Psychology of Modern Leadership as an Important Phenomenon of Effective Management

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Abstract

The article deals with contemporary understanding of the phenomenon of leadership. The authors analyze the distinctive features of a leader and his behavior, the specifics of leader's image representation. The paper touches upon the problem of choosing a motivation to become a leader and not only to choose him/her and follow him/her in modern society. The authors of the article analyze the psychological types of personality of the modern leader. An overview of modern research, theories, leadership concepts is given. The issues devoted to the problem of leadership as a mechanism necessary for effective management of the organization are considered. Interdisciplinary understanding of leadership phenomenon within sociology, philosophy, political science, pedagogy and psychology is presented. The similarities and differences of such concepts as leader, manager, authority are revealed. The definition of such concepts as premiums and disadvantages of leadership is given. The characteristics of an effective leader are presented. The article deals with the types of groups, the personality of the leader, the traits of his character that contribute to his becoming a leader, the relationship between the leader and the rest of the group, the theories of leadership and types of leaders are studied. The relevance of this topic is due to the necessity of the presence of a leader in any group that solves the task set before it.

Keywords: Leader, Leadership, Effective Management, Leader Characteristics, Followers, Types of Leadership.

Introduction

Throughout history, leaders, sovereigns and presidents, leaders at different levels have inspired and guided people's actions, made them show their energy and responsibility for the fate of their country. It could be said that in its infancy, the study of history was a study of the activities of leaders. "Leadership is one of the most obvious and least understood phenomena on earth" (J.M. Burns). As the most important societal phenomenon, leadership has always been and still is of universal interest. Scientists-historians, philosophers, political scientists, sociologists-study the patterns of formation and functioning of leadership, causes and factors of its effectiveness. Practicing psychologists and management specialists develop various techniques for identifying potential leaders and technologies for improving leadership qualities. Those who want to become leaders themselves strive by all means to develop in themselves the qualities necessary for this, to develop the required skills. And those who follow a leader are interested not only in what makes them submit to
his power and influence, but also in how they can in turn influence the leader and influence the actions he takes.

However, there is also a "negative" approach to assessing leadership and its role in the modern world. There is an opinion that the belief in leaders and their special role in the life of society is based on irrational aspirations of the masses, which leads to the mythologisation of leadership. It is argued that leadership cannot provide a significant managerial effect, it is difficult to establish a link between the specific actions of the leader and the effectiveness of his or her performance. Moreover, some argue, the very concept of leadership is an artificially invented concept. For example, Australian management and coaching expert F. Ralph in "Leadership Without Silver Bullets: A Guide to Leadership Development" substantiates the position that at present leadership for a variety of reasons does not "work" at all. Scholars, he argues, cannot unequivocally define what qualities are necessary to be an effective leader, what is the reason that some people are able to inspire others and bring out their best qualities, while others prefer to wait and be patient.

In this line of thinking, G. Gemmill and J. Oakley (Syracuse University, Greece) developed a kind of 'theory' of leadership as a social myth of alienation. Leadership as a social phenomenon does not exist at all, they argue, and people's belief in its necessity is based on their extra-rational feelings. It is the desire of individuals and social groups to create protective mechanisms, "whose main task is to suppress needs, emotions and desires that are unacceptable when people live together", and to act in accordance with rituals that lead, according to these authors, to the construction of virtual constructions, the creation of the myth called "leadership" (Evtikhov, 2007). From our point of view, leadership is not a myth. It really exists, moreover, it is a catalyst and indicator of the sociopolitical activity of society. Without leadership, social groups and communities, organizations, political parties, society as a whole become less effective. The role of leadership is especially great when new political circumstances arise that are unprecedented in the past; when the situation is complex and contradictory; when there is a choice between different political solutions. National leaders are symbols of community, models of political behaviour. It is no coincidence that entire eras in the life of different countries and peoples are inextricably linked in the minds of people with the names and activities of certain leaders. When asked which leader can be considered great, the first names in different countries are those who brought freedom and independence to their people. The US citizens name Presidents J. Washington and A. Lincoln, the British name Prime Minister W. Churchill, the French name President Ch. de Gaulle. In South America, Bolivar is an idol, a legend and a teacher for many Latin American politicians. (The categorical nature of the statement by the famous British public figure E. Powell, who, hinting at the inevitability of leaving power at the end of any, even the most brilliant, political career, is questionable: "All political lives, unless they are interrupted at takeoff, end in failure. Such is the nature of politics and of human nature.") However, one cannot but admit that the existing "theories" of leadership do not provide an exhaustive picture of the nature of this phenomenon, nor do they fully reflect the changes that are taking place in political leadership these days. Political leaders are forced to see domestic politics in their own countries as part of a worldwide, global process and must increasingly focus their efforts on socio-economic issues. This is especially true as there is a growing demand for social justice around the world. The training of political leaders is gaining in importance, and their awareness and knowledge are becoming more and more important. Under the conditions of rapidly changing situations, accelerated social development, new challenges, it is more necessary than ever to be well informed in different spheres of social life - economic, political, socio-cultural (Gemmill and Oakley 1992); (Adair 2004). The ability of leaders to create an "image of the future", i.e. to have a "vision", is of great importance. Effective leaders can only be leaders who are able to change in response to conditions and realities, who are knowledgeable and highly professional, who show responsibility and integrity, generating trust and recognition among their followers. These are qualities that are sorely lacking today, urging the formation of radically new approaches to leadership and leaders. All this clearly demonstrates the need to "reflect on and find a fundamentally new leadership paradigm adequate to modern realities".

The appeal to reveal the image of modern leader, to understand the value and purpose of leadership, what gives leadership to a person in society and who is a leader nowadays is due to the relevance of the research of the phenomenon of leadership in the modern world. Understanding the essence of leadership, the content, nature and direction of the leader's activity, the distinctive features of the leader, his influence on others, role functions, socio-economic status in society, and motivations in the leader's activity invariably attract interest. Since society is made up of many individuals, each with their own personality, psychological type, values and ideals, but not all of them can and do become leaders. If we talk about the uniqueness of the personality of the leader, his spirituality, the disclosure of man, his formation as a leader in the spiritual aspect was considered in the works of R. Descartes, A. Bergson, F. Nietzsche, N.A. Berdyaev, B.P.
Vysheslavtsev, A. Toynbee, K.M. Kantor. L.B. Zubanov presents the spiritual side of leadership in opposition to the views of C. Jaspers and L.N. Gumilev, highlighting the typology of "spiritual leadership" based on the disclosure of the uniqueness of personality. But leadership is a multidimensional phenomenon; it encompasses socio-philosophical, psychological, economic and other discourses. If we refer to the original meaning, the leader is a líder, a leader, an authoritative person, who has the central role of an organizer of joint activity, whose duties also include the regulation of relations in a society, a group, a collective (Gemmill and Oakley 1992); (Ralph 2010). This leads to the fact that with the passage of time, socio-economic changes in society, improvement of the quality of life, scientific and technological progress, the image of the leader is constantly changing, filled with new content, which is reflected in the worldview and culture. In modern society this is influenced by many factors, one of which is a person's desire for success, awareness of oneself as successful, regardless of the chosen field and type of activity, specialty, etc (Karpenko et al., 1999).

In the current situation of global competition, globalisation of the economy, and compulsory economic efficiency, it is the leaders who achieve success. Leadership issues are nowadays considered comprehensively in connection with the needs of management, big business, and the economy. Leadership is the position of a certain individual in a group or in society as a whole, which is characterized by the ability of the person occupying it to influence other people, directing their efforts to achieve certain goals (Semenov and Nabokov 2006). In order to study leadership, it is necessary to develop an understanding of how the leadership process takes place and what it is that enables a leader to become a leader (Belyatsky 2006). Despite the fact that scientific and empirical research on leadership was conducted throughout the twentieth century, not only is there no unambiguous definition of leadership, but there are different perceptions of the nature and essence of this phenomenon. One of the most common conceptions of leadership is its identification with influence. Bass sees leadership as positive influence. According to him, in case a member of a group aims at changing another member's behaviour, the former's efforts are an attempt at leadership. If a member of the group actually changed his behaviour as a result of the former's efforts, then it is successful leadership (Bass 1960); (Goleman 2005).

There is great interest in the problem of leadership in our country because management of different social structures, from various groups to the state depends on the actions of leaders, managers, executives, administrators.

In this connection, the problem of leadership as a tool for effective management is becoming more and more urgent and significant. The notion of leadership is a subject of research in psychology, pedagogy, sociology, political science and a number of other human and social sciences. Leadership is an integral part of any civilised society.

Thus, in studies of sociology the main emphasis in understanding the phenomenon of leadership is placed on the status of an individual in a social group, class, party, state, due to the more effective results of its activities (economic, political, scientific, sports, etc.). The psychology literature in understanding leadership focuses on the art of influencing people, the ability to inspire them to strive to achieve desired goals. It is worth noting that the characterisation of leadership in political science (J. Openheimer, N. Frohlich) includes two aspects.

The first one is the formal-potential status of a person associated with the possession of power, his subjective activity to implement a social role; the second one is the presence of personal qualities and behaviour in accordance with the position occupied. Thus, leadership in political science is defined as the influence of one or more persons holding positions of power on an entire society, organisation or group. In philosophical studies, leadership is seen as a manifestation of the human "creative instinct". Representatives of the philosophical trend (R. Greenleaf, F. Nietzsche, T. Carleye, C. Hodgkinson and others) believe that morality is a hindrance in the pursuit of leadership and that the very process of history depends on great personalities striving for power.

Many books have been written on leadership, both by academics and by established leaders themselves. Robb Goffey and Garret Jones have taken an unusual approach. They spent five years asking leaders in a wide variety of fields the same question: "Why should people follow you?" An analysis of the answers of leaders and their followers formed the basis of the book (Robb and Gareth 2008). So, what is the concept of leadership? A natural question arises. Goffey and Jones suggest "that leadership is something we do together with people". They write that there are no universal leadership characteristics. Everyone striving to become a leader has to figure out what qualities they need and in what situation. But to become an effective leader, according to the authors, three fundamental axioms must be clearly understood:

- Situationalism. Leadership is situational, the demands placed on a leader depend on the circumstances. You have to be able to adapt to shifting priorities and keep leading people.
- Non-hierarchical. Leadership is non-hierarchical. The essence of leadership is...
the persistent misconception that people in high positions are leaders. Leadership is not the destiny of a select few, there are genuine leaders at all levels of great organisations.

- Relationality. Leadership manifests itself in relationships. There is no leader without followers. "Leadership is always a social construct, which is always recreated in the relationship between leaders and those they undertake to lead.

"An effective leader is one who knows his individual characteristics (whatever they may be) that can be useful to him as a leader, and uses them wisely. And it's not just his strengths that need to be used, but also his weaknesses. On how to adapt to a situation while still being yourself.

Leaders and followers:

"Subordinates do not decide who will be their boss, but in who will be their leader, the followers have the last word," the authors state. - Successful leaders identify with those they lead. But what do leaders expect from their followers?

After analyzing a wide range of opinions, Goffey and Jones formulate an answer to this question:

1. Followers want authenticity - a manifestation of the leader's personality traits. They want to feel valued and want their merits to be noticed and recognised.
2. Followers want excitement and excitement, and they want community, a sense of belonging to something bigger.

Dedicated followers are needed by every leader. But there are at least two types of followers to be wary of. For example, a leader can be ruined by sycophants and those who impose the will of the majority. Now let us consider such qualities of a leader as an organiser, a manager and what socio-psychological qualities he should possess (Robb & Gareth 2008).

M.I. Rozhkov singles out the following main qualities of a leader-organiser: ability to manage oneself, fully use one's time, energy, ability to overcome difficulties, get out of stressful situations, etc.

- Knowledge of the features of organisational and organisational work, the ability to manage people, motivate and stimulate them to work, the ability to work with a group.
- Presence of specific managerial personal qualities, etc. (Rozhkov 2020). General and specific qualities of a leader are given in the works of A.L. Umansky. By general qualities are meant qualities that nonleaders may also have, but that increase the effectiveness of the leader. Specific qualities of a leader include.
- Organisational discernment is a subtle mental selectivity, the ability to understand another person, to penetrate into his inner world, to find his place for each person depending on the individual characteristics.
- Ability to influence people psychologically - a variety of means of influence on people, depending on their individual qualities and the situation.
- Propensity to organizational work, necessity to take the responsibility.

The list of qualities that are treated by different researchers as leadership qualities can be continued for a long time. However, the longer their list becomes, the less useful it is. There is no doubt that the leader must still have some qualities that distinguish him from the other members of the group. However, a list of these qualities should be compiled on the basis of situational variables, among which stand out:

1. The social and demographic features of the group.
2. The specifics of the tasks to be solved.

The specifics of professional interaction, etc.

Based on the analysis of scientific literature and empirical research of leadership qualities Evtikhiev O. singled out a generalized structure of leadership qualities of an organizational leader.

1. Individual and Personal Qualities

Knowing and feeling themselves. A leader needs to know himself or herself well, to be able to listen to himself or herself, his or her feelings and emotions. A person's feeling of him- or herself, knowing what he or she likes and does not want, are important elements in forming an adequate self-concept, to help him or her navigate life's path and understand other people. This idea was developed by W. Bennis, noting that the knowledge of their strengths and weaknesses, loyalty to their principles are important qualities of a leader.
Self-confidence. Adequately high self-esteem of a leader combined with self-confidence boosts his or her resolve in critical situations and helps to take risks if necessary. Self-confidence enables a leader to push the boundaries of his or her abilities and to gain new experiences. This idea was justified by B. Base2, who in 1981 analyzed ten leading studies of leadership and confirmed that the sense of self-confidence, as well as the level of self-esteem of the leader was significantly higher than that of his followers.

An active life attitude and a drive to lead. An active life attitude allows the leader to be at the centre of events, which is necessary for an adequate orientation in the situation. The pursuit of leadership and achievement is a necessary factor for self-development and self-improvement of the leader. This idea is supported by Stephen Covey.

Moral normativity, reliability, consistency of actions. Leader is a bearer of norms and values of the group, so his behaviour and outlook should be consistent with the norms of public morals, such as fairness, honesty, responsibility, reliability and consistency of his actions. B. Nanus called this quality of a leader "high integrity and integrity of character".

A developed leadership self-concept. A leader's world outlook and the nature of his interaction with his followers is largely determined by his leadership concept, which includes a system of ideas about himself as a leader and his own leadership role in his interaction with others.

2. Organisational-managerial Qualities

Future-oriented and forward-looking. He has to know himself where he is going if he is to lead the group. In order to do this he has to have a perspective of the group's activity. This is what W. Bennis calls a 'guiding vision'.

Situational sensitivity and flexible behaviour. The leader is often a participant in a complex process and is located in the 'arena' where a large number of forces are at work, many of which are sometimes beyond his knowledge, understanding and control at the moment. The organisational leader therefore needs sensitivity to the situation, the ability to navigate through it quickly and make the right decision. Max DePre called this quality "situational acumen".

The ability to build a team. The important quality of the individual, determining the success of its formation in the role of the leader, is the ability to attract others to him (creative programs, ideas, ideals) and to create a team of like-minded people. Formation of corporate goals and values, as well as control of the followers' commitment to them, are among the leader's most important tasks. A similar quality of leader in a broader sense is described by B. Nanus called it 'the ability to build an organisation'.

The ability to organize a group to solve a given problem. This is one of the fundamental qualities of the leader. It includes the ability to distribute functions between the members of the group, the ability to motivate and inspire them to solve the task, to coordinate the work, etc.

The ability to monitor the results of collaborative work, to thank and reward. This quality also ensures that the organisational leader is able to perform his or her management functions successfully.

Willingness to support in times of need. The leader's reluctance to support his follower when it is very important and he is able to do it, usually deprives him of his leadership status and followers. This effect is derived from the previously mentioned phenomenon of F. Hader, according to which if a leader is perceived as someone who is able to achieve results but does not do so due to apparent lack of will or desire, he is more likely to lose followers than a leader who is unable to do so but is taking obvious steps to achieve the goal.

3. Socio-psychological Qualities

Interpersonal sensitivity, the ability to understand the needs of others. Leadership is a social phenomenon and is people-oriented, so seeing other people, feeling their aspirations, problems and concerns, as well as understanding the relationship of "leader-follower" largely determines the success of the organizational leader. James O'Toole pointed out the importance of this quality.

Communicative competence. The ability to quickly establish contacts with people, feel confident in a team is an important quality of the leader and ensures the success of his organizational and managerial activities. A similar quality John Gardner called 'people skills'.

The ability to create the conditions for the self-actualization of followers. The ability to create the conditions for the self-actualization of followers is the basis for the trust to the leader and the willingness of followers to follow him or her.

Fairness. A leader coordinates relationships and must be objective and fair in assessing the actions and deeds of others.

The ability to represent and defend the interests of the group in external instances and to take responsibility for group activities. Leader is a representative of the group, so the ability to represent and defend the interests of the group in external instances, to take responsibility for the activities inside the group is an important quality of an organizational leader (Gemmill & Oakley 1992); (Evtikhov 2007).

What are the main advantages and disadvantages of a leader?

Here are some different characteristics: However, don't think that our conversation is only
about executives. By no means. In fact, the issue is much broader than it appears at first glance. After all, each of us performs one role or another in our lives. And not just one, but hundreds, perhaps even thousands. Take a mother, for example - she is the leader of her own child, which can be very difficult to cope with at times. One way or another, but when we talk about different types of leaders, there is a temptation to divide them into only 2 categories: good and bad. But it is far from that simple. Leadership may not always be so black and white (Muromtseva K.B. Boboqulov S. Sh 2021).

There are in fact several basic types of leaders. And in this article we will try to reveal the advantages and disadvantages of each of them. Ask direct questions, send surveys: How can we better understand the customer. What is leadership really about? Try to answer one seemingly uncomplicated question: "Who can be a leader?" I wonder what your answer will be? Someone who is an official representative of authority? Someone who is above you in rank? Or is it simply someone who has a higher salary than you? Pretty traditional notions, aren't they? Actually, absolutely anyone can be a leader. And so can you, by the way. Essentially, a leader is someone who influences or directs others through his or her own actions and behaviour. This being said, having seniority is not a prerequisite at all. Why is it so important to understand what type of leader you are? Before we discuss specific types of leadership, we need to understand the specific reason why it is so important to differentiate between them. However, it is fairly obvious - understanding how you lead or want to lead will give you a better sense of control over the size and scope of your reach and influence. Psychologically speaking, leadership can be seen as a kind of maelstrom of our inner values, natural strengths, abilities, beliefs and experiences. Awareness and acceptance of your own leadership style can help you connect this vortex to your vision of the purpose of the organisation you work for. Simply put, to be a leader, you need to be effective. And to be effective, you need to understand exactly where you are coming from and where you are going (Muromtseva et al., 2021).

Let's now begin to explore a few basic types of leaders and their pros and cons.

**Transactional leadership.** The best way to understand this type of leadership is to think of a typical transaction: I give you something and you do something in return. Such leaders distribute tasks to their team members and then use various reward or penalty methods to either approve or punish them for what they do. It goes without saying that this approach is very directive. The advantage of transactional leadership is that it eliminates all confusion and misunderstandings due to the fact that the leader clearly defines all tasks and expectations for each team member. The disadvantages, however, are a rigid atmosphere as well as the complete suppression of creativity and innovation. Be realistic and patient: How to change jobs in difficult times. You are a transactional leader if you often use the threat of staying late to motivate your subordinates and if your head is constantly inventing new tasks for your team members even during the corporate party.

**Transformational leadership.** Such leaders strive to transform, or in simple terms, change their subordinates by inspiring innovation and creative ideas. The best quality of such leaders is that they truly inspire others and empower them to act on their own. As a result, such a leader's team gushes new ideas and unconventional solutions, simplifying and modernizing all work processes as much as possible. The advantage of transformational leadership is a high level of trust between him and his staff, as well as amazing cohesion of the team. The disadvantage of this type of leadership is that in some organisations established traditions are valued above all else, and the desire of an employee to change the situation can meet with a fairly aggressive reaction from the superiors. You are a transformational leader if you take a critical look at every existing process and believe that it can be improved, and always try to reward others for stepping outside their comfort zones and pushing their own boundaries.

**A servile leader.** Leaders of this type operate on the principle: serve first, then lead. Instead of thinking about how they can inspire people to follow their example, they devote most of their energy to finding ways in which they themselves can help others. They are true altruists and put the needs of others before their own. Such leaders do not value their own status or power. Instead they focus on uplifting and developing the people who follow them. On the plus side of this type of leader is high employee morale and a high level of trust, which generally leads to increased productivity of a particular team and a more positive climate throughout the company. The main disadvantage of this approach, however, is its difficulty for the leader himself. Fourth month in a row: the UN tells us about the rise in global food prices. Differing financial priorities: Six signs of money problems in marriage. Lagging behind others: Signs that you don't fit into the office work culture. You are a servant leader type if you ask others more than three times a day how you can help them, prioritise removing obstacles and helping others achieve their goals and always come to the rescue, leaving your own affairs behind.

**Leader-democrat.** Leaders in this category manage whole teams or projects. However, even if they are in a leadership position, they still emphasise teamwork, actively involving their
teams in decision-making. Democratic leaders value ideas and input. They do not give orders. Instead, they use a collaborative approach to getting things done. The virtues of such leaders are the encouragement of creativity and innovation, which in itself increases job satisfaction among employees and team members. The downside is constantly trying to build consensus among the team, which can be very inefficient and costly. You are likely to be a democratic leader if you think it is best to have an equal opportunity to achieve a common goal and cannot remember the last time you made an important decision yourself without listening to at least one other person’s opinion on it.

**Autocratic leader.** The opposite of a Democratic leader. Such people see themselves as having absolute power and make decisions on behalf of their subordinates. They dictate not only what needs to be done but also how exactly these tasks are to be accomplished. The plus side of this type of leader is that decisions are most often made quickly and constructively, but the downside is a decadent morale within the team. You are definitely an autocratic leader if you think that group discussions and brainstorming only slow down the process, and it would be better if you made important decisions alone, and if you don't like it when employees question your decisions because when you say something, it is not discussed.

**A bureaucratic leader.** This type of leader has a hierarchical power defined by a formal position or title, rather than the unique traits or characteristics they possess. They also have a defined list of responsibilities and clearly defined rules for managing others and making decisions. They always and everywhere follow their own road map. The advantage of a bureaucratic leader is above all stability because the overall situation remains unchanged even in the case of personnel reshuffles and any other changes. The main disadvantage of this type of leader is the trap of "We have always done it this way": You are a bureaucratic leader if you often ask how your predecessor handled certain scenarios to make sure that you are following the correct procedure. In addition, you always ask for confirmation that you are doing things correctly when you are given something new to do.

**Non-interference leader.** Leaders of this type provide the team with all the tools and resources they need and then step back into the background, allowing employees to make their own decisions, solve problems and do their jobs without having to worry about their leader controlling their every move. The undeniable plus side of this type of leader is a high level of trust in the autonomy of the whole team, and the disadvantage is that chaos and confusion are very likely to ensue very soon. You are more likely to be a non-interventionist leader if you barely speak at project status update meetings and only actually participate in most tasks and projects at two key moments: at the beginning and at the end.

**Charismatic leader.** Rounding out our overview of the main types of leaders are quite extraordinary personalities. Charismatic leaders have their own charisma at the forefront. Instead of regulating the functions of their team members through strict instructions, such people use their eloquence to bring employees together for a common task. This type of leader is able to clearly articulate their vision and get others interested. The virtue of charismatic leaders is that they are ideal instigators and are extremely effective in captivating the whole group to a common goal. The disadvantages, however, include a limited vision that makes other important issues or tasks get overlooked. You are a charismatic leader if you feel at ease when speaking in front of large numbers of people, and you are the one who makes the best toasts during corporate events.

**Here are some recommendations that can help develop leadership qualities?**

Developing leadership skills requires constant work on yourself. Planning at this stage is essential. A few important guidelines should be followed in order to do so:

- Not everyone can set a goal correctly. The end result is poorly and very vaguely presented to many. This is one of the main obstacles to success. The clearer the goal, the better the chance of achieving it.
- Don't miss out on opportunities! The ability to recognise and exploit them is the hallmark of any leader. Passively waiting for the right opportunity is not for those who are truly motivated to succeed.
- Don't be afraid to take risks! One should not forget such a notion in psychology as "comfort zone". In it a person feels habitual and comfortable, he feels good in everything. But often the "comfort zone" is an obstacle to development, because you can easily get "stuck" in it. One should not be afraid of new situations, unexpected turns and events. Without them, personal growth and development of leadership skills is impossible.
- Always be open to learning. Don't think that once you get your university degree, you won't have to open any more textbooks. One should never neglect the theoretical part of any issue. It was said long ago by a classical scholar that knowledge is power.
- Observe others and learn from their positive experiences. Since childhood, there are people who are more successful and successful in business before their
eyes. One should not envy them, as it is much more beneficial to adopt their experience and professional qualities.

Thus, leadership development requires knowledge of the theoretical foundations, maximum focus on practice and analysis of the results in order to improve the techniques and methods used.

What Obstacles Can Stand in the Way of Leadership?
Some people believe that if they are not leaders, they cannot develop such qualities. This is a major mistake that prevents success. In addition to this, there are other barriers that prevent progress in personal self-development.

Among the most popular are:

1. Inability to clearly define goals and objectives.
2. The hustle and bustle of life and small problems that take too much time to solve.
3. An inability or unwillingness to take responsibility for one's decisions.
4. Fear of making changes in one's life.
5. An unwillingness to leave one's comfort zone.
6. Over-tiredness, nervous breakdown.
7. Lack of motivation.

In fact, most of these problems are easily remedied by setting a goal and a willingness to work on yourself.

Conclusions
"The demand for authentic leadership is there, and it is growing. Genuine leadership has become the most valuable of organisational and personal assets," write Goffey and Jones. But to become a leader, one prerequisite must be met - you have to want it badly. Many talented people don't want to take the risk and responsibility associated with leadership. They prefer to devote more time to their personal life than to their work. If leadership is your thing and you are willing to put in a lot of effort to become an effective leader, be prepared to answer the question, "Why should people follow you?" on a daily basis. You cannot succeed in politics without being a leader. But you can succeed in business without being a leader. A leader can be nurtured, and predisposition, natural gifts and skills can either help you become an outstanding leader or shorten the time to become one. Most mature companies do not need leaders. They may be needed only when it is necessary to move the company to a new round of development, because the hallmark of a leader is that he is not satisfied with the current situation and wants change (Murotmsuev K.B. Boboqulov S.Sh 2021).

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