



## Personal Characteristics in Implementing Effective Management

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**Annotation:** this article provides information about the characteristics of a person who are decisive in the implementation of effective management. In addition, concepts of leadership and leadership, emotional relationships, leadership status, theory of leadership qualities, and leadership behavior are covered.

**Key words:** effective management, management, manager, leader, character, psychology, emotion, behavior.

### INTRODUCTION

Personality traits that hinder effective management. Business management scientists M. Woodcock and D. Francis have studied the activities of several managers and believe that the following internal obstacles reduce the effectiveness of the manager's activities:

1. Lack of self-control. The life of a leader is filled with excitement and boredom. In such conditions, the burden of a specific goal on behavior has a negative effect not only on the work of the team, but also on the leader's health.

2. Lack of formation of personal values. The leader is always in a situation of making decisions. However, the effect of the decision is based on personal values, professional and life principles, their formation is the content of the leader's activity. For example, modern management is based on values such as the tendency to bring innovation to the organization to help open up employee productivity. A leader who is not grounded in solid values and principles shows inertia and a lack of will to pursue a goal. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives.<sup>1</sup>

3. Lack of clear expression of personal goal. A modern leader must be able to distinguish the important from the unimportant, to be able to choose the most suitable from the available opportunities. Only a leader who clearly knows the purpose of his life can absorb the demands of his work to his heart. Ambiguity of personal goals makes it difficult to understand what is in the interest

<sup>1</sup> Usmonjon o'g', A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.

of the organization. The burden of a specific goal reduces the individual's chances of success, and therefore such a leader cannot ensure the success of others.

**Lack of maturity.** A leader who refuses to work on himself, withdraws from a precarious situation, does not work on developing his own opportunities and abilities, does not take risks, and cannot get out of his old, habitual behavior.

**Inability to solve the problem** Some leaders are unable to work on the problem with quality, regularly and intelligently. He does not have the skills to determine the purpose of the task, gather information, plan and control. As a result, unresolved issues accumulate and the leader's ability to solve the problem becomes limited. When a person experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.<sup>2</sup>

**Lack of creative approach.** A leader without inventiveness cannot offer new ideas, cannot awaken a creative approach to work in employees. Such a leader withdraws from experience, introducing innovations into the team life, or laughs at innovations. High creativity requires overcoming the obstacle and reaching the goal with difficulty.

**Inability to influence the subordinates,** the leader should influence the subordinates. However, some managers cannot rely on their employees and instead have a negative opinion about them. Such a leader is not regular in his pursuits, does not enter into close communication with those around him, and cannot express his inner world well.

Without a good knowledge of the nature of management activity, the leader cannot develop his skills unless he has information about the effectiveness of management activity. It is difficult for a leader who cannot analyze his approach to management to explain his thoughts and tasks to employees. Such a manager is interested in what he has to say, it is difficult to encourage his employees to take initiative, and it is difficult for him to give specific tasks.

**Weak management skills.** Many skills are needed to manage employees and resources in an organization, which can be called leadership skills. In a team with poor management, there are cases where time is wasted, employees do not work at their best, and they are not satisfied with their work. In such a group, there is no role play, there is a lot of futility in the organization of work, and mutual relations are not conic. In such a team, the leader's work is not appreciated and the psychological level is not healthy.

Not being able to develop work skills in subordinates, every manager periodically teaches the employee about the nature of work. A leader who cannot develop the professional ability of an employee cannot bring the work of his team to a high level. In this case, the employee does not hear any opinion from the manager about the result of his work, the evaluation and recommendation of the manager can be official. Team mood-a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.<sup>3</sup>

**Poor team building skills.** To achieve the goal, the leader must unite with the employees and use their skills. If the working group does not become a competent and productive team, the leader's work will be difficult and his work will be ineffective. Effective work mechanisms are not formed in such communities and an unhealthy environment prevails.

<sup>2</sup> Baxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. Vital Annex: International Journal of Novel Research in Advanced Sciences, 1(3), 1-12.

<sup>3</sup> Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.

Leadership and management refers to the interpretation of the word leader. In general, there are many cases of replacing the word "leader" with the term "leader" in the literature. In our opinion, the term "leader" cannot fully express the psychological description of a "leader". The word "leader" is used in relation to a group, a person who influences its members and leads to a goal. Leadership is a state of a person determined by analyzing the structure of the group and the system of relations in it. But there are a number of other aspects that represent the quality of a leader, which we cannot analyze only within the framework of the relationship system. In this interpretation, one of the main aspects characteristic of a leader is the ability of a person to act in accordance with the situation. Initiative, ingenuity and resourcefulness in solving a problem in any problem situation are characteristic qualities of a leader. In a difficult situation related to solving a problem, a leader is distinguished by his progress and leadership compared to others. In the Uzbek language, the complex of these two expressions - "leader" and "first" - can fully express the essence of a leader.

In our opinion, the word "Leader" comes from a person's desire to lead a group. The phrase "Peshqadam" means that a person with certain qualities follows the group, and that the group chooses the path of the person it trusts at its own discretion. This is exactly the case when it comes to the term "leader". This feature of a leader is manifested in his emotional appeal, in the virtue of attracting others to himself.

Thus, replacing the word "leader" only with the term "leader" narrows the psychological interpretation of the leadership situation. Based on this reasoning, it is better to use the word "leader". In addition, understanding the explanatory meaning of the word "leader" is familiar to the Uzbek reader.

Leadership and management. Each employee in the work team has his own position in the group. This position may be acquired formally or informally. The official position is represented by the position of the employee in the career ladder and the powers arising from his position. When any employee interacts with his colleagues, under the influence of various factors, these relationships begin to take on an emotional color.

Relationships based on feelings are formed in two forms: liking (sympathy) and dislike (antipathy). There are employees who, with their certain qualities, can arouse sympathy in most members of the team, and they occupy a high position in the informal system of the group. According to psychological Tallinn, an employee who occupies a high position in the official system of the team is considered a leader, and a person who occupies a high position in the informal system is a leader.

A leadership position usually takes place within the group's informal relationship system. The recognition of a person at the level of a leader means emotional closeness to him, high evaluation of a number of his work-related qualities, and attention to the interests of this person. A leader is a person recognized by most members of the group. The main aspect of the leader's value system is to put the interests of the group above all else, to always seriously engage in solving the task set before the group, and to be able to mobilize the team in this process. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.<sup>4</sup>

The leader in the work team is distinguished primarily by his work characteristics, because he begins to stand out from others precisely because of his work. In addition, the leader, representing the interests of the group, can go against the system of official relations and the interests of official circles when the time comes. As a result, a conflict may arise between the official leader and the unofficial leader in the team. Based on the interests of the enterprise, it is the most optimal case that

<sup>4</sup> Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.

the official leader in the team and the leader formed in the informal system are represented by one person.

Modern psychology, through its achievements, can provide sufficient information about the nature of qualities characteristic of a leader and the ways to achieve them. In this regard, we can include the characteristics of a leader into three categories:

1) focus on the interests of the community;

2) professional skills to take on the challenge in any problem situation and take the initiative in solving the case to the end;

3) feelings of emotional, emotional attraction.

The sequence of the complex of feelings listed above also has its own logic.

Research has shown that emotional appeal does not necessarily have to be very prominent in a leader. The average presence of this indicator in a person is enough for him to be recognized at the leadership level. However, the low level of emotional attractiveness characteristic of a person can have a negative impact on business communication and negotiations. A leader's ability to create a positive impression on others by knowing the secrets of communication is the main tool for increasing this indicator. Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.<sup>5</sup>

Leadership is an appointed position, and leadership is a position of a person promoted by like-minded people. If we pay attention to the difference between a manager and a leader, we can list many aspects. For example, if a leader has employees, the leader has like-minded supporters, if the leader is appointed, the leader is separated from the team members, if the leader is based on his authority, and the leader relies on his reputation. According to his commitment, the leader puts the interest of the organization in the first place, and this characteristic gives him an official tone and puts him in a somewhat "weak" position in front of the team.

In life, there are many teams in which the official leader and the leader consist of individuals. In many situations in the life of such a team, there is a possibility that the members of the group will be on the side of the informal leader rather than the leader. The relationship between the official leader and the unofficial leader in the team is always a difficult issue. In such a situation, it is usually observed that most of the leaders try to suppress the leader and get rid of him, while another leader can use this leader and mobilize him to achieve the group's goal faster. The leader's ability to get along with the leader and agree is a guarantee of future success. For this, the leader is expected to be resourceful, patient, and able to rise above his own personal interest.

If the official leader and the group leader are different people, the disagreement between them is perceived by many employees as a violation of social justice. On the other hand, developing a relationship with a leader is considered as recognizing the strengths of the group and choosing the rational path. As a sensitive person, the leader should be able to pay special attention not only to the leader, but also to each member of the group who has this feeling. By developing the existing relationship with the individual leader, there is an opportunity to form mutual positive feelings with other members of the group. When analyzed in this sense, the presence of an informal leader in the group is an additional bridge for the official leader to see a warm relationship with the group members. But in life, not everything goes as smoothly as expected, and the conflict of interests of the official leader and the unofficial leader, and the stubbornness of the unofficial leader despite the leader's gracious steps may collide. This is represented by a conflict in the team, and the guide to solving such cases is discussed in detail in the topic of conflicts in the team.

<sup>5</sup> Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.

There are a number of practical activities in the science of psychology for the formation of qualities characteristic of a leader, and these programs are reflected in practical training based on the interactive educational method. The methodological foundations of psychological activities that develop the leadership aspects of a person are somewhat controversial, and the careful development of this topic determines the effectiveness of the results obtained from these trainings. Until recently, the theory of "Characteristics theory" has been the leader in the field of psychology. According to this theory, there are several qualities that represent leadership, and this set of qualities determines a person's ability to influence others. However, it turns out that a simple set of emotions cannot raise a person to the level of a leader, and the number of these emotions can be several dozens. Forming these feelings, coordinating them with other structural aspects of a person's structure, and turning them into the inner essence of a person is a very complicated issue. Many years of psychological studies have shown that such a way is ineffective. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.<sup>6</sup>

One of the modern approaches to the development of a person's leadership potential requires relying on the ability formed in a person and the manifestation of this ability in a situation that makes it possible. This approach is called "situational leadership", and it means that a person recognized as a leader can demonstrate his ability in a problem situation in order to achieve a common goal. According to this theory, a group can always have several leaders, and when the time comes, each team member can demonstrate his ability and ability to solve a problem situation. In our opinion, an effective leader should create such an environment in his team, so that every employee can take part in the solution of the problem situation by using his opportunity in the necessary situation and feel that he is participating in the management process. For this, the team must have professional employees who feel a deep sense of responsibility in solving any situation and are masters of their work. At the same time, there are always such employees in the group who have the universal ability to solve most of the problem situations that arise. From this point of view, leadership is largely characterized by the sufficient formation of innate abilities of a person.

As we said above, one of the main aspects of leadership is concern for the group's interests. Therefore, the main aspects of the definition of leadership can be understood as a person's ability to successfully solve this situation and his enthusiasm for the group's benefit.

Another key aspect of a person's leadership potential is their ability to adapt to the needs and desires of the team. Different labor groups show different desires based on their level of responsibility, and sometimes there are cases of complete incompatibility with the interests of society. In such communities, leaders who are naturally destructive, i.e. destructive, stand out and become a unique force that manifests the hidden motives of the group. As an example, we can remember the groups and their leaders that appear during adolescence and are characterized by deviant behavior, or in some work group, a group consisting of people with antisocial behavior that drags the organization into backwardness. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social

<sup>6</sup> Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

organization, etc. In this case, the object of —relations contrary to the charter” is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.<sup>7</sup>

We discussed above that the leader and the official leader consist of different persons and the conflict between them. There is also a situation where a leader who acts contrary to the interests of the organization gathers like-minded people around him and damages not only the organization's goal, but also the leader's reputation with his deviant behavior. Although the traditional opinion that such a leader should be fired immediately is correct at first glance, the use of this situation for educational purposes shows the skillful organization of the leader. The leader, using the available opportunities in his organization, can not only separate the informal leader from the group, but also find tasks that suit him and match his abilities. In general, the ability of the leader to turn any force that is against his interests to his side is the most effective opportunity that increases his reputation and increases his influence in front of the team. We believe that it is better not to regret that such an opportunity has arisen, but to say thanks. Of course, the representation of the team leader and the leader in the same person is considered the same term, and the official leader should organize the coordination process, combining the goals of the organization with the interests of the employees as much as possible. It is this factor, in particular, the high qualification in the field of profession, that serves as the basis for raising the leader to the level of leadership.

At the center of all problems in psychology is the person and his activity. Psyche in managers manifests itself as three types of mental phenomena:

1. The mental characteristics of a leader are stable features of his temperament, character, abilities and mental processes, as well as inclinations, beliefs, knowledge, skills, qualifications and habits.

2. Although mental states do not last long, they are a very complex process. This includes cheerfulness or depression, activity or tiredness, restlessness, good or bad mood, etc.

3. Mental processes include simple mental processes that are a complex type of mental activity. They last a very short time. Mental properties, states, processes are strongly interconnected, and one can influence the other, fill its place. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.<sup>8</sup>

The task of psychology is to reveal the laws of these connections and relationships. In order to use the possibilities of the science of psychology for practical purposes and, first of all, to strengthen the management system and have a psychological effect on them, every manager should know the influencing laws of the psyche. Psychology is divided into several branches depending on the need. Including management psychology, legal psychology, political psychology, social psychology, etc. All issues in the field of leadership are studied by social psychology, leadership psychology, management and pedagogical psychology, and economic psychology. Therefore, the President of the Oliy Majlis at the joint meeting of the Legislative Chamber and the Senate and the Cabinet of Ministers emphasized that it is time to make changes to the principles of training and selection of leadership personnel and to enrich it based on the requirements of the time. In fact, it is traditional that the selection of leading personnel is carried out from the bottom up, that is, based on the level of

<sup>7</sup> Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of “Relations Contrary to the Charter”(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.

<sup>8</sup> Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of “Relations Contrary to the Charter”. *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

qualifications and experience of the personnel. However, it is certain that these lower-level leaders will play a decisive role in the implementation of future plans that are being implemented. So, if the reforms being carried out in terms of increasing the personnel to their place, start with the training and selection of specialist personnel for the lower positions, our steps towards development would be more accelerated.

It is desirable for the manager to acquire leadership qualities again. A leader is often a leader, but his actions are different from the usual manager-administrator. He does not rule, he does not give orders, but he leads others. They are his followers, not his subordinates.

For a leader, the position officially creates the necessary conditions to be the leader of the team, but he does not automatically do so, being the first person in the organization, but may not be a real leader, because he is not approved by orders, but by the needs of those around him. must be psychologically recognized as the only one capable of satisfaction. For this, a candidate for leadership must be able to clearly see the future and the ways to move towards it. These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.<sup>9</sup>

How do leaders differ from formal managers? Managers, as a rule, determine how and by which methods the goals set by other people should be achieved, organize and direct the work of subordinates according to plans, but take a passive role in this. They build their interactions with others on the basis of clear regulation of their rights and obligations. And the leaders determine what goals should be pursued independently, without asking for too many details. People who accept their vision and are ready to follow them despite the difficulties will be their followers, and leaders will be their inspiration. They are not controlled by others, and they build relationships with followers based on trust (Table 1).

*Table 1*

***The difference between a manager and a leader***

<b>Manager</b>	<b>Leader</b>
Command will give	It inspires
Others goals and instructions according to works	Personal goals according to works
Actions based on calculation , plan lies	Actions based on according to knowledge , intuition lies
System and to the organization leans	To the people leans
Evidence uses	From emotion uses
Control does	He believes
It convinces	Calling , invitation does
More fixed , vertical connections , relationships and from the structure uses	More warm connections and from relationships uses
Movement supports	To action impulse will give
Profession the owner	Enthusiastic
Decisions acceptance does	Decisions done increases
Work right does	That's right the work does
Respected	Beloved

<sup>9</sup> Usmonjon o'g, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY, 2(5), 230-235.

In the leadership team, whose general level is below average, he often plays the role of an expert-expert or an exciting center on any issues, he can comfort, worry, help.

The leader in the team has a high level of development, first of all he will be an intellectual center, a source of ideas, a consultant on the most complex issues. In both cases, he is the unifier of the team, the initiator of its active actions and the person of the organization, a model for others to compare their thoughts and actions.

Almost a hundred years of research into the phenomenon of leadership has yielded a large number of concepts.

This is primarily the traditional concept of a leader. Early studies assumed that a leader would inevitably have certain qualities, and later ones moved towards identifying patterns of leadership behavior.

Theory of leadership qualities. This is the earliest approach to learning leadership. Researchers have tried to identify the qualities possessed by leaders. They believe that leaders have a unique set of stable qualities that distinguish them from others. Based on this, scientists have tried to define leadership qualities and use them to identify the leader. Those who believed that it is impossible to be a leader, one is born a leader. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.<sup>10</sup>

Further research led to the classification of leadership qualities into four groups: physiological, psychological (emotional), mental, and personal.

The theory of leadership qualities has flaws. First, the potentially important leadership qualities were practically unlimited, so it was impossible to create a "single reliable" image of a leader. Secondly, it was not possible to establish a close connection between the considered qualities and leadership and to help identify leaders.

Concepts of leadership behavior. They moved from the question of who will be a leader (in the previous theory) to the question of what and how leaders do, that is, they envisioned the possibility of training leaders according to special programs. The following are the most important concepts:

1. The concept of three styles of leadership. The study consisted of an effective comparison of the use of three leadership styles: authoritarian, democratic and passive. But no single style has been found to be directly related to effective leadership.

2. Ohio State University Research. Dedicated to the development of the two-factor theory of leadership. Two variables are taken into account: the structure of the relationship and the relationships within this structure. The first includes the structure of relationships created by the leader in the group: setting roles, communication flows, work rules. The second includes the relationship between the leader and the followers. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.<sup>11</sup>

<sup>10</sup> Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in *Library*, 20(3), 21-27.

<sup>11</sup> Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in *Library*, 20(4), 231-235.



The researchers drew two conclusions. First, the greater the focus on relationship building and work, the greater the effectiveness in the following circumstances:

- strong pressure from someone (other than leaders) to get results;
- the task satisfies the employees;
- it depends on the leader that employees receive information and work instructions;
- the scale of control is observed.

A stronger focus on what fits the needs of the relationship and employees will work if:

- if the tasks are difficult;
- employees tend to participate in management;
- employees have to learn something by themselves;
- they feel that this affects the performance of work;
- there are no big differences in the status of leaders and employees.

The second conclusion. The effectiveness of leadership also depends on other factors - organizational culture, technology, job satisfaction. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term “shadow economy” still remains popular, which is one of the most significant and relevant topics of our time.<sup>12</sup>

3. Research from the University of Michigan. He aims to identify the differences between effective and ineffective leaders. Two variables in leadership behavior were taken as a basis: the leader's focus on work and employees. The results of the study made it possible to draw the following conclusions about the effective leader:

- he supports employees and improves relations with them;
- uses a group rather than an individual approach to managing employees;
- establishes a high threshold level of performance of work and serious tasks.

Unable to determine the best method, researchers concluded that supporting employees and involving them in decision-making is the foundation of effective leadership.

1. Management system concept (R. Likert). Based on approaches from the University of Michigan, he conducted a study of common management patterns used by effective leaders. The latter found that they focused on the human factor and sought to develop a team approach to accomplishing goals. They divided the leaders into two categories:

- focused on employees;
- focused on work.

Continuing research allows us to distinguish four primary styles of management, called systems: System 1 is a task-oriented, strongly categorized authoritarian leadership style. The opposite of the 4th structure is a method that focuses on developing relationships with subordinates and working together in a group. Systems 2 and 3 are the intermediates between the two most recent checks.

Research has shown that effective leadership is more closely aligned with Systems 4 and 1. But in practice, it has not been so easy to follow a style compatible with System 4. Some organizations have used this method because the transition to it is associated with the need to make drastic changes in the character of the leader and his followers.

2. Controlled grid (Blake and Mouton). The model demonstrates that there is only one correct way of reharmonizing. The management grid consists of a matrix organized by the intersection of two variables or changes in the nature of leadership: interest in production on the horizontal axis, and interest in people on the vertical axis.

<sup>12</sup> Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in *Library*, 21(4), 86-101.

The variability of the control network, in essence, has the character of inclination (to someone or something) and view (to something) and determines subsequent behavior, that is, both interests are related to human consciousness and human action. Dividing each of the axes 1 through 9 of the matrix into scales allows us to plot the following five key leadership styles:

- managing people (taking care of people);
- work management (more attention to work and less attention to people);
- less control (fewer control actions);
- average management (balance of attention to work and people);
- management with participation (tasks and interactions of people; interdependence in the presence of common interests and goals; relationships based on trust and respect).

Regardless of such a situation, the next method is determined to be good. The considered model has high peaks in managers. It is used to develop the best leadership behavior by participating in specially designed teaching and training programs for him.

3. The concept of "rewarding and punishing" leadership behavior. Here, the leader is considered as a person who controls the process of changing the behavior of subordinates in the desired direction. It is known that rewarding for the achieved level of work performance leads to an increase in the usual level of effort by the employee and job satisfaction. Punishing for inadequate performance has different effects on decision-making and job satisfaction, as does rewarding without consideration of performance, and finally, punishing without consideration of performance may affect performance and employee satisfaction. finds a more negative reflection.

4. The concept of "Leader Changers" (Kerr and Jermeyer). They suggested the existence of variables that eliminate the need for leadership influence on the work and satisfaction of subordinates, or the so-called substitutes for leaders. For example, subordinates with great work experience, ability and level of training seem to eliminate the need for leadership. A categorizing leader will experience strong resistance from an independent and competent employee. For the latter, self-management is more attractive than the instructions of a leader.

Changers of leadership and their relationship with one or another leadership method are developed.

The concept of situational leadership. The main idea of the approach is the assumption that the leadership situation should be different in different situations. In this, the interaction of situational variables, their influence on leadership, and to predict the leader's behavior and its consequences are studied. Let's look at the main ones of these concepts.

Tannenbaum-Schmidt leadership position continuum (continuum - It shows that one of the seven possible models of the leadership position is selected according to the influence of three factors on the leadership relationship: the leader himself, his followers and the situations that arise. All the different styles the nebula spreads between democratic and authoritarian, interlinked by appropriate relationships and interest in work.

The difference between these borderline leadership styles is based on the leader's assumptions about the sources of his authority and human nature. Democratic rule is given to him by the followers he leads, and he thinks that people are capable of self-governance and creative work under motivation. And the autocrat. dominance is given by his position in the organization and believes that people are lazy. In the first case, there is an opportunity to participate in management, in the second case, the leader himself determines the goals and means. Between these extremes are five intermediate leadership styles.

The development of these models is the difficulty of interactions between leaders, followers, and the situation in establishing relationships in leadership relationships.

Situational leadership models (F.Fidler). It uses a scale of definitions of the less profitable

employee (KFKX), that is, the person with whom leaders can work less enthusiastically.

According to research, leaders who receive high scores, that is, have a positive attitude evaluation style of their KFKX. They are respectively named as the leader of high PFKX and low PFKX.

The degree of control of the situation in the model is determined by the following variable:

- "leader-follower" relationship (reflects the level of honesty, trust, support and respect shown by followers towards the leader);

- categorization of work (reflects the degree of categorization of the performed tasks and organizers are measured by the clarity of the goal, the validity of the decision, its uniqueness, the number of means of achieving the goal);

- official dominance (reflects the level of official dominance of the leader).

This three-situational variable, combined with the two leadership styles, yields eight types of situations.

The model makes it possible to choose a leader according to the situation in the organization or group and to tell the ways to change it.

In addition, the leader should do the following to change the situation in his favor:

- change the level of relations with subordinates;

- change the level of categorization of work;

- change the level of positional dominance in the organization.

The model shows that it is possible to teach a leader how to be an effective leader, to improve his leadership skills, and to use dominance and influence in conditions of good support. A training program can be beneficial to an attitude leader and detrimental to an action leader.

In Hersey and Blanchard's situational leadership model, followers' competence is one of the main factors of the model, which includes professionalism and psychological determinants. Follower qualification can be divided into four stages:

- indicator;

- persuasive;

- participant;

- delegate of powers.

An effective manager moves from one style to another as he or she "grows" the follower. The effectiveness of his activity depends on the degree of maturity of the follower, the comfort of the situation, the method used by him.

Hause and Mitchell's "path-goal" leadership model. The leadership model is based on the expectancy theory of motivation. It is hypothesized that employee productivity will increase when a strict link: action results in reward is followed. It includes the following styles of leadership:

- instructional;

- supporter;

- intended to be achieved;

- Participant.

An effective leader will have one or more styles and motivations depending on the situation and the follower's definition (state).

Vroom-Iettona-Iago's situational model of decision making develops the following model. The main difference is the goal of involving employees in decision-making:

It is advisable to use the following methods:

- autocratic;

- autocratic (employees are involved only in collecting information);

- consultative (consultations with employees);

- advisory (personal advice);
- group (the biggest role of the group in making decisions).

The choice of style and involvement of employees in decision-making depends on the situation.

New concepts of leaders. Traditional and situational approaches focus either on the leader's symptoms and situation, or on the situation in which he chooses the desired method. Concepts that have appeared in recent years try to combine these two sides. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.<sup>13</sup>

The concept of attributive (characteristic) leadership (cause-and-effect approach). It relies on attribution theory, which explains the causal relationship between what happened and what people believe caused what happened. This approach assumes that the leader's inferences are based on feedback to the leader's next state as much as the follower's state. By observing the work of subordinates, the leader receives information about how it is being done. Accordingly, he draws conclusions based on the situation of people and develops his own style to respond to the situation of his subordinates.

The concept of charismatic leadership. Charisma is a form of influencing others by means of personal attractiveness that causes support and recognition of leadership, which gives the owner of charisma control over followers. A leader who is able to have a strong influence on followers due to his personal qualities is considered charismatic. In this case, the leaders feel a great need for power and activity, and believe in their right.

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<sup>13</sup> Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in *Library*, 21(1), 14–17.

According to research, charismatic leadership is not always required in ordinary situations. It often happens that followers greatly exaggerate their desires and ways to fulfill them. This explains the frequent occurrence of charisma in leaders in politics, religion, and military operations.

A transformative leadership concept. It motivates reformist leaders by increasing their awareness of their goals, giving them the opportunity to combine personal interests with a common goal, and creating an atmosphere of trust. Such a leader shows his creativity, reality stands behind him, he leads his followers from result to result, encourages people to work. This assumes that leaders and followers have a certain state of mind that is suitable for creative problem solving in a crisis situation. The model recognizes the need for a leader to influence followers by engaging them in leadership, being part of a group, and supporting joint action. Followers were asked not to blindly follow the leader, but to critically evaluate their opportunities and consciously approach actions.

### Conclusion

In conclusion, it is interesting to say that traditional approaches to leadership suggest effective leadership based on the qualities of the leader and his situation. In the end, these concepts were unable to create a complete theory, drowning in the abundance of defined qualities and examples of their situation. Approaches based on situational leadership proposed to explain the effectiveness of leadership under the influence of external environments, not considering him as a person. New concepts try to combine the advantages of situational and traditional approaches. They focus on the leader's ability to create a new vision of problem solving, use his charisma to inspire followers, and create in them the desire to take action to achieve a goal.

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