STRATEGIC LIFE IDEA AS A CHARACTERISTIC OF A MANAGER'S PERSONALITY AND FOCUS

Yury V. Sinyagin[1]

[1]Head of the Research Laboratory for Diagnostics and Evaluation of Managers, Faculty of

Management Evaluation and Development, The Graduate School of Public Management

(GSPM) of the Russian Presidential Academy of National Economy and Public

Administration (RANEPA),

[1]yvsin1@yandex.ru

ABSTRACT

The present research substantiates and analyzes the concept of a strategic life idea as a personality characteristic of a manager and of its influence on activity and success at various levels of management. The connection between the strategic idea of the personality and its orientation is presented. Based on the research data using the questionnaire for assessing managerial potential (Sinyagin, 2014), it is revealed how the nature and content of the strategic life idea allows assessing the social orientation of an individual, which is a qualitative indicator of the assessment, along with nine quantitative ones recorded in nine universal metacompetencies. Specific results of the study are given, proving that the content analysis of strategic life ideas can serve as a tool for assessing the social orientation of an individual.

Practitioner Points

1. The theoretical idea of the importance of a fully formed strategic life idea in the personality of an effective public civil service manager has been confirmed in practise.

2. The theoretical justification of strategic life idea as a personality characteristic of a public civil service manager allows analyzing personal effectiveness in managerial activity, which can be taken into account in personnel management.

3. Content analysis of strategic life ideas can serve as a tool for assessing the social orientation of a manager's personality when hiring or transferring them to a higher position.

4. The research material can prove useful in training managerial consultants and personnel specialists, since it broadens their knowledge in the field of a manager's personality and improves the accuracy of their diagnostics.

INTRODUCTION

The strategic life idea as a characteristic of a manager's personality was studied using the technology of comprehensive analysis of managerial and personal-professional resources, developed by the author in 2014 and currently being implemented in the formation of the highest level managerial reserve in the public civil service. It includes a whole range of diverse elements and is based on several theoretical key assumptions.

First of all, these are the ideas of resource personal-professional diagnostics. Resource diagnostics, as previously noted, ensures the effectiveness of assessing top managers (the subject component of activity in this case is very high). Resource diagnostics, supplementing normative (in fact, competency-based) diagnostics, allows a comprehensive analysis of managerial resources (Sinyagin, 2014).

The second idea is to use the three-component model of managerial potential and managerial readiness (Sinyagin, 2018) during assessment, based on ten indicators called metacompetence by the author due to their universality. Finally, the third idea is to focus on assessing managerial resources to identify their own strategic life ideas. A strategic life idea acts as the core for all the personal and professional resources in life and professional activity (Sinyagin, 2009).

In addition, identifying the nature and content of a strategic life idea allows solving one of the basic tasks of personal and professional diagnostics – assessing the social orientation of the personality, which is a qualitative indicator of the assessment, along with nine quantitative ones recorded in nine universal meta-competencies.

The present research analyzes the very concept of a strategic life idea and its influence on the nature and success at various levels of management.

Scientific value

For the first time on the basis of the theoretical development of the issue and the results of personal and professional diagnostics of managers and specialists of the public civil service system, an array of data was obtained that indicates the formation of a strategic life idea in the personality structure of an effective manager. The author's view of the issue is as follows – analyzing the dynamics of organization structure and of management teams as its components, it is crucial to highlight (along with the traditionally analyzed

mechanism of activity mediation of personal relationships) a new direction based on the analysis of the implementation of the 'vested idea' by the manager and ways of forming a team of like-minded people. The interconnection of the strategic idea of personality and its orientation is presented. The research data using the questionnaire for assessing managerial potential (Sinyagin, 2014) reveal how the nature and content of a strategic life idea allows an assessment of a person's social orientation, which is a qualitative indicator of the assessment, along with nine quantitative ones recorded in nine universal metacompetencies.

Relevance

Today, civil service, specifically aimed at strengthening and developing the social and state system, involves an increased degree of responsibility of officials for the results of their activities, decisions and their consequences, including for people for whose benefit this activity is carried out. This actualizes the need for a personality-oriented management and assumes a strategic life idea is to be present in the personality structure of a modern manager; this issue is paid little attention to in managerial science. This actualizes the selected topics and the need to study how a strategic life idea in the personality structure of a manager affects the nature and success of their activities.

The **novelty** of the materials and results presented primarily lies in the theoretical justification of the 'strategic life idea' as a personality characteristic of a public civil service manager. New scientific data on the influence of a strategic life idea on the successful activity of such manager was obtained.

Theoretical positions

The concept of a strategic life idea was formulated by the author while implementing ideas of a personality-oriented approach to management (Sinyagin, 2009). This approach requires consideration of the personality and activities of a manager as the subject of activity; they are not passive victims of circumstances (environment, micro and macro societies) but actively seek and create the conditions for successful self-realization and implementation of tasks, including self-set ones.

Numerous authors note that the questions of 'how' and 'what' exhaust the problem at the level of activity, since in most cases (whether it is a state, a private, or a mixed-ownership structure) it is obvious 'why' this activity is carried out (at least it should be obvious, yet these are already questions of sociology, political science, etc.). However, at the level of a specific person as the subject of activity, the answers to these questions are fundamental in terms of psychological analysis (Bratus, 1988).

Developing these ideas, B.S. Bratus (1988) noted all these issues are of paramount importance for psychology, in particular for the study of behavior and activity. The first issue poses the problem of the phenomenology of

activity and of qualitative characteristics of this phenomenon. The answer to the second question involves studying causality and mechanisms of activity. Finally, answering the third question requires analyzing the direct goals and motives of activity. However, these three questions only indirectly affect the problem of semantic regulation of behavior. Meanwhile, numerous facts accumulated in psychology show the particular importance of this level of regulation for activity, for its productivity and direction. Answering the questions 'how' and 'why', biology came to conclusions extremely poor in prediction power (according to N.A. Bernstein (1966)); psychology, limited to 'how', 'why' and 'what for', was also insufficient for understanding many aspects of human behavior and activities and of their development problems. To overcome this deficiency, it is necessary to include one more aspect in the consideration, to ask the fourth question – 'for the sake of what this or that action is performed' or 'what is the true meaning of certain goals, motives, tasks, separately or in their totality (Bratus, 1988).

Applicable to management psychology, it means considering managerial functions through the prism of the motivational-target component of managerial activity. In addition, managerial activity is to be considered in at least two interconnected coordinate systems: the one **'attached' to the organization** (more broadly, to community, society) and the one '**attached' to the person** who implements this activity.

A personality-oriented approach to managerial activity can significantly enrich its analysis, posing many questions in a new way. Obviously, the goals of the subject of managerial activity, the system of its motives, the very meaning of managerial activity can be very different and in different ways correlate with the goals of the organization structure. The same applies to various managerial tasks and functions which may occupy a different place in the system of a manager's perception of the world. K.A. Abulkhanova notes that "A person correlates themselves with many social conditions, forms and structures of life (primarily, professional ones), of its explicit and hidden principles and mechanisms, defining own trajectory in them. This is the key problem of personal life" (Abulkhanova-Slavskaya, 1991). At the same time, it is very important that, being included in an organization system, occupying a key position in it, providing a certain level of influence on this system, a manager as the subject of own internal activity, not only adapts to this system, automatically accepting its goals and objectives. Being a subject of activity, a manager adjusts the surrounding (including organization) environment, solving own goals and objectives. "The issue of reconciling, of comparing subjective and objective factors of activity is decided not outside the person but through their special activity. The person mobilizes activity in the necessary (not in any) form and at the right (not at any convenient) time, etc. and at the same time acts on their own volition, uses own abilities, <u>sets own goals</u>" (emphasized by the author of the present research) (Abulkhanova-Slavskaya, 1991).

Author's view of the problem

In the unity of these external (objective) and internal (subjective) circumstances, true managerial activity is carried out. One of the significant differences between managerial and other types of activity is the possibility of using a special resource for its implementation – the efforts of other people and moreover, the search and selection of performers to solve various kinds of organization tasks. Thus, another component is added to the system of relations of activity at the level of implementation of managerial functions: 'with whom' to carry out activities. Evidently, this component can manifest itself not only at the managerial level, yet only here it acts as an official function. At the same time, the subjective approach to activity analysis suggests that when selecting performers, and first of all, when forming their immediate environment, the manager will be focused not only on organization but also on own tasks woven into the life cycle in the managerial structure and sometimes not realized and not fully reflected by the manager.

This leads to another plane of analysis – transposition of the coordinate system 'society – organization – personality' into the system 'personality – organization – society', which, in fact, involves a subjective approach to the study of personality. In relation to the analysis of managerial activity, this means considering, first of all, the place this managerial activity occupies in the life of a manager not only at the moment (simultaneous analysis), but also in the general strategic perspective of their life. Note that with all the obviousness of the issue at the methodological level, the analysis of managerial activity implicitly always contained a different position: "What role does this person play and can play in this organization? What are their prospects in this organization structure?"

Obviously, a true understanding of how an organization structure functions, just like understanding the personality in this structure, is possible only in the unity of these dimensions.

In this regard, it is necessary to mention one more aspect in the analysis of the problem of the personality as a subject of activity, which reflects its ability to act as this subject, its "ability to be a personality" (Petrovsky, 1996). In fact, the ability to be a person, to go beyond the situation, to be the true subject of activity manifests itself particularly clearly and can be fixed precisely at the level of managerial activity. The reformulation of the external task leads to very interesting and sometimes dramatic collisions from 'over-bureaucracy' to 'over self-independence' – two polar phenomena from the standpoint of organization development and functioning, depending on the degree of accepting of organization tasks and the ability to synthesize own Vocation.

About twenty years ago, the author of the present research theoretically and empirically partially confirmed the idea that a successful (primarily from the point of view of its prognostic capabilities) assessment of a manager's personality and activity should take into account **the nature of those tasks that this person is oriented towards while performing managerial activities**. Within the framework of the model the author is developing for the

orientation among a manager's own and organization assigned tasks, three key tasks a manager focuses on in their activities were identified.

Firstly, these are organization tasks, the implementation of which is determined by the official position.

Second, this is a whole range of tasks aimed at ensuring safety in its broad sense. This includes the problems of maintaining one's position (or its positive change), the problems of maintaining positive relationships in an organization, the problems of financial security for own future and the future of family and children, etc.

Finally, this is what can be designated as a 'strategic life idea', 'life task' giving meaning to managerial activity; this is the subject of special analysis in the present study.

Moreover, both the hierarchy of these tasks and their structural relationship may be different. For instance, a coincidence of the vested idea and the organization task is possible; in this case, we are dealing with deep personal involvement in the activity, and in the extreme case, with professional fanaticism. A complete mismatch of these tasks is also possible, which leads either to searching self-realization outside the professional sphere, or to a conscious or unconscious transformation of an organization task for own personal idea or the task of ensuring personal security, etc. The correlation of these tasks determines an individual personnel selection strategy, as well as a specific criteria basis for the assessment of the entire staff of the organization, and, first of all, of their immediate environment.

The author believes the principal thing here is whether the manager is oriented toward the realization of own tasks, formulated in the process of including this activity in the wider system of life activity, or whether they are oriented toward the realization of the activity set from the outside, accepted as own.

Hence, **the main idea** of the suggested approach was the possibility and necessity (when analyzing the dynamics of the organization structure and management teams as its components) to highlight **a second, opposite direction** along with the traditionally analyzed mechanism of activity mediation of interpersonal relationships and the formation of an interpersonal relationships system due to psychological appropriation of an outside action. This is synthesis of own Vocation, formation of a team of like-minded people and construction of a new organization structure on this basis. Acting as two components of the real life process of specific teams and the organization as a whole, these two conflicting trends are in a state of dynamic equilibrium, determining the potential direction of subsequent growth and development of the organization structure.

Carrying out activities within the organization structure with a whole range of diverse needs, a person tries to build their behavior and relationships to satisfy each of them to the maximum extent. At the same time, the more needs the organization is able to satisfy, the greater the person's dependence on it and

the more orientation toward the goals and values of the activity this person carries out.

Polymotivated attitude to the organization's activities along with the parallel implementation of a whole range of activities aimed at fulfilling diverse needs significantly complicates the process of forming relationships. Attitude to activity, its goals and values is only one (although crucial) line of influence here; no less important is the extent to which colleagues, subordinates and senior managers contribute to or impede the achievement of those goals and objectives that a person is trying to realize within the organization structure in parallel with or within the main activity. Moreover, this spectrum is highly diverse – desire to maintain the position in the organization structure and desire to demonstrate abilities in solving various problems in order to advance in the hierarchy and maximize the advantages that the organization gives for solving any creative problem or ideas of a person, and the desire to prove oneself as a personality, using own position as a means of demonstrating oneself to others, and a whole range of other goals that can be very far from official goals and objectives. Although diverse goals are usually brought into line with the goals and objectives of the position, exclusively selfish motives are also an option; in this case, assessment of people depends entirely on how much well-being they can offer this person due to their positions.

The condition for the stability of the organization is the degree of balance between the interests of the organization and the employees. This is what causes a latent (implicit) structure, and if it is possible to single out an informal business structure in it, then it is also possible to single out another structure – **an informal personality structure** which, like the first, is irreducible to purely emotional relations of sympathy-antipathy, and is mediated by a number of factors. Both structures are inextricably linked and in their totality form the so-called real or latent structure of the organization. "It is impossible and unnatural to divide a person's life into alternating periods when they work, that is, act as a 'pure' functionary whose behavior is determined by the interests and requirements of the organization, and when they live heir everyday life with individual interests and sympathies, pursuing personal goals" (Borodkin, Koryak 1989).

It should be emphasized again that speaking about an informal personality structure, own goals and tasks a person is trying to solve are meant, either within the organization or outside it, certain 'super tasks' that determine position and work in the life system. Obviously, these goals are not so often purely selfish.

As noted, a special place here is occupied by what the author initially defined as 'own vocation', 'the vocation of all one's life', 'vested idea' and then coined a more general term 'strategic life idea' as some (not always conscious) 'big goal' that defines the meaning of human existence.

Dubbing this 'strategic idea', the author consciously abandoned such concepts as 'mission' and 'destination' due to the significantly lower subjective load these concepts carry. They are rather super-subjective, and in the strategic life

idea, the share of the subjective component is the key one. However, the measure of awareness and explicitness can be significantly different. It depends on the characteristics of the individual life path, including the characteristics of early childhood, and the events of a later age. In some cases, the emergence of this idea is recorded in the mature years of life. Forms of manifestation, orientation and content of the strategic life idea can also be quite different. In its 'pure form', as a clear and conscious creative life-purpose, it is quite rare.

In her short essay on the differences between hobby, job, career, and vocation, the famous American writer Elizabeth Gilbert notes: ''Your vocation is your calling. Your vocation is a summons that comes directly from the universe, and is communicated through the yearnings of your soul. While your career is about a relationship between you and the world; your vocation is about the relationship between you and God... Your career is dependent upon other people, but your vocation belongs only to you… Writing was my vocation long before I was lucky enough to get the career of an 'author' – and writing will always be my vocation, whether my career as an author keeps working out or not. When I consider my writing in terms of my career, I have to care what the world thinks about me. But when I consider my writing in terms of my vocation, I truly do not care what the world thinks about me. My career is dependent upon others; my vocation is entirely my own. The entire publishing world could vanish, and books could become obsolete, and I would still be a writer – because that's my vocation. That's my deal with God. You do not need to make money from your vocation in order for it to have meaning. Writing had meaning for me LONG before you ever heard of me, and long before anyone else wanted me to do it. Vocation has nothing to do with money, with career, with status, with ambition… The day that I feel my career is destroying my vocation, I will quit my career and go get a job, so that I can protect my vocation. But I will never quit my vocation... Your vocation can be anything that brings you to life and makes you feel like your soul is animated by purpose. Tending to your marriage can be your vocation. Raising your children can be your vocation. Teaching people how to take care of their health can be your vocation. Visiting your elderly neighbors can be your vocation''(Gilbert, 2016).

In a broad sense, the concept of a strategic life idea is close in meaning to such concepts as purpose in life (PIL) (Leontiev, 1999, 2005; Rubinstein, 2002; Chudnovsky 2006), ikigai (Mogi, 2018) and other similar terms. At the same time, in the context of the present research, it is somewhat narrower, since it includes only the component relating to managerial activity and organization behavior. This is a theoretical and empirical design that allows concretizing these concepts and projecting them onto the sphere of organization behavior.

It should be noted that an expressed strategic idea allows ensuring everything that underlies the 'reality-transforming leadership', going beyond the scope of the task, involving and motivating other people, and changing the organization and corporate culture (Bass, 1990; Bass, Avolio, 1994; Kotlyar, Karakowsky, 2007; Muir, 2014; Amer, 2016; Egan, Zigarmi, Richardson, 2019). This type of leadership, according to modern researchers, is most in demand today in a

situation of revolutionary technological transformations that require managers to have a particularly high level of management ability and willingness to work in a changing world and in situations of high uncertainty.

A pronounced strategic life idea ensures the mobilization of all available personal and professional resources, a multiple increase in effectiveness. Working without a strategic idea leads to what Mark Twain very succinctly formulated: ''Having lost sight of our objectives, we redoubled our efforts''. Giving a person faith and confidence in the correctness of their chosen path, the strategic idea allows them to inspire others, to form a circle of like-minded people who share this faith.

Typology of strategic life ideas

The experience gained in recent years in conducting personal and professional diagnostics of managers at various levels and the empirical data obtained from its results allowed checking and clarifying the assumptions made about the nature and content of strategic life ideas, as well as building their certain typology.

The study included the diagnostic results of 434 managers, most of them representatives of management reserves at various levels. The actual level of management was recorded with the help of a special classifier developed by specialists back in 2014 during the personal and professional diagnostics of candidates for the reserve of managerial personnel under the patronage of the President of the Russian Federation. This is a dynamic classifier containing 11 levels of managerial positions and reflecting the actual scale of managerial activity primarily in the system of public civil service, both federal and regional, and containing a comparative list of managerial positions in other areas of managerial activity. The zero level includes predominantly executive positions in which the managerial component is either completely absent or is minimal. The first level of the classifier includes the positions of primary managers (structural unit, department, and sector) in the organization. The highest level (11) corresponds to the posts of the federal minister or Head of a subject of the Russian Federation.

The representation of managers at various levels of management in the sample was significantly different, with the predominance of positions of Levels 6 and 7. To equalize the sample in terms of number of people in groups of different levels of management, three groups of comparable size were formed (Table 1).

As part of this analysis, data is presented on managers 30-69 years old, with the average age of 45 years.

To obtain statistically comparable data, all the participants were divided into three age groups (Table 2).

Individual interviews allowed identifying several groups of both long-term and short-term strategic life ideas that occupy different places in the structure of PIL orientations. In general, the obtained data confirm the theoretical

approaches, somewhat clarifying the nature and content of the strategic ideas of the civil service managers who were the core of the sample.

Group 1 – ideas of reality transformation; these ideas served as the basis for the formulation and justification of the approach. This is not just a desire to change and improve something in this world but a specific vocation which a person thinks worthy of devoting their life to. It is important to note that if such vocation acts as a strategic life idea, then it is the vocation that is important for the person, and not themselves. In the opposite case, the strategic life idea is different; it is rather a tool of self-affirmation. A sign that the essence of the idea is more important for the person than its 'authorship' is how much this person is ready to abandon the authorship if this serves the implementation of this idea, and also how open the person is to share this idea with the environment.

The level of how ideas of this type are expressed depends on many circumstances, including the complex of individual psychological and personal characteristics. Thus, in the theory of L.N. Gumilev, for example, the vivid expression of such ideas and the activity for their implementation is associated with passionarity – an innate ability to absorb more energy from the external environment than is required only for personal and species self-preservation, and to give out this energy in the form of purposeful work to modify the environment (Michurin, 1993). At the same time, the concept of a strategic idea is somewhat broader. Firstly, its appearance is possible at different age periods, and, second, the spectrum of these ideas is not limited only to things that ensure passionarity. However, it is likely that at the heart of strategic ideas of this type, the proportion of people with pronounced passionarity is greater.

If we consider this type of strategic ideas from the perspective of the organization, it is obviously possible to talk about several significantly different groups of managers. For the person on the forefront, this kind of strategic life idea is absolutely necessary. In business, this is the basis of what is called 'strategic vision' in consulting (Collins, Porras, 1991); this is especially evident at the startup stage. However, the vision itself does not necessarily reflect the strategic idea of life. In many cases, as practice shows, the strategic life idea can be on a different plane, being associated either with its own global 'security' or with the desire to ensure a decent future for immediate environment. In this case, it is a means of realizing a really different content of the strategic idea.

In contrast to business, in the public service there is a circle of positions where strategic ideas of this type can be realized fully and effectively in a much narrower way. These are the positions of top officials, a highest level of governance where the boundaries of subjectivity are quite wide[1] (Sinyagin, Kalinin, 2002).

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[1] The author, together with I.V. Kalinin, introduced two concepts to define the boundaries of subjectivity in organization behavior: 'range of subjectivity' (the possibilities objectively set by the organization to realize its vision) and 'zone of subjectivity' (the subject's control of these boundaries). Obviously, the identification of their correlation in a comprehensive resource analysis is quite informative.

Very important here is the extent to which own idea correlates with the official goals and objectives of the organization. If it fits into the general goals and objectives, this contributes to the effective organization functioning and development.

As for the deputy in the managerial hierarchy, as shown in previous works by the author (Sinyagin, 2001), their expressed strategic ideas of this type (if the top official has their own), can lead to various conflicts.

A positive option here is the case when the strategic transformational content of the manager's idea is large-scale and fits into the goals and objectives of the organization, and the strategic idea of the deputy or deputies is on the same plane and is an integral part of the large-scale vision of the top manager.

If the deputy has own strategic transformational life idea that does not fit into the vision of the manager, a conflict may arise. An even worse possibility is when the idea does not directly correlate with the externally set organization goals and objectives in either case.

In many ways, the development of the situation depends on the manager. It is often quite possible to combine visions and find common ground, which ensures the unified efforts to implement a joint strategic plan. It should be understood that the range of subjectivity of the manager due to their position is much wider.

It is obvious that the strategic life idea of a leader can fit in different ways into the process of organization functioning. As already noted, in the process of managerial activity, regardless of its sphere, the manager faces the need to perform a wide range of tasks, first of all, successful implementation of managerial functions. As soon as a person occupies an administrative position, no matter what motives they are guided by, the fulfillment of these tasks is a necessary condition for maintaining the post, advancing, and solving own tasks. Moreover, the strategic idea can be quite differently related to the tasks and goals that the organization sets.

In the sample analyzed in the course of personal and professional diagnostics, the strategic life idea of the transformational type was recorded in 63 people, which makes up 14.5% of the entire sample. This confirms the idea that the number of people with strategic ideas of this type in the organization structures of the public service is quite limited, primarily due to its specific nature.

It would be logical to assume (based on the fact that subjectivity range expands with managerial level growth) that the number of such people should be different at different levels of the managerial hierarchy. However, the analysis showed only a slight increase in their number in high managerial positions. Despite the fact that out of 63 people who had a strategic life idea of this type, 26 people (or 41.3%) are in the highest group in terms of management level, their total percentage within this management level is only

15.1%. There can be several explanations for this. The first is a reflection of the specifics of public civil service itself, where transformational ideas are not decisive when changing the managerial position. The second is that a sampling feature does not reflect the characteristics of the entire system. Third, the identification of a strategic life idea is a laborious process, and during the diagnostics the consultants were not able to identify the specifics of the strategic life idea quite accurately. The last explanation is largely weakened by the interrelation of the fixed features of strategic life ideas with other diagnostic data that are more objective in nature, yet it is certainly impossible to exclude the first two explanations. Obviously, for more categorical conclusions it is necessary to conduct a larger-scale study of the number, and a comparative analysis of the data obtained with the results of a similar study in other areas of managerial activity, primarily in business.

Interestingly, the study does not reveal a significant relationship between the manifestations of ideas of this type with age. Moreover, the largest number of managers with strategic life ideas of the transformational type is found in the youngest group. This to some extent indicates that the emergence of this type of ideas has a complex determination not directly related to professional and managerial experience.

As already noted, an effective situation from the point of view of the organization is when a strategic life idea is woven into the set tasks and coincides with the goals of the organization structure. This is possible in several cases, one of them being when the structure was created by the manager themselves and is actually the embodiment of their strategic life idea, ensuring its implementation. This is the most typical situation for a business, where the strategic idea underlies the creation of the business structure itself. The second case can be observed when the strategic life idea has a pronounced social character; most often this is service and duty. This is optimal for structures of state and municipal government where these goals should act as systemic ones.

Duty, service and involvement in solving large-scale state issues are a manifestation of orientation to the tasks set by the organization and act as **the second group of strategic life ideas** that the author of the present study identified both in the framework of theoretical analysis and empirical input research of the results of personal-professional diagnostics.

There are some very important points here. In contrast to the ideas of transformation of reality, which, incidentally, can lie in the plane of assigned tasks, these ideas are more focused on ensuring high-quality functioning of the sphere of choice. In this case, the strategic social task is accepted as own. Involvement in its solution ensures self-realization both as an individual and as a professional. In addition, the vested idea of the head of the organization can be perceived as such task, if, in the opinion of the person, it is large-scale and capable of serving progress in the field of chosen activity.

An important point here is the ability of a person to accept other people's ideas as own and to be faithful to these ideas, actively involved in their

implementation. As many years of practice show, this ability is associated with a whole range of personal and professional characteristics of managers, primarily with the characteristics of the value-motivational sphere and their social orientation.

There are many such managers among the deputies in the managerial hierarchy; they can be called 'the ideal second'. It should be borne in mind that such leaders (due to a number of personal and professional qualities) are quite likely to develop different strategic ideas of the transformational type As a rule, this happens with the accumulation of managerial and professional experience. Quite often, the strategic idea remains in the plane of organization functioning, becoming wider and going beyond the position in the managerial hierarchy.

In the analyzed sample of managers, the group with a pronounced orientation to organization tasks turned out to be the largest and included 223 people, which amounted to 51.4% of the total sample.

A unifying characteristic for this entire group is loyalty which implies commitment and respect to someone or something (Ozhegov, 2018; Dal, 2019). Moreover, the nature of this devotion may be different. In one case, it is devotion and service to the state and its interests – nonspecific devotion, not tied to a specific type of professional activity within the public civil service system. For instance, one of the participants in the diagnosis formulated his strategic life idea: ''To be useful wherever, whatever the content and complexity of the tasks''. The subgroup of managers with the expressed idea of service consisted of 85 people (19.6% of the total number).

In another case, this devotion is precisely to professional choice, the vocation the manager chose as the sphere of professional self-realization. This group also includes those managers whose main idea is related to the fulfillment of professional duty and personal responsibility for the fate of other people.

The subgroup with the expressed idea of professional self-realization included 138 people and made up 31.8% of the entire sample.

A characteristic feature of this subgroup is a pronounced orientation specifically on professional activity. The desire to reach the heights of professionalism and maximize personal and professional resources is the driving force here.
Another task a manager implicitly or explicitly faces is to ensure the reliability and stability of the functioning of the organization structure and their place in it; **the third group of strategic ideas** is associated with this.

This group combines two independent subgroups – managers for whom the main thing is their own stability and security, safety and comfort of their immediate environment, especially their own family, and material well-being of themselves and loved ones. Given that the study involved managers applying for inclusion in management reserves, this subgroup was small, including only 39 people, which amounted to 9% of the entire sample.

The second subgroup consisted of 109 managers (25.1% of the entire sample) for whom the tasks of self-affirmation, self-realization and self-development and also self-security act as a strategic idea at this stage of their life. The main thing here is the confirmation of their own viability, the desire to prove to themselves, to their loved ones and to their environment in the organization that their managerial advancement is not accidental, and they have the necessary abilities and skills. To a certain extent, this manifests itself in other leaders, first of all, in those whose strategic idea is at the stage of formation.

A focus on security is also associated with devotion, but of a different kind. If a strategic life idea is connected with safety and comfort, often this is devotion to someone who is able to provide these key needs. This is not devotion to a cause or idea; it is devotion to a particular manager. Obviously, such devotion is less stable and can quickly disappear if its object loses its ability to satisfy key security needs.

When search for oneself and self-affirmation is the key, the mechanism may be different. In this case, the object of devotion can be the one who helps understand and formulate own strategic idea, or becomes a mentor. In this case, a person carries gratitude to the Teacher through their whole life.

In general, the distribution by types of strategic life ideas among the surveyed managers is as follows (Figure 1)

We have already noted that the identification of strategic life ideas during personal and professional diagnostics was part of the consultants' tasks. At the same time, in a number of cases, during the interview, the consultants were not able to define them quite clearly. Firstly, despite the duration, the interview time is limited, and identifying a strategic idea is a rather lengthy process, especially since conscious and easily verbalized strategic ideas are very rare. Second, in a number of cases, the moment of diagnosis coincided either with the period of formation of the strategic idea or with the process of its internal correction; this was especially pronounced among young managers. In addition, in the structure of motivation, the strategic life idea is complexly combined with other motives.

In the course of work with managers, each of them, as a rule, emphasized being focused in their activity on all the groups of tasks identified, and this case is only about the prevailing orientation.

The relationship of the nature of strategic life ideas and personal and professional characteristics of leaders

One of the basic tools for personal and professional diagnostics was the questionnaire of managerial potential based on the theoretical model described in this study. The data obtained allow both checking the scales of the questionnaire and with its help define the validity of identifying groups according to the features of a strategic life idea.

At the same time, it is important to note that the analyzed sample of managers, regardless of the nature of the strategic life idea, for a number of diagnostic data significantly exceeded the large background sample including 6455 managers of various levels (Table 3). In this regard, we can only talk about relative differences within this sample.

Thus, Table 3 reveals that the analyzed sample of representatives of managerial reserves, as well as candidates for personnel reserves, significantly exceeds the background sample primarily on such scales as: the definition of the strategic life idea, social mobility, personality mobility, motivation achievements, self-acceptance, communicative competence, leadership abilities and the desire for independence, managerial motivation and managerial abilities. At the same time, average values are significantly lower than those of the background sample on such scales as: a rigid managerial concept (Concept X), propensity and ability to obey, and safety orientation.

In this regard, to compare the selected groups according to the type of strategic life idea, not the data from the background sample but the results between the groups within the analyzed sample were used (the total number of which, as noted, was 434 people).

The data obtained show significant differences between the group with a pronounced strategic idea of transformational nature and all the other groups in a number of indicators (Diagram 1).

As expected, the maximum differences between the groups were recorded on a scale of 'definition of the strategic life idea' which was created both to identify an idea of this type and to assess the degree of its significance for the manager. It is noteworthy that if all the representatives of the analyzed sample differ from the background in this indicator by 1.29 points, the differences in this indicator between the selected group of managers and other representatives of the analyzed sample amounted to 1.77 points, which is more than significant.

The data obtained confirm the idea that a pronounced and concretized strategic life idea is ensured by the mobilization of all personal and professional resources. In the group of managers with a pronounced strategic life idea, higher results are recorded on almost all scales of the managerial potential questionnaire. This is motivation for achievement, and leadership abilities and the strength of the individual, ensuring the promotion of the idea, overcoming both external and internal limitations on the way to its implementation.

It is clear that there is a rather complex relationship between the fact of the emergence and the degree of expression of the strategic idea of the transformational type and the personality and professional characteristics. The high degree of development of some personal and professional characteristics is a condition for this kind of ideas to emerge, while others are a consequence of awareness and the emerging desire for its implementation. The former, taking into account the peculiarities of their formation throughout life, can include leadership abilities and the strength of the individual; others include

achievement motivation, self-acceptance, and orientation to the set organization tasks. This also includes low security orientation, a higher commitment to a 'soft' management model, and a higher desire for independence.

A very indicative comparison is with other groups within the sample of those managers whose strategic life idea focuses on ensuring their own safety and the safety of their immediate environment.

The data obtained show significant statistical differences of this group from all the other managers of the analyzed sample (Figure 2).

Statistically significant differences of this group from the rest of the sample are observed for a number of indicators. First of all, as expected, it is high safety orientation and high propensity and ability to obey. Statistically significantly lower average values for this group are on such scales as readiness for training, personality strength, self-acceptance, social mobility, leadership abilities, achievement motivation, and internality. Definition of the strategic life idea of the transformational type (defined using a separate scale) is obviously significantly less manifested in this group.

The next group was where strategic life ideas are in the plane of organization tasks. Here, the data obtained (Figure 3) show that the group is distinguished, first of all, by significantly higher professional motivation and orientation to the tasks set, as well as internality. Orientation toward the strategic idea of the transformational type, as well as self-acceptance, are relatively less statistically significant. Moreover, it should be emphasized again that these are relatively low values which are more than 1.5 points higher than the corresponding indicators of the background sample.

As for the subgroup where strategic ideas reflect desire for self-development, self-affirmation and self-actualization, the results differ primarily in the maximum dispersion on the scale of the questionnaire and are similar to those of the subgroup with a pronounced orientation towards comfort and stability. The distinctive features of this subgroup are statistically higher indicators on the scales of social mobility and distance in organization relations with statistically significant lower managerial and professional motivation. Orientation toward organization tasks is minimal in this subgroup. All this confirms that the representatives of this group are either at the stage of formulating a wider strategic life idea, or are going through the stage of its formation. Another confirmation is the decrease in the number of such managers with age – in the youngest age group their share is 28.3%, and in the older age group it is 21.8%.

In general, the group we identified in the analysis with a predominant focus on security significantly differs from all the others in the larger organization distance and the smaller personality strength, leadership inclinations and abilities, achievement motivation, and internality. Here, the minimal orientation compared to other groups is the orientation toward organization tasks with a higher propensity and readiness to obey (at the border of the level

of statistical significance with the high dispersion of results noted by the author).

In general, the obtained results consistently fit into the implemented model and show that in the process of managerial activity, regardless of its sphere, the manager is faced with the need to perform a wide range of tasks, first of all, withsuccessful implementation of managerial functions. The second group of tasks is the manager's own tasks; among them, a special place is occupied by self-realization, embodiment of own designs and ideas and by their Vocation which is determined by the personal characteristics of the manager. This Vocation can be either inscribed in the framework of the organization structure or go beyond it; the activity of the organization itself may also serve as such Vocation. The range of other tasks is quite wide and is determined both by value orientations and the general life strategy. The way they are included in the system for implementing managerial functions depends on the specifics of the organization structure and on the characteristics of the individual structure of the managerial readiness.

Profiles of the questionnaire for assessing managerial potential as an indicator of the nature of the manager's orientation to various groups of tasks.

The obtained results allow building several typical profiles that serve as the basis for assumptions about the nature of the orientations of managers among assigned and own tasks, and also serve as an auxiliary tool for conducting an interview to identify a strategic life idea and assess the personal and professional resources of a manager.

In the figure (Figure 4), these profiles were visualized in the color gamut corresponding to the profile of the diagnostic results using the managerial potential assessment questionnaire, where: dark green indicates high level of the indicator, light green means above average, yellow indicates average and blue indicates values below average and low.

Thus, for managers characterized by a clearly defined strategic life idea of the transformational type, the most typical profile will be with high and above average values on a number of scales. First of all, this is definition of the strategic life idea, achievement motivation, personality strength and leadership inclinations and abilities. At the same time, the values on such scales as security orientation, rigid managerial concept, tendency toward submission, and organization distance are usually low or below average.

For managers whose strategic life idea is in the plane of organization tasks, high indicators are characteristic, primarily in terms of orientation to the set organization tasks. Professional motivation is high or above average. Moreover, definition of the strategic life idea of the transformational type and self-acceptance, as a rule, are average.

Finally, for managers whose strategic life ideas are either characterized by a pronounced orientation toward comfort and safety or are in the stage of

formation, low or below average values on scales are typical: internality, achievement motivation, and definition of the transformational type of strategic life idea. At the same time, the values on the scales turn out to be high or above average, as a rule: Concept X, ability to obey and organization distance. Low or lower than average values on the scales of internality and achievement motivation are characteristic of that part of this group whose strategic life idea is clearly focused on comfort and safety. In the case of predominant orientation to self-affirmation or simply searching for oneself in organization functioning, high values on these scales may well be observed, as, indeed, a generally contradictory profile.

Features of strategic life ideas for managers with different profiles of managerial readiness

One of the ideas implemented in the technology of personal-professional diagnostics is singling out three components in the managerial readiness structure: leadership, management and expertise (Sinyagin, 2018). It is logical to assume that managers with different profiles of managerial readiness should be characterized by strategic ideas that are different in content. Obviously, the data sample formed on the basis of personal and professional diagnostics of managers and the resulting division into various types of strategic life ideas are insufficient to confirm the fullness of this assumption. At the same time, a qualitative analysis of the obtained data allows trying to build their typology.

Thus, it is logical to assume that at the level of strategic life ideas of the transformational type, it is possible to distinguish three meaningfully different directions in the plane of which transformational ideas are located. Firstly, these are ideas related to setting new goals and giving the activity new meanings, that is, target and semantic transformation. Second, this is the transformation and change in the ways of managerial activity. If the first type is more likely to be expected among managers with a pronounced predominance of the leadership component of managerial readiness, the second one is logically expected among managers with a clear dominance of the managerial component. Third, this is a transformation at the level of activity content, focused on being introduced to and used in the process of implementing activities of new meaningful technologies. This type of strategic life ideas is most likely to be expected among managers with a clear predominance of the expert component in the structure of managerial readiness.

At the level of strategic ideas embedded in organization functioning, managers with a pronounced predominance of the leadership component of readiness are more likely to form strategic ideas related to serving the wide social community and the state. The prevalence of managerial readiness is more likely to be associated with ideas of duty and responsibility. Finally, the predominance of the expert component of readiness will logically be associated with the ideas of professional self-realization and devotion to the sphere of professional activity.

If strategic life ideas are in the plane of ensuring own security and stability, managers with a predominance of the leadership component of readiness are most likely to form ideas related to orientation to power and fame. In addition, these ideas can be very constructive for society, related to orientation toward a prosperous future for children, which suggests an active orientation to a positive change in society itself as a necessary condition for such future.

Persons with a predominance of managerial readiness component may have ideas related to the implementation of career aspirations and building a successful career for their closest associates. Finally, with the predominance of the expert component, it is more logical to expect ideas related to self-affirmation and self-development. This self-affirmation and self-development, as already noted, most often act as a stage in the development of leadership and managerial components of readiness, which acts as a stage in the formation of strategic life ideas of various types.

Strategic life idea as an indicator of the social orientation: the author's thoughts

The results described above and the distinguished typology of strategic ideas logically allow assuming that it is possible to assess the nature of the personality orientation of a manager on the basis of ego and sociocentricity.

It is logical to assume that strategic life ideas, interwoven with the fabric of organization functioning and containing ideas of duty, service and responsibility indicate high social orientation of managers. It is most likely that managers who differ in the strategic life idea of a transformational type are characterized by the same social orientation. Moreover, it is quite obvious that managers whose strategic life idea is aimed at ensuring their own comfort and safety, ensuring material well-being of themselves and their immediate environment, do not demonstrate in this orientation. For those who are at the stage of searching and formulating their own strategic life ideas, focused on self-realization, self-development and self-affirmation, various options are possible depending on the specific formulation of this idea. In general, it can be assumed that representatives of this group demonstrate a certain social orientation; however, the degree of its definition is clearly less than in the first two groups.

Based on this, all the formulated strategic life ideas were classified according to the levels of social orientation from thea minimum of 1 points to the maximum of 3 points.

To check the validity of such division and the possibility of its use as an indicator of the social orientation of managers, a comparison of the obtained assessments was made with similar evaluations of consultants based on the results of personal and professional diagnostics, which was carried out on a part of the analyzed sample of managers.

In addition, a group characterized by a pronounced social orientation was singled out by independent experts well acquainted with the managers, The

obtained data also served as the basis for the validation of the assessments based on the analysis of the content of strategic life ideas.

At the first stage of the comparison, the evaluations of 113 managers by experts were analyzed, with evaluations based on the content analysis of strategic life ideas. The correlation analysis showed a statistically significant relationship between these estimates at the level ($p < 0.05$). $R = + 0.36$. The greatest accuracy was recorded at the level of high indicators of the assessment of social orientation, the smallest was at the level of low rating. The recorded differences allow speaking of greater lenience of evaluations of consultants, if necessary, to assess the orientation of the manager as predominantly egocentric and of greater objectivity in assessing the pronounced social orientation. However, this fact certainly requires additional verification.

Interestingly, a statistically significant correlation between the evaluations of the consultants was found together with the very fact that the strategic life idea was assigned to a certain type in accordance with the above logic.

The possibility of using assessments of the social orientation of managers to assess their social orientation was also confirmed at the stage of comparing the reference group (identified by experts) for social orientation and background sample. The experts selected the reference group of 39 people. As can be seen from the figure (Diagram 2), the average score in the group assigned by experts to managers with a pronounced social orientation turned out to be statistically significantly higher than the average score for the background sample.

Comparison of the similarity of the assessments obtained from the content analysis of strategic life ideas with the assessments of experts who identified a reference group of managers revealed that complete coincidence of these estimates was observed in 89.7% of cases on the sample of 39 managers (Table 4).

Table 4 shows that the assessment of social orientation based on the content analysis of strategic life ideas is not inferior in its accuracy to the estimates of social orientation by consultants based on the results of the interview. The most interesting thing is that the very formulation of strategic life ideas was also carried out by consultants.

CONCLUSION
The data obtained suggest that the content analysis of strategic life ideas can well be considered as another tool for assessing social orientation during the personal and professional diagnosis of managers.

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Tables and Figures

1	1-5	116	19.1
2	6-7	146	24.1
3	8-11	172	28.4

Table 1. Distribution of participants by level of managerial positions

Under 43 years	138	22.8
43 to 48 years	149	24.6
49 and older	147	24.3

Table 2. Distribution of participants by age groups

Level of strategic life idea definition	6.09	4.80	1.29*
Social mobility	6.30	5.16	1.14*
Personality strength	6.44	5.34	1.10*
Achievement motivation	6.15	5.07	1.08*
Self-acceptance	5.97	5.02	0.95*
Communicative competence	5.98	5.08	0.90*
Leadership abilities and desire for independence	6.40	5.59	0.81*
Managerial motivation	6.20	5.40	0.80*
Managerial abilities	5.94	5.32	0.62*
Internality	6.17	5.58	0.59*
Concept У	6.08	5.65	0.43
Tasks orientation	5.80	5.45	0.35
Ability and inclination to teamwork	5.40	5.14	0.27
Readiness for training	5.78	5.77	0.01

Distance in organization relationships	**5.19**	**5.50**	**-0.31**
Professional motivation	**5.06**	**5.51**	**-0.45**
Concept X	**5.06**	**5.63**	**-0.57***
Propensity and ability to obey	**5.18**	**5.79**	**-0.61***
Safety orientation	**4.91**	**5.89**	**-0.99***

Table 3. Comparison of average indicators on the scales of the questionnaire for assessing the managerial potential of the analyzed group (434 people) and the background array (6455 people). * marks statistically significant differences at the level p <0.05.

Assessment of social orientation by the content and type of strategic life idea	Reference group with high social orientation according to experts	
	Number of people	Percentage
Low	1	2.6%
Average	3	7.7%
High	35	89.7%
All Grps	39	100%
Assessment of social orientation by consultants	Reference group with high social orientation according to experts	
	Number of people	Percentage
Low	0	0%
Average	5	19,2%
High	21	80.8%
All Grps	26	100%

Table 4. Distribution of assessments of social orientation in groups assigned by experts to the reference group with high social orientation according to the results of assessing the content of strategic life ideas and a similar distribution of assessments of social orientation by consultants based on the results of personal and professional diagnostics[2].

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[2] **The different number of people in the comparison groups is due to the fact that the assessment of the social orientation by the consultants was introduced as an element of personal and professional diagnostics in 2016. The general sample included diagnostic data from 2014.**
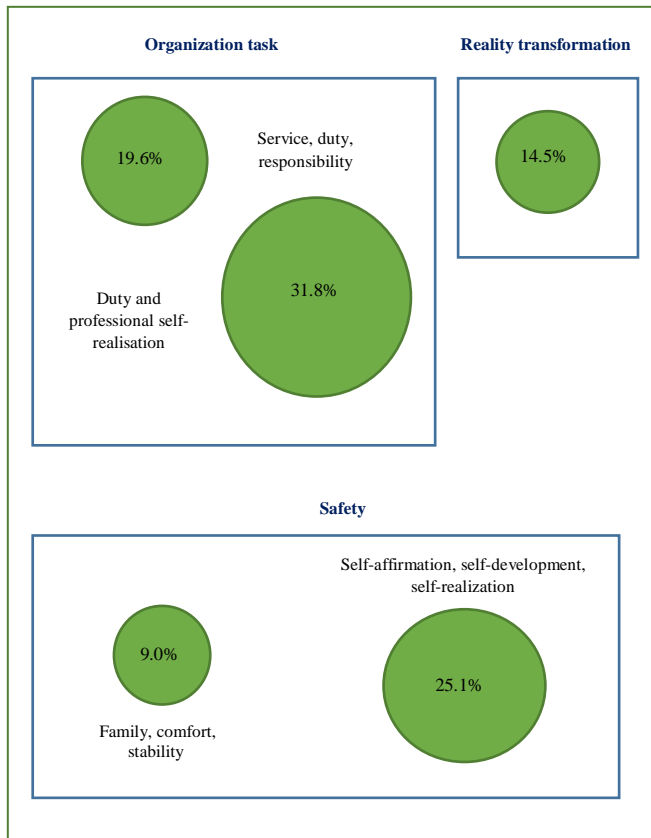
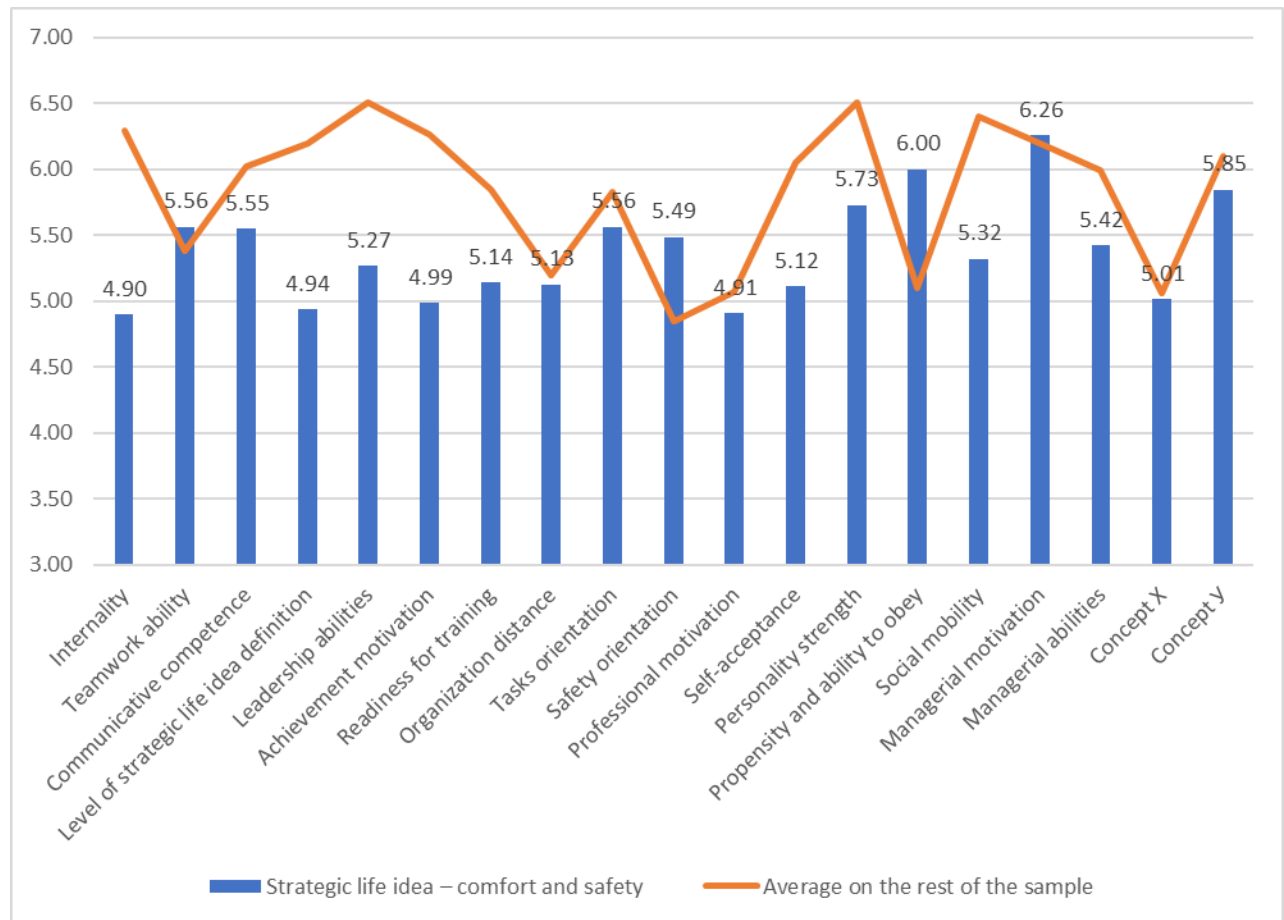**Figure 1.** Distribution of participants by type of strategic life ideas

Figure 2. Average results on the scales of the questionnaire for assessing the managerial potential of the group with pronounced family, comfort and safety orientations (N = 39) and managers who have other types of strategic life ideas (N = 395).
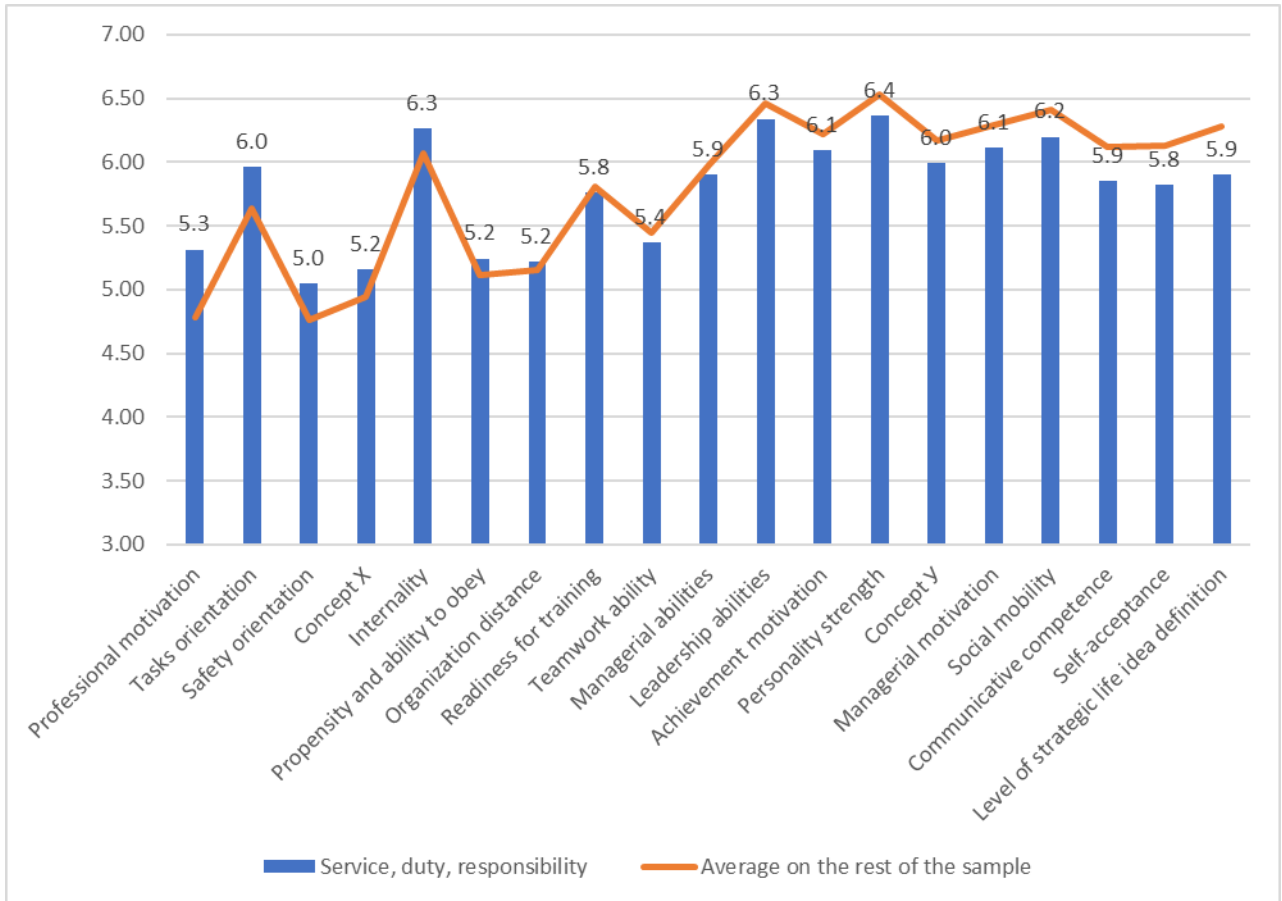
Figure 3. Average results on the scales of the questionnaire for assessing the managerial potential of the group with a pronounced orientation to duty and service (N = 223) and managers who have fixed strategic life ideas of other types (N = 211).

	Reality transforming idea	Service and duty	Comfort and security
Internality			
Teamwork ability			
Communicative competence			
Level of strategic life idea definition			
Leadership abilities			
Achievement motivation			
Readiness for training			
Organization distance			
Tasks orientation			
Safety orientation			
Professional motivation			
Self-acceptance			

Personality strength			
Propensity and ability to obey			
Social mobility			
Managerial motivation			
Managerial abilities			
Concept X			
Concept Y			

Figure 4. Visualization of typical profiles based on the results of the questionnaire for assessing the managerial potential in case of different strategic life ideas.

Transformation ideas	Global transformations for society, a breakthrough	Transformation of organization and processes	Introduction of meaningful innovations
Vocation and task	Service	Duty and responsibility	Professional self-realization and self-development
Protection and security	Prosperous future for oneself and children Power and fame	Building a career for children Career aspirations	Self-affirmation, protection of one's own 'I'

Figure 5. Distribution of types of strategic life ideas among groups with different profiles of managerial readiness.
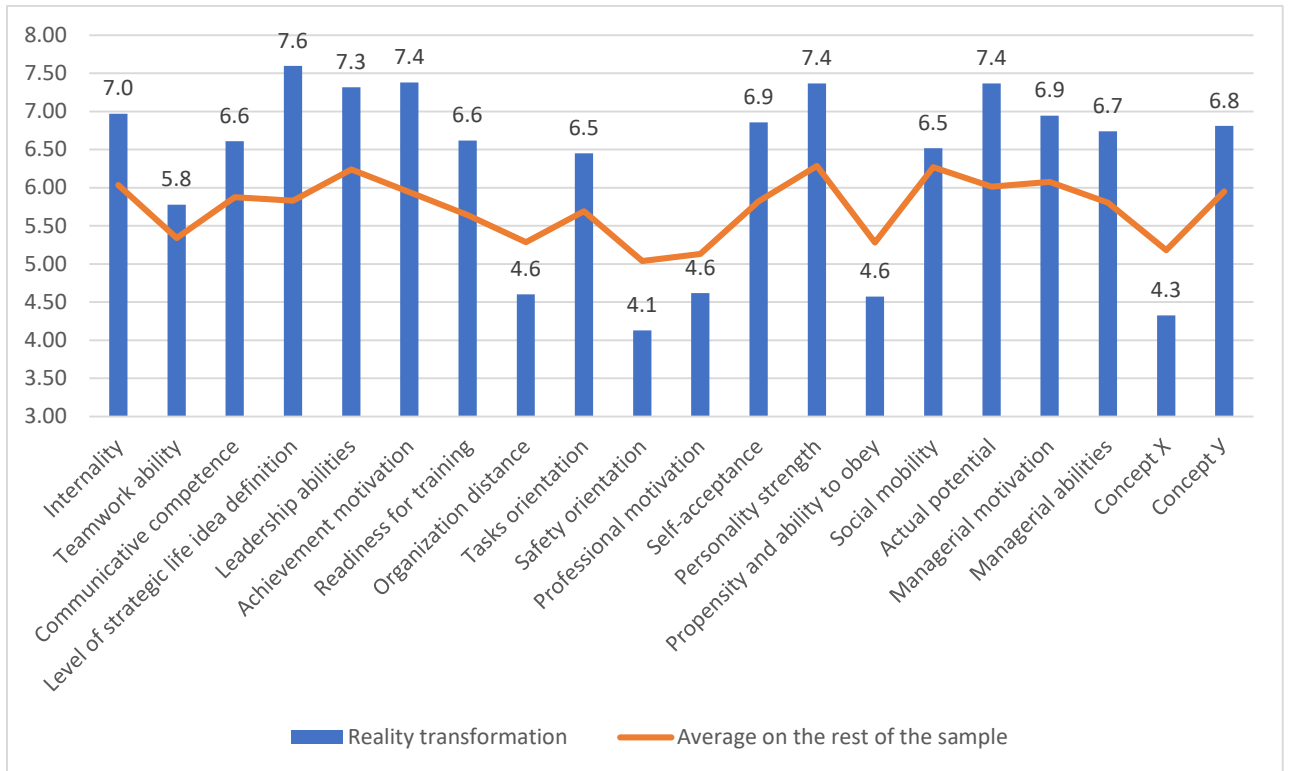
Diagram 1. Average results on the scales of the questionnaire for assessing the managerial potential of the group with a pronounced strategic life idea of transformational type (N = 63) and with strategic life ideas of other types (N = 371).
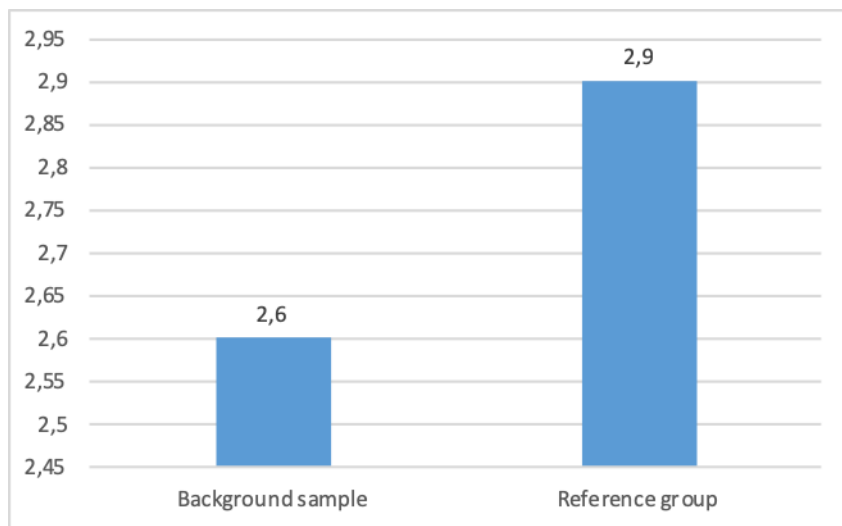

Diagram 2. Average values of social orientation estimates based on the analysis of strategic life ideas in the background sample of managers and in the group of managers with high social orientation identified by experts.