

## MODERN PROBABILISTIC APPROACHES TO LEADERSHIP AND THEIR IMPLEMENTATION AT UNIVERSITIES

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The article examines modern probabilistic approaches to leadership, namely situational leadership theories, examines the relationship between the effectiveness of leaders and the situation in which they conduct their activities. It is proved that the leader's behavior is situational, i.e. adapting the style depending on the circumstances to be dealt with. The characteristics of the leader, followers and situations and their influence on each other are discussed. Several theories that determine the relationship between leadership styles, subordinates' personal qualities, and organizational characteristics are also discussed. The dependence of leader's success on many factors is determined. It is argued that the knowledge of situational theories helps leaders adapt their behavior to different circumstances and develop their abilities. The expediency of using such approaches in higher education institutions is substantiated.

Situational variables influence the leader's performance, and the leader's style, subordinates' personal qualities, and situational variables, in turn, also influence one another. Given the characteristics of tasks, subordinates, and organizations, leaders can choose the style that is most likely to lead them to success. Therefore, an effective leader must possess diagnostic skills and demonstrate behavioral flexibility.

Any leader in the professional career comes to the subjective understanding of leadership style. It is the task of higher education to consider providing a theoretical framework for understanding this phenomenon.

We also consider it advisable to apply optional probabilistic approaches to the leadership of senior management in educational institutions (rector, pro-rector), as well as the heads of departments in order to effectively manage and coordinate the achievement of set tasks.

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