structured work • Power position of the leader in the organization	Degree of maturity of followers: • maturity in work • psychological maturity	•Characteristics of followers • Organizational factors	• Solution quality •Commitments followers by decision •Time • Price • Development
What does the leader think about followers	Followers prefer leadership styles depending on how the work is structured, what kind of relationship the leader has with them, and his/her power position in the organization.	Followers may be at different stages of maturity, and this will determine the leader's focus on relationships and work, which corresponds to a change in his style.	Followers have different needs that must be met within the appropriate leadership style.	In certain situations, followers are willing to participate in decision making
Leadership styles	• Leader with high CPD (relationship oriented) • Leader with low CPD (work oriented)	• Pointing style • Persuasive style •Participating Style • Delegating style	•Directory style • Supportive style •Achievement oriented style •Participating Style	• Autocratic I • Autocratic II • Consulting I • Consulting II • Group II

According to experts, the Vroom-Iago model is more suitable for choosing the appropriate style of group leadership in practice. Fiedler, Hersey and Blanchard, House and Mitchell models are more useful for improving individual performance levels.

The need to develop new approaches to the study of leadership was due to the fact that traditional and situational approaches made a one-sided emphasis either on the traits and behavior of the leader, or on the situation in which he chose the style he needed.

New in Leadership Theories:

Table 6.

What is he doing Effective Leader	Seeks to tailor work or relationships, or both, to fit her individual style. Efficiency means success in this direction	As followers mature, the leader moves from one style to another. Efficiency reflects the match of situation and style	Using the appropriate motivational style and technique, the leader “clears” the path for followers to the highest efficiency.	Identifies critical situational factors and adapts his leadership style to them. The style should best suit both the situation and the followers.

Recent concepts of leadership attempt to connect these two well-studied aspects together, i.e., to conduct a situational analysis of effective leadership as a set of leadership traits and their manifestation in behavior. The following concepts can be recognized as such:

– The concept of attributive leadership (a causal approach to the study of leadership);

– The concept of charismatic leadership;

– The concept of transformative leadership or leadership for change.

The concept of attributive leadership. This concept is based on attribution theory, which explains the causal relationship between what happened and what people believe caused it to happen. The attributive approach to leadership proceeds from the fact that the leader's conclusions, as well as the behavior of followers, are conditioned by the leader's reaction to the behavior of the latter. By observing the work of subordinates, the leader receives information about how it is being performed. Depending on this, he draws his own conclusions about the behavior of each of the employees and chooses the style of his behavior in such a way as to adequately respond to the behavior of the subordinate.

The approach under consideration assumes that knowledge of the causes that created the situation enhances leadership understanding and the ability to predict people's reactions to the situation. The concepts and models developed on this basis attempt to answer the question of why people behave the way they do. At the same time, it is taken into account that in most cases the leader does not have the opportunity to directly observe the work of the subordinate. The leader's determination of the reasons for the behavior of a subordinate is based on three components: personality, work itself, organizational environment or circumstances. In the search for reasons, the leader tries to obtain three different characteristics of the subordinate's behavior: degree of difference, consistency, and degree of uniqueness. The first has to do with the manager's desire to understand the relationship between behavior and work from the point the extent to which this behavior can be attributed to the distinctive features of the task. Secondly, the leader is interested in how consistent the subordinate is in the manifestation of this behavior or how often such behavior is manifested in him. And finally, the leader takes into account how other subordinates behave in the same way. That is, whether the given behavior is unique, characteristic of one subordinate, or observed in many.

The process of determining the causes of what happened by the leader described above is influenced by attributive regulators or interferences that distort his perception and cause the leader to be inconsistent in his behavior. The more the behavior of a subordinate is seen by the leader as the result of his personal characteristics (internal causes), the more the leader places responsibility for the results on the subordinate. In this case, individual personality traits of the subordinate become attributive interference. The model of attributive leadership depicted in Figure 6 has significant differences from the previously considered traditional models, which are overly descriptive and, most importantly, do not answer the question why.

There are two important links in the model. The first link reflects the leader's desire to identify the causes of poor performance. This search is governed by three types of information about the behavior of the subordinate: distinctive features, consistency and degree of uniqueness. The second link reflects the leader's response behavior, which is a consequence of what, in the leader's opinion, is the cause of poor performance. The relationship between the reasons for the results of the work established by the leader and his subsequent behavior is determined by who, in the opinion of the leader, should be responsible for what happened. If the leader believes that the reasons are internal, then the responsibility, in his opinion, should be borne by the subordinate and appropriate measures are taken against him.

The following results of studies on this model are of great practical interest (indicating the subjective nature of the assessment) (Figure 6):

• subordinates tend to see the reasons for their poor performance outside, and leaders - in subordinates;

• managers who tend to give preference to internal causes when explaining the poor performance of subordinates usually show great punctuality and direct their influence directly to subordinates;

• poor performance of the subordinate in the past, according to all three types of information, is likely to lead to the identification of internal causes by the manager;

• the severity of the current situation leads the manager, most likely to identify internal causes and to a high degree of punctuality in response;

• Evasion (with an explanation) of the subordinate from responsibility or his apology for what happened makes the leader less severe and punctual in response;

• A consistent level of performance shifts the manager's attention from reasons related to the abilities of the subordinate to reasons related to the amount of effort involved.

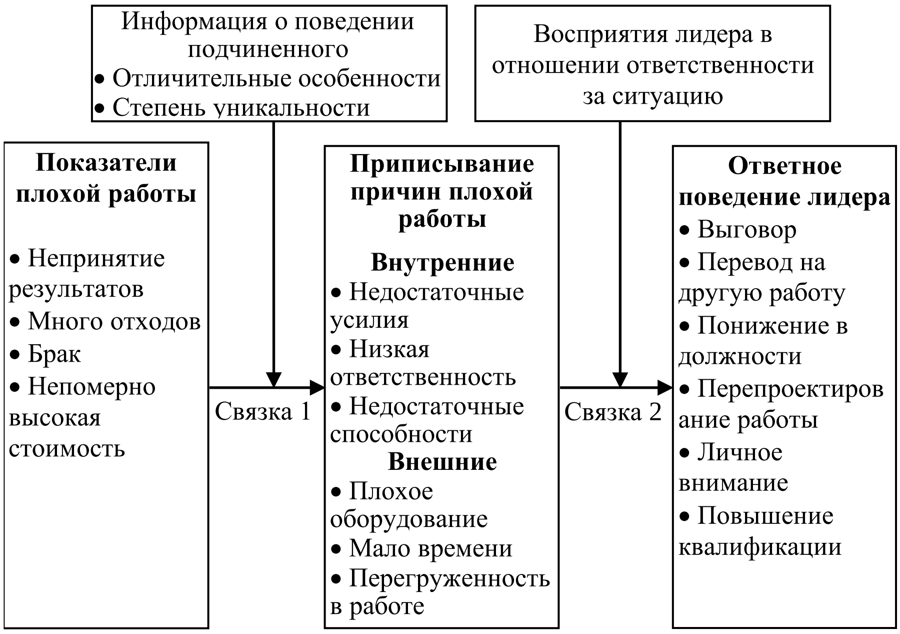

Figure 7. Attributive leadership model.

Subsequent studies have shown that within the framework of this model, most likely, it is not the influence of the leader on the behavior of the subordinate, but the interaction between the leader and the subordinate, i.e. the subordinate, by his reaction to the actions of the leader, influences the subsequent behavior of the latter.

At the same time, depending on the effectiveness of leadership, the spiral of the "leader-followers" relationship can spin up (relationships give a greater effect) or down (relationships give a lesser effect). The latter may ultimately lead to a break in relations between the participants - the dismissal of an employee or the departure of a manager.

Studying the views of subordinates on the actions of the leader,The researchers were faced with the fact that these views reflect the subordinate's already established clear idea of what an effective leader is and how he should act in a certain situation. This phenomenon is called stereotypical leadership. The stereotype of a leader grows in people's minds as a set of specific as well as more general characteristics of a leader.

It is noted that in addition to institutional ones (the image of a leader for a certain type of organization), there are national leadership stereotypes. For example, Eastern and Asian cultures, due to their large "power distance", attribute the following qualities to the leader as necessary: directiveness, high structured tasks, and widespread use of manipulation tactics. Greater emphasis on the participation of subordinates in management is inherent in leaders in the small countries of Western Europe and Scandinavia, where national culture orients people to a small "power distance". The group approach to work is considered typical of leaders in the Mediterranean and Southeast Asian countries, whose national cultures support the spirit of true rather than imposed collectivism.

Paradoxically, there are two opposite positions in the formation of the leader's image. One denies any influence of the leader on organizational efficiency at all, and the other leads to leadership charisma and an attempt by followers to ascribe almost magical, and in some cases even divine qualities to the leader.

Charismais a form of influence on others through personal attraction, causing support and recognition of leadership, which provides the owner of charisma with power over followers. As a source of leadership power, charisma refers to the power of example, associated with the leader's ability to influence subordinates by virtue of their personal qualities and leadership style. Charisma gives the leader the advantage to more effectively influence his subordinates. Many believe that gaining charisma is associated with the leader's ability to find his admirers and admirers and even change their composition depending on the situation. Others define charisma as a set of specific leadership qualities. The latter formed the basis of the concept of charismatic leadership discussed below, which, in fact, continuation of the concept of attributive leadership and based on a combination of qualities and behavior of a leader. A charismatic leader is one who, by virtue of his personal qualities, is able to have a profound impact on his followers. Leaders of this type have a high need for power, have a strong need for action, and are convinced of the moral rightness of what they believe.

The need for power motivates them to become leaders. Their belief in their rightness reinforces this need. The desire in such a person to be active conveys to people the feeling that he is capable of being a leader. These qualities develop such traits of charismatic behavior as role modeling, image building, simplification of goals (focus on simple and dramatic goals), emphasis on high expectations,

Studies show that charisma has a negative side associated with the usurpation of personal power or a leader's complete focus on himself, and a positive one associated with an emphasis on shared power and a tendency to delegate part of it to followers (Table 9). This helps to explain the difference between leaders like Hitler, Lenin, Stalin and the likes of Sakharov, Martin Luther King and the like. In general, a charismatic leader is credited with having self-confidence, high sensitivity to the external environment, a vision of solving a problem outside the status quo, the ability to reduce this vision to a level that is understandable to followers and encourages them to act; extraordinary behavior in realizing their vision.

Models of charismatic leadership differ in the number of stages in the development of charisma itself and relationships with followers. It is believed that it is first necessary to develop sensitivity to discovering a problem that could be attacked with criticism, then it is necessary to develop a vision of idealized ways to solve this problem. Something new must be included in the vision, something that has not been proposed before and that seems to be able to immediately advance the solution of the problem. The next step is related to the leader's ability to convey the meaning of his vision through interpersonal communication (publications, speech, gestures, postures, etc.) to followers in such a way that it makes a strong impression on them and stimulates action. Further, in order to rally followers around him, it is important for a leader to develop a relationship of trust with them, showing such qualities as knowledge of the matter, the ability to achieve success, taking risks and committing extraordinary actions or deeds. At the final stage, the leader must demonstrate the ability to realize his vision through the delegation of authority to followers. This can be done by giving followers strenuous and meaningful tasks, involving them in management, weakening bureaucratic fetters, and rewarding them for compliance results (Table 7).

Table 7. Ethics and charisma

Unethical charismatic leader	Ethical charismatic leader
Uses power only for personal interests	Uses power for the benefit of others
Promotes only his own personal vision	Builds his vision in accordance with the needs and aspirations of followers
Suppresses criticism	Accepts criticism and learns from it
Demands unquestioning implementation of their decisions	Encourages followers to be creative about the cause and their views
Communicates in only one direction: from yourself down	Encourages open and two-way communication
Insensitive to the wants and needs of followers	Teaches, develops and supports followers, shares his glory with others
Relies on convenient external moral standards to serve its own interests	Relies on internal moral standards to serve organizational and societal interests

A study of the practice of business organizations has shown that in a normal situation, charismatic leadership is not always required to achieve high business results. More often it comes to those cases when followers strongly ideologize their desires and ways of fulfilling them.

This largely explains the more frequent presence of charisma among leaders who manifest themselves in politics, religion, and military operations. For business, the importance of charismatic leadership increases as the need for radical changes in the organization due to the criticality of the situation. However, under these circumstances, another concept of leadership emerges: the concept of a transformative or reformer leader. The concept of transformative or reform leadership has much in common with charismatic leadership, but is interpreted in a significantly different way. A reformer leader motivates followers by raising their level of awareness of the importance and value of the goal, giving them the opportunity to combine their personal interests with a common goal, creating an atmosphere of trust and persuading followers of the need for self-development.

A reformer leader is a reformer, not a savior. He shows creativity, not magic. Behind him are realities, not myths. He leads followers from result to result, not from promise to promise. It focuses people on work, not on dividends, its goal is not to change the world, but to change in the world through development.

The model of transformative or reformatory leadership assumes that the leader and followers have certain behaviors that, according to the developers of the model, are suitable for creative problem solving in a crisis situation (Figure 8).

Situational factors:
- A crisis
- The need for unity to solve the problemin a new way with the existing resistance

Leader behavior:
- Vision of a new solution to the problem
- Translating Vision into Follower Action
- Follower Enthusiastic Management

Follower behavior:
- Identification with the leader and his vision
- Elevation of the emotional state
- Feeling of participation and involvement
- Awareness of following the leader and critical evaluation of leadership calls

Consequences:
- Making important social and organizational changes
- Application by followers of great effort
- More satisfied followers
- Strengthening group/organizational cohesion

Figure 8. Model of transformative or reform leadership

The model has a number of distinctive points, namely:

firstly, it is recognized as necessary for the leader to influence followers by involving them in management, to be part of the group/organization himself, and not “to stand above it”, to enthusiastically support joint efforts. Followers are required not to blindly follow the leader, but to critically assess the opportunities provided and take a conscious approach to their actions, reduce the influence of emotions and increase the importance of rationality in behavior;

secondly, since the atmosphere of trust develops a strong interdependence between the leader and followers, there is a serious danger that the leader will surround himself with conciliators, or, conversely, the leader will follow the lead of subordinates. These two traditional approaches are not suitable for a transformer leader.

Thus, new concepts have tried to combine the advantages and achievements of both traditional and situational approaches. They focus on the leader's ability to create a new vision for solving a problem and use their charisma to inspire and enthrall followers to take action to achieve the goal.

Conclusion

In actual practice, all these areas of good governance are usually used in combination, as they are very closely related to each other and complement each other very well. Moreover, it is in combination with each other that these individual areas can effectively manifest themselves, and it is precisely the individual well-established combinations of these areas that are used as specific forms of effective management. The most obvious example of this is the quality circles widely used in the management of Japanese firms.

A person performs certain actions in accordance with the pressure on him of a combination of internal and external forces in relation to him. The totality of these forces, called motivation, evokes far from the same reaction in people. Therefore, it is impossible to unambiguously describe the process of motivation. At the same time, on the basis of empirical research, several concepts have been developed that describe the factors influencing motivation and the content of the motivation process.

So-called content theories of motivation focus on how different groups of needs affect human behavior. The widely accepted concepts of this group are Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's two-factor theory, and Mack's acquired needs theory. Clelland. Despite the fundamental differences between these concepts, they nevertheless have something in common at their core, which reflects a certain commonality in the motivation of a person to act.

The process of motivation is revealed in theories that try to explain why people are willing to perform certain actions, spending more or less effort. The theory of expectation, the theory of goal setting, the theory of equality and effective production management, explaining how people should be influenced in order to encourage them to work effectively, give managers the key to building an effective system of motivating people. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of the opposition of the ratio of actions "immediate" and "indirect". The saying "it's all about him" owes its origin to quality. It is possible to “forget” about the problem of quality solely because any fruitful and luminous activity is ultimately aimed at for quality improvement. Quality is either "on the mind" or "implied". From the correlation in the dynamics of these projections, quality problems in creative thinking are built into an appropriate schedule that reflects the relevance and profitability of activities aimed at developing production. The dynamics of the market development in the last decades of the last century and at the beginning of the third millennium invariably shows the growing interest of consumer demand in the quality of goods. With all the economic, social and political costs, humanity is getting richer, and wealth is distributed unevenly. Finances, as before, are concentrated in certain regions, however, just like the premieres of modern production. Analysts predict the course for the quality of goods confidently and everywhere. The new economy is called temporarily "prudent". Current principle: “the strongest, the fittest survive”, will replace the “social production partnership” - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs."

The philosophy of quality will also change.

1. An assortment policy has been developed for the formation of competitive men's, women's and children's shoes, taking into account factors affecting consumer demand: compliance with the main fashion trends, economic, social and climatic features of the regions of the Southern Federal District and the North Caucasus Federal District, the production of which using modern innovative technological processes, as well as for meet the demand of the elite consumer, using manual labor create the basis for meeting the demand for shoes for the buyer of these regions.

2. Innovative technological processes have been developed for the production of men's, women's and children's shoes using modern technological equipment with advanced nanotechnologies, which form the basis for reducing the cost of footwear and providing it with an increase in competitiveness with the products of leading foreign companies, with the possibility of a wide range of footwear production not only by types, but also by methods of fastening, which guarantees its demand in full.

3. Layouts of technological equipment are proposed, on the basis of which it is possible to form a technological process for the production of men's and children's, as well as women's shoes with optimal power from the production area and the form of production organization.

4. Software has been developed for calculating cash receipts from the operating activities of shoe enterprises based on assessing the degree of implementation and dynamics of production and sales of products, determining the influence of factors on the change in the value of these indicators, identifying on-farm reserves and developing measures for their development, which are aimed at accelerating product turnover and reduce losses, which guarantees enterprises a stable TEP and prevents them from bankruptcy.

5. Software has been developed for the formation of the technological process of assembling shoes and determining the cost of producing an assortment of shoes. A computer simulation model has been implemented that describes the dynamics of the shoe assembly process. The proposed methodology and the software implemented on this basis make it possible to reduce the duration of technological preparation for production and increase, due to the rationalization of the technological process, the specific consumer effect of footwear.

6. Comprehensive indicators of the effectiveness of innovative technological processes for the manufacture of shoes are calculated. Taking into account the production program, promising options for technology and equipment have been formed, the most effective one has been selected; the possibilities of streamlining the flow were identified, allowing to eliminate bottlenecks, to minimize equipment downtime, which is one of the conditions for designing innovative technological processes. The reliability of the calculations carried out to assess the effectiveness of technological processes using targeted programming methods for various technological and organizational solutions is confirmed by calculations of economic efficiency indicators: cost, profit and profitability, etc.

7. The proposed method allows to reduce the duration of technological preparation of production and reduce the time of expert work while maintaining the required depth and validity of engineering conclusions. The economic effect of the research is expressed in the intellectualization of the work of a technologist with a reduction in the time spent on developing an assortment of manufactured shoes and evaluating the effectiveness of technological processes in comparison with a typical economic calculation of the total cost of manufacturing shoes.

8. The analysis of the influence of the forms of organization of production and manufacturing technology on the cost of footwear was carried out using the example of the technological process of manufacturing children's, women's and men's shoes, taking into account the shift program. Theoretical dependencies are obtained to assess the influence of the factor "organization of production" on individual costing items in general and other technical and economic indicators in order to prevent enterprises from bankruptcy.

9. An effective solution has been developed to manage the competitiveness of shoe industry

enterprises formed in ASEZs, through the use of an innovative technological process for the entire assortment of the shoe cluster, equipped with universal, highly efficient and multifunctional equipment, as part of ASEZs.

10. Recommendations have been developed on providing regulatory documentation for the formation of quality and confirmation of the conformity of footwear within the framework of the Customs Union, which will make it possible to prepare certificates of conformity and declarations of conformity of the Customs Union for the entire product range.

11. Substantiated proposals for the creation of a testing laboratory within the cluster, in which it is supposed to test footwear to verify its compliance with the quality and safety indicators established in regulatory documents.

12. The role and main tasks of the metrological service are formulated, its organizational structure is developed.

13. Measures have been developed for testing and assessing the quality and safety of manufactured shoes.

We must be prepared for the coming events.

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