

## THE CHARACTERISTIC ROLE OF MANAGEMENT METHODS IN THE FORMATION OF LEADERSHIP QUALITIES IN STUDENTS

*Mirvosilova Dilobar Mirzohid qizi*

*Independent researcher, Research institute "Family and gender"*

[dilobarmirvosilova@gmail.com](mailto:dilobarmirvosilova@gmail.com)

**Abstract:** The article analyzes the process of developing leadership qualities among female university students. Special attention is given to the role of management methods and effective approaches in this process. Leadership theories, personal traits, and social factors are examined in their interrelation. The research findings may be useful in fostering leadership potential among female students in practice.

**Keywords:** women's leadership, management methods, delegation style, democratic leadership, extraversion, emotional intelligence, innovation, crisis management, team, motivation, communication skills, control, informal leader, decision-making, creativity, leadership, rationality, personal traits, situational leadership, conscientiousness.

According to statistics, 51% of people on earth like to lead people - that is, they dream of acting as leaders. This article will talk about what it means to be a leader and what qualities are needed for it.

Leadership is a social influence that unites people and motivates them to exert all their strength to achieve a goal. Leaders are followed not because of formal power and authority, but because of trust and respect. Although this can be mutually exclusive in some situations.

True leaders in history are politicians, generals and figures who changed the course of life and inspired people to great victories. For example, we can recall the charismatic King Leonidas and his 300 Spartan warriors, who fought against the entire Persian army. But to be a leader, you don't have to launch a rocket into space: you can also be a leader in a small area of responsibility: a group, faculty, educational institution, student and pupil community are examples of this.

Let's look at the difference between formal leaders and real leaders. For example, in Ancient Rome, there were slave managers - slaves who monitored the progress of work and controlled their colleagues. They led, but were not leaders capable of managing people. But Spartacus - a gladiator slave with leadership qualities - became a leader. It was he who was able to lead the greatest uprising of antiquity.

In corporations, the role of leader can be performed by one person. But this does not always happen. Here is how they differ.

Formal leader:

- Ensures the performance of subordinates;
- Focuses on rationality and control;
- Strives to maintain corporate structures and work within them;
- Is a link in the management structure;
- Cares about the well-being of employees.

Informal leader:

- Inspires the team and colleagues;
- Is used to taking risks for innovation;
- In achieving the goal, does not care about maintaining existing structures;
- Provides the opportunity to work freely;
- Puts the result above the personal problems of the team and his own.

The phenomenon of leadership has been of concern to people since ancient times - can people learn to lead in order to change the world, or is it an innate talent? The demand for research on these issues intensified in the 19th century and continues to this day.

Thomas Carlyle formulated the theory of the "great man" in his book "On Heroes, Hero-Worship, and Heroism in History" published in 1841. It was developed in Francis Galton's 1869 work "Innate Genius". In his opinion, only people with unique abilities have significantly changed the world: the Prophet Muhammad, Napoleon, Martin Luther, which means that their leadership abilities are innate. Thus, he put forward the point of view that even a dozen ordinary physicists together will not repeat the genius Einstein, and several directors together will not replace Tarkovsky.

This idea has been criticized and modified several times over the past century. Scientists have tried to formulate and generalize the characteristics of real leaders.

Research conducted by Ralph Stogdill in 1948 and by modern authors such as Stephen Zaccaro, Carey Kemp and Paige Bader in 2004 has shown that this is not so clear. Innate characteristics sometimes help to become a leader, but the theory that much depends on the qualities and skills that can be developed, as well as external conditions, is gaining relevance today.

Characteristics of leaders.

If we summarize the conclusions of Timothy Djadja in 2002, Brian Hoffman in 2011, David McClennada and Richard Boyatessa in 1982, and Bernard Bass in 1990, the result is a list of qualities and skills associated with effective leaders.

Extraversion is openness and activity, such people experience positive emotions from work and communication with others;

Conscientiousness is reliability, honesty, and taking responsibility seriously.

Openness to creativity and non-standard, innovative approaches.

Integrity is the desire to be honest, not to tolerate lies, and commitment to strong moral and universal values.

Charismatic is the ability to create a compelling vision of the future and create an image of a strong, highly effective person among others.

Broadly defined intelligence: the ability to empathize, think critically, formulate logic, understand, learn, reason, and plan.

Creativity - the ability to think creatively, go beyond established competencies and established views.

Motivation - a strong desire to achieve results.

The need for authority is the enjoyment of managing people and processes.

Communication skills - effective written and verbal interpersonal communication skills.

Crisis management - the ability to resolve unexpected problems.

Decision-making skills - the ability to take responsibility and choose the most optimal paths for development.

Awareness of modern technologies - knowledge of methods, processes, and equipment.

Management skills, which include coordinating work, organizing tasks, and controlling them.

#### Types and styles of leadership

There are several main approaches to defining leadership types, and each of them has its own management styles.

##### *Behavioral leadership*

How a leader behaves with followers or subordinates. There are various classifications of behavioral management styles, but the most established one was proposed by Kurt Lewin. It includes three directions with their positive and negative sides.

**Authoritarian leadership.** The leader makes decisions alone and strictly controls the implementation of tasks, without paying attention to the state of the team. This style helps to get a lot of work done in a short time, but negatively affects motivation, friendliness, mental well-being and initiative in the group.

**Democratic leadership.** The team develops solutions together with the leader, responsibility and power are distributed among everyone. Tasks are not completed as quickly as under authoritarian leadership, but the group shows more originality and creativity, and relationships are warmer.

**Liberal leadership.** The leader practically does not participate in the work of the team - he makes decisions and organizes processes himself. The speed and quality of task completion are significantly reduced compared to democratic and authoritarian styles.

##### *Situational leadership*

The concept was proposed by Paul Harsey and Kenneth Blanchard. Its main content is that there is no ideal management style. It should vary depending on the level of development and motivation of employees.

**Command style.** The leader does not consult with the team and decides everything himself. He acts like a dictator, keeping all the power in his hands.

**Coaching style.** The leader largely determines the tasks and functions himself, but does not give orders, but convinces and motivates. He sells his ideas to the team and is more like a sports coach.

**Supporting style.** The leader participates in the development of ideas and solutions, but provides the group with a certain independence. He acts as an equal member of the team.

**Delegation style.** The leader forms a vision of the future and leaves it to the team to make specific decisions and implement the chosen path. His role is strategic.

##### *Emotional Leadership*

Daniel Goleman, Richard Boyatzis, and Annie McKee identified six styles of this type of leadership. They affect people's emotions in different ways and are considered the most effective method in certain situations. Therefore, they should be combined and varied.

**Motivator.** Suitable when the company needs new directions for development and a look into the future. Such a leader sets goals for himself and gives the team the opportunity to find the best way to achieve them. The main feeling he evokes is inspiration.

Coach. Useful for catching up with lagging employees. He helps with advice and support and connects the personal goals of his subordinates with the business. An employee who pulls the team forward feels cared for and motivated, and strives to catch up with others.

Collaborative leader. If there is no harmony in the team, then something is inevitable: conflicts often arise and people do not trust each other. He resolves controversial situations, smooths corners and strengthens the group. This gives employees a sense of harmony and solidarity.

Egalitarian-democratic leader. Needed by teams with many highly qualified specialists. Listens to them and makes joint decisions based on pluralism of opinions. Employees feel important and professional.

Leading. Useful when you need quick results. A leader sets a high bar for efficiency and actively participates in processes. However, the style can have a negative effect on employees, that is, it leads to their disinterest and, ultimately, burnout.

Commanding. Necessary in crises and difficult situations. He may make unpopular decisions and give mandatory orders to save the business. Subordinates become discouraged.

How to be a leader?

In order for people to want to follow you, you need to develop a certain pattern of behavior. This requires changing some approaches and thinking about everyday problems. Then the leader's view of things will become systematic for you, and soon it will be noticeable to others.

Take more responsibility. Accept the mistakes and failures of the team as your own - by holding them accountable to the leadership, you act as an advocate for the entire group. According to a study conducted at the University of Zurich, the willingness to take responsibility for the actions of the team is a characteristic of a leader.

Infect others with your ideas. Try new approaches, share unusual proposals and go beyond the established boundaries. According to surveys, today 62% of people prefer leaders who have their own ideas and lead the team with unusual thoughts and views.

Become someone they can trust and convince with your ideas. According to PwC, 83% of CEOs are internal candidates - companies prefer "themselves" in leadership positions. To achieve this status, play fair, keep your promises, and do not put your colleagues and management in a helpless position.

Resolve conflicts and maintain a friendly atmosphere in the team. According to Talentsmart, 90% of successful leaders have high emotional intelligence - that is, they have mastered the ability to understand and manage people's emotions.

Learn to listen to others and see what they are not paying attention to. This is useful for introducing innovative ideas and creating a viable vision of the future for the team. For example, PwC has a reverse mentoring system in which millennial employees become mentors to partners and directors of the company.

In conclusion, it can be said that the presence of leadership skills can be the basis for becoming a true leader. However, without constant disciplined behavior to improve it, it is impossible to achieve the level of a perfect leader.

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