Globethics Repository



Responsible Leadership : collection of finalists essays of the Global competition "Strategic matrix - 2016"

This page was generated automatically upon download from the Globethics Repository. More information on Globethics see https://www.globethics.net. Data and content policy of Globethics Repository see https://repository.globethics.net/pages/policy.

Item Type	Conference proceedings
Authors	Ageeva, V.O.;Bratolubov, O.I.;Chepaykin, I.A.;Harina, O.A.
Publisher	Institute for Economic Strategies;Globethics.net
Rights	With permission of the license/copyright holder
Download date	2026-11-01 09:12:58
Link to Item	http://hdl.handle.net/20.500.12424/153985

2016

Collection of finalists essays of the Global competition «Strategic matrix – 2016»

Responsible Leadership

Globethics.net








Table of contents

Ageeva V.O. Model of the responsible leadership in Business. 3

Bratolubov O.I. The responsible leadership. How to make the model of the responsible leadership claimed and sustainable in the modern terms: the achievements and the problems of 'Almaz-Antey' j.s.c. 10

Chepaykin I.A. How to make a model of responsible leadership in the family, demanded and sustainable in contemporary reality. 15

Harina O.A. Responsible Leadership in Today's World Politics 20

Kopkova E.S. Responsible Leadership. Ways of making it sustained and demand at present. 24

Kosmina E.I. Responsible leadership. How to make the responsible leadership model actual and steady in the current big business context: achievements and problems of «Almaz-Antey». 31

Kyrdova A.G. How to make the model of the responsible leadership claimed and sustainable in the modern terms in the industry. 36

Nikifiriva V.S. Responsible Leadership. How to make the model of Responsible Leadership in Ecology relevant and sustainable in modern conditions. 41

Panin N.A. Responsible leadership. How to make a model of responsible and sustainable leadership demanded in the modern politics. 46

Pukhaeva M.A. Responsible Leadership. How to make resistant a model of responsible leadership in large corporations. 49

Pukhaeva M.A. Responsible leadership. How to make a model of responsible leadership and sustainable demand in the current situation in large corporations. 53

Shalfeev A.A. Ethical leadership in small business. 62

Shevchenko D.G. Responsible leadership in politics. 67

Stepanova A.M. Social responsibility of universities 70

Ageeva V.O. Model of the responsible leadership in Business.



Undergraduate of the National Research Nuclear University MEPhI (Moscow Engineering Physics Institute)

"A leader is one who knows the way, goes the way, and shows the way"

John Maxwell

As for me, "Responsible leadership" is quite a strange formulation. Can leadership to be irresponsible and not to use responsibility of the power to achieve goals and maintain values? In my life there were many situations where I have had the opportunity to take a leading position. Despite the fact that this possibility was provided in the game, in the musical school, where leading polyphony should be performed by my voice, in the organization of events or friendly meeting; every time I faced the fear to take over the powers of the leader because the fact that it is a great burden of responsibility to others, to myself.

Leadership defines as global experience of ethical and values-based leadership in order to achieve economic and social progress and sustainable development[1]. Thus, pushing your candidacy for the leadership role, along with that you agreed to commit performance of many roles on the basis of which you have to follow and to take decisions for a team.

Who is the "responsible leader" and what qualities one should possess? It is one of the main questions about the characteristics of the person in terms of fitting in the leadership . You can find many definitions and typologies of leadership, but

1 Christoph Stückelberg. Responsible leadership for staff and managers.

does it matter for somebody when the key role of leadership is in understanding that leader is a person to whom want to follow, to believe, to rely and to listen to his opinion and follow his advice. The leader should be in a variety of roles: motivator, mastermind, mentor, psychologist, critic, generator of ideas, entrepreneurs, etc. And how person with these characteristics can influence others guided by unethical principles of leadership?

I think that the following characteristics can define the responsible leadership:

- The leader establishes and maintains tasks, priorities and organization of standards;
- The leader have to be an example of strict observance of definite rules and principles;
- Leader takes full responsibility upon the occurrence of a critical situation, doesn't blame others;
- An effective leader is not afraid to surround himself with talented employees and supports and helps them to develop their skills and abilities;
- An effective leader needs to be reliable;
- Responsible leader follows to the principle of participation: to lead, teach and inspire his teammates, providing the ability to express themselves;
- The leader develops a sense of personal responsibility and complicity of the team members for their common mission.

Combining all of the above, we can conclude that the personality of the leader is endowed with a number of qualities such as emotional maturity, positive dynamics of personal development, sense of purpose, wisdom, charisma, and sense of humor, creativity, the ability to establish contacts and smooth over the conflicts. But these entire qualities still does not imply responsible leadership. Responsible leadership operates with such parties of personality as honesty, fairness, openness, kindness, humanity, which lays the basic ethical values and principles of humanity. Thus, I am ready to assume that responsible leadership means that one person will

be collected leadership qualities, but combined with value-normative orientations of human existence.

I am confident that the leadership in the modern world cannot be based on fear or horror, but must have a strong moral basis, the moral legitimacy that not includes the individual self-interest or egoism. Ethics should not be a tool, but it should be the principle of all activities[2].

One of the most important questions: what are ethics principles used by leaders in deciding? The answer to this question should be sought somewhere between spirituality and greed, individual ethics of any member of society and of those who have the authority, power and influence.

Of course, it is possible to talk about leadership, not only in business, but it becomes clear a major impact it on business when we start talking about the general quality of life. In the business the leader is always a specific person - the CEO, the owner, who takes on the role of the founder of the corporate culture and of the basic management model. He plays the role of leader of the "responsible" or "irresponsible." You cannot underestimate the great chief's influence at subordinates and at the business as a whole and at leadership. The head of organization can talk about huge values of harmony between nature and man for the preservation and maintenance of the environment and then save money on the construction of sewage treatment plants.

What are the goals the companies use for actualizing its "responsibility"? Is such activity of the company genuine? Does the organization use it for PR and branding, or it is importance as one of the motivators of activity? However, the organization often uses the basic values that are important to many people in advertising campaigns in an effort to demonstrate their responsibility. Also it happens in respect and in taking care of the staff. Everybody can do this because

[2] Alex J. Ramthun and Gina S. Matkin. Journal of Leadership & Organizational Studies 19(3) 303–314© Baker College 2012

you will receive cost-effective and profitable business not to pay the fines and earn additional value of the company at a good branding.

The interaction between the leader and the company is not only determined by economic indicators, but also opens up an area for moral leadership. Leaders must develop an effective ethics policy and standards and take measures for the further development of the policy of the company. With a view to create moral leadership in the company policy should be included codes of ethics, mission and core values stated in ethical programs for the control of internal and external mechanisms.

Moral leadership is developed in various specific moral qualities. The most important of which are: honesty, reliability and fairness. Leaders are trustworthy who can develop relationships that give rise to the respect between all participants, but not who are insensitive and ignoring to the expectations of society and its values. I adhere to the existing deep belief that the good reputation and honor to be called a fair and honest business are key corporate assets, the fact that all employees must develop with the greatest care. The basic for effective leadership understands that corporate ethics is the strategic key to the survival and profitability in this era of fierce competition in the global economy.

In my opinion, responsibility implies the answer to me and my true desires. When I am not guided on benefit or someone's behavior patterns, but because I find it a correct, humanly and environmentally friendly. The development of corporate social responsibility is a task that requires a systematic decision and specific actions of the companies. In this regard, the company's work should be conducted in the following directions: reduction of the negative impact of business on social and environmental characteristics of life of future generations through advocacy, promotion and development achievements of business in the manifestation of social responsibility.

After analyzing the real prospect of the formation of the business is formed on the foundation of humanistic beliefs and ethical values, it can be expressed on the fundamental principles of business vision:

- Have respect for the law. Law is a necessary condition for effective business.
- Work for the benefit of the Fatherland and its citizens.
- Respect for each person. In this atmosphere, people develop different talents and express themselves well.
- Keep your word. Success in business depends on the trust of others to you.
- Live according to your income.
- To be goal oriented, but not to break the moral rules on the way to the desired aim. Neither goal cannot be more important, than moral values.

Of course, responsible leadership is a kind of personal concept. However, it is impossible to challenge the following statement:

- Responsible leadership means leading by example, motivating people to work hard for a positive impact on society in the long term;
- Leaders must behave ethically and effectively;
- Responsible leadership includes help of people in useful results achievement;
- Moral support of activities entails an intense sense of responsibility.

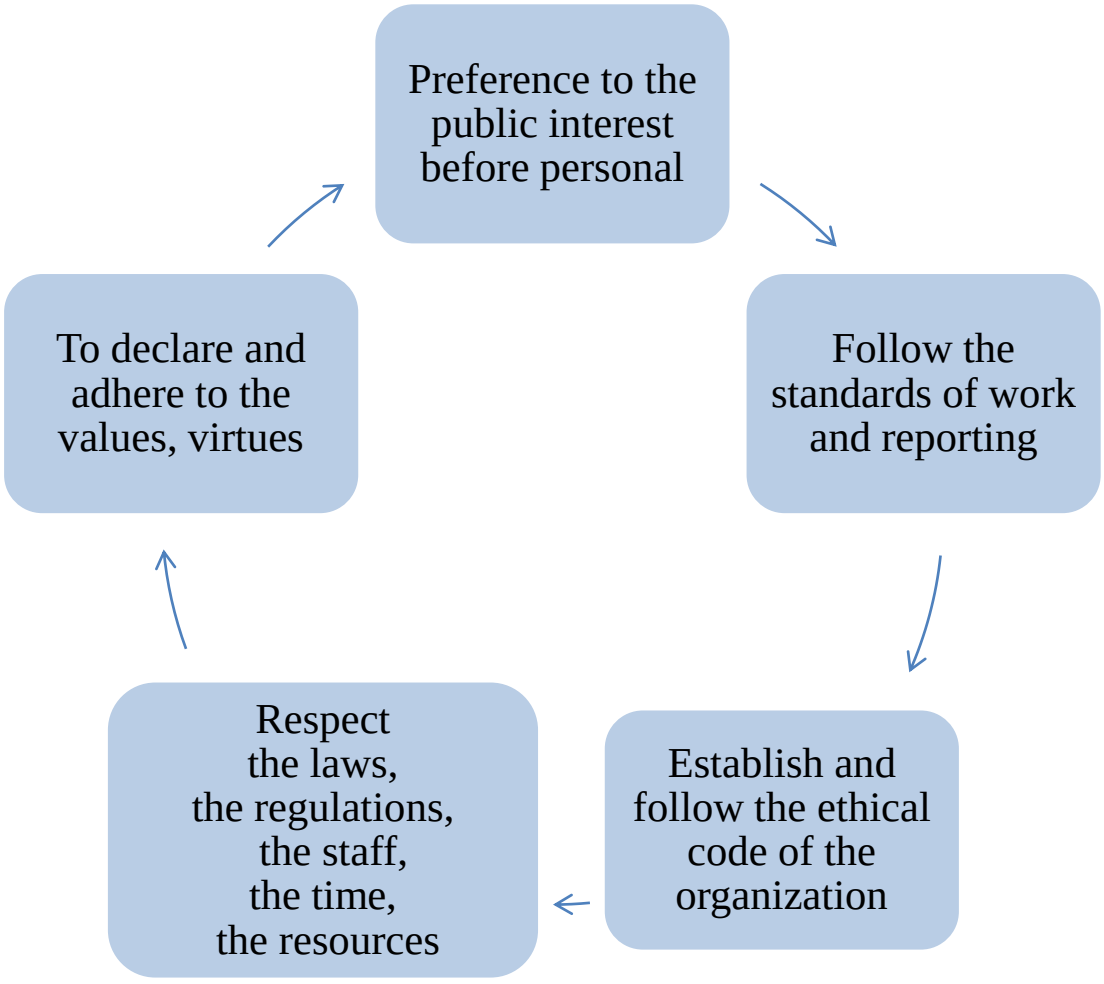
Thus, any organization needs to build its business model based on ethics principles, at the same time with strategic development and the ability to create value over time. The modern model of responsible leadership should include items such as: The moral values; the efficiency; the ability to achieve a balance between personal interests and expectations of stakeholders; the ensuring equal opportunities; the actualization of human virtues.

Any decision of the head should be based on four human virtues:

1) The common sense, which allows in a particular situation to see the practical benefits and make the right decision; 2) The justice; 3) The courage that allows

you to be persistent and keep the chosen direction, without succumbing to pressures; 4) The self-control, that is, emotional maturity, which helps to suppress emotions and redirect all the energy to achieve your goal.

I lined up a model of responsible leadership which included all aspects of management in a business. In my opinion, it has all aspects which have a direct relationship to leadership which is "responsible". Today this model is building a completely new organization management policies and It creates a whole new business - the environment:



In conclusion, I would like to say that responsible leadership is the key to minimize the possibility of unintended consequences. Responsible leadership is the key to achieving respect between people. Adhering to the principles of a responsible and ethical leadership we can achieve the best results and change not only the business - environment for the better, but also the whole world.

List of references:

1. Christoph Stückelberg. Responsible leadership for staff and managers.
2. Alex J. Ramthun and Gina S. Matkin. Journal of Leadership & Organizational Studies 19(3) 303–314© Baker College 2012
3. Responsible Leadership in Action. The Value of Values. Global Ethics Forum 2015 Report

Bratolubov O.I. The responsible leadership. How to make the model of the responsible leadership claimed and sustainable in the modern terms: the achievements and the problems of 'Almaz-Antey' j.s.c.

Graduate of National Research Institute «Moscow Energy Institute»

"Men will always prove untrue to you unless they are kept honest by constraint"

Niccolo Machiavelli

By making the evaluation of the strategic potential of the corporate enterprise 'Almaz-Antey' (hereinafter 'the company') I had to analyze the work of not only this company, but to learn more about the defense sectors of industry in Russia. On the whole, the military industrial complex of the USSR was made as a vertically integrated conglomerate of the enterprises with the structure of management which reflected the delegation of responsibility between the bodies of government and enterprise developers:

- Evaluation and development of the technical requirements based on the supposed perspective of the future wars with the responsibility to the Government (in practice to the Central Committee of the Communist Party of the USSR) was provided by research institutes, Administration of the Defense department and the minister of Defense first-hand;
- The strategic management, the order of serial production, the payment to the developers to execute the projects (the responsibility is to the nation, but in fact to the Central Committee of the Communist Party of the USSR itself (!)) was provided by the Government of the USSR (the CPSU Central Committee);
- The collective engineering decision with the responsibility to the Government of the USSR for the deadline and the quality of accomplishment was provided by a chosen principle enterprise with General Designer ('the responsible engineer' of the system) with the

necessary related enterprises, the people for the positions of General Designers were approved at the level of the CPSU Central Committee);

- The solution to the specific tasks with the responsibility for the quality of the project's design was provided by a 'responsible developer' of the device in a specific enterprise (personally or by means of a department).

As it was, the military-industrial complex of the USSR claimed huge resources and according to the specialists' research it enlisted the services of almost 10 million of the able-bodied population[3], the expenditure on the defense took officially 8% of the GDP (in fact it took almost 15-20%[4]).

The history of development of the company 'Almaz-Antey' (and other similar companies of the military-industrial complex) showed the efficacy of the development scheme mentioned above in the past in relation to the qualitative indicators of the produced materiel.

After the Soviet Union's demise and its economy's downfall (one of the reasons was a big share of the military-industrial complex in GDP, huge expenditure to support the army containing more than 5 million people) happened the demolition of the channels of benefits' distribution by means of which the whole vertical power structure's actions from the government to the high-ranking functionary of the subsystem were controlled and ruled. Take as an instance an average salary (in the channels of benefits' distribution in the USSR it wasn't the only living standards' measure) in the MIC – in the beginning of the 1990s it amounted to 2/3 of the average salary in the industry, in the mid 90-s it lowered to 40%[5], which resulted to runoff of the high-ranking functionary that had an impact

[3] Dyatlov S.A., Selisheva T.A. MIC of Russia as the base of the innovative development of the country's economy (in Russian) https://cyberleninka.ru/article/n/oboronno-promyshlennyy-kompleks-rossii-kak-osnova-innovatsionnogo-razvitiya-ekonomiki-strany

[4] Perevalov Yu. Conversion in Russia: disappointed expectations (in Russian) // Studies of economy. – 1999. - #7. – p. 71; Suslov N.I. Structural problems of the Russian economy (in Russian) // Problems, success and difficulties of the transitional economy. – Moscow, 2000. – p. 29.

[5] Sokolov A.V. The evaluation of financial and economic state of enterprises of the defense industry of the Russian Federation in 2000-2007 (in Russian). ISSN 1818-7862.

on the qualitative characteristics of the weapon inventory under development and on the deadline of the developing.

The devolution of the responsibility from the government to companies

The transformation of economy of the USSR from the late 1980s was passing under conditions of:

- The dissection of the unite cooperative conglomerate of MIC into different countries, a part of enterprises went bankrupt;
- The government's lack of capital for the conversion in the economy to help enterprises;
- The lack of a clear governmental policy of the MIC companies' development (however, this relates to all the industries).

Due to the lowering demand on the defense equipment the companies like 'Almaz-Antey' had to search by themselves the market channels and to repair the cooperation. At the same time the government declined all the functions of control for the working efficiency of the companies and its providing with the workforce, retaining only military quality check.

Later the entry into foreign markets of production provided the stabilization of the company's condition. The necessity to upgrade the air defense of the country forced the government to demonstrate the responsibility and focus on the company's economic situation which permitted to start the unification of the enterprises from the cooperation chain with the trademark 'Almaz-Antey'[6].

The stabilization of the economic state and the necessity of the highly qualified specialists for continuing the work in the air defense sector resulted in the fact that the company realized the need to support its employees by different social and professional activities such as the cooperation with the technological universities, the amelioration of standards of living of the employees through the

[6] RIA Novosti: Chassis for AD Weapon System S-400 will be produced in Bryansk (in Russian) http://vpk.name/news/152475_smi_shassi_dlya_zrk_s400_budut_proizvodit_v_bryanske.html

ability to train, the obtaining of the additional grants by the outstanding employees and the equalization of the salary level to the average in the region.

It can be observed that the devolution of responsibility for the people's lives was committed from the government to the people and the company where they worked.

The company could survive during economic recessions and at the present time has a bigger turnover than all other large enterprises of Russian MIC in 2011 – 127432 million rubles[7].

At the moment (01.01.2014) the payroll of 'Almaz-Antey' is: 98088 employees, the mean age is 47 years, the mean age of the main direct workers and developers is 46 years, employees under 40 years are 38% of working people, under 30 years among them 20%, over 50 years are 46% of the employees[8].

A large percentage of aged workers in the future might result to the disruption in technology, which in its turn can lead to the deterioration in quality or operation speed. A good way to engage young specialists is to provide them with their own accommodation under the condition to continue working in the company. This initiative can be supported by the local government, i.e. it's impossible to exclude the effect of a reliable and large taxpayer and employer with 57 branches[9] which are allocated through the territory of Russia.

Conclusion

The chain of the delegation of responsibility which allowed to create high efficiency weapons of high quality and the history of the USSR's demise should be a good example for us not only in terms of how to correctly create the development cycles of the equipment but also in terms of improvement of the society's management. Probably it's worth understanding that only the society standing on the base of responsibility for its actions can be efficient.

---

[7] Defense industry of Russia (in Russian). Wikipedia.org.

[8] Number and qualifications of employees of the AD of the corporation (in Russian). http://www.almaz-antey.ru/355/

[9] Branches of the corporation 'Almaz-Antey': https://en.wikipedia.org/wiki/Almaz-Antey

List of References:

1. Remyga A.A. Criteria and ethical principles of the leadership in conditions of the new formation (in Russian). http://www.globethics.net/gel/6435770

2. Kuzyk B.N., Yakovets B.V. The formation of the integral economic framework – global transformation of the XXI century (in Russian) http://www.globethics.net/gel/6255171

3. Vinogorov G.G. Social responsibility of business: economic aspect (in Russian). http://www.globethics.net/gel/7332068

4. Chertok B.E. Rockets and people (in Russian). Moscow: Mashinostroenie, 1999.

Chepaykin I.A. How to make a model of responsible leadership in the family, demanded and sustainable in contemporary reality.



Undergraduate of the National Research Nuclear University MEPhI (Moscow Engineering Physics Institute)

Responsible Leadership – is a relatively new phenomenon. Leadership models used in more traditional and stable times, have lost their relevance. Nevertheless, this topic is widely studied by many authors, but primarily by a Professor of ethics, Founder and Executive Director of Globethics.net Christoph Stückelberger. His work - "Workshop on Responsible Leadership"- deserves a place at the table of every Top Manager and Middle Manager. Christoph Stückelberger writes: "Responsible leadership means responsible use of power to define and reach ethical goals for all people, creation and implementation of certain values"[10]. The key words in this phrase - "power", "responsible", "ethical goals", "all people", "creating values" - fully reveal the essence of responsible leadership. For a full understanding it is necessary to disclose each of these concepts. Responsible leadership is inherent in groups of any size. Starting from yourself and to our common home – the Earth. But how many leaders familiar with the concept "responsible leadership", have been relating it to anything apart from work? How many people realize that they, even being the most mediocre employees, are leaders? How many people are aware of what competences, power and responsibility they have in front of... themselves? A person is the basis of any

[10] Christoph Stückelberger. Workshop on Responsible Leadership.; 2015. -C.14.

leadership, responsible leadership to yourself is a fundamental factor in the individual`s development.

Family is the scale that is the basis of everything! And responsible leadership should be primarily implemented towards the family.

What is responsible leadership in the family? Let`s make an attempt to give a definition.

Responsible leadership in the family means:

- to respect dignity, integrity and uniqueness of each family member;
- to establish mutual trust between family members;
- to promote independence of family members in the context of mutual dependence;
- develop, care for and let other family members act, seeking the wholeness of each member in their spiritual, intellectual, physical and emotional aspects;
- to allow others make mistakes and be open to mutual criticism;
- to be mutually available for other family members and be prepared for hardship and deprivation;
- to achieve justice, peace and common good in the family;
- to encourage joint family management, that is to let others to make decisions and take responsibility.[11]

Let`s consider the key words of "responsible leadership" through the prism of family relations, to understand and explain their essence. "Power". "Responsibility". "Ethical goals". "All the people". "Creating values".

"Power"

Power is the ability and opportunity to make and carry out a decision and reach a goal. It is required to incorporate ethics and values.12 The question of power and ethics received very wide coverage on the website www.globethics.net. So what is power in the context of responsible leadership in the family? Right,

[11] Ch. Stückelberger and J. N.K. Mugambi (ed.), Responsible Leadership. Global and Contextual Ethical Perspectives, Geneva: WCC Publications, 2007, 343-349.

[12] Christoph Stückelberger. Workshop on Responsible Leadership.; 2015. -C.14.

ability, desire and duty of every capable family member to make decisions and to act in the interests of the present and future of other family members, of nature, society, state and humanity. Every decision should be made with an eye on these stakeholders. Every action, or inaction of any adult family member must be balanced and responsible. Can a child be a sensitive family man if he witnessed parental quarrels from childhood? Can a wife be loving and caring if her man is not paying her adequate attention? Can a man be a reliable support in the family if a woman is inattentive to him, their child and home? All our actions and words in the family matter!

"Responsibility".

Responsibility is the first value of responsible leadership. 13 Power and responsibility are inextricably linked. Every member of the family in the context of responsible leadership is empowered. It is important that each person, each family responsibly exercise the power on such a scale which would help to achieve harmony and would not do harm. Accordingly, it is important that everyone took on as much responsibility as he is able to assimilate, without causing harm to the system – the family. The responsibility should be systematic, optimized, and must be constantly reviewed, and distributed among the family members.

Any system where all power is concentrated in one center of decision-making is less efficient than the one where authority is delegated and responsibility is redistributed. This prevents stagnation and develops each family member.

"Ethical goals".

Ethical goals are the goals that are based on ethical principles. Ethics is the most important part of philosophy, whose subject of the study is morality. The specificity of ethics is that it attaches a universal scale to the problems of one individual, so that proposed solutions can be extended to any other individual facing the same problems. Considering ethics in the scale of a family, it is necessary to talk about those moral principles that are generally accepted in

[13] Christoph Stückelberger / J. N. K. Mugambi. Responsible Leadership Global and Contextual Ethical Perspectives

society. Christian morality and other religions and philosophical schools have defined the main ethical principles long ago.[14]

The objectives set by every member of the family for himself should be based on such principles. The lack of ethics in decision-making is a big problem, it can violate the system. A family man who has no ethics may encourage other family members to violate ethical standards. Remember that everything is interconnected and if the person does not adhere to and does not transmit the value of the ethical goals to the family, he will cause harm to the organization in which he works as well. Each adult family member must adhere to core principles not only to the family but also towards other people and society. Justice, respect, equality, solidarity, trust, tolerance, forgiveness. These principles should be nurtured in a person from childhood and parents should show the children benefit from their use and the necessity of following them by their own example.

"All the people".

Society is a human environment. Responsible leadership exists at all levels of life, from the local to the global. It is therefore not responsible leadership of the individual is primary, but responsible leadership in the family as the source of a person's upbringing. Each adult family member must recognize the need and responsibility for the upbringing of a new member of society, instilling in him the primary responsible leadership in relation to himself and then to family. Responsible leadership deal s not only with individuals, but it is facing the task of building the communities where people can take a responsible part. Participation means the right to influence and participation in decision-making according to their abilities.[15]

"Creating values".

Creating values is the priority of the family. Basing on ethical norms and standards of morality, values become the basis of the family, and, on a larger scale,

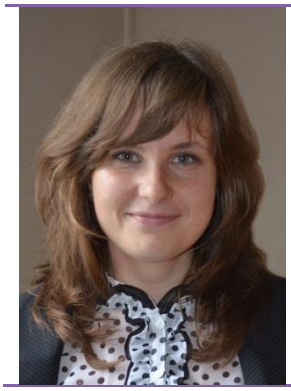
[14] Global Ethics Forum 2015 .Responsible Leadership in Action. The Value of Values. Geneva: Globethics.net, 2015

[15] Christoph Stückelberger. Workshop on Responsible Leadership.; 2015. -C.45.

of the whole society. A secondary objective is spread and explanation of the created values. Many large corporations use this tool for effective management of the company. Why not start using such a tool in the family? If this pattern of behavior becomes the norm, humanity will thank us!

Having considered only a small part of responsible leadership in the family, we can make a conclusion that the model of responsible leadership should be taught not in the enterprises to managers of different levels, but to the children, starting from an early age. Children who see their parents 'deeds and listen to what they say, take everything for granted. It is the person who decided to create a family, who shall, in accordance with the principle of responsible leadership, by his own example, instill responsible leadership to his wife/husband. The young family will face many dilemmas, solve incredibly complex problems, work to function most optimally. The decision to have a baby should be made together. They should weigh all the pros and cons, assess their capabilities. Will there be the father/mother to give adequate attention to the child? Can a parent be both a good family man and a good worker? Answering these questions, solving many of the dilemmas and fostering a responsible lead in itself, humanity will become completely different over the time. If the majority of people will be brought up on the principles of responsible leadership, if people use this principle in their family and at the workplace, if all this becomes a reality, there will be a Homo Responsabilis. Responsible Human.

Harina O.A. Responsible Leadership in Today's World Politics



Post-graduate student, Voronezh state University

In world politics leadership is perhaps the most topical issue. The balance of power has been changing in the world after bloody wars and conflicts. Competition in economic, political and military areas allows to either assert oneself and come out on top over others or "fall" or follow a leader after failing to achieve one's own initial purpose – it used to be in the past and it does exist now. Today the world is becoming increasingly polycentric. We see these centers represented by both the Asian giants such as India and China, Latin American countries – Argentina and Brazil, and traditional global players – Germany, France, Russia and the United States.

First of all, I would like to note that leadership includes not only a leader itself, but the relations "between such leader and the states following it". Therefore, when building a model of successful leadership in the global system, we should never forget skillful interaction with other international actors.

Today, all leadership model concepts are systematized in general and formed with value orientations, which allow them to function. Names of some models suggest their basic principle: "teacher-student", "charismatic leadership" by M. Weber, transformable leadership, service leadership, master leadership, fundamental leadership, leadership of care, dictatorial leadership and others.

In my opinion, a model of modern, efficient and responsible leadership in world politics comes to some ordered organization of the international system.

Because just like in interpersonal relationships if politics lacks for structure and controllability then its base collapses, motivation comes to nought, while risk of conflicts increases.

In today's world leadership conditions change. Hard policy is being replaced with flexibility, compromise and "soft power" as ways to hold a leading position together with economic and scientific achievements. Here the "soft power" means attractive power of culture, education, talented diplomacy, logical convincing arguments during negotiations, success in sport, technological achievements, etc.

There is also an issue of moral and ethical leadership just like in interpersonal relationships. How goals, motives, actions of one state allows a leader to stay in leading position, to be followed by others, to serve the interests of society and not to conflict with the global rules, which are hard to practically follow all the time.

Thus, we should emphasize 2 components of the responsible leadership model in the world politics:

- Domestic resources (the things possessed by a leader).
- Leader's foreign relations with other states (the objects a leader directs its resources at).

Let's start with the internal resources. First of all, effectiveness and stability of leadership is influenced with *material* and *human resources*. These two factors should be by all means taken into account in order to assess whether the power has the capacity to dominate. This idea is not new. It was described in the 80s of the 20th century within the theory of hegemonic stability, but its liberal version emphasizes that a materially prosperous state is strongly interested in attracting (not conquering) other states to its zone of influence. For example, it can be expressed as provision of public goods. Generally, the material resources include economic indicators, technologies, infrastructure and energy sector.

The human resources are not only progress force, but an opportunity of the state to be acknowledged either as potentially strong or as externally strong but

extremely unstable inside. Only trust and social stability determine the state's capability as an actor in international relations.

Another internal factor is the *national interests*. There is a point of view that the primary national interest of every state is its national security and survival, that is why it should increase its military capabilities. This approach is certainly important, but one cannot ignore domestic policy influenced by groups pursuing social and economic interests, political parties, legislative and executive authorities. It is also transformed into international level and foreign policy of the state. Strengthening this political aspect becomes necessary, as it enables various social groups not only to express their desire, but also to help the state to promote its interests abroad.

There is a fine line between domestic and foreign policies of the state willing to become a responsible leader. Building relationships with others is an important issue, which cannot be ignored by the state willing to become a full-fledged leader with its zone of influence.

The responsible leadership model in today's world politics can be stabilized by the following components:

- *Focusing on relations with neighboring states.* Neighboring states should be priority in the leader's relations with other countries.
- *Competition is not evil.* Considering a large number of states in the world arena they inevitably compete with each other, but that does not mean that the competition is destructive only. Winning the competition by peaceful means is a top class skill showing others that the "soft power" principle and a compromise in the context of globalization is more relevant and painless than escalation of conflicts and pressure on one's partner.
- *Partnership with strong states*. Oddly enough but a key factor in such relations is a partnership. For example, if we look at the United States and observe their relations with Europe, Japan and Australia, we can

conclude that, despite some arguable points, their relations are based on partnership.

- *Sharing leadership.* This is not transfer of your dominance to others. If you look at leadership as if it was a set of functions which can be distributed among several countries (perhaps formally). Thus, each actor is a leader in its own field and does not claim the leader's sphere of responsibility.

Summing up, it should be noted that the author is not going to advice states how they ought to behave. This is a kind of analysis of historical facts and mistakes made by leaders. In the context of interdependence and polycentricity there is an increasing number of calls arguing that countries should communicate and solve problems as often as possible rather than quarrel with each other. It is important to say that without a leader the system becomes hard-to-manage and unsafe for all its actors. Despite the idea of significance of each party in the globalization process it requires a leader that could solve the problems of control and controllability in international relations. The main question is who is going to take the role of a leader – an individual state (for example, the United States or China), a group of countries "Group of Seven" or the BRICS, or, perhaps, it will be an international structure (organization) uniting more countries.

Kopkova E.S. Responsible Leadership. Ways of making it sustained and demand at present.



Undergraduate of the National Research Nuclear University MEPhI (Moscow Engineering Physics Institute)

Business and ethics are considered to be incompatible by most of us. Private property cannot be ethical, believes a number of sociologists. But where does this confidence come from? As aptly compared by the famous American scientist de George: «Connection of ethics and business resemble the story of Romeo and Juliet: mutual intention of lofty-minded souls causing furious hostility of the two opposing camps»[16]. It all depends not on what is managed, but on who does it. Thus, the question of responsible management, responsible leadership is becoming vital.

It is impossible in modern conditions to co-exist and lead a healthy competition without understanding the issues of ethics, responsibility and sustainability of the business. Organizations around the world and their stakeholders are getting aware more and more of the necessity in socially responsible behavior and its advantages.

Each company is responsible before society in which it operates today. Besides one very important item which should be considered that its first duty to the prosperity of society –is to be a powerful, effective and socially oriented for the benefit of employees, shareholders and customers, making a significant

[16] *George R.T. de.* A History of Society for Business Ethics on its Twenty-fifth Anniversary // SBE Newsletter Vol. XVI. N 2. 2005. P. 6.

contribution to the economy, the welfare of the country and society. It should be accomplished through the payment of taxes, salaries, insurance premiums and social investment. Business, in any case, despite of company size, initially must contribute to the life of the local community through their main mission, effective and ethical the production of goods and services. The second level – is to be determined by developed partnerships intercompany relationships. At this level, the investment in human capital in human capital through training, provision of occupational safety and health is exercised. The third level is level of - "social programs that the company carries outside of its activities, that is - creates favorable conditions in the region by improving the infrastructure, landscaping, the quality and conditions of life and the conditions of its inhabitants "[17].

As for the history of the development of the concept, the number of historians believes that the concept of "corporate social responsibility" was born in the USA in the late XIX – the beginning of XX century. Thus, in the first issue of the American Sociological journal 1895, Albion Small, the leader of the early American sociology, said that "not only government agencies but also private Business are held in trust ownership of the society "[18]. 1950s - the beginning of the evolution of the term corporate social responsibility (CSR); 1960s - the period of substantial deepening of CSR; 1970s – the increased diversity of definitions of CSR (concept of "ethical consciousness" begins its development as a separate trend) 1980s - corporate social susceptibility; 1990s - saving of the CSR concepts and transformation into such categories as corporate social activities, business ethics, stakeholders` concept.

According to the definition given by A. Carroll, a CSR is understood as "correspondence of the company activities to economic, legal, ethical and discretionary expectation set up by the Society to the company at in a given period

[17] Yakimets V.N. Inter-sectoral social partnership: the basis of the theory, principles, mechanisms. M., 2004,pp 246-247.КСО в контексте этики бизнеса.2012 г. // http://www.stud24.ru/ethics/kso-v-kontekste-jetiki-biznesa/

[18] Small A. Private Business is a Public Trust // American Journal of Sociology. 1895.N 1. P. 282.

of time." Under corporate social susceptibility (CSS) V. Frederik understands "the ability of corporations to accept social impact. There are two key approaches to the CSS. The first - integration of interaction issues between business and society into the system of strategic management. CSS is the appropriate management tool. The second - direct involvement of corporation into social processes. According to it, the CSS is a kind of management function, along with planning and reporting. The next stage of the transformation of the concept of CSR becomes concept of corporate social activities (CSA) According to D. Wood, the term "activity" means actions and results, and social susceptibility means not only a single process, but a set of different processes.

According to the standard ISO: 26000, social responsibility - "organization responsible for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior. The last one should contribute to sustainable development and take into account the expectations of stakeholders, comply with the applicable legislation and agreed upon international norms of behavior and integrated into activities throughout the whole organization and applied in its relations "[19].

The aim of social responsibility is to contribute to sustainable development. Sustainable development - "is development that meets the needs of the present generation without compromising the possibility of future generations to realize their own needs"[20]. Both of these standards are associated as well by issues of social responsibility and sustainable development with the problem of keeping up with business ethics. But it is impossible to deal with ethics apart from social responsibility, sustainable development. Thus, according to Hans Jonas , "in connection with the possibility of future technological disasters traditional ethics has exhausted itself and needs another, renewed ethics base on principle of

[19] ISO 26000 Social responsibility http://www.nornik.ru/_upload/editor_files/file1756.pdf

[20] ISO 20121 Sustainable events http://gostexpert.ru/data/files/20121-2014/65956.pdf

responsibility"[21]. Ethics of responsibility must replace simple ethic concepts. Exactly responsibility becomes a central concept of modern ethics.

The main trends in the development and improvement of financial management, reporting, analysis, development cannot be ignored. Financial management is transformed into value -oriented management aimed at maximizing the fundamental value and market capitalization. According to this management concept the governance of the company is directed to the maximization of the business value in the interests of stakeholders. The focus of the management – is justification of decisions to create value in the short and long term.

As for the fundamental analysis of the company activity, the following trends can be considered at present: i.t. analysis of the cost creating process and its vista; analysis of all kinds of company capitals, affecting its fundamental cost, forecasting the company's value, based on the analysis of financial and operational date of its operations.

Despite the fact of tracing direct communication between stable business development and its cost is quite difficult, Company Sustainable Asset Management (SAM Group), which leads the Index of Dow – Jones stability, having compared the results of first 20% of companies in the index list with the results of the last 20% for 7 years from 2001 to 2008, has revealed that the company which successfully applies the management methods of stable development has best rates than those haven`t yet applied the above methods in their business.

The above situation can be due to successful management of risk phenomena, explained by effective management decisions based on more accurate information. And, as a consequence, the cutback of the number of interruptions and outages in the field of production caused by poor records in the sphere of labor protection and industrial safety which in its turn reduce the capital cost. Positive

[21] EthicsSA&Integrated Reporting // http://www.globethics.net/

effect is observed in applying well-managed socially oriented, sustainable development program, initiated by the head of the company and integrated into business processes.

Besides, due to systematically lack of holistic approach to implementation of sustainable development principles, company prepared reports containing big volume of the information impossible to reach stakeholders in an accessible structured way. Thereafter, it is impossible to track the common strategy of sustainable development, interconnected with the key performance indicators, reflecting the success of the enterprise. Many world companies face the above questions when attend the way of the corporate responsibility. Companies` reports must be shorter by content, more concise, clearly reflect company strategy, its activities, to describe its future goals in the short, medium and long-term periods.

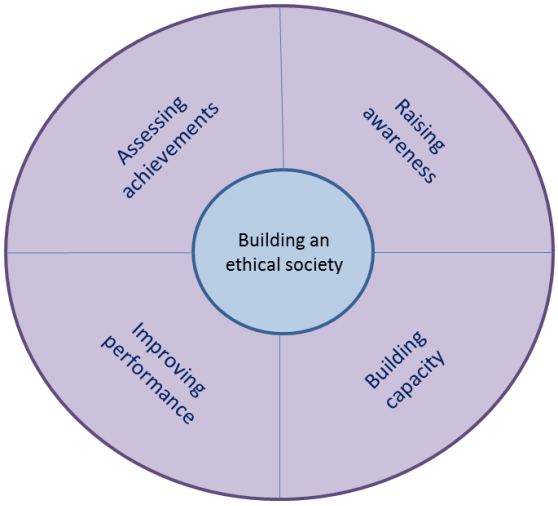


Figure 1. Ethics and IR (globethics.net)[22]

Thus it causes the necessity of creation the method that would allow to summarize and demonstrate "good intentions of" uniting in it the concept of sustainable development as well as social responsibility, and business ethics. The integrated report (IR) might become such a tool. According to Professor Deon Rossouw`s opinion, the construction of an ethical society involves raising of

[22] EthicsSA&Integrated Reporting // http://www.globethics.net/

awareness, improving of the performance, and at the same time it is impossible without the capacity-building and evaluation of achievements (Figure 1). IR is able to reflect all above items in itself being a responsible leader tool.

Besides of uniting in itself questions of ethics, social responsibility and sustainable development the IR meets the requirements of the modern development of financial management and analysis, focused on the cost valuation. Taking into account the above said we can determine IR as a reflection of the cost creation process, its future trends and perspectives, as a method of presenting of financial and non-financial, reporting and forecasting information referring the cost creation by company for stakeholders and also of revealing the strategy of its creation.

List of References:

1. ISO 20121 Sustainable events http://gostexpert.ru/data/files/20121-2014/65956.pdf
2. ISO 26000 Social responsibility http://www.nornik.ru/_upload/editor_files/file1756.pdf
3. *George R.T. de.* A History of Society for Business Ethics on its Twenty-fifth Anniversary // SBE Newsletter Vol. XVI. N 2. 2005. P. 6.
4. Small A. Private Business is a Public Trust // American Journal of Sociology. 1895.N 1. P. 282.
5. Yakimets V.N. Inter-sectoral social partnership: the basis of the theory, principles, mechanisms. M., 2004,pp 246-247.КСО в контексте этики бизнеса.2012 г. // http://www.stud24.ru/ethics/kso-v-kontekste-jetiki-biznesa/
6. EthicsSA&Integrated Reporting // http://www.globethics.net/

Kosmina E.I. Responsible leadership. How to make the responsible leadership model actual and steady in the current big business context: achievements and problems of «Almaz-Antey».



Expert analyst of socio-political, geopolitical and legal systems of the region.

Responsible leadership means the responsible use of power in order to define and reach ethical goals for all human beings and the whole creation and to implement the defined values[23].

The current situation shows that ethical leadership is not a luxury for good times and has to be forgotten in bad times such as brutal competition and lack of growth. On the contrary: ethics pays, especially in long term. Ethical leadership helps to reduce reputation risks, environmental risks, economic risks, management risks, legal risks. But ethics is not a guarantee for economic success and ethical leadership – from an ethical point of view – cannot be just an additional means for economic goals. Ethical behaviour itself is a goal. It is an expression of human dignity and respect for human and community values[24].

It is hard not to agree with the Professor, isn't it? But not every Russian person will. Before applying the postulates of Western theory of Responsible Leadership to the Russian companies (established with the old postulates) should first clarify the deeper people motives.

[23] Christoph Stückelberger Responsible Leadership Handbook For Staff and Boards

[24] Christoph Stückelberger Responsible Leadership Handbook For Staff and Boards

Perhaps I am unfounded and did not find the necessary information, so I will say generally as follows: Responsible Leadership theory was created "on the West" and adapted to the realities of Western life and mentality of the Western people. I will not go into the depths of the Protestant ethics, forgive me, I will say like, how was created my understanding of the issue after the Novokhatko I.'s lectures in the MEPHI University.

They «on the West» follow the Leadership ideas even on the genetic level (since family upbringing and earlier). The idea «to be the Best» is the vital. If you are not the Best, you are Nobody for the system and you must do everything to improve the position. If you are the Best, it is no barriers for you. You are free to achieve ambitious goals.

We «in Russia», watching that someone is told to be the Best, will think immediately: «Who said he is the Best? What is he? I know him from a young age, he is Nobody. Me? Is it about Me?! I do not need to work heartily, to be called by Someone as the Best. I'm Good». In our culture it irritates if someone is better than others.

As a result, I think, the difference is very noticeable and not in one year it will be possible to somehow smooth it out. Of course, Western ideas and, in particular, the way of doing business for a long time entered our market, but their influence is one-sided, and we have adopted only focus on results in terms of money, not the highest spiritual aspirations.

Of course, Professor Stückelberger is right in its quest to "move towards a global ethical economy, the values of freedom, equality and sustainable development[25]" only the perspective of trends in the Russian field is extremely misty. Hopefully, all will become clear in the near future and Russia will join in the full sense of the words and actions of such aspirations.

In the meantime, we are trying to apply a new theory to the old businesses, and even in that enclosed area as the defense complex.

[25] Christoph Stückelberger. ETHICAL BUSINESS PRACTICES IS A KEY GLOBAL ISSUE. Economic Strategies: №3/2012 // http://www.inesnet.ru/summary/ethical-business-practices-is-a-key-global-issue/

One way or another, but the first steps towards changing the business orientation have already been made by the Government. On 09.01.2014, the Civil Code of the Russian Federation began to examine the companies as public and non-public companies instead of some former classification. Naturally, there is nothing criminal in this and in the text of the new changes, and yet there is one detail.

There, «on the West», same the main classification is for public and non-public enterprises. In my view, it is the Government's first step in the restructuring of the entire system and its meaning is only in one indicator, corporate transparency, and as in fact, the reduction of the shadow economy.

Assuming this goal, the introduction of new integrated thinking, responsible leadership ideas in the field of our life is quite relevant, reasonable and applicable. For example, the Head company of Concern "Almaz-Antey" is already – public company.

To cut a long story short. **JSC Concern VKO "Almaz-Antey"** is a Russian state-owned company in the arms industry. The Almaz-Antey group produce air defense systems, firearms for aircraft and armored vehicles, artillery shells and surface-to-surface missiles, airspace surveillance and coordination and artillery radars. The Group also manufacture civilian products such as navigation systems, air traffic systems, civil airtraffic - and weather radars, sewage cleaning systems, ventilation valves for nuclear power plants, and plastic packaging for cosmetics and food products[26].

In a theoretical sense, the website of the Concern just is wealth with information. Here are slogan, and the mission, and strategy, even separately highlighted the quality management system and personnel and social policy. Everything is beautiful, just zero practices. Even the media does not have a more or less detailed information. They have only indicators of revenue by the end of

[26] Almaz-Antey // https://en.wikipedia.org/wiki/Almaz-Antey

2014. A recent news on the company's website - the opening of a new plant in Nizhny Novgorod March 29, 2016.

In terms of the scale and tasks new plant has no analogues in Russia. This ultramodern production, combining a number of innovations in the field of mechanical engineering. The task of the plant - the release of advanced weapons and military equipment[27]. So they say about themselves. Well we can only believe them.

In general, the Concern is rich with not so simple story, which prefer not to remember. As a whole, I identified the source of accurate information about the company - annual report for 2013. Newer is not found.

Going to the heart of the work. Above I quoted advantages of ethical leadership. These are: reduction of reputational risks, environmental risks, economic risks, management risks, legal risks. Even if some of these risks is in the Concern, no one would know, and to know, is it necessary? Corporate transparency, it seems to me, not even investigated here. All is in hugger-mugger.

My proposals for the introduction of responsible leadership in the system are as follows:

- To get ISO 26000.
- To put in annual reports not only financial results, but nonfinancial also.
- Need to put into the report
  - environmental compliance.
  - create and mention media and non-commercial unions politics.
  - mention each step in work with staff.
  - make auditing and disclose all nonfinancial asset.
- Deliver more open (with disclosed information) events for media, society in order to involve them in company's life.

[27] Концерн ВКО «Алмаз – Антей» открыл новое предприятие в Нижнем Новгороде // http://www.almaz-antey.ru/about/press/news/2373.html

- Increase corporate transparency degree.
- To make interactive reports more often, and in different view for 5, 10, 25 minutes review.
- To set Top-managers with integrated thinking, sharing responsible leadership ideas, those who honours management codes of ethics.
- To level subsidiary enterprises with the head company.

And the question of how to make a model of responsible leadership actual, I have one answer – from the Top. When the Government will oblige, then all the actions mentioned above, will be executed, and even more reinforced, expanded to show all and sundry that "Almaz-Antey" is the best!

Kyrdova A.G. How to make the model of the responsible leadership claimed and sustainable in the modern terms in the industry.



Postgraduate of Moscow state Industrial University.

Stable institution genesis, the Living Company and the responsible leadership

The industrial enterprise in its development comprises different functions in different areas of the human activities and influences directly or indirectly crucial number of people. Therefore, its development including the development of its corporate culture leads to the enforcement and development of the social institutions, which in turn favors the stabilization of the economic atmosphere and strengthening of the enterprise in particular.

Such a view on the company from the position of its role in the institution genesis draws attention to the significance of the development of the corporate culture and refers to the conception of the Living company, which appeared in the 1950-s. The acceptance of this conception activates the procedures of the establishing of the responsible leadership, as far as it leads to the understanding of the continuous correlation of the company's practice with the social procedures and in accordance to its accurate activities in the internal and external environment (similar to the behavior of an animal in its habitat) – which claims the remittance of the company onto the line of the responsible leadership.

The development of the model of the responsible leadership in the industry – the main stages

It is clear that it is necessary to not only understand and accept the concept of the Living Company as its realization claims the relevant tools. It is necessary to know and be able to put into practice not only the standard methods and techniques of the strategic and operative management, but also to be familiar with the main tendencies of the development of the living systems, i.e. to have general ideas about biology, anthropology, evolution, psychology, neurophysiology, sociology etc.

Alongside the study of the principles of the scientific methodology is crucial, which helps if needed to develop the gained knowledge individually. It has to be said that studying the principles of the scientific methodology encourages the establishing of the responsible leadership absolutely in all areas of the social life as it accustoms a person to feel responsibility to his or her statements, data collection for these statements and it gives the tools to make a correct conclusion based on the collected data. The uniqueness of these principles lays in their universalism – the received skills might help to not only gain further academic education, but also to develop the ability to interpret correctly the information coming during the lifecycle, it facilitates the understanding of the situation, the communication and contributes to make the decisions adequate to the situation. The adequacy of the made decisions leads directly to the growth of the confidence (it gives the positive result and encourages the following actions), to the social activity, growth of the understanding in the society, consolidates the social institutions, stables the economic, political and social atmosphere in the country.

Thus, having designated that the ensuring of the obligatory study of the principles of the scientific methodology (for example, in the context of the system of the school education) is the first point of the formation of the responsible leadership model in every life sector we come back directly to the area of the industrial production and settle as the second point the given above necessity of the detailed education of a manager, with the emphasis on the sciences which study development and behavior of different living systems. The argument of Peter

Senge, an American economist "We need to think less like managers and more like biologists" (Webber, 1999) is topical in this relation as the concept of an industry as a living system gives a bank of opportunities to search new methods of an adaptive management of a company with the support of the existing techniques of research and management of the living systems. Of course, it is impossible to organize the working production without special knowledge, while an out-of-work production already disturbs the principles of the responsible leadership in the industry, oriented on the support of the institutional stability. According to that, the third point is getting the core education of high quality and the persistent professional growth. The fourth point in terms of the role of a company (which is functioning according to the principle of the responsible leadership) in the institutional genesis can be defined as the study accomplished by managers of the institutional economy as a science which gives the understanding about the main tendencies and laws of the environmental development in which the company should perform. This science allows considering a company as one of the links in the system of the institutions, to realize the place of the company in it. It can be noticed that even a mere recognition of this fact can influence the behavior of the company and its strategy. Thus, the study of the science of institutions is the next important point of the implementation of the model of the responsible leadership, where the fifth point is the result – the popularization of the idea of a company as a living system, which promotes to elaborate the common civil attitude to the institution of the company. This results in facilitating the communication of the companies, provides the achievement of the synergetic effects in their concerted action and also leads to the improvement of the understanding among the companies and different parties which have interest in the company's activity and ensures the stable social development and the institutional genesis.

The commentary to the chosen stages

On the whole, the development of the responsibility in the leadership carries a number of different important aspects which are not considered in this study.

That doesn't lower their importance as our study has another goal which is to show the direct influence of the rise of the entrepreneurs' knowledge about patterns and tendencies of the environment on the growth of their responsibility to their employees, the correlated companies, social institutions and the country integrally as the links of a united interconnected system. The growth of knowledge is in the direct proportion to the growth of responsibility. The animalistic analogy is in the vein of concepts given in the study – a little child leads a carefree life, the child knows little about it and the more knowledge about the world he or she gets, there appears the understanding of the world's regularities and the ability to make forecasts and make decisions, the child's responsibility to them grows as well. A person starts to realize the responsibility after he or she receives his or her own life experience, while in case of the lack of this experience there is no sense to require from the person a responsible behavior. In accordance with the given analogy the entrepreneurs can't in full measure approach to the concept of the responsible leadership if they lack the understanding of the laws of the sustainable environment's development, the laws of the system of institutions and the tendencies of their development, of the company's place in the system and the principles of the internal development of the company. Legislative measures which force the company to the responsibility can't ensure to solve the problem of the establishment of the responsible leadership (as they're adjusted to cut off the consequences of the irresponsible one). The detailed education, the knowledge of the scientific methodology and the experience of course (the experience is in the first place) – the professional one and the experience of the organization and the management are the main factors of providing the responsible leadership in an extremely difficult multifactorial and multifunctional system which the industrial enterprise is – are the main factors of the ensuring of the institutional genesis.

Conclusion

We'll come to the responsible leadership in the production sector by the natural evolutional way sooner or later as the concepts of the modern life don't allow a company to ignore the requests of the environment which makes the transition to the responsible leadership the factor of the company's survival. As we can notice, the industrial enterprises declare using the model of the responsible leadership and act in accordance with it when they gain experience and grow into large-scale industrial enterprises.

Spontaneously the mechanisms that make difficulties to the development of the companies which ignore these principles have formed in the societies and as a result there was the transition from the industrial economy with the intense quantitative development of the industry to the postindustrial economy where the quality dominated. This natural for the living system evolution will lead subsequently to the general understanding of the necessity of the responsible leadership. Our task is to accelerate this process by providing it with the necessary 'building material', the base which will make the formation and consolidation of this model ultimately possible.

Nikifiriva V.S. Responsible Leadership. How to make the model of Responsible Leadership in Ecology relevant and sustainable in modern conditions.



Undergraduate of Saint-Petersburg State University

"The price of greatness is responsibility"

W. Churchill

The development of humanity is influenced by different tendencies throughout its history. At the present stage, among others, the globality of some problems can be identified: the preservation of peace throughout the world, the overcoming of underdevelopment and poverty, environmental, energy, food and demographic challenges, etc. The high concentration of the world community's efforts is believed to be essential in order to solve this kind of problems. We agree with this assumption, however, we believe that not quantitative, but qualitative characteristics are more significant. Therefore, we recommend to amend this provision, saying that for the resolution of global problems it is absolutely necessary to unite efforts of the entire responsible international community.

Without controversy, it arises the question "How can we be responsible leaders in today's realities?" This question is commonly raised in the Global Forum on ethics issues. It was also a key theme of 2015 for a global network of individuals and institutions interested in various fields of applied ethics Globethics.net. It is also said that the notion of responsible leadership can be interpreted by each in its own way, depending on the set of values of a person and

his attitude to them[28]. We consider that responsible leadership arises from the moment of realization of its meaning. In the future, under responsible leadership we will understand the actions of an individual, allowing to create and to implement ethical values for improving the well-being of present and future generations.

Analysis of various sources shows that responsible leadership topic most actively raises in seven areas: business, politics, religion, education, family, the media and civil society[29]. In this paper, we would like to highlight another area - the ecology. Putting the aim to achieve greatness through the introduction of ethical values via responsible leadership, we would like to develop a number of recommendations in relation to the environmental sphere at various levels.

Let us start with the global level, at which, in our opinion, responsible leadership was reflected in the concept of sustainable development (CSD) at the conference in Rio de Janeiro in 1992. Only abandoning the child labor, taking care of the decent working conditions for employees, giving aid to support developing countries, pursuing a policy of reducing the impact on the environment it is possible to find a balance between economic, social and environmental spheres, which is the core of the CSD. The primary responsibility for the implementation of this concept and, therefore, manifestation of responsible leadership, lies on international organizations. In the field of ecology among leaders at the global level the United Nations Environment Programme, the Global Environment Fund, Greenpeace, the World Wildlife Fund, Green Cross International, and others can be called. On the one hand, the responsibility of organizations can be seen in widespread propaganda, affecting all the elements of the environment from the

[28] Globethics.net Focus 29. Responsible Leadership in Action. / Stückelberger C. – Geneva, Switzerland: Globethics.net International Secretariat, 2015. – No. 29: Globethics.net Focus. – P. 12 (URL:http://**www.globethics.net**/ Date of application: 28.03.2016)

[29] Globethics.net Focus 29. Responsible Leadership in Action. / Stückelberger C. – Geneva, Switzerland: Globethics.net International Secretariat, 2015. – No. 29: Globethics.net Focus. – 28 – 38 p.

(URL:http://**www.globethics.net**/ Date of application: 28.03.2016)

need of saving the flora and fauna of the world and of reducing emissions in the atmosphere to the protection of small cetaceans in the North and Baltic seas[30].

On the other hand, to date, there are more than 2,600 bilateral and multilateral environmental agreements[31], which are solve separate environmental problems quite effectively. However, it should be noted that responsible leadership in ecology should be coordinated with the achievement of economic results expressed, for example, in increase in trade flows. But trade and environmental laws are regulated by different organizations, so the violation of the rules of one of the parties appears. For example, the Montreal Protocol, adopted by the international environmental organization, violates the principle of prohibition of quantitative restrictions proclaimed by the World Trade Organization (WTO), which regulates the norms of commercial law.

We could recommend to include environmental issues in the agenda of the current round of WTO negotiations or to shift the implementation of environmental initiatives to the domestic level.

Macro-level. We assume the government of a country, which mostly can influence the greening process, as a responsible leader at macro-level. Each country as a leader puts its own goals, depending on the level of its development. For instance, the most important environmental aspects the Ugandan government is concerned with are the satisfaction of human needs, the greed for wealth, the government's policy in the field of agricultural modernization, the increase in the population and the deforestation[32]. In the Russian Federation, among other areas, we would highlight the energy policy, the climate policy, the environmental innovation, and the establishment of regulatory and non-corrupt environment for the implementation of environmental initiatives. The restriction of the export of

[30] http://www.un.org/ru/documents/decl_conv/conv_environment.shtml

[31] http://iea.uoregon.edu/page.php?file=home.htm&query=static

[32] Catherine Jendia, Therese Tinkasiimire, The Role of Leadershipin the Achievement of Ecological Vision in the Context of Diminishing Environmentin the 21st Century Uganda // VOICES. Theological Journal of EATWOT. – 2013. – XXXVI. 2-3. P. 19

"dirty industries" to the least developed countries could serve as a manifestation of responsible leadership in developed countries.

At the site of the government of Russia the author of this essay would have realized the project of the Federal Law "On Packaging and Packaging Waste". This law would allow to implement the principle of the "responsible producer", according to which, the responsibility should lie with the person who makes a negative impact on the environment, and such responsibility should be shared among all participants of the production[33].

The state is a complex system, so probably the most effective environmental initiatives can be implemented by such a leader as a specific region or a sector, that is, at the meso-level. For example, the northwest region of the Russian Federation headed by the city of St. Petersburg could not have suspended the construction of a waste recycling plant in the village Levashovo and shift the project into the category of strategic and modify it.

The greatest coverage the environmental responsible leadership topic got in the corporate sector, that is, at the micro-level, where the leader is a firm headed by the responsible management. From the ecological point of view, responsible leadership means the respect of sustainability as a long-term environmental, economic and social commitment, as well as the presence of a sense of accountability to different stakeholders including nature[34]. This can include the economical use of natural resources, choosing wherever possible renewable instead of non-renewable resources, striving for fair access, distribution and pricing of natural resources, caring for waste management and recycling and engaging for climate justice including mitigation and adaptation to climate change[35].

It is not difficult to track the progress in the implementation of responsible leadership at the micro-level, as companies publish reports on corporate social

[33] В.Л. Гончаренко, Б.В. Боравский, С.Р. Гильденскиольд, Л.В. Ниувебур, "Зеленая точка" - об ответственности производителя упаковки. (URL: http://newchemistry.ru/letter.php?n_id=390 Date of application: 01.04.2016)

[34] Responsible leadership. / Stückelberger C., J. N. Kanyua Mugambi. – Geneva, Switzerland: WCC Publications, 2007. – no. 1: Globethics.net series. P. 347

[35] Responsible leadership handbook. / Stückelberger C. – Genève: Globethics.net, 2014. – No. 1: Globethics.net

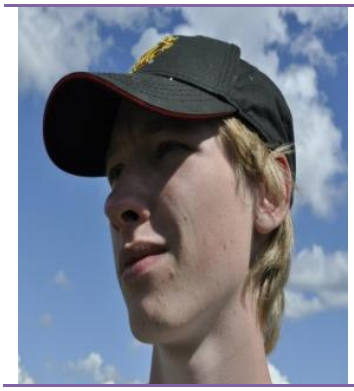
responsibility. For example, in PwC report (2014) we can see that the company saved 944,051 kWh of electricity, 934 trees, analyzed the key indicators of resource consumption to identify key growth trends, searched the most optimal ways to organize and control the environmental activities and carried out the cooperation of different departments in order to find new eco-oriented solutions[36].

Consideration of responsible leadership through the prism of various levels seems to be quite useful. However, it is effective only when the single assumption - the presence of a responsible person as the foundation of the community of any size - acts.

Responsible person has the dignity, the interest in what is happening in the world, the desire to achieve justice and to contribute to the well-being of present and future generations. We call upon to remember that just responsibility may lead us to the greatness!

[36] Курс на ответственное лидерство. Отчет PwC в области корпоративной ответственности, 2014 год/ 28 – 30 p. https://www.pwc.ru/ru/corporate-responsibility/publications/e-cr_report_rus_14.pdf

Panin N.A. Responsible leadership. How to make a model of responsible and sustainable leadership demanded in the modern politics.



Undergraduate of the National Research Nuclear University MEPhI (Moscow Engineering Physics Institute)

"Responsible leadership means the responsible use of power to define and reach ethical goals for all people, creation and implementation of certain values" - a definition given by Professor at the University of Basel (Switzerland) Christoph Stuckelberger in one of his works. The question of responsibility among leaders becomes more relevant nowadays because natural resources are shrinking, ecology is deteriorating, social problems become more intensive.

It is known that during the colonial times countries such as the UK did everything possible to prevent economic growth of its colonies. The fact is that those countries that today are considered developed, were among the first to understand how the country can achieve wealth. The answer lies in the principle of increasing returns. The essence of this term is that as production grows, costs of production per unit of product are reduced. This principle applies in almost all industries. In the least knowledge-intensive industries, on the contrary, there is the principle of diminishing returns.

We spoke about the colonial era, and fair may seem the observation that today we live in a very different world. But, whether it is actually right? Today there are no colonies. The modern world is characterized by the spread of democracy and globalization. Modern economic views are based (to some extent) on the trade theory of David Ricardo. The essence of the theory is that by focusing on its comparative advantage, a country can succeed. However, it is not so, if the

competitive advantage of a country is characterized by the principle of diminishing returns.

After world war II, Peru has imposed tariffs on imported industrial goods and has established its own production. New working places were created where wages grew up until the 1970-th year. By the end of the 1970s, the world Bank and IMF launched its transformation programme for developing countries. Peru was forced to open the economy, and wages tragically fell across the country. Due to the open economic borders, the country has experienced de-industrialization and focused on sectors with decreasing returns.

Globalization in its current form leaves many countries behind, deindustrializes them, dramatically decreases the level of salaries.

It turns out that at a time when, according to the world Bank, a country has made a mistake, protecting its inefficient industries, in fact, it was richer than ever before or after that.

It is possible that such results are caused by the ignorance of the economists of the world Bank, however, in the 1990-ies has developed a number of recommendations under the title "Washington consensus". The provisions of the consensus required, among other things, trade liberalization, foreign direct investment flows, deregulation and privatization. As a result of implementation of these recommendations East African countries such as Kenya, Uganda and Tanzania, went poor. Globalization in these countries has led to primitivism rather than to modernization. Similar thoughts adheres to the former head of the Federal reserve system of the USA Alan Greenspan. He argues that today the dominant theory of free trade has many serious shortcomings, and assistance from developed countries to developing does way more harm than good.

The problem is that modern economic science is moving further away from current reality towards abstraction. Thoughtless use of abstractions without considering the qualitative difference between individual cases entails the problems described above.

Thus, the so-called developed countries, both in the past and today, are an example of irresponsible leadership. The causes of this irresponsibility today, in the 21st century, are unknown. Regardless of the reasons for such irresponsible actions, these countries should understand that responsibility is not just a whim of moralists, but a real necessity today. A striking example is the influx of refugees in Europe after the UN involvement in armed conflicts in the middle East.

For leaders in politics and in other spheres to adopt a model of responsible behavior, they first need to learn to understand, what consequences will entail their certain actions. The easiest way to learn this, is by paying attention to history. For example, the described errors in the economic policy could be avoided if the decision-makers were familiar with economic theories, discrediting actions which were proposed to developing countries.

But this is just a part of the solution. For the full coverage of the issue citizens need to oversee the values, promoted by leaders of their countries, to track and prevent the policy of double standards, injustice and misbelieves. The leader depends on his subordinates as well as they depend on him. So it is necessary that a leader and his subordinates were interested in responsible behavior of a leader.

Pukhaeva M.A. Responsible Leadership. How to make resistant a model of responsible leadership in large corporations.



Undergraduate of the National Research Nuclear University MEPhI (Moscow Engineering Physics Institute)

The purpose of the essay is to analyze the concepts of "responsible leadership" and "ethical leadership" in large corporations.

Relevance of the topic caused by global business problems: uneven economic development of the countries, expected environmental problems, cross-cultural interaction, etc.

Financially leaders are responsible not only before the law but also before shareholders and investors, whose welfare depends on the corporate decision-making.

Also leaders should promote fair business practices. Helping people in need should be a natural business function.

Morality is not considered in most modern models of managerial decision-making , but today companies will not meet the standards without morality.

CEOs are think that the spiritual component can be the foundation of responsible leadership, acting on the position of the spirituality. Leaders responsible for the company and for their own actions naturally.

The modern model of responsible leadership includes next elements:

- moral integrity;
- value basis;
- the ability to achieve a balance between personal interests and expectations of stakeholders;

- ability to establish and maintain harmonious relationships with partners with different cultural traditions.

Today we live in an atmosphere of eternal replacement moral values.

Fashion for a particular ideology replaces the eternal ideals. We are irresponsible to future generations because we are irresponsible ourselves at the moment. This negative trend appears in many areas of society: politics, health, economy, education and science.

Responsible leader should make objective and unbiased decision. In the twenty-first century - the century of information technology automated systems are the main source of reliable information. Thus, the use of information systems in the management supports responsible leadership.

Open questions: what is the difference between information systems and which of them use it more efficiently. For example, consider the three information systems for internal enterprise analysis: SAP ERP HCM, Project Expert, 1C: Enterprise.

Analysis of enterprise management systems shows that the most common criteria are:

- cost;
- performance - the ability to perform transactions in multiplayer mode;
- scalability - the system's ability to adapt to the expansion of requirements;
- the image of the manufacturer;
- possibility of modification for the needs of companies
- successful experience in the implementation of similar businesses;
- functionality;
- ability to work remotely;
- interface.

Table 1 shows the assessment of enterprise management systems on a 5-point scale. The criteria are measured according to the principle: the more attractive the criterion value for the customer, the higher the score.

Table 1. Assessment of enterprise management systems

№	Criterion	Project Expert	SAP ERP HCM	1C: Enterprise
1	Cost	5	1	4
2	Performance	3	5	4
3	Scalability	4	5	5
4	The image of the manufacturer	3	5	4
5	Possibility of modification	3	4	5
6	Successful experience in the implementation	4	5	5
7	Functionality	3	4	5
8	Ability to work remotely	5	5	5
9	Interface	5	3	4

According to the assessment, the most attractive systems for internal analysis of the company are SAP ERP HCM and 1C: Enterprise (Figure 1). Currently, there is interest in the comparison of information systems, despite virtually no crossover functionality.

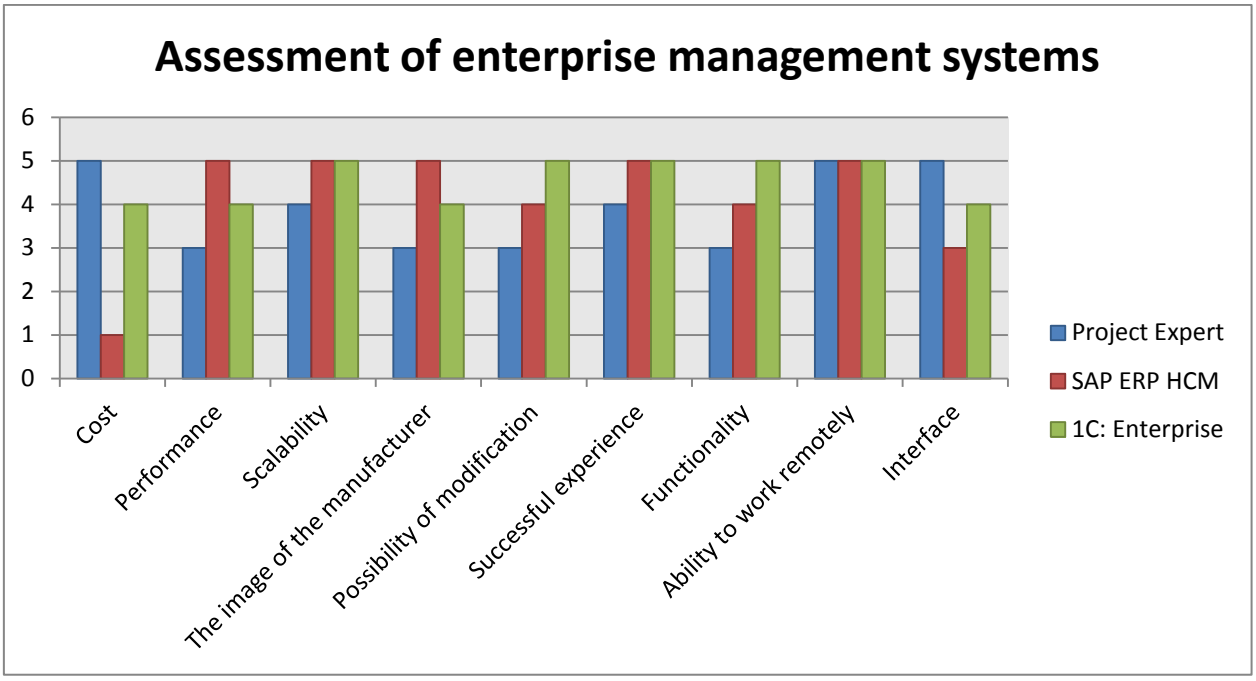


Fig.1. Assessment of enterprise management systems

As part of the financial analysis of the absolute advantage of the 1C: Enterprise. Also the system interface is ideal for the Russian enterprises: the need to know the subject area, the system takes over everything else.

SAP ERP HCM contains investment management tools, enterprise information projects tools; detailed planning tools; optimize processes tools and workflows.

Thus it is advisable to use a set of information systems in conducting strategic analysis, because there is no software solution that covers all the necessary analytics. Available information systems include different functionality that allow to complete picture of the current and future state of the company for developing an effective strategy.

Rybina K. Responsible leadership. How to make a model of responsible leadership and sustainable demand in the current situation in large corporations.



Undergraduate of the National Research Nuclear University MEPhI (Moscow Engineering Physics Institute)

Currently a significant influence on the development of corporate culture affect the processes of globalization, which resulted in the workers in corporations and in General the population has grown denial, unwillingness to accept social inequality generated by individual corporations focus only on maximizing profits, also increased the discontent of the environmental indifference of many large corporations. All this gradually led to the fact that the company concluded about the necessity of constructing a system of social responsibility, based on the inclusion of all major participants in the business sector, comply with the rules of civilized business. For Russia, this issue is very urgent, very important, as the distinctive feature of big business in the country is disproportionately high share of the primary sector, i.e. oil, gas, and mining companies that cause the greatest ecological damage to the environment.

Refer to the history of our country. In The Nineteenth Century. The responsibility of business is expressed most dramatically in the form of charity and philanthropy, i.e. contributions of large owners. In The Twentieth Century. The responsibility of enterprises was reflected in the performance of duties to care about the living conditions of workers and the welfare of the nearest social environment, city, region. Unfortunately, with the transition to a market economy, the new owners of enterprises declined to bear in the struggle for profit responsible

for the welfare and development of their employees, not to mention maintaining a social environment. Later a large Russian company concluded about the necessity to build a new system of social responsibility, based on the inclusion of all major participants in the business, observing the rules of civilized conduct of Affairs taken in the developed countries.

Today, in the era of economic globalization, corporate leaders find themselves in a dynamic and challenging multicultural business environment, characterized by increasingly close relationships between technology, people, organisations and society in General, so the leadership model, designed for more traditional and stable periods, lost its importance, contemporaneity[37].

Refer to the examples of "irresponsible" leadership. Let us remember the scandal of 2008, when the heads of General Motors, Chrysler and Ford flew to Washington to request financial assistance from the U.S. government on expensive private jets. For example, the plane Director of General Motors Rick Wagner was worth at that time $ 36 million. In Russia the most high-profile scandal involving big business, the conflict around the town of Pikalevo, whose residents in June 2009 blocked the highway Novaya Ladoga-Vologda in protest against unemployment and the difficult economic situation in the city, where previously stopped work of the enterprise of companies "Basic element" and "EUROCEMENT group". For the head of Basic element, this event turned into a fashion failure, failure. The thing that then intervened in the conflict, Prime Minister Vladimir Putin, who at the meeting forced the executive to sign an agreement on resumption of supplies of raw materials and production, and then asked him to return the borrowed pen, what else long to write all the papers.

This begs the question: is it compatible in corporate morality, ethics and big business? Of course, if we combine these concepts, it will lead to genuine and long-term success of corporate projects in the field of sustainable development,

[37] Averin, A. V. "the Corporate culture of modern society", Stavropol, 2006.

sustainability and stability of the companies themselves. However, the key role here belongs to the corporate leaders – those who make the decisions responsible for the business and is a role model for all staff. They must transform from ordinary managers in these responsible leaders. For example, in July 2012. It became known that the head of the Chinese Corporation "Lenovo" has distributed a bonus of $ 3 million among 10 thousands of junior officials: each was paid about $ 314, which in China is comparable to the monthly salary of workers in factories producing electronics. This is a very good example of a responsible leader, in which it is difficult to believe.

Contact world famous and popular book "Responsible leadership", which was written by the head of research works of the Institute of business ethics, senior Professor of corporate responsibility at the University of St. Gallen in Switzerland Thomas Maak and his colleague at the University and head of research of the Centre for public leadership Nicola Pless applied approach to the understanding of responsible leadership, where in the centre of company's success are the human relationship. In their view, in a globalized and multi-cultural environment leader's stand in front of several related problems: managing heterogeneous in terms of culture, religion, social status and education level of the staff; compliance with ethical standards; the problem of trust in business partners for cooperation that have different needs and values[38].

Business companies are top managers and depends on the success of the company in the present and in the future. However, these managers do not always strive for responsible leadership. There are those that create a good managed bands, promoted the company forward to success, trusted colleagues, subordinates respect them. Nevertheless, there are top managers who create serious problems for the company and complicate the development of the business. Such leaders need neither the company nor society.

[38] Thomas Maak and Nicola Pless "Responsible leadership", – M.: "Alpina Business books", 2008.

In any organization, people are the main capital, as they are the main reservoir of knowledge and labour. Everyone knows that in the conditions of tough competition and rapid changes inability to optimally utilize human resources potential puts a business on the brink of survival. The company, which cannot ensure that all its employees have played an active role and fully realize its potential, we cannot rely on high productivity, competitiveness and sustainable growth[39].

What is required from executives? It is primarily the ability to work effectively in conditions of uncertainty and to reconcile the interests, needs and requirements of all stakeholders. Corporate leadership needs to quickly "diagnose" the status quo, to be able to find a balance and prioritize. The best leaders have a strong inner core. They must anticipate changes in the external environment and can react instantly. It turns out that corporate leaders need to change their way of thinking in order to act responsibly and successfully, not forgetting about the responsibility and ethics of business.

How does a Manager become a responsible leader? Currently training senior executives divorced from the curricula of middle management and especially the staff, but the more they study in isolation from employees of the company, the more they develop a primary style a single and not command control. They are locked into their view of the world, which is increasingly at odds with what is actually happening behind the walls of their offices. Their proper phrase fully begin to diverge with what they are actually doing, as lead.

Of course, the training of top managers should be different from training other employees of the Corporation, but methodologically, and not meaningfully different from the usual. You need to start to create conditions to ensure that top managers have studied actively search information that they need, they must learn to analyse the consequences of their actions, to learn to interact with staff at

[39] Zelepukina N. A. "Globalization and corporate culture of modern society", the journal "Socio-economic phenomena and processes", edition No. 2 / 2007.

different levels of hierarchy in your company, and most importantly - to take responsibility for what they create.

To be a responsible corporate leader in our time means to solve a set of problems that brings to the world of modern business, namely the priority objectives of the organization or long-term needs of society, globalization or antiglobalisti trends, the interests of company employees or the responsibility to shareholders, personal interests or the interests of the company, service consumers or service to society. Responsible leader of a large Corporation may not engage in their own business, as it can still afford individual, private entrepreneur, he has the responsibility of interaction with external stakeholders of the company. For example, it needs to satisfy the interests of shareholders, but this is impossible, if you do not motivate your own employees who will serve customers and consumers, and those, in turn, will provide the necessary revenue, etc.

In addition, in large corporations there is such a thing as cultural differences that responsible leadership should not be ignored. For example, you can use patterns based on cultural characteristics of only one country, if the Englishman manages the company in England, Chinese in China, and American – in the United States. However, if a leader directs a multicultural, multinational business, such models in practice may not be applicable. Today the responsible leader increasingly requires the skill of management culture, ability to identify and mitigate existing and potential cultural differences and conflicts.

Moreover, corporate leaders should seek to solve the problems at the global level, the most distinctive competence that distinguishes successful leaders from the not so successful. Hence, the definition of responsible leadership: Executive leaders of large corporations are those who takes responsibility for ensuring that cost effective operations and for the shareholders of his company, responsible for the integration of a multicultural workforce, customers and suppliers, local and foreign communities, non-governmental organizations, environment and society in General. Such leaders can recognize and respect the many interests, needs and

resulting conflicts, mediate and resolve them through the concentration of all forces and reserves to perform this task and the successful connection, the convergence of the organization and its stakeholders. Responsible leadership is the key to minimize the possibility of adverse consequences. Ethical leadership is the key to achieving respect from others. Adhering to the principles of responsible and ethical leadership can achieve better results and make a difference.

Corporate leaders are surrounded by a multitude of problems, needs, goals, interests, and cultural values. Responsible leadership depends on the ability, talent Manager to ensure a peaceful existence of all interests in a multicultural world and to create strategies for their effective integration.

Now let us talk about another important trait of responsible leadership. Responsible leadership is based on the internal needs of the leader in philanthropy, we have to care for and help other people beyond personal interests, goals and relationships, on his ability to sympathy and compassion, short on humanity – the key characteristics of a responsible leader. Thanks to the sense of unity with all people and the outside world, which comes from the belief that, despite our seeming differences, we are all the same, similar, responsible leader treats others as loved ones who need to trust, serve, not as objects that can be used, to evaluate.

In summary, it can be argued that responsible leadership starts with the leader: to lead from within on the basis of regular self-examination, to lead consciously and honestly a life of its own through the disciplined upbringing of his soul and personality; to match words with deeds and make the truth an integral part of your life. Leaders can and must develop this internal competency in solving problems, to fulfil their responsibilities to multiple stakeholders and society.

What can we do to corporations to move to a model of responsible leadership? According to the Russian managers, Association corporate social responsibility is a voluntary contribution of business to society, social activity of the company beyond the specified legal minimum. Following these simple rules can get many advantages and benefits for the company.

The practical benefits of socially responsible corporate culture of the company is, first, strengthening the reputation and image of the company. Socially responsible behaviour of the company is evident in the reduced costs of interaction with authorities, and contributes to the attraction and retention of personnel. Secondly, improving the business performance directly reflected in improving the efficiency of the company. Corporations that adhere to socially responsible business practices, receive benefits such as improving productivity of staff, reduce operating costs and increase sales and increase customer loyalty. Thirdly, adherence to the principles of ethical, socially and environmentally responsible business practices improves investment attractiveness of the company, and this in turn contributes to improved financial performance and opens up greater access to capital.

Often conflicting stakeholder interests, the stakeholders (consumers, suppliers, customers, shareholders, communities, non-governmental organizations) and the environment give rise to a whole series of potential conflicts. Inside the organization, the leader should lead the employees belonging to different cultures. It turns out that the area of responsibility extends beyond the boundaries of countries, cultures and business units. It needs to select, develop and retain talented employees with different cultural and social roots, which is necessary to create a corporate culture and ethics that can unite all these people.

In the global community with its many stakeholder’s only financial ratios as profit is not sufficient to reflect the quality of leadership and predict the success of the organization in the long term. The standard report on profits and losses there is no item called "responsibility". But corporate leaders have indirectly, invisibly insert the item in the reporting, and not to forget that all duties of the Manager (to work effectively in the conditions of vague things and to reconcile the interests, needs and requirements of all stakeholders) it must perform along with the word "responsibility".

What are the tasks of the responsible leader? First, supporting and promoting creative activity, innovation of employees. In a dynamic, flexibly responding to "challenges" from outside corporations like this approach, this attitude to labour is becoming a major requirement for all categories of civil servants, and to all levels of management. Innovation of production will increase and the intellectual capital of the Corporation develops, if the company has created an atmosphere of confidence among staff members that management is indeed addressing their constructive initiatives.

Secondly, all employees must be informed about the plans of the management to have a clear idea of the direction of improve their operations and concentrating their labours on the new challenges in accordance with the purposes of the Corporation.

Thirdly, the context of national, social characteristics of employees in the process of formation of a common corporate spirit, which is required in connection with the multi-cultural nature of the economic activities of corporations.

Fourthly, it is necessary to create cultural conditions in which employees themselves will determine how their production potential can be combined with the goals of the Corporation and find new forms of cooperation.

Large corporations need to establish credibility; this requires such actions as increasing transparency of business practices, the measurement and demonstration of positive impact of the company on the social sphere and the environment, creating innovative products and business models for sustainable development. Attention to projects in the field of sustainable development and social responsibility on the strategic level it is important to maintain the competitiveness of the company, to maintain the reputation, image, effective risk management, attraction of talented employees.

In the modern world, corporations are still vulnerable to public opinion and public criticism. To protect the image and reputation of the business from a variety of threats, and managers from outside pressure and interference in the decision-

making process, there needs to be transparency and ethical business practices, maintaining senior management of companies, on which depends the welfare and prosperity of employees, balance between personal interests and the needs of society, the interaction of the concepts of corporate social responsibility and responsible leadership as General business strategy and with main industrial activity, a clear statement of business objectives in internal and external communications – these and other such measures will help companies create a strong Foundation for sustainability in the modern world and ensure its socially responsible activities a real success.

The business must have a higher purpose than profit for the owners, creating value for multiple parties, which may affect its success. It is the answer to all the questions raised today in large corporations. In our business, the world needs truly responsible leaders, only they will be able to make a model of responsible leadership and sustainable demand in the current situation in large corporations.

Shalfeev A.A. Ethical leadership in small business.



Undergraduate of the National Research Nuclear University MEPhI (Moscow Engineering Physics Institute)

Nowadays the epoch of economic globalization can be observed in the modern world where leaders have to stay in difficult multicultural business environment. Models which were determined before are no longer relevant.

A leader in an organization should be miscellaneous, he should guide people who belong to different cultures due to their nationality and education. The leader's responsibility is being able to make one cultures from different ones which could unite these people, highlight their advantages and develop their strongest sides. The main thing is being able to combine uncertainty and concurrence of interests. A capable leader should consider all the factors of interested sides.

Being a responsible leader means solving and bearing in mind many factors which modern business trends determine in the modern world. Such factors comprise being interested in your own employees, satisfied needs of shareholders and sponsors, personal interests, good customer service.

Understanding of responsible leadership

What are guidance and leadership? Many books are dedicated to this topic, a lot of research and tests have been conducted. Leadership was defined on the basis of personal advantages as well as cognitive and behavioral competence, situational models etc. Responsible leadership means leadership on the basis of a system of

values oriented at interaction between members of the society and long-term stable development.[40]

Responsible leadership is an art of building and supporting of good relations with interested sides.

Leadership in the modern world

Nowadays we are in live the world of moral values' change. Modern fashion replaces fixed ideals. Our society is irresponsible towards future generation because we are often irresponsible to ourselves. This feature has a negative impact on many spheres of society's activity such as politics, economics, education and science, business etc.

Undoubtedly, education and science are one of the most important spheres of human life because it will have a huge impact on the future, on what people, who will continue our business, would be like. The same is applicable to business. New models of a leader, new ways of management are created; new tendencies and values appear; the culture changes. To be an effective leader a person should conform to all these nuances. Hence, a question arises: how should a director act to be an effective leader in business? What means of influence and styles of behavior are the most effective in achieving aims of an organization? This is a tough question, and the answer to it is ambiguous. The theory of leadership is trying to define and foretell which characteristics will be effective and why.[41]

Behavior psychologists apply 3 approaches to defining of the most significant factors of effective leadership: an approach from the position of personal qualities, behavioral approach, and situational approach.

We will know consider them more thoroughly:

1. An approach from the position of personal qualities.

According to the personality theory of leadership, also known as The Great Man theory, the best leaders have a certain set of personal qualities, common for

[40] Global Responsible Leadership Initiative (GRLI), 2009

[41] http://tourlib.net/books_men/meskon17.htm

all. Some of the studied traits include: the level of intellect and knowledge, honesty, common sense, initiative, social and economic education, high level of self-assurance.

In 1948 Ralph Stogdill made a conclusion on the basis of research with which many modern behaviorists would agree that "a person does not become a leader by virtue of the possession of some combination of traits".

2. Behavioral approach

According to the situational approach to the leadership, efficiency is determined mostly not by personal qualities of the leader but by his or her manner of behavior towards subordinates.[42]

3. Situational approach

Modern scientists are trying to determine which styles of behavior and personal qualities correspond to definite situations most of all. The results of their research show that different ways of management should be chosen depending on the character of concrete situation similarly to how different situations require different organizational structures. That means that the leader should act differently in different situations.

Responsible leader

A responsible leader should analyze all available alternatives to solve the problem, and control the introduction of the program of actions. A responsible leader should be responsible for all happening in his life. Responsibility is a quality of character of a real leader.

Below you can see a scheme showing the extent of leadership in different situations.

[42] http://tourlib.net/books_men/meskon17.htm

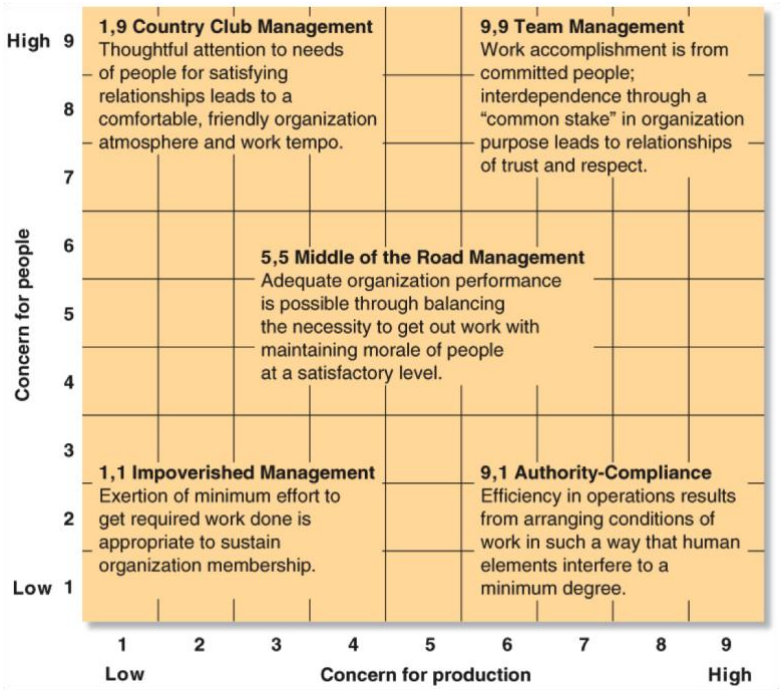


Figure 1. The Managerial Grid[43]

The concept of approach to efficiency of leadership by 2 criteria worked out in the University of Ohio was modified and popularized by Blake and Mouton who have made a scheme including 5 main styles of management. As it is shown at Figure 1, the vertical axis of this scheme ranges the "care about a human" on a scale from 1 to 9, and the horizontal axis ranges the "care about production" also on a scale from 1 to 9. Blake and Mouton describe 4 edge positions of the grid, such as:

1.1. Fear of poverty. Minimum effort from the side of the management is required to reach such quality of work which allows avoiding firing.

1.9. "A country club". A leader is concentrated on warm, good human relationship but cares little about the efficiency of the tasks' fulfillment.

9.1. Authority-compliance. The leader cares a lot about the efficiency of the conducted work, but pays too little attention to the mental determination of subordinates.

[43] The Managerial Grid III: The Key to Leadership Excellence, by Robert R. Blake and Jane Srygley Mouton. Houston: Gulf Publishing Company, Copyright c 1985, p. 12. Reproduced by permission.

5.5. Organisation. The leader achieves adequate quality of task performance, finding balance between efficiency and good morale of people.

9.9. The team. Due to heightened attention to the subordinates and the efficiency, the leader achieves the situation when subordinates intentionally acquire the values of the organization. It provides for good morale and high efficiency.[44]

Conclusion

Modern model of responsible leadership includes such significant elements as: morale entity, value basis, ability to achieve the balance between personal interests and expectations of the interested sides, ability to establish and maintain harmonious relationship with partners from different cultural traditions.

Any action made by a leader should be based on 4 human qualities: prudence, justice, courage and self-control.

We can divide several criteria defining a responsible leader:

Responsible leadership in a small business starts with the definition of the organization mission in a visible or invisible form. A leader establishes and maintains definite aims, priorities and standards of the organization. A leader should set an example of strong devotion to definite standards and principles.[45]

Making conclusion to all the above said, we can claim that leader's responsibility is an important part of a business, of small and high level. Each leader should be responsible apart from all his peculiarities and skills. A responsible leader means successful work, start for achievement of high purposes.

[44] http://tourlib.net/books_men/meskon17.htm

[45] http://www.globethics.net

Shevchenko D.G. Responsible leadership in politics.



Undergraduate of the National Research Nuclear University MEPhI (Moscow Engineering Physics Institute)

"Responsible leadership means the responsible use of power to determine and meet ethical goals for the people and the creation and then the implementation of certain values. Power gives your ability and opportunity to adopt and implement the solution and to succeed. Power itself is neither negative nor positive.[46]"

However, what are the Responsible leadership and ethical goals in politics? It is said that "politics is not an exact science", therefore it seems that this question has no definite answer.

The truth is that the answer is clear. Responsibility and ethics in politics has one single landmark – national interests.

Thus, the main goal for a responsible leader is to seek national interests. National interests are such a quantity, which is not subject to change and is established by nature. "We have no eternal allies and permanent enemies", said the famous Lord Palmerston. The UK has never questioned the definition and declaration of "national interests" because this idea was so natural and understandable that every British politician just felt it. Palmerston claimed "Our interests are eternal, and we are obliged to follow them[47]".

Politics always had, throughout the history, three strategic objectives:

- National unity and territorial integrity;

[46] Introduction. Responsible Leadership Handbook: For Staff and Boards. Christoph Stückelberger.

[47] Palmerston, based on Asa Briggs*' The Age of Improvement.*

- security;
- prosperity.

Russia is not an exception, because its history confirms the above. Each new leader realized that in his policy, whatever form it took, he would continue the course established by past rulers and dictated by the nature of the state. Even when the authorities deviated from course trying to impose other values and artificially change interests, there always came the reaction and the course was restored. The nature of the state is stronger than social cataclysm and political disruption, so the responsible leader should conduct policy according to national interests.

Another problem is the ethical reasoning about actions taken to implement these interests. Approaches, rules, norms, and international treaties and obligations can be violated when national interests and security are under the threat. Moral norms and rules, which we follow in daily life, are not applied to politics, so there is a contradictory and sometimes negative attitude to politicians as to people involved in "dirty business". Of course, the history has leaders who were not involved in any major international or domestic scandal. However, often the environment helped them and now it is impossible to predict what they would do in a difficult situation, when the fate of the Motherland was at stake. The reaction of a responsible leader would have been adequate and the stigma in personal biography would have been compensated by the prosperity of the country.

For a political leader there is only one reference point and that is the interests of the people and the States that he must follow strictly. The implementation of these interests is a way to measure the effectiveness of a leader. If a politician carefully execute them, without trying to shift the responsibility for the settlement of vital questions to other generations, then it is an example of responsible leadership.

Guided only by national interests, a politician should not lose other aspects. While achieving the goal he can and even must analyze all possible options where it is necessary to retreat or to go short, etc. All these actions shall bring him closer

to the final goal. “Politics is one of the most difficult aspects of the society to study. The complexity is described by the difference in people’s interests aimed to meet their aspirations and interests.[48]” That is why a politician should be forward-looking and have “binocular” vision. The Army teaches you to take aim without closing one eye. During the combat shooting, when the soldier moves simultaneously with the enemy and fires in different directions, it is very important to accurately and quickly record everything that happens around and control the situation. Equally, the head of the State, having focused on the goal imposed by national interests, must look after the environment that surrounds him. He should be attentive, prudent, must clearly debate a matter in mind any decision and act in accordance with the principle of “minimum risk”. Moreover, if it is worth the cost, the politician should try to mitigate the adverse consequences. However, when it comes to the existence of the nation, there cannot be a compromise. Pursuant to Otto von Bismarck: “A great nation will never be encouraged to sacrifice their existence to loyalty and agreement, if it has to choose between one and another”.

National interests are eternal; therefore, any political model should be based on them. This model will be always in demand and sustainable.

[48] Ethical Leadership in Politics. Semenov E.V.

Stepanova A.M. Social responsibility of universities



Postgraduate student, Omsk state technical University on a speciality "Economy and management of national economy (management)

One of the recognized priority trends of recent years has been the increase of social responsibility of universities. Social responsibility of universities – is a key area of national educational policy in many countries: the role of higher education institutions expands in the development of education, civil society and local communities.

It is noted that universities play an important role in the formation of civil society[49]. University as a social institution has a certain circle of parties that affect the level of social responsibility of the university (Figure 1).

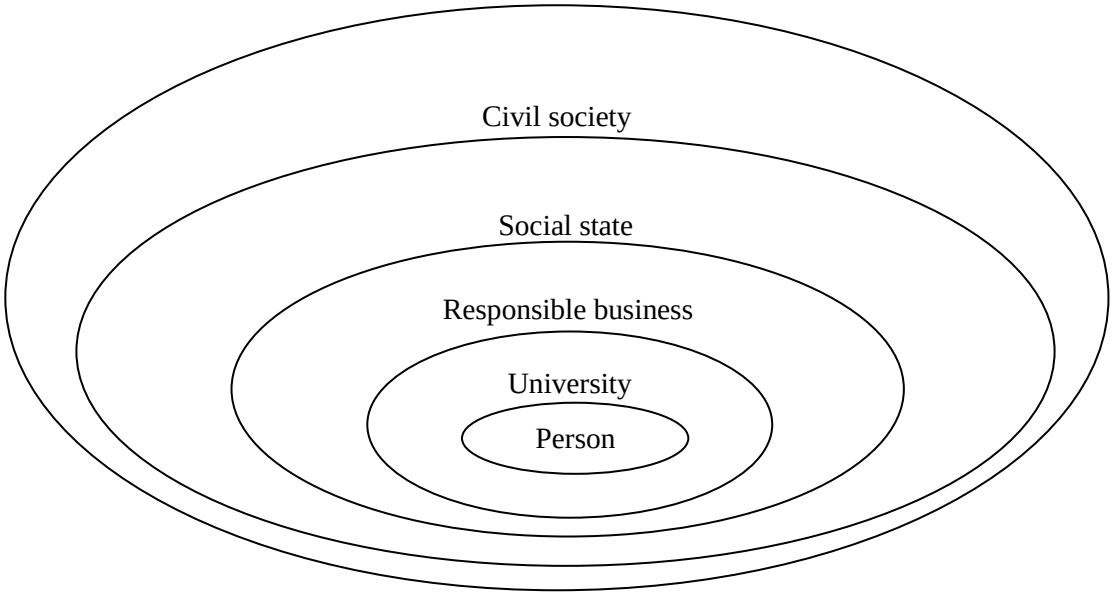


Figure 1. Higher education institution in the system of social responsibility

[49] *Waghid Y.* The public role of the university reconsidered URL: http://www.globethics.net/gel/7398650

The relationship of each element is interdependent. Thus, the university is responsible to the business environment for the preparation of competitive graduates, in turn, the business has a social responsibility for the development of education as an integral part of the local community.

Within the framework of the Bologna Process higher education area must be built on the European traditions of education responsibility in front of society; on a broad and open access to education; on education for personal development and learning throughout life; on citizenship both short long-term social relevance.

On the basis of the knowledge gained by Marcin Geryk, supported by theory and empiricism, the following recommendations for all university managers in the world have been formulated [50]:

- universities should consciously integrate all their strategic and operational actions with the ideas of social responsibility;
- the relations between the university and its environment should be constantly improved;
- it must be borne in mind that practically all institutions of social and economic life and the whole of society are university stakeholders;
- efforts must be made to develop forms of providing stakeholders with information on all actions of the university, and not just those concerned with the issues of social responsibility;
- university managers must be fully aware of responsibility for their actions as stakeholders put great challenges and very high ethical, moral and qualitative requirements before universities.

Universities need to learn successful practices in social projects. Equally important is the control function of these activities in the form of non-financial reporting. The practice of preparing of non-financial (social, ecological, integrated, industry reports, sustainability reports) is widely used in the last 15 years,

[50] Marcin Geryk SOCIAL RESPONSIBILITY OF A UNIVERSITY – CHALLENGE, COMMITMENT OR CHANCE FOR EDUCATIONAL INSTITUTIONS

especially for companies extractive industries and others whose activities have a significant negative impact on the environment[51]. Non-financial reports - is an affordable, reliable, balanced, and related description of the main aspects of the company and the results of achievements related to values, goals, sustainable development policies on the issues of greatest interest to key stakeholders. As of February 11, 2016 in the National Register of Corporate Non-Financial Reports included 160 companies, registered reports - 635, which are released in the period since 2000[52]. In particular, only two higher education institutions publish social reports: Vladivostok State University of Economics and Service (social reports for 2005-2006, 2010-2012), the South-Russian State University of Economics and Service (Social Report for 2008-2010). According to a limited list of reports (free access to a short list for the last two years), posted on the website of the international independent organization Global Reporting Initiative (which developed one of the most famous: GRI guide in the field of sustainability reporting) for 2014, there are 53 non-financial reports universities, in 2015 - 47 reports, 10 of the first in alphabetical order are listed in table 1.

Examples of universities' non-financial reports (published in 2015)[53]

University Name	Country	Name	GRI (type)
Aalto University	Finland	Annual Report 2014	Non - GRI
Anhanguera Educacional	Brazil	Relatório de Sustentabilidade 2014	GRI - G4
Ball State University	United States of America	Ball State University 2014 Sustainability Report	GRI - G4

[51] Taryn Bernard A critical analysis of corporate reports that articulate corporate social responsibility URL: http://www.globethics.net/gel/6401482

[52] National Register and Library of corporate non-financial reports // Russian Union of Industrialists and Entrepreneurs URL:http://rspp.ru/simplepage/157

[53] A limited version of the Reports List // Global Reporting Initiative URL: https://www.globalreporting.org/services/Analysis/Reports_List/Pages/default.aspx

Brown University	United States of America	EIGHTH ANNUAL SUSTAINABILITY PROGRESS REPORT	Non - GRI
Deakin University	Australia	Sustainability Report 2014	GRI - G4
Dickinson College	United States of America	Sustainability Report 2014-2015	Non - GRI
ESADE Business School	Spain	Annual Report 2013-2014	GRI - G4
Estácio	Brazil	Sustainability Report 2014	GRI - G4
ETH Zürich	Switzerland	ETH Zurich Sustainability Report 2013-2014	GRI - G4
FDC	Brazil	Relatório Anual 2014	GRI - G3.1
Federation University Australia	Australia	2015 Sustainability Report	Non - GRI
Fundación Universitaria del Área Andina	Colombia	Informe de Sostenibilidad	GRI - G4
Harvard University	United States of America	CREATING HARVARD'S SUSTAINABLE COMMUNITY: FY14 SNAPSHOT	Non - GRI
Hochschule für Agrar- und Umweltpädagogik	Austria	Leistungsbericht 2014	Non - GRI
Instituto Superior de Administracao e Economia (ISAE)	Brazil	Relatório de Sustentabilidade 2014	GRI - G3

It is advisable for higher education institutions to adopt the practice of publishing non-financial reports that will strengthen the reputation, demonstrate the role of the university in the development of the local community, will affect the assessment in the international rankings of universities.

Many companies have special departments that coordinate the implementation of social responsibility practices and their use in the formation of brand strategies. Universities could create a special division, which will coordinate all social projects and initiatives of students, teachers, leadership together, will integrate principles of social responsibility with the development strategy of the university, will publish non-financial reporting.

The most significant form of social responsibility of university is the preparation of responsible professionals. Therefore, one of the best opportunities for implementation of social responsibility in higher education could be provided with an introduction to the federal state educational standards of higher education

of the fourth generation in areas of training undergraduate level special type of practice: social practice. Social practice can be carried out on the basis of non-profit organizations or in the framework of implementation of social projects of commercial organizations. Social practice should be an important part of students' universal competencies that do not depend on the direction of training, for example, the ability to consider the implications of management decisions and actions from the perspective of social responsibility; the ability to take into account the aspects of social responsibility in developing and implementing the organization's strategy.

Therefore, institutions of higher education, integrating a policy of social responsibility in its development strategy, ensures mutual interest: it ensures the stability of society and the growth of satisfaction of key stakeholders and enhances its stability and competitiveness.