

**THE SOCIAL SIGNIFICANCE AND SOCIO-PSYCHOLOGICAL CHARACTERISTICS  
OF THE LEADERSHIP ACTIVITY OF SCHOOL PRINCIPALS**

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**Abstract:** This article provides recommendations on the social significance and socio-psychological nature of the leadership of school principals, effective ways of ideological education, responsible tasks, problems and solutions assigned to officials in the field of education.

**Keywords:** Modern education, leadership, humanism, activity, skills, management, commitment, prejudice.

**Аннотация:** В данной статье даны рекомендации о социальной значимости и социально-психологическом характере руководящей деятельности директоров школ, эффективных способах идеологического воспитания, ответственных задачах, проблемах и решениях, возлагаемых на должностных лиц сферы образования.

**Ключевые слова:** Современное образование, лидерство, гуманизм, активность, навыки, управление, целеустремленность, предупреждение.

According to the psychological literature, as long as human society exists, the people who make up it are divided into two categories: leaders and followers. These two types of children manifest themselves in the fact that from the first age they pass on their word to others, lead someone somewhere, speak in a commanding tone and make judgments and, conversely, listen to the words of others, obey them, participate in play activities as a task performer. Similar behaviors are typical for adult life. Someone is an organizer, someone is a supporter, someone is a customer, and someone is a performer, etc. Therefore, in society there are such terms as "management", "domination", "leader". So, management is the influence of one person on another person or group, so that as a result of this, not only the behavior of the controlled party changes, but also the way of thinking and life, thoughts and even life. That is, in its essence, management is consistent with such concepts as "psychological impact", "change", "subordination". Despite the fact that any kind of management is under psychological influence, as a result of the development of civilization in human society, it creates an interactive dialogue between these two categories through pedagogical management.

In recent years, along with increased attention to the human personality, the study of human needs, personal qualities, individuality, his place in society and interaction with other members of society, as well as their activities, has also increased. And this highlights the problem of the formation of human managerial abilities.

When social psychology, a special branch of psychology, deals with management issues, first of all, it studies the effectiveness of this activity, the degree of influence of the leader on others through it, what factors the manager or manager uses in his work and to what extent, whether his "power of influence" is literally social or economic, in short, how does this leader show the ways to gain prestige and which factors he uses to a greater extent.

It is important to clearly take into account national and cultural peculiarities in the views of the new head and the personnel management system. At the same time, an important criterion determining the activities and goals of new managers and management personnel should be a system of universal, democratic personnel and generally recognized principles. This is manifested in its effect in building the state and society.

In the modern transition period, natural leadership qualities are of great importance in the selection of personnel. We are promoting the issue of finding young leaders in transition, training them and endowing them with natural leadership qualities. Therefore, the difference between a "truly leading leader" and an "administrative head" is analyzed from a political point of view, and during the transition period, characteristics characteristic of a real leader are formed in the place of an administrative head, and their directions and differences from each other are compared.

A real leader (leader):

- 1) encourages employees to work and takes care of the team. The administrative head acts more in his own interests;
- 2) A real leader can easily communicate with people, while an administrative head has a hard time working with people;
- 3) a real leader can manage a team from the comfort of his office, and an administrative head manages from the comfort of his office;
- 4) A true leader likes to hear the opinions of others, and an administrative leader likes to speak for himself;
- 5) A real leader can be the same for everyone, and an administrative leader is difficult for employees to understand;
- 6) a real leader is not afraid to make decisions alone, and the administrative head cannot decide anything without board members and advisers;
- 7) a true leader is brave, fearless and decisive, and an administrative leader is decisive only when it is in his own interests;
- 8) a real leader trusts people, an administrator trusts leaders more;
- 9) A real leader takes responsibility and pays special attention to others, while an administrative leader pays more attention to himself.

The transition period creates the basis for the formation of a new social life and relations, the goals of building a democratic society, as well as the formation of a new generation of personnel, in their minds and thinking, for the formation of new political goals, views and interests. To eliminate some unhealthy vices in the market economy and the management process, it is necessary to create a public need. Only then does the political thinking of managers and management personnel begin to be based on priority principles related to democracy, independence, freedom and human interests. As a result, it becomes an important value.

The phrase "Rahbar" in Persian means leader, guide, leader, captain, chief, official. If we compare its meaning with the concept of "leader" - "leader", which is common in the West, it turns out that the concepts of "leader" and "leader" have the same meaning.

From a psychological point of view, a person's abilities have a direct impact on his character traits, behavior, lifestyle, activities, and interpersonal relationships. If any ability is not cultivated and improved over the years in a person's social life, it will remain in a dogmatic state, that is, in a stagnant state and will not develop. Therefore, special attention should be paid to students with leadership qualities.

A leader is in demand using his abilities and talents, and for this he deeply studies life and people. As a result, he creates his own method of leadership, forming the accumulated knowledge and experience based on general management principles. He is completely free to form his own management methods, but his method of leadership should produce positive results.

The effectiveness of leadership directly depends on the thinking and intelligence of the leader. Thinking gives the leader the ability to think broadly and deeply, to distinguish good from bad, benefit from harm, important from unimportant. This is a high quality that not everyone has, and if a leader has them, then such a leader will easily master the secrets of management.

Every leader should be able to think broadly and deeply, but at the same time be agile and resourceful, active and ambitious. That's why leadership can be called unity of thought and action. Thinking and action happen at the same time. The manager must think for himself, come to logical conclusions and begin to implement them. The unique demands, kindness and responsibility of the leader determine the formation of a sense of responsibility among the members of the team. In such an environment, not only society, but the whole country has a bright future.

We know that there are authoritarian, democratic, liberal and participatory types of governance, as well as egocentric and sociocentric types of leadership. You can achieve success and efficiency in any form. Effectiveness depends on the personal qualities of each manager.

Leadership qualities may include:

I feel the prospect in advance, I can predict the outcome of any goal and the flexibility of psychology in this;

Creating a strategy for trusting employees and treating them correctly;

The ability to analyze your own activities and their effectiveness;

Timely use of unused reserve capacities;

Striving for continuous improvement without stopping at what has been achieved.

In addition, it can be said that the main tasks that the President of the Republic of Uzbekistan sets for leaders and, moreover, make life easier, are as follows:

1. A leader must have an open mind, a pure heart and hands, have a mind, be spiritually formed;
2. The leader must honestly serve the country that raised him, gave him knowledge and skills, expressed his trust, considered him worthy of a high position, and must always live with a sense of responsibility;
3. The head should rely on smart, experienced, knowledgeable specialists, listen to their opinion and draw conclusions based on it. It is very important for him to select and train senior staff at the grassroots level;
4. All actions of a leader should have a positive impact on the lives of our people. The work done in order to look good in the eyes of others, to brag, can leave a negative mark on the leader in his future work;
5. A leader must have self-sacrifice, initiative, determination and demands on his people and country. It is extremely hypocritical to turn demanding into violence, and determination into arrogance. Arrogance, violence, and not listening to other people's opinions lead leading cadres away from good specialists, hardworking, simple and sincere people. Personal insults of a leader to his subordinates and specialists with a large number of people are a sign of his weakness and unfitness to perform his duties;
6. A leader should never engage in small talk, corruption, or mischief;
7. The fact that senior leaders choose junior leaders based on their locality, kinship and personal loyalty is extremely hypocritical. It is especially annoying that the new head dismisses good specialists who worked under the previous head and finds a rival, which seriously harms the interests of the whole country;
8. It is very important that the leader does not get dizzy with praise and does not get sick with the disease of "genius". Such leaders are surrounded by self-serving "advisers", benefactors, bribe takers and people attacking ordinary people. As a result, the interests of the people and the State will be seriously affected;
9. The leader must resist the scourge of selfishness and protect leaders younger than him from this scourge;
10. A leader should never allow injustice;
11. A leader should be an example to others in his personal life and marriage;

12. All activities of the head should be open and transparent. The fact that they report to the people from time to time gives prestige to their leadership;

13. The leader must have his own idea, opinion and program of action, unite everyone around a single idea of the development of the Motherland, harmony and well-being of our people.

Success in management largely depends on the manager's ability to understand how interested he is in the work of managers. An important managerial goal of a modern manager is to raise his employees to a high moral level, to make them a morally healthy team.

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