



LEADERSHIP STYLES AND THEIR DESCRIPTION

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ABSTRACT

The article describes the mixing of subjective and objective elements of the leadership style in the activity of each leader. Subjective elements of the leader: diligence and personal qualities; customer, ability and interest; knowledge, skills and abilities; opinions are expressed about the qualities such as entrepreneurship and initiative.

KEY WORDS: *Leader, method, organization, charisma, management, style.*

Today, it is important to form and implement a management strategy based on modern requirements, to influence the creative potential of both the leaders themselves and the members of the working groups subordinate to them, and other similar management methods or methods.

"Style" is a vague concept that is widely used in human resource management. The styles differ depending on the leader's culture, entrepreneurial ability, character and a number of other factors. According to the "Leadership Theory", it is accepted to distinguish between the main focus of the leader: work or people. Douglas McGregor is considered the author of this approach, and his theories "X" and "Y" exist. "According to Theory X, autocrats who focus on work, give specific tasks to the group, establish strict control over subordinate employees and exert psychological pressure on them are the best leaders."¹

According to the "Y" theory, the best leader is a democratic leader who can successfully apply the theory of human relations in practice. According to this approach, work is a natural process, people are not only capable of taking responsibility, but also strive for it. In our opinion, modern leaders achieve high efficiency in management processes by conducting their work according to the "Y" theory.

Another important requirement for leaders is that they have their own charisma. According to Nikolaus Enkelman, charisma is the ability to attract and retain the attention of others.² A charismatic person has the ability to dominate others, which is reflected in their influence on their thoughts and actions. This effect does not have a coercive character, in most cases it is manifested in the simplest way to stimulate the value of a person, because if a person is praised, he tends to perform more than expected.

Instructional approach is best when follower maturity is below desired level. In this method, the leader should use more administrative methods and always monitor the activities of his followers.

The persuasive method is best in situations where followers are relatively low in maturity. This method requires an administrative approach on the one hand, and support for those who want to work on the other. The leader who uses this method explains the importance of completing the assigned task to the employees and encourages them to do so.

Participatory approach has the desired effect when followers are relatively mature. Those who are able to work, but do not want to, hope that the leader will be able to partner with them and find factors that will interest them in work. Leaders give such employees the

² Nikolaus Enkelma. Leaders in the sphere of management. 3rd edition. 2017. 31-p.

¹ Douglas McGregor Human Side Of Enterprise // Management Review. № 11. 1957. 41-49 pp.



opportunity to participate in decision-making and make them want to complete the task. The delegation method is the best way to lead mature followers. This method is mainly aimed at supporting employees. It encourages the followers to take full responsibility to complete the assigned task.

Leadership style has a certain interaction with management methods. The management method also consists of a set of methods and ways of implementing management activities, effective and purposeful influence on the management system, that is, a mechanism for the implementation of management functions. For comparison, it can be said that although the music note is the same for everyone, musicians have different ways of playing. We can see this in the following examples. All managers should use the economic method of management in order to motivate employees. But some managers try to allocate more funds to individual incentives, and other managers to the incentives of the team. Some managers prefer to reward based on quarterly results, while others prefer to reward based on annual results. Leaders also use different organizational and administrative methods of management, such as issuing orders and orders. Even without these, issuing commands and vice versa, control functions can be successfully performed without commands. Thus, different leaders approach the implementation of certain methods with their own individual style.

The practice of evaluating the work ethic and moral-cultural qualities of leaders shows that the first place is faith, a sense of personal responsibility for the assigned work, honesty, conscientiousness, kindness and attention to people. . The ability to make informed decisions independently and quickly, to be personally disciplined, hardworking, organized, and to be able to establish and maintain discipline in a team is highly valued.

All leaders can be divided into three types depending on the leadership style, character and attitude towards subordinates. The mentioned leadership styles are not pure. Each leader's style of work in life is different, but one of the above three styles is more noticeable. It is necessary to use the positive aspects of leadership in relation to different employees in different production situations. The leader should act according to

the actual situation and treat subordinates taking into account their unique personal feelings.

Psychologists distinguish four different ways in the development of work teams under leaders:

1. The way to unite. Cohesion is the gathering of skills, abilities and interests of members based on the need for cooperation. The activity of satisfying personal needs makes people compact. In the course of his work, the leader gathers people into one team, taking into account their knowledge, profession, skills, and age. This shows the leader's organizational skills.

2. The team's way of finding content. The leading team begins to determine the attitude of each member to work. Whoever deeply understands the social importance of the activity, mobilizes all his strength and creativity. The leader ensures the activity of the team by changing their place, changing their attitude to work, encouraging them to show interest in their work and initiative. The leader carries out these tasks along with monitoring, controlling, evaluating the activities of subordinates, and comparing the results of work.

3. Each member's way to adapt to the team. The personal interests and needs of the employees overlap and adapt to the team's activities. Activeness and interest in the profession take a stable form in the work team where a pure moral and spiritual environment is created. Hope for the future appears in a person, the desire to meet goals and needs, hard work increases. Enjoying collaborative work improves interpersonal relationships.

4. The way to achieve human values. At this stage, the feelings of the team are united towards one goal. Collective activity is created, traditionalism is decided. People connect their interests and aspirations to community life. Confidence in others increases, friendship and love bonds are strengthened. In these processes, a great burden of responsibility falls on the leader. In this, the leader's unique way of working, management skills, organization, and the ability to conduct educational activities are clearly demonstrated.

At each of the above stages, the leader's desire to create his own image is gradually formed, and such a personal image is created based on the image of the team.

In conclusion, it can be noted that in the improvement of the personnel system and leadership styles in organizations, management through economic methods implies the creation of a system of material and



moral stimulation of labor - the use of various forms and systems of salaries, position salaries, the development of reward systems, etc. In order to achieve high personal and collective performance in labor activities, the organization of labor incentives encourages each employee to use working time wisely, to master advanced work methods and methods, to better organize workplaces, to ensure the necessary accuracy and organization in work. should be focused on interest.

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