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LEADERSHIP QUALITIES IN YOUNG LEADERS AND THEIR INFLUENCE ON MANAGEMENT STYLES

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ЛИДЕРСКИЕ КАЧЕСТВА МОЛОДЫХ ЛИДЕРОВ И ИХ ВЛИЯНИЕ НА СТИЛИ УПРАВЛЕНИЯ

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Abstract. This article analyzes the leadership qualities of young leaders in the context of globalization and their influence on management styles. Within the framework of the study, methods of theoretical analysis, synthesis, deduction, and induction were used, and it was determined that the innovative thinking of young leaders, high emotional intelligence, striving for teamwork, and ambitions are the basis for the formation of modern management styles, such as transformational, democratic, and coaching.

Аннотация. В данной статье анализируются лидерские качества молодых лидеров в условиях глобализации и их влияние на стили управления. В рамках исследования были использованы методы теоретического анализа, синтеза, дедукции и индукции, и было определено, что инновационное мышление молодых лидеров, высокий эмоциональный интеллект, стремление к командной работе и амбиции являются основой для формирования современных стилей управления, таких как трансформационный, демократический, и коучинг.

Keywords: Young leaders, leadership qualities, management styles, transformational leadership, democratic leadership, coaching, emotional intelligence, innovative thinking.

Ключевые слова: молодые лидеры, лидерские качества, стили управления, трансформационное лидерство, демократическое лидерство, коучинг, эмоциональный интеллект, инновационное мышление.

In the era of globalization and the technological revolution, the success of organizations depends not only on material resources but also on qualified and modern management. Therefore, the leadership potential of young leaders and the management styles they use are of particular importance. Traditional hierarchical management principles no longer fully meet the demands of a dynamic and innovative market. Such an issue necessitates a deep study of the specifics of the new generation of leaders and their influence on the effectiveness of the organization. This article analyzes from a scientific and theoretical point of view the leadership qualities formed in young leaders, the interrelationship between them, and the influence of these qualities on management styles. As the President of our country, Sh.Mirziyoyev, noted, "All of us, especially leaders, need deep knowledge, intelligence, and patience..."

Indeed, in recent years, special attention has been paid in the Republic of Uzbekistan to increasing leadership potential and developing effective management and leadership competencies.

In particular, the Decree of the President of the Republic of Uzbekistan dated January 28, 2022, No. UP-60, "On the Development Strategy of New Uzbekistan for 2022-2026," defined the legal basis for reforms aimed at modernizing the management system and developing human capital in our country. Within the framework of the study, such scientific research methods as theoretical analysis, synthesis, deduction, and induction were used to study the leadership qualities of young leaders and their influence on management styles. In particular, the scientific works of such leading scientists as D. Goleman, M. Couses, Z. Posner, and G. Bennis, theories of leadership and management, as well as literature on the psychology and sociology of youth, were analyzed. The conclusions presented in the article are based on available literature, and additional research is required to rely on empirical data.

Leading educational and research institutions of the world are conducting research aimed at creating the necessary conditions for the full realization of the potential of young people in modern society. Special attention is paid to the training of young managers capable of effective management and independent actions in rapidly changing situations. Leaders must have the skills to make quick and high-quality decisions, as well as creative abilities, be able to set clear goals, and constantly work on themselves. They must be able to unlock the potential of employees and take the team to a new level. A leader is a person who agrees to entrust other people with the task of making important decisions affecting their interests and determining the direction of the entire team's activities.

A leader controls subordinates and directs their activities, but he only wants to lead the group forward, and followers voluntarily follow him. Scientific research shows that people consider the skills and qualifications of a leader more valuable than the qualities inherent in everyone. The qualities inherent in a leader are competence, self-confidence, adaptable intelligence, will and determination, the ability to understand the psyche of people, and organizational skills. Leadership is a multifaceted activity. In explaining it, researcher D. K. Dyle emphasizes that two main directions are distinguished [1]:

Leadership is focusing on specific tasks, that is, motivation, organization, giving instructions, making correct decisions and ensuring their implementation, correct distribution of workload, etc.;

Leadership is a set of qualities such as the desire to preserve and develop the team, attention to subordinates, self-confidence, the ability to motivate the team, helping people achieve their personal goals, self-satisfaction, self-awareness, self-confidence, active participation in thinking about and solving problems, mutual respect, and sincerity in personal relationships. Thus, leadership activity in any sphere is a way of living in accordance with the requirements and changes of today. Therefore, it is considered that every manager working in the field of management should have leadership competencies. According to I.K. Adizes, a leading scientist in the field of management, leadership activity is a socio-economic phenomenon that serves the effectiveness of management and determines the success of a leader's activity in a competitive environment [2].

That is, a high ability for economic knowledge, the individual's desire to be in the flow of innovation, as well as experience aimed at improving production and management practices, and the totality of several mental actions of the individual in the context of change. However, in sociology, this phenomenon is characterized as a sociocultural phenomenon. According to Yu.A. Afonin, innovations are a product of the material and spiritual activity of people, the dynamics of their actions that determine their intellectual level [3].

In modern psychological research, leadership is not simply interpreted as "a leader giving orders to others" or "having power." On the contrary, leadership is considered a process of inspiring people, guiding them, motivating them, and creating a positive environment for achieving common goals within a group or organization.

Today, psychologists understand leadership as a complex phenomenon arising from the interaction of individual qualities (for example, character, emotional stability, and creativity) and organizational and social factors (for example, the structure of the team, organizational conditions, and complex environment). On the one hand, the leader relies on personal qualities and competencies; on the other hand, the environment and situation influence the formation of leadership style.

In our view, leadership is a set of individual actions that combine all the mechanisms and methods of psychological influence to achieve maximum impact on group activity.

The problem of leadership is not only the position but also the ability to influence others, in particular, employees working in the organization, the art of directing them towards a common goal. Leadership styles represent the manager's individual approach to this process. In psychology, leadership styles are traditionally divided into three main types: authoritarian, democratic, and liberal. Each style differs from each other in its unique characteristics and positive and negative aspects. At the same time, modern research shows that every leader should not always rely on one strict style but should base management on combining several styles depending on the situation and circumstances. In particular, the methodology "Determination of Leadership Style," developed by M.I. Magura and M.V. Kurbatova, is one of the most effective methods for psychodiagnostics and psychological analysis of leadership style [4].

Through this methodology, the manager's communication with the team, their approach to decision-making in various situations, the level of support for team initiatives, and many other aspects are taken into account. One of the advantages of this methodology is that it is characterized by the use of specific psychodiagnostic indicators in determining the leader's leadership style in management.

Through the materials of the methodology, the manager's independence in decision-making, the degree of openness to the collective's views, the encouragement of initiatives, the attitude towards collectivism, the degree of influence on interpersonal relationships between employees, trust, and the socio-psychological climate are assessed. Also, another important aspect of the methodology is that it allows not only self-assessment of the leader but also multifaceted analysis through the opinions expressed about him by the members of the team.

The authoritarian, democratic, and liberal leadership styles, identified using the Magura-Kurbatova methodology, yield unique results in various management environments. For example, an authoritarian leader is usually inclined to make quick and decisive decisions and can be effective in emergency situations. A democratic leader, on the other hand, prefers management based on the exchange of collective opinions, which serves the formation of an environment based on creativity, initiative, and trust. The liberal style usually reduces the manager's interference in work processes and allows employees to act more independently, but when this aspect is applied improperly, it can cause various problems in management.

Young leaders differ from traditional managing leaders in a number of characteristic features. They possess unique leadership qualities, which include:

Firstly, young leaders quickly adapt to changes and support new ideas while abandoning traditional approaches. They quickly master new technologies and market trends and strive to develop the organization in an innovative direction.

Secondly, as D. Goleman notes, emotional intelligence includes four main components: self-awareness, self-regulation, social consciousness, and relationship management [5]. Young managers have high indicators in this regard and effectively use this quality to establish effective communication with employees, understand their feelings, and increase motivation.

Thirdly, unlike the traditional management model, young leaders strive to be close to their teams, communicate openly with them, and take their opinions into account. They create an atmosphere of teamwork and encourage collaboration among employees [6].

Fourthly, young leaders have high ambitions, set clear goals for themselves, and work tirelessly to achieve them [7]. This quality also serves as a motivational factor for the team they manage.

The above-mentioned leadership qualities directly influence the management style of young leaders. This influence manifests itself in the following management styles:

1. Transformational Leadership: Young leaders often use a transformational management style. This style is based on mutual trust between the manager and the employee, and the manager creates conditions for the personal and professional development of employees by inspiring them [8]. Transformational leaders inspire their team and motivate them to achieve the organization's long-term goals. The advantages of this management are that employees approach their work with personal dedication, which increases labor productivity. Also, due to the encouragement of leaders, more new ideas and solutions appear [9]. Moreover, employees feel valued and an important part of the organization and work in the organization for a longer period.

2. Democratic Leadership: Young leaders strive to involve team members in the decision-making process [10]. By applying a democratic management style, they allow community members to express their opinions freely and increase their initiative. This strengthens employees' responsibility for their work. Moreover, due to the analysis of different viewpoints, final decisions are often more thorough and effective.

3. Coaching Leadership: Young leaders focus not only on managing their team members but also on their development. Through the coaching method, they try to identify the abilities of employees and teach them to make independent decisions. However, this method is not always effective in situations where urgent decisions need to be made or when employees lack sufficient experience [11].

The research results show that the innovative thinking, high emotional intelligence, and desire for cooperation of young leaders are the reason for their use of modern management methods, such as transformational, democratic, and coaching. This, in turn, has a positive impact on changing the culture of the organization, creating an innovative environment, and increasing employee activity.

However, it should also be noted that shortcomings of young managers, such as inexperience, fear of making mistakes, or insufficient confidence in decision-making, can negatively affect their management effectiveness. Therefore, it is advisable that the development programs of young leaders be aimed not only at the formation of theoretical knowledge but also at the formation of practical skills.

Conclusions

In conclusion, young leaders possess unique leadership qualities that meet the dynamic requirements of the global economy. Their innovative thinking, high emotional intelligence, and desire for cooperation allow them to apply modern management methods such as transformational, democratic, and coaching. This is important for increasing the competitiveness of organizations, developing innovative activity, and creating a motivational environment among employees. Further research may be aimed at a deeper study of the management styles of young leaders in various fields and their quantitative impact on the effectiveness of the organization.

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