DEVELOPMENT OF PERSONNEL COMPETENCE IN THE MODERN MANAGEMENT SYSTEM.

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Abstract. This article analyzes the current problems of social management, in particular, corporate management in the context of globalization, the matrix of professional competencies of a modern leader.

Key words: management, corporate management, competence, matrix, HR management, adaptation, conflict management, political intuition, team, healthy moral environment, team building.

Exponential development, global political and social trends, integration on a large scale, adoption of new technologies in all areas, introduction of innovations - modern management - are placing new demands on the social management system.

In this context, creating a training system for innovative, enterprising, charismatic leaders is one of the strategic tasks of the modernizing Uzbekistan.

Social management is a socially important activity that is carried out in order to ensure the consistency of activities related to the effective performance of goals and tasks by individuals, social groups, and teams.

Social management, which involves the coordination and regulation of the interaction of a certain social group, the hierarchy of labor, and the distribution of roles in order to achieve strategic goals and results, is a universal concept of societies, countries, and all spheres of social life.

Taking into account that modern corporations are a managed social structure, it is understood that the following most important principles of corporate governance should be applied in the effective organization of their activities:
- strategic planning;
- clear definition of goals and tasks;
- making correct and fair decisions;
- systematic analysis;
- HR management;

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• cooperation;

• time management;

• correct selection of priorities;

• corporate culture;

• proper distribution of financial resources;

• proper distribution of labor resources, formation of a strong team working towards common strategic interests;

• implementation of modern methods and innovations in management;

• creating conditions for every employee to show his potential;

• development of personnel professionalism and competence;

• systematically renewing and rejuvenating the staff;

• forming the image of the enterprise;

• Evaluation of KPI (basic performance indicators);

• introduction of high technologies in production.

In the effective operation of every organization, the role of determined, fair, charismatic leaders who feel responsibility for the fate of the team, who can make timely and correct decisions, is very important.

The idea of a just government and a just society has been in the focus of social thinking since time immemorial. Management in the works of Plato, Aristotle, Erasmus of Rotterdam, Pharobius, Alisher Navoi, Voltaire, Rousseau, Charles Montesque[1], John Locke[2], Niccolò Machiavelli[3], Tommaso Campanella, Thomas Hobbes[4], Max Weber[5] issues of decision-making, political will, fair distribution of power, leader's spirituality are interpreted scientifically and philosophically.

John Locke, one of the theorists of the rule of law, civil society, and the principle of the separation of powers, bases the origin of the state on the assumption of mutual agreement made with the consent of all citizens, general freedom, the justice of the leader, and people are not subject to the arbitrariness and caprice of unlimited power, but only to laws. ysunishi, in the case of despotism, the violation of the freedom of everyone to protect his right, analyzes the problems of sovereign rights [6].

French writer, Nobel laureate Antoine de Saint-Exupery's work "The Little Prince" has an exemplary dialogue:

"If I order one of my generals to fly from flower to flower as a butterfly, or to write a tragic piece, or else to become a seagull, and that general does not obey my order, who will be to blame, me or you?"

"You, Your Highness," answered the little prince without a moment's hesitation.

• Absolutely right, said the king. - Everyone should be asked according to their abilities. If you order your people to be thrown into the sea, they will rebel against you. I have the right to demand obedience from my people because my orders are reasonable.

• What about the sunset?

• There will also be a sunset. I'm asking for sunset, but I'm waiting for the right conditions before that. This is the intelligence of the ruler.

• When will the necessary conditions appear?

• It will be forty minutes past seven o'clock today (according to his notebook). Then you will witness how exactly my command will be carried out.

The matrix of important competencies of a modern leader includes:

• leadership;

•self control;

• conflict management, dispute management;

• ability to listen to people;

• systematic thinking;

• communication competencies;

• generation of ideas;

• correct formulation of the goal;

• delegation of powers;

• analytical skills;

• political and legal knowledge;

• spiritual and moral knowledge;

• ability to take responsibility;

• forecasting;

• correct distribution of labor resources;

• personal charisma;

• political intuition.

One of the important factors of effective management is to set clear goals that are accepted by all and plan for their implementation. Plans are divided into such types as directive, operational, tactical, strategic.

Strategic planning is a corporate strategy [7], defining the goals of the activity, necessary means for this, developing methods of achieving the goals, forecasting the organization's perspective development, directing the efforts of the members of the organization to achieve common goals. Work planning helps to define tasks,

coordinate activities, determine efficiency, solve problems in time, mobilize opportunities, and also correctly distribute labor resources. The plan should clearly indicate the deadlines, performers and results of the tasks.

Strategic planning includes the development of a set of strategies based on the organization's mission (general policy), their distribution in the time-space continuum, the formation of the organization's potential for success, and the provision of strategic control over their implementation.

The personal qualities of the leader are of great social importance in management. Making management decisions and being able to influence others requires political will, social intelligence, and moral and ethical knowledge.

At this point, it is worth quoting the thoughts of Amir Temur, the great entrepreneur, founder of the centralized state, possessor of tactical and strategic knowledge:

"I conquered the people with open-mindedness and compassion. I tried to act fairly and stay away from oppression.

I understood impartiality to be the first of my qualities. The same for everyone: I looked seriously and justly, I did not differentiate anyone from another, I did not put the rich over the poor.

I have done good to the good, and I have given the bad to their bad. I did not forget the value of friendship to anyone who befriended me, and I showed kindness, charity, and honor to him."

Corporate culture and a positive healthy environment are of great importance in the effective operation of the organization and in the prevention of staff dissatisfaction.

Corporate culture is defined as a strategic tool for ensuring effective communication and networking and regulating corporate activities, which determines the general basis of cultural attributes, value system and behavioral norms accepted by all members of the team.

From this point of view, it is appropriate to develop a common value system and corporate culture norms that are equally important for every member of the team. The following can be recommended as these norms:
• mutual respect, mutual trust, mutual support;
• joint search for solutions to problems;
• appreciation of good traditions;
• humor and upbeat mood;
• correct and open attitude;
• striving for personal improvement;

• support and encouragement of professionalism, initiative among employees, motivation system[8].

The main source of the effective activity of the organization is the team working towards common strategic interests, labor resources. Building a strong and organized team requires great skill and professional intuition from the leader. It is very important for every employee to have a clear sense of his place, mutual trust and sincerity.

The development of any sector in society depends on the successful management of the human resources system.

HR management (human resources management) is a system of forming the personnel policy of a particular team, choosing the right personnel, placing them in their place, and working with them [9].

Modern HR includes:

• formation of personnel policy of the organization;

• recruitment, head-hunting - finding, selecting and placing the necessary personnel;

• maintaining a healthy psychological environment in the team;

• organizing the work of employees;

• ensuring personnel efficiency;

• adaptation of employees to the work process;

• training employees on professional competence and necessary skills;

• development of motivation, compensation, benefits system;

• creation of personnel reserves;

• development of personnel training system;

• training of employees, professional support;

• warehousing;

• motivating employees.

Onboarding is the process of joining a new employee to the organization and its culture, employee adaptation, professional socialization. Onboarding means that a new employee has the necessary knowledge, skills and competencies to become an effective member and insider of the organization, as well as the establishment of corporate training, team building, and personnel training activities related to the field.

Effective allocation of financial resources is to ensure the sufficient volume of material resources in accordance with the development goals of the organization, skillful management and formation of financial potential, and ensuring the necessary proportionality in its use for strategic purposes.

The Partnership for 21st Century Skills lists tolerance, conflict management, and effective conflict management among the skills necessary for successful human activity in all fields in the 21st century[10].

Conflict management, effective management of interpersonal conflicts in the 21st century is one of the effective forms of continuous personal and professional development and adaptation to the requirements of the changing and developing world. Christopher Besemer[11], Wendy Suzuki[12], Lisa Parkinson[13], Roger Fisher, William Ury[14], Anita von Hertel[15], Harold Abramson[16]], the factors of the harmonious development of the individual, the problems of personal development through the effective resolution of conflicts and crises were investigated.

Conflict is an integral element of the modern world. Disputes can arise in issues of social life related to ethnic, racial, national, family, corporate work, commerce, business, ideological and ideological relations.

Social disputes and conflicts are conflicts between the subjects of the conflict, and at the same time, the escalation of social conflicts that arise as a result of the conflict of interests, goals, and values of different social groups. According to Talcott Parsons, one of the founders of modern theoretical sociology, conflict is based on social determinants, and society is a whole system based on the consensus of its members and the balance of the social system [17]. Social conflicts are an indicator of social system dysfunction.

In modern societies, conflict is an integral part of social life. For example, in large companies operating in Germany, special departments dealing with the subject of disputes have been established. Its task is to eliminate administrative, social and labor disputes in a timely manner, in the initial phase. Lawyers of the parties take measures to resolve the conflict through mutual negotiation (collaborative law, procedure collaborative) [18].

At the heart of any conflict situation lies the idea that a person has rights in relation to other people. This idea goes back to the issue of deserving "fair" treatment according to the existence of personal characteristics, position, and positions. The conflict is not only a conflict of interests and conflicts, but also a manifestation of competition in "ownership of certain rights" (entitlement)[19].

Effective concepts of conflict resolution in modern form were formed in the USA in the middle of the 20th century. In the book "Getting to Yes" published by Harvard Law School professors Roger Fisher and William Yuri in 1981, the theory behind the concept of conflict was established by researchers. This theory is also called "joint action" and is based on differences in positions and interests. In the

process of negotiations, it is necessary to determine the interests of the parties, which will bring the agreement significantly closer. Mediation is a mutually beneficial decision, and there are no winners or losers. According to researchers, this type of negotiation relies on four main elements: people, interests, options, criteria[20].

The culture of dispute resolution is a part of the legal culture of public service, its quality serves to solve social problems in society and determines the trust and respect of citizens for authorities, laws and legal documents.

Conflict management is an important competence of a modern leader. A leader's level of competence is often reflected in his ability to resolve conflicts. Effective conflict management is the actions that lead to the end of a conflict situation. In addition, new conflict situations should not arise as a result of such actions. One of the options for mastering the conflict at the level of the situation is called the strategy of working with the topic. The essence of this strategy is expressed in this formula: "If you want to eliminate the conflict - remove its cause."

The ability to approach the problem from different points of view, learn to draw conclusions from the situation, seek to understand others, pay attention to non-verbal signals, sense of humor to successfully resolve any conflict, win over the situation, reduce stress, reduce negative emotions helps to lose.

Thus, the effectiveness of administrative reforms in the field of improving the public service system in our country depends on the level of professional training, professional competencies, personal qualities and interests of the leader and the harmony of the interests of the state.

In the analysis of problems related to management and social management in the public administration system of our country, modern management, scientific-theoretical concepts and views related to leadership, philosophical teachings serve as an important theoretical and practical basis (Drucker[21], Ansov[22], Weber[23]).

The use of methods of corporate management, andragogy, social pedagogy, management psychology is effective in creating a socially and morally stable environment in the management system. In order to achieve real success, it is not enough to declare values, it is necessary to apply them consistently to corporate governance.

Above, we touched on some aspects of modern management, effective organization of organizational activities. Correctly understanding them, accepting them, and applying them to management is the basis for achieving positive achievements in management.

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