



A LEADER'S CULTURE OF DEALING WITH HIS TEAM MEMBERS

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ABSTRACT

This article briefly highlights the culture of communication between the leader and his team members. It is emphasized that the interaction of the head with the members of his team should be of paramount importance.

KEYWORDS

Team, member, leader, quality, appeal, reality, communication, communication, information, information, action, thought, influence, lecture, speaker.

INTRODUCTION

Each member of the team should know that the various means of the manager's dealings with the employees working under him are not the result of his whims, personal likes or dislikes, but are related to the behavior of the employee in the work process, the practical qualities he shows. An improvement in the employee's behavior may lead to a corresponding softening of the manager's treatment of him.

Leaders of public education, higher and secondary special education, secondary special vocational education often have to speak in meetings, councils or in front of a team or a group of employees during work hours, breaks and other times. This is an important form of the leader's dealings with subordinates, and he should use it correctly. It is necessary to attract the attention of the audience with one's speeches, words, and lectures, to show the social importance of any

event, and to emphasize the material and spiritual benefits that this event brings to the community.

Not everyone has public speaking skills, of course, but a leader must learn to speak clearly, expressively and effectively, persuasively and persuasively. The language of the speakers should be close to the living language and literate. The leader should prepare his speeches and lectures in advance. He should think carefully about the form and content of his speech and conversation. Sometimes it is necessary to write down the written text of the speech, or at least the abstract and extended outline.

It is not recommended to read the text of the speech if the leader does not just want to inform about some information, information, but really wants to attract the attention of the audience. Such a speech, no matter how good its content is, how clear the language is, is not very convincing, and as a result, the eloquent loses its effect in front of the listeners.

Junior leaders and specialists of the educational system should always study the situation in the team, the opinions of the subordinates about each other and the leader himself. In addition to informational tools, free conversations and other personal interactions with team members outside of work are naturally beneficial.

During the interview, the manager gets a lot of information about the employees and their work process. Often here he develops management decisions together with employees or informs team members about the general state of work, makes friendly requests, gives advice. From such a situation, employees openly express their opinions on issues

related to the life of the team, evaluate their actions, the behavior of the leader or fellow employee.

It is important to be able to overcome personal prejudice against an employee or the messages he or she has communicated. The psychology of the employee is such that he easily and gladly accepts information that confirms his experience or corresponds to his (sometimes even unconscious) desires. The same goes for negative attitudes toward employees.

A leader tends to ignore employees he does not personally like. However, their message may actually be very important and truthful. On the other hand, the manager exaggerates the importance of the information he receives from the employee he likes and tries to make it look reliable. It is necessary to be able to eliminate personal negative opinion about the employees and the description of the information they report.

A leader must learn to appreciate and encourage sincerity, even if it is not very pleasant. During conversations with personal comrades, it is necessary not to use negative information about team members. Otherwise, people start to hide the real situation and paint everything.

Other things being equal, the effectiveness of the interview largely depends on the skill of conducting the interview, the leader's ability to persuade the employee and speak frankly. Depending on the content of the conversation, it is necessary to choose the right time and place. In this case, the conversation should not be conducted "generally". The conversation should be conducted with a specific goal in mind or according to a pre-arranged plan. In many

cases, during the conversation, it is necessary not to immediately start the conversation with the main goal, that is, with the issues of interest to the leader. Before proceeding to the main issues, it is necessary to create a situation of trust.

The leader should make it possible for the interlocutor to feel that he is interested in the messages that the subordinate can communicate or wants to communicate, that he wants to listen to him, and that he is sympathetic to him.

During the interview, the employee may raise an unpleasant issue for the manager or talk about things that are already known to him, some of his thoughts may turn out to be completely unthought-out or simple. However, the leader should not emphasize his position, know more about a particular issue or try to show that he has more experience. Do not interrupt the employee's speech with unnecessary questions and bites, or interrupt the employee when he pauses.

During the conversation, the leader should try to listen carefully and talk as little as possible. Because sometimes the employee does not ask for any help from the manager, but comes to the manager to express his pain. In addition, often the leader likes to talk himself rather than listen to the words of another employee. Of course, it is not right to not participate in the conversation at all, but at the same time, it is necessary to avoid getting overly emotional.

If the leader is asked to evaluate any event or action that his interlocutor is talking about, it is better to give such an evaluation at the end of the interview. Under no circumstances should you use the authority of the boss in a personal conversation or in a dispute. How a leader advises, reprimands or punishes a subordinate is

of great importance. In most cases, reprimands should be given in private, only in some cases it can be given in the presence of others.

In this regard, you can rely on the following tips, which may be of interest to the heads of educational institutions:

Never criticize an employee in general terms, but instead talk about his or her specific misdeeds or shortcomings.

Do not blame your subordinates for inadvertent mistakes or defects.

Respect the work and opinion of employees, never rudely face the employee's injustice.

If you want to tell an employee that he is wrong, don't tell him in front of others. Scolding an employee in front of his comrades is a high punishment. Use this measure only when absolutely necessary.

Any reprimand will be taken more lightly if the reprimand is given only after praising the employee's previous work or good qualities.

If you want to convince the employee that your point of view is correct, conduct the conversation politely.

If you are objected or criticized, be quieter, listen carefully to the objection or criticism. Consider the characteristics of the employee working under you.

If you are wronged, admit it quickly and firmly.

Of course, these tips should not be taken as a ready-made guide that will work in all situations in life. A lot depends on the specific circumstances, the character of the employee to whom the managerial job falls.

The behavior of the leader in the event of a conflict is a complex aspect of their work.

A leader can be involved in two types of conflicts.

The first is his personal conflict with his subordinates.

The second is disputes between employees working under him. The leader should resolve these conflicts wisely.

A leader who ignores performance deficiencies or indiscipline to avoid conflict is doing the wrong thing. Unscrupulous and undisciplined employees should be criticized, even if you have to fight with them. Even in the most severe conflict, the leader should try to be calm and patient, no matter how guilty the employee is, he should not insult his dignity.

A leader should be able to control the level of conflict between himself and his subordinates. If the leader does not have a personal psychological influence on the employee working under him, the conflict escalates and has reached the level where it is necessary to raise the issue of the employee's expulsion from the educational institution. attracting some members, using the influence of public organizations, etc.) is important.

Often, in disputes between subordinate employees, the leader has to act as an arbitrator. While analyzing the arguments of both sides of the conflict, the leader must be impartial, not biased towards the arguments and actions, and forget about his personal favors and dislikes. You should not try to solve the problem without a good analysis of the case and without understanding the internal reasons that led to the conflict.

Not disclosing the conflict to other members of the team should avoid the frustration that usually occurs in conflicts between employees. It should be remembered that sometimes the leaders' humor, the ability to find the funny side in the behavior of the disputants, the humor made at the right time, the conciliatory tone will reduce anger, and allow the conflicting parties to return to working conditions. With this, conditions are created for solving the conflict that has arisen, even a fight.

It is necessary to determine the nature of the dispute from the position and point of view of the disputing parties and try to find an acceptable way to resolve it. If at a certain time there is not enough information to resolve the dispute or it is required to check the arguments of the disputants, in this case, the manager should take measures to delay the investigation of the case for the time necessary to collect the necessary additional information, so as not to harm the case and make it as inconvenient as possible for the disputing parties.

The leader should calm down the disputants, if possible, even make fun of the disputants' anger, get both sides to talk honestly about what caused the quarrel, create a situation of trust and mutual understanding.

In order to solve the conflict, he must know his employees well, the strengths and weaknesses of their character temperament. The leader should help one of the conflicting parties to understand his injustice (it is possible that both parties will be unjust to some extent). If necessary, it is necessary to shame the quarrelers, to mention their previous good qualities and deeds. It is here that the authority of the leader

and his moral influence on the members of the team are manifested to a large extent.

Relationships play an important role in the work of a leader.

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