

FRAMEWORK FOR EXPLORING THE CONCEPT OF "LEADERSHIP" AND 8 COMMON LEADERSHIP STYLES

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ABSTRACT

Subject A person who plays a dominant role in the country, in the company, in the family, is gifted with the talent to rule the "minds" of people for subsequent success. The problem of leadership has always concerned the world as a whole and each person individually, being the key and relevant for many areas of life: business, politics, sports, etc., because leadership exists wherever there is collective activity and organization, this is what surrounds us every day. Therefore, a considerable number of studies and publications are devoted to this topic. This article explores the qualities of leadership, and their use in various situations, the nature of leadership, approaches to the study of leadership, the concept of leadership behavior.

Objectives The key goal of the work is to study the concepts and essence of leadership, to conduct a study of the relationship between the leader and subordinates.

Theoretical and methodological basis of the research Achievements of domestic and foreign science in the study of leadership features. In the course of the work, general and special literature, articles and seminar materials, as well as international practice were worked out and studied.

Conclusions It is concluded that every person can have leadership qualities. But the art of leadership is to identify these valuable qualities in yourself and be able to use them for positive purposes. The research and results of the article are summarized and the main conclusions are formulated.

KEYWORDS

leader, society, qualities, power, post.

Introduction

True leaders are not those who hold high positions or have power, but those who own the hearts and minds of people. Therefore, a leader needs to create force fields around himself, magnets that attract talents, and not just employees seeking jobs: He is able to change, first of all, his own life, forcing circumstances to work for him, and not against. Management, leadership became an object of study when, at the beginning of the 20th century, management began to be studied for the first time. However, only between 1930 and 1950. the study of leadership on a large scale and in a systematic manner was first undertaken. These early studies aimed to identify the properties or personality characteristics of effective leaders. According to personality theory of leadership, also known as the theory of great people, the best leaders have a certain set of personal qualities that are common to all. Developing this idea, it can be argued that if these qualities could be identified, people could learn to nurture them in themselves and thereby become effective leaders. In 1948, Stogdill made a comprehensive review of leadership research, where he noted that the study of personal qualities continues to give conflicting results. He found that leaders tended to be distinguished by intelligence, desire for knowledge, reliability, responsibility, activity, social participation, and socioeconomic status. However, Stogdill also noted that effective leaders exhibited different personality traits in different situations. He then concluded that today's behavioral scientists would agree: "A person does not become a leader simply because he possesses some set of personal characteristics." Fig.1.

Leaders: formal and informal

	Leadership Qualities <i>Soul and Mind</i>	Qualities of the manager An experience
1	dreaminess	Rationality
2	Creativity	Perseverance
3	Ability to inspire people	Sobriety of thinking
4	A penchant for experimentation	Caution
5	Imagination	Analytic mind
6	personal power	Official power

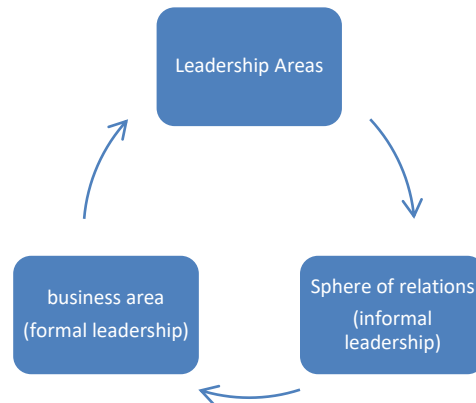
Leadership is a special kind of human activity, different from administrative paperwork and planning. Leadership is not something brought in from the outside, it arises between people, and is not created for them.

In modern management, leadership is characterized ambiguously:

- Leadership is a type of power, the specificity of which is the direction from top to bottom, and the carrier of such power is not the majority, but one person or a small group of people - "leadership is power exercised by one or more individuals" (J. Blondel);

- Leadership is a managerial status, a social position associated with decision-making, this is a leadership position. Society is a complex, hierarchically organized system of social statuses and their corresponding social roles. The social status of the leader presupposes and even requires the fulfillment of a social role in the manner of a leader; leadership is “a position in society, which is characterized by the ability of the person occupying it to direct and organize the collective behavior of some or all of its members” (L. Downton);
- Leadership is an influence on other people (V. Katz , L. Edinger), but not any, but meeting the following conditions : a) the constancy of influence is not a one-time short-term impact (a terrorist who hijacked a plane cannot be considered a leader), b) breadth of influence - the impact is carried out on all members of the troupe; c) a clear priority in influence, the relationship between the leader and the followers is asymmetric, one-sided orientation from the leader to the members of the group, d) the organizational leader relies not on the direct use of force, but on the authority or recognition of the legitimacy of the leadership. The dictator, who keeps the group in subjection by force, does not hesitate to be considered a leader (prison guard). Not all researchers agree with this (Blondel allows the use of a system of coercion);
- Leadership is a natural socio-psychological process in a group, built on the influence of a person's personal authority on the behavior of group members. Influence is understood as the behavior of a person that makes a change in the behavior, attitudes, feelings of another person. Influence can be exerted through ideas, the spoken and written word, through suggestion, persuasion, emotional contagion, coercion, personal authority and example.

What makes a person strive for leadership? The subjective mechanisms of the formation, nature and direction of leadership are clarified by the psychoanalytic theory of Z. Freud. The theory revealed the following types of leaders: a) For many people, the possession of leadership positions performs subjective -compensatory functions, allows you to overcome and suppress various kinds of complexes - feelings of inferiority, incompetence, and so on. Submission to the leader also finds an explanation in the theory of psychoanalysis - the subjective acceptance of leadership is laid down in childhood as a need for a patron, an authoritative person. In this sense, the authority and patronage of the head of an organization are similar to the authority and patronage of the head of the family. B) Followers of Z. Freud (Frankfurt School, Adorno, Fromm) revealed a special type of personality, predisposed to authoritarianism and striving for power. Such a personality is formed in unhealthy social conditions that give rise to mass frustrations and neuroses - states of depression, oppressive tension, anxiety , hopelessness and despair. A person has a desire to escape from all this into the sphere of domination and subordination. C) Most people, studies show , do not seek power at all. Do they become leaders? Yes, although power itself is not a value for them. Power is only a tool, a mechanism for obtaining various kinds of benefits, a means of achieving other goals: material (high income, prestige, profitable connections, privileges) or spiritual and moral (achieving high goals - responsibility for a common cause, helping the weak, establishing friendly relations in team). D) Motivation can also be a game - a person perceives the leadership process as an exciting, exciting game. In this case, the leader's motive becomes the very content of managerial activity - the solution of complex and socially significant problems in the process of organizing interaction and communication with people. The nature of leadership is dual: it distinguishes the business sphere (formal leadership) and the sphere of relations (informal leadership). Both spheres are inseparable from each other, as the organizational, technical and socio-economic aspects of management. Fig.2.



Influencing through position alone is called formal leadership, which is identified with leadership. The process of influencing through resources other than the position held is called informal leadership. Such leadership is due to personal and situational factors. Everyone can be a leader, from the lower class to the highest, stating the words of scientists "leaders are not born, leaders are made." Consider the point of view of the Carlyle founder and author of "How to lead" David Rubenstein, the factors for becoming leaders are:

1. The ability to discern and catch luck

Sometimes it is very important to be at the right time in the right place next to important people, to find the very moment when fascinating ideas captured the brain, or just to be on the white zone of life. It is true that we do not control the movement of luck, but the task of the leader is to be able to understand the situation and quickly find a solution.

2. Do not be afraid of hard constant work

"Life itself is not an easy thing" - this is what the adult generation has been saying and repeating to us since childhood. So they prepared us for painstaking work over the years to achieve at least some height. If we take the most common example, even in order to cook a dish, it is not enough to know the recipe, you need to be able to handle the ingredients, in which dishes it is best to cook them, and for this there must be practice and constant self-improvement.

3. Learn from mistakes

Everyone has stumbled in their lives, everyone has made mistakes. It is important to accept them, learn from them, and step over the formed negative emotions: anger, sadness, stress, fear, shock and anxiety. "He who correctly points out my mistakes is my teacher; he who correctly notes my faithful deeds is my friend; he who flatters me is my enemy." – Sun Tzu.

4. Persuasiveness

It is impossible to be a leader if there are no people following him. The leader must be able to convince other people to follow him, listen to his ideas, motivational speeches and perfect deeds. And also be able to inspire people to start something new, incredible and unknown to the world. At the same time, an effective leader must do his job better than others, and his energy must be enough to motivate others. High self-motivation is a sign of leadership.

5. Values

Here it is important to correctly place your values and make it clear to the outside world. Every self-respecting leader has a set of positive qualities in the form of trust, honesty and responsibility. But they should not hide somewhere inside and wait for their moment, but on the contrary, in every act

and decision they should manifest themselves in the first place. The leader takes responsibility for the result, does not shift it onto the shoulders of subordinates, keeps business cleanliness and treats colleagues fairly, influences the energy of the entire company. Trust in a leader is recognition of his high merits, merit of authority, recognition of the necessity, correctness and effectiveness of his actions. This is an internal agreement with the bearer of authority, a willingness to act in accordance with his instructions.

6. Self-confidence

In this block, we will consider the period of crises, when the rules of the game change. Turning points, revolutions, political or information wars, as well as the well-known global COVID epidemic, show who the leader really is. The leader does not flaunt his weaknesses, objectively assesses reality and does not lose confidence in himself. I must understand that every step in such a moment plays an important role in the lives of millions of people.

The idea that the main distinguishing feature of a capable organizer is the ability to quickly find effective ways and means of solving problems is confirmed at every step. An interesting statement on this subject by Napoleon Bonaparte: "My genius lies in the fact that with one quick glance I embraced all the difficulties of the case, but at the same time all the resources to overcome these difficulties; my superiority over others is due to this."

7. Striving for something new and unique

The rate of change, the amount of information, and the level of uncertainty have increased so much that, without training, any recognized talent and successful leader could end up in the pages of an unknown instruction book. Leaders are often looking for new doors of opportunity, new ways to solve old complex problems, new clearer and more innovative ways to communicate ideas.

At this point, I would like to stop and consider the words of President Shavkat Mirziyoyev: "As folk wisdom says, **"the river of life does not stand still"**. Today, relying on the invaluable heritage of our people, we can say with good reason that we have every opportunity to create the foundation of a new Renaissance in Uzbekistan. It all depends on how wisely we use this unique potential." By this I wanted to convey that the past is a good and instructive lesson, so that in the future, learning from the mistakes of our ancestors, to be able to apply all the possibilities of the state and people in general. It's also a talent.

8. Charisma and communication skills

The leader is able to negotiate with senior management, colleagues from other areas, subordinates, partners. And the leader perfectly understands and knows that each of them needs a different negotiation strategy. Charisma only improves and embellishes the situation, delivering results faster than others at a lower cost.

All of the above factors play a major role in becoming a leader. Each person may have these factors on the way, but not everyone can take advantage of them, the reason for this may be a lack of knowledge and experience. In order not to miss your cherished chance, you need to tame children from childhood to read books, broaden their horizons, make it clear that you always need to help develop our main muscle, the brain. From the speech of the best of our time, the leader of the President of the Republic of Uzbekistan Shavkat Mirziyoyev: "All of us are aware that education and upbringing are of decisive importance not only in today's life, but also for the future of any state and society. The more profound knowledge we give to children at school, the faster the sectors of our economy based

on high technologies will develop and social problems will be solved.” “Today we have set ourselves a strategic task - to create the foundation of the Third Renaissance and consider it as a national idea. The systems of preschool, school, higher and secondary specialized education, scientific and cultural institutions are four interconnected links of the future Renaissance. We consider kindergarten teachers, school teachers, professors and lecturers, scientific and creative intelligentsia to be the four most important pillars in the formation of the era of the new Renaissance.” The head of our state sets a common goal - education and its development.

One of the best examples to follow is our great ancestor Amir Temur . We will study its best sides and principles. As the first President of Uzbekistan Islam Karimov said: “... whoever wants to understand the Uzbek name, the power of the Uzbek nation, its justice, its limitless potential, its contribution to common civilization and its confidence in the future, must remember the image of Amir Temur ”. The activity of Amir Temur characterizes him as a far-sighted politician and diplomat. The leader of a powerful state went beyond the possibilities and boundaries of his time and led to the formation of new systems. He used Turkish, Mongolian, Arab-Persian traditions in creating new foundations of statehood. In subsequent centuries, all the rulers of the eastern countries used this political school as a model. Possessing the gift of foresight, Amir Temur acted as a catalyst for progressive historical processes. Sahibkiran thought globally, recognizing the universal right to life, seeing the peoples of the world in a single geopolitical space. He was the first to establish relations with Europe on the basis of friendship and cooperation. In his letters to the kings of Europe, he proposed that bilateral mutually beneficial relations be determined by agreements. In the Middle Ages, with their numerous wars and strife, the military skill of Sahibkiran was an important tool in the implementation of defense and control in the regions. Amir Temur created a strong intelligence school. He was the first in the world to divide the army into seven divisions. The more a person studies his martial art, the more opportunities open up. The undefeated leader of a well-trained army enriched military science with new knowledge and experience and raised it to the level of an art. Amir Temur ruled his state not only by force. If this state had been built only on the basis of power, then, firstly, it would not have existed for so long. Based on historical sources, it would be fair to say that Amir Temur ruled his state on the basis of intellect and the rule of law. His words: “I did nine parts of state affairs through advice, events and consultations, and the other part with the help of the sword” is a vivid proof of this. On the eve of his death, the great commander Amir Temur bequeathed to his descendants: “I am glad that during my reign I did not allow the strong to harm the weak. Remember financially dependent people, take care of them, be decisive and courageous. To rule a great country as long as I do, hold the sword in your hands with honor and dignity... if you keep my commandments and act with justice and mercy in your other affairs, peace in the land of Turan will be preserved for a long time. If mutual conflicts are allowed, the enemies will start riots and riots that cannot be controlled. If you are one soul and one body, no one can prevent you from fulfilling my last will and testament. These wise covenants have been preserved and have reached our times through the centuries. As if it feels the breath of the present. Our great ancestor calls us to justice, loyalty and unity. It calls for honesty, compassion and honesty in order to avoid conflict and hostility.

What is this leadership? To paraphrase Voltaire's words, we can say that "leadership, like love, everyone talks about it, but no one really knows what it is." Yes, many books have been written about leadership, even more articles, the topic of leadership is being developed by psychologists, sociologists, specialists in the field of management and quality, but one recognized and accepted

concept of leadership still does not exist. A person who wants to become a leader must have certain qualities that must be different in different situations. It is recognized that leadership qualities can be learned. Thanks to these qualities, a person can gain authority, and employees recognize him as a leader.

The leader performs many social roles, each of which requires specific knowledge and skills. Among the problems that are within the competence of the leader, the main ones are: the approval and development of a certain type of organizational culture; building effective communication in the organization; formation of working groups and their management; managing conflicts; building coalitions and developing partnerships; timely response to the dynamics of the external environment and change management. The work of a leader is connected with many sciences, such as psychology, sociology, law, ethics, and economics. The manager must understand people, understand their needs, be able to communicate with various people. Each person is unique and, understanding the motives of the behavior of a particular employee or candidate, soberly assessing his abilities and potential, you can apply it most effectively. Leadership, like management, is to some extent an art. Perhaps this is the reason why the researchers failed to develop and substantiate a unified theory.

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