

ACTIVITY OF THE LEADER IN MANAGEMENT: CHARACTERISTICS, PROBLEM AND CERTAIN RULES

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Abstract: Leadership activity in management is a creative process that ensures management efficiency and management results. In the history of mankind, the problem of management is a factor that covers important issues such as achievements in management, leadership activity, personnel potential, management efficiency, and represents the development or decline in the socio-political, economic, spiritual and cultural spheres of a certain period, and is an indicator of quality and efficiency in the history of management served. In this article, the leader works in a certain team and the results of his work are created on the basis of joint actions aimed at achieving common goals, the set goal and the mechanisms of its implementation, the leader and his characteristics in management, the creative thinking of the leader, pride, considerations of responsibility, principles of leadership and materials which are related to the rules are given.

Key words: Management, leader, competence, personnel, motivation, responsibility, activity efficiency, career, leader's intelligence, leader's morale, leader's goal, quality of personnel, leader's character, efficiency, leader, rules of management.

INTRODUCTION. The 21st century proves that it is not enough for a leader or leader in the social-political, economic and cultural life of every country to keep pace with the demands of the times, to combine only the skills and effective methods of work with the tried and tested strategy of success. Therefore, in the new century, it is necessary to raise the management competence of the leader to new levels.

Special attention is paid to this problem in the management system of Uzbekistan. "The president announced the introduction of an open system of public service recruitment. Candidates for leadership will be trained based on the principle of "from the neighborhood to the republic", the old "lens" will be abandoned. The employee is evaluated based on his knowledge, experience and results.

It was shown that some managers are not able to fulfill their assigned tasks due to the lack of a comprehensive system for identifying, training, and teaching them how to do their work well. For example, in the past 6 months, 37 district and city mayors were replaced due to lack of knowledge and skills.

In general, failure to select, train, and motivate leaders in positions of responsibility is one of the main reasons for the weaknesses in implementation" [1].

The President of the Republic of Uzbekistan, Shavkat Mirziyoev, emphasized the importance of this issue and said, "We need to strengthen the personal responsibility and accountability of the deputy heads of ministries, state committees, other bodies of state administration and business associations, clarify their tasks and powers, in order to quickly solve the urgent tasks before us at today's new stage

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of our country's development. We attach special importance to the introduction of a new system for determining and improving the efficiency of their activities. We have adopted a special decision for this purpose. It was determined that the deputy leaders of the above-mentioned category are personally responsible to the President of the Republic of Uzbekistan and accountable to the Cabinet of Ministers for the efficiency of their activities in the branches and fields assigned to them. In other words, the time has passed when the deputy leaders of different levels walk in the shadow of their boss. Now they are also suitable for specific tasks. Personal responsibility and accountability will be the main criteria for all management employees"[2], which indicates that the task of further improving the activities of managers and increasing their practical effectiveness has been determined.

MAIN PART. Today, it is becoming an urgent task to improve management, to increase the effectiveness and effectiveness of the leaders' activities all over the world.

After Uzbekistan gained independence, the management system was radically reformed, serious attention was paid to the priority issues of modernization and reform of the country, and urgent tasks were assigned to the leading personnel of the management system.

We are on the threshold of a new golden age. Never before have we had such great opportunities. However, the success of more than 80% of successful people actually relies on their intelligence, that is, their spirituality [3]. You become what you make of yourself in life.

This article will introduce you to some methods, thanks to which you can become a truly influential person in your personal and professional life, responsible for yourself and others, leader, and turn your prospective dreams into a life goal, consciously strive for it and achieve it.

Take control of your life in every field, plan your career, gather an excellent team of employees around you, deepen your competence in the field of interpersonal relations, build strong relationships with customers, as a result, they will become unbeatable for your competitors.

By doing so, you will shape yourself like a successful person and have the balance in the important areas of your personal life that are necessary for happiness.

At this point, we first turned to history, then to psychology, philosophy, economics, economics, religion, and metaphysics. It can be observed that the studied materials in different periods have a number of opinions on the question of whether intelligent people are happy and healthy compared to others. Such research has intensified especially in the last 100 years.

Also, it is not for nothing that everyone has been interested in why some people have succeeded and others have not. A lot of money has been spent to find the main factor behind success in business, management, medicine, parenting or leadership.

Many lives, thousands of hours have been spent searching for the reasons, signs, and directions why some people succeed in personal ways faster than others.

It is for this reason that mankind has never experienced more stressful times in its history than it does today. However, when we learn how other people are succeeding in our field of interest, we strive to achieve the same positive results as them. This can be called a comparative combination of life.

If you study how people who achieve success and achievement in different areas of life act, and then try to repeat their actions, you will give yourself an additional opportunity to achieve the goals and results that they have achieved.

In 2006-2012, in the three-month special courses on "Management skills" organized at the Academy of State and Society Building, lectures given during the two-year master's training, leaders who have succeeded in their activities as leaders or leaders in training, materials related to the activities of the management system of state and public organizations. On the basis of practical lessons and experiences, the first and second year trainees acquired certain knowledge, skills and experience for their promising future. We have observed that many of those trainees are now successful in various



fields of management, and some trainees have started their careers in management and business and achieved considerable success.

It is known that in the process of management, the leader works in a certain team, and the results of his work are created on the basis of joint actions aimed at achieving common goals. The interests of the individual and the community do not always coincide, one of the important tasks of the leader and the society as a whole is to create favorable conditions for harmonizing the interests of society and the individual, internal procedures and rules that fully meet the interests of each individual and the community as a single social organism. is to create a rational system of norms. The success of team activities depends to a large extent on what conditions society has created for the individual to stand up and develop, to what extent the needs of each member of the team can be met.

But a person also has the need to express himself, to prove his uniqueness and originality, to stand out from other people in the community with his special characteristics. A person, who understands the demands of the society on each of its members, observes the requirements of the society's spirituality and morality, may occasionally be in a mood or attitude against the general principles. Individual and society, leader and employee, parent and child - these are the most complex age-old problems of life. In order to solve these problems, along with science, religion, spirituality, management skills are trying to find a way.

What personal characteristics should a leader have? The answer to this seems to be easy: the leader must have a developed mind, a set of special knowledge. Then, why schoolchildren with only 5 grades in all subjects and students who graduated with honors from a higher educational institution, who have achieved success in production or social life, cannot always master in their practical activities or, on the contrary, always have high positions of leaders. not all have a "red" diploma? Although there is no room for debate about the development of the mind, something else is missing that is important for the effective functioning of the leader.

People have been interested in the characteristics of personality and leadership work for a long time. In this regard, in 900, the famous treatise "The City of Virtuous People" [4] by the great thinker of the East, Al-Farabi, was published; Persian theologian A.H-Ghazali [5] gave the necessary requirements for the successful activity of the leader. Issues of public administration, development of a system of goals and methods of influencing the majority were deeply studied in the book "The Prince" [6] by the Italian Niccolò Machiavelli (1469-1527), whose unique paradoxical conclusions are still of interest to modern scientists.

The concept of "person" is multifaceted. Usually, we mean a strong, dignified person with qualities worthy of special respect. But in antiquity, the concept of "person" had a wider meaning, and it meant the sum of human body, appearance and mental qualities. A person is always in a state of development, restoration, in the process of searching for his unique image, that is, "a person is a person who strives to be himself."

The qualities of character, mind, feeling, will, and freedom are the necessary basis of the socio-spiritual state of a non-standard person, it is easy to change, but it is precisely this that determines the professional qualities and talent of the leader. A leading, creative person should have many and many qualities, among which the most important (although not often found) is a sense of personal pride, the core of morality is high spirituality. Although nobility, loyalty to moral principles seems to some to be an old-fashioned abomination, it is always brought to the attention of people and involuntarily arouses deep respect.



The correctness of these conclusions is also proved by numerous public opinion polls conducted in recent years. The following answers were received to the question of what qualities of a leader are most valued by employees:

- fairness, conscientiousness, honesty - 76%
- understanding of workers' life problems, attentiveness, generosity, humanity - 25%
- knowledge of technology, ability to organize work, diligence - 24%
- demand - 4%

Many bosses would think about the advantages of the mandatory qualities of a good leader. Because they themselves form a completely different order of preferences, they put professional and business qualities in the first place, and put personal, human qualities behind. As the boss moves up the ladder, criticism of his name decreases, and on the contrary, criticism directed at employees begins to grow. Now he is not interested in the individual characteristics of his employees.

In the great work "Course for Senior Management Personnel", which was popular in the former USSR in the 70s, among the main qualities of administrative personnel are endurance, strong nerve and goal-seeking, the ability to quickly understand the essence of the problem and think logically and rationally to solve it faster; taking responsibility for management decisions and actions; to be sincere, friendly, polite, but firm with people; the importance of such qualities as clear and understandable expression of one's opinion in writing or orally is emphasized [7].

In general, we are talking about a mental capacity that is in a sense an internal quality of a person, which cannot be learned; about being highly goal-oriented; about impressing those around him in using the methods necessary to achieve the goal and perform the tasks; about pursuing a goal that unites others into a loyal community; we can talk about the diligence and cheerfulness that arise as a result of satisfying their desires and creative approach to their work.

In a broad sense, we need a multifaceted leader who can take in and synthesize a large number of diverse arguments and find the directive essence they express. The ability to take the big picture and make long-term decisions without getting bogged down in the details is a talent that is more important than anything else. It depends on high intelligence, deep knowledge, sharp human absorption and not afraid to face when the implementation of the decisions will lead to unknown consequences.

A talented leader can always be an example among subordinates, peers and even superiors. It is difficult to transfer specific management methods and norms of behavior through conversation and advice, on the contrary, it is more effective through behavior and behavior that can be regularly observed during industrial relations.

U. It is also necessary to reflect on the famous formula of James[8]. This formula establishes the relationship between the sense of personal pride (ShG'H), the success achieved by a person (M) and his demand (T), that is:

$$\text{ShG'H}=\text{M/T}$$

An unique, individual person will certainly have an unique style of thinking, which is characterized by the speed of information processing, the variety of decisions made, and the highly developed ability to analyze and synthesize.



This is a separate, great inheritance from ancestors or a type of thinking formed during life is called creative thinking (creative, lateral). Its main feature is a well-developed inner perception, that is, thinking activity that is carried out "at the very bottom" of the mind.

A well-developed understanding relies on a person's life experience and is often gathered from a variety of information that comes from all the senses and is immediately separated, analyzed, and summarized in the form of decision-making. Often, a person cannot explain why he made a decision, according to which criteria, what influences his conclusions, for example, "You can't trust such a person" or "You can take a risk."

Intelligence is always an important component of management practice and its role in the thinking process from pre-determining events, planning, hypothesis to decision-making is very important.

Another mental phenomenon of no less importance is connected with understanding. This is reflection, that is, interaction and acceptance. One of the forms of its manifestation is to understand the thoughts of the interlocutor during the conversation or to understand the mood on his face. Reflection is typical for leaders, lawyers, teachers, commanders, orators, that is, for all professions that carry out communication activities. The ability to think creatively gives the leader a certain priority in front of his colleagues [9].

A technique known as brainstorming, a collective creative idea, can be very beneficial. The main thing in it is to present the most unexpected, "unusual" ideas to the group members in a random manner, to say and develop any plan that helps to solve the set task or get closer to it, to achieve the set goal. This method allows you to get several options for solving the problem, some of which may even seem very strange at the beginning. Usually, a team of like-minded professionals can offer hundreds of alternative ways to solve a problem after 1.5-2 hours of research, and the leader will have the opportunity to choose the most convenient one. Being able to unlock the mental potential of one's team is the highest indicator of management skills. If the leader can manage in this way - in the end, the effectiveness of the enterprise's work will depend on his employees rather than the leader [10].

It is to clearly define goal to develop one's life programs and tactical options for its implementation. It is no coincidence that the principle of purpose is one of the main principles of management. It is surprising that most people do not know what they need to do, what they need to devote themselves to, what goals they need to achieve. Such a person involuntarily submits to his fate, like a leaf falling into a river, he flows along the current, sometimes he stands in a quiet place crying and says to himself, "I am living along with everyone else." An active, talented and honorable person does not want to submit to such situations, he has a clear goal and looks for ways to achieve it, strives for it with all his energy and enthusiasm.

A clear goal is the most important goal, the results achieved against it are compared and it is determined what else needs to be focused on, where to direct one's energy and mind. Purpose itself is one of the important motivations for living. The goal is to foresee the future, to be able to see the future. It embodies methods of achieving a goal that has not yet been fully revealed. The great Niccolò Machiavelli says about this: "To achieve something small, it is necessary to touch something big." An experienced archer does the same thing: having predicted the distance of the target and how far his arrow can reach, he takes the aim higher than the target, he does this not just to shoot the arrow high, but to shoot down the prey" [11].



The system of goals must take into account the real capabilities of a person. When setting goals, it is necessary to pay attention not only to the ability, but also to the possibility of achieving it. If a person sets himself a difficult, completely unattainable goal and fails, he "breaks the spirit". For example, an athlete dreams of winning 2 meters in the high jump, but cannot reach this level in all competitions, because he does not have the necessary physical strength! If he had aimed for 1.8 meters, he probably would have won. However, the difference between 2 meters and 1.8 meters is not so great.

Setting a goal means focusing the team's vision, purpose, all energy and activity on what needs to be achieved. The goal reflects the final result. Without goals, there would be no evaluation criteria, by which it would be possible to measure it. Objectives are important for evaluating the results achieved. Goal setting is a management skill. Without goals, the progress and outcome of the process cannot be controlled. Without goals, the employee's work will have no basis. Without goals, creativity withers, and bureaucracy runs rampant. Always remember that the first goal is to set goals.

If the management process, the strategy of the leader and the organization are not defined, if the large-scale tasks are not set, it will be as ineffective as swimming without a compass in the open sea. But in any situation, in any type of activity, you have to find solutions to hundreds of quick, momentary problems. Among the many important and irreplaceable tasks of management, the most important is the ability to firmly select priorities and focus on them.

We all know that successful people are objective, no matter what situation they are in, their strengths and weaknesses are simply irrelevant. There will always be places in front of their eyes where they can fully use their trump cards. These people never deceive themselves. The essence of their realism is the complete harmony of all actions. They also speak the truth, are honest with themselves and others, and use their reputation as good people. Truly successful people love the truth, they live in uncompromising and absolute truth. Internal consistency is a characteristic and perhaps the most important characteristic of a leader.

Leaders also have a sense of responsibility combined with a belief in their own power. Leaders in every community are people who believe only in themselves and do not look at everyone with hope. Leaders do not apologize and do not blame others. If they are unhappy with the situation they find themselves in, they will try to change it. Good leaders do not criticize or speak ill of others.

They only take responsibility. In the nature of leadership - the question of responsibility is characteristic. If you want to reach higher heights, demand more responsibility from yourself. Leaders take on all responsibilities through their will and intuition, because they also strengthen their position as a result of being able to organize with high responsibility.

Leadership is the foundation of future success, but there are seven principles of behavior that characterize the work of leaders and leaders that will bring you closer to success in the management system of the 21st century.

The first rule. Your life will only be positive if you are a better you. If you want to have a good wife, be the best husband yourself. If you want to have the best children, be the best parent, if you want to have the best employee, be the best boss. In short, if you want to change your life in any way, start with yourself. In order for your life to be better, that is, you need to be better yourself.

The second rule. It doesn't matter where you start. What matters is where you got the direction. The past has already passed and will not return. You may have accumulated a lot of nonsense in your



"personal account", you may have lost a lot of time and money. All this should be considered only if you learn something from these mistakes. It doesn't matter where you start the movement. It is very important to know where you are going and remember that the choice of destination is up to you and only you.

The third rule. In any case, you should be ready for new tests and answer for the result. This approach always pays off. Of course, starting over is always difficult. But do you know what people develop at the expense of? It depends on how open they are to new challenges and their willingness to take well-thought-out and calculated risks. Successful people know that they can develop themselves and develop others as well, they become better and better individuals, they are always ready for trials, failures and necessary learning.

The fourth rule. You can learn everything you need to achieve your goals. You are capable of being the best leader, manager, engineer, technician, parent, spouse or chef. You can learn foreign languages perfectly and acquire other skills. Learn all the things that will bring you closer to your desired goal.

The fifth rule. As a leader and leader, you define the limits of your freedom. Knowing all the possibilities, you make clear decisions and are ready for alternative approaches. That is why it is important that you develop the ability to change your existing thoughts and make the most necessary choices among many options. If you have a choice, then you are a free leader and leader. If no alternative approach is possible, you will have no freedom of movement. You should also keep in mind that your actions may depend on the external situation.

The sixth rule. All difficulties have certain possibilities for solving the known and unknown complications that arise in them. If the problem is approached creatively and responsibly, a way out of any situation can be found.

Solving these serious problems will give you invaluable experience and knowledge that will help you succeed in the future. All lucky and successful people are convinced that overcoming the problems that arise in their image is a unique and valuable experience. When you face problems, interpret them as important lessons that will lead you to a promising future.

The seventh rule. You define who you are or the true limits of what you do. This rule is the most important of all rules. The moment you realize this, you will have the opportunity to achieve more than anything you have ever achieved in your life. When you compare yourself with the characteristics of leaders and leaders in different fields and realize your strengths, you will give yourself additional confidence, you will gain respect and pride. Now you can have everything you ever dreamed of inside.

In conclusion, some of the rules mentioned above are rules observed in the management system and leadership activities of almost all countries in the world, and we believe that they will help you achieve noble goals to a certain extent.

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