PRIORITY IN THE FORMATION OF LEADERSHIP SKILLS IN THE MANAGEMENT PROCESS OF LEADERS OF ORGANIZATIONS AND INSTITUTIONS

Radjabova Farangiza Raimovna
Assistant of the Department of Pedagogy and Psychology, Navoi State Pedagogical Institute
E-mail: farangiza.radjabova@bk.ru

ABSTRACT

The article examines the requirements for the ability and competence of leaders of organizations and institutions in the management process to increase productivity and create a positive psychological climate, and identifies the factors that develop it.

Keywords: Leader, management, manager, work collective, psychological climate, competence, conflict, motivation.

Relevance

At a time of rapid development and globalization in the world, the role of leading cadres in all spheres plays an important role in the effective implementation of public administration.

This is evidenced by the fact that the first speech and book of the President of the Republic Sh.M.Mirziyoev was entitled "Critical analysis, strict discipline and personal responsibility - should be a daily rule of every leader." [1.1-104].

Work efficiency in a team depends on the psychological climate. The psychological climate of the team is created by the leader and the leaders in the team. The competence of the leader ensures that various conflicts do not occur in the team and, even if they do, they are resolved constructively.

Objective

To improve the sense of solidarity between the employee and the organization by developing their leadership skills in the process of blocking the organization of enterprise and organization leaders, properly organizing the effective work of subordinates and correctly identifying needs and aligning them with the interests of the organization.

The problem that is relevant and needs to be studied today is that the main causes of conflicts in the community are conflicts of interest, unmet needs, social injustice, stress, inappropriate management by the leader, different positions of formal and informal leaders, personal antipathy, gangsterism and others.

Research methodology

The study included a test of communication and communicativeness for the diagnosis of communicative structure-function of VF Ryakhovsky, a questionnaire of I.L. Vysotsky to determine the analytical ability of the teacher, a test questionnaire of M. Rokich to study the orientation to values; a survey designed to assess the level of development of creative self-management of future educators, as well as the effectiveness of the training program; a feature of correctional work is a training program designed to study the content of self-accounting designed to examine the effectiveness of a training program.

Methodological basis

At the heart of the School of Scientific Management, or the School of the Scientific Organization of Labor, lies the doctrine of 'Taylorism', named after the American scientist F.U. Taylor, and research in this field in the United States covers the years 1885-1920. F.U. Taylor divided the complex and skilled type of labor into small operations in order to make effective use of the unskilled workers of the time.

As a result of the division of labor into special operations, Rensom Olds created the conveyor method in 1902 and applied it to the automobile assembly plant. As a result of production under the new method, the annual production increased from 425 units to 2,500. Henry Ford, on the other hand, by further perfecting this style, reduced the time it took to produce a car by 20 times, and occupied not only the American but also the whole world car market.

The school of administrative management is connected with the name of A.Fayol, and in 1920-1950 the ideas began to be widely applied in management. A.Fayol considers the organization as a whole structure, not individual elements of labor, and has managed to increase labor efficiency by improving the principles of rational management of the organization, management functions, management system, etc.

The idea that it is necessary to introduce the concept of "culture of conflict" in the resolution of conflicts in society in general, social life in general, is relevant today in the field of governance.

The reason is that observations show that when most people start a conflict, they start to talk about the mistakes and shortcomings of the opposition in their personal, sometimes intimate lives, the painful points in their lives, rather than about the problem that caused the conflict. Touching a person's personality, of course, makes the situation destructive.

Apparently, the leader in resolving conflict situations in the team:
- leadership competence;
- culture of communication;
- social intelligence;
- professional and life experience;
- image and charisma;
- to a healthy mind;
- have creative qualities

This is also an important and topical aspect in the activities of a modern leader.

Based on the psychoanalytic analysis of a leader's personality - a leader with a high sense of guilt, "sadness from life," a complex, low self-esteem cannot necessarily have a healthy psyche. This creates psychological conflicts in team relationships.

Human life is a process consisting of the continuity of various relationships with others. And this relationship does not always go smoothly, smoothly and peacefully. Various conflicts and contradictions disrupt the smooth running of life. We call them conflicts.

It is preferable to take an active approach to all kinds of conflicts that arise in the team, not passive ones. We are not trying to identify the problem that caused this conflict, but to identify the problem, to find a solution, to bring the interests of each party closer to each other, not to take the side of one side or subordinate to the other, but to identify the problem that created this conflict., we need to mobilize both parties to find a mutually satisfactory solution.

Conflict is a unique process that affects everyone's life, and no one can say with complete confidence that they are protected from conflict situations. Conflicts are an integral part of human life because everyone is confronted with conflicts throughout their lives. Conflicts are a natural phenomenon, and establishing the right relationship with conflict is one of the necessary requirements of human education, its formation.

No one can consider himself permanently protected from conflict. Because conflicts can sometimes arise suddenly and unexpectedly and can radically change a person's lifestyle.

Thus, the content of the conflict becomes a reality that is inextricably linked with the state of human interests. Hence, a conflict is a conflict of interest between two or more parties on the way to achieving their goals[1].

If the conflict is resolved properly, it will have creative power. Conflict can further strengthen the relationship between the parties, rebuilding them in a new context. For example, the Uzbeks did not say in vain that "the couple's war, the drying of the gauze." Although there are conflicts between husband and wife in the family, in many cases the common interests prove that they can be resolved quickly, based on the interests of the parties. So, it is natural to be able to combine and coordinate the various interests that create a conflict situation.

Most conflicts can be divided into the following types:
- self-dominance;
- propensity to aggression;
- selfishness.

Conflicts can occur in different places. One such conflict is the conflict that can occur in the work community in which we work. There will be specific features of the conflicts that may occur in the community. Conflicts that occur in a team inevitably affect all employees who work in that team.

Conflicts that may arise in the work community are outside of you, i.e. the conflict does not cover your interests, or you are also involved in it, i.e. your interests are distorted by the conflict and, conversely, your interests win, or you and your colleague, you and your it can occur between your leader, or between the whole team as a whole. No matter who the conflict in the team is between, it will drag all the employees working in that team into their trap.

A person (employee) cannot be outside of a conflict that occurs in a team.
There are a number of effective ways to manage conflict situations. They can be divided into the following two major groups:
Group 1 - structural and organizational methods (explanation, coordination and integration of work requirements, complex organizational goals, improvement of the structural system of rewards).
Group 2 - strategic methods (distance, grinding, coercion, compromise, problem solving).
In managing conflict situations:
• management hierarchies;
• service departments providing inter-functional communication;
• interfunctional groups;
• Integration of target groups and inter-departmental meetings also plays an important role.

---

[1] Ergeshova D.Q., Najimov M.K. Legal conflictology: Textbook - T .: TSU, 2007. - 97 p.

For example, if it is noticed that there is a conflict between the interconnected sales and production departments, an intermediate service body will be set up to coordinate the order and sales to prevent or eliminate it.

It is this body that determines the relationship between the sales department and the production department, for example, the full employment of production capacity, pricing, delivery schedule, etc.

General (complex) goals. The essence of this method is to mobilize the efforts of all participants, all their strength to achieve the main goal. For example, in the event of a conflict between the three shifts of a production department, the overall purpose of the department is immediately determined on the basis of the shift objectives to prevent it. Now the leader of each shift makes a decision not from the point of view of direct shift interest, but from the point of view of the overall purpose of the department.

The structural system of rewarding. Due to the avoidance of dysfunctional consequences and a positive impact on people's behavior, a reward system is widely used to prevent and manage potential conflicts. Of course, those who worked hard to achieve the complex goals of the organization, the general organization, tried to help those around them with a comprehensive approach to solving the problem:
- letter of thanks;
- reward;
- be promoted, etc.

Get away. The perfect man tries to stay away from the fight. He will not take part in the discussion when the disagreement escalates. This method is used by the parties in cases where they are not interested in resolving the conflict and want the relationship to remain as good as it seems. Such a situation is observed when the conflict has not yet been resolved or when the positions of the conflicting parties are close.

If the conflict was due to subjective reasons, then the distance strategy is the preferred strategy. Because it allows the parties to calm down, to reconsider the situation, to understand it intelligently, and finally to go to the confrontation, to conclude that there is no reason to continue it. If the conflict is due to objective reasons, the distance strategy will lead both sides to defeat. As time goes on, the reasons for the conflict deepen.

Grinding. This method is aimed at resolving the conflict by encouraging people to do good. In a conflict situation, the opposing parties are urged to be polite to each other, not to get angry over something trivial, and generally not to "shake the boat" that is swimming together at the same time.
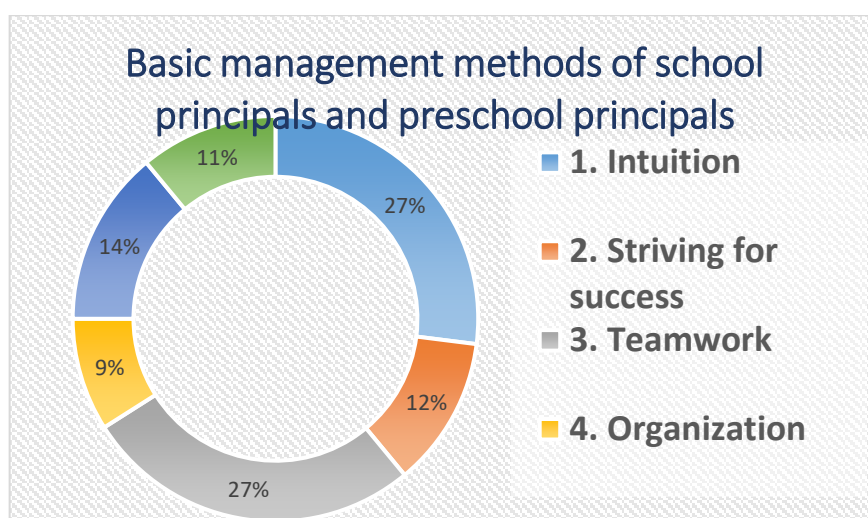
Coercion is the forcible acceptance of the will or word of one of the parties. The party that wants to speak does not take into account the opinion of the other party, it denies it. The party that pursues such a strategy aggressively forces its will on the other party. This method is more commonly used by managers than those who work under them.

The coercive strategy stifles initiative, leading to the instability of the psychological climate in the enterprise. This method is especially hated by highly qualified, relatively young professionals.

Agreement. The most important condition for a successful resolution of the conflict is the ability to compromise. Settlement of disputes by agreement is a highly valued strategic method, in which a mutually satisfactory solution is reached.

Problem solving. This method is based on an in-depth analysis of the causes of the conflict and taking into account the views of all in order to find a solution that satisfies all parties. Proponents of this method want to achieve their goal not through the goal of others, but in exchange for finding the most reasonable solution to the conflict.

The most important aspect of research work is to determine the managerial competencies of the leaders of the organization or enterprise. In determining the "leadership" of one of the most important competencies of leaders, we obtained the following results in a survey of 30 school principals and MTM principals based on a questionnaire from IL Vysotsky to determine the analytical ability of a teacher.

Basic management methods of school principals and preschool principals

- 1. Intuition — 27%
- 2. Striving for success — 12%
- 3. Teamwork — 27%
- 4. Organization — 9%
- 14%
- 11%

Looking at the results of the study, each leader uses several methods of his managerial activity, applies competencies, develops skills, and discovers new human character traits and personality traits for himself in interpersonal relationships. It became clear that in order to establish a proper relationship with subordinates, increase production efficiency (at least keep it stable), to be a leader, you need to be intellectually knowledgeable in your field and choose the right management method. The development of innate abilities, the formation of non-existent ones, a critical and adequate approach to oneself are the factors that form the basis of the formation of an ideal leader.

CONCLUSION

Reconciling the interests that represent the purpose of the organization with the needs of the employee is a prerequisite for effective personnel management. Usually, when an employee comes to the organization, there is an inner force that constantly motivates him to work, a need that must be met. The manager can create a sense of mutual solidarity between the employee and the organization by correctly identifying this need and aligning it with the interests of the organization. This is one of the key forces in the employee's achievement of organizational goals. It is possible to express this idea in the following diagram:

The external environment

External needs

Personal needs
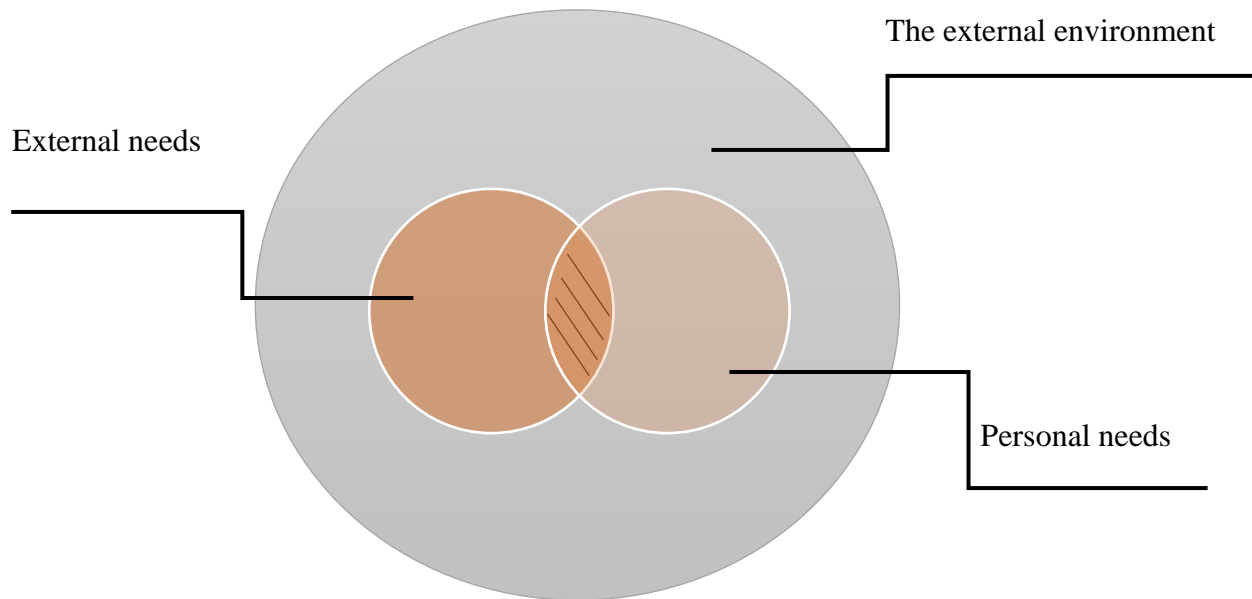
In the current situation, a leader should not only know his field well, but also be a good organizer, psychologist and educator. To do this, each manager must independently master the sciences of sociology, psychology, pedagogy, professional ethics. This requires serious changes in our lives, the activation of the human factor, working with communities in a self-governing environment.

REFERENCES

1. Mirziyoev Sh.M. Critical analysis, strict discipline and personal responsibility should be the daily rule of every leader's activity. Report of the enlarged meeting of the Cabinet of Ministers on the main results of socio-economic development of the country in 2016 and the most important priorities of the economic program for 2017, January 14, 2017. - Tashkent: «Uzbekistan», 2017.-104 p.
2. Boymurodov N. Leadership Psychology: A Guide for Administrative Staff of Higher Education, Public Education, Health, Secondary Special, Vocational Education Departments. - T .: «Yangi asr avlodi», 2005. - 152 p.
3. Karimova V.M., Hayitov O.E., Umarova N.Sh. Fundamentals of professional competence in management: Monograph. / Prof. V.M. Edited by Karimova. - T .: «Student», 2007. - 120 p.
4. Mahmudov I. Management Psychology: Textbook / Editor-in-Chief A.Kholbekov. - T .: "UNAKS-PRINT" LLC printing house, 2006. - 240 p.
5. Musurmonova O. Educational-methodical complex of the module of professional competence and creativity of the education manager. Tashkent, 2015.
6. Salaxutdinova M., Musinova R. Psychology of Creativity and Creativity. Monograph. Samarkand, SamDU, 2018. - 82 p.
7. Sattorov E.N., Alimov X. Management dialogue .Tashkent: Academy, 2003.
8. Personnel management: (Textbook) // Team of authors: K. Abdurahmanov and others /. - T .: «Sharq», 1998. - 272 p.