



MODERN MANAGEMENT METHODS IN THE ACTIVITIES OF THE LEADER

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Abstract: *The 21st century is recognized as the age of information technology. But in which century, in which era, the human factor acquires a special image with its importance.*

Key words: *lifestyle, management, advice, employees, innovations, method, leader.*

At the same time, when production is developing at a rapid pace, in order to be able to use the human resource efficiently, it is one of the urgent problems facing the modern leader to establish management, taking into account his mentality, lifestyle and needs. In addition to the traditional (liberal, democratic and authoritarian) approach to management, a number of styles were created under the influence of modern ideas, as a result of which mutual harmony between the employee and the leader appeared.

In this regard, we found it necessary to provide information about situational leadership style. This idea was put forward by scientists in the field of management, P. Hersey and K. Blanded, and the use of one or another method of management depends on the mental development and professional competence of employees and the team.

According to psychologists, the higher the qualification of the specialist, the less the leader needs to control and emotionally support him, and on the contrary, the higher the qualification and mental maturity of the employee, the less the need for the supervision and management of the leader. Based on this approach, 4 levels of management situations are distinguished, and each of these situations requires a unique leadership style.

Table 1. Methods of management

The level of development of the team	Management actions
<p>Lower level Low-skilled and lazy employees: “they don't like to work, they don't know the profession”</p>	<p>Authoritarian guidelines.</p> <ul style="list-style-type: none"> ▪ It is necessary to give clear instructions about what to do and how to do it. ▪ Continuous control of the work. ▪ Punish when necessary, focus on bad and good work, reward positive work results.
<p>Middle level Even if they have the basic skills, the experience is not enough, they are active and conscientious: “they want to work, but they don't know how to work”</p>	<p>“Publicization”</p> <ul style="list-style-type: none"> ▪ Guidance and instructions are given in a generalized way (advice, assistance, opportunities for independent actions are created). ▪ It should be monitored frequently. ▪ Treat with respect and kindness. ▪ Conversations (focus on the positive aspects of the character, identify common interests). ▪ Give orders when necessary. ▪ Reward positive behavior and punish when



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<p style="text-align: center;">Good level Has the basic qualifications and skills to perform many aspects of the job: "Knows and wants to work"</p>	<p>necessary.</p> <p style="text-align: center;">Involvement in management.</p> <ul style="list-style-type: none"> ▪ Consultation with employees on some issues. ▪ Valuing the initiative of employees, their opinions and suggestions. ▪ More room should be left for responsibility. ▪ Provide proper guidance and limit supervision. ▪ It is necessary to create a system of self-control of employees. ▪ Set a goal, but do not specify how to achieve it. ▪ It is necessary to communicate more. ▪ Activity, initiative and good work should be rewarded
<p style="text-align: center;">High level Highly qualified initiative, responsible specialists.</p>	<p style="text-align: center;">Grant of authority.</p> <ul style="list-style-type: none"> ▪ Discussing the problem, clarifying the goal, forming a mutual agreement. ▪ It is necessary to provide the necessary rights and authority to solve the problem independently. ▪ Interference should be avoided. ▪ Employees should be able to manage and control themselves. ▪ Help if requested. ▪ Be considerate of requests.

The next approach is called "two-system typology" or "Management matrix", and in it, the two main directions that the leader shows in his activity: **Five management styles are distinguished based on 1. service orientation or 2. employee orientation.**

Participatory style. Another method of organizational management is called participative, in which it is understood that the leader develops horizontal relationships with employees in order to achieve the organization's goals. This style is manifested in the following behavior of the leader:

1. Regular communication between the leader and the employees.
2. Openness and sincerity in the relationship between the leader and the employee.
3. Involvement of employees in making organizational decisions.
4. The leader is entrusted with a certain part of his duties and rights by the employee.
5. Involvement of employees in planning and implementation of organizational tasks.
6. Creation of special groups with the right to make independent decisions (for example, quality control group).

Leaders in developed countries refer to the participatory strategy in the following cases:

- In order to gradually decentralize decision-making in conditions of high staffing levels.
- In the need for efficient execution of the decision (the Japanese are slow to make a decision, but the execution of the decision is carried out very quickly).
- When a mechanism for improving the skills of subordinate leaders and employees is created.
- In order to increase offers from the "Introduction of innovations" surface.

So in what situation is it convenient to use this method? According to American researchers B.Bass and D.Baretta, three factors should be taken into account in such a situation: firstly - the leader,



secondly - the employees, and thirdly - what are the tasks before the group.

Therefore, the skill of modern management is to ensure the team's pursuit of the goal. And the leader should always be a good friend to his employees.

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