

## MOTIVATION MODELS OF LEADERSHIP IN MANAGING OF ORGANIZATIONAL DEVELOPMENT

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*The current state and prospects for the development of the economy of Ukraine in the post-war period require increased attention to the issues of restoring the activities and ensuring the competitiveness of industrial enterprises, which are important links of the national economy, affecting its stability and security. Solving these issues is an urgent task and requires anti-crisis management and effective leadership capable of radical business renewal. According to modern views on the mission and purpose of a leader in the processes of organizational development, motivation has been highlighted in the totality of its roles and functional duties, the author's interpretation of the term "motivational model of leadership" has been proposed – as a model of relations between a leader and followers, which connects the goals of joint activities with personal everyone's motives and the leader's ability to choose the means of their actualization relevant to the situation in order to achieve the set goals. Based on the basic leader's characteristics, the differences in their motivational filling in the models of transformational and transactional leadership have been highlighted. The expediency of using the motivational model of transformational leadership for anti-crisis management and organizational development management in the context of the economic organizations' competitiveness ensuring goals have been argued. It has been argued that in order to achieve the organizational development goals, one should diversify the methods of motivational influence on personnel, following, on the one hand, a personalized approach to the organization of the motivational process, and on the other hand, cultivating appropriate values through corporate culture, which has a significant potential for the formation of behavioral stereotypes in the organizational environment.*

*Key words: competitiveness, anti-crisis management, transactional leadership, transformational leadership, motivational potential of the leader, motives, innovative changes.*

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### STATEMENT OF THE PROBLEM IN GENERAL AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

The growing scale of the economic and energy crisis, provoked by the Russian Federation's attack on Ukraine, has already outgrown the regional level and is becoming a global catastrophe. More and more countries and people directly feel its negative impact – especially in the field of energy and food security. In Ukraine, with the beginning of the large-scale invasion of Russian troops, the problem of physical security became dominant. And not only for people who, even far from the front line, are in constant anxiety for their own lives and the lives of their loved ones, but also for businesses that have faced the problem of physical survival outside of a competitive nature. After all, the well-established rhythm of business processes of the vast majority of enterprises suffered a devastating blow – both due to the destruction of the material and technological basis of production systems, disruption of logistics flows, and due to the loss of consumers. This means the loss of financial support for the restoration of business on the scale and format that was achieved before the war. The top management of such enterprises faced extremely difficult tasks – to ensure the survival of the business in the conditions of war and post-war recovery. For this, it is necessary to form a new business model, which is able to form new competitive advantages and competitiveness of the enterprise on global markets. This is possible if there is a certain potential for development, which lies in the ability of the company's top management to effectively lead. The theoretical, methodological and practical importance of choosing an effective leadership model in light of the problems of organizational development of business structures to maintain their safety and competitiveness in the conditions of global destructive influences and determined the relevance of this study.

### ANALYSIS OF LATEST RESEARCH AND PUBLICATIONS

Many scientific studies, both of a theoretical and methodological and applied nature, have been devoted to the problems of managing organizational development in the light of maintaining the competitiveness of business structures in conditions of uncertainty, emergency and crisis phenomena. A significant place among them is occupied by the works of domestic scientists, whose interest in this topic is historically determined by deep transformations of the economic mechanism and permanent political

shifts in social processes that took place in Ukraine during the period of its independence. Thus, the modern aspects of anti-crisis and security-oriented management are quite reasonably presented in the works of I. Akhnovska [1], G. Blakyyta and T. Ganushchak [2], Ye Morozov [3], Yu. Miroshnychenko and A. Vdovichenko [4], V. Onisiforova and V. Sidelnikova [5] and others. Among the latest studies in the field of managing the competitiveness of enterprises under conditions of uncertainty and risks, it is worth noting the works of such scientists as P. Hryhoruk and N. Khrushch [6], M. Zos-Kior and K. Bryzhan [7], E. Kozlovskiy [8], S. Spivak [9], Y. Holovchuk [10] and others. They see ways to solve this problem in the activation of innovative activities of enterprises and increasing the effectiveness of innovative work. This corresponds to our views on the role of innovative factors in the formation of the enterprises' competitiveness – in directions that ensure their better ability to create consumer values [10; 11]. At the same time, most of the measures for getting out of the crisis or preventing its further development can rightfully be classified as innovative. Accordingly, the process of their implementation should be interpreted as a process of innovative changes and organizational development. Taking into account the complexity and urgency of development goals, it is important to ensure the effectiveness of anti-crisis management. For industrial enterprises, this is even more relevant – because innovative changes usually involve new technical and technological solutions, which makes the innovation process capital-intensive. And in crisis conditions, this can catastrophically disrupt the economic security of the enterprise and even cause its bankruptcy. This problem solving largely depends on the leadership qualities of managers. Therefore, a significant part of researches in recent years are devoted to the problems of effective leadership, which are usually studied through the prism of leadership qualities or management style (for example, [12-16]). In particular, J. Willink and L. Babin indicate the need for the leader to find a balance between the forces (personified in the positions of various stakeholders) that prompt him to make different decisions. This affects the management style and the leader must understand when to lead authoritarian and when to discuss; when to maneuver aggressively and when to pause and let things take their course; when to stand back and let the team do the work, and when to get bogged down in the details [13]. Obviously, this choice depends both on the clarity of the leader's understanding of the situation and on his understanding of the ways out of it. A. Chorny, based on the results of the analysis of scientific views on the essence of leadership, came to the conclusion that an effective leader is able to take responsibility in situations where others avoid it [16]. However, he did not investigate the motivational basis of this ability. Likewise, the situational factors, which acted as an incentive to leadership, were not taken into account by the researcher.

#### **ASSIGNMENT OF PREVIOUSLY UNSOLVED PARTS OF THE GENERAL PROBLEM TO WHICH THE ARTICLE IS DEDICATED**

Without diminishing the importance of the scientific work of these and other scientists, whose efforts formed the theoretical and methodological basis of organizational development management in the preserving the viability of enterprises tasks light in the conditions of exit from the crisis, we note that it is appropriate to consider this problem in the context of effective leadership. The key role of the leader in initiating innovative changes is recognized by all researchers studying organizational behavior. At the same time, understanding the essence of leadership as a phenomenon in its motivational multifacetedness enables enterprise management to form and effectively use the advantages of fruitful cooperation of participants in organizational interaction – both within the enterprise itself and outside its organizational space in the resources and goods exchange processes adjustment. The relevance of these issues for domestic enterprises that seek to exit the crisis and resume their activities in the post-war period determined the goals of this study.

#### **THE ARTICLE PURPOSES FORMULATION**

The purpose of the article is the formation of a scientific and theoretical basis for the selection and use of a motivational model of leadership adequate to the circumstances in the context of managing the organizational development of economic entities in the conditions of exit from the crisis. In line with the set goal, the following goals are outlined: to consider the phenomenon of leadership through the prism of its multifacetedness and vectors of motivational influences; to form a logical construct of the definition "motivational model of leadership" in relation to the goals of anti-crisis management and organizational development of business structures.

#### **MAIN MATERIAL PRESENTING**

The essence of the definition of "leadership" is multifaceted. This led to the emergence of various scientific approaches to the study of this phenomenon – starting with the theory of studying the personality

traits of a person, which was not very productive in terms of methodology, as it could not formulate recommendations for the development of leadership qualities in the training of professional managers, and to modern views on leadership, which are more focus attention on the process (activity) side of the phenomenon. Hence the definition of its essence as: transformational leadership, service leadership, lateral leadership, team leadership, scattered, distributed, resonant, emotional leadership, etc. The comparative characteristics of these types of leadership are considered by A. Chorny [16], who emphasized the importance of a person's personal characteristics in choosing the type of leadership.

That is, as an object of research, the phenomenon of leadership is multifaceted from the point of view of the factors that determine it and multifaceted from the point of view of the goals of applying the obtained results. Therefore, many researchers studied it as a behavioral phenomenon, seeking to find patterns that could be reproduced for the training of professional managers.

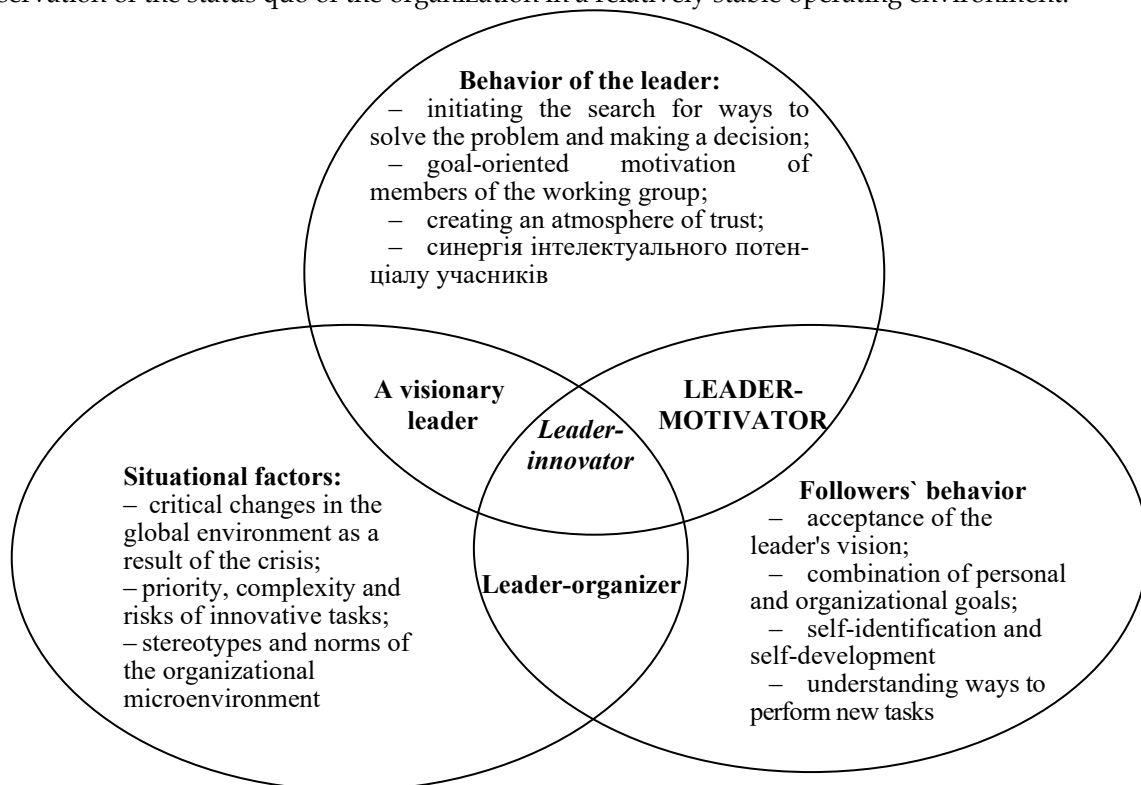
One of the founders of leadership theory, V. Benis, defined leadership as "a process by which someone achieves subordination of the behavior of others in the desired direction" [17]. Without clarifying the specifics of organizational behavior and how exactly the process of subordination occurs, he left the issues of transformation of formal and informal leadership in the organization or their coexistence as debatable. At the same time, he emphasized that it is the leader who should organize and encourage (motivate) his followers to achieve the defined goals, abstracting as much as possible from personal attitudes.

In contrast, the informal part of leadership is highlighted as an important aspect of motivation by modern researchers. Thus, K. Ferrazzi emphasizes that informal leadership has never been so important and the need for it is becoming more general every day. It is becoming the main organizational model of the 21st century. He cites the results of research by the international consulting group Gartner, which predicts that by 2028, algorithms will destroy so many middle management positions that work will depend almost entirely on networks of cross-functional teams. Gartner describes them as "collections of autonomous and high-performing teams that deliver great results". K. Ferrazzi connects this trend with the fourth industrial revolution, which we are currently experiencing. Pointing to its complexity and speed, he summarizes that revolutionary change requires a new type of leadership that "empowers all citizens and organizations to innovate, invest and be more effective in a context of mutual accountability and cooperation" [15, p. 14].

As can be seen from this definition, K. Ferrazzi emphasizes the effectiveness of leadership, which is achieved by the fruitful cooperation of people in mastering the new. In addition, it is worth adding that such cooperation is possible when the leader is trusted - both in his vision of the final results of the changes, and in the fact that the difficulties of the transformation period will be justified by these results. A reflection of this trust is the characteristic of a leader, which N. Craig singled out in his book - this is "the purpose of always being a guide in stormy waters and helping to reach the other side happily" [14, p.10]. And this is exactly the characteristic that a business needs to get out of a crisis, which forms a strong motivational basis for using other levers of influence on the behavior of the company's employees in crisis conditions that require radical organizational changes. At the same time, the functions and roles of the leader are multifaceted and can be filled with specific decisions taking into account the specifics of the organization's functioning in a certain business space. In Fig. 1, we modeled the connection between the role behavior of innovative leaders (visionary, organizer and motivator) with the functional content of the leadership process in the context of the tasks of anti-crisis management, which requires innovative changes. The function of motivation in this process is highlighted as the most variable depending on the leadership style and quality characteristics of the followers.

The specified structuring and interrelationship of functions and roles characterizes the phenomenon of leadership in any socio-economic systems - from the micro- to the macro-level. However, the content and tools of motivational influence must take into account the mental characteristics of the "manager-subordinate" relationship in work teams. As practice shows, at domestic enterprises these relations still tend towards authoritarianism, the distinctive feature of which is the dominance of orders and submission - when the leader tries to ensure that the team members fulfill the tasks set before them by the "whip and gingerbread" method. Such leadership is called *transactional* [20]. Leaders of this type succeed due to their formalized status in the organizational hierarchy and are willing to continue working within it to achieve the organization's goals. At the same time, they resort to excessive control and meticulous analysis of the actions of their subordinates - in order to detect errors or inaccuracies in them. Transactional leadership involves formal business relations, which usually do not go beyond the positions fixed by contracts and concern mainly financial aspects of labor relations. Such leadership ensures

maintenance of the current order in relations within the organization and in relations with partners, preservation of the status quo of the organization in a relatively stable operating environment.



**Fig. 1. The motivational component of leadership in the functional filling of the process of managing innovative changes in the organization**

However, in crisis conditions, when the usual order of things and processes is destroyed, organizational relations go into a stressful state, this model of leadership becomes unproductive. For the success of the anti-crisis management of the enterprise, leadership based on the trust of subordinates and the development of their initiative is no less important. Such a model of leadership is called *transformational*, it should be based on the appropriate structure of motives that can transform under the influence of the organizational environment and ensure the growth of the leader's motivational influence. Moreover, this motivation actualizes higher-level needs, which are much stronger for people, as they reflect their social status.

Based on this, we proposed to introduce the term "*motivational potential of a leader*" into the terminological field of leadership theory, interpreting it as the leader's ability to identify correctly the spectrum of needs and the structure of his society members motives (his followers) and use this knowledge to actualize them in the context of awakening and maintaining active actions of followers to achieve set goals [18]. The leader's understanding of the existing structure of needs allows to appeal to the most relevant motives in the current situation and to develop the structure of motives for the future - in the context of long-term organizational tasks.

Actualization of needs by the leader must correspond to the strategic goals of organizational development, fit into the scenario of organizational changes adopted for the corresponding period of the life cycle. The presence of a close connection between the strategic target settings of top management and the organization of the system for ensuring their implementation requires the appropriate differentiation of the main emphases in the leader's portfolio of motivating measures.

In particular, in the anti-crisis management motivation's structure, leaders need to use those that contribute to the employees' loyalty to the enterprise, their cohesion, readiness to overcome difficulties. Then the motives of joint activity will prevail in terms of their influence over individual motives, contributing to the faster achievement of organizational consensus in making urgent decisions and their prompt implementation.

For organizational development based on innovation, it is important that the leader's motivational tools awaken people's desire for creativity, initiative, and actualize the need for self-realization. This will encourage employees to improve their professional skills, to acquire new skills necessary for the

implementation of innovative changes. An effective leader must orient his employees to the development of their intellectual potential in the course of acquiring important professional competences, which will be the backbone of further development of organizational knowledge, will contribute to the accumulation of structural capital and capital of relations. In this case, the motivational accents of the leader will encourage employees to internal competition in the work group, which requires the professional competence level increase of each participant in such competition. That is, individual needs and motives that make it possible to implement them become more relevant.

In both cases, the motivating actions of the leader should direct the followers to achieve the set goals, but it is important to use for this purpose the methods of stimulating their activity relevant to each situation. This gives reason to talk about the formation of a certain *leadership motivational model*. We propose to interpret this definition as a model of the relationship between the leader and followers, which connects the goals of joint activity with the personal motives of each and the ability of the leader to choose the means of their actualization relevant to the situation in order to achieve the set goals.

The significant motivational capabilities of the leader and their value for ensuring the effectiveness of joint activities are noted in many scientific sources. In our opinion, in order to build a motivational model of leadership, it is advisable to rely on the five basic abilities of a leader, which were identified by American researchers J.M. Kouses and B.Z. Posner: modeling the way to achieve the goal with the involvement of colleagues and followers in this process; inspiring followers; perceiving each new goal as a challenge; empowering followers to achieve more; encouraging followers [19]. We used this approach to differentiate two motivational models of leadership – transactional and transformational (Table 1).

Table 1

**Comparative characteristics of leadership motivational models in relation to the leader basic characteristics**

Basic characteristics of a leader	Transactional model	Transformational model
Path modeling capability	Passivity prevails in determining goals; mostly oriented towards goals set by those who are higher in the social (administrative) hierarchy. The main motive is to preserve the status quo.	Active leadership is initiative in defining goals and choosing methods of directing the efforts of one's followers to achieve them. Ability to clearly define the goal, assess potential risks. Willingness to discuss with followers alternative ways to achieve the goal for choosing the best scenario.
Ability to inspire followers	Directs the work of others and bears personal responsibility for its results, brings order and consistency to the work being performed.	Able to form an attractive image of the future. Able to make a common goal valuable to each team member by addressing to the values and motivations of followers.
The ability to perceive each goal as a challenge	Prefers work within the current organizational structure. Motivates followers by appealing to their self-interest.	Demonstrates readiness for systemic changes to achieve the goal more effectively. Generates new ideas to improve the team's activities, specifies tasks for their implementation. Motivates followers by encouraging them to put common interests first.
The ability to empower followers to achieve more	He resorts to excessive control and meticulous analysis of the actions of his subordinates - in order to detect errors or inaccuracies in them. Achieves goals through encouragement and punishment	Directs efforts on team development. Tries to distribute team roles (responsibilities) so that everyone can learn new things, opens new opportunities for creative (professional) growth
Ability to encourage others	Interaction with subordinates is based mainly on facts and within the limits of established goals. Practices formal business relations that usually do not go beyond work tasks	Able to maintain a positive mood in the team, develops informal relationships. Instills enthusiasm and faith in his followers, helps to adapt to the new

Source: the authors' research based on [19 and 20].

It is obvious that the leader does not have to generate new ideas independently, invent new production technologies and predict potential demands of society; his task is to assess correctly the capabilities of employees, develop their inherent talents in each of them, encourage them to show initiative and stimulate the search for new solutions. But for this they must be motivated. The formation of the motivational basis of individual and group behavior should be in the area of constant attention of the management of a modern enterprise – because overall success is largely determined by the ability of individuals to synergize joint activities. And this is achieved by reasoned and targeted selection of incentive levers, taking into account not only the qualitative characteristics of employees, but also their ability to work in a team. The use of a transformational leadership model meets these requirements and makes it possible to unite the team, form a team of like-minded people and ensure the effective implementation of organizational development goals based on innovative changes.

## CONCLUSIONS FROM THIS RESEARCH AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION

The current state and prospects for the Ukraine economy development in the post-war period require increased attention to the issues of restoring the activities and ensuring the competitiveness of industrial enterprises, which are important links of the national economy, affecting its stability and security. Solving these issues is an urgent task and requires anti-crisis management and effective leadership capable of radical business renewal. According to modern views on the mission and appointment of a leader in the processes of organizational development, motivation is highlighted in the totality of his roles and functional duties, and the author's interpretation of the term "motivational model of leadership" has been proposed. Based on the basic characteristics of the leader, the differences in their motivational content in the models of transformational and transactional leadership have been highlighted. The expediency of using the motivational model of transformational leadership for anti-crisis management and management of organizational development in the context of the goals of ensuring the competitiveness of economic organizations has been argued. It has been argued that in order to achieve the goals of organizational development, one should diversify the methods of motivational influence on personnel, following, on the one hand, a personalized approach to the organization of the motivational process, and on the other hand, cultivating appropriate values through corporate culture, which has a significant potential for the formation of behavioral stereotypes in the organizational environment. The development of relevant recommendations has been defined as the subject of further research.

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## МОТИВАЦІЙНІ МОДЕЛІ ЛІДЕРСТВА В УПРАВЛІННІ ОРГАНІЗАЦІЙНИМ РОЗВИТКОМ

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*Сучасний стан і перспективи розвитку економіки України в післявоєнний період потребують підвищеної уваги до питань відновлення діяльності та забезпечення конкурентоспроможності промислових підприємств, які є важливими ланками національної економіки, що впливають на її стабільність та безпеку. Вирішення цих питань є актуальним завданням і вимагає антикризового менеджменту та ефективного лідерства, здатного на радикальне оновлення бізнесу. Відповідно до сучасних поглядів на місію та призначення лідера в процесах організаційного розвитку виокремлено мотивацію у сукупності його ролей та функціональних обов'язків, запропоновано авторське трактування терміну «мотиваційна модель лідерства». – як модель відносин між лідером і послідовниками, що пов'язує цілі спільної діяльності з особистими мотивами кожного та можливістю лідера обирати адекватні ситуації засоби їх актуалізації для досягнення поставлених цілей. На основі базових характеристик лідера виділено відмінності в їх мотиваційному наповненні в моделях трансформаційного та транзакційного лідерства. Аргументовано доцільність використання мотиваційної моделі трансформаційного лідерства для антикризового управління та управління організаційним розвитком у контексті цілей забезпечення конкурентоспроможності економічних організацій. Стверджується, що для досягнення цілей організаційного розвитку необхідно урізноманітнити методи мотиваційного впливу на персонал, дотримуючись, з одного боку, персоналізованого підходу до організації мотиваційного процесу, а з іншого боку, культивуючи відповідні цінності через корпоративну культуру, яка має значний потенціал для формування стереотипів поведінки в організаційному середовищі.*

*Ключові слова:* конкурентоспроможність, антикризове управління, транзакційне лідерство, трансформаційне лідерство, мотиваційний потенціал