

The art of leadership

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Abstract: This article presents ideas and reflections on one of the most difficult tasks, leadership, its difficulties and how to make the right decision in any situation.

Keywords: human, behavior, knowledge, leader, management, process, employee, task, team, official leader

As long as a person lives, he is a part of society. And in society, all people have their own place and tasks. All people have different worldviews, behavior and knowledge. Like such diversity, their place in society is also different. All people work in different fields. Regardless of the order of labor activity, whether it is physical or mental, everyone acts in a team of people. Naturally, such teams create a management process that creates relationships between managers and employees. In this process, various objective and subjective activities are carried out. It is noteworthy that the process itself is a large-scale, top-down, bottom-up management activity. It is in this process that someone acts as a leader and someone else as an employee.

Leadership is a position, a leader is a person elected by a group. If we pay attention to the difference between a manager and a leader, a manager has employees, while a leader has like-minded supporters. If a manager is appointed and relies on power in management, a leader is elected from among the team members and relies on the team. In some teams, the official leader and the leader are separate individuals. It is more common for the members of such a team to side with the informal leader rather than the leader. In the process of interaction between the official leader and the informal leader in a team, many leaders seek to oust the leader, or even get rid of him, while some leaders seek to use the leader to achieve the goals and interests of the group. If the official leader and the group leader are separate individuals, the disagreement between them is perceived by employees as a violation of social justice. Agreement with the leader is evaluated as recognition of the strengths in the group, choosing the path of wisdom.

The presence of an informal leader in the group is an additional bridge for the leader to establish warm relations with group members. However, the interests of the official leader and the informal leader may conflict with each other or not be compatible. This causes various conflicts in the team. We all know that modern leaders are becoming less and less, therefore, the supply of young modern leaders is becoming more and more urgent. It is necessary to find leaders in every field and support them. Because today's society definitely needs excellent individuals.

In general, all traits, behaviors, and personal qualities are innate and are formed throughout a person's life. However, individuals achieve leadership through their leadership abilities, interests, knowledge, and skills. Because leaders are appointed to their positions by authorized persons in higher positions. This is both a major achievement and a problem in management. If leaders in organizations are former employees, it is an advantage that they do not have to learn the team environment and face differences in relationships. However, the arrival of a leader from another institution to an organization is not a significant problem, but for some, it can be difficult. The difficulties may not be related to service or various duties. If the leader is knowledgeable and experienced, this is the case. The problem in question arises in the social and professional relationships between the leader and employees. Leadership ethics are based on freedom, which is a

high spiritual, cultural, and ethical standard, requirements, and principles. A leader must not only be free himself, but also respect the freedom of his partner and the members of the team he works with. No one can interfere in the activities of a leader without law. At the same time, a leader must not interfere in the work of the members he leads without law. A leader must be tolerant of the minor shortcomings of his employees and trust them as if he trusted himself. Not allowing disagreements is an important principle of leadership etiquette. In relationships, sometimes there are all kinds of disagreements, differences of opinion, and incomplete coincidence of views. Therefore, etiquette is one of the most important qualities that a leader needs. Leadership etiquette is also based on mutual equality and fairness. This helps the parties to objectively assess their own activities.

The peculiarity of management activity is that it focuses on people, that is, the object of management itself is considered a subject. The leader manages people like himself, and naturally, a certain relationship is formed between these subjects. Leaders must rediscover experienced and capable employees for the benefit of the organization. That is, they must support them and build their trust in themselves and the team in them. Maintaining a positive professional and social environment in the team is also a responsible task for the leader. Leadership responsibility is the highest manifestation of moral standards. Leadership responsibility is one of the main signs of the culture of the leader, reflecting his responsibility for a certain area and, unlike the responsibility of an individual person or employee, is distinguished by its breadth and weight. Therefore, leadership responsibility has always been considered important. Responsibility is, first of all, a person's conscience, faith, and also a deep understanding of his duty to others, to the team, society, homeland, and nation. In general, responsibility is a sense of responsibility for the leader's duties. A responsible leader is demanding, first of all, of himself, and then of others. All negative events in the leader's activities stem from the lack of this sense of responsibility.

Of course, the aspect that determines the respect and social position of leaders in the team and society is their responsible approach to their duties. Responsibility is a factor that regulates the duties and responsibilities of leaders. In short, the responsibility of a leader is the main criterion that coordinates his official duties and behavior. Only leaders who conscientiously approach their work responsibly and do not put their personal interests above the interests of the team, society and the people are truly worthy of respect. Of course, leaders must also be polite and a good speaker. Leaders encounter different situations during their work. For example, depending on the type of authority, there may be different applicants at his reception or the leader himself may participate in different roundtable discussions. Leaders must approach each issue thoughtfully and thoughtfully. As an example, we will give individual and group conversations. It is necessary to give advice and respond with mental composure, even if the interlocutor approaches him in difficult situations or treats him unfairly. Because politeness expresses respect for the interlocutor. A person who respects himself in any situation will try to respond in this way. This is one of the achievements during the conversation. It also helps the conversation to resolve in a positive direction.

Usually, some tasks are given verbally by managers to their subordinates. In such cases, the manager's oratory skills come into play. Employees are required to perform within the scope of their authority. However, the manager's encouragement and confidence in his words based on his beliefs serve as the primary factor in the expected performance of the task. Based on the typology of leadership, we can say that managers are psychologists to a certain extent. On the one hand, they must have psychological knowledge. Because the manager also manages the environment in parallel with the employees. Not all people have the same socio-psychological state. Therefore, one should try to understand everyone in the team, even if not completely. In conflict situations, it is necessary to understand all parties. Explaining the requirements for work is one of the best ways to manage a

conflict situation. Each employee should be explained what results are expected from the work of the unit, the system of their basic rights and duties. The relationship between the leader and the employee, the psychological climate in the group, and the effectiveness of the work team largely depend on the management style used by the leader. Management style is a set of habitual actions of the leader in relation to his employees, in organizing work among them. To date, there are various approaches to differentiating management styles in management science, none of which can recommend an ideal style that is suitable for the management situation. Each style, of course, has its limitations.

It is natural for employees to have disagreements about the order in which a task should be performed. Everyone expresses their opinion. In such a situation, leaders should make the final decision. First of all, it is appropriate to ask which employee should perform the task, and then listen to additional suggestions. The leader considers the suggestions and chooses a method that is beneficial for the team and the organization or makes his own suggestion. The final idea serves to find a good method and resolve the conflict. Preventing minor disagreements that arise during the service from worsening mutual relations generally falls on the leader. As noted above, leaders ensure a balance of positive or negative atmosphere. Therefore, first of all, leaders must have standards of behavior and adhere to them themselves.

In conclusion, leaders should pay attention to the composition of their employees, their knowledge, experience and behavior. In popular parlance, they should be able to distinguish between right and wrong. Leaders themselves must fully comply with ethical standards, be fair and honest. They must initially act in such an attitude as they expect.

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