



SOCIO-PHILOSOPHICAL BASIS OF MODERNIZATION OF MODERN LEADERSHIP, LEADERSHIP STYLE AND CULTURE

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Article history:	Abstract:
Received: November 6 th 2023	In today's postmodern society, there is no more difficult profession than the leadership profession, it is complex because it requires a person to have many and different professions and skills. The leader should know everything from marketing secrets to tricks, financial paradigms, modern methods of management organization, human psychology. He must be able to put his beliefs, plans and ideas into practice.
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Modern conditions increase the demands on the leader, his activities are very complex and diverse. His tasks include: - paying serious attention to social and ethical problems, properly planning and organizing the work of the management apparatus, correctly distributing tasks among employees, forming the parameters of responsibility of subordinate employees, creating a cohesive, effective team, developing ways and methods to increase the creative initiative of employees exit, taking into account individual abilities, interests, psychological characteristics of people, active participation in strengthening cooperation and mutual assistance relations.

Improving the qualities and qualities of a modern leader, his beliefs, practical principles and life position is a requirement of today. The issue of raising it is not an issue that is on the agenda. At all times, including the past thirty years after our country gained independence, this issue has always been in the center of attention. For this reason, Uzbekistan has gathered noteworthy experiences in this regard. In order to achieve a balance between the pace of social reforms and the growth of leadership qualities, it is necessary to analyze and generalize these experiences in detail, and to determine ways to use them in the future. Because neglecting these experiences leads to their fruitless end, the violation of the succession in the development of knowledge related to the training of modern leaders.

Of course, competence alone is not enough to manage an organization. It helps to understand the problems related to the company's activity. The effectiveness of management is not only related to the understanding of problems, but also to the identification of ways to solve them. Today, it is becoming increasingly difficult for a leader to fulfill this task. Because in the conditions of rapid changes in various areas of society, problems cannot be solved on the basis of certain templates. Therefore, solving issues related to the activity of the organization or enterprise requires creativity from the leader, that is, a creative, unusual approach to problems and their solution, innovative thinking. Creativity is not a characteristic that appears by itself - it is formed on the basis of certain knowledge, skills, and experience of a person. For this reason, it is appropriate to imagine the leader's creativity as a continuation of his competence.

The concept of creativity was first used in the 50s of the last century by the American psychologist J. Guilford, who created a model of the structure of human intelligence. The scientist describes the creativity of a person as a non-standard, unusual way of thinking, and mentions its six parameters: a) the ability to define a problem and express it in detail; b) the ability to gather ideas that serve to solve the problem; c) the ability to harmonize different ideas; g) the ability to deal with the causes that caused the problem in an original way; d) the ability to improve the object by adding new details; e) the ability to solve problems in unusual ways. [1; 225] In our opinion, these parameters proposed by the psychologist can serve as a basis for determining the level of creativity of modern leaders. The presence of these parameters indicates the progressive nature of the leader's thinking, his awareness of modern innovations, and the ability to creatively apply these innovations at the organizational level.

The owner of creative thinking is mainly distinguished by the following qualities:

1. Perceptual properties (concentration with unusual meaning, impressionability, fun), intellectual properties (intuition, fantasy, inventing, foresight, broad worldview), character properties (not working in the same mold, originality, diligence, high level self-organization and ability to work) (Ya. A. Ponomarev);[2; 480]

2. The dominant role of knowledge motivation, research creative activity, is manifested in the subject's ability to find novelty and originality in solving problems. For example, the possibility of finding and forecasting original solutions, the ability to create standards of aesthetic, moral and intellectual ideals that provide high ratings, etc. are among them (A.M. Matyushkin);[3; 718]

3. Intellectual activity that integrates mental and motivational factors (D.B. Bogoyavlenskaya);[4; 172]

4. Ingenuity in finding a problem, the ability to round off a long chain of considerations, the ability to "look from the outside", the purposefulness of exposure, the readiness of memory, the flexibility of thinking, the ability to evaluate, the ability to easily apply ideas to life, the ability to provide additional development, easy rounding, the presence of a sense of humor (A .N. Luk);[5; 127]

5. Organic unity of high creative ability and motivational-creative activity (V.I. Andreev);[6; 207]

6. Carrying out actions that go beyond the scope of ordinary events, but do not contradict the laws of nature, feeling what will happen in the future, rich fantasy and intuition, great interest in new and unique things (P.Torrens);[7; 176]

7. Independence, propensity to take risks, activity, curiosity, dissatisfaction with existing things, readiness to make decisions, striving for recognition, internal motivation, readiness for growth (K. Taylor, E. Rowe);[8;172]

8. Being able to see and form alternatives in the nature of things and events in the world, being able to express fantasy, being able to ask questions and avoid superficial comments, diligence, independent position, preparation for risk, great interest in the studied problem (A. Mateyko); [9; 300]

9. Self-formation, striving for advancement, considering what one does as a duty, authenticity of a person, confidence in one's own power, high level of criticality and reflection (A. Maslow). [10; 478]

Inadequate formation of creative thinking in some leaders causes the following main disadvantages:

- chaos and uncertainty in a difficult situation;
- the need for constant control with the help of a command;
- lack of initiative in performing tasks;
- undeveloped hard work;
- inconsistency;
- low diligence;
- lack of sense of responsibility for assigned work;
- not knowing their specialties well.

A leader who has thoroughly mastered the essence of the tasks assigned to him, has the knowledge, skills and experiences necessary for operation, has the ability to identify problems related to the work process in the organization and ways to eliminate them, should be persistent in making decisions and ensuring their implementation. Persistence is the leader's ability to make independent, timely decisions and ensure their implementation.

Usually, only a leader who understands the purpose of the organization and the nature of work processes in it, can analyze the situation in depth, and has his own plan is determined. It is extremely important to be persistent, especially when the situation calls for unusual decisions. However, a leader who succeeds in this can achieve unprecedented results. For example, at the beginning of the last century, after a comprehensive analysis of the situation in the US automobile industry, Henry Ford decided to lower the price of the cars produced in his company while keeping the wages of the workers. Coming to such an unexpected decision and carrying it out required serious determination, of course. But it was this decision that made Ford the leader of the US auto industry. [11; 37]

However, it should not be forgotten that leadership determination is not absolute, it should be based on pragmatic and objective calculation, sound analysis. The leader must be persistent in carrying out the decisions made on the basis of a correct assessment of the situation, a rational analysis of the available opportunities. Because it is precisely such decisions that ensure production efficiency and achieve the organization's goal. It is not possible to assess positively the persistence in the implementation of decisions that are disconnected from real reality and not based on careful analysis. Because such determination does not serve to realize the company's strategic goals, optimize the work process, increase the productivity of the employees, and improve the morale-spiritual situation in the team.

Decisiveness is only one aspect of the matter. At this time, the leader must ensure the joint and harmonious activity of the employees in the implementation of this decision. In other words, a modern leader must also have organizational skills. Due to its organizational nature, the labor process will be effective only in the enterprise where the employees are used to working as a single organism. Leadership flourishes in an organization led by a leader who has organizational skills.

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