

QUALITIES OF LEADERS IN THE MANAGEMENT OF THE CULTURE AND ARTS SECTOR

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Abstract

This article discusses the opening of a new page in the development of modern Uzbekistan, the implementation of reforms in our country, first of all, in accordance with various changes taking place in the world, including the world economy, as well as the appearance and image of a modern leader, his compliance with the requirements of the time.

Keywords

New Uzbekistan, people, leader, democratic reforms, intellectual ability, principle, strategic management style

Today, fundamental reforms and changes are being implemented in our country. As a result of these reforms, no sphere or direction has been left out. The changes, of course, serve the interests of the people and the development of our state. One bright example of these reforms and practical work that concerns and pleases all of us is New Uzbekistan.

New Uzbekistan is a country where the decisive principle “The people should serve the state bodies, not the state bodies” is being confirmed in practice.

Indeed, today’s New Uzbekistan is, as our President emphasized, a democratic state in which human dignity is exalted and all state bodies serve the interests of the people, which has determined its own path of development and has found its place in the world community in its comprehensive economic, cultural, and political potential. All this did not happen by itself and will not happen. At the heart of the work being done are forward-thinking, forward-looking decisions, a responsible executive apparatus, and a systematically established management process.

Public administration is the management carried out on behalf of the state and in accordance with the instructions of the state, that is, the executive and command activities carried out in the areas of socio-economic development of civil society,

protection of the rights and freedoms of man and citizens, strengthening the legal and democratic state.

The qualitatively positive nature of public administration depends on the leaders of the higher and lower levels of responsible bodies - organizations. After the above considerations, it is natural that the question arises of who the leader is. In the words of the great thinker, statesman Yusuf Khos Hajib, "A leader is a person who has hired himself to serve society, and from him should remain an unforgettable name, word and indestructible practical work, that is, knowledge, laws, customs, traditions, procedures, cultural, spiritual and moral high skills, an ideology that encourages goodness and development, and spiritual enthusiasm."

Indeed, every leader, regardless of whether it is a state body, organization or enterprise, must work sincerely throughout his career and be a practical and theoretical example for members of society and employees. In turn, thanks to the properly established state administration together with leaders, as mentioned above, all the wide opportunities and conditions have been created for our youth in our country. For example, by obtaining sufficient knowledge and working in the field of our interest, we can contribute to the development of New Uzbekistan. There are even enough opportunities and wide open paths for us to make our contribution to the development of New Uzbekistan through leadership. Of course, we are required to have knowledge, skills and experience in this regard. I would like to continue our thoughts with the following:

When the First President of the Republic of Uzbekistan speaks about a free citizen and a free person, he draws attention to the following four aspects, namely, that every citizen:

- should recognize his rights and fight for them;
- should rely on his strength and capabilities, use his capabilities and show their effectiveness;
- should be able to independently react to the events taking place around him;
- should act in harmony with his personal interests and the interests of the country and the people.

These four aspects that our first President I. Karimov paid attention to should serve as a program for young leaders. The fact is that life itself proves how important each of the above words is. For example, in the first place we are talking about legal knowledge and legal experience. Therefore, let's not forget that legal knowledge and legal experience are necessary not only in leadership activities, but also in everyday life. In the second place is the ability to apply the accumulated practical and theoretical knowledge and experience to life, to show the results of the work spent for oneself and for society. In the third place, one of the important

factors is that today's young leaders, based on the daily situation, are very necessary to make emergency decisions and understand how correct their decisions are. In the fourth place, the main factor is the great responsibility of combining the interests of the country or people with personal interests. Only leaders who can do this, when they demonstrate in practice that they are truly worthy of their duties, will they gain the recognition of the people.

“Living in this world with concern for the pain and concerns of others is the highest standard of humanity.”

Every person carries out his work activity based on the knowledge he has learned throughout his life. During this activity, he accumulates experience and acquires new knowledge. Leaders must always have new knowledge and experience, as well as be ahead in acquiring them. Because in the current era of globalization and the process of integration of various sectors, only leading leaders work effectively. In this regard, there are other important factors and characteristics that are paid attention to in addition to knowledge, experience and skills. For example, the Turkic poet, great thinker, statesman Yusuf Khos Hajib puts language, communication and attentiveness to language in the second place after knowledge in the development of people's language. Of course, this is true. If we take our multinational state as an example, in our country, where more than 130 nations and peoples live, knowledge of languages is one of the necessary characteristics not only for leadership, but also for everyday life. In addition, language skills are a winning factor in establishing cooperation with a foreign organization or state. The culture of communication is a sign of behavior that plays a key role in the life of every person. It is especially a primary criterion in the work of a young leader. Being on the same page with senior, equal and junior employees, representatives of all strata of society in the organization, institution or region where they work, certainly creates the basis for positive results.

Do not try to be exactly like any leader. You cannot be his “second copy”. You can take the best qualities from him and others and strive to be perfect from them;

In fact, many young leaders adapt to the work style of experienced, reputable leaders whom they have heard, seen or were apprentices to during their internship and now when they start their career, and rely on this. We need to gradually abandon such systematic work styles. The fact is that despite the effort, energy and work spent, the previous environment causes the results to be repeated. Therefore, young leaders should also learn the productive qualities of leaders who have been masters of their craft for many years and work on the basis of their own creative and innovative ideas.

"It is necessary to ensure the timely and effective implementation of the adopted documents so that everyone can feel the results of our reforms in their lives."

Of course, every decision made by leaders is beneficial with its practical implementation. Therefore, members of society or citizens should be able to see the results of these reforms and benefit from them. No matter how knowledgeable and experienced a leader is, if he cannot ensure the implementation of the decisions and orders made, if he cannot apply them to society, he will create the basis for them to remain on paper or in archives. I would like to conclude my thoughts with the wonderful words of our President Sh. Mirziyoyev, which will be the content of the work of not only young leaders, but also all leaders. "We consider it a priority task to further develop the sense of justice, which our people have always highly valued and put above all else," he says. Indeed, it is both a duty and a duty for every leader to adhere to the standards of justice in their work. It also requires knowledge, skills, experience, self-confidence, and a conscientious approach to each task. Only young leaders who can responsibly respond to these demands will make a worthy contribution to the development of New Uzbekistan.

The final result of the reforms being implemented in our country largely depends on the leaders and their professional skills in the field of management. In this regard, it is necessary to pay special attention to the formation of the ability of management personnel and civil servants to work with civil society institutions and people.

Today, 42 state theaters, 837 cultural centers and 599 titled amateur art groups operating in them, about 210 district and city departments of culture and tourism, 325 children's music and art schools operate in the system of the Ministry of Culture and Tourism. The demand and need for professional managers in these institutions and organizations is extremely high. Because the rapid development of the activities of managers in the field of culture and art is a requirement of the time.

According to sources in the world, the first manager was the English industrialist Robert Owen. In 1820, he was the first to solve problems related to labor productivity and motivation, the relationship of workers with the factory, and labor processes at his spinning mill in New Lanark (Scotland). From this information, the manager became a real leader in management.

Leadership culture is a combination of words that expresses the spiritual image, morality, manners, and management culture of leaders, leaders, and leaders. Culture is primarily a product of spiritual wealth. A leader with a high political culture acts in the interests of the nation, state, and people, putting the common good above his personal needs and interests.

A person aspiring to leadership and leadership must have special behavior, spirituality, and culture, which must be constantly improved. To do this, it is not enough to be aware of political life or to acquire economic and professional knowledge. They must also have mastered advanced management skills based on global experience.

Today's leader achieves this through a high level of responsibility for his tasks and self-demanding. Books on politics, economics, and spirituality, as well as classic literature, deeply observing historical processes, also broaden his worldview. If a leader, with his intelligence, thinking, spiritual maturity, and culture, moves away from independent thinking, observation, and in-depth analysis of everyday events, he moves away from the spirituality required by leadership.

In order to answer the questions of what and how is management done, it is important to consider the functional description of management, which includes the following: - The interconnectedness of management and the system of relations in the organization; - Management of the organization and the external environment; - Leadership.

Based on the above, several perspectives on organizational management are presented in the literature. The usual view of organizational management is mainly focused on the issues of managing people in the organization, the strategy of management, that is, the adaptation of the organization to a changing external environment, is shown.

The following are highly significant approaches to considering organizational management:

- Viewing management from the perspective of actions taking place within the organization;
- Viewing management from the perspective of the organization's entry into the external environment;
- Viewing organizational management from the perspective of implementing these activities.

The activities of the leader are provided by legal norms, while the activities of the leader are guaranteed by the spiritual and spiritual norms of cooperative communication and relationships. The union or unification of two or more individuals for a specific goal forms a group. Where a group exists, the leader acts. If we take the family as the smallest group in society, then it certainly has guidance and follow-up. The head of the family is the main person who determines and coordinates the direction of development, goals and plans, and also takes various problems such as managing the family, regulating and ensuring measures. These

depend on a number of characteristics such as the type of person the leader is, the extent to which he can solve family problems, his worldview, his thinking, and his ability to be entrepreneurial. Analyzing the personality of the leader, studying his selection and evaluation separately, becomes an important object of research in leadership studies. The term leader is also used in relation to gurus in activities related to religious theology. A leader is responsible for general and limited tasks in any group or organization.

A leader is understood as the actions taken, implemented and intended to be implemented by a leader. Accordingly, a leader is the main content of management. There are three social types of management known to humanity. Management with the help of human intelligence and embedded in cultural traditions, that is, management with the help of unwritten laws and regulations, management with the help of directly appointed responsible persons, management with the help of written documents such as laws, manuals, rules. Currently, the tradition of viewing management only as a professional activity has strengthened and it is specialized as an official and a field of study of officialdom. In recent years, experts in this field, after a long debate, have been interpreting these types as "Official and person performing the duties of an executive". Management represents a holistic group of leaders specific to all departments, from the smallest multi-sector organizations and associations to local structures within the state and society, operating on the basis of a management system. In it, the main issue is the structure of subordinate or parallel networks and their integration, which are different from the leader and leadership. In such a system consisting of many individuals, the main issue is the characteristics and activities of the entire structure, not one person.

One of the major problems in this area is precisely the shortage of management personnel. I will now cite some statistics:

- More than 700 state-owned cultural institutions (museums, theaters, concert halls, cultural centers) operate in Uzbekistan (Ministry of Culture, 2024).
- More than 500 management positions in the cultural sector remain vacant every year, due to the lack of experienced and modern management competencies of specialists (according to the report of the Foundation for the Development of Culture and Arts, 2024).

2. Problems with the quality and training of personnel

- In more than 40% of cultural and art institutions, managers are appointed mainly from among creative people, and their management and organizational skills are insufficient (Center for Economic Research and Reforms, 2023).

- Surveys conducted across the republic revealed that 53% of managers do not have sufficient knowledge of modern management tools (SMM, grant management, project planning).

3. Regional differences

- Although the number of qualified managers in the field of culture and art is relatively high in Tashkent, the demand for managerial personnel is 2 times higher in the Republic of Karakalpakstan, Jizzakh, Surkhandarya, and Syrdarya regions (Ministry of Culture, 2024).

- There is a lack of modern-thinking managers-leaders to modernize the activities of cultural centers and theaters, especially concert organizations.

- Taking into account such processes, there is a great demand for managers-employees in this field.

- To eliminate the need for managerial personnel in the field of culture and art:

- Reforming the education system;
- Learning from international experience;
- Diversifying the leadership system;
- Systematically working with young people with regional potential.

These recommendations are of great importance in the modern, innovative and sustainable development of the cultural system.

In conclusion, it is appropriate to quote the words of our grandfather Amir Temur: "The leader is a teacher, a mentor, a leader-educator of the nation, a person who is connected with eternity. Thanks to his hard work, our future successors are becoming more mature. Therefore, attention to leaders is attention to the fate of the Motherland. The state is powerful with the loyalty and dedication of leaders and citizens." In addition, in our republic, leaders constitute a large link. Therefore, the more a leader is armed with a national idea and belief and understands it, the more progress society will achieve. In other words, the more meaningful the national idea and belief is, the more it serves to determine the long-term goals and interests of each leader, and the future prospects of the team, the faster people will accept it. And a positive attitude towards it will be formed. Therefore, it is necessary for a leader to develop sharp emotional awareness and intellectual abilities, and to become more aware of situations where words and actions are out of balance.

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