

# **THE ROLE OF PSYCHOLOGICAL CHARACTERISTICS IN THE MANAGEMENT ACTIVITIES OF DIRECTORS OF PRESCHOOL EDUCATIONAL ORGANIZATIONS**

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## **Abstract**

In the process of Labor, people entering into Reciprocity Act within a certain rule, norm. The attitude of Labor, which is significant for society, is usually strengthened through the law. various regulatory aspects of the relationship find their character at the level of this network, God, organization, enterprise Department, individual employee. The head of the Personal management is obliged to know such regulatory documents, be able to apply them in practice, develop independent drawings on their basis, publicize them, be able to explain to the employees of the organization, their content.

**Keywords:** Management, culture, director, educational activity, preschool educational organization.

## **Introduction**

Socio-psychological methods of management are used to increase the social activity of employees, create a healthy spiritual and psychological environment in the team, cultivate a sense of teamwork, mutual friendly solidarity. They are based on the use of moral incentives for work, and influence the individual using psychological methods in order to turn administrative tasks into a conscious duty, an internal need of the employee. This is achieved through methods such as personal example, persuasion, indoctrination, encouragement, and coercion. Heuristic methods of management are a system of logical methods and intuitive

assumptions that allow the manager to solve problems that cannot be solved with the knowledge and skills he has learned. These methods are used when the manager makes a decision in unexpected, extremely difficult conditions, without having an algorithm, complete information, and time to search for options. The methods of heuristic activity of the leader include anaxiomatization (Greek *axia* - value and *an* - negative particle) and consist in excluding secondary signs, ignoring certain circumstances of the situation. Anaxiomatization is a necessary condition for creating mathematical models and using a computer. The computer considers possible options and solves formal problems, while the manager pays attention to the main aspects, excluding unimportant information. The subconscious, intuition advises the leader on the most suitable heuristic for developing a management decision.

Each employee in the work team has his own position in the group. This position can be obtained formally or informally. The formal position is expressed by the employee's position in the career ladder and the powers arising from his position. As any employee interacts with his colleagues, these relationships begin to take on an emotional color under the influence of various factors. Emotional relationships are formed in two forms - likes (sympathy) and dislikes (antipathy). There are also such employees who, with their certain qualities, can arouse sympathy in most members of the team, and they occupy a high position in the informal system of the group. According to the psychological interpretation, an employee who occupies a high position in the formal system of the team is considered a manager, while a person who occupies a high position in the informal system is a leader. The state of leadership, as a rule, is realized in the informal system of relations of the group. Recognition of a person at the level of a leader means emotional closeness to him, a high assessment of a number of his qualities related to work, and this person's attention to the interests of the group. A leader is a person who is recognized by all members of the group. The main aspect of the leader's value system is to put the interests of the group above everything else, to always wholeheartedly engage in solving the task set before the group and to mobilize the team in this process. The leader in a work team is distinguished, first of all, by his work ethic, because it is precisely because of his work that he begins to stand out from others. In addition, the leader, while protecting the interests of the group, can sometimes contradict the system of official relations and the interests of official circles. As a result, a conflict may

arise in the team between the official leader and the informal leader. From the interests of the enterprise, it is most optimal for the official leader in the team and the leader formed in the informal system to be represented by one person.

Modern psychology, through its achievements, can provide sufficient information about the nature of the qualities inherent in a leader and the guidelines for achieving them. In this regard, we can divide the characteristics of a leader into three categories:

- 1) focus on the interests of the team;
- 2) professional skills, taking on the challenge in any problematic situation and taking the initiative to solve the problem to the end;
- 3) emotional, sensual attraction qualities.

The sequence of the above-mentioned set of qualities also has its own logic. Research has shown that emotional attractiveness does not necessarily have to be very prominent in a leader. The presence of this indicator in a person at an average level is enough for him to be recognized as a leader. However, a low emotional attractiveness indicator in a person can negatively affect business communication and negotiations. The ability of a leader to create a positive impression of himself in those around him through good knowledge of the secrets of communication is the main tool for increasing this indicator. Leadership is an appointed position, while leadership is a position of a person promoted by like-minded people. If we pay attention to the difference between a manager and a leader, we can list many aspects. For example, if a manager has employees, the leader has like-minded supporters, if a leader is appointed, the leader stands out from among the team members, if a leader is based on his own authority, the leader relies on his reputation. The leader, by his obligation, puts the interests of the organization first, and this feature gives him an official tone and puts him in a somewhat “weak” position in relation to the leader in front of the team. There are many teams in life that consist of a formal leader and a leader-like person. In many situations in the life of such a team, it is possible that group members will be on the side of the informal leader rather than the leader. The relationship between the formal leader and the informal leader in the team is always a difficult issue. In such a situation, it is usually observed that most leaders seek to squeeze out the leader, get rid of him, while another leader can use this leader, mobilize him to achieve the group's goals more quickly.

The ability of the leader to find common ground with the leader and to be like-minded is certainly a guarantee of future success. For this, the leader is expected to be resourceful, patient, and able to rise above his own personal interests. If the official leader and the group leader are different personalities, the disagreement between them is perceived by many employees as a violation of social justice. On the contrary, developing a relationship with the leader is considered to be a recognition of the strengths in the group, choosing the path of wisdom. As a sensitive person, the leader must be able to pay special attention not only to the leader, but also to each group member who has such a quality. By developing an existing relationship with an individual leader, it becomes possible to form positive feelings with other members of the group. When analyzed in this sense, the presence of an informal leader in the group is an additional bridge for the official leader to build warm relationships with group members. But not everything in life goes as smoothly as planned, and the conflict of interests between the formal leader and the informal leader, and the stubbornness of the informal leader despite the leader's friendly approach, can come into conflict. This is expressed in conflict in the team, and guidelines for resolving such situations are discussed in detail in the topic of conflict in the team.

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