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Small Group and Team Leadership

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Abstract: *this article is about small group and team leadership. It contains an analysis of the concept of a team, types of teams, specific features of service teams, and stages of formation of service teams. The main tasks of the team leader are defined. In addition, the relations in the team are explained.*

Keywords: *group, team, management, leader, manager, small group, management system, service teams, relationships.*

Interpersonal relations mainly take place in group conditions, when a person is in a circle of certain people, in a group, in a team. That's why managers and specialists should know the laws and mechanisms of interpersonal influence in teams and take them into account when organizing people's work in a group. 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.¹

A person lives and matures in the system of relationships with the world around him. This system of relations includes human relations to nature, material and spiritual values, and to each other. During this relationship, they are united by the goal of changing the world, subordinating things, events, and events in it to their own interests and satisfying their needs. This unity is one of the factors in the origin of the team.

So what is a team? A team is an association of people who have united and have a certain stability on the basis of common goals, interests and activities. When a person 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.²

Groups are divided into several types depending on their characteristic features, for example, depending on the number of team members - small or large, large or small, depending on the structural structure - young, middle-aged, elderly, men or women, can be divided into mono-ethnic or multi-ethnic

¹ 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.

² Baxodir 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.

communities.

The National Guard, the service teams of the internal affairs agencies, are organized by the state authorities to ensure public safety, the rights of citizens, to prevent crime, to solve committed crimes, and to ensure the inviolability of the territories of our country. It refers to large or small groups (departments, departments, departments) that operate.

Employees and military personnel of the National Guard departments and departments can be divided into the following types depending on the duration of the service teams:

1. Short-term service team. Such service teams are quickly formed, involving specialists to perform a specific task assigned by the command. They can operate from one day to one year.
2. Medium-term service team. This includes service teams established for the period from 1 to 10 years for the purpose of training specialists.
3. Long-term service team. It is given to teams that have been working for more than ten years to ensure public safety regularly with long-term goals in mind. 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.³

As with all communities, the service communities of military personnel and employees of the National Guard have their own characteristics, which include:

1. Unity of purpose is the main characteristic of a service team. It indicates the main purpose of the service team based on the demands of the society and the gathering of people around it to realize this purpose. The main goal of the service teams is to protect the integrity of the territories of our country, to ensure public safety, to ensure the peaceful living of citizens based on the prevention and elimination of crime, and to serve to establish a legal democratic state and civil society in the future. There are a number of effective ways to manage conflict situations. They can be divided into the following large group.⁴
2. Ideological unity is another sign of the service team, which is the spiritual and spiritual unity of the members of the service team for the celebration of humanity, justice, legality, community and patriotism in society based on national independence and ideological requirements.
3. Cooperation and mutual assistance is one of the next signs of the service team, which expresses the characteristics of cooperation and mutual assistance of each employee with his brothers in the performance of his duty. This feature is natural for everyone, and it is difficult to imagine service teams without it.
4. Leadership is the main feature of the service team and is a necessary activity arising from the needs of work management, goal setting, planning, and analysis of work results. Leadership in a service team is mainly based on the principle of solo leadership.
5. Democracy is an important sign of a service team, it is a form of activity based on the organization of work based on the expression of opinions of each team member on the work being performed and the

³ 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.

⁴ 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.

leader making appropriate decisions based on these opinions. Without democracy, the service team loses its meaning and becomes a kind of mechanism.

6. Discipline is the main condition for the formation and existence of a service team. Discipline - without discipline, the service team cannot perform the tasks before it. Any arbitrariness is considered alien to the service team. Where there is order and discipline, there is success. 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.⁵

The activity of organizing and forming service teams of servicemen and employees of National Guard departments is complex and includes several stages.

The first stage is the period of formation (agglutination) of the service team, in which first of all a leader is appointed and the number of employees to be assigned to work is determined. Accordingly, the appointed head is directly involved in the selection and appointment of specialists to the service team. At this initial stage, the service team is not yet fully formed, and relations between employees are not sufficiently formed. During this period, sometimes there are cases of looking at the head and his deputies without trusting, obstructing the performance of assigned tasks.

At this stage, the team's standing will depend on the leader. The more he is demanding, organized, passionate, and persistent, the more cohesive and hardworking the team is.

In the second stage, the stabilization of the structural-organizational structure of the service team, the presence of employees who do not like the work under the head, and undisciplined persons who interfere with others are noticeable. At this stage, the leader changes his work style somewhat, more precisely, he moves to managing groups through activists. Activists become close assistants of the chief and establish their control over the work of the service team. At the same stage, education and training activities with undisciplined employees and military personnel who do not like work and look coldly at their duties will be strengthened. Organization of entertainment games among team members, celebration of weddings, birthdays, and participation in sports competitions will come alive. 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.⁶

In the third stage, the strengthening and stabilization of the service team, mutual cooperation, comradely support, and the approach of each team member to their tasks with great responsibility can be seen.

The fourth stage is the period of rapprochement of members of the service team. In this period, the principle "one person for all, all for one person" is decided.

The community is a changing, constantly developing social phenomenon. Over time, the relationships that make up the team and the ways in which the team affects the individual also change.

Leadership of the service team of National Guard servicemen and employees is based on the principle of

⁵ 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.

⁶ Diyorbek O'tkir o'g, A. (2022). Personal Activity and Motivation. *Pioneer: Journal of Advanced Research and Scientific Progress*, 1(2), 13-22.

sole leadership. 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.⁷

The principle of sole leadership of service teams of military personnel and employees of National Guard units is the comprehensive study of the situation by the chiefs, making decisions on their own based on the assessment, issuing orders in strict accordance with the requirements of the law and military regulations, and It refers to the rule of leading the team on the basis of the right to demand their fulfillment and to take appropriate measures against those who do not fulfill them.

Any service team consists of superiors and subordinates. According to their service status and title, some employees may have the status of superior or subordinate in relation to others. The boss has the right to issue (relatively) orders to the subordinate and demand their execution. 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.⁸

The boss should be an example of politeness and modesty for his subordinates and should not allow unfairness or partiality. The boss is responsible for actions that violate the human dignity of the subordinate.

The subordinate must obey the orders of the superior. If he believes he has been mistreated, he can follow the order and then file a complaint.

According to their service status and title, employees who are not listed as their superiors or subordinates can be senior or junior.

The seniority is determined by the rank of military servicemen and employees. In cases where minors violate service discipline, public order, morals, rules of wearing special clothes and saluting their soldiers, adults should demand that this violation be eliminated. According to the title, juniors are obliged to unconditionally fulfill such demands of adults.

Duties and rules of etiquette of the heads (commanders) of the service team. The head of the service teams of the National Guard departments is responsible for ensuring the public safety of the entrusted units, departments and departments, educational institutions, preventing public disturbances and crime, ensuring the safety of citizens, and highly qualified specialists. He is the person responsible for daily training, moral and spiritual condition of personnel, maintenance of internal order and discipline, technical, material, medical, financial, social and household support. 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.⁹

The head of any service team, large or small, performs the following main tasks:

organization;

⁷ 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.

⁸ 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.

⁹ 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.

political, spiritual, educational education;

professional pedagogy;

providing training;

administrative economy;

leading the daily service.

In addition, they must adhere to the following ethical rules:

teaching subordinates and learning from them, refraining from "teaching and giving lessons";

to be able to follow people (personal content) with one's good qualities, a personal example at work, that is, to work under the motto "do as I do";

demand but not pursue;

to know well the biography of subordinates, good and bad sides of their behavior, living conditions, family situation, friends and enemies;

to be humble, simple, restrained, cordial in dealings, not to allow excessive formality and sloppiness;

refraining from self-aggrandizement and boasting, following the teaching of our people: "Perfect for the humble, humble for the proud";

to be firm, but not stubborn, to realize that stubbornness is a sign of stupidity; 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.¹⁰

not to criticize unnecessarily, not to forget that criticism is a tool, not a goal;

not to criticize the person who realized his mistake and corrected it, especially not to expose his shortcomings to his face;

not to interfere unnecessarily in the work of subordinates;

following the principle that "the boss will not be offended, he will analyze";

always thank subordinates for their good work;

not to criticize subordinates in front of strangers, not to rebuke them;

know how to speak, listen, converse;

learning from others' mistakes;

listen to others' opinions;

to pay attention to the opinions and suggestions of people you don't like, not to reject them blindly; 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

¹⁰ Абдуллаева, М. (2020). Теоретические аспекты определения, развития цифровой экономики и её зарождение в Республике Узбекистан. in Library, 20(3), 21-27.

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.¹¹

not to be afraid of talented employees, to support them in every way;

taking into account their capabilities and abilities before assigning tasks to subordinates;

not to draw conclusions without carefully checking the received information, not to forget that rumors and gossip can cause great damage to the work and the leader's reputation;

not to forget that subordinates are also people, they also have family and friends; 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.¹²

follow the principle of trust and verification, etc.

The basis of the official relations of the military servicemen and employees of the National Guard is threefold:

1. Official relations of adults to minors. In this case:

gives orders, appoints, gives instructions;

demands, offers;

calls to him, demands to come;

authorizes, approves documents or proposals;

sends documents or letters for execution.

2. Mutual official relations of servicemen and employees with equal positions and ranks. 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.¹³

In this it is equal:

informs, informs;

requests guidance and assistance;

asks, offers;

agrees, does not object;

sends relevant documents.

3. Formal relations of minors with respect to adults. In this case:

gives information, makes an official request;

requests permission or recommendation;

¹¹ Абдуллаева, М. (2020). Дистанционное обучение: мировая практика, достижения, риски, перспективы. in Library, 20(4), 231-235.

¹² Абдуллаева, М. (2021). Теневая экономика, её влияние на экономическую систему. in Library, 21(4), 86-101.

¹³ Абдуллаева, М. (2021). Роль государства в управлении инновационными процессами: международная практика, опыт Республики Узбекистан. in Library, 21(1), 14-17.

begs him to come, asks for permission to go;
 performs and provides information about it;
 submits relevant documents.

Conclusion

In conclusion, it should be said that at present, every member of the service teams of military personnel and employees of the National Guard, their leaders, commanders are loyal to the people of Uzbekistan, the President, the government, and the ideas of independence. and foreign policy orientations, has high organizational skills in ensuring public safety, preventing public disturbances, protecting the safety and legal interests of citizens, uncompromisingly fighting against any moral evil, lawlessness, loyal, fearless, alert, intelligent, well-educated, steadfast, tireless in public service day and night, demanding of his subordinates, at the same time kind, correct speech, exemplary behavior and among the population should be a person with authority, who knows his profession well in all respects. Team members follow a leader who has such moral qualities.

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