

Social-Psychological Basis of Providing Psychological Services to Leaders

Tilavov Mukhtor Khasanovich

Lecturer of Department of Psychology and Sociology, Bukhara State University
mukhtortilavov@yahoo.com

Annotation: In this article, modeling the competence of leaders in educational and scientific research institutions, developing the management competence of a leader based on professional experience, optimizing the evaluation system of a leader's socio-perceptual competence, psychological demonstration to leaders, developing the communicative competence of a leader in international cooperation, acmeological assessment of a leader's professional competence, social relations of a leader in the context of intercultural relations improvement of competence, formation of socio-psychological competence of young leaders.

Keywords: management, management styles, manager, personnel, organization, managerial skills.

INTRODUCTION

Changes in the construction of the state and society, which are taking place at a high speed in the Republic of Uzbekistan, require a fundamentally new approach to the issue of management and impose the task of increasing the sense of responsibility. The current leader should be an excellent specialist, a real entrepreneur, an organizer, and at the same time someone who knows his rights. Any social labor process in society requires management. And any management system will be improved in accordance with the requirements of the time. At a time when the process of transition to market relations is accelerating in our country, young leaders who are specialists in their profession, have excellent knowledge of modern management systems tested in world experience and feel responsibility from the heart.

From this point of view, the main goal of the research is to study the individual-psychological characteristics of the leader in his management activities and to develop practical recommendations for creating a unique image. Because today's leader, manager, with his social-spiritual, social-psychological structure, must be sharply different from his predecessors. Only an inquisitive, entrepreneurial, potential, dedicated leader can adapt to the environment of the market economy. Staff who wait for orders from higher organizations, and whose psychology is a priority, will not be able to act as a leader. The above comments can also be made about management.

Currently, humanity is experiencing a very rapid development lifestyle. In the rapidly changing era, each person adapts to certain conditions, the person works in a certain team and increases the activity of this activity, developing factor methods of this activity, to prevent conflicts and stresses that occur in the work process, to develop ways to get out of the process quickly and without damage in the event of an unpleasant situation, application to the network, one of the urgent problems of management psychology is the practical and theoretical preparation of managers in (currently operating) firms, enterprises, concerns within the scope of their profession, and psychological preparation determines the future of the firm in which the manager is operating. Therefore, the topic that we want to think about is important because of its relevance in the conditions of Uzbekistan.

The personal qualities and qualities of the leading personnel and civil servants are formed in space and time. In the current new, transition period, there are excellent opportunities for the rapid formation of previously undeveloped qualities in the leadership staff. The changing social environment, work style, management style, requirements created the objective conditions necessary for the education of new types of state officials and leading personnel. The next task is to collect and generalize the new qualities given to civil servants on a scientific basis, and specially form them with the help of spiritual and educational education and practical experience.

That is how the renewal of the thinking of civil servants will reach the people, that is, every Uzbek. The thinking of the society will be renewed faster, the nation will become one soul and one body, and the reforms will be accelerated.

If we talk about the pace and quality of the socio-economic changes taking place in the country, the leadership of the republic, first of all, gives an honest assessment of the positive results achieved, and looks critically and objectively at the shortcomings. It's appropriate. Because the laws and regulatory documents aimed at economic reforms are being adopted on time and with high quality. However, the thinking, outlook, and understanding of the duties and responsibilities of the responsible civil servants in the local areas are leading to slowness in achieving the expected national results. Therefore, it is evident that the renewal of the society's thinking based on the new market economy, national moral requirements, should be started first of all with civil servants at all levels.

Scientific research requires the establishment of a single continuous system in the training of leading personnel. This, in turn, means that it is necessary to search, select, train, certify, recommend and monitor the activities of the leading personnel.

Supporters of F. Perls' theory of personality and psychotherapeutic influence (gestalt therapy) propose to treat the image as a whole system, i.e. to look at it as something concrete and real (here and now) and form it (matching of figure and background). Supporters of cognitive psychology propose the principle of image formation as a teaching strategy (perceived by the subject).

Another theory is the scarcity theory" based on the characteristics of the emotional impact of the image. Clarity of target information creates intensive imagination, especially during deficits. In this case, the compensatory mechanisms of the mind that stimulate the imagination are activated, the level of freedom to reach the end of thinking is strictly controlled by experts.

F. Jivkinz and supporters of the functional approach recommend the following image types:

1. A mirror is an image formed as a result of imagination about I;
2. The current image is formed as a result of the definition given by others;
3. Desired - an image that manifests the goal we are striving for;
4. Corporate image represents the organization as a whole, not its parts;
5. Plural - the image is made up of a number of independent structures instead of a single corporation.

English researcher E. Sampson, writing about personal image, divides it into 3 types, taking into account the interdependence of external and internal factors:

1. "I" image is the result of past experience and self-esteem and confidence at the same time;
2. Perceived image is the evaluation given to us by others;

3. Required image - each specialty (role) has a different image.

In some cases, the image is helped by the types of clothes. A military uniform, a court robe, and a royal crown are all symbols of image and indicate that a person is performing a certain task.

The 21st century is recognized as the age of information technologies. But in which century, in which era, the human factor acquires a special appearance due to its importance. At a time when production is developing at a rapid pace, in order to make effective use of human resources, one of the urgent problems facing the modern leader is to establish management taking into account his mentality, way of life and needs. In addition to the traditional (liberal, democratic and authoritarian) management style, 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.

RESULTS

In this regard, we found it necessary to provide information about the 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 spiritual development and professional competence of the employees and the team.

According to psychologists, the higher the skill of the specialist, the less the manager needs to control and emotionally support him, and on the contrary, the higher the skill and spiritual maturity of the employee, the less the need for control 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

The level of development of the team	Management actions
<p>Lower level Low-skilled and lazy employees: “do not like to work, do not know the profession”</p>	<p>Authoritative instructions.</p> <ul style="list-style-type: none"> ▪ It is necessary to give clear instructions about what to do and how to do it. ▪ Continuous monitoring of work. ▪ Punish when necessary, focus on bad and good work, reward positive results of work.
<p>Intermediate level Even if they have basic skills, experience is not enough, they are motivated and conscientious: “they want to work, but they don't know how to work”</p>	<p>“Publicization”.</p> <ul style="list-style-type: none"> ▪ Instructions and instructions are given in a generalized way (advice, help, opportunities for independent actions are created). ▪ It should be monitored frequently. ▪ Treat with respect and kindness. ▪ Dialogues (focus on the positive aspects of the character, identify common interests). ▪ When necessary, it is necessary to give orders. ▪ Reward positive behavior and punish when necessary.
<p>Good level Has the basic skills and abilities to perform many aspects of work: “Knows and wants to work”</p>	<p>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. ▪ It is necessary to leave more room for responsibility. ▪ Provide proper guidance and limit supervision. ▪ It is necessary to create a system of self-control of employees.

	<ul style="list-style-type: none"> ▪ Set a goal, but do not indicate how to achieve it. ▪ It is necessary to communicate more. ▪ Activity, initiative and good work should be rewarded
<p>High level Highly qualified initiative-taking, responsible specialists.</p>	<p>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 attentive to requests.

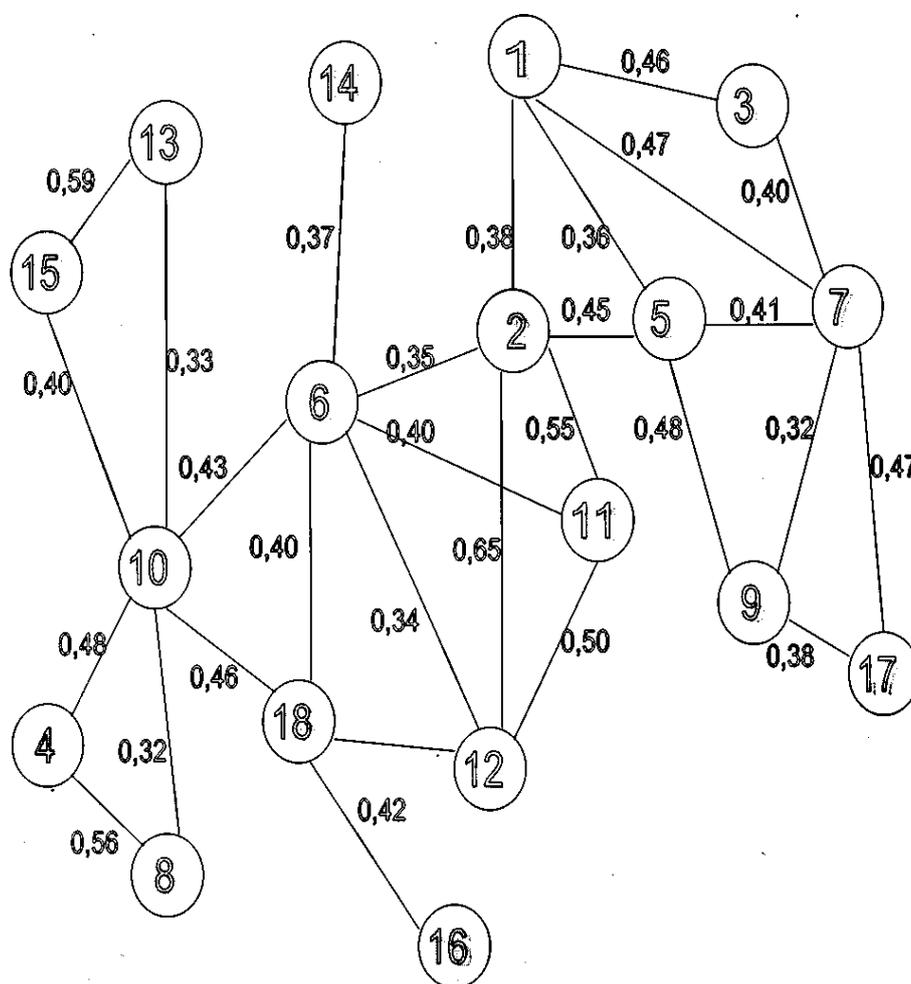


Figure 1. Correlation between ratings of “ideal” leadership qualities

Also to the second group: 10 - gentleness; 15 - cheerfulness; 16 - cuteness; 18 - sense of humor - possessing a sense of humor; 11- talent; 12 - includes the qualities formed by the “personal attractiveness” syndrome, which embodies versatility. The next one is 9- kindness; 17 - courtesy; 13- truthfulness; 14- is a group that combines moral qualities such as justice. A “bad” leader embodies the characteristics of the attitude related to employees at the cognitive, emotional, and

behavioral levels (“does not understand employees”, “is not interested in employees”, “unfair”, “can't control himself”). Figure 1 shows that not all of the 18 qualities for a “bad” leader from the perspective of employees are essentially the same. First of all, “a bad manager” does not understand employees (71.9% of employees expressed this opinion, while 10.6% opposed this opinion), “is not interested in employees” (2) (62.7% of affirmatives, 13.6 percent are against), “unfair” (64.2 percent are in favor, 13.6 percent are against), “can't control themselves” (64.5 percent are in favor, 15.7 percent are against). These qualities, from the point of view of employees, reveal the character of a “bad” leader to a certain extent.

CONCLUSION

There are important psychological connections between the above management skills and management styles, and their study provides an opportunity to develop management activities. It is necessary to form the skill of using management methods depending on the situation in every leader. For this, the leader needs to master all management techniques. Because only after mastering all the management styles, the leader can have the skills to use different styles in different situations and to choose the right style depending on the situation.

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