

GENDER CHARACTERISTICS OF MODERN LEADERSHIP

¹Iroda Bakiyeva, ²Sarvar RustamovDotsentr Tashkent State University of Economics¹, MasterTashkent State University of Economics²

ABSTRACT

Gender characteristics of modern leadership have been analyzed. A comparison analysis of leadership and governance theories has been carried out. The role of women in today's leader has been considered. Deductive conclusions were made based on the collected data and analysis.

Keywords: *Leadership, gender equality, gender characteristics of leadership, Model of Blake Mouton.*

INTRODUCTION

Currently, the global business structure is becoming increasingly complex, it is changing under the influence of a large number of factors - opportunities and threats emanating from the unstable conditions of the modern economy. It is its inherent dynamics that create the main opportunities for development and innovation in business.

Thanks to new means of communication and the fall of commercial barriers, the economic world is interconnected like never before. This new stage of the economy has both advantages and disadvantages. The benefits include lower production costs, improved specialization and increased efficiency, faster production and increased speed in the supply chain. However, we have risks associated with uncertainty and instability.

Economic changes in one part of the world can outgrow and cause changes in the world economic system as a whole. That is why the issue of leadership as a differentiator, being a key success factor in the global business environment, has aroused great interest primarily for various organizations such as transnational corporations, universities, both private and public, social and political institutions and non-governmental organizations. The latter are the most important factor in the success or failure of the functioning of the entire system.

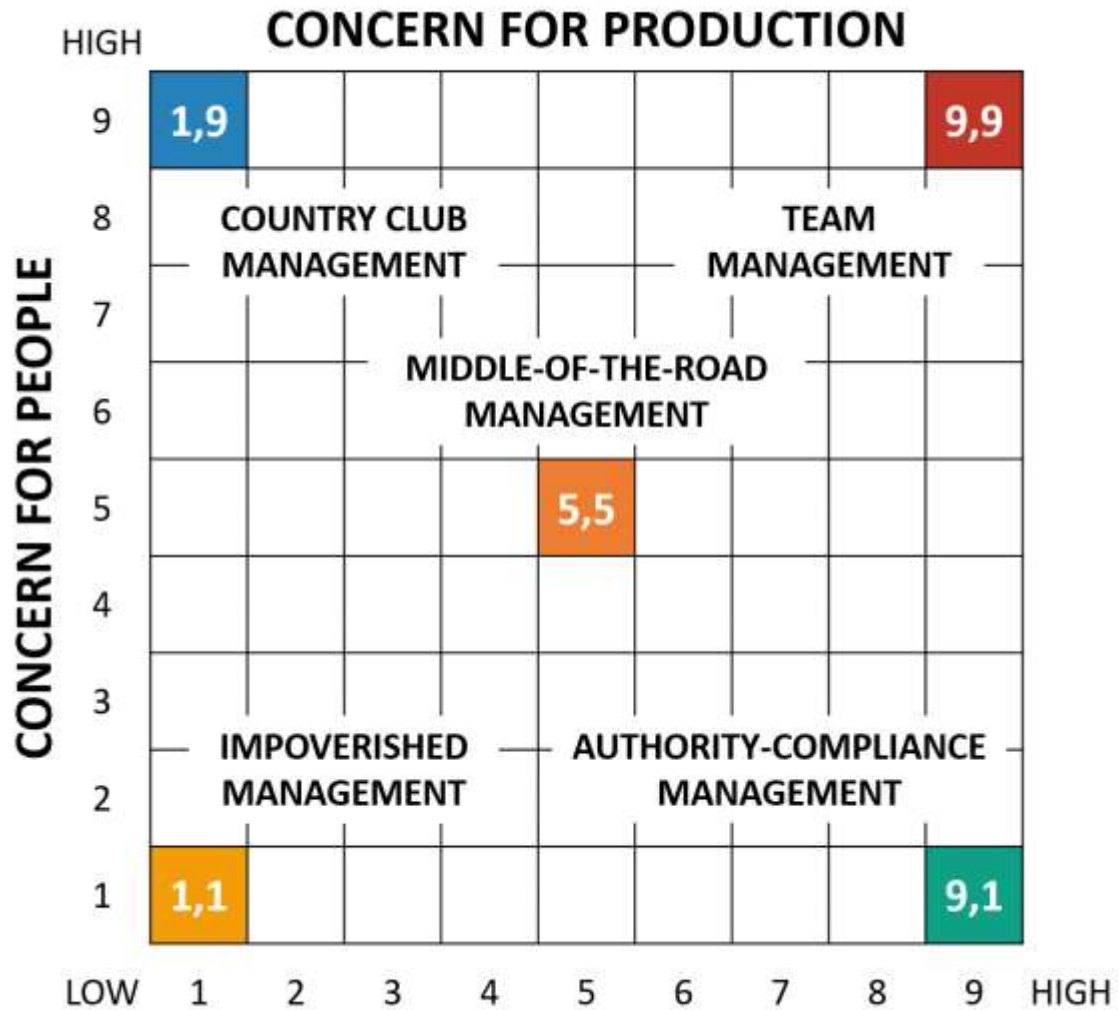
Diversity of management models

Due to the use of various implemented modern means of communication, most situations and solutions become complex and multi-stage. There is a need for the ability to quickly respond to changes related to the external environment, which puts significant pressure on top managers of companies, since it is necessary to adapt to the conditions dictated by the market. Hence, there is a tendency to search for an optimal management model.

Leadership models can be defined as instruction that suggests specific management behaviors to apply to a particular environment or situation. In addition, they are often accompanied by graphic images.

One of the most popular management models today belongs to two scientists R. Blake and D. Mouton. The model is a two-dimensional grid, which is based on research at the universities of Michigan and Ohio. The two indicators of this scheme are:

1. Attention to the person (care for people) - orientation to human relationships, such as respect and trust;
2. Attention to production (concern for tasks) - emphasizing the technical and production aspects of the work, such as organization, planning, performance



Pic. 1Model of Blake Mouton¹

Leadership style is defined by both of these criteria. A total of 81 options for the management style. Blake and Mouton described the five extreme and most characteristic positions of the matrix.

1.1- *Fear of poverty (primitive guidance).*

on the part of the manager, only minimal effort is required to achieve such a quality of work that will avoid dismissal.

1.9 - *Rest Home (Social Leadership).* The manager focuses on good, warm human relationships, but cares little about the effectiveness of the tasks.

9.1 - *authority - compliance.* The manager cares very much about the effectiveness of the work performed, but pays little attention to the moral mood of subordinates.

5.5- *organization (production and social management).*

The manager achieves an acceptable quality of task performance, finding a balance of efficiency and good morale.

9.9 - *team.* Through increased attention to subordinates and efficiency, the manager ensures that

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subordinates consciously join the goals of the organization.

This matrix very successfully combined several studies at once. Moreover, it allows top managers to determine their position, choose the right direction for the development of abilities and skills.

Fortunately, society has now reached the point where people have equal access to education, equal rights to engage in business activities, etc. regardless of gender or race. Thus, in addition to various types of management models, they can also be divided based on the style of management, coming from the gender of the manager.

Women have become full-fledged participants in the production process, recently more and more women are taking up managerial positions. However, the female sex is still stereotypically characterized by dependence, obedience and conformism. There is an opinion that it is not a woman's business - management. On the other hand, there is a view that women managers contribute to the understanding and implementation of management activities by complementing them and making them more diverse.

The conditions for the existence of different types of management models, especially those brought by women, are undoubtedly an important issue for modern organizations. It would seem that the spheres in which modern women realize themselves are not limited, by any means, to the framework. Management and business, political and economic activities, science, construction, production. Who, how and who restricts in choice? Everyone has free access to education and information resources.

At the same time, for most American companies, it remains a great difficulty to admit women to the managerial top. Introduced in the early 1980s, the term "glass ceiling" denotes the impossibility of crossing this invisible line that separates the current position of a woman from the upper echelons of the hierarchical system of organization. But over the past few decades, a significant breakthrough has been made in moving up in low and medium managerial positions, but with regard to the highest posts, the question of inequality remains open.

So, what is the reason, and is there a real difference in the behavior in the management process on the part of a male manager and a female manager?

Although more women today are taking on leadership roles, which was unnatural in the relatively recent past, the notion of women as a leader is still alien to both men and some women. Changes in perception are difficult to achieve because traditional norms of leadership are firmly entrenched in our society, as in most others where leaders are usually men.

Historical justification for the existence of gender difference

Starting with the unification of ancient people into tribes, when a ruling, strong, i.e. dominant representative of the tribe was needed, who turned out to be exclusively a man due to physiological and mental characteristics and natural purpose. Man developed, at the same time society was formed and developed. However, women continued to be restricted in their family, property, electoral and labour rights. At that time, female women could not receive an education, let alone seriously elevate their position in the face of male society. Then the life of a woman was valued as the life of a creature of lesser importance, intended for the birth and upbringing of children and the performance of household chores.

Women's participation in governance today

In today's world, women's participation in political and, in general, managerial activities tends to increase increasingly. As early as the very end of the 19th and first half of the 20th century, women began to receive the right to vote. Its first owners in 1893 were citizens of New Zealand. Today, nine states are headed by

women: Germany, Australia, Brazil, Liberia, Lithuania, Finland, Costa Rica, Argentina and Kyrgyzstan. In total, women held the post of head of state in 35 countries. 17% of ministerial positions worldwide are held by women. In three countries – Bhutan, Brunei and Saudi Arabia – women are denied the right to vote².

According to Forbes, the most powerful women in the world are:

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²Smirnova Y. Seven most important achievements of feminist for the last 150 years [Electronic resource] Forbes. ru. - 2011. - March 5. - Access mode: <http://www.forbes.ru/forbes-woman-slideshow/64542-7-samyh-vaznyh-dostizhenii-feministok-za-poslednie-150-let/slide/1>

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Table 1

Influential women of the world⁴

Name	Countr	Sphere	Activity
Hillary Clinton	USA	Politics	Presidential candidate
Melinda Gates	USA	Social	Charity, public organizations
Janet Yellen	USA	Finance	Head of the Federal Reserve System
Mary Barra	USA	Technical	CEO of General Motors
Christine Lagarde	France	Social	Managing Director of the International Monetary Fund, Charity

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⁴compiled by the author based on data from the Forbes website

Dilma Rousseff	Brazil	Politics	President of Brazil
Sheryl Sandberg	USA	Technological	Ceo of Facebook
Susan Wojcicki	USA	Technological	Head of YouTube at Google

There are also a number of women's organizations, including:

Table 2
Leading women's organizations³

Name of organization	Purpose
UN Women	Protection of the status of women, support them in economic, political and social rights.
Women's Organization for Development and Environmental Protection	Ensuring gender equality, economic and social justice. Studying global warming and fostering a leadership spirit in women.
Women's International League for Peace and Freedom, etc.	In addition to military conflicts, the organization deals with the problems of violence, discrimination, poverty and environmental pollution.

INFERENCE

The increase in the number of women in government bodies is considered an undoubted sign of progress and the development of democratic principles. However, in our opinion, the effectiveness of the work of a body will not increase or decrease due to a change in the number or even the presence of women in it. It will be important to see how legally a candidate was elected, regardless of gender, race, appearance. From that, it will not be without truth that an exceptionally competent woman can act as an adviser and assistant to the monarch, ruler, commander-in-chief or leader. All because women are somehow more inclined to give in to emotions, they have a stronger sense of self-preservation, and tough and cold-blooded logic and prudence when making decisions should be in the one who stands at the large-scale helm.

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