



DEVELOPING AN INNOVATIVE LEADERSHIP STYLE AND POLICY FOR
IMPROVING EMPLOYEE CAPACITY

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Innovative activity in the field of management is carried out mainly through innovative projects, the level of their novelty depends on the resources and financial capabilities of these organizations. The innovative activity of management entities, the pace of implementation of innovative projects depends on the potential of the management entity and the innovative microclimate.

The innovative development strategy and methodology for its assessment that we propose include the following stages:

- 1) Typology of managers on the organization, planning, control and motivation of management entities through indicators of multiple groupings that determine the typological parameters of the organization and characterize its development;
- 2) Calculation of integral indicators and stratification of employees according to modern methods of organizing, improving and improving management activities;
- 3) To determine the factor of innovation development and diffusion of innovations in the organization, to identify employees according to the level and development of the curve of innovation diffusion;
- 4) To determine the SWOT analysis of innovation development and the strategic direction of development for the organization, to justify the promising parameters of the innovation strategy in the field of management.

The diffusion model was proposed by Bassett in 1969. Its advantage is its simplicity, natural interpretation and the ability to be effectively tested through experiments. It is used to study new ideas.

The main idea of the diffusion model is as follows. All potential consumers are divided into "innovators" and "imitators". The first make decisions regardless of the behavior of others, while the second, for the most part, feel the influence of consumers who have already purchased the product, that is, they buy the product by imitating others.

In developing the theory of diffusion of innovation, Torsten Hagerstrand justified the possibility of modeling the spread of innovations in organizations, since the diffusion of innovations is considered a process in time and space, associated with the exchange of leading areas of management within the framework of the Kondratiev cycle, that is, the source of the emergence of innovations and the speed of their spread in economic activity. The use of diffusion theory helps us to study the possibilities of using innovations in the field of management, since the use of innovations in this area determines the technological order, the labor-intensiveness of production indicates the relevance of replacing capital resources with innovative labor.



Strategic activities take into account the integration of scientific and technical goals, capital investment policies and directions for the development of innovative technologies and products for the innovative development of the industry.

The conditions for the implementation of the innovative development strategy in the current period include: the state of the world market; the development of external relations; low production and industrial income; the interest of producers in increasing efficiency through the development of innovations; the growth of the pace of scientific and technical processes in the economy; increased awareness of producers about scientific research; state interest in innovative development (state support of the scientific and innovative sphere, approximation of scientific activity to industrial requirements; development of specialized information and consulting services; assistance in the implementation of innovations, organization of personnel retraining, wide involvement of innovations.

The above-mentioned circumstances determine the complex elements formed on the basis of the organizational and economic mechanism of innovative development and the social conditions of activation of the innovation process in many cases. Based on existing theoretical approaches, we emphasize that the innovative development of organizations is carried out on the basis of the following strategies:

- strategy for increasing the volume of innovative products;
- strategy for increasing the volume of innovative management styles and their elements;
- strategy for increasing the effectiveness of scientific research results;
- strategy for increasing the effectiveness of the implementation and continuation of innovative processes;
- increasing the number of developments (purchased) of innovative objects, as well as capitalization due to the release of competitive innovative products strategy of increasing.

The results of the conducted SWOT analysis allow us to determine the strategic direction of the process of innovative development of the management style. The strategic direction of the process of innovative development of management activities should be aimed at realizing its strengths (“power of opportunity”), eliminating weaknesses and preventing threats, taking into account the opportunities. The implementation of the strategy of innovative development in the implementation of modern methods and techniques of management will allow us to enter a new stage of development of this area.

Considering the innovation model, it should be noted that it is multi-level, since the system is formed at the state, regional, sectoral, and organizational levels. In a hierarchical management system, each subsystem has its own goals, and its goals are consistent with the goals of the entire system as a whole. The effective functioning of the innovation system occurs when the goals of the subsystems of the lower level are consistent with the goals of the higher-level subsystems.

The innovation system of management activities is formed at the microlevel. The necessary conditions for the formation of an innovation system model are:

- the level of development of the technological and intellectual potential of the organization;



- a developed financial system and stability of macroeconomic conditions in the development of the industry;
- institutional system;
- dynamic competition;
- both the national and international environment, the need for innovation by business;
- the presence of strategic goals in sectoral development, interconnected with the strategic priorities of the national economy, increasing competitiveness and attracting investments in the sector, and integrating it into the system of international economic relations on the basis of an innovative development model;
 - integration of the organization with state administration bodies, education and the innovation culture of the population; ensuring mechanisms for the commercialization of knowledge, including the transfer of new knowledge to the field of application;
 - providing all interested entities with the opportunity to obtain information about new and practically applied knowledge.

The innovative development model of the organization should be based on the formation of innovative and active management in the future. The innovative activity of any organization in the industry performs the function of having a purpose in innovative activity and contributes to the development of innovative products and services, in addition, their diffusion among other participants in innovative activity is carried out based on the study of the innovative demand presented by the economic agent, established on the basis of its interaction with the external environment, which is part of the national innovation system.

The main conditions for the effective functioning of the innovation system at various levels are the effective relationship between science, education, investment, government and organizational strategies, the formation of a network of interactions between organizations. Innovation - a new project, technology, technical means, new knowledge - is the product of the activities of several entities-organizations, research institutes, their associations and spreads throughout the network of interactions in a common economic space. These stable networks create a basis for effective combinations of production factors and the introduction of innovations.

In world practice, various approaches to the effective development of sectoral innovation systems are known, which are based on:

- development of production and clusters involving multidisciplinary disciplines aimed at developing scientific knowledge for industry consumers;
- encourage the activities of organizations engaged in the full innovation cycle (technological leadership of the sector) or only supporting the "growth point" (which has achieved a certain level of success in the development of scientific and technical developments and can become a locomotive of growth);
- enhance the integration of the innovation sector with the research potential of R&D sectors and educational and higher education institutions.

The effectiveness of the model depends on the initiative of the organization and management system, the activity of the team, scientific and educational organizations in business, the totality of their mutual connections and functional relationships forms an



innovation system. Thus, the organizational and economic mechanism of management of innovative development includes a set of elements of the innovation system that enter into various management relationships for the implementation of the innovation process, regulated by administrative bodies. All subjects are equally competent in the formation and development of the innovation system. Elements of the innovation environment cannot exist in isolation from each other, but are strongly functionally interconnected.

Strategic management of the innovation system is carried out by changing external parameters, the meaning of which is determined within the framework of macroeconomic policy, and the mechanisms for their achievement are established by law.

Let us formulate the results of the organizational and economic mechanism of innovative development for management activities: the need for innovations lies not in individual managers, but in the need for them by the entire sectoral economy. The transition of management to the path of innovative development is an evolutionary process associated with qualitative changes in socio-economic relations; “human capital” is considered as a factor of business value, which acquires its value in the innovation market. Since knowledge is a commodity, investments in human capital have their own profitability; Changes in the investment market force state administration bodies to take on some of the material and social responsibility for managing the results of this market and to quickly influence it when the situation changes. Therefore, it is very important to determine the level of participation of all subjects in the development of the sectoral innovation system.

The innovation climate in management activities may be associated with the outflow of financial resources or excessive costs. The weakness of management personnel in innovative activities is accompanied by low profits and increased competition. The implementation of innovations must be financially sustainable.

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