**THE QUALITY OF CORPORATE LEADERSHIP**

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One of the most actual problem of management practice – the problem of quality of corporate leadership and leadership competencies. Our research is devoted to solving theoretical and practical issues include: the evolving challenges facing companies and the implications for the demands placed on leaders; what new leadership competencies are required and what this should mean for recruitment, executive assessment and development, team development, and new director training; the role of corporate governance, including new director training, succession planning, and board evaluations.

The quality of corporate leadership has come under great scrutiny recently as many have questioned the ability of leaders to articulate and deliver a vision commanding the broad support of investors, customers, employees, and other stakeholders.

Most large companies acknowledge the need to be more responsive to shifting societal expectations to become more open and accountable. And yet those same companies often struggle to translate good intentions into good practice. In no small way this is due to the lack of any practical guidance addressing the outmoded way in which leaders tend to be selected and developed. Therefore this topic is developed in special literature [1-3].

The objective of the research: to describe in an accessible and practical way the competencies necessary for senior managers, executive teams, and boards to lead with sustainability in mind.

The issues investigated include:

The evolving challenges facing companies and the implications for the demands placed on leaders.

What new leadership competencies are required and what this should mean for recruitment, executive assessment and development, team development, and new director training.

The role of corporate governance, including new director training, succession planning, and board evaluations.

This research seeks to achieve its objective by presenting insights drawn from the experience of those in leadership positions in companies recognized for their sophistication in balancing business success and a social license to operate.

Therefore, the starting assumptions for this research are:

The business case for corporate responsibility and for a much more ambitious approach to the challenge of sustainability is robust.

Much can be learned by examining those companies that have done well by leading the corporate response to this challenge.

The best place to learn about the role of leadership is from those leading these exemplary companies, and indeed from those expert in the recruitment and development of such leaders.

The most useful way to present the findings is with reference to leadership competencies, given the influence of competency frameworks on organizational life.

The term "leading companies" is used here to identify companies recognized for being at, or actively working toward, the leading edge of corporate responsibility and sustainability. That is, to identify the companies and those working in them that are the focus of this research.

The findings connected with the five main themes:

Living with uncertainty and intricacy.

Valuing dissent.

A relational initiative.

Advancing outside the system.

Leaders expand leaders.

We hope this research will be a useful first step to making progress on a matter that leading companies account will be at the forefront of their efforts over the next few years.

So, a good leader must both deliver against short-run targets and build capacity. Delivering against targets by drawing down on capacity is a sin. Leadership and talent are the most important agenda items for a board.

**References**

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3. Tomorrow's Company, 2012. "The Invisible Elephant and the Pyramid Treasure," London: Center for Tomorrow's Company