



The conquest of the authority by the young leader Tomsk Polytechnic University

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Abstract

This article considers the problem of credibility gaining as a young leader. There is a situation sometimes – the disagreement between a young and ambitious leader, who is a new person in the company and a long experience workers (usually it is workers of pre-retirement age). In the literature, this phenomenon is described by the term "the envy of generations." Brainstorms, talks about effective and ineffective strategies, theories of success and failure in the process of communicating with subordinates were conducted among young leaders. Also they participated in the survey. The main methods and strategies of communication with subordinates to gain credibility and establish sound working relations were identified.

Keywords: management psychology, the envy of generations, conflict prevention, authority winning, young leader, personnel management.

1. Relevance

What is the secret of a successful company? There are a lot of answers: idea, director, team, money, demand etc. Let's take a qualified director who can manage people and processes as a foundation of a successful company. To become that kind of leader, you have to pass a long way.

Nowadays directors solve quite a number of tasks. Main of them are: goal setting, stuff motivating, finding the methods of product manufacturing.

The world experience of great companies shows that young, educated and ambitious people who seek some innovative ideas to contribute to the development of the business, make them successful.

2. Problem statement

There's a growing number of young leaders who face difficulties in adaptation to a new team and try to cope with negative or indifferent attitude of their subordinates.

It causes the following problem: experienced employees don't want to follow young inexperienced leaders and carry out their orders.

Consequently a young leader must possess necessary qualities to create the authority.

So how can a young leader get respect of employees and successfully manage his company?

3. Accomplished work

Therefore, to find a solution to this problem, interviews were conducted with 8 leaders under the age of 25 years, managers of industrial enterprises, where subordinates, for the most part, are experienced, skilled workers. During the meetings with leaders the brainstorms were held with the discussion of effective and ineffective strategies, theories of success and failure in the process of communicating with subordinates. A questionnaire survey of managers (see Annex 1 "Questionnaire") was also conducted. As a result, 8 people

emphasized 4 points in the most important theories and methods for the successful authority winning among the subordinates.

Each leader uses his own way of gaining authority, and the success of the same method under different conditions may be different. It depends on the leader's individuality, his culture, attitudes, character, experience, knowledge, and is also determined by the current situation, psychological and sociocultural factors inherent to both managers and staff, profession, and region.

4. Discussion of results

It appeared that managers often know instinctively how to behave, but because of the work overload and high responsibility they do not always see clearly the main points in management. The study showed, it is very important to pause and do a retrospective analysis of the work performed and derive the principles of work and behavior as a leader.

Thus, according to the study, it was found that the most effective, feasible and acceptable (desirable) methods for gaining credibility as a young leader are:

1. Visiting all workplaces daily, studying technologies and issues.

The Manager must know the essence and production technology to control it personally and be confident in the efficient, high-quality production process and be aware of all the current problems and respond to them quickly.

2. Finding an enemy for your team or, to put the production process on a competitive basis. Displaying the information about competitors (their success and failure) on the "Leader Board" ("Employee of the month" board).

As shown, the production values increase significantly when there is a "rivalry".

For effective work there must be motivation. When the reward depends on employee's own effort, the work capacity increases.

4. If there is a case connected with life/death, children in an employee's family, a leader should turn off the chief and try to help.

Work, of course, is important, but if there is a real problem in the family of a worker, the leader has to be able to sympathize with him and make concessions.

5. Summary

Repeated interviews with the leaders showed that the implementation of these methods, making behavior analyses and reading the related literature could lead to the improvement in superior-subordinates relationship.

It's not an easy task to be a qualified leader and keep the production process on a high level. But gaining credibility in your team is even more difficult. It concerns human relations too. You need to be a friend to your subordinates, but not to cross the line of working relationship. It's even more difficult for a young leader when experienced workers believe that they know and perform better. But their thoughts are limited to their skills. "There is a road everywhere for young", – say the words of a famous song. Is it really truth? Everyone knows that higher educational institutions graduate thousands of skilled professionals every year, but how many of them manage to "stay" in the profession, to achieve not only stability but also success, and become young leaders?

Acknowledgements

This research was financially supported by National Research Tomsk Polytechnic University.

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