SUMMARY

Subject matter of the dissertation: Competency-based approach to the formation of management style (by the example of SBSV-Klyuchavto Spektr Ltd.)

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Customer organisation: SBSV-Klyuchavto Spektr Ltd.

Topicality of the research: Today the development of organizational and managerial science dictates the need for a comprehensive review of the concept of competency-oriented management. Tectonic changes in approaches to the formation of a management style are necessary - from orientation to behavioral and situational characteristics to the objectification of managerial competencies.

Competency-based management development has clearly emerged as a dominant paradigm because it increases management effectiveness and creates an opportunity for leadership development. Today it is not enough that the manager has charisma and purposefulness, he should have a set of professional, personal and social competencies to achieve organizational goals. Competency influences positively and significant to effectiveness of management style.

Objective: consideration of theoretical aspects of the formation of management style, comprehensive analysis of the competencies of managers of SBSV-Klyuchavto Spektr Ltd. and development of improvement recommendations.

Tasks:
- study the essence and content of the concept of management style;
- classify management styles;
- consider the competency-based approach as a new management paradigm;
- give a general characterization of the management system of SBSV-Klyuchavto Spektr Ltd.;
- analyze the effectiveness of management style in SBSV-Klyuchavto Spektr Ltd.;
- develop recommendations for improving the management style in SBSV-Klyuchavto Spektr Ltd.;
- create the model of managerial competencies.

  **Theoretical significance of the research** is the development of a fundamentally new approach to the formation of a management style based on the personal and professional qualities of managers.

  **Practical significance of the research** is the development of a competence model for the management system of SBSV-Klyuchavto Spektr Ltd.

  **Results of the research:**
  
  - formation of the concept of competence-oriented management style;
  - improving the efficiency of management style in SBSV-Klyuchavto Spektr Ltd.;
  - introduction of a model of managerial competencies in the activity of the management apparatus of SBSV-Klyuchavto Spektr Ltd.

  **Recommendations:**
  
  - increase of communicative efficiency of manager’s interaction with subordinates;
  - improving the system of staff motivation;
  - creating a platform for corporate learning;
  - digitalization of decision making technology;
  - transition to the principles of project management.