



## Capabilities of the Modern Leader in the Management Process

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### ABSTRACT

This article provides complete information about the formation of the management ability of a modern leader, directions for the development of necessary skills, qualifications and skills in managing employees, requirements for a modern leader, leadership styles, types.

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After the independence of the Republic of Uzbekistan, the whole world recognizes that a unique national experience in establishing a democratic legal state and civil society is being formed in our country.

It is clear to all of us that the basis of this is the national experiences developed in our country and the idea of a new statehood. In our national experience, it is important to build a new state and society based on the law, national conditions, and the spiritual heritage of the past. These three important foundations created completely new ideas and directions in the history of statehood and administration of Uzbekistan. In this sense, the question of management culture and the role of a leader in the management of the state and society began to gain new importance. President of the Republic of Uzbekistan Shavkat Mirziyoev in his speech on January 15, 2017: "Critical analysis, strict discipline and personal responsibility make every leader, whether it is the Prime Minister or his deputies, a member of the government or a regional governor, it should be a daily rule of their activity" - the leader assigned strict responsibility to the employees.[1]

In the 1930s, the first attempts were made to create an image of an effective leader by identifying a set of personal qualities common to the best leaders from the perspective of the so-called Trait Theory. At the same time, the results of many studies devoted to the definition of these qualities were very conflicting:

in most cases, effective leaders were distinguished by intelligence, knowledge, responsibility, activity, reliability, social participation, but in other cases they were different they showed different qualities.

The conclusion of scientists is that a person does not become a leader only because he has his own personal characteristics, there are no personal qualities that are uniquely related to the effectiveness of human activity in the role of a leader. Neither intelligence, nor determination, nor will, nor any other quality is a guarantee of success, because the lack of any qualities does not lead to failure.

Groups of requirements for a modern leader are divided as follows: Business qualities mean that a manager has the following abilities:

the ability to find the shortest way to reach the goal;

the ability to think independently and make informed decisions immediately; the ability to ensure their implementation consistently and proactively;

the ability to release human energy (initiative, enthusiasm). Business qualities are a very difficult category.[2]

Eliminating negative defects in leadership means paying more attention to all elements of management. First of all, the leader should be free from the above defects and organize his work style on the basis of the following positive qualities:

It is necessary for the leader to skillfully use his rights and authority to coordinate the interests of the whole state with the personal interests of the team and employees. However, personal interests should be subordinated to general interests without harming the interests of the state.

Production can be managed well only by a leader who has a reputation in the team. At the same time, it should not be forgotten that reputation is gained not only by the position of the service, but, first of all, by knowledge, experience, attitude to work and employees.

A leader should be calm, polite and courteous in any situation. He is obliged to be able to control his behavior, to control his moods and emotions, and to set an example for his subordinates.[3]

Not everyone likes the order. Therefore, the order given to subordinate employees should not only be in the form of a direct order, but also in the form of assignments and tasks, advice. In this case, it is useful to know the following exemplary work method.

Without going into their detailed analysis, you can understand that they are a symbiosis (living together, helping each other) consisting of only two components: authority and organizational skills (knowledge and skills). Ability means to know one's own business and the essence of the work done, to understand the connections of various events and processes, to find possible ways and methods to achieve the intended goals.

The organizational skills of the leader are mainly expressed in the following: in the ability to emphasize and clearly formulate prospective and most important tasks in each specific situation;

in the ability to make reasonable decisions on time and ensure their implementation;

in the ability to coordinate their plans with the conditions of reality;

in the ability to organize, coordinate, direct and manage the activities of subordinates;

in the ability to continuously and successfully cooperate with other departments and regulatory bodies.[4]

Moral and psychological qualities are necessary for any leader as moral guidelines for his activities. Without them, he simply cannot lead the team. From the point of view of the issue under consideration, it seems that there are three types of moral qualities - decency, the ability to attract people, the ability to influence subordinates. These qualities describe the leader's personality, how he is perceived by the team, and how he can influence team members.

Manners. Perhaps everyone can offer their own interpretation of what morality is. The ideas would be in some ways congruent, but in some ways different. In the general list of ethical signs, we distinguish the three most important things for a leader: honesty, respect and fair treatment of subordinates, and a healthy perception of criticism.

Honesty is the foundation of morality. Quality information prevents demagoguery, self-aggrandizement, and bureaucracy. Without real, simple joint work, it is impossible to carry out a comprehensively balanced activity. A person often becomes indifferent to lies. Nothing demoralizes people like the difference between lies and demagoguery, words and deeds. If a person hears one thing about the prosperity of affairs, success in everything and everything, but sees something else - carelessness and carelessness, abuse of official authority and violation of indicators, he will naturally gradually loses faith in words.[5]

Respect for his subordinates and fair treatment towards him is also an unequivocal sign of the leader's ethics. The dignity of a subordinate should not be underestimated under any circumstances. The state of the manager's relationship with subordinates serves as a kind and reliable characterization of his level of professionalism. An objective component that develops between a leader and a subordinate. The

complexity and diversity of these relationships predetermine the high variability of specific leadership styles, which can be classified according to various criteria.

The most common is their classification based on the nature of the relationship between the manager and the subordinate. From this point of view, it is customary to distinguish the three most general styles of leadership: directive (authoritarian, command-administrative), democratic (cooperative), liberal (free, harmonious, non-interference).

Distinguishing features of this type of leadership style:

Signs of the division of duties;

Methods of preparation, acceptance and execution of decisions; Forms of communication with performers;[6]

Controlling the activities of subordinates. The directive (authoritarian) style is characterized by excessive centralization of power, adherence to one-man rule in hypertrophied forms, autocratically solving not only big but also small issues in collective life, deliberately limiting communication with subordinates. The leader is autocratic, dogmatic, always wants to obey his will, does not tolerate objections and does not listen to other opinions, strictly controls the actions of his subordinates, demands that his instructions be followed on time.

He does not tolerate criticism and does not admit his mistake, he believes that administrative punishment is the best way to influence subordinates. He works a lot, can take risks, but carefully, in dealing with people he is sometimes unrestrained, even rude, but not necessarily.

Democratic style, in contrast to the authoritarian style, implies the following: providing subordinates with independence consistent with their qualifications and performed functions;

involve them in activities such as setting goals, evaluating work, preparing and making decisions;

creating the necessary conditions for doing work and fair evaluation of their efforts, respecting people and meeting their needs. The leader of the Democrats personally solves only the most important and complex issues, leaves subordinates to solve all the rest, reacts rationally to criticism, does not shy away from responsibility for his decisions and the mistakes of the executives. Encouraging the initiative of subordinates and emphasizing his respect for them, he gives instructions not in the form of instructions, but in the form of suggestions, advice or even requests; the opinion of subordinates is taken into account, control is carried out not alone, but with the participation of team members themselves.[7]

The democratic style stimulates the creative activity of subordinates, contributes to the creation of an environment of mutual trust and cooperation, and order becomes discipline. The real power and authority of a democratic leader is enhanced because he rules without brute pressure and without the trappings of administrative influence. The division between superiors and other employees is less rigid, management is collaborative, and employees are empowered to make decisions.

The liberal style is characterized by lack of scope of work, lack of initiative, constant waiting for instructions from above, reluctance to take responsibility for decisions and their consequences, especially if they are inconvenient.[8]

A liberal leader interferes little in the affairs of his subordinates and shows little activity; he mainly acts as a mediator in relations with other communities. He is very careful, inconsistent in his actions, easily influenced by others, prone to succumbing to situations, can cancel a previously made decision without a serious reason, easily makes unfulfilled promises.[9] A liberal leader controls and regulates the actions of subordinates in an irregular and weak manner, he is very polite in communication, but he is not able to implement the suggestions of his subordinates.

One type of leadership is not usually found in its pure form. In real life, the behavior of almost every leader has common characteristics that are characteristic of any style, and each of them has an advantage. Thus, from all of the above, it can be concluded that modern leaders are a very valuable contingent of people who know the truth, have great professional training, are used to discipline, work according to a determined goal, and feel responsibility. Business qualities, ideological-ethical and psychological qualities are also an important requirement of a leader.

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