

Soyibnazarov Ulugbek Shonazarovich

Senior lecturer of the Department of Military Management and Leadership,
Candidate of Military Sciences,
Academy of the Armed Forces of the Republic of Uzbekistan

Abstract. Today, military practice requires an officer-manager who is focused on democratic managerial priorities in the “man-to-man” system, capable of updating and self-development of his managerial knowledge and skills, able to independently navigate the changing social and military reality, adequately assessing it, accepting thoughtful, rational decisions, owning modern tactics and strategies for managing military teams.

Keywords: leadership, military field, officer, method, psychology.

INTRODUCTION

A graduate of the military institutes of the troops of the National Guard of Uzbekistan is appointed, as a rule, to the primary officer position of the deputy company commander for work with personnel [2]. Even if at first the officer is not the immediate leader, he, nevertheless, always has certain commanding powers in relation to those junior in military rank. In the future, almost every officer, performing official functions, acts as a leader in relation to the subordinates entrusted to him. In this connection, the main condition for an officer to realize himself as a leader is the awareness of his involvement in a certain system of military command and control.

MATERIALS AND METHODS

The structure of military command presupposes a clear distinction among military personnel of persons endowed with special powers. This category of people is called - "chiefs". Those who are under their control are called “subordinates”. The assignment of a serviceman to the category of "chief" automatically makes him involved in the functioning of the command and control structure and implies the implementation of a number of actions on his part, which are the internal resources of an educator officer used for effective training and leadership of subordinate personnel. The managerial activity of a leader at any level, including among military personnel, is realized in the form of a directive purposeful influence on the object of control, which is the result of a managerial decision. Management decisions involve the leader's actions, manifested in resolving contradictions and changing the situation. Any decision is based on the analysis of data characterizing the situation, the definition of goals and objectives, and contains a program, an algorithm of actions for the implementation of measures. Before we start discussing the characterological features of the effectiveness of managerial decisions, let us consider the essence and structure of an officer's managerial activity. According to A. Fayol: “To manage means to predict and plan, organize, lead a team, coordinate and control” [3]. These words encourage the search for the foundations of management activities that affect its effectiveness.

RESULTS AND DISCUSSION

We emphasize that managerial activity is defined as a segment of the professional competence of an officer of the National Guard troops. As part of the study, we will consider managerial skills, as well as qualities as a toolkit for the managerial competence of an officer.

Theoretical analysis made it possible to determine that the signs of the effectiveness of an officer's managerial activity are: the ability to independently determine the goals and objectives of the unit's activities, forecasting the possible results of managerial activities, the ability to make optimal decisions and put them into practice. At the same time, mobilization for the implementation of decisions taken is of paramount importance in management activities. To do this, officers develop the skills to establish the right relationships, adequately assess the results achieved, adjust and develop their activities [4, p. 189].

Management activity is determined not only by knowledge and skills, but also depends on personal and professional qualities, the need for which is determined by the content and nature of management

5	ISSN 2277-3630 (online), Published by International journal of Social Sciences & Interdisciplinary Research., under Volume: 12 Issue: 06 in June-2023 https://www.gejournal.net/index.php/IJSSIR
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

activity. In this connection, of particular interest is the definition of managerial qualities. All researchers in this field (A.E. Bolotin, T.V. Danilyuk, A.A. Dulzon, Yu.N. Korovin, O.A. Nechaeva, etc.) identify a significant number of such personality traits, but do not differentiate them, represent unilinearly different qualities. By managerial qualities we understand certain stable characteristics, a set of properties that have a decisive influence on the managerial activity of officers of the National Guard troops, in accordance with which it is possible to select them in accordance with a specific managerial position.

So Yu.N. Korovin identifies the following among the managerial qualities of officers of the National Guard troops: the ability to organize the activities of subordinates, set specific tasks, rally the team, while being demanding and critical; the ability to take responsibility for decisions and actions taken; the ability to be active, initiative, diligent; the ability to achieve success in solving official affairs; the ability to form motivation among subordinates to perform assigned tasks; the ability to give clear, clear, confident formulations when setting tasks, reports [3]. The success of the managerial activity of an officer, according to S.A. Bogdanova, S.A. Voronova, T.V. Danilova, O.A. Kozlova, N.N. Severina and others, contribute to such psychological qualities: high professional competence, managerial preparedness, non-standard thinking, manifested in the ability to find new solutions, independence and responsibility, the desire for success, the ability to organize one's work and the work of subordinates, exactingness, control and care for subordinates, sociability, emotional balance, stress resistance, honesty and decency, constant self-improvement.

Scientists, analyzing the actions of government bodies during emergency response, conclude that in some cases decisions were made by managers on the basis of previously worked out algorithms of actions, which did not always take into account the specifics of a particular emergency situation, possible options for its development, dogmatism and stereotypes were observed in decision-making, the inability to comprehensively assess the situation, the lack of creativity in the performance of tasks [5]. Yu.N. Korovin considers the need for the formation of creativity among officers in the plane of high-quality training of the leadership of the troops of the National Guard of Creativity as "a combination of professional and personal qualities of a person, manifested during her practical activities, the result of which is the generation of new, original ideas, solutions that allow the most effective solution of tasks by a team or man in difficult conditions" [3, p. 37]. Agreeing with the opinion of the author, we believe that creativity is the main quality of a modern manager and leader.

In distinguishing between the concepts of "readiness for managerial activity" and "managerial competence" we tend to the scientific position of N.I. Kobzar, who insists that these concepts have both common and distinctive features [7]. The similarity of the complex structure, cognitive, operational, motivational and axiological components in the composition of competence and readiness allowed the author to assert that the concepts of "competence" and "readiness" coincide in some aspects. However, in her opinion, these concepts are significantly different and do not replace each other, since readiness is characterized by stable motivation and attitude to activity, and competence is based on experience. In addition, these concepts are closely related, because readiness provides the basis for the formation of competence.

An analysis of the theory made it possible to define managerial competence as a special, integral quality of a subject endowed with management functions, which combines significant tools for the effective implementation of managerial activities. This made it possible to single out the following components in the structure of officers' readiness for managerial activity: motivational-value, conceptual-content, operational-activity, emotional-volitional. Let's characterize them in more detail.

The motivational-value component assumes the formation of value attitudes for the implementation of managerial activities, motives and needs in the performance of managerial functions, orientation and an active personal position for acquiring knowledge and skills of an officer, taking into account the specifics of the National Guard troops, the need for self-development and self-improvement in the field of managerial activity.

The conceptual and content component determines the possession of knowledge of the theory and practice of managerial activity, factors in managerial decision-making, phased and psychological and

6	ISSN 2277-3630 (online), Published by International journal of Social Sciences & Interdisciplinary Research., under Volume: 12 Issue: 06 in June-2023 https://www.gejournal.net/index.php/IJSSIR
	Copyright (c) 2023 Author (s). This is an open-access article distributed under the terms of Creative Commons Attribution License (CC BY). To view a copy of this license, visit https://creativecommons.org/licenses/by/4.0/

pedagogical mechanisms for effective managerial activity, knowledge of the theoretical and practical foundations of management psychology; determines the degree of use of existing knowledge in practical work, in the process of implementing a sequence of management decisions.

The operational and activity component is implemented in the relevant skills of officers that ensure the effectiveness of managerial activities (management, organizational, communicative), in particular, it is the officer's ability to design the process of managerial activity, implement the stages of managerial decision-making, take into account in practice the main tasks, functions, principles of managerial activity, professionally improve managerial qualities.

The emotional-volitional component implies the ability to introspection, self-assessment of one's own managerial activity, the desire for self-development and self-improvement of managerial, organizational, communicative qualities, awareness of the need to enrich knowledge of the theory and practice of management, the ability to analyze the shortcomings of managerial activity of one's own, colleagues, subordinates, to show emotionally - strong-willed reflexive assessments of the effectiveness of management activities.

A certain structure of readiness for managerial activity, in our opinion, allows us to holistically present the readiness for managerial activity of officers of the National Guard troops, taking into account the specifics of the professional environment, the characteristics of the profession and the requirements for professionalism.

CONCLUSION

Thus, a thorough analysis of the psychological and pedagogical literature of the research problem made it possible to establish that readiness for managerial activity is a necessary condition for the professional activity of an officer of the National Guard troops. At the same time, readiness for managerial activity is the first step to mastering managerial competence, which is characterized by long-term formation, developing throughout life, and the presence of certain work experience.

REFERENCES

1. Serezhnikova R.K. Emotional-volitional stability of a future officer as an imperative of higher military education: a theoretical aspect // Bulletin of the St. Petersburg Military Institute of the National Guard Troops. 2018. No. 3(4). pp. 35–42.
2. Bolotin A. E., Danilova T. V. Requirements for the managerial competence of graduates of the State Fire Service of the Ministry of Emergency Situations of Russia // Uchenye zapiski. 2014. No. 4(110). pp. 16-20.
3. Korovin Yu.N. Features of managerial activity of officers of the troops of the national guard // Scientific opinion. 2018. No. 5. S. 36-41.
4. Serezhnikova R.K. Emotional-volitional stability of a future officer as an imperative of higher military education: a theoretical aspect // Bulletin of the St. Petersburg Military Institute of the National Guard Troops. 2018. No. 3(4). pp. 35–42.
5. Povstin O.V. Formation of managerial qualities in future specialists in the field of human security // Youth and the market. 2018. No. 1 (156). pp. 52-60.
6. Severin N.N., Danilova T.V. Features of the formation of organizational and managerial competence of cadets of universities of the Ministry of Emergency Situations of Russia // Bulletin of St. Petersburg University of State. fire service EMERCOM of Russia. 2014. No. 4. P.188-192.
7. Serezhnikova R.K. Trisubject didactics of creative vocational education// Gaudeamus Psychological and Pedagogical Journal. 2017. V. 16. No. 4. S. 9-15.