THE ROLE OF KNOWLEDGE, FLEXIBILITY, AND EFFICIENCY IN MODERN MANAGEMENT:A REVIEW OF MANAGERIAL SKILLS AND PSYCHOLOGICAL BARRIERS

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Abstract. In today's rapidly changing environment, successful management demands more than just knowledge and logical decision-making. This paper explores the critical competencies required for effective leadership, such as flexibility, intuition, and creativity. It daws on G. Mintzberg's framework of managerial roles, highlighting the balance between intellectual capabilities and practical efficiency. The study examines common psychological barriers that hinder managerial effectiveness, emphasizing the need for personal authority, conflict resolution, and introspection. The findings suggest that while knowledge is essential, it must be complemented by action-oriented behavior to achieve tangible results in organizational management.

Keywords: Knowledge, flexibility, efficiency, modern management, managerial skills, psychological barriers, decision-making, adaptability, leadership, problem-solving, organizational behavior, innovation, productivity.

РОЛЬ ЗНАНИЙ, ГИБКОСТИ И ЭФФЕКТИВНОСТИ В СОВРЕМЕННОМ МЕНЕДЖМЕНТЕ: ОБЗОР УПРАВЛЕНЧЕСКИХ НАВЫКОВ И ПСИХОЛОГИЧЕСКИХ БАРЬЕРОВ.

Абстрактный. В сегодняшних быстро меняющихся условиях успешное управление требует большего, чем просто знания и логичное принятие решений. В этой статье исследуются важнейшие компетенции, необходимые для эффективного лидерства, такие как гибкость, интуиция и креативность. Он опирается на структуру управленческих ролей Г. Минцберга, подчеркивая баланс между интеллектуальными способностями и практической эффективностью. В исследовании рассматриваются распространенные психологические барьеры, которые препятствуют эффективности управления, подчеркиваются необходимость личного авторитета, разрешения конфликтов и самоанализа. Результаты показывают, что, хотя знания имеют важное значение,

они должны быть дополнены поведением, ориентированным на действия, для достижения ощутимых результатов в управлении организацией.

Ключевые слова: Знания, гибкость, эффективность, современный менеджмент, управленческие навыки, психологические барьеры, принятие решений, адаптивность, лидерство, решение проблем, организационное поведение, инновации, производительность.

ZAMONAVIY BOSHQARUVDA BILIM, MOSLASHUVCHANLIK VA SAMARALILIKNING O‘RNI: BOSHQARUV KO‘NIKMALARI VA PSIXOLOGIK TO‘SIQLAR SHARXI.

Abstrakt. Bugungi tez o‘zgaruvchan sharoitda muvaffaqiyatli boshqaruv nafaqat bilim va mantiqiy qarorlar qabul qilishni talab qiladi. Ushbu maqola moslashuvchanlik, sezgi va ijodkorlik kabi samarali etakchilik uchun zarur bo'lgan muhim vakolatlarni o'rganadi. U G. Mintzbergning boshqaruv rollari doirasiga tayanadi, intellektual imkoniyatlar va amaliy samaradorlik o'rtasidagi muvozanatni ta’kidlaydi. Tadqiqot boshqaruv samaradorligiga to'sqinlik qiladigan umumiy psixologik to'siqlarni o'rganadi, shaxsiy hokimiyat, nizolarni hal qilish va introspektsiya zarurligini ta'kidlaydi. Topilmalar shuni ko'rsatadiki, bilim muhim bo'lsa-da, tashkilotni boshqarishda aniq natijalarga erishish uchun u harakatga yo'naltirilgan xatti-harakatlar bilan to‘ldirilishi kerak.

Kalit so‘zlar: Bilim, moslashuvchanlik, samaradorlik, zamonaviy boshqaruv, boshqaruv ko‘nikmalari, psixologik to‘siqlar, qaror qabul qilish, moslashuvchanlik, etakchilik, muammolarni hal qilish, tashkiliy xatti-harakatlar, innovatsiyalar, mahsuldorlik.

Introduction. In contemporary management, having intellectual skills alone is not enough for success. Leaders need to blend knowledge with practical abilities, like decision-making, adaptability, and creativity, to effectively handle the complexities of organizational leadership. G. Mintzberg’s theory on managerial roles offers a valuable perspective on the varied skills managers must possess, including conflict resolution, resource management, and self-reflection. However, many managers face psychological barriers that hinder their effectiveness. This paper will explore the essential skills for modern managers, the psychological obstacles they encounter, and how intellectual capacity interacts with practical effectiveness in leadership.

Experience shows that while some managers excel at leading and overcoming challenges independently, others foster distrust among their teams and fail in similar situations. A leader’s inability to persuade, motivate subordinates, or inspire them to carry out decisions indicates a lack of the necessary qualities for effective management. This raises the question: what traits should a leader have?

One of the earliest sets of leadership qualities was articulated by the Byzantine writer Onosandro Maurice in the 6th century. He emphasized that a leader should be pious and fair, intelligent and decisive, calm and composed, simple and modest in behavior, and avoid selfishness, as greed alienates followers. A good leader must

protect the rights of their team, think deeply about future actions, and act quickly when opportunities arise, maintaining a steadfast mindset in both success and failure.

The personality of a leader is crucial in the realm of management in higher education system, as the timeliness and effectiveness of their decisions greatly rely on it. While decisions are often developed by a team of experts, key choices are typically initiated and finalized by the manager. Some managerial traits are inherent, but many are shaped through education and life and professional experiences.

Management is a set of functions whose implementation results in an influence that aligns people's activities toward a common purpose. Goals are formed during the management process, along with various sorts of planning, regulation, coordination, situational analysis, problem identification, and so on. At the same time, multiple communications, information, equipment, and technologies are utilized. Resources are being sought and implemented. It is hard to manage such a diverse workload without specialized understanding. That is why the manager is a professionally qualified specialist with a diverse set of professional skills.

Management's professionalization is related to its rising complexity, which is defined not so much by its size as by the complexity of its structure and technology, greater dynamics, higher social duty, and increased competition.

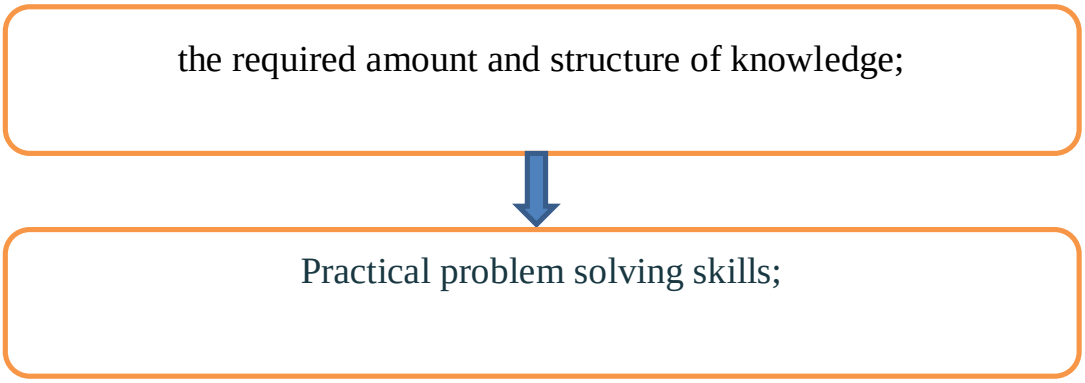
The following elements contribute to management professionalization:

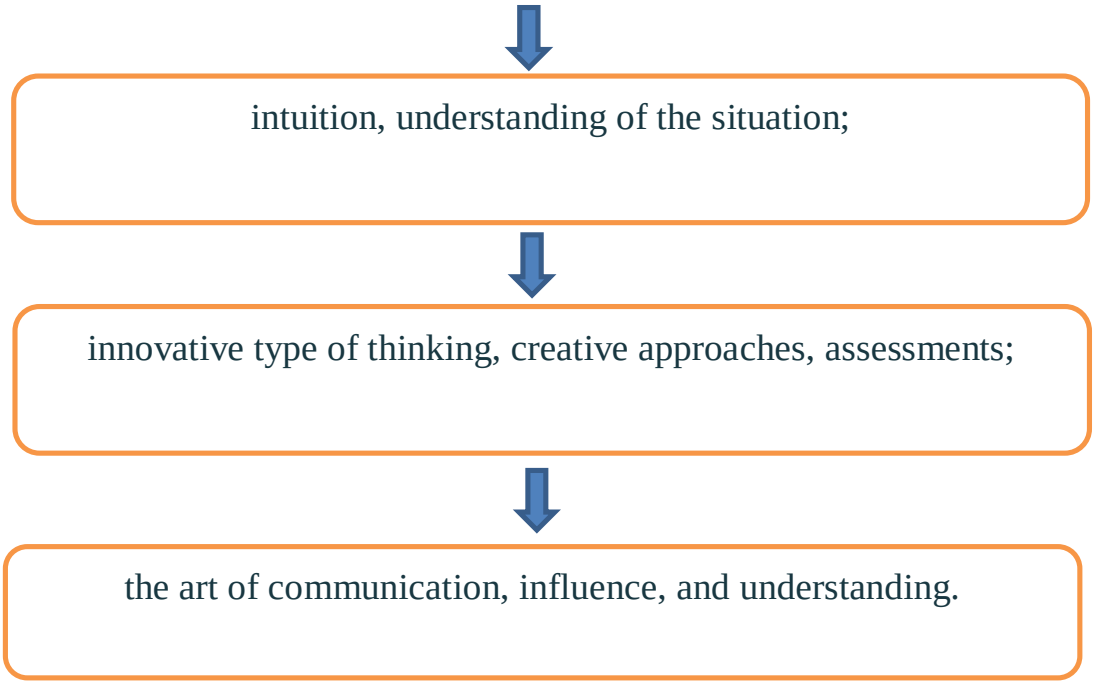
1)professional training for the management himself;
2) Professionalism of managerial staff;
3) Organizational and socioeconomic factors that allow for the emergence and practical use of professionalism;
4)encouraging the manager and management staff to reach their full creative potential;
5) spirituality and endurance.
6)patriotism.

The need for professional management is also conditioned by the diverse roles of the manager as a functional employee: an idea generator; a guide to the concept of management; a defender and organizer of the implementation of innovations; a designer of organizational structures; the main person in conflict resolution; an expert and consultant.

It is quite obvious that the more complex the management, the greater the need for its professional implementation.

Thus, professional leaders should have following skills:





A manager's role should be productive, focusing on creativity and the equitable distribution of public resources to foster social attitudes and justice. If not, it may contribute to growing social inequality and conflict. Therefore, a manager must:

- Possess a broad understanding of enterprise management.
- Be knowledgeable about the production technology relevant to their organization's activities.
- Have strong entrepreneurial skills, with the ability to not only identify but also control market situations, take initiative, and effectively allocate company resources to the most profitable areas.
- Make informed decisions in collaboration with lower-level managers and staff, ensuring everyone's role in executing these decisions is clear.
- Have practical experience and insights into analyzing the economic landscape of the primary markets or segments they operate in or plan to enter.
- Be capable of evaluating the strategies and actions of competing firms.
- Anticipate future trends in development.

In today's environment, knowledge and logic alone are insufficient for effective management; flexibility, intuition, and creativity are essential. This requires the capacity to foresee changes, adapt to them, and evolve personally.

For instance, G. Mintzberg identified key skills and abilities that a leader should possess:

- The ability to be equal: This involves establishing and maintaining relationships with individuals on the same level.
- The art of leadership: This skill encompasses guiding subordinates and navigating the challenges that come with authority and responsibility.
- Conflict resolution: A leader should be adept at mediating disputes and alleviating issues arising from psychological stress.

- Information processing: This entails creating an effective communication system within an organization to gather and evaluate reliable information.

- Making unconventional management decisions: Leaders must be able to identify problems and develop solutions even when alternatives and objectives are unclear.

- Resource allocation: This skill involves selecting the best option under constraints of time and other limited resources.

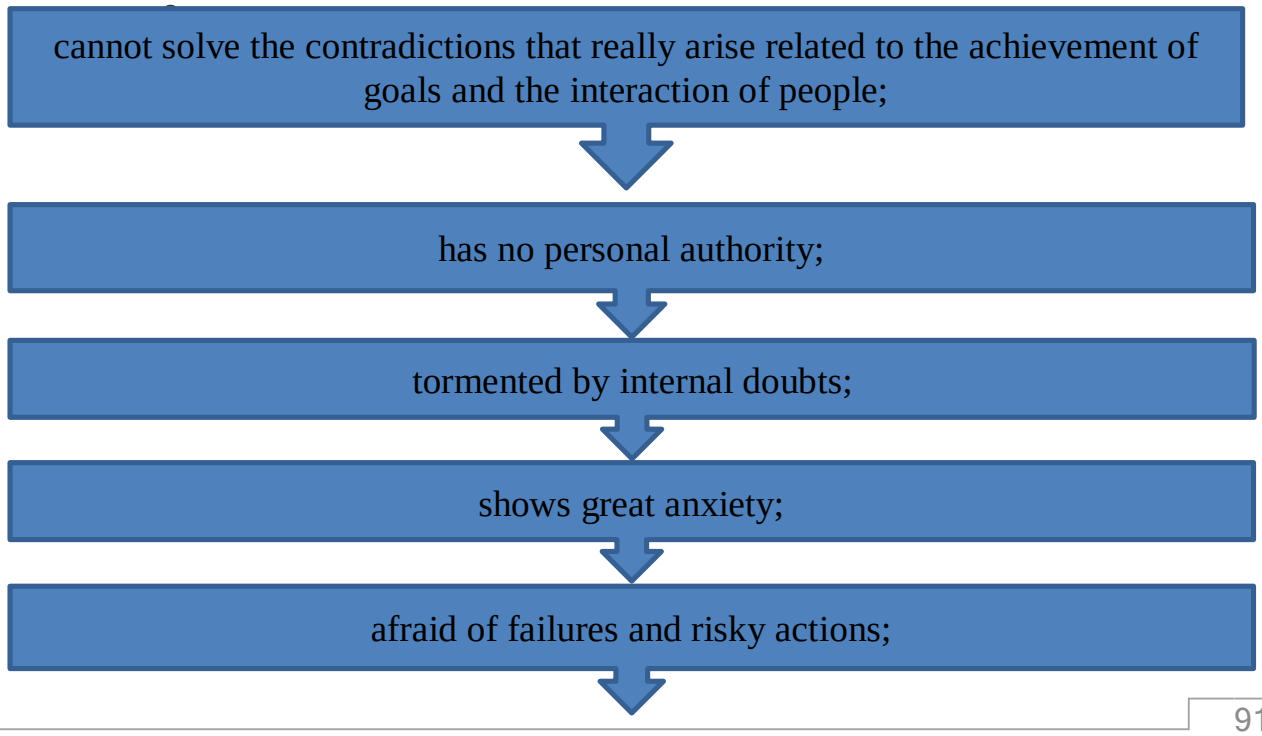
- Entrepreneurial ability: A leader should be capable of taking calculated risks and fostering innovation within the organization.

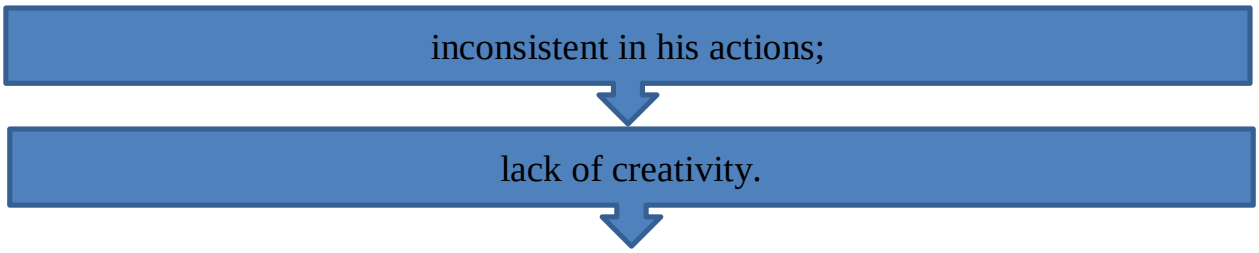
- Introspection: This involves understanding one's position and influence within the organization.

Mintzberg's analysis of these roles suggests that the role methodology is valuable only if it enhances the practical work of specific managers, rather than being merely theoretical.

However, it's not uncommon for higher positions to be held by individuals who, despite their high intelligence and creativity, may lack effectiveness. While many are knowledgeable and well-informed, there isn't always a direct correlation between these traits and a manager's performance. Even exceptionally talented individuals can sometimes underperform, failing to recognize that their abilities alone won't guarantee success; purposeful effort is necessary to translate talent into effectiveness. Conversely, organizations often have highly effective employees who may not possess standout talents. Some may appear busy, mimicking the energetic efforts of others, while those who work steadily and methodically—like the tortoise in the classic fable—may ultimately reach their goals first.Intelligence, imagination and awareness are certainly essential qualities, but only in combination with efficiency will they translate into results. Taken by themselves, they only set the bar for possible achievements.

It is necessary to point out those qualities of the manager that are psychological contraindications to this type of activity:





never-ending tasks and endless interaction with other people. He needs behavioral characteristics such as extraordinary patience, endurance and the ability to think “on his feet” - to make spontaneous compromises, negotiate at the peak of the moment and reorient thinking from subject to subject at the demand of the moment.

Conclusion.

The analysis presented in this paper underscores the importance of balancing intellectual knowledge with practical efficiency in management. While cognitive skills such as market analysis, competitor evaluation, and decision-making are essential, they are not sufficient on their own. Flexibility, creativity, and the ability to handle uncertainty are just as critical in modern leadership. Furthermore, psychological barriers such as inconsistency, lack of personal authority, and fear of failure can significantly undermine managerial effectiveness. Ultimately, successful management requires a combination of knowledge, behavioral adaptability, and continuous personal development.

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