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## **ROLE DIFFERENTIATION OF LEADERSHIP KNOWLEDGE AND ITS ASSESSMENT TOOLS**

### **Andrij Zaverbnyj**

Doctor of Economic Sciences,  
Associated Professor,  
Lviv Polytechnic National University,  
Lviv, Ukraine  
E-mail: 40anzas@gmail.com  
orcid.org/0000-0001-7307-536X

### **Yevheniia Redina**

PhD in Economic Sciences,  
Associate Professor,  
National University  
"Odessa Law Academy",  
Odessa, Ukraine  
E-mail: eugenia.redina@gmail.com  
orcid.org/0000-0002-2050-2986

### **Yurii Matseliukh**

Lviv Polytechnic National University,  
Lviv, Ukraine  
E-mail: indeed.post@gmail.com  
orcid.org/0000-0002-1721-7703

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**Introduction.** The development of liberal forms of management is accompanied by a rapid increase in the number of leaders. Therefore, the selection among the number of ordinary individuals is exactly those that meet the criteria of the leader, is an important problem. The most relevant in the situation of permanent elections is the search for such approaches to the differentiation of the role of leader, which would contribute to the development of society and the formation of those values that have deep civilizational influences. This led to the need for research and analysis of the role differentiation of leadership abilities that from ordinary people turn them into prominent personalities that change the present.

**Aim and tasks.** The aim of the study is to study the existing experience of highlighting the qualities of leaders among a number of personality abilities, to study the approaches to their evaluation, use of acquired knowledge to assess the role differentiation of leadership abilities of senior and middle managers of IT market companies, testing the proposed approach to the example and unification of the proposed approach for assessing the role differentiation of leadership abilities of the first hundred richest people in the world.

**Results.** The article analyzes foreign and domestic experience of highlighting the qualities of leaders among a number of personality abilities. Among the investigated approaches to assessing leadership qualities, an expert method for determining weight ratios was chosen that is best suited for companies in the gaming industry and digital distribution, to which Valve Corporation belongs. The results of the role differentiation of leadership qualities showed that in the figure of the most important are professional abilities, a little less have features related to interaction with subordinates, and the least - personal attributes. The petal diagram indicates a shift to professional abilities that plays a key role in the IT business. The proposed approach to the role-based differentiation of leadership abilities in the context of organizational changes in IT market companies can also be used in assessing the leadership abilities of the first hundred richest people in the world.

**Conclusions.** The article examines foreign and domestic experience of highlighting the qualities of leaders among a number of personality abilities. The study of approaches to assessing leadership qualities and the possibilities of their use for companies in the field of gaming industry and digital distribution, which belongs to Valve Corporation. The offered approach of role differentiation of leadership abilities can be used both in the assessment of leadership abilities of the first hundred richest people in the world, and for the role differentiation of leadership abilities in the context of organizational changes in IT market companies.

**Key words:** leadership abilities, role differentiation, evaluation, leadership.

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## РОЛЬ ДИФЕРЕНЦІАЦІЇ ЗНАНЬ ЛІДЕРСТВА ТА ІНСТРУМЕНТИ ЇХ ОЦІНКИ

### Андрій Завербний

Доктор економічних наук, доцент,  
Національний університет  
«Львівська політехніка»  
Львів, Україна  
E-mail: anzas@i.ua  
orcid.org/0000-0001-7307-536X

### Євгенія Редіна

Кандидат економічних наук,  
доцент,  
Національний університет  
«Одеська юридична академія»  
Одеса, Україна  
E-mail: eugenia.redina@gmail.com  
orcid.org/0000-0002-2050-2986

### Юрій Мацелюх

Національний університет  
«Львівська політехніка»  
Львів, Україна  
E-mail: indeed.post@gmail.com  
orcid.org/0000-0002-1721-7703

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**Вступ.** Розвиток ліберальних форм управління супроводжується стрімким зростанням кількості лідерів. Тому виділення серед ряду пересічних особистостей саме тих, які відповідають критеріям лідера, є важливою проблемою. Найбільш актуальною у ситуації перманентних виборів є пошук таких підходів до диференціації ролі лідера, які б сприяли розвитку суспільства та формуванню тих цінностей, що несуть глибокі цивілізаційні впливи. Це й викликало потребу у проведенні дослідження та аналізування рольової диференціації лідерських здібностей, які зі звичайних людей перетворюють їх у видатні особистості, що змінюють сучасність.

**Мета і завдання.** Метою дослідження є вивчення існуючого досвіду виділення якостей лідерів серед ряду здібностей особистості, дослідження підходів до їх оцінювання, застосування набутих знань для оцінювання рольової диференціації лідерських здібностей керівників вищої та середньої ланки компаній ІТ-ринку, проведення апробації запропонованого підходу на прикладі та уніфікація запропонованого підходу для оцінювання рольової диференціації лідерських здібностей першої сотні найбагатших людей світу.

**Результати.** У статті проаналізовано зарубіжний та вітчизняний досвід виділення якостей лідерів серед ряду здібностей особистості. Серед досліджених підходів до оцінювання лідерських якостей було вибрано експертний метод із визначенням вагових коефіцієнтів, що найкраще підходить для компаній у сфері ігрової індустрії та цифрового дистриб'юторства, до яких саме належить Valve Corporation. Результати проведеної рольової диференціації лідерських якостей засвідчили, що найбільше значення мають професійні здібності, трошки менше мають риси, що стосуються взаємодії з підлеглими, а найменше – особисті риси. Пелюсткова діаграма вказує на зміщення в бік професійних здібностей, що в сфері ІТ-компанії відіграє ключову роль. Запропонований підхід до проведення рольової диференціації лідерських здібностей в умовах здійснення організаційних змін компаній ІТ-ринку також можна використовувати і при оцінюванні лідерських здібностей першої сотні найбагатших людей світу.

**Висновки.** Отже, у статті вивчено зарубіжний та вітчизняний досвід виділення якостей лідерів серед ряду здібностей особистості. Проведено дослідження підходів до оцінювання лідерських якостей та можливостей їх застосування для ІТ-компаній. Уніфіковано запропонований підхід проведення рольової диференціації лідерських здібностей для використання його при оцінюванні лідерських здібностей першої сотні найбагатших людей світу.

**Ключові слова:** лідерські здібності, рольова диференціація, оцінювання, лідерство.

**Introduction.** With the rapid development of democracy in Ukraine, the problem of separating among the number of abilities of ordinary individuals is precisely those qualities that determine the leader. This problem has become acute in the situation prevailing during the period of a series of electoral processes from the presidential to the parliamentary. An important task in the study of the concept of leadership is the search for such approaches to the differentiation of the role of leader, which would contribute to the development of society and the formation of those values that have deep civilizational influences. This led to the need for research and analysis of the role differentiation of leadership abilities that from ordinary people turn them into prominent personalities that change the present.

**Analysis recent research and publications.** Outstanding scientists in Ukraine and abroad, among them Bass B. [1], Brodbeck F. [2], Bublyk M. [3, 4], House R. [5], Kalnytska K. [6], Peterson M. [7], Smith P. [8], devoted their studies on the socialization of the economy and its changes under the influence of leadership. Also, the authors of the paper [9] study the peculiarities of youth leadership in the innovative structure of company development strategies. Although the leader's ability has been formed in a person since birth, it is quite possible to identify and develop them in each person. With the development of the inclusive economy, according to a number of researchers in the work [10], leadership is inherent in all strata of the population as a contrast to the official authorities, the system of acting values, norms and social principles.

However, the problem remains as the role of differentiation of leadership qualities and opportunities for their evaluation, as well as the search for effective tools that would contribute to the development of society and the formation of those values that have profound civilizational influences.

**Aim and tasks.** The main objective of the article is studying foreign and domestic experience of highlighting the qualities of leaders among a number of personality abilities, to study the approaches to their evaluation and use for top and middle managers on the example of well-known personalities, including Gabe Logan Newell, co-founder and CEO of Valve

Corporation, as well as unification of the proposed approach, both in assessing leadership abilities of the first hundred richest people in the world, and in the role differentiation of company employees IT market.

**Results.** Leadership in the leading companies of the world is directly used for strategic development, as the company's future successes are shaped by the acquisition of leadership skills by top management.

The concept of role leadership differentiation was first introduced by Rees C., Segal M. (1984), which established links between tools and expressive leadership behavior in small groups in developing a structural aspect of leadership [11]. Researchers during the laboratory experiments have for the first time identified two fundamental leadership roles: an instrumental and expressive leader. They also proved that these roles are related to various aspects of group functioning. Thus, the role of the instrumental leader includes actions aimed primarily at solving the task posed by the group. The role of the emotional leader involves actions that relate mainly to the sphere of internal integration of the group. According to the authors [12-14], the most clearly differentiated role leadership skills is manifested in IT companies, due to its high dynamics.

We will conduct a study of Gabe Logan Newell's leadership qualities, co-founder and CEO of Valve Corporation. Valve Corporation is registered as a gaming studio and a digital distributor [15]. Gabe Newell, for the Forbes research in 2010, became "A Person to Know", mainly for his work on Steam and partnership with many major developers, and in 2017 he became one of the hundred wealthiest people in the world with capital in the amount of 5.5 billion dollars USA [16]. Among the awards, she won the BAFTA Fellowship Award in 2013 in the "Best Multiplayer Game" nomination, awarded annually by the British Academy of Television and Cinema for their extraordinary and creative contributions to the computer game industry [16].

Personality selection for Newell G.L. was made not by accident. As the world changes under the influence of information technologies from agricultural and industrial to digital, changes also occur in the system of values.

At the level of the national economy, the main value was the material resources (territory, minerals, etc.), even the population as labor resources, had a material sense). Today, human capital is replaced by artificial intelligence, where muscle work replaces mechanical robots, and brain activity is programmed at the level of the neurons, creating artificial intelligence. This all forms the emergence of a new model of national economies, which Bublyk M.I. in work [17, p. 122-132] called human-centered (homologated). The calculated social damage caused by the destructive influence of production is several times higher than the ecological, since the main resource of national economies is not natural resources, but it is a human capital, according to Bublyk M.I. in [17, p. 272-284]. With the growth of global competition, as shown in [18], the socialization of human capital plays a key role, manifested in the growth of competitive needs by raising the care of clients, employees, and even suppliers. Society has formed the demand for such features of business leaders as caring, love, compassion, etc., which can not be described by artificial intelligence.

In this area, Adizes I. K. [19-20], a prominent American scholar on managing organizations, managing change, and the founder of leadership theory and leadership. In his fundamental writings [19-20] Adizes I.K. reveals 4 types of leaders, explains their role assignment. Adizes I. K. [19] believes that it is not possible for a manager to be in each role at the same time: P (Producer), A (Administrator), E (Entrepreneur) and I (Integrator). Although the effectiveness of managing an organization depends on how the manager connects these roles and the types of managers are described by the PAEI system (Fig. 1.), where each role describes the role of the manager: P (Produce) – achieving the results that are put before the manager and ensuring the effective functioning of the organization; A (Administrator) – the manager must control the system, which requires the optimization necessary to ensure efficiency; E (Entrepreneur) – the manager must introduce organizational innovation to effect change; I (integration) – the manager must form a unified system of values in the organization and minimize the loss of resources.

|                      |                     |
|----------------------|---------------------|
| <b>Integrator</b>    | <b>Entrepreneur</b> |
| <b>Administrator</b> | <b>Producer</b>     |

**Fig.1. PAEI management roles**

*Source: compiled by the authors by [19-20].*

Under the influence of information technology, leaders in the future should feel customers, employees, suppliers, etc., and, as proved in works [21-23], to meet their needs. First of all, managers at the macro level (top-managers of the state) should ensure the social minimum in full, that is, at a level that the cost of education, entertainment and savings amounted to 20% of household income [21].

At the micro level, the same social minima should contribute to the growth of the intellectual component of human capital. According to Adizes I. K. in his later writings

[20; 23], written in the period 2011-2019, the development of leadership directly covers not only the level of management of the organization and its resources, but also the level of higher needs. To such needs is the sphere of feelings, including love, conscience, health. It moves the management system from the power world (mind) that Adizes I.K. calls men's type of leadership, the world of feelings (hearts), which is called the female type of leadership. As proof, there are examples of the growth in the number of women led by the largest successful corporations in the world.

As can be seen, in natural situations, there is a much weaker desire to differentiate leadership roles in comparison with the laboratory environment [27]. Therefore, well-known scholars P. Secord and K. Beckman [24] predicted that role differentiation should change in direct dependence on the degree of success in solving the problem. Consequently, the less satisfaction the members of the group feel about working on the task, and the more they incur expenses in the process of this work, the more likely the concentration of different functions in different individuals.

Each type of leadership can be differentiated further according to the executed roles. So, people who adhere to the type of behavior, focused on the solution of group tasks, can perform the following roles in the group: 1) the initiator – finds new ideas and suggests approaches to solving problems and achieving the goals of the group; 2) the developer – considers and elaborates on the ideas and proposals put forward by other members of the group; 3) coordinator – combines ideas and proposals, trying to coordinate the activities of other members of the group; 4) the controller – directs the group to its goals, summing up what has already happened in it, detects a deviation from the intended course; 5) the appraiser – critically evaluates the work and proposals of others, comparing them with the existing standards for the performance of the task; 6) racers – stimulates the group and pushes its members to action, to new solutions and to make more work already done.

People who adhere to the type of behavior oriented to support others, can perform the following roles: 1) inspiration – supports the endeavor of others, expresses the understanding of others' ideas and thoughts; 2) the harmonizer – serves as an intermediary in situations where differences between the members of the group arise, thus preserving the harmony in the group; 3) the conciliator – concurs with his opinion in order to bring the opinions of others into conformity, therefore he also supports the harmony in the group; 4) dispatcher – creates an opportunity for communication, inducing other members of the group and helping them, regulates communication processes; 5) a valuator – formulates or applies standards for assessing processes occurring in a group; 6) the authorities – passively follows the

group, acts as a spectator or a listener in group discussions and in making decisions [23].

In the studies of B. Parigin [25], the types of leaders are distinguished depending on the nature of the activity (universal leader, situational leader), its content (leader-inspirer, leader-performer, leader, being both the inspirer and the organizer) and leadership style (authoritarian leader, democratic leader, leader, combining elements of one and another style).

Authors of works [26] distinguish six types (roles) of the leader: the leader-organizer (performs the function of group integration); leader-initiator (headed by solving new problems, putting forward ideas); leader-generator of emotional mood (dominates in forming mood of the group); Leader-erudite (different latitude of knowledge); standard leader (is the center of emotional attraction, corresponds to the role of "stars", serves as a model, an ideal); master-master, craftsman (specialist in a certain type of activity). Maidique M. offers a six-level Purpose-Driven Model of Leadership ranging from Sociopath to Transcendent [27].

Thus, in any real group can exist simultaneously several diverse leaders, occupying in it their own convenient niches and not entering into each other in serious contradictions. The higher the level of development of the group, the more in it there may be various manifestations of the process of leadership influence, which also depends on the level of communicative competence of all its participants [28].

The proposed approach to role differentiation of leadership abilities is to study the facts of the leader's life, and to identify the key features of his. We recommend that the collection of facts and their evaluation be carried out by forming a group of experts, and we suggest using the Delphi method to process the expert judgments. It is advisable to analyze the results using spreadsheet software. Visual representation is carried out using petal diagrams. The correct geometric shape of the petal diagram will indicate the harmonious development of the leader's personality, but it is wrong with his orientation and disproportion to the leader's development. The results of the work of the group of experts who studied a number of facts from the life of the subject, where the specially traced leadership capabilities of G. Newell, are given in Table 1.

The experts singled out the following features: individualism, personal ability to take decisive action, the desire for freedom of action and risk, which, according to the results of the evaluation of leader rice, have the highest score [18]. High scores were also received: professionalism and perseverance. The main features of the future billionaire manifested themselves as: 1) knowledge of your business, technology and equipment; 2) ability to analyze complex events and grasp tendencies; 3) ability to recognize changes and identify problems; 4) ability to maintain cooperation relationships.

Creativity in the organization of work manifests itself in organizational changes, that is, the lack of departments, heads and managers at the maximum of creative freedom, described in the "Guidance for new employees Valve," which says "Do not refuse yourself." G. Newell is a non-standard leader of Valve, where the success story of Valve states that there are such sanatorium conditions, where there are rooms with free sweets, where workers are resting and tune in to the creative setting.

Also visible is the role of the instrumental leader, which includes actions aimed primarily at

addressing the task posed by the group, where his leadership ability is particularly traced to his unsurpassed provocation. One can also see the role of an emotional leader. Newell not only buys ready blades, but also makes new ones. The garage in his mansion, he turned into a real forge: anvil, barrels with salt for steel melting, grinding and milling machines. G. Newell enjoys vacuum cooking, love for a quick ride, that is, extreme driving in rally school. Consequently, the higher the level of development of the group, the more there may be various manifestations of the process of leadership influence.

To the list of key leadership features of G. Newell, the experts included 24 leadership qualities of G. Newell, where half of the rice describes his personal qualities, the third relates to interactions with subordinates, and quarters – relate to his professional knowledge and skills. This made it possible to determine their weight for role differentiation, where the latter group has a weight of 0.5, a second one of 0.3, and the first one of 0.2. As a result of the recalculation of the assessment on its weight, an integral indicator of role differentiation of leadership skills of G. Newell, as shown in Table 1.

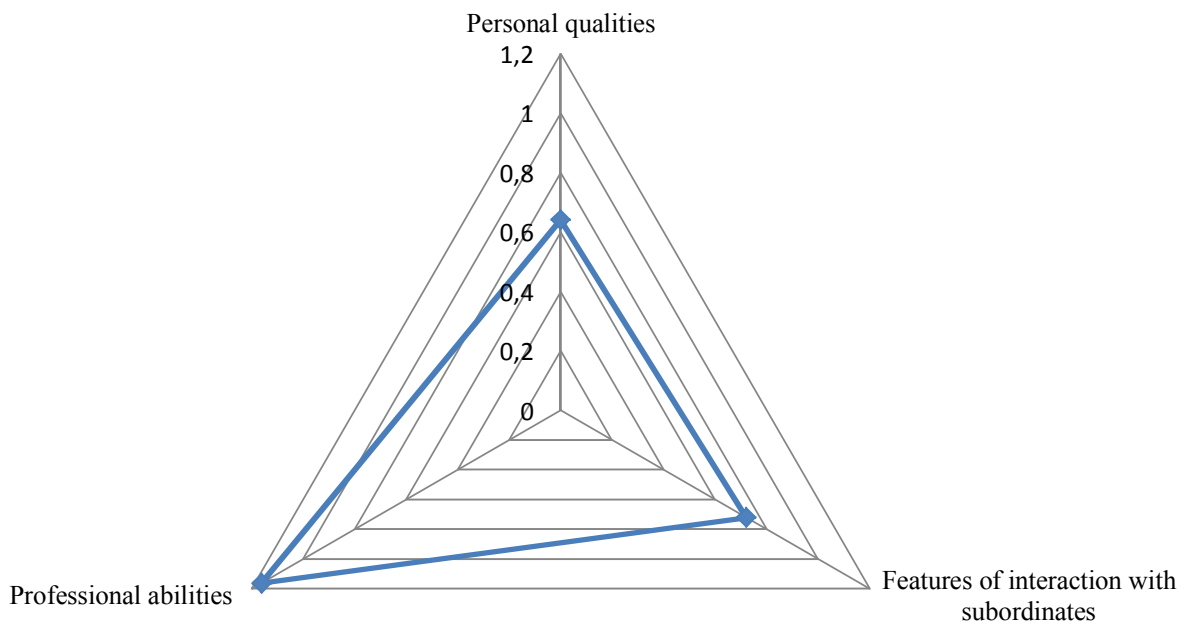
**Table 1. Calculation of role differentiation of leadership qualities G. Newell and their integral index**

| №  | Indicator of leadership qualities                                   | Expert Score | Weight | Score Value |
|----|---|--------------|--------|-------------|
| 1  | Risk  | 3            | 0,02   | 0,06        |
| 2  | Tact  | 4            | 0,02   | 0,08        |
| 3  | Authority   | 5            | 0,02   | 0,1         |
| 4  | Diplomacy   | 2            | 0,02   | 0,04        |
| 5  | Individualism   | 3            | 0,02   | 0,06        |
| 6  | Personal ability to take decisive action                            | 5            | 0,02   | 0,1         |
| 7  | Ability to listen   | 1            | 0,02   | 0,02        |
| 8  | Persistence   | 5            | 0,02   | 0,1         |
| 9  | The desire for freedom of action                                    | 1            | 0,02   | 0,02        |
| 10 | Ability to persuade   | 2            | 0,02   | 0,04        |
| 11 | Social sensitivity  | 4            | 0,02   | 0,08        |
| 12 | Responsibility for making decisions                                 | 4            | 0,02   | 0,08        |
| 13 | Ability to transform the submissions of subordinates                | 3            | 0,03   | 0,09        |
| 14 | Ability to activate in subordinates self-esteem, self-actualization | 4            | 0,03   | 0,12        |
| 15 | Ability to motivate subordinates to work for the cause              | 5            | 0,03   | 0,15        |
| 16 | Ability to apply sanctions and reward                               | 4            | 0,03   | 0,12        |
| 17 | Ability to instruct subordinates                                    | 3            | 0,03   | 0,09        |
| 18 | Ability to maintain effective relationships                         | 4            | 0,03   | 0,12        |
| 19 | Ability to emphasize the value of each employee                     | 1            | 0,03   | 0,03        |
| 20 | Ability to build friendly relations with subordinates               | 3            | 0,03   | 0,09        |
| 21 | Knowledge of your business, technology and equipment                | 4            | 0,05   | 0,2         |
| 22 | Ability to analyze complex events and grasp tendencies              | 5            | 0,05   | 0,25        |
| 23 | Ability to recognize changes and identify problems                  | 5            | 0,05   | 0,25        |
| 24 | Ability to maintain cooperation relationships                       | 3            | 0,05   | 0,15        |

Note: rated by authors.

The results of the conducted evaluation of leader rice showed that in the figure of G. Newell the most important are professional abilities (21-24), a little less have features

related to interaction with subordinates (13-20), and the least – personal attributes (1-12). In Fig. 2 the petal diagram is shown, which reflects the calculated role differentiation.



**Fig. 2. The petal diagram of role differentiation of leadership abilities by G. Newell**  
*Source: compiled by the authors by [19-20].*

Thus, in any real group can exist simultaneously several diverse leaders, occupying in it their own "ecological" niches and not entering into each other in serious contradictions.

**Conclusions.** Consequently, the researches made it possible to state that having studied foreign and domestic experience of highlighting the qualities of leaders among a number of personality abilities, there is no consensus among experts. The role differentiation features have been analyzed by Gabe Logan Newell, a co-founder and executive director of Valve Corporation, for evaluating leadership abilities of Gabe Logan Newell. Among the investigated approaches to assessing leadership qualities, an expert method for

determining weight ratios was chosen that best suits gaming and gaming companies in the domain of Valve Corporation. The results of the role differentiation of leadership qualities showed that in the figure of G. Newell the most important are professional abilities, a little less have features related to interaction with subordinates, and the least - personal attributes. The petal diagram indicates a shift to professional abilities that plays a key role in the IT business. The offered approach of role differentiation of leadership abilities can be used both in the assessment of leadership abilities of the first hundred richest people in the world, and for the role differentiation of leadership abilities in the context of organizational changes in IT market companies.

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