

## **Leadership Communication in Management**

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**Abstract:** this article analyzes what management communication is, what it is manifested in, what main stages management communication includes. In addition, it is explained what the leader needs to know and understand about the person in front of him in communication. In addition, information was given about the stages of communication in problematic, difficult and conflict situations. The main three aspects of the activity of the person manifested during active listening are explained.

**Keywords:** management, leader, communication, conflict, experience, professional knowledge, ability, priority.

The main part of the daily activity of the leader is the communication process. Organization of activities in the organization, activities of employees, implementation of the decisions made, control and promotion of employees' activities is carried out through the process of communication.

Communication is the main method of human activity in society. During the fulfillment of his material and spiritual needs, a person engages in communication, production, political, ideological, moral, etc. enter into different relationships. In the production process, there is a need for activities in the form of management, which includes planning, organization, motivation and control. We consider it expedient to make a comparative analysis of these categories in terms of both the content and the theoretical basis in terms of research goals and objectives.<sup>1</sup> Fulfillment of these tasks is closely related to leadership communication.

Management communication is a communication that arises due to the need to perform management tasks.

Several forms of leadership communication are distinguished:

Subordination form of communication. It is a form of communication between the leader and subordinates based on administrative and legal norms. Such communication takes place between the leader and the executives, as well as leaders of different levels. This form of communication can be linear, functional and mixed, linear-functional. In a linear relationship, each supervisor may have multiple subordinates, but each subordinate has one direct supervisor. When a person

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<sup>1</sup> Usmonjon o'g, A. U. B., & Nodirjonovich, S. S. (2021). THE ECONOMIC MECHANISMS AND IMPLEMENTATION OF SMALL BUSINESS AND PRIVATE ENTREPRENEURSHIP. *Academicia Globe: Inderscience Research*, 2(05), 427-431.

experiences these feelings, he evaluates other people's behavior or mental characteristics and his own behavior based on a certain morality, that is, a set of social morals and norms.<sup>2</sup> As for functional relationships, an employee may report to several supervisors at the same time, and each of these supervisors oversees the performance of a specific function.

Form of communication of service and friendship. It is a communication between colleagues based on administrative and ethical standards.

A friendly form of communication. It is a communication between leaders, leaders and subordinates. Such communication is based on moral and psychological norms of mutual relations.

Modern science distinguishes the following basic moral and psychological principles of management communication:

The principle of creating conditions for employees to demonstrate their personal potential, their professional knowledge, experience and abilities. This mainly includes delegation of authority by the leader, that is, the leader transfers a number of tasks or certain types of activities from the scope of activity to subordinates. The technique of delegation of authority includes the selection of appropriate employees, distribution of responsibilities, coordination of the performance of assigned tasks, encouragement and counseling of subordinates, monitoring and evaluation of their performance. The Ministry of Innovative Development was created, the main the directions of which are: the introduction of innovations in state and public construction; in the sector of the economy; Agriculture; social development; system of environmental protection and nature management; initiation, coordination and stimulation introduction of advanced technologies.<sup>3</sup> Subordinates should be assigned specialized activities, special issues, and preparatory work. Subordinates are not entrusted with management functions such as setting goals, making decisions, monitoring results, managing employees and motivating their activities, finalizing goals, plans, programs, and matters of special importance and high risk, of a confidential nature.

The principle of authority and responsibility. Each employee should know his work capacity, i.e., his duties, obligations and the rules for their implementation. The greater the authority, the greater the responsibility.

The principle of encouragement and punishment. The leader should be able to see not only the most active and conscientious employees, but also note the individual successes of each subordinate, even if they are small. Team mood-a complex of emotions that arise in team members in relation to this or that phenomenon, team mood has a huge power of influence, which is the motive for the behavior and activity of military personnel. While some types of Team mood (passion, confidence in success, high spirits) are factors in its success, others (bad mood, distrust of one's own strength, boredom, sadness and dissatisfaction), on the contrary, reduce the capabilities of the team.<sup>4</sup>

Timely and insufficient assessment of individual achievements by the leader and the team arouses his desire to restore justice, if the services of one of the employees are underestimated, it leads to a decrease in the level of his work achievements. He may feel resentment and resentment.

Unfortunately, 46 percent of leaders prefer the "stick over candy" tactic. No one denies that punishment is a means of influencing the subordinate, but this measure cannot be the main

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<sup>2</sup> Vaxodir o'g, G. I. F., & Abdullo o'g'li, M. I. (2022). SOCIO-PSYCHOLOGICAL CHARACTERISTICS OF PERSONALITY EMOTION. Vital Annex: International Journal of Novel Research in Advanced Sciences, 1(3), 1-12.

<sup>3</sup> Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14–17.

<sup>4</sup> Said o'g'li, S. S., & Abdurasul o'g'li, R. S. (2022). Psychological View of the Military Community. Pioneer: Journal of Advanced Research and Scientific Progress, 1(2), 5-12.

measure and must be strictly individualized according to the offense. At the same time, it should be remembered that the employee's behavior, not personality, should be evaluated.

The principle of rational use of the manager's working time. Research shows that only one in 100 executives have enough time. This principle includes two more rules.

1. The rule of priority: order things in order of importance and start with the most important.
2. Pareto's rule: according to the Italian economist V. Pareto's principle, for 20% of the time spent in the work process, the manager achieves 80% of the result, and the remaining 80% of the time spent gives only 20% of the total result.

A number of scientists have distinguished the following stages of communication:

The first stage is orientation in the environment (choosing the place of meeting, location of people, distance of interaction), orientation in time (when to set the communication, how much time should be allocated to it), social orientation (views and values of the participants of the communication how, what psychological distance should be maintained in communication). There are a number of effective ways to manage conflict situations. They can be divided into the following large group.<sup>5</sup>

The second stage is to attract the interlocutor's attention.

The third stage - the volume of communication of the interlocutors (who speaks and how much), the speed of communication (frequency of words, the speed of changing topics, thoughts, images) is determined, and compatibility is sought in terms of mood. This stage is a preparatory stage.

In the fourth stage, there is an exchange of facts and their assessment, a search for a common point of view acceptable to both sides of the topic of communication. Mutual interest arises. Personal characteristics expected by the interlocutor, his habits, thoughts, moods are shown.

In the fifth stage, a problematic situation, conflict, conflict of ideas may arise. This is the stage of creative interaction, the search for a new solution that was not proposed by any of the interlocutors. Some types of psychotherapy can help a person learn what defense mechanisms they are using, how effective they are, and how to use less primitive and more effective mechanisms in the future.<sup>6</sup>

In the sixth stage, the interviewees make a decision based on what was developed in the fifth stage. A joint plan for the implementation of the found solution is defined, the results of the dialogue are recorded, and the interlocutors leave the relationship.

Information does not come to us by itself, we need to ask questions to get it. You should not be afraid of the questions of the interlocutors, because they allow you to activate the participants of the conversation and direct the process of information transfer in the right direction.

There are five main groups of questions that are asked during the interview process. These are the following:

Closed questions. These are yes or no questions.

They can create a tense atmosphere in the conversation, so such questions should be used with a strictly defined purpose. When asking such questions, the interlocutor gets the impression that he is being interrogated. Therefore, closed questions should not be asked when we need information, but when we want to quickly confirm an agreement or previous agreement.

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<sup>5</sup> Dilmurod o'g'li, Q. B., & Usmon o'g'li, M. R. (2022). Conflict and Stress Management. *Nexus: Journal of Advances Studies of Engineering Science*, 1(3), 10-15.

<sup>6</sup> Furqat o'g'li, M. T. (2022). THE MECHANISM OF PSYCHOLOGICAL PROTECTION IN A PERSON. *Vital Annex: International Journal of Novel Research in Advanced Sciences*, 1(3), 13-19.

Open questions. These questions cannot be answered with "yes" or "no", they require some explanation. These are "what?", "who?", "how?", "how much?", "why?" questions like Such questions are asked when we need additional information or when we want to know the motives and position of the interlocutors. Such questions are mainly asked when the interlocutor is in a positive or neutral position towards us. In this situation, we can lose the initiative, as well as the sequence of development of the topic, because the conversation can become the main stream of interests and problems of the interlocutor. The danger is that you may lose control during the entire conversation.

Rhetorical questions. These questions are not directly answered, as their purpose is to raise new questions and highlight unresolved issues. What is the purpose of asking such questions? By asking a rhetorical question, the speaker hopes to "turn on" the interlocutor's thinking and direct it in the right direction. In the first situation, the psychological properties of the subject's behavior appear as the initial and final conditions of the explanation, and in the second - external and operational conditions. In the first situation, we talk about motives, needs, goals, wishes, interests, etc., and in the second - about incentives arising from the situation. Sometimes all factors that determine human behavior from the inside are called personality dispositions. Accordingly, dispositional and situational motivations are spoken of as internal and external analogs of behavior determination. That is why the desired action of a person is considered as twofold: dispositional and situational determination.<sup>7</sup>

Twisting questions. They either continue the conversation in a fixed direction or raise a whole new set of issues. Similar questions are asked when we have learned enough about one problem and want to "move on" to another. The danger in such situations lies in the disparity between us and our interlocutors.

Questions for reflection. They force the interlocutor to think, think carefully and interpret what was said. The purpose of these questions is to create an atmosphere of mutual understanding. Among the terminological predilections that have developed in science, despite all the imagery of concepts: hidden, underground, informal, illegal economy, the term "shadow economy" still remains popular, which is one of the most significant and relevant topics of our time.<sup>8</sup>

Returning the words of interlocutors. The words of the interlocutor mean that he is actively listening to you, watching what you say, scrutinizing your evidence and thinking about everything. An interlocutor without comments is a person who does not have his own opinion. Therefore, the comments and arguments of the interlocutor should not be considered as an obstacle in the interview process. They facilitate the conversation, because they give an opportunity to understand what else the interlocutor needs to be sure of and what he thinks about the essence of the matter in general.

There are following types of comments:

unspoken comments;

wrong thinking;

sarcastic remarks;

informational comments;

comments to show off;

subjective judgments;

unbiased judgments;

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<sup>7</sup> Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

<sup>8</sup> Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in *Library*, 21(4), 86-101.

objectionable comments.

Unspoken comments. These are comments that the interlocutor doesn't have time for, doesn't want to say, or doesn't have the courage to say, so we have to figure them out ourselves. There is a specific basis for the division of group members with "conflict-of-regulation relations" related to the hierarchy within an unregulated group. These are, for example, the time spent in a group, age, gender, place of residence before entering a social organization, etc. In this case, the object of —relations contrary to the charter” is a person who does not accept the existing hierarchy or does not achieve informal status in the group, allowing him to take an equal position with the rest of the group.<sup>9</sup>

Wrong thoughts. They are among the reasons that cause unpleasant words, especially in cases where the point of view of the interlocutor is completely wrong. His position is based on emotion and all logical arguments are useless here. We see that the interlocutor uses aggressive arguments, makes special demands, and sees only the negative aspects of the conversation. In the light of all these trends, the concepts of "digital economy" and "knowledge economy" are becoming inseparable. Science and the new knowledge it produces are the central core on which almost all aspects of the modern economy are "strung", based on the scientific and technological paradigm - general principles and standards of development based on innovative sources of growth associated primarily with the use of breakthrough results of fundamental and applied research. This paradigm includes the widespread use of the most modern methods and technologies for research and development, including on a digital basis.<sup>10</sup>

The reason for such comments may be a wrong approach on your part, antipathy towards you, unpleasant impressions. In such a situation, you need to find out and understand the interlocutor's motives and point of view.

Sarcasm. Such words can be a bad mood of the interlocutor, and sometimes a desire to test your endurance and patience.

How to act in such a situation? You need to determine if the comment is serious or just to make you feel bad. In any case, you should not follow the interviewer. You should not react to such words or leave the situation wisely.

Informational comments. Such comments are a proof of the interlocutor's interest and existing shortcomings in information transmission.

This is because your argument is not conclusive. The interviewer wants more information or missed some details. You should answer calmly and confidently.

Comments made to show off. These comments can be explained by the interlocutor's desire to express his opinion. He wants to show that he is not influenced by you and that he is as impartial as possible in this matter.

These comments may come from your overly argumentative and possibly self-confident tone. How to act in such a situation? Your interlocutor needs to find confirmation of his ideas and thoughts.

Subjective comments. Such comments are specific to a certain category of people. The usual formula of such interlocutors is: "All this is good, but it does not apply to me."

What is the reason for such comments? Your information is unreliable, you do not pay enough attention to the personality of the interlocutor. He does not trust your information and therefore

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<sup>9</sup> Olimjon o'g'li, O. O., & Shuxrat o'g'li, Z. I. (2022). The Main Features and Signs of “Relations Contrary to the Charter”(On the Example of Russian Experience). *Web of Scholars: Multidimensional Research Journal*, 1(5), 17-21.

<sup>10</sup> Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in *Library*, 20(4), 231-235.

does not appreciate the facts given. How to act in such a situation? You need to put yourself in the place of the interlocutor, consider his problems. Strict stratification within the group is associated with the conditions for the existence of closed communities: firstly, the group is faced with the need to solve most of the problems that arise with its resources, and secondly, the group is deprived of the opportunity to redirect. negative emotional stress accumulated from the outside.<sup>11</sup>

Objective comments. These are words that are said to remove the doubts of the interlocutor. These comments are sincere, without any gimmicks. The interviewer wants an answer to develop his opinion.

The reason for such comments is that your interlocutor has a different solution to the problem and does not agree with your opinion. How to behave in such a situation? You should not openly oppose the interlocutor, but show that you take his opinions into account, and then show him the advantages of your proposed solution to the problem.

Objections. These comments are usually early in the conversation, so they can be vague.

Their reason is often that the interlocutor is not familiar with your arguments and the topic of the conversation is not clearly defined. How to act in such a situation? The topic of the conversation should be clearly defined.

If your interlocutor becomes more resistant, it is necessary to change the tactic or the topic.

How should I say the comments?

In particular, you should avoid immediately responding to every comment, because by doing this you are indirectly underestimating the interlocutor: what he has been thinking about for many days, you are ruining him in a few seconds.

When to comment on comments:

before commenting;

immediately after commenting;

later;

never.

Let's take a closer look at these options.

Before the comment. If it is known that the interlocutor will make a comment sooner or later, it is recommended that you pay attention to it yourself and respond in advance, without waiting for the interlocutor's reaction. In this case, you will have the following advantages:

absence of confrontations with the interlocutor and thereby reducing the risk of quarrels in the conversation;

the ability to choose the text of the interlocutor's words and thereby reduce their spiritual aspect; These are just a few advantages of the digital economy. The development of the digital economy has a positive effect on our daily life, provides many additional opportunities for the average user, and can also ensure the growth and development of the market.<sup>12</sup>

the ability to choose the most suitable time for the answer and thus give yourself time to think it over;

building trust between you and the interlocutor (because he sees that you are telling all the facts

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<sup>11</sup> Ravshanjon o'g, J. R. M., & Rustam o'g'li, S. U. (2022). Socio-Psychological Reasons for the Origin of "Relations Contrary to the Charter". *Web of Scholars: Multidimensional Research Journal*, 1(5), 22-28.

<sup>12</sup> Usmonjon o'g, A. U. B., & Obidjon o'g'li, A. O. (2023). Content, Positive and Negative Characteristics of the Digital Economy. *INTERNATIONAL JOURNAL OF BUSINESS DIPLOMACY AND ECONOMY*, 2(5), 230-235.

clearly and understands that you do not intend to deceive him).

Immediately after commenting. This is the most correct answer and should be used in all normal situations.

Later on. If there is no desire to directly confront the interlocutor, then it is better to leave the answer to his words for a more convenient time from a tactical and psychological point of view. Often, due to the delay, the need to respond to a comment can disappear completely: the response will appear by itself after a certain time. Upon completion of the search work, the author analyzed selective publications that touch upon both the problems of conceptualizing the digital economy as a complex socio-economic phenomenon and its differences from other concepts and categories, and applied aspects of the digital economy, including the introduction of appropriate technologies.<sup>13</sup>

Never. Hostile comments should be ignored as much as possible. Rejecting the comments and objections of the interlocutor is always full of various conflicts, so in such cases maximum tact and attention are required. It is necessary to follow the rules of good behavior that are used in rejecting objections and help to solve the problems that arise with the least psychological stress.

### **Conclusion**

In conclusion, communication is very important for leaders. This requires leaders to be attentive during communication. Because the leader's communication affects the people around them, their work and work efficiency.

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