

# MANAGERIAL COMPETENCIES REQUIRED: A COMPARATIVE ANALYSIS OF MOSCOW AND THE KALININGRAD REGION

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*In a post-industrial society, social processes are dynamic, complex, and diverse. Social interaction management is turning into a competency in its own right. This competency is shaped by many factors, which are affected by the institutional setup as well as the individual features and localisation of the subject and object of management. Investigating and developing the managerial competencies that are necessary for the successful operation of society is a major trend in contemporary science. Studies in the area require an interdisciplinary approach.*

*The aim of this research is to identify the managerial competencies that are crucial for the adequate and stable functioning of regional administration systems. An analysis of the components of managerial competencies and their factors is carried out to identify their status in the centre of an exclave region (Kaliningrad) and in Moscow.*

*The study draws on the authors' frame-based methodology (Rospatent No. 2012660535), which makes it possible to obtain objective empirical information on competency factors and their types.*

*Sought-after competencies and their indicative structures were identified for each region. The findings are not only of theoretical importance but are well adapted for practical purposes, particularly, for advanced training of managers and teaching related university disciplines.*

## **Keywords:**

management, exclave region, administration, leadership, leadership management, managerial competency

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## **Introduction**

In modern society, management, which is the most crucial resource for the comprehensive development of society, is becoming one of the central issues of social knowledge. Nowadays, management science acquires multidisciplinary character — for making the knowledge more objective, applying it more efficiently, there is a need to use achievements obtained in different spheres of knowledge.

In sociology, management has been an object of study for a long time. It is considered in detail within the framework of various schools and directions at multiple levels of social organization (macro-, meso- and micro-level). Nevertheless, the relevance of the study of managerial practices is not only not decreasing, but, on the contrary, continues to grow. The acceleration of the pace of social change, which is characteristic of the post-industrialist, postmodern era [1], and the almost sweeping informatization of society [2], do not reduce the urgent need for an in-depth study of managerial realities and for theoretical efforts to comprehend this sphere of social life. Moreover, the scientific development of managerial practices is not just a kind of tribute to time, or an attempt to pursue fashionable research intentions. With its focus on managerial activity, the whole system of influence on social processes is shaped by the urgent need to strengthen the applied character of modern science.

When studying national management practices, it is essential to understand the specifics of Russia fully. In this case, we are talking not only about the size of the territory, the multi-ethnic and multi-confessional composition of the population, various cultural determinants and mental features but also about its complex regional structure. In particular, we are talking about the exclave of the Kaliningrad region within the Russian Federation.

The location of this westernmost region of Russia is unique not only in terms of its current geo-political position but also in terms of history, culture and the resettlement character of the regional social development. This determines the need for constant monitoring, including the use of empirical sociological research, of all processes occurring in the region, including management practices. This fact is also important because it is possible to record the explicit trends of peculiar managerial multiculturalism, which is conditioned by the traditions of governance characteristic of the Soviet period and the established post-Soviet practices. Another condition is the need to consider their managerial specifics in the interaction with Western partners (Poland, Lithuania).

Although the Kaliningrad region is an exclave territory of the Russian Federation, it has to, like all other regions, implement the standard logic of development and managerial decision-making practices set by the federal authorities. In our opinion, the centre and its management structures have been, and still are, a kind of benchmark for the implementation of the best management solutions. These conditions determined the choice of the above-mentioned subjects in Russia for our study.

This issue belongs to the “managerial competence” sphere. Managerial competence is commonly defined as the level of communicative and cognitive skills and perceptual readiness (perception), availability of specific skills, including attention skills, as well as moral attitudes to the adequate interpretation of semantic information [3, p. 404].

Management competence is a rather capacious concept, which includes a set of social and psychological characteristics of a subject and an object of management. All these characteristics brought together allow us to speak about the correlation of management expectations and, as a consequence, the possibility to build effective management interactions, which to some extent implies the unification of the management process. Unification of the management process contributes to developing a homogeneous management style of thinking, allows optimizing the decision-making process and making these decisions efficient to the final beneficiary. At the same time, the sphere of such unification (state and municipal administration bodies, commercial or educational structures, etc.), in our opinion, is not a determining factor.

### **Methodology of research**

The “Management Decision Support System” methodology was used as a research tool [4]. The research methodology is polyparadigmatic, which makes it possible not only to describe the micro-level of managerial interactions but also to evaluate managerial competences in the areas under research. At the same time, the authors take the following concepts as a background: situational approach [5], symbolic interactivity [6, pp. 89—157], and activity approach [7, pp. 294—306]. The situational approach makes it possible to consider direct contacts between the subject and the object of the managerial activity [8, pp. 22—38]. Symbolic interactionism allows analyzing the content of a managerial interactions situation when it comes to some certain managerial content [9]. The activity approach determines the character of the evaluated cases in the process of interaction of the subject and the object of management, namely, situations of actions of the subject and the object of management, their choice of a solution [10].

The logic of the research set is built upon the frame structure. The frame structure settles knowledge during the analysis, in our case, during the study of management activity. As a result, a complete stereotype of the concept (“managerial competence”) is formed [11] which results in managerial thinking.

The structure of research tools is built on “leadership”, “leadership” and “leadership management” categories, which are described in indicative terms. In this case, each indicator has its own operational scope (see Table 1 [12]).

Table 1

**Indicative description of managerial competencies**

Managerial competences	Indicators and their operational scope
Management	<p>Self-discipline — the ability to plan your actions to increase efficiency.</p> <p>Discipline — strict adherence to the established rules of organizational interaction.</p> <p>Execution — timely execution of organizational tasks in compliance with regulations and norms.</p> <p>Hard work is a personal characteristic of a manager, indicating his subjective position to work, manifested in the quantity and high quality of results.</p> <p>Fairness — the presence of criteria or a set of values in the personal plan of the manager, which are necessary to ensure mutual informal actions.</p> <p>Ability to innovate — the use in management activities of advanced experience and technologies necessary to achieve organizational goals.</p> <p>Strategic thinking — reflection in the activities of the unit of the objectives of the organization as a whole.</p> <p>Organizational talent — the ability to plan the actions of employees to increase efficiency.</p> <p>Correctness — moderate degree of status differences expressed in the course of organizational interactions in the management process.</p> <p>Requirement — consistent actions aimed at stimulating employees' work activity.</p> <p>Responsibility — the ability to take care of the quality of work results.</p> <p>Perseverance — consistent control of employees' activity in the course of achieving organizational goals.</p> <p>Pragmatism — the ability to appreciate the work qualities of employees above their personal and personal characteristics.</p> <p>Determination — individual quality of the manager, consisting of the ability to perform management actions in a timely and independent manner.</p>

*The end of Table 1*

Leadership	<p>Discipline — strict adherence to the established rules of organizational interaction.</p> <p>Adaptivity — the ability to relate organizational goals to the group and individual goals.</p> <p>Collectivism — demonstration of belonging to the group norms of realization of interactions.</p> <p>Compatibility — high level of coherence in the implementation of organizational goals.</p> <p>Purposefulness — the ability to achieve organizational goals.</p> <p>Tolerance — a loyal attitude to individual characteristics of group members.</p> <p>Moral stability, including emotional and intellectual abilities — the presence of a socially approved set of norms and values.</p>
Leadership management	<p>Creative approach to work — the ability to find non-standard options that provide the most optimal solution to current organizational challenges.</p> <p>Rhetoricity — the manager has communication skills that allow him to motivate employees.</p> <p>Alertness — versatile control of organizational interactions, which includes attention to the goals of the organization, the goals of the group (informal aspect), the goals of the system as a whole.</p> <p>Vigilance, as a manifestation of emotional intelligence, is an opportunity to find logically connected, emotionally expressed arguments for the formation of managerial decisions.</p> <p>Collectivism is a demonstration of belonging to group norms of interaction.</p>

The sample of the survey was made up of respondents holding managerial and non-managerial positions in the places where the research idea is launched (Kaliningrad and Moscow), working in various organizational structures (state and municipal administration bodies, commercial and educational organizations). The number of respondents is 186 in Kaliningrad and 764 in Moscow. The sample is quota-based, structured by gender, age and status of respondents in the organization (head/subordinate). The quantitative indicators obtained correspond to V.I. Paniotto's tables; the actual error does not exceed 4% [13, pp. 167–181].

## Management competence factors, comparison of regional practices

Different methods of mathematical statistics were used to compare regional practices related to specific managerial competencies. The factor analysis allowed studying the aspect of managerial competencies that concentrate around such phenomena as management, leadership and leadership management. The primary component method was used to identify factors [14, p. 82]. At the same time, we took the concept of a simple structure of L. Thurstone as a background for the study, which implies levelling the value of  $g$ -factor (leading attribute), proposed by Ch. Spearman, and opens the possibility of comparing empirical information on individual representative features of the structure under study [15, p. 529–554]. H. Kaiser's eigenvalue criterion was used to allocate the dispersion equivalent to the dispersion of one variable [16, pp. 97–106]. The numerical indicators of the analysis are presented in Table 2.

Table 2

**Numerical indicators based on the results of factor analysis  
of necessary management competencies in the regions understudy**

Indicator Region	Management	Leadership	Leadership management
Moscow	1,15	1,35	1,24
Kaliningrad	1,43	1,19	1,12

Having analyzed the information received, we believe that all the stated necessary management competencies are significant. However, the specifics of management priorities differ in the regions under study. The central differentiating tendency lies in the leading factor influencing the model of behaviour in subject-object managerial interactions. In Moscow, leadership management is ranked first. This managerial competence, based on its indicative description (Table 1), is filled with characteristics related to social and psychological communication.

Though being inclined to regulations inherent in the subjects of the research, the generalized managerial competence implies conscious goal-setting, both at the level of individual and group attitudes. Also, evaluating the leading trend of managerial competence in the region one can trace the demand for teamwork consistency and achievement of organizational goal as criteria for evaluation of management success, as well as tolerance towards individual features of employees (attention to these features, their study, development of methods for the objective assessment of the individual potential).

Special attention within the framework of priority management competences is paid to the moral and ethical set as a component of management competence, according to the empirically identified central trend. Not only a complex social education requires a special managerial gift to be able to install this category into the internal plan of the subordinate's personality, but it also becomes an indicator of social maturity of the subject of management, their readiness to support and accept the organizational moral and ethical intention [17]. The complexity of this process lies in the fact that moral and ethical regulation is the result of the socialization process. A similar individual set already exists in the personal plan of both the leader and the subordinate.

The cognitive dissonance [18] is highly likely in this case, and the mechanism of accepting the platform is complicated. First, the moral and ethical platform should be actualized by the organizational structure itself. Secondly, it should be accepted by the manager (often in modern organizations, the adoption of moral and ethical corporate norms is a criterion for a successful career). Thirdly, ways must be selected to allow subordinates to understand and accept these moral and ethical attitudes. This work focuses more on a personal approach implemented both at the level of the organization as a whole and the level of peer administrative interaction. And, fourthly, such work requires the methods diagnosing the assimilation process of the system of moral attitudes and behaviour norms. Taken together, all of this requires a high level of organizational level of work with the personnel, which not all institutions can afford and which is undoubtedly an important managerial competence of a modern manager.

Central management competence in the exclave region looks somewhat different. Here the leading managerial competence is leadership [19]. In the system of managerial interactions, management is a basic managerial competence, which serves as the basis for more complex forms, such as leadership or leadership management. Considering leadership as a leading managerial competence, we have to recognize it as an evolutionary form, which, if it has its own indicative constructions, has attributes related to leadership. Among such overlapping elements, it is possible to single out regulation as a factor to encourage organizational efficiency and organizational abilities (though this component reflects the formalized aspect of managerial work). There are characteristics conditionally corresponding to leadership: willingness to maintain informal relations; reduced expression of status differences (it is still not tolerance, but rather an attempt to build comfortable subject-object managerial dialogue); ability to appreciate professional knowledge, skills and expertise of employees more than their personal characteristics (certain administrative pragmatism).

Most of the indicative characteristics of the exclave's management competence focus on the personal qualities of the manager himself, which is a leading distinctive feature of basic management competence. Management uses the potential of the leader's personality as a resource; leadership focuses on the synergy of the subject and the object of management.

The set of personal characteristics of a manager is indicative of the following as well: an individual high work ethics (quantity and quality of work performed); readiness to use innovative approaches (experience and technologies) in one's work to achieve organization's goals; persistence in stimulating employees' work activity; control of employees' activity and results of their work; independence in making managerial decisions (within the limits of their powers).

At the same time, it would be wrong to limit the description of managerial competencies to an independent analysis of the central trends. According to the received empirical information, all three management competencies taken for consideration in the research have their typical indicators (Table 2). It means that they are manifested in the system of real management contacts and, are sure to influence the general model of management competence taken for comparison of the regional management practices.

A stark contrast in managerial prerogatives is manifested in the "management/leadership" dyad. We have considered this pattern above. Such managerial competence as leadership management manifests itself differently in the regions of research. At the same time, if a higher value is observed in Moscow, then in Kaliningrad, this value ranks third. In our case, the very phenomenon of managerial competence "leadership management" is a kind of an acmeological value. It is the most challenging social and psychological entity from the practical point of view, which, along with successful managerial practices of management and leadership, brings a new impulse in the situation of managerial interactions with people.

An indicative description of such management competence as leadership management includes a new level of management culture. Such a managerial phenomenon cannot be put into practice if it is shared, understood and applied only by a manager or a subordinate, or declared by the organization as a particular business processes characteristic. Successful management at the leadership management level is possible only if the manager is mentally and professionally ready for implementing such a complex competence, and his subordinates have enough maturity to perceive it adequately. As for organization in general, it is called to support such interactions by all means of organizational culture (norms, values, behavioural attitudes).

The indicators describing managerial competence "leadership management" are not implemented separately from other managerial competencies described by us and taken as a subject of study. Instead, we can consider adding to the existing successful sets of managerial interactions some new relations between the subject and the object of management.

Another administrative resource is the skill of the leader to actualize non-standard strategy, which provides for efficient tackling the challenges which the organization faces. A new quality control system is also of interest. It is within the "leadership management" competence that the control of interactions inside the organization is not seen in the analysis of the cumulative employees' results, but

as the target set which includes the purposes of the organization, the purposes of a group (division), the purposes of the industrial cluster. An important skill of leader management is the ability to provide a comfortable communication environment. Speech is the primary management tool [20], so communication skills necessary for motivating employees and a logical system of reasoning decisions become an essential element in the indicative construction of such complex managerial competence as “leadership management”.

Thus, if we consider the managerial competences as a managerial evolution of sorts when there is a development from simple managerial actions to more complicated ones, we can state that the exclave region tends to overcome the imbalance in managerial preferences. The tendency of transition to a new management practice is fixed on statistically close values describing both “leadership” and “leadership management” (Table 2). This trend can be assessed as a positive one, because positioning changes in the implemented managerial practices as evolutionary, one should not speak about the nature of these changes as an unambiguously defined sequence proceeding from classical principles of evolutionism [21]. In our case, when considering managerial competences, there is a possibility of transition to managerial expertise of a higher order over intermediate stages.

This fact is empirically proven, first, by leadership management in the management practices of the exclave region, and second, by the proximity of the “leadership” and “leadership management” competencies in absolute values (Table 2). For the practical transition to a new format of managerial paradigm, a trigger is required. In modern practice, it is reasonable to use educational technologies as such a resource. Advanced educational technologies make it possible to overcome the imbalance in managerial thinking. And if the Moscow managerial competence reaches the level of leadership management in the traditional evolutionary format, the Kaliningrad managerial model of competence can achieve the same level due to the educational technologies of advanced development [22, pp. 17–24].

### **Typological models of managerial competencies**

The stated administrative competencies defining a dominating orientation of administrative interactions, in a situation of practical application can interfere with the declared indicative architecture. This interference is connected with the fact that the empirical verification of the performed factor analysis scheme determines the attributes as such. Still, in the real situation, we can observe interpenetration of managerial competences, the presence of a more complex combination of indicative characteristics in the leading plan of management activity. In order to establish such regularities and make a more detailed comparison, it is reasonable to identify the leading types of managerial competences in the places where the research concept is localized.

Typological analysis is the optimal algorithm for the mathematical determination of stable combinations of managerial competence features [23, p. 30–37]. Traditionally, in sociology, the method of typological analysis allows determining stable combinations of properties of studied objects. So that the implementation of the declared method corresponds to the accepted procedure, it is necessary to identify the object of typology initially. In the framework of this research, the object of typologization is the management process, which correlates with specific management competencies and indicators describing them. The basis of typologization is the management competence, which enables to carry out management process effectively and represents a common practice of management interactions in the objects under study (Moscow and Kaliningrad). Theoretical aspects of substantiation of typological analysis are reflected in the indicators, shown in Table 1.

Thus, it is possible to identify the leading type of management competence in accordance with regional practices in direct management activities. Social and demographic characteristics of the respondents (gender, age, organizational status) are the attributes that form the types.

The mathematical design of the process of determining stable typological combinations in the research regions was implemented using the principal component method [24]. Moreover, if in the first case, we used the orthogonal rotation, then in the second one, we used the oblique rotation. And while in the first case of processing empirical data, we used the varimax rotation method, in the second one, we relied on a combined method.

Also, the criterion of the fraction of reproducible dispersion was used to determine the number of types. According to the declared model of data processing, the extracted combinations are ranked by the share of determinable dispersion.

As a result, two typological combinations (one per region of study) were selected among the obtained typological combinations, which produced the maximum number of absolute numerical indicators.

Further interpretation of the empirical information allowed identifying and naming the leading types of management competence.

From the list of management competence components offered to the respondents, i.e. experts in the field of management [25–27, pp. 98–117; 28] and which, in our opinion, most accurately reflected the essence of this phenomenon, the Moscow region turned out to select the following ones as the most common. First of all, it is a creative approach to the performance of the duties; rhetorical abilities and logic at actualization of administrative decisions; compliance with regulations; tolerance to individual qualities of employees; high level of the control over the activity of subordinates; vision of strategic purposes of the organization; acceptance of work as a tool for self-development; increased attention to personal and general labour quality.

Respondents of the exclave region identified the following indicators of leading managerial competence: the need for a creative approach to the management

process; communication skills in motivating team members; attention to individual professional differences of subordinates; individual approach to the distribution of labour duties and compensation for labour; high level of control over the work of subordinates; individual employee incentives.

Thus, when correlating the two leading types of managerial competence, we can conclude that the settings of the management subject both in Moscow and Kaliningrad includes a relatively large number of similarities. This fact suggests, firstly, the significant potential for interfacing management competence systems and the similarity of managerial thinking. Secondly, it indicates that competencies can be formed regardless of the geographical distribution, but due to the function in the organization, which is often the background of many classifications in management.

## **Conclusions**

A study of the demanded managerial competencies and their comparative analysis in the exclave and central regions shows that there is a certain difference in approaches to the managerial interactions. These approaches are mainly expressed in the degree of resources used to optimize management in a situation of direct subject-object management relations.

Management resources expressed in competencies, which are described using indicative constructions with unambiguous operationalization of structural elements, have slight deviations. This imbalance is concentrated in the field of taking higher-order motivators [30] as the basis of managerial behaviour. These include awareness of the strategic goals of the organization (both at the level of the leader and the level of subordinates); communicative skills; recognition of the social significance of labour; work culture; high requirements for their own work; managerial innovation (development of managerial knowledge, skills) and operational innovation (efforts made to improve methods, approaches and methods for solving organizational problems).

We would like to emphasize that managerial competence goes beyond the purely qualitative features of the subject of management. The implementation of such complex formats of managerial interactions cannot be successfully applied in practice, provided that the subject of management (manager) has the necessary knowledge, skills and abilities. Subordinates must have a high level of managerial maturity to adequately respond to socially complex options for interactions offered by the manager. This situation once again proves the relevance of modern approaches to the sociology of management: management in current conditions is considered as a subject-object system [31]. The division of role complexes into subject and control object is somewhat arbitrary and serves to fix the process of studying organizational or group statuses nominally.

The analysis showed that the intersections between approaches to the implementation of managerial interactions in Moscow and Kaliningrad are quite signif-

icant. The differences demonstrated by the empirical material testify rather to the process of evolution of managerial practices taking place in a single trend than to different approaches to understanding the management process. They indicate not only the demand for specific competencies, but also the fact that the understanding of how management should be implemented, and the desire to put these managerial models into practice are becoming more and more prominent.

An important focus in our study is given to its instrumental part. Replacing the classical model of a sociological survey with a frame structure has provided us with several advantages and interpretation of demanded managerial competencies. A complex indicative system with extensive operationalization of the components made it possible to level the problem of objectification of empirical information. Evaluating the proposed compositional forms, respondents associated numerical information with its narrative. Thus, we got a detailed picture of managerial thinking [32], which, using methods of mathematical statistics, has developed into managerial competencies.

As a result of the study, we obtained information about the demanded managerial competencies in the places of their localization, carried out a comparative analysis and identified certain trends. The obtained results are, in our opinion, reflect the scientific interest and can be used in practice, in particular, for improving the qualifications of managerial personnel, in teaching a number of disciplines in higher educational institutions.

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