

METHODOLOGY FOR DEVELOPMENT OF LEADERSHIP SKILLS OF MANAGERS

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ABSTRACT

Formation of leadership skills of future managers in the article. The role of leadership ability in the work of managers and its effect on the useful work coefficient, aspects that should be paid attention to in increasing leadership potential were discussed.

Keywords: Lider, menejment, lidership, extrovert, behavior, leadership, social influence, situational analysis, life cycle theory, task analysis, situational model, labor market, flexible.

“Teaching the art of being a leader it can only be learned.”

Xarold Jenin

One of the urgent issues of today is the training of selfless, inquisitive, innovation-seeking, enterprising, professional management personnel who meet the requirements of the time and their reserve.

The word "leader" in English means leader, leader, head of a political party or organization. Leadership (English: leader - from the word "leader" - the process of social influence that unites the support and action of others in the performance of a common task). What qualities should a leader have?

The main characteristics of leadership are the following:

- the ability to make responsible and difficult decisions, the desire to take responsibility for them;
- to care about the common interests and interests of people, not for personal interests;
- the ability to manage people on a completely voluntary basis; to have charisma and natural influence;
- the presence of trust in the leader and strong authority on the part of the group;
- the ability to admit mistakes and take responsibility for defeat, looking for personal mistakes.

At first glance, leadership may seem like leadership. It is partly true, but they have different aspects. First, the leader is always behind the scenes and self-determined, while the leader is formally appointed. Second, the leader is a representative of a certain group closely related to him, and the leader, in most cases, is separated from the group. Third, the main area of the leader is interpersonal relations, and the leader is formal relations. But the leader has a lot of external information at his disposal, legal sanctions can be applied, that is, he is an official. In scientific language, an official leader who has a strong and influential influence on the group, i.e., influences "subordinates" if his influence depends on the position. An informal leader is a person who provides leadership regardless of their position in the company. The essence of his movement is social, and it is aimed at his "followers". The above-mentioned characteristics are formed in a person based on years of experience and innate talent.

There must be basic personality traits that make a person a great leader and an outstanding leader. What is it: high intelligence, charisma, tact, courage? Or a combination of them? Which is better: extrovert or introvert? As Niccolò Machiavelli said in his famous treatise *The Prince* in 1513, should a ruler be absolutely cruel? Or are moral people the best leaders? Or did the great Lao Tzu, who lived two thousand years ago, answer correctly: "The country is governed by justice, and war is waged by cunning"? Or is it not the leader's personality, but the social characteristics of the environment in which he was formed that is important: family composition, education, previous professions?

Thus, a unique relationship can be seen between personal characteristics and leadership skills. But in general, it is very difficult to predict how good a leader a person will be, based on the unique characteristics of a person. Therefore, over time, researchers have come to believe that it is not enough to consider personality traits alone. It is necessary to take into account the situation in which these characteristics are manifested. That's not to say that personality traits don't affect your ability to be a leader at all. It is only necessary to take into account the personality of the person and the nature of the situation in which he has to play a leadership role. According to this idea, you don't have to be a "great person" to be an effective leader. Rather, you need to be the right person in the right place at the right time.

A leader cannot always and everywhere be a leader. He can show his leadership qualities only in the right situation. For example, a business leader may be very successful in some situations and fail in others. Consider the example of Steve Jobs, who founded the legendary Apple Computers with Stefan Wozniak at the age of 21. Jobs was not a traditional corporate executive. He was raised by the counterculture of the 60s. In the days before personal computers, Jobs' unconventional style was just what was needed to create a new industry. In five years, he became the head of a multi-

billion dollar corporation. However, it turned out that Jobs' unconventional style was not suitable for the delicate and complex business of running a large corporation in a competitive market. Apple lost competition with its competitors and started making losses. In 1985, Jobs was forced to leave the business under pressure from John Scully, who had once invited him to run his firm. Interestingly, a few years later, Apple was again headed by Steve Jobs. A corporate leader who wants to be effective over the long term must be able to adapt quickly to changing circumstances and adapt their behavior flexibly. Often a manager sticks to one style of behavior, which may be effective in the early days of the company, but for intensive growth and acquisition of positions, this policy may become completely ineffective. As a result, the firm eventually loses its ability to compete in the market. Another characteristic example is the tragic fate of the legendary John Akers, the CEO of IBM, who was brutally fired from the corporation in 1993 after a long and successful career. By establishing IBM as the flagship of the computer industry in the 1980s, Akers was unable to keep up with the rapid technological changes that swept the computer industry from the early 1990s. It is no coincidence that in today's Western high-tech business it is rare for top management to rest safely in their seats for more than five years. The occasional "changing of the guard" allows corporations to remain dynamic in a rapidly changing world.

In recent years, the training of the new generation of managers is one of the main problems for most companies. Until the mid-1990s, under the influence of globalization, companies and their management focused on diversified activities and existing experienced specialists. The preparation of the "new stream" of managers was neglected, and this issue was assigned to the personnel department. No importance was attached to the training of managers.

In the 2000s, the development of information technology and the democratic state changed the external environment, and the lack of technical skills and leadership skills in new leaders became clear. The leadership, lacking leadership skills and potential, began to negatively affect the competitiveness of the enterprise. The search, hiring, outsourcing or retraining of management personnel did not have the desired effect. A few years ago, the situation changed in a positive direction, now the top management has started to act as a trainer, educator, and storyteller.

In this case, it is more convenient to learn the art of increasing leadership potential in the conditions of its direct application. Training new leaders inside the enterprise, rather than in external training, gives managers the opportunity to see the practical importance and manifestation of leadership with their own eyes. In addition, direct study of the leader's activities is a powerful tool of practical influence.

Leadership is the ability to influence individuals and groups of people to motivate them to work toward goals. Behaviorist scientists use 3 approaches to determine the main factors of effective leadership: an approach from the point of view of personal qualities; behavioral approach; and situational approach. Approach from the point of view of personal qualities. The personality theory of leadership, as well as the theory of great people, suggests that the best leaders have a set of personality traits that are common to all. If there was an opportunity to publicize these qualities, people would learn to cultivate them and become effective leaders. Some of these traits are: intelligence and knowledge, good looks, honesty, common sense, social and economic knowledge, initiative, and a high level of trustworthiness. In the 1940s, scientists began to examine the collected data on the relationship between personality traits and leadership. Stogdiddle conducted research on leadership and came to a conclusion that today's behaviorists recognize: a person cannot become a leader based on a set of personal qualities. According to the behavioral approach, effectiveness is determined not by the personal qualities of the leader, but by the ability to behave in relation to subordinates. The effectiveness of the style depends on the character of the specific situation, if the situation changes, the style changes accordingly.

Situational approach. Further research shows that additional factors are of great importance in the effectiveness of leadership. These situational factors include the needs and personal qualities of subordinates, the nature of tasks, the demands and influences of the environment, and information from the leader. Therefore, the modern theory of leadership focused on the situational approach. According to the researches, as situations require different organizational structures, different methods of leadership should be restored based on the nature of the specific situation. Situational Approaches to Effective Leadership. Four situational models were developed to solve the complexity of the leadership process: the situational model of Fiedler's leadership, the "path-goal" approach of Mitchell and House, the life cycle theory of Hersey and Blanchard, and the Vroom Yetton model of decision-making by the leader.

Fiedler's situational model of leadership. In this model, 3 factors affecting the leader's behavior are distinguished:

1. The relationship between the leader and the team members.
2. Task structure. Accuracy and regularity in the formation of the task.

3. Official powers. According to Fiedler, a leader's style is constant. According to Fiedler, a person-centered leadership style is more effective in situations for the leader. This method increases the ability of the leader to influence. Mitchell and House's "path-goal" approach requires leaders to use a leadership style appropriate to the situation. The term "goal-goal" is close to such concepts as the theory of expectations, as well as productivity and results. The "path-goal" approach tries to explain the

influence of the leader's behavior on motivation, satisfaction and employee productivity. House considered the following leadership styles: support; instrumental; encouraging employee participation in decision-making and success-oriented methods. Hersey and Blanchard's Life Cycle Theory. Paul Hersey and Ken Blanchard developed a situational theory of leadership called life cycle theory. Basically, effective leadership styles depend on the maturity of the executor.

There are 4 styles of leadership that correspond to the level of maturity of the executors:

- giving instructions;
- sale;
- participation;
- state transfer.

The Vroom-Yetton Model of Managerial Decision Making. The Vroom-Yetton decision-making model focuses on the decision-making process. According to the perspective of the model's creators, there are five management styles that leaders can use depending on the degree to which subordinates are allowed to participate in decision-making. Which of these methods to use depends on the nature of the situation and problems. Vroom and Yetton developed a seven-criteria and decision tree model to help managers evaluate situations. Based on these criteria, the situation of "subordinates - leader" is evaluated. These criteria are:

1. The essence of the quality of decisions.
2. The presence of experience or sufficient information in the leader to make quality decisions.
3. Systematization level of the problem.
4. The importance of subordinates' agreement with the organization's goals and their participation for the effective implementation of decisions.
5. Probability determined by experience that the autocratic decision of my boss will be supported by subordinates.
6. If the subordinates perform the tasks that arise when the problems are described, the level of their motivation helps to achieve the organization's goals.
7. The degree of probability of disagreement between subordinates when choosing an alternative.

Any criterion can become a question that the leader asks himself when assessing the situation.

In my opinion, a leader should have his own basic style, which is more influenced by his character, upbringing and innate qualities. At the same time, the leader should use his knowledge and life experience as necessary and depending on the situation, knowing the main management approaches and characteristics of his subordinates. But,

unfortunately, there is no universal and effective method that is suitable not only for every company, but also for one division of this company. According to labor market experts, it is better to be able to combine different management styles. Managers who master several styles can be "flexible" and get out of non-standard situations that cannot be avoided in the work process without losses.

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