

## PROFESSIONAL AND PERSONAL PSYCHOLOGICAL CHARACTERISTICS OF LEADERSHIP

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**Annotation.** *The article analyzes the work done in the leadership and management system, theoretical and practical aspects of leadership psychology in the new era of management psychology. Effective leadership blends professional traits like strategic vision, clear communication, and ethical standards with personal characteristics such as integrity, empathy, resilience, self-awareness, and a commitment to continuous growth, all centered around leading oneself first to better guide others in achieving shared goals.*

**Key words.** *Management, professional traits, leadership, interpersonal relations, subject leader, professional competence, informational roles, personal characteristics*

Systematization and improvement of the management process in all areas of the world has always been a priority. A formally appointed manager carries out management activities, and the effectiveness of the enterprise or institution depends in many respects on the manager's management style, knowledge, skills, and leadership skills, professional and personal qualities. In particular, leadership skills are formed by a manager who creates a positive social environment with employees and leads the team to success. The emergence of the concept of governance is a process that takes place in close connection with the development of society. The content and essence of management science is related to the management of naming people or teamwork activities together. As the team grows, management tasks become more complex. The complexity of the management process necessitates the use of management science. The management system is an open complex system, which consists of two parts: the object and the subject.

Effective leadership blends professional traits like strategic vision, clear communication, and ethical standards with personal characteristics such as integrity, empathy, resilience, self-awareness, and a commitment to continuous growth, all centered around leading oneself first to better guide others in achieving shared goals. Key personal qualities include responsibility, courage, and relationship-building, while professional skills involve decision-making, fostering innovation, and empowering teams.

### Professional Leadership Characteristics (The «What & How»)

- **Vision & Strategy:** Ability to see the future, set clear goals, and develop innovative plans.
- **Communication:** Clear, honest, and inspiring communication to align and motivate the team.
- **Decision-Making:** Making informed, confident, and decisive choices, even in uncertainty.

- Development Focus: Coaching, mentoring, and empowering others to grow and take initiative.

- Ethics & Standards: Acting with strong moral principles and considering ethical impacts.

#### Personal Leadership Characteristics (The «Who»)

- Integrity & Honesty: Being trustworthy, sincere, and doing what you say you'll do.

- Self-Awareness: Understanding your strengths, weaknesses, and emotional responses.

- Resilience & Courage: Bouncing back from setbacks and facing challenges head-on.

- Empathy & Compassion: Caring for people and understanding their perspectives.

- Accountability: Taking responsibility for actions and outcomes, learning from mistakes.

- Adaptability: Flexibility to change and navigate complex environments.

#### The Integration: Leading Self to Lead Others

- Personal leadership is the foundation, meaning you must first lead yourself effectively (setting goals, taking action, developing) to lead a team successfully.

- Strong leaders align their actions with their values, build trust through character, and inspire by example, creating a positive environment for collective success.

The object and subject of the study of management psychology is a separate person. Their psychological states, some of the processes and tasks in them are said to be the object of management.

When the subject of management is studied, it usually refers to the person or group of people in charge. An object is a controlled system and a subject is a controller. Management science is divided into the following types.

1. Management theory
2. Management analysis
3. Knowledge of management methods
4. Knowledge of management
5. Knowledge of management psychology

The organizational and psychological department of management science is a central part of the management system and defines team management; production. A leader in a civilized society should be distinguished from others by his spirituality, perfection, devotion, faith, patriotism, and special abilities. Only through a thorough mastery of the basics of management psychology, it is possible to form in each person a high sense of humor, a positive attitude to work, social activism, and a sense of comfort.

In our country, great attention is paid to reforming the governing bodies, training young people in professions that are in high demand in the labor market, raising the prestige of scientific activity, training modern leaders and conducting research in this area.

[1]

So far, our scientists have conducted a lot of research on the study and development of management competencies in management. The qualities that determine the professional competence of a leader are highlighted, and the correction of the tendency to Machiavellianism, which negatively affects professional competence, is studied in practice. However, in the world and in our country, no attention has been paid to the study of leadership formation as ability. [2] Truss said that while ambition and career advancement are key to the success of management, they are not the only conditions. [3] Therefore, the results of the activities of many modern leaders can be seen as interesting facts of their rise in the career ladder. The role of interpersonal relationships encompasses the manager's relationship with employees.

There are roles of leader, leader and connecting link in this field. A leader must play a leading role with official authority and symbolic status as a representative of his or her organization. As a leader, the manager must combine the needs of the organization and the individual employees who work with and manage it. The third interpersonal role - the connecting link - covers the area of horizontal relationships.

Information roles. The leader must constantly work with the data to perform the three appropriate aggregator, distributor, and representative roles.

The decision-making role includes the roles of initiator, problem solver, resource allocator, and negotiator. A culture of dominance - a leader in an organization where this type of culture is predominant, his personal qualities and abilities play a key role. The resources at the disposal of the leader are used as a source of power. Organizations with such a culture have a strictly hierarchical structure. Recruitment and promotion to the top of the career ladder is often done based on personal loyalty. This type of culture allows the organization to respond quickly to changes in the situation, make quick decisions, and organize their implementation; [4]

Role culture is characterized by a strict functional division of roles and specialization of areas. This type of organization operates on a system of rules, processes, and standards, and adherence to it guarantees its effectiveness. The main source of management is not personal qualities, but a position held in a hierarchical structure. Such an organization is capable of operating successfully in a stable environment;

Task culture - this type of culture is primarily aimed at solving problems, implementing projects. The effectiveness of organizations with such a culture depends largely on the high professionalism of the staff and the effectiveness of the cooperative group. Those who are experts in the leading field of activity and have maximum knowledge have great power in such organizations. Situational requirements in this cultural activity are effective when they play a central role in the activities of the organization.

A Professional of Leadership is someone who combines strong personal ethics (integrity, accountability, empathy) with strategic vision, effective communication, and practical skills (like change management, team building, decision-making) to guide

individuals and organizations toward shared goals, fostering a culture of excellence, trust, and continuous improvement, rather than just holding a title.

Beyond Management:

- Professional leadership moves beyond traditional management by being authentic, financially aware, and focused on inspiring aspiration and change.

- It's a competency for any valuable employee, not just senior roles, enabling small actions that drive significant progress.

A culture of personality - an organization with this type of culture unites people to achieve their goals, not to solve any problems.

In conclusion, it should be noted that the psychology of management is recognized as a new, modern and a lot of research in the field of psychology. By incorporating the theoretical and practical aspects of management psychology into the life of society, various conflict situations that may occur between teams, between employees, will be prevented, and production will continue to grow, both quantitatively and qualitatively.

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