

FORMING THE SKILL OF EFFECTIVELY ORGANIZING A LEADER'S PROFESSIONAL ACTIVITY ON THE BASIS OF NATIONAL VALUES

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Abstract

The article examines the mechanisms for improving a leader's professional activity on the basis of national values, their innovative implementation, external influencing forces on human labor behavior to achieve individual and societal goals, the maximal utilization of available labor resources, the overall management activities, methods and forms of enhancing profitability and perfection, human motives, and aspects of improving professional activity based on national values through their practical application.

Keywords: Leader, professional activity, management, development, skill, competence, perception, formation, fact, analysis, approach, phenomenon, form, method, tool, process, principle, action concept, science, research, effectiveness.

As is well known, the process of globalization is currently unfolding with considerable intensity worldwide. Naturally, elevating leadership professional activity to a new qualitative level in alignment with this process occupies a prominent position. In this context, improving management activities remains one of the priority issues. Furthermore, raising a healthy generation, protecting their rights, strengthening professional activity, effectively organizing it on the basis of national values, and forming robust immunity through the development of leadership professional activity are integral components.

In particular, one of the key tasks imposed on leadership professional activity is to bring educational and upbringing efforts into conformity with contemporary demands by productively utilizing positive experiences accumulated over the years, effectively organizing leadership professional activity, employing innovative educational technologies, and fostering interest in acquiring national and universal human values, the rich spiritual-enlightenment heritage of our homeland, as well as secular knowledge.

Although the global education system has extensively investigated the general foundations for forming freely creative-thinking and independent individuals on a broad scale, yielding numerous achievements, the process of education and upbringing in societal development is currently manifesting itself through independent evolution and perfection in accordance with modern requirements. Indeed, the creation of such an educational environment will, in the future, contribute to an increase in the proportion of highly intellectual personnel, the development of leadership professional motivation, and the enhancement of professional

competence in management, thereby serving to boost the effectiveness of management activities. The formation of such a modern education system and the implementation of new technologies therein depend on leaders capable of applying contemporary management methods in practice. It is beyond doubt that education serves as the primary factor ensuring sustainable development on a global scale.

Today, the ultimate outcomes of the reforms being implemented in our country depend to a large extent on leaders and their professional mastery in the field of management. In this regard, particular attention must be paid, in the first instance, to developing the ability of leading cadres and public servants to work effectively with civil society institutions and employees. Such abilities and qualifications can be cultivated solely through specialized educational measures. In this connection, advancing scientific research in the sphere of management and the preparation of leadership cadres emerges as an exceedingly important issue awaiting its outcomes.

In the present circumstances, efforts to elevate all spheres of societal and state life to a new stage and to consistently implement reforms are ongoing. Regardless of the sector or branch, pressing problems are openly discussed with the population, and solutions are identified. “All our decisions are adopted on the basis of the opinions, considerations, and appeals of our people.” This underscores the necessity, in the current era characterized by rapid transformations, to study and analyze issues related to forming management skills among young leaders in order to achieve effective decisions. As President Sh. Mirziyoyev has emphasized, “the intended goals can be attained only when programs, laws, and decisions are implemented in practice and society is cleansed of various ills.”

Consequently, in composing the professional and personal qualities characteristic of modern leaders, there arises the need to effectively organize the individual's traits and virtues, experience, existing knowledge, skills, qualifications, and abilities on the basis of national values. This entails forming a holistic, integrated, and internally coordinated leadership personality.

Such abilities and qualifications can be developed exclusively through specialized educational measures. Accordingly, advancing scientific research in the field of management and the training of leadership cadres today stands as a critically important issue awaiting resolution. Concrete measures oriented toward results in this domain pose urgent tasks particularly for the sciences of pedagogy and psychology. For instance, the selection of worthy candidates for leadership positions across various management spheres and the fair assessment of their management potential and capabilities have always remained topical issues.

The development of identified abilities and personal potential is no less significant in its pedagogical and psychological importance. In composing the professional and personal

qualities characteristic of modern leaders, there emerges the necessity to integrate the individual's traits and virtues, experience, existing knowledge and qualifications, and abilities. After all, the ultimate objective consists in forming a holistic, integrated, and internally coordinated leadership personality.

Thus, if leadership activity in our society is properly planned, numerous problems facing our state and people will find resolution, and there is no doubt that our homeland will prosper and our lives will become more abundant. However, to speak frankly, it has been noted that leadership activity and its outcomes in our society are not yet at the required level. Naturally, this has various objective and subjective factors. One of the subjective factors is that the consciousness and worldview of a portion of society members are not yet prepared for management activity.

Furthermore, in the conditions of globalization, a modern leader is required to effectively organize the adoption of management decisions on the basis of national values, adopt a systematic approach to resolving problems in their sphere of activity, conduct critical analysis, elevate ongoing efforts across all sectors to a qualitatively new stage, enhance the effectiveness of existing systems, and focus attention on raising the state management system to the level of contemporary demands, proceeding from the requirements of today and tomorrow.

The process of forming spiritual-enlightenment mechanisms in developing leadership professional motivation on the basis of national values encompasses a series of components, including: erudition, organizational ability, inquisitiveness, justice, communicativeness, elevated spirituality, timely establishment of control, self-regulation of emotions, pedagogical deontology (professional ethics), foresight, innovative thinking, self-sacrifice, ideological and political maturity, exactingness, breadth of worldview, ability to inspire confidence, initiative, creativity, patriotism, responsibility, and resoluteness.

Management activity is defined as a predetermined set of behaviors, as well as stages of the management process, through the structure of the leader's goal-oriented functions via management objects. Thus, management possesses distinctive characteristics determined by the consistency of actions in achieving goals.

These aspects are not determined spontaneously by the goal itself but rather through the conditions for attaining it. One of the fundamental prerequisites for ensuring management effectiveness is the necessity of scientifically grounding collaborative management activity. The primary reason for the lack of effectiveness lies in the insufficiency of the leader's management qualifications.

In scientific investigations conducted to improve the directions of management activity based on global standards, as well as the processes of forming and developing their professional competence, particular emphasis is placed on the degree of effectiveness of leadership

management outcomes, with efforts directed toward enhancing the quality and effectiveness of the leader's management activity.

The foundations for improving leadership activity on the basis of national values—objective assessment of activity, coordination of task distribution with organizational regulations and internal rules, continuous development of organizational leaders' professional competence—acquire significant importance when designed as a complex pedagogical system with an innovative structure, alongside perfecting its spiritual-enlightenment mechanisms and applying strategic and systematic approach technologies to processes aimed at increasing management activity effectiveness.

In improving leadership management activity, the leader must constantly bear in mind that it primarily influences the human factor, which holds considerable significance in societal progress. Herbert Simon demonstrated in the field of organizational management that, even in decision-making processes and economics, instruments such as game theory and statistical decision theory do not permit fully rational decision-making. Drawing from research findings, he introduced the terms “fully optimal” and “boundedly optimal.” As a rule, precise management decisions can only concern “bounded optimality.”

In improving leadership professional activity on the basis of national values, the following are fundamental:

1. The leader's value system—this competency implies the leader's loyalty to their work and organization, prioritizing organizational and collective interests above all, and concern for the organization and profession. In our view, it is precisely in this domain that the primary potential lies for ensuring effective management among young leaders.
2. Management professionalism—possessing knowledge in analyzing situations, decision-making, goal-setting, organizing activity toward achieving outcomes, motivating subordinates, and exercising control, as well as the ability to effectively apply methods and tools en route to the goal.
3. Systems thinking—the ability to perceive situations holistically along with their components, generalize information, identify existing connections, distinguish the essential within general phenomena, and collect and organize large volumes of data.
4. Leadership—the skill of assuming a leadership role within a team or group; the ability to influence, persuade, and motivate people toward goals, thereby stimulating productivity.
5. Adaptability and resilience to change—the ability to act in changing situations, quickly adapt to new conditions, and effectively address novel tasks.

Indeed, the leader serves as the primary link in implementing management, and the organization of management as well as the enhancement of its effectiveness depend directly to

a large extent on the knowledge, skills, experience possessed by the leader, as well as their personal traits and management style.

In the process of improving leadership professional motivation through spiritual-enlightenment mechanisms, the following tasks must be addressed:

1. Further perfecting the knowledge acquired by the leader in the educational process.
2. Enriching their perceptions regarding the protection of nature and the environment.
3. Enriching leadership activity skills and qualifications, and ensuring their active participation in the progress of nature and society.

In improving leadership professional activity on the basis of national values, imaginative processes such as comparison, synthesis, abstraction, generalization, and conclusion-drawing are products of creativity. From this perspective, modernizing the teaching system and ensuring the effectiveness of pedagogical activity hinge primarily on improving leadership professional activity through a creative approach.

It is worth emphasizing here that the development of leadership professional activity on the basis of national values does not occur uniformly; it possesses an individual character. Therefore, in developing leadership professional motivation and perfecting spiritual-enlightenment mechanisms, an individual approach must be implemented. In this, accounting for the leader's psychological potential and age-specific characteristics holds an important place in forming their needs to acquire spiritual-enlightenment values.

During the formation of the need to acquire national-spiritual values in leadership activity, opportunities arise to enrich their scientific worldview. This, in turn, facilitates ensuring the effectiveness of spiritual-enlightenment mechanisms in developing leadership professional motivation.

Furthermore, a spiritually enlightened leader is an individual who comprehends the essence of their life activity, is adapted to self-analysis, inclined toward consistent self-improvement, strives for self-development, and endeavors intellectual growth. Their needs determine attitudes toward the environment, naturalness, compassion, and beauty.

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