



## **THE NATURE OF LEADERSHIP, ITS UNIQUE RESPONSIBILITIES, AND CONFLICT RESOLUTION SKILLS**

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### **Abstract**

The article explores the demands and responsibilities placed on managerial staff, the nature of conflicts within teams and approaches to their prevention and resolution through destructive methods, along with the essence and typology of management styles.

**Keywords:** Leader, Personality, Management, Liberal, Authoritarian, Democratic, Destructive, Responsibility.

### **Introduction**

The tasks set by our country to build a legal democratic state, civil society, and further liberalize all aspects of our society's life further increase the importance of the issues of professional skills, moral aspects of the spiritual image of leadership personnel. This need is also due to the fact that the head of our state attaches great importance to the education, spirituality, and potential of personnel, and calls for strengthening public control over the activities of leadership personnel.

As our President Shavkat Mirziyoyev noted in his book “Critical analysis, strict discipline, and personal responsibility should be the daily rule of every leader’s activity,” based on a deep analysis and critical approach, “our most important task today is to strengthen peace and prosperity in our country, to make our people happy with life. For this, our people must, first of all, be satisfied with the activities of our leaders.” Speaking of which, it should be noted that for our people with a history of several thousand years, the sense of living as a community is of great importance, and in turn, the leadership of the chairman or elder of this community, that is, the leader, who embodies the appropriate authority, life experience, and high moral qualities, has always created the basis for bringing people closer together, supporting each other, and living a peaceful and prosperous life.



Fulfilling these tasks is not an easy task. It is natural that various difficulties, obstacles, and problematic situations arise for the leader himself during the fulfillment of these requirements. In such cases, the ability to eliminate conflicts and obstacles, prevent conflict situations, and overcome stress and unfavorable conditions in the individual's mood are also among the main conditions for the leader's competence.

It turns out that in labor teams, the time from the conflict to the final breakdown of the mood and calm down is three times longer than the period of preparation for this conflict. Because the negative situations resulting from the conflict cause certain changes in the emotions, actions, thinking and even character of the team member[1]. These changes are reflected in the employee's behavior, spread to other situations in which this subject participates, and begin to occupy wide areas of mutual relations. From this point of view, in all cases, the causes of the conflict and the circumstances that caused it should be carefully analyzed by the leader. Most conflicts between team members arise as a result of unsatisfactory organization of production, failure of leaders to take into account the mental state of subordinate team members in the work process, failure to create the necessary working conditions, and other reasons. The more conflicts there are, the worse the socio-psychological climate in labor teams. It is natural for there to be some individuals in work teams who are prone to causing conflict. Instead of engaging in productive work, such individuals spend their working hours worrying about how the issues raised in their conflicts are being perceived by their superiors, distracting themselves and others from their work and interfering with their work. Such an unhealthy situation gets on the nerves of the members of the team, some employees take temporary advantage of this, and they try to escalate the situation by organizing gossip. The socio-psychological situation in the team deteriorates, which in turn negatively affects work.

Practical conflict - usually occurs in strictly principled disputes. Practical conflict brings people together, helps to solve important problems, and creates a healthy psychological environment everywhere. It develops useful competition and is based on open, principled criticism and self-criticism. This is often found in democratic management and in production-related disputes. Deficiencies associated with the organization of educational and training work: poor working conditions, improper distribution of duties and responsibilities among employees,



shortcomings in the organization of labor, limited labor resources, uncertainty of employees' visions of the future of the organization. Failure to place employees in their places in accordance with their qualifications and psychological characteristics, shortcomings in the field of management that arose behind the bureaucracy. That is, imbalances in the management system, lack of professionalism in employees corresponding to the tasks assigned; unfairness in the distribution of work due to the lack of jobs; unfairness in the payment of labor and its underdevelopment; unfairness in the distribution of resources; diversity in freedom, independence and self-esteem; arrogance, stubbornness; unsatisfactory leadership can be the reasons for the emergence of a conflict.

Management activity and its inherent special responsibility, as well as the skill of conflict resolution. Management activity is one of the key components of the successful functioning of any organization. The effectiveness of the team, the level of employee motivation and the achievement of strategic goals depend on the management style, personal qualities of the leader and his professional competence. A special place in management practice is occupied by the ability to make responsible decisions, as well as the art of resolving conflicts, which are inevitable in any social system. Management activity is a process of targeted influence on the team in order to organize effective work, achieve goals and ensure sustainable development of the organization. It includes planning, organization, motivation, control and coordination. Management activity requires a high degree of responsibility, developed management and communication skills. The ability to effectively resolve conflicts is the most important quality of a modern leader, on which not only the psychological climate in the team, but also the success of the entire organization depends. Only a leader with a mature understanding of his role is able to turn a conflict from a threat into an opportunity for growth and development. In a modern society based on complex organizational structures and high demands on the quality of management, management activity acquires special significance. Effective management requires from a person not only administrative and strategic skills, but also a deep understanding of social psychology, the peculiarities of interpersonal relationships, as well as a high degree of responsibility for the decisions made. The special responsibility of the manager is manifested in the need to balance the interests of the organization, employees and the external environment. One of the most difficult aspects of management activity



is conflict resolution - an inevitable, but potentially constructive element of collective life. Management activity is a systematic, purposeful work on organizing, coordinating and controlling the activities of a team in order to achieve common goals. Its effectiveness depends not only on the knowledge and skills of the manager, but also on his personal qualities, such as responsibility, organization, flexibility, and the ability to empathize. The main functions of the manager include. Planning - setting goals, forecasting, developing a strategy,

Organization - building a structure, distributing tasks,

Motivation - stimulating and supporting personnel,

Control - analyzing results and adjusting activities. His mistakes can lead to significant losses, decreased staff motivation, and increased staff turnover. Conflict is a form of interaction in which conflicting interests, goals, and views lead to tension and, possibly, open confrontation. In collective activities, conflicts arise for a variety of reasons: uneven distribution of workload, lack of recognition of merit, personality differences, dissatisfaction with communication and management.

Types of conflicts in organizations.

Interpersonal (at the individual level),

Intergroup (between departments, teams),

Vertical (manager – subordinate),

Role and value (at the level of ideas about justice and responsibilities).

Management activity is not only process management, but also deep work with people, requiring a high level of responsibility and communication skills. Conflicts are an integral part of any social system, and the success of the entire organization depends on the manager's ability to correctly perceive and effectively resolve them.

A true leader is someone who is able to not only lead, but also inspire, unite, be an example and support for the team in difficult times. In today's modern society, leadership is one of the most important factors ensuring the success and sustainable development of any organization. Leadership is the process of influencing people, directing them towards a common goal, making decisions, and effectively organizing the activities of the organization. This process is not just management, but also includes instilling trust, inspiring, sharing responsibility, and ensuring teamwork. Leadership, as a socio-psychological process, is based on the distribution of social roles and statuses among people. Each leader performs a leadership role in his team, that is, he makes decisions, influences the activities of



others, and sets them in motion. However, true leadership is not limited to giving orders - it is carried out through inner trust, empathy, motivation, and communication. This requires strong personal qualities and social skills from the leader. Leadership is a great potential and at the same time a great responsibility. A true leader is someone who not only guides his team, but also solves their problems, unites them, and contributes to their development. He can become a true leader only if he can combine effective management, interpersonal, and conflict resolution skills. In modern management psychology and organizational theory, the phenomenon of leadership is considered a complex socio-psychological phenomenon that requires special scientific attention. Leadership is the activity of consciously influencing the activities of a team, uniting, directing, motivating members to achieve common goals, and rationally managing resources. It is closely related to personal qualities, social interaction, organizational environment, and institutional factors. The theoretical foundations of leadership are formed at the intersection of social psychology, management theory, sociology, communication theory, and pedagogy. This concept was first studied in depth in the early 20th century as part of research on the effectiveness of organizations. To date, there are various approaches to leadership. Leadership is a complex and multifactorial socio-psychological process that plays a central role in the management and development of modern social systems. Its effectiveness depends not only on knowledge of management technologies, but also on personal qualities, social skills, conflict resolution strategies, and spiritual and moral values. Leadership competencies formed on the basis of a scientific approach are an important guarantee of organizational effectiveness and team well-being.

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