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## Actual Tasks of Improving the Social Image of the Modern Leader

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**Annotation.** In the article, the formation of a modern leader, the definition of tasks for raising his social image, and the determination of measures for their implementation are justified. It has been scientifically analyzed that without identifying these tasks and ensuring their systematic solution, it is impossible to decide on a modern leader who will serve the interests of the country and the Motherland.

**Key words:** modern leader, social image of the leader, ideal leader, democratic management methods, nomenclature of reserve personnel, "mentor-student" system, "young leader", "professional skills", intellectual, moral, legal, political and other qualities of the leader and qualities.

In order to form a modern leader and improve his social image, it is not enough to rely on the important experiences accumulated in this front in the country, of course. At the same time, it is also necessary to determine the urgent tasks that need to be solved in the near future, and to determine measures for their implementation. Without identifying these tasks and ensuring their systematic solution, it is impossible to decide on a modern leader who will serve the interests of the country and the Motherland.

Judging by the analysis, the urgent tasks of improving the social image of a modern leader in Uzbekistan should include the following: 1. In order to improve the social image of a modern leader, it is necessary to form an ideal model of a leader and turn it into a reference point and beacon of efforts in this regard. The ideal leader model refers to the set of knowledge and skills, traits and qualities, talents and abilities necessary for managing an enterprise or organization. Scientific opinions and ideas about him have not appeared until today. In the history of socio-philosophical thinking, many important ideas have been put forward in this regard. For example, the great thinker Abu Nasr Farabi believes that a leader should naturally embody 12 qualities and virtues: 1) health; 2) prudence; 3) strong memory; 4) ingenuity; 5) eloquence; 6) striving for enlightenment; 7) curbing lust; 8) love the truth; 9) religiousness; 10) not chasing after wealth; 11) fairness; 12) perseverance and courage. We can find similar ideas in the works of Confucius, Al-Movardi, Ibn-al-Azraq, Al-Ghazali, Nizamul-mulk, Amir Temur, Alisher Navoi and others. Such thoughts and opinions are also presented in the legacy of many prominent representatives of Western philosophy.

Today, experts' scientific ideas about the ideal leadership model are characterized by their diversity. In particular, Russian scientist A. who specially studied this aspect of the problem.

Kitov imagines the model of an ideal leader as a composition consisting of four parts (management skills, political qualities, professional qualities, organizational qualities). Each part, in turn, embodies a number of elements.

Islam Karimov, the First President of our country, also thought a lot about the main characteristics of a modern leader and ways of forming these characteristics. In many of his lectures, important thoughts on this issue are expressed. For example, in his speech at the 9th session of the Oliy Majlis of the Republic of Uzbekistan, where the Law of the Republic of Uzbekistan "On Education" and the "National Program of Personnel Training" were adopted, he stated: the fate of the effectiveness of our ongoing reforms and plans - all this is closely related to the problem of training highly qualified, conscious specialists who meet the requirements of the time."<sup>2</sup>

In order to form the model of an ideal leader, first of all, it will be necessary to conduct scientific research on this topic. Philosophers, political scientists, pedagogies of our country have carried out and are carrying out many scientific researches on the leader and leadership activities. However, in most of them, general comments on the spiritual image of the leader are presented, and various problems related to leadership activities are analyzed.

Secondly, in order to avoid national bias in forming the ideal leader model and raising the social image of a modern leader based on it, it is appropriate to study and analyze the world experience on the subject, especially the achievements of developed countries, prestigious corporations and companies operating in them.

2. In order to improve the social image of a modern leader, it is necessary to further improve the mechanism of selection, education and training of leading personnel operating in the country. The social importance of this mechanism is extremely incomparable. The solution of various social problems in any society directly goes back to the activity of the leader and the level of formation of his social image.

But it's no secret that in many cases, some employees who have leadership potential are being overlooked. With this in mind, the head of state said: "Today, life itself requires us to develop an effective system to create a professional, fast and efficient public service system, to open a wide path to new-thinking, enterprising, and patriotic personnel."<sup>1</sup> To solve this problem, the system of searching for personnel capable of leadership should cover all cities and districts, all sectors, including the state and non-state sectors. The effective solution of the problem, on the one hand, improves the functioning of the social elevator in the society, and on the other hand, it expands the possibility of choosing leaders who are able to solve serious social tasks and raising their social image.

Secondly, it is customary for certain categories of leaders not to improve their qualifications. There is no effective control over the process of their professional development. Professional development of managers working in some positions is not systematic. As a result, a certain number of leaders remain unaware of the achievements of modern management. In order to solve the problem, it will be necessary to adopt relevant legal documents and improve the monitoring of the process of improving the qualifications of leading personnel.

Third, most professional development courses focus on imparting new information related to leadership. This is true, of course. However, improving the social image of the leader, forming the characteristics and qualities that are important in his management activities are also considered one of the main tasks of professional development courses. In this regard, it would be useful to popularize the experience of the Main Scientific and Methodological Center under the Ministry of Higher and Secondary Special Education of the Republic of Uzbekistan in terms of improving the qualifications of leaders. It is desirable to prepare a

teaching-methodical guide and a scientific-popular pamphlet that will serve to generalize this experience.

Fourthly, the process of training and improving the skills of the leading personnel should not turn into measures of mastering tests on information that is not directly relevant to their work. In general, the absolutization of the test method in training leaders and monitoring its results does not lead to positive consequences, does not serve to improve the leader's social image. On the contrary, such an approach only emphasizes the means rather than the goal.

3. It is necessary to find young, promising professionals with leadership skills, to teach them leadership culture and to improve their leadership skills. In recent years, special attention has been paid to the issue of finding young men and women who have the ability to lead. In this regard, the initiative and efforts of the country's leader serve as an example. In particular, on his initiative, a number of young people with special talents were identified and appointed to leadership positions in various fields. However, we cannot say that the work of finding young, promising specialists in our country and giving them lessons has acquired a systematic character. Therefore, the share of young people among the country's leadership remains low. For example, according to the information provided by the Youth Affairs Agency, 3322 employees work in the central offices of 20 ministries in our country, only 849 of them are young men and women under 30 years of age. Only 14.3 percent of young people working in these agencies have held leadership positions. The possibility of increasing this percentage in the future is also limited. Because the percentage of young people working in the central offices of the ministries is extremely low. For example, 25.6% of the total employees in the Ministry of Finance, 26.0% in the Ministry of Public Education, 4.9% in the Ministry of Health, 19.0% in the Ministry of Water, 24.1% in the Ministry of Foreign Affairs, 21% in the Ministry of Culture, 21.2 percent of the Ministry of Agriculture, 15.3 percent of the Ministry of Preschool Education, 17.1 percent of the Ministry of Housing and Communal Services, and 14.6 percent of the Ministry of Higher and Secondary Special Education are young people.<sup>1</sup> In addition, Most of the talented young men and women working in the non-state sector are being neglected. The system of teaching the secrets of leadership to young people is not yet complete. There is no special center that regularly and systematically deals with these issues within any social structure. The issue of creating the scientific and methodological foundations of teaching the art of leadership to young people is also on the agenda.

4. It is necessary to put into practice innovative forms of regular attestation of leading personnel. Attestation, in general, belongs to the category of the most positive elements of working with personnel. In the course of it, the scope of worldview of the leading personnel, the level of formation of qualifications and skills, the level of suitability for their position, and the level of efficiency of their activities during the period of holding the position are determined. Also, attestation is the central criterion for evaluating the performance of a manager. We mentioned that in the years of independence, a unique model of employee certification was established in our country. Today, the normative and legal standards for the attestation of employees, including management personnel, have been formed, and in this regard, valuable experience has been accumulated in recent years. However, as time changes, as the requirements for managers are renewed, the attestation process must also be improved. In other words, by summarizing the national and world experience, the manager had an opportunity to implement innovative forms of attestation of employees. Otherwise, the factor capable of seriously affecting the leader's activity and social image will not be effective.

5. It is necessary to modernize the monitoring of the process of training of managerial personnel. The social importance of this task is extremely great. Because if the process of

training management personnel is effective, on the one hand, the needs of enterprises and organizations for qualified managers will be fully covered, therefore, the ground will be prepared for the full activity of all production entities; on the other hand, the possibilities of improving the social image of the working leaders will expand. Otherwise, not only there will be interruptions in providing vacant positions with a qualified leader in necessary situations, but also it will be difficult to eliminate various vices in the leader's social image. Therefore, it is necessary to constantly monitor the process of training of managerial personnel, to determine the level of its efficiency, the existing problems and the possibilities of their solution, and the issues on the agenda.

There are many sources, ideas, concepts and suggestions on the theoretical and methodological bases of monitoring the process of formation of modern leaders in world science. They offer many ways, methods and methods, factors and means of analyzing the effectiveness of the process of training leading personnel in the country. Of course, the issue is approached based on the prevailing socio-political, economic and spiritual situation in different countries. However, in all of them, it is emphasized the need to determine the effectiveness of activities in the following three areas when analyzing the process of training managers: 1. a) the effectiveness of the measures implemented in order to identify the personnel with leadership ability; any process aimed at training management personnel begins with the identification of capable and potential personnel. Effective organization of this process is a prerequisite for providing society with qualified leaders. The effectiveness of measures in this direction is related to the development of specific criteria that determine leadership ability;

b) the effectiveness of the process of preparing selected reserve personnel for leadership positions; this process should be aimed not only at expanding the range of knowledge related to the specialty, but also at teaching the secrets of modern management, at forming the skills of using information and communication technologies, at adapting one's work to social needs. The effectiveness of measures in this direction depends on the provision of proportionality between the process of training reserve personnel and the functional tasks of the position to be performed by this personnel;

c) efficiency of the process of appointing personnel trained for leadership to leadership positions; the fact that the personnel selected using a special methodology and prepared to occupy a leadership position is left without being appointed to such a position, lowers the authority of the entire leadership training system, as well as the nomenclature of reserves for leadership positions. In order to avoid this, it will be necessary to form a clear list of vacant leadership positions and strictly control the process of filling them, the situation of vertical and horizontal professional mobility of leading personnel.

6. It is necessary to determine the goals and tasks of the personnel policy in proportion to the processes of change and development taking place in the state and society. It is known that the personnel policy is a policy aimed at determining the goals, tasks, principles and directions of the efforts in the selection and training of managerial personnel. This policy forms the basis of any management activity. In general, the main goal of personnel policy in Uzbekistan was defined in detail by the First President of our country, Islam Karimov. It is related to the development of national personnel capable of serving the interests of the country.

We believe that it is necessary to pay attention to the following in order to ensure the proportionality of the goals and tasks of the personnel policy to the processes of change and development taking place in the state and society:

a) it is necessary to ensure the proportionality of the process of selection and training of leading personnel to the tasks facing the society. In other words, the system of selection and training of leaders should be designed to prepare such personnel if the leader has the necessary parameters to fulfill the tasks before the society. Violation of this ratio will cause failure of actual tasks of personnel policy;

b) the system of selection and training of leading personnel should have a unique filter that serves to protect the society from unqualified and unqualified personnel. Such a filter prevents uneducated people from getting into leadership positions. Many corporations and companies in developed countries are paying special attention to the creation of such filters. It will be appropriate to use their remarkable experience;

c) the implementation of scientific-research works aimed at determining the proportionality of the goals and tasks of the personnel policy to the processes of change and development occurring in the state and society will also have a great effect. In addition to potential scientists of the country, leaders working in various fields should be involved in such scientific research.

The conclusion is that in order to form a modern leader in our country, to improve his social image, it is necessary to determine the urgent tasks that need to be solved in the near future, and to determine measures for their implementation.

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