

DEVELOPMENT OF INNOVATIVE LEADERSHIP STYLES AND POLICY DEVELOPMENT IN INCREASING EMPLOYEE POTENTIAL

Narimonov Nuriddin Narimon o'g'li

Teacher of the Department of Management, Namangan State Technical University

Annotation: This article highlights the importance of using innovative leadership styles and the need to develop effective policies in increasing employee potential. The competitiveness of today's organizations is largely determined by innovations in the management style of managers. During the study, the theoretical foundations of innovative leadership styles and their impact on employee professional development were deeply analyzed. Also, the possibilities of introducing innovative management styles on the example of Uzbekistan were considered, and specific recommendations were developed to increase employee potential.

Keywords: innovative leadership, employee potential, professional development, management policy, human capital, organizational effectiveness.

In the modern economy, the success of organizations directly depends on the level of development of human capital. In this regard, increasing the potential of employees is of strategic importance and should be implemented through the development of an innovative style of leadership. An innovative leadership style is a form of management aimed at developing the creative abilities of employees and increasing labor efficiency through the use of new ideas, technologies and methods in management practice.

Today, organizations around the world are effectively using an innovative style of leadership to ensure their competitiveness. Scientific research in this area shows that increasing the potential of employees through an innovative style not only increases the efficiency of the organization, but also ensures the personal development and satisfaction of employees. In Uzbekistan, in the context of deepening economic reforms, the development and implementation of a policy for the use of innovative management styles by managers is becoming an urgent task.

The main purpose of this study is to develop effective mechanisms for increasing the potential of employees through an innovative style of leadership and to provide practical recommendations.

Innovative activity in the field of management is carried out mainly through innovative projects, the level of their novelty depends on the resources and financial capabilities of these organizations. The innovative activity of management entities, the pace

of implementation of innovative projects depends on the potential of the management entity and the innovative microclimate.

The innovative development strategy and methodology for its assessment that we propose include the following stages:

- 1) Typology of managers on the organization, planning, control and motivation of management entities through indicators of multiple groupings that determine the typological parameters of the organization and characterize its development;
- 2) Calculation of integral indicators and stratification of employees according to modern methods of organizing, improving and improving management activities;
- 3) To determine the factor of innovation development and diffusion of innovations in the organization, to identify employees according to the level and development of the curve of innovation diffusion;
- 4) To determine the SWOT analysis of innovation development and the strategic direction of development for the organization, to justify the promising parameters of the innovation strategy in the field of management.

The diffusion model was proposed by Bassett in 1969. Its advantage is its simplicity, natural interpretation and the ability to be effectively tested through experiments. It is used to study new ideas.

The main idea of the diffusion model is as follows. All potential consumers are divided into "innovators" and "imitators". The first make decisions regardless of the behavior of others, while the second, for the most part, feel the influence of consumers who have already purchased the product, that is, they buy the product by imitating others.

In developing the theory of diffusion of innovation, Torsten Hagerstrand justified the possibility of modeling the spread of innovations in organizations, since the diffusion of innovations is considered a process in time and space, associated with the exchange of leading areas of management within the framework of the Kondratiev cycle, that is, the source of the emergence of innovations and the speed of their spread in economic activity. The use of diffusion theory helps us to study the possibilities of using innovations in the field of management, since the use of innovations in this area determines the technological order, the labor-intensiveness of production indicates the relevance of replacing capital resources with innovative labor

Strategic activities take into account the integration of scientific and technical goals, capital investment policies and directions for the development of innovative technologies and products for the innovative development of the industry.

The conditions for the implementation of the innovative development strategy in the current period include: the state of the world market; the development of external relations; low production and industrial income; the interest of producers in increasing efficiency

through the development of innovations; the growth of the pace of scientific and technical processes in the economy; increased awareness of producers about scientific research; state interest in innovative development (state support of the scientific and innovative sphere, approximation of scientific activity to industrial requirements; development of specialized information and consulting services; assistance in the implementation of innovations, organization of personnel retraining, wide involvement of innovations.

The above-mentioned circumstances determine the complex elements formed on the basis of the organizational and economic mechanism of innovative development and the social conditions of activation of the innovation process in many cases. Based on existing theoretical approaches, we emphasize that the innovative development of organizations is carried out on the basis of the following strategies:

- strategy for increasing the volume of innovative products;
- strategy for increasing the volume of innovative management styles and their elements;
- strategy for increasing the effectiveness of scientific research results;
- strategy for increasing the effectiveness of the implementation and continuation of innovative processes;
- increasing the number of developments (purchased) of innovative objects, as well as capitalization due to the release of competitive innovative products strategy of increasing.

Considering the innovation model, it should be noted that it is multi-level, since the system is formed at the state, regional, sectoral, and organizational levels. In a hierarchically structured management system, each subsystem has its own goals, and its goals are consistent with the goals of the entire system as a whole. The effective functioning of the innovation system occurs when the goals of the subsystems of the lower level are coordinated with the goals of the higher-level subsystems.

The innovation system of management activities is formed at the microlevel. The necessary conditions for the formation of an innovation system model are:

- the level of development of the technological and intellectual potential of the organization;
- a developed financial system and stability of macroeconomic conditions in the development of the industry;
- institutional system;
- dynamic competition;
- both the national and international environment, the need for innovation by business;
- the strategic priorities of the national economy interconnected, increasing competitiveness and attracting investments in the sector, the presence of strategic goals in

sectoral development with its integration into the system of international economic relations on the basis of an innovative development model;

-integration of the organization of state administration bodies, education and the innovation culture of the population; ensuring mechanisms for the commercialization of knowledge, including the transfer of new knowledge in the field of application;

-providing all interested entities with the opportunity to obtain information about new and practically applied knowledge.

The model of innovative development of the organization should be based on the formation of innovative-active management in the future. The innovative activity of any organization in the industry performs the function of having a purpose in innovative activity and helps to develop innovative products and services, in addition, their diffusion among other participants of innovative activity is carried out on the basis of the study of the innovative demand presented by the economic agent, established on the basis of their interaction with the external environment, which is part of the national innovation system.

The main conditions for the effective functioning of the innovation system at different levels are the effective interaction between science, education, investment, government and the strategy of organizations, the formation of a network of interactions between organizations. Innovation - a new project, technology, technical means, new knowledge - is the product of the activities of several entities-organizations, research institutes, their association and spreads throughout the network of interactions in the common economic space. These stable networks create the basis for effective combinations of production factors and the introduction of innovations.

In world practice, various approaches to the effective development of sectoral innovation systems are known, based on the following:

-development of production and clusters involving a wide range of disciplines aimed at developing scientific knowledge for consumers of the sector;

-encouragement of the activities of organizations engaged in supporting the full innovation cycle (technological leadership of the sector) or only the "growth point" (those that have achieved a certain level of success in developing scientific and technical developments and can become a locomotive for growth);

-strengthening the integration of the innovation sector with the research potential of R&D sectors and educational and higher education institutions.

The effectiveness of the model depends on the initiative of the organization and management system, the activity of the team, scientific and educational organizations in business, the set of their mutual connections and functional relationships that unite them forms an innovation system. Thus, the organizational and economic mechanism of innovative development of management activities includes a set of elements of the

innovation system that enter into various management relations in the implementation of the innovation process, regulated by administrative bodies. All subjects are equally competent in the formation and development of the innovation system. Elements of the innovation environment cannot exist in isolation from each other, but are strongly functionally interconnected.

Strategic management of the innovation system is carried out by changing external parameters, the meaning of which is determined within the framework of macroeconomic policy, and the mechanisms for their achievement are established by law.

Let us formulate the results of the organizational and economic mechanism of innovative development for management activities: the need for innovations lies not in individual managers, but in the need for them by the entire sectoral economy. The transition of management to the path of innovative development is an evolutionary process associated with qualitative changes in socio-economic relations; "human capital" is considered as a factor of business value, which acquires its value in the innovation market. Since knowledge is a commodity, investments in human capital have their own profitability; changes in the investment market force state administration bodies to take on some of the material and social responsibility for managing the results of this market and to quickly influence it when the situation changes. Therefore, it is very important to determine the level of participation of all subjects in the development of the sectoral innovation system.

The innovation climate in management activities may be associated with the outflow of financial resources or excessive costs. The weakness of management personnel in innovative activities is accompanied by low profits and increased competition. The implementation of innovations must be financially sound.

Let's consider in detail the recommended organizational economic mechanism for the development of innovation by elements:

1. Subsidies. The state should provide stable conditions for the market, not change the rules of the game every year. This would lead to an increase in the ability of the industry to attract intensive investment, would allow manufacturers to have long-term and cheap financing, since the period of profitability of projects is temporary.

2. Taxation. When producers and processors of products in the region are taxed, a conflict arises, since some raw materials are considered deficit. Farms, depending on the proposed purchase prices, sell raw materials outside their territories, adjust to the direction in neighboring territories, but receive subsidies from the state from their territories or budgets. As a result, tax payments also go to these places, the regions where the farms are located do not receive these deductions, they supplement the budgets of other regions. It is possible to provide subsidies to those who sell their products in their places of location and pay taxes to their budgets.

3. State investments. Investment policy in the field of entrepreneurship is aimed at further decentralization (decentralization) of the investment process, the ability of the organization to use its own internal savings, and the expansion of state funding in the form of targeted programs on a competitive basis; improving the regulatory framework for attracting foreign investment; should foresee the integration of financial resources in technologically leading sectors. State support should be comprehensive, including information, legal, innovation, marketing, etc. support.

4. Price formation. In the future, an increase in the domestic price of products is expected.

5. Leasing. Introduce a subsidy for part of the cost of paying the interest rate under the leasing agreement.

6. Provide the industry with personnel. Modernization of production and the use of advanced technologies require the involvement of highly qualified personnel. Product developers should create orders in the education system for personnel training. It is possible to create high-tech clusters that include a personnel training system, special education centers and basic departments in agricultural organizations, the formation of professional standards with the help of entrepreneurs, which are then transformed into educational standards for inclusion in higher and secondary specialized education.

The roadmap in innovative development represents an important document, which consists of a scenario for achieving the goal step by step and the development of the organization in the form of development routes along the main lines of activity - this is the market, products, technologies, competitors - formed on the basis of coordination of all areas of the organization's economic activity. Roadmaps help managers focus on long-term planning, improve the interconnection of all processes, effectively allocate resources and identify the necessary processes for the organization's new opportunities, as well as threats that need to be eliminated in order to develop competitive and realistic goals and plans for innovative development, provide all the necessary information and control instruments for effective decision-making in managing the innovative development of the organization.

Drawing up road maps helps to assess the threat and identify alternative development paths, organize the interaction of stakeholders to achieve the goal, plan the sequential, interconnected and probable actions of these objects within the framework of a common step-by-step scenario. One of the main features of road maps that distinguish them from traditional action plans is that they should be able to identify development options and alternative measures depending on the nature of the threats that inevitably arise in the innovative development of the organization

The prerequisite for the effective use of roadmaps in innovative development is constant monitoring of its status in order to correct the development route in accordance with changes in the situation.

Thus, the innovative development of an organization is carried out through the effective use of an innovative strategy, current planning and control. Based on the state of the organization's innovative development and the environment, strategic and operational plans should be adjusted, which is reflected in strategic and roadmaps. In order to effectively manage innovative development, organizations take innovative activity as the initial stage and assess its state of innovative development based on modern algorithms and planning methods, which are also used at the control stage of strategy implementation.

The strategic map logically describes the strategy by showing the main internal processes, determining their value, and identifying the intangible assets necessary to support them. Strategic mapping of management activities translates the goals of the strategic map into indicators and specific tasks, to achieve and solve which the organization must take measures to implement the strategy based on the innovative development roadmap - a comprehensive alternative plan for achieving the organization's development goals in the form of development routes along the main areas of activity. The proposed approach to managing the innovative development of an organization - assessment of the state of innovative development, strategic and roadmap - allows organizations to provide strategic correlation and operational planning of their innovative development and to align the interests of objects and subjects of innovation processes in order to increase the social, commercial efficiency and competitiveness of organizations.

The analysis of the following problems allows us to form a short list of factors for the development of the management activities of a modern organization:

the ability of the organization to ensure its self-sustainability in the process of development;

the availability of consumer resources corresponding to its capabilities in the resources acquired by the organization in the process of development;

the ability to control costs for implementing organizational innovations;

the availability of opportunities to reduce the time for mastering innovations;

high innovative potential corresponding to the required pace of development;

the availability of the required qualified personnel;

the innovative nature of the organizational culture of the organization.

Within the framework of this approach, the sustainable development of the organization's management activities, its influence on the activities of employees, the introduction of modern leadership styles are ensured.

1. The participatory or democratic leadership style is an approach in which the leader joins a group of subordinates to make decisions based on consensus. However, the leader retains the authority to make final decisions. It is usually used when the leader has part of the information and the subordinates have complementary parts, since being a leader does not mean that you need to know everything. Thus, the democratic leadership style is a leadership style that promotes sharing responsibility, cooperation, and constant consultation.

2. Thus, leaders are concerned not only with the leadership styles and methods they intend to use, but also with the quality and types of relationships they have with their followers. Leadership is not a matter of influencing people or behaving towards them, but of working with others to achieve organizational goals. Despite the above considerations, many leaders see significant similarities between leadership and management.

3. Since it has been established that leadership enhances experience, skills, and positive relationships, as well as helps to improve the performance of employees, the top management of the organization should develop long-term strategies to train the workforce in leadership styles, increase the level of expertise in managing specialists, and the organization should feel responsible for increasing their morale and meeting the individual and collective needs of its employees in order to achieve its goals.

4. Just as a workforce needs to be continuously trained to perform effectively, leaders need to develop their leadership styles and knowledge to update their overall performance.

5. Since there is a positive perception of management and their leadership styles that have a major impact on performance, organizational leadership should strive to create structures that support these positive outcomes.

6. Transformational leadership plays a key role in achieving organizational success by fostering motivation, innovation, and a positive organizational culture. Its various components work together to empower both leaders and employees to achieve greater collective results than they could individually, making it a valuable approach in modern leadership contexts.

REFERENCES

1. Bass, B. M., & Avolio, B. J. (1994). Improving Organizational Effectiveness Through Transformational Leadership. Thousand Oaks, CA: Sage Publications.
2. Yukl, G. (2013). Leadership in Organizations. Pearson Education.
3. Турсунов Б.О. (2020). Корхона бошқарувида инновацион ёндашувлар ва уларни жорий этиш муаммолари. "Иқтисодиёт ва инновацион технологиялар" журнали, № 3, 15-21-бетлар.



4. Мирзиёев Ш.М. (2017). Танқидий таҳлил, қатъий тартиб-интизом ва шахсий жавобгарлик – ҳар бир раҳбар фаолиятининг кундалик қондаси бўлиши керак. "Халқ сўзи" газетаси, 2017 йил, 17 июнь.
5. Zaccaro, S. J., Kemp, C., & Bader, P. (2004). Leader Traits and Attributes. In J. Antonakis, A.T. Cianciolo, & R.J. Sternberg (Eds.), The Nature of Leadership. Sage Publications.
6. Northouse, P. G. (2021). Leadership: Theory and Practice. Sage publications.