



Socio-Psychological Characteristics of the Leader, Predetermining Joint Creative Activity

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Abstract

The article discusses the actual features of leaders. Describes co-creative activity, the author focuses on the equality of all participants in the process of joint creativity. Such equality (or partnership) can be ensured by the absence of one single leader or leader for all situations, and by the presence of distributed leadership.

Keywords: activity, creativity, leader, efficiency.

Understanding the effectiveness of management activities, as a rule, is associated with the personality of the manager. It seems interesting to us to find answers to the following questions: "What personality traits of a manager act as a barrier to joint creativity? Are there conditions and factors that increase the effectiveness of co-creation for various personality characteristics? A special empirical study was devoted to answering these questions, during which the hypothesis was tested about the relationship between personality characteristics and the effectiveness of joint creativity in two situations - spontaneous and planned improvisation, which is the usual life of an educational institution.

Recently, specialists have singled out a special type of joint activity - joint-creative, as predetermining the effectiveness of activity. The most complete concept of joint creativity was developed by P. V. Malinovsky and T. Yu. Bazarov (2003). In co-creative activity, "a special type of behavior is created - co-creation, when each participant in the process becomes an equal creator of something new [1].

As can be seen from the description of co-creative activity, the authors focus on the equality of all participants in the process of co-creation. Such equality (or partnership) can be provided by the absence of one single leader or leader for all situations, and the presence of distributed leadership. For distributed leadership, five basic conditions must be met: balance of power, shared goal, shared responsibility, respect for each member of the team and the creation of opportunities for each other. As you can see, distributed leadership becomes a mechanism that regulates the ways of interaction in a joint-creative type of activity.

The methods and techniques of data collection in the study included: participant observation, B. Altemeyer's right-wing authoritarianism scale, and the co-creation efficiency scale[2].

After receiving raw data, they were processed in the statistical package SPSS 12.0. We used non-parametric methods: Mann-Whitney test for non-parametric sampling, Spearman's correlation coefficient. To analyze the scale of group creativity, a factor analysis was carried out and the Alpha-Cronbach coefficient was calculated [2].

The Cronbach's Alpha coefficient, which allows you to check the internal consistency, based on the average point-to-point correlation, on the co-creation effectiveness scale is 0.745; which allows us to speak about the reliability of the scale. As a result of factor analysis, one integral



factor was singled out, which included all the criteria of the Scale for the effectiveness of joint creativity, which allows us to speak about the internal consistency of the scale criteria.

The results of the observation showed (Fig. 1) that authoritarianism is inversely associated with such personality traits as leadership ($r=-0.433$, $p<0.05$), forethought ($r= 0.463$, $p<0.05$), creativity ($r= 0.404$, $p<0.05$), dynamic thinking ($r= 0.424$, $p<0.05$), problem orientation ($r=-0.405$, $p<0.05$). Other criteria (cooperativeness, influence, insight, tolerance) are also negatively associated with the authoritarianism of the individual, but no significant correlation was found.

A qualitative analysis of the results of observation shows that highly authoritarian individuals are more likely to agree with the opinion of the leader of the group and with other participants, they are not inclined to put forward new ideas, they tend to rather take a passive position in the group.

Figure 1 is a graph showing the direction of change in the average scores on the co-creation effectiveness scale.



Rice. 1. Dynamics of the effectiveness of joint creativity depending on the degree of authoritarianism of teams and experimental conditions (spontaneous and planned improvisation).

Let's compare the results of authoritarian and non-authoritarian teams in two conditions for each criterion of the Co-creation Effectiveness Scale. In the first condition ("spontaneous improvisation" - solving a creative problem in a group), significant differences were found between authoritarian and non-authoritarian teams according to the following criteria: willingness to take risks in the team, diversity of ideas in the team, and humor in the team. Low-authoritarian teams score higher on these criteria on the Co-Creation Effectiveness Scale. According to the criteria "freedom in the expression of ideas", "trust", "time for an idea", "conflict", no significant differences were found, however, we can talk about a trend: in authoritarian teams, the average scores for these criteria are decreasing compared to non-authoritarian ones.



According to the integral assessment of the Collaborative Creativity Scale, significant differences were found between authoritarian and non-authoritarian teams ($p < 0.001$, $z = -3.35$). Authoritarian teams are less effective than low authoritarian ones, i.e. the results confirm the research hypothesis. Additional research hypothesis regarding the effectiveness of non-authoritarian teams. The condition of "planned improvisation" (the presence of a stage of planning a joint future) does not affect the effectiveness of co-creative activity in groups consisting of low-authoritarian individuals. According to the integral assessment on the Scale of the effectiveness of joint creativity in non-authoritarian teams, there is no significant increase in the effectiveness of joint creativity in the condition of planned improvisation. This hypothesis was partially confirmed, because There is a criterion by which the effectiveness of joint creativity significantly increases in the condition of "planned improvisation" in low-authoritarian teams - the criterion of "humor".

The results of the experiment, stating that, regardless of the level of authoritarianism, the effectiveness of co-creative activity in planned improvisation is increased, are consistent with the model of organizational improvisation, which states that it is impossible to "improvise on nothing", a "minimal structure" is needed. In the condition of planned improvisation, the minimal structure became wider due to the discussion of general rules of interaction, firstly, and secondly, due to the emergence of experience in joint activities. Apparently, for people with a high level of authoritarianism, the "minimum structure" should be wider. The increase in the effectiveness of joint creativity in the context of planned improvisation can be explained by the emergence of a flexible group structure, which is one of the prerequisites for effective joint activity in solving creative and design problems.

Thus, both authoritarian and non-authoritarian teams have the opportunity to increase the effectiveness of joint creativity in the context of planned improvisation, but due to the personal characteristics of the people in the authoritarian team, these opportunities have become much wider for them.

Literature

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