

# МЕНЕДЖМЕНТ MANAGEMENT



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## **Leadership potential of Russian youth: an inside and outside look**

**Abstract.** The article discusses the main approaches to the development of youth leadership in Russia. Studied the conceptual model of the theoretical foundations of leadership. The current socio-economic situation of the Russian youth is analyzed. The results of the research of leadership potential of the Russian youth are presented. Special attention is paid to the analysis of personal characteristics, values and metaprograms that determine the development of leadership potential. The view from the inside (assessment of young Russians themselves) and the view from the outside (as they see the Russian youth foreigners) were given. The authors propose an approach to the development of leadership potential of youth of the Russian Federation on the basis of branding.

**Keywords.** Leadership, youth leader, the younger generation, values, characteristics of a leader, metaprograms, Russian Federation, potential, research, branding.

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Today in the Russian society there is no formed and successfully reproduced from of a generation to generation unifying national idea. Such an idea would help the young generation to lay the foundation of values for both the individual and social groups, as well as to orient and give stability to the ever-changing political and socio-economic conditions. One of the mechanisms for ideas into the mass's penetration and creation of appropriate values is cultivation of opinion leaders who are able to convey and spread this or that idea in their social environment. To date, there is a high need in the Russian society in training and selection of successful leaders. A special role is being given to the development of youthful leaders, since it is the youth that shapes the future of the country, its social and economic development. Therefore, it is extremely important to define systemic approaches to the training of conscious and progressive youth leaders.

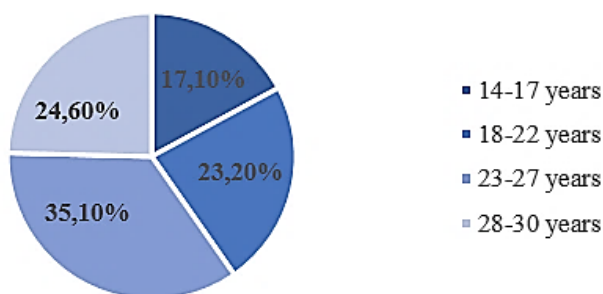
Young people are involved in all spheres of Russian society. However, young leaders do not initiate and implement projects on a state level. The main purpose of this work is to study the characteristics and values of contemporary Russian youth, as well as to understanding the possibilities of a systemic creation of youth leaders in Russian society. The urgency of the problem is also due to the fact that young people today make up 21.5% of the able-bodied population of Russia, who in the near future will be the driving force of the country. Youth as a socially-economically active group in itself is a strategic advantage for the state.

Youth is a socio-demographic group, allocated on the basis of age characteristics, social status and characterized by specific interests and values. [1] Due to the collapse of the country, in a short period of time, the interests and values of the younger generation have changed dramatically. In the 90s, in a difficult period of survival, the country's leadership had priorities other than youth policies. Today the situation has changed dramatically. There is a need for young leaders who have to be identified and educated. Modern youth policies in the Russian Federation are formed and implemented at the federal, regional and municipal levels. Within the framework of this policy, a number of principles are implemented [2]

- the state is responsible for observing the interests of young people;
- young people, in turn, are responsible for the implementation of their constitutional rights and duties in the spheres of state and public life;
- support of youth associations is provided;
- there is a development of public-private partnership and interaction with social institutions of the society;
- state provides the basic volume of services with the help of which young people can develop in various spheres of society.

The main goal of the youth policy of the Russian Federation is to create such conditions so that young people have the opportunity to fulfil themselves, to discover their potential and further integration into society. According to Rosstat, the share of youth in the total population of the Russian Federation for 2016 is 31.5 million people. (21.5%). [3] More than half of the youth, namely 55%, have a job. At the same time, 82% of people in the 25-29 age group work, and 52% of people in the 20-24 age group are employed. Of the adolescents (14-19 years old), only 6% were able to find a job.

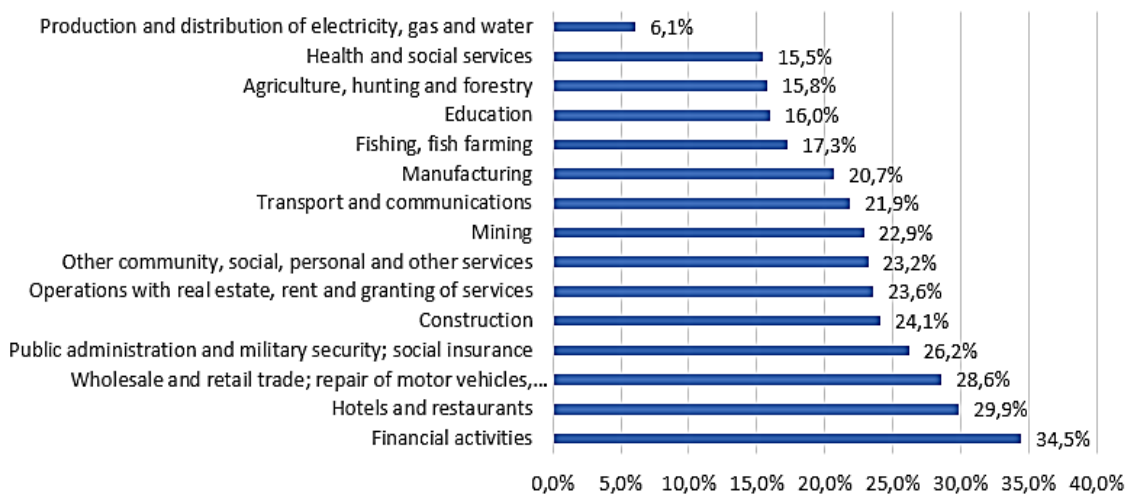
**Age structure of Russian young people,**  
%



Graph 1. Age structure of Russian young people

Young men show to be more eager to work than young women: at the age of 20-24 years 65% of men and 52% of women work or are looking for employment. And at the age of 25-29 years, 95% of men and 80% of women belonging to the labor force work or want to do so. 97% of youth work for hire, and only 3% of young people started their own business. Below is a rating of economic regions by the number of young people employed in them (20-29 years). [4]

**Youth in the sectors of economy of the Russian Federation ( % )**



Graph 2. Youth in the sectors of the Russian Federation (%)

About 430 thousand foreigners aged 18-29 years have a permit for work in Russia. This is 41% of all visitors working in Russia. 25% of Russians who leave the country for the earnings are young people aged 15-29. On average, out of every 10 000 young people eight leave for another country in search of employment. [5] From the data given above, it can be noted that only 3% of the working youth have started their own business. This data indirectly indicates the unwillingness of the youth to take risks, bear responsibility and take the initiative in their own entrepreneurship, i.e. to manifest as a leader. The main distinguishing feature of a young leader from a mature one is the approach to making decisions. Unlike experienced leaders who make decisions based on systematic analysis and rational justifications, the youth leader often makes decisions based on his emotional state. Nevertheless, it is impossible to deny the benefits of youth associated with energy, the desire for independence and creativity.

The main functions of the youth leader include [6]:

1. Organizational function that allows the leader to form a circle of followers around him;
2. Planning function (strategic) expressed in the fact that it is the leader who sets goals and objectives for his followers and determines the desired state of the youth group;
3. Information function (communication) which allows the youth leader to control the flow of information and communications in the group, and also to direct them to achieve goals;
4. Motivational function that provides the youth leader with the tools to achieve goals;
5. Control function that ensures execution of the leader's orders and also allows solving the emerging conflicts in the youth group.

The question of creation of a leader and his values is most often studied in an adult and formed collective, usually in a business environment, while youth leadership is equally important. Youth leadership in the Russian Federation is still an acute, open and little studied issue.

An active study of the phenomenon of leadership began in the late XIX century. To date, models and concepts have been formed that consider the mutual influence of the leader and his followers in a particular situation. Many definitions of the concept of "leadership" were presented by Foreign and Russian scientists, but a single formulation that could be adopted in the scientific world for this phenomenon is not established. Nevertheless, it all boils down to a common understanding of leadership as "attempts to use non-coercive forms of influence to motivate individuals to achieve a specific goal." [7] In the rapidly changing economic, political and social environments, two approaches are best applicable for Russian youth leadership: the classical concept of imitation by G. Tard (1903) and the modern theory of transformational leadership by B.M. Bass (1976). According to the concept of imitation of G. Tard, the source of the progress of society are the discoveries made by enterprising and unique personalities (leaders), imitated by followers not capable of creativity. The process of new idea into the masses penetration according to G.Tardu is as follows: the leader-innovator struggles with the inertia of the crowd — the crowd is fond of innovation — the crowd obediently follows the leader, imitating him. Social progress happens due to the leaders-inventors overcoming the inertness of the crowd. [8] In accordance with the theory of transformational leadership of BM Bass, the leader in some situations can change the views and behavior of followers, i.e. the leader is a transforming agent.

- Transformational leadership is universal. It is inherent in different cultures and does not differentiate by the gender of the leader, the type of organization, organizational levels.
- Transformational leaders inspire their followers, encouraging them to go beyond their own interests, helping them realize the importance of the tasks set and achieving higher goals.
- Transformational leaders demonstrate charisma, inspire, provide intellectual stimulation, offer a personal approach. [9]

Considering the problem of youth leadership in Russia, it is impossible not to touch upon the system of value orientations which determine the content side of the personality and serve as the basis for the creation of a life strategy, including the line of professional development. These values act as the foundation of youth leadership and leaders are the guides of values in society and contribute to the sustainable development of the entire social system. In this paper, an attempt is made to study the value orientations of Russian youth. Also within the framework of this work, the authors have studied metaprograms of Russian youth. Metaprograms are the peculiarities of a person's way of thinking, which are formed throughout his life and determine his behavior. [10] These are unconscious settings that pre-select and sort the information provided to the consciousness. The table below shows the main metaprograms with their characteristics.

Table 1

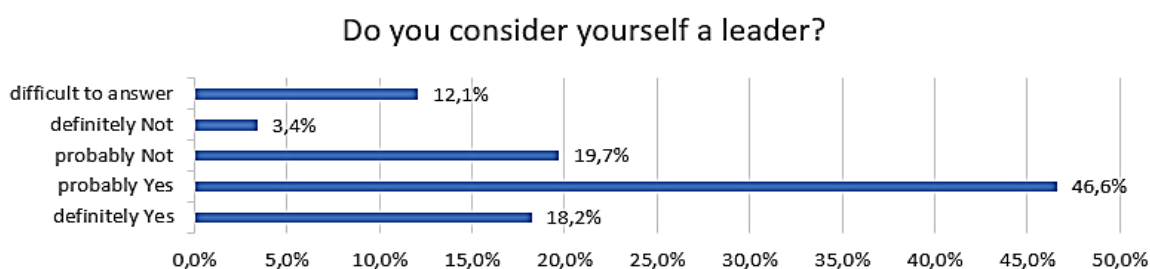
**Types of metaprograms**

Metaprogram «proactive/reflective»	
The way of responding to the situation is an activity (action). Proactive people initiate actions themselves.	The way of responding to the situation is a reflection. Reflective people are looking for guidance.
Metaprogram «internal/external reference»	
The source of responsibility is internal. The basis for decision-making is own opinion.	The source of responsibility is external. The basis for decision-making is the opinions of others.
Metaprogram «striving/avoidance»	
Such people keep the focus on the goal/ there is a striving to achieve. For such people, it is difficult to determine the problem. Motivation of result achievement is an orientation for success.	In the first place, people see difficulties and problem. It's hard to see the goal. Motivation of result achievement is an orientation to avoidance of failure.
Metaprogram «process/possibility»	
Process-oriented people support perfectly if they have the specified settings and regulations, the performance of the system. The priority is the content. They answer the questions: «How?».	People of possibilities may well create, establish rules and procedures. The priority is relations. Answer the questions:»Why?».
Metaprogram «global/specific scale of perception»	
The generalization level of information is global. People with a global scale of thinking use abstract examples and large frame if we speak about the aims and objectives. They «paint a picture».	The generalization level of information is specific. People with a specific scale of thinking can clearly see the relationship between steps of the project, small components.
Metaprogram «tradition/innovation»	
It is difficult to accept any changes. Attitudes towards change are often negative.	Such people enthusiastically accept the change and innovation. Attitudes towards change is positive.

It is important to note that there are no good or bad metaprograms. Understanding and taking into account the characteristics and values of a person can more accurately motivate him to one or another type of activity. Speaking of youth leadership, a portrait of the individual with the necessary meta-programs (they are highlighted in the table with color) is definitely formed for his successful functioning as a youth leader. Thus, the cultivation of youth leaders with certain metaprograms, capable of broadcasting value orientations to the entire youth audience, will contribute to the sustainability of Russian society in the future.

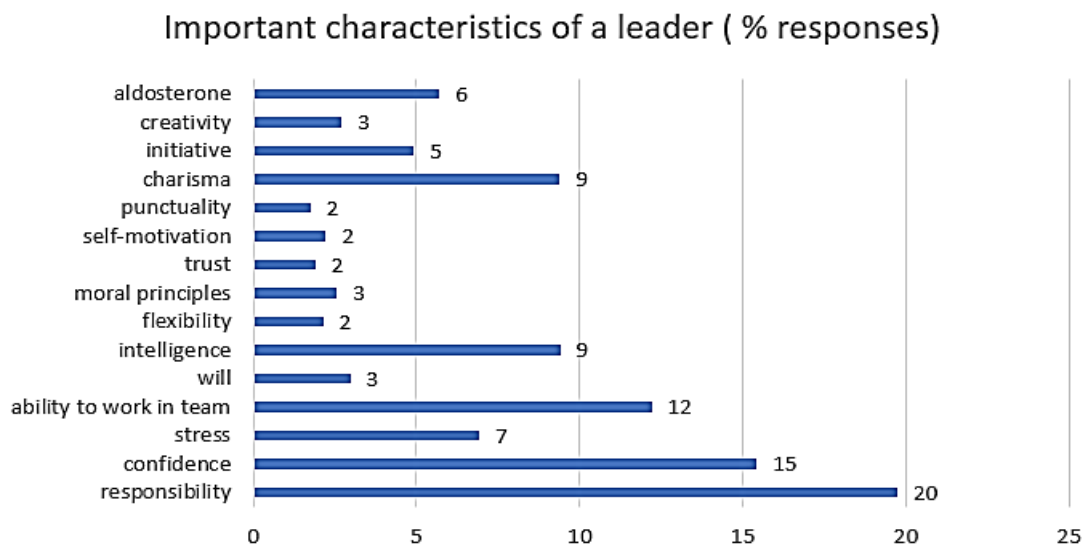
In spring of 2018, a large-scale study was conducted on the basis of the marketing department of the Russian Peoples' Friendship University, covering about 4000 respondents aged 13 to 30 years. The main purpose of the study was to identify the personal characteristics and topical values of contemporary Russian youth, as well as the willingness to take on leader roles and bring real benefits to Russia. The perception of the young generation of Russians by their peers from other countries was also assessed. Within the framework of the research, two questionnaires were developed — for Russian and for foreign youth audiences. In this part of the study 3367 respondents from the Russian Federation (40.4% young men, 59.6% young women) took part, among them 13-18 (24.8%), 19-24 (66.6%), 30 (8.6%) years old. The majority of respondents were from Moscow and Moscow region (72.6%), the rest from other territorial subjects of the Russian Federation (27.4%). The key direction in the questionnaire was the identification of personal and behavioral characteristics of Russian youth. [11]

For the question “Do you consider yourself a leader?” the majority of the respondents answered, “Most likely yes” (46.6%). The answer “Definitely yes” was chosen by only 18.2% of the respondents.



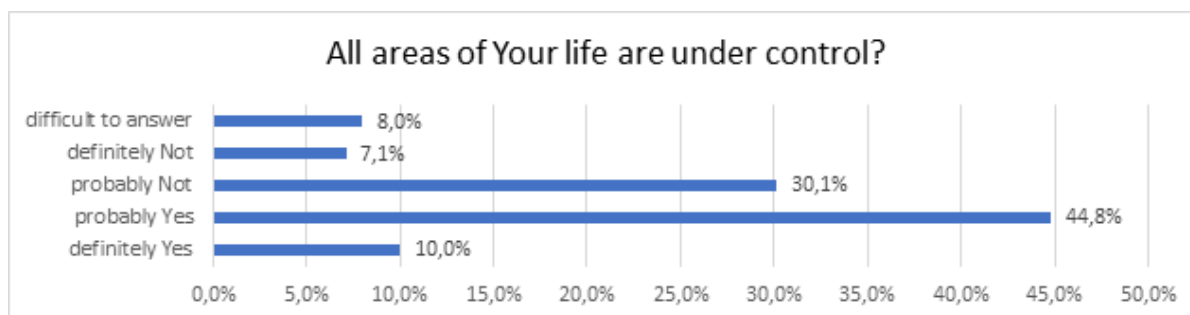
Graph 3. “Do you consider yourself a leader?”

This suggests that only a fifth of the youth audience engages in any kind of leadership activity. An encouraging factor is the potential readiness for situational leadership of the majority of respondents. The main qualities that young respondents were proud of benevolence (74%), responsiveness (61%), dedication (49%), taking responsibility (33%). Among the characteristics that young respondents would like to get rid of, laziness takes the leading position (87%), followed by coarseness (69%), uncertainty (53%), short temper (56%) and fear (32%). At the same time, young respondents believe that the ability to take responsibility and self-confidence are among the most important features of a leader. The distribution of key personal characteristics of a leader through the eyes of modern Russian youth is presented below.



Graph 4. Important characteristics of a leader (% responses)

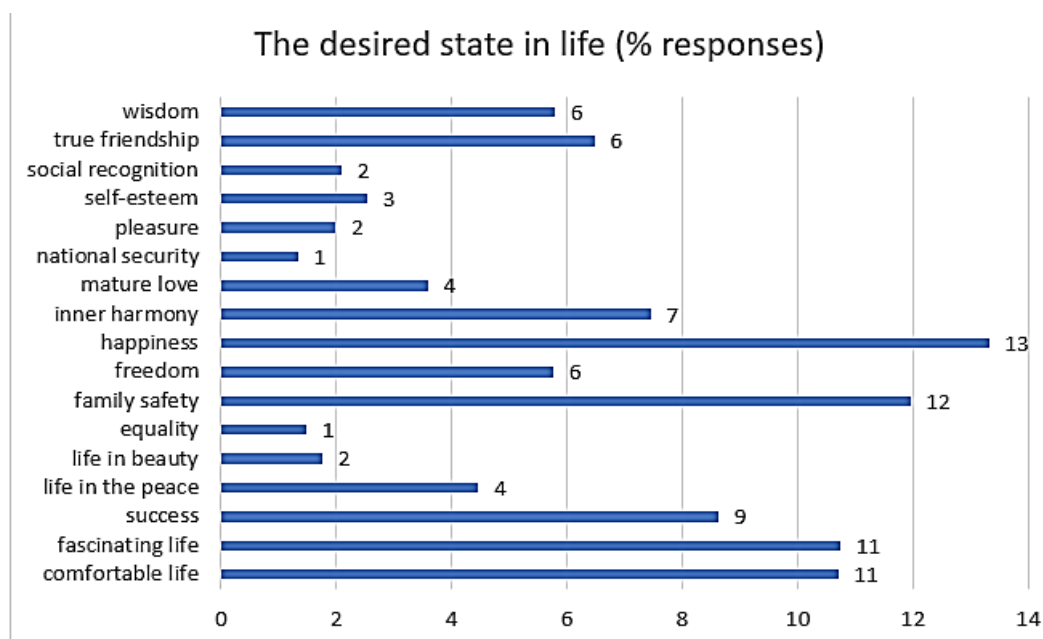
Investigating the metaprogram “proactivity - reflection” revealed that 72.3% of the young people surveyed at first carefully think before acting. Only 27.7% consider themselves to be proactive individuals. The results of analysis of the meta-program of the “internal-external” locus of control are presented below. Only 10% of respondents state with certainty that the spheres of life are under their control.



Graph 5. “Are all areas of your life under control?”

The results of the research of the metaprogram “innovations-traditions” can be considered as optimistic. 64.3% gladly accept and try to immediately introduce new products into their lives; 30.2% accept innovations unless the introduction brings about cardinal changes; and 5.5% do not like the new things, prefer to keep to traditions. This indicator is typical for the youth socio-demographic audience as a whole. Exploring the value guidelines by M.Rokich [12] the following results were obtained for the question “Choose the 3 most desired states that you would like to receive in life”. The psychological well-being of one’s own and one’s family seem to the Russian youth audience as the most valuable desired features.

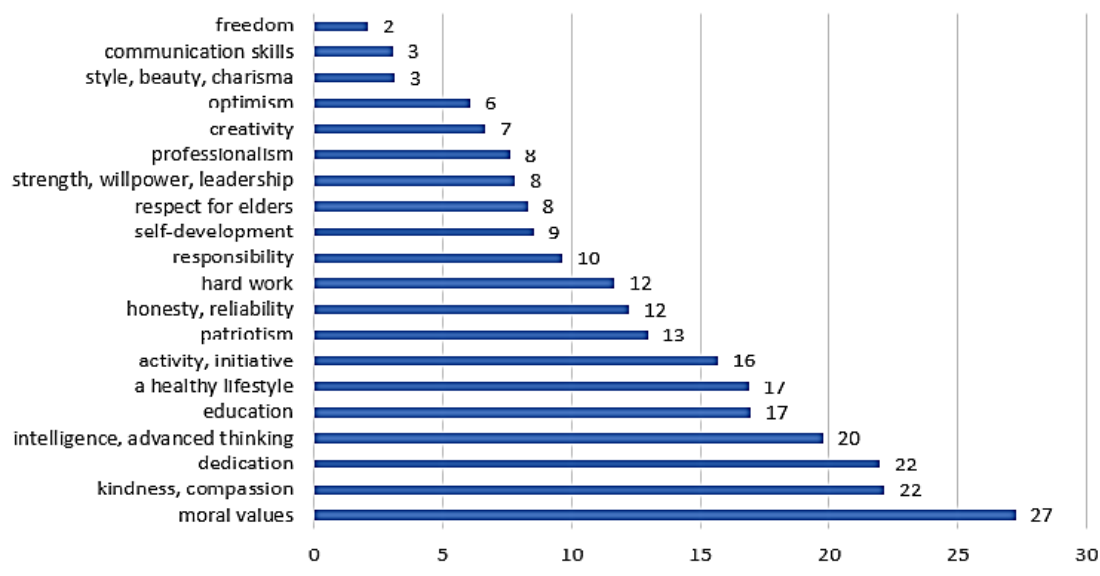




Graph 6. The desired state in life (%)

Only 1% of respondents connect their values with national security. This low indicator is fixed by the answer to the question “Do you consider it important to be of benefit the Russian Federation?”: 23,2% say that they could definitely be of benefit to the country, this is one of the meanings of life; 63.3% are ready if the circumstances develop; 13.5% believe that nothing depends on their efforts. Also, 47.0% of respondents say that the principles on which they rely in life are of high value for them; for 17.2%, the status and image that is formed when interacting with others are valuable; and 35.8% consider the activities carried out to be extremely important. Success and recognition at a young age (under 35 years old) would be achieved by 62.9% of respondents; 11.8% see themselves held after 35 years; For 25.3% of young people, this social parameter is of no value. Arguing about the ideal image of Russian youth, young respondents themselves distinguish the following characteristics (see below).

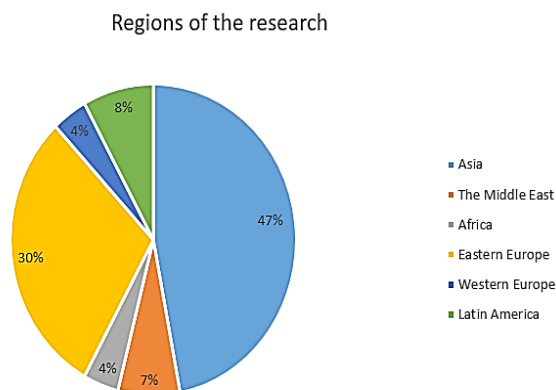
The main features of the ideal image of the Russian youth:  
the opinion of Russian youth  
(% of answers)



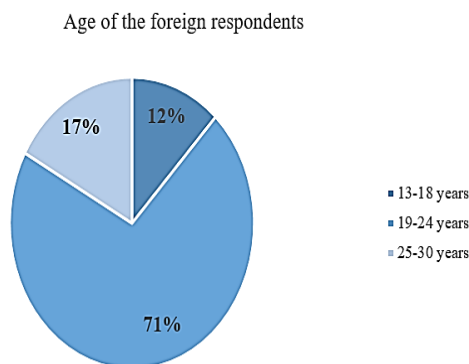
Graph 7. The main features of the ideal image of the Russian youth:  
the opinion of Russian youth (% of answers)

Most respondents consider it important to raise the cultural and moral image of Russians and the level of interpersonal interaction. Development of the leadership potential and leadership skills in the youth environment is represented by the following methods: teamwork (72%), self-education (52%), leadership training (39%), initiative projects (21%).

465 foreign respondents aged 13 to 30 also participated in this study (50.5% men, 49.5% women). Geographic coverage is represented practically by all regions of the world, but the majority of respondents were from the Asian region (47%) and Eastern Europe (30%). The main emphasis in the survey is the identification of personal and behavioral characteristics of Russian youth. [13]

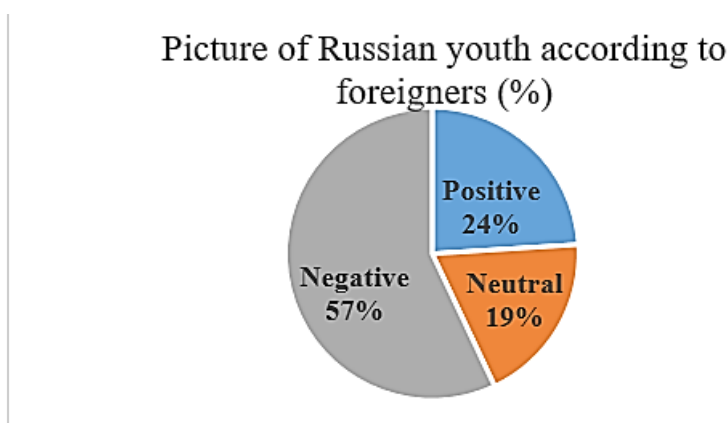


Graph 8. Age of the foreign respondents



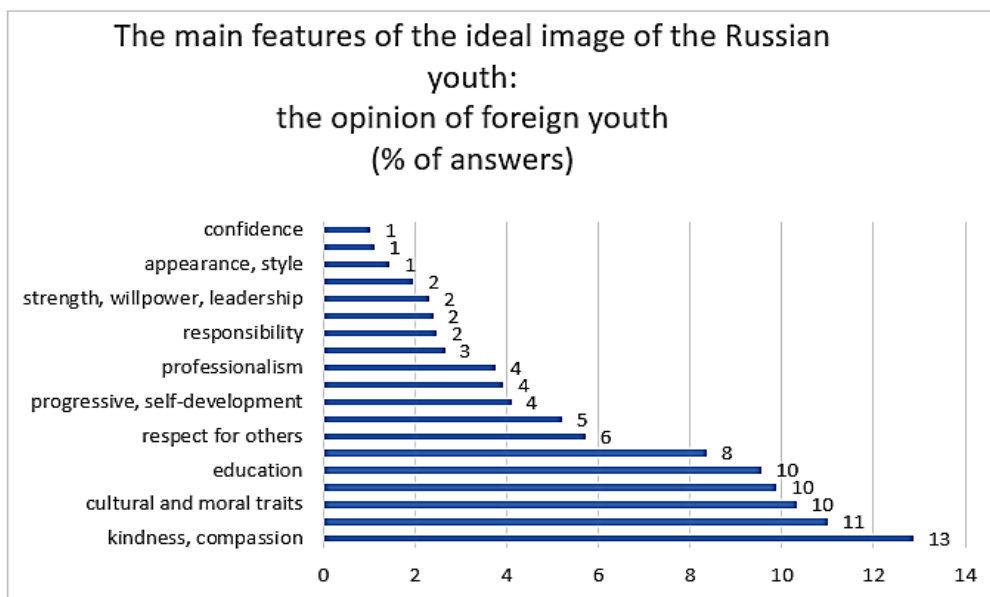
Graph 9. Regions of the research

It should be noted that the representation of Russian youth by the foreign youth community is rather negative (57%). Most of the foreign respondents highlight rudeness and hostility toward foreigners, an unhealthy lifestyle typical for young Russians, as well as the unpopular behavior of the “golden youth.” Among the positive characteristics (24%) foreigners singled out freedom and positivity, erudition and education (information-technologically advanced youth contingent as a separate segment) and creativity. The main neutral characteristics (19%) include style and external attributes, subcultures and students as a social stratum.



Graph 10. Picture of Russian youth according to foreigners

As well as Russian respondents' young people from foreign countries were asked about the ideal image of Russian youth. Most of the characteristics coincided, but for the foreign audience the interpersonal aspect (kindness, responsiveness to foreign representatives) deserves more attention, as well as an increase in the general level of education and intelligence (the cultural and intellectual aspects).



Graph 11. The main features of the ideal image of the Russian youth: the opinion of foreign youth (% of answers)

The results showed differences in the perception of the current state of Russian youth: the attitude of foreigners is rather negative while Russians look at themselves more optimistically. Not the last role in this issue is played by the established stereotypes and the image of Russians formed through the media. A conscious approach to developing leadership potential is shown by only 18% of young Russians, which is a low indicator. Leadership for Russian youth is not considered a valuable orientation or a significant direction of self-fulfillment. The metaprograms of a leader are demonstrated by only 10% of the respondents among young Russians. Regarding the ideal image of Russian youth, both groups of respondents showed similar results. Enhancing the cultural and moral image and intellectual qualities of Russian youth is the main vector of the transformation of the youth image.

The authors deem the main problem that was identified by the study is the low rate of young Russians with leadership metaprograms. The majority of respondents (both Russian and foreign) stated they would like to improve the cultural and moral component of the image of Russian youth, but this direction of development will not lead to an increase in the percentage of youth leaders. The key socio-psychological indicator determining the development of youth leadership is proactivity. This metaprogram is formed in only 28% of young Russians. At the same time, laziness (87%) is a barrier to self-development, including leadership skills. Thus it is necessary to work on reducing the rate of laziness and increasing proactivity among young people. The development of a motivational program on a state level will contribute to the solution of this task. To date in the state level there are programs for the selection and development of youth leaders as part of the development of youth policy, but this work can't be considered systematic and thorough. Experts highlight the difficulties in training young leaders who are able to form and implement innovative projects on a state level [14]:

- Differences in the conceptual apparatus of stakeholders, which is the reason for professional and functional differences in the innovation sphere.
- Lack of infrastructure for training young innovative leaders as a unified training system.
- Different levels of training in the school system of the city and village, which is the reason for the gap between the preparation levels of applicants in educational institutions.
- Lack of competent teachers and business coaches who can qualitatively train young innovative leaders.

The problems will remain unresolved if youth leadership as a phenomenon does not become a key value among the younger generation. It is necessary to popularize youth leadership in the Russian Federation. For this, the authors of the article propose an approach based on branding. Branding of goods, companies, personalities and territories is becoming increasingly popular due to direct dependence on the created competitive advantages. Everything that is a brand stands out in the mind as of greater value, loyalty



is increased and additional value is created. From the marketing point of view, the brand is defined as a set of emotional links between the brand and the consumer, assuming a certain set of knowledge about the product, influencing the consumer's decision to use or refuse this product [15]. With regard to the development of a youth leadership brand with a set of value orientations and leadership metaprograms, branding technologies are also applicable.

To build a brand of youth leadership, it is necessary to:

- Find values, characteristics and attributes associated with the brand of youth leadership;
- Identify the brand identity of youth leadership;
- Transform identity into a materialized proposal for youth target audience in form of services, products, etc.

Much is being said about the problems of youth in the Russian media. However, very little attention is paid to the strengths of youth policy and achievements in this area. Highlights and popularization of young heroes, their success stories and achievements can become the basis for the youth leadership brand. As for the external stimuli that will form the values of a youth leader in Russian society on state level, heroization of the youth representatives and creation in the minds of the younger generation of an image of a proactive, tradition-respecting and capable of introducing innovations can be done. To express and position the youth leadership brand it is necessary to use visual-audial-kinesthetic means, and the characteristics have to be broadcast through information and communication channels. The choice of channels for promoting the brand of youth leadership needs to be assessed through the willingness of target groups to make decisions, the specifics of their behavior and the degree of impact of these channels. Creation of a strong sustainable youth leadership brand in the minds of the Russian and foreign communities will allow to successfully solve complex tasks on state level and ensure stability in the long term.

At present the state, business and other social groups are interested in youth leaders who can promote innovative ideas and are able to implement large-scale projects. However, studies conducted in the field of youth leadership have shown that around 20% of respondents are potentially ready to fulfil their leadership potential, which is extremely inadequate for solving the problems of modern Russian society development. To develop personal and behavioral leadership characteristics young Russians need to put in place proper value orientations and metaprograms that can in the future reveal the leadership potential from within. At the same time, systemic work to popularize youth leadership in Russian society is extremely important. The basis for this work should lie in branding technologies. The external trend of youth leadership popularity will motivate the creation of personality-behavioral characteristics of Russian youth, which in turn will support the brand of youth leadership. Thus, a mutually directed action to form youth leaders will ensure a steady influx of innovative ideas and create an attractive image in the world community.

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### **Ресей жастарының көшбасшылық әлеуеті: ішкі және сыртқы көзқарас**

**Аннотация.** Мақалада Ресей Федерациясында жастар көшбасшылығын дамытудың негізгі тәсілдері қарастырылады. Көшбасшылықтың теориялық негіздерінің тұжырымдамалық үлгілері зерттеледі. Ресей жастарының қазіргі әлеуметтік-экономикалық жағдайы талданады. Ресей жастарының көшбасшылық әлеуетін зерттеудің нәтижелері ұсынылды. Көшбасшылық әлеуеттің дамуына ықпал ететін тұлғалық сипаттамалардың, құндылықтардың және мета-бағдарламалардың талдауына ерекше назар аударылады. Ішкі (жас ресейліктердің өздерін бағалауы) және сыртқы (шетелдіктер ресейлік жастарды қалай көреді) көзқарас беріледі. Авторлар брендинг негізінде РФ жастарының көшбасшылық әлеуетін дамытуға көзқарас ұсынды.

**Түйін сөздер.** Көшбасшылық, жастар көшбасшысы, жас ұрпақ, құндылықтар, көшбасшының сипаттамалары, Ресей Федерациясы, әлеует, зерттеулер, брендинг.

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### **Лидерский потенциал российской молодежи: взгляд изнутри и снаружи**

**Аннотация.** В статье рассматриваются основные подходы к развитию молодежного лидерства в РФ. Изучены концептуальные модели теоретических основ лидерства. Проанализировано текущее социально-экономическое положение российской молодежи. Представлены результаты исследования лидерского потенциала российской молодежи. Особое внимание уделено анализу личностных характеристик, ценностей и метапрограмм, обуславливающих развитие лидерского потенциала. Дан взгляд изнутри (оценка молодыми россиянами самих себя) и взгляд снаружи (как видят российскую молодежь иностранцы). Авторами предложен подход к развитию лидерского потенциала молодежи РФ на основе брендинга.

**Ключевые слова.** Лидерство, молодежный лидер, молодое поколение, ценности, характеристики лидера, метапрограммы, Российская Федерация, потенциал, исследования, брендинг.

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