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**THE ROLE OF LEADERS IN THE CREATION OF NEW KNOWLEDGE
AND THEIR IMPACT ON THE DEVELOPMENT OF INDUSTRIES
AND SECTORS OF THE ECONOMY**

Leaders are individuals who have a high personal status as well as exceptional leadership qualities, allowing them to have a strong influence on the thoughts and behaviors of those around them. They are often leaders in their field, have a great influence on the development of their field, and are known for their ideas and achievements. Leaders often become leading experts in their field, and their achievements become a source of information for others. This allows leaders to create new knowledge and pass it on to other people.

In general, the role of leaders in the creation of new knowledge and their influence on the development of industries and sectors of the economy are very important. They help create new knowledge and contribute to the development of the field in which they work. Thus, D. Teece writes: "The basis of the firm in the modern economy is the ability to create, transfer, collect, integrate, protect, and use knowledge capital. "Knowledge capital supports competencies, and competencies, in turn, support products and services supplied by the firm to the market" [1, p. 29].

Today, when leaders try to impose traditional leadership in new knowledge organizations, this leads to the inhibition of information flows, hinders the manifestation of employees' abilities to produce new ideas, blocks the entrepreneurial spirit, restrains adaptation, and, as a result, negatively affects the overall productivity of the enterprise. Currently, a new creative class is being formed, and a new workforce is emerging: people who prefer equal legal relations with the company, are oriented towards self-determination, have independence, and have technical literacy [2, p. 15]. In companies of the new type, they pay tribute to values and principles, believe that "cooperation" is more important than "rivalry", while the concentration of power and control at the highest levels of the organization is reduced, people and culture are brought to the fore, while the material component, the criteria of efficiency and success are pushed back.

Therefore, traditional approaches to leadership no longer work. Authentic leadership [3], transformational leadership [4], spiritual leadership [5], leadership as a service [6] are becoming more common. Today, researchers and practitioners are actively calling for rethinking and reevaluating the purpose, organizational goals, and values of the company. Yitzhak Adizes, a well-known management consultant and theorist, believes that the modern world is on the verge of a management revolution [7]. He claims that capitalist models of organizations focused on the interests of shareholders and investors are no longer working and that new models of harmonious, "healthy" companies are gradually being formed instead. In this regard, managers and leaders have new tasks: to build new organizations (or rebuild existing ones), and then maintain "health" both internally and externally.

For leaders, the creation of new knowledge is a necessary condition to be competitive in their field and to maintain the competitiveness of their companies. Businesses must reduce costs and increase productivity in order to remain competitive. In turn, these measures increase the need for a more flexible workforce, for faster and more complete

use of organizational knowledge, which can be achieved through teamwork-based knowledge work.

In companies, the implementation of the principles of team activity is becoming more and more relevant, but along with this, the problem of harmonizing horizontal and vertical leadership is created [8]. Shared leadership, according to C. L Pearce, occurs when "All team members are fully engaged in team leadership and unhesitatingly influence other team members and guide them toward the goal of maximizing the potential of the team as a whole...shared leadership entails simultaneous, continuous process of mutual influence in the team, characterized by the "cyclic emergence" of official and unofficial leaders" [8, p. 48]. According to the author, distributed leadership is more difficult and time-consuming compared to vertical leadership, so it should be developed only for certain knowledge-based jobs. These are situations when: there is interdependence of knowledge workers; tasks require a high degree of creativity; the complexity of working with knowledge increases [8]. The author notes that the creation of shared leadership is a complex process for which the official team leader is responsible [8, p. 50].

Thus, we see that the most important task facing leadership in a company whose effectiveness depends on working with knowledge is balancing horizontal and vertical leadership in the company in the narrow sense and, in the broad sense, all manifestations of leadership in the company.

Leaders also influence the development of new technologies and innovative products. They are leading figures in their field and have a great influence on the direction of development in their field. They usually work with a team of specialists who contribute to the creation of new technologies and products that can improve efficiency and competitiveness in the economy.

Businesses today need to adapt more quickly to an increasing number of changes in a more complex environment than ever before. Adaptation requires greater ability to absorb best practices and knowledge both from the external environment and within the enterprise [9]. At the same time, the activity of leaders is a critical factor in the formation of cultures, systems and structures that strengthen the organization's ability to absorb, assimilate and apply knowledge [10]. Transformational leadership can make the organization more effective by stimulating the ability to absorb knowledge (absorptive ability) [11].

As companies hire more intellectual workers and are increasingly confronted with tasks with intellectual content, the tasks and jobs themselves become non-specific, making the procedures for their implementation difficult to prescribe and implement in working manuals [12]. In a situation of such uncertainty, transformational leaders intensify the search for new opportunities, as well as the process of creating a shared vision and high employee motivation [13]. The search for new opportunities inspires employees to take on greater responsibility and more often use implicit knowledge at work, which inspires the development of innovative ideas, innovative products and creates all the conditions for the development of new technologies.

Thus, leaders have a great influence on the development of industries and sectors of the economy, as they are the ones who help accumulate knowledge, organize, inspire, and direct team members to create innovations. They are becoming leading figures in the development of new technologies, products and services. Thanks to them, strategies and development plans for their organizations are created, which helps to improve efficiency and competitiveness in the economic sphere. In general, the role of leaders in the creation of new knowledge and their influence on the development of industries and sectors of the economy is inevitable. Leaders play an important role in creating new knowledge and will influence the development of their fields, helping them to compete successfully in today's market.

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