

**TALIM STRATEGIYASI: YUQORI MALAKALI BO'LAJAK PEDAGOG
KADRLAR TAYYORLASH ISTIQBOLLARI**
mavzusidagi xalqaro ilmiy-amaliy konferensiya
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**THE IMPORTANCE OF FORMING LEADERSHIP QUALITIES OF THE
NEW GENERATION OF LEADERS**

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Abstract: *The article examines the issues of forming a new generation of leaders, providing a methodological approach to assessing their professional qualities. It offers a detailed description of the analysis of behavior within various hierarchical structures.*

Keywords: *methodological approach, new generation leaders, personality analysis.*

Annotatsiya: *Maqolada yangi avlod rahbarlarini shakllantirish masalalari ko'rib chiqiladi, ularning kasbiy sifatlarini baholashga metodik yondashuv taqdim etiladi hamda turli ierarxik tuzilmalardagi xatti-harakatlarni tahlil qilish batafsil tavsiflanadi.*

Kalit so'zlar: *metodik yondashuv, yangi avlod rahbarlari, shaxslarni tahlil qilish.*

Аннотация: *Рассматриваются вопросы формирования лидеров нового поколения, дается методический подход к оценке их профессиональных качеств и дается развернутая характеристика анализ поведения в различных иерархических структурах.*

Ключевые слова: *методический подход, лидеры нового поколения, анализ лиц.*

At the present stage of societal development, rapidly advancing technologies require competent, highly qualified personnel who can quickly adapt to changing conditions and meet modern demands. Above all, this concerns managers who not only possess professional competencies but also demonstrate well-developed leadership qualities.

Today, it is no longer sufficient to be an effective manager; it is equally essential to be a successful leader. This is because if subordinates merely follow the rules and requirements established by management, they are capable of utilizing only about 60–65 percent of their potential, which means they can perform their duties only at a satisfactory level. In order to fully unlock the capabilities of subordinates, a leader must exercise leadership by responding to their needs appropriately [1].

The concepts of leadership and management undoubtedly share functional similarities, representing two aspects of a unified process of guiding people, while simultaneously reflecting influence within the system of informal relations. In our view, the essence of the term leadership cannot be defined unambiguously.

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First, this concept may be regarded as a process that entails the use of "non-coercive" influence to guide and coordinate organizational activities toward achieving goals.

Second, it may be considered a quality, that is, a set of traits and characteristics inherent to individuals who successfully exercise such influence.

According to domestic researchers, leadership emerges and develops within the system of informal relations for the purpose of organization and management. It is based on a leader's interpersonal influence on followers (group members) through informal (psychological) means, with the aim of orienting them toward solving assigned tasks. The consequences of such influence are reflected in changes in group members' behavior, personal qualities, attitudes, motivations, and so forth.

Much depends on the leader: the functioning of the organization, the state of the economy, and the atmosphere within the entire work team. To be a successful leader is a great responsibility and burden; a person in a leadership position must be able to look ahead, set and clarify goals, competently and harmoniously manage the work team, and make prompt and effective decisions.

In recent years, significant progress has been made in explaining the concept of leadership. Today, many scholars interpret the notions of leadership and leader in different ways. A.L. Yamanova defines a leader as "a person in an organized group who enjoys the greatest authority and exerts a tangible influence on its members, manifested in the form of managerial impact" [2].

V.B. Sergeeva, in turn, describes a leader as "a member of an organized group who, in situations of any level, is recognized by the group as having the right to make and dictate important decisions" [3].

According to I. Adizes, leadership is the ability to influence the behavior of employees without relying on power or formal authority, but rather through one's personal qualities and developed competencies [4]. J. Terry states that leadership is the act of influencing a group of people and motivating them toward the achievement of a common goal. R. Tannenbaum, I. Weschler, and F. Massarik define leadership as interpersonal interaction, manifested in a particular situation and directed toward achieving specific objectives, realized through a communicative process.

P. Drucker emphasizes that leadership is the ability to raise a person's vision to higher horizons, to elevate performance to higher standards, and to build personality. Many authors similarly agree that leadership is the process of influencing individuals and groups and directing their efforts toward common goals.

Leadership is characterized by relationships based on trust, recognition of a high level of competence, readiness to support initiatives, personal empathy, and the pursuit of positive experiences [5].

The main qualities of an effective leader include: persistence in striving to manage people; acknowledgment of not always knowing everything; keeping sub-ordinates

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informed; transforming monotonous tasks into creative endeavors; self-confidence; valuing the time of subordinates; being demanding and strict; the ability to both encourage and discipline; politeness and kindness; a sense of humor; knowing when to speak and when to remain silent; and showing genuine interest in subordinates.

A leader also requires distinct characteristics such as interest in work, organizational ability, knowledge and skills, and, typically, a desire and aspiration for leadership from an early age.

In general, the modern perspective on leadership emphasizes it as a core feature of effective management, focusing on the ability to develop fundamentally new approaches to problem-solving and to convey the significance of issues to subordinates. This not only inspires but also motivates them to implement the goals set by the leader. Management consistently requires capable, talented leaders endowed with leadership qualities.

The head of an organization is, first and foremost, a specialist in working with people. This role requires establishing communication with both subordinates and senior management, training and developing employees, demonstrating high levels of psychological, pedagogical, legal, and managerial culture, and skillfully creating conditions for subordinates' self-discovery and personal growth.

One of the most important qualities of a leader is the ability to regulate his or her own behavior. A competent manager does not engage in authoritarian command over people but rather ensures the successful resolution of tasks related to optimizing the conditions for their work activities. A leader, working with people, bears responsibility for their professional achievements and safety, while also organizing and coordinating their efforts to accomplish the organization's objectives.

Ultimately, the success of any organization depends primarily on the kind of leader at its helm. Leadership does not replace management, but it becomes crucial in situations where traditional methods of administration fail to deliver results. In practice, however, a person can embody both roles simultaneously—that is, a manager, regardless of their formal position, may also act as a leader.

To perform managerial functions, an organization's head requires extensive information about all processes, including those at the macro level. By contrast, a leader has access only to the information available within the group itself. Thus, the scope of a manager's responsibilities is broader, as leadership is confined to the boundaries of the group.

Nevertheless, holding a high managerial position does not automatically make one a leader. While a high position may increase the likelihood of being a leader, it does not guarantee it. Leadership emerges from an individual's ability to guide their peers and manage relationships effectively. A manager is formally assigned the responsibility of running an organization, whereas a leader is an authority figure recognized by the group. In essence, being a leader is not mandatory for management.

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A considerable body of psychological literature explores the phenomenon of leadership. While psychologists often focus on details that may not be directly relevant to economic actors, their insights into the qualities of an effective leader remain highly valuable.

It is clear that studying leadership within the framework of economic theory requires the active application of core ideas from psychological theories. From the perspective of interdisciplinary research, this psychological approach appears highly promising for integrating economics and psychology.

Overall, research on leadership continues at different levels, though it often builds on previously established theories. However, the current conditions of digitalization and globalization necessitate further in-depth study.

For instance, in the past, a leader was typically considered the direct supervisor of a team. Today, the situation has changed, making it important to distinguish terminologically between the concepts of leader and manager. The simplest and clearest explanation of their difference is that a manager is always an official authority appointed from above to direct subordinates, whereas a leader may emerge informally, gaining influence and recognition among peers.

Furthermore, if the principle of integrity is maintained, a leader may simultaneously be regarded as a manager. As noted earlier, psychological factors are rarely considered in economic models describing leader behavior or traits. Yet, in practice, subordinates often rely on the outward appearance and demeanor of a leader to shape their expectations of leadership style.

For example, a leader with a kind and approachable demeanor is expected to manage gently and compassionately, leveraging personal charm and credibility in communication. Employees may find it easier to confide in such a leader, whose main priority is avoiding unnecessary conflict. The softer and calmer the management and communication style, the greater the leader's authority. This represents an indirect method of management through encouragement and motivation.

A leader is essentially a "guide," someone who exerts influence over others. Importantly, being the absolute best is not a requirement for leadership. While a leader with strong influence may often be perceived as the best, this remains more of a theoretical assumption than an objective necessity.

An individual may act as both a leader and a manager simultaneously, ensuring high-quality performance and the effective achievement of goals. A leader-manager within an organization is not only a competent employee but also an authoritative figure for subordinates, ensuring the overall productivity of both the team and the organization.

In Kazakhstan, the issues of leadership and management have only relatively recently begun to develop within the current understanding of management. This is largely because, until recently, conditions for cultivating leaders had not been adequately

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established. Therefore, it is crucial not only to rely on classical theories of leadership but also to develop modern domestic models by incorporating the most relevant, advanced, and practical features.

From our perspective, for an organization as a financial and economic entity, the only thing that ultimately matters in all leadership theories is results. Today, employees trust leaders, listen to them, and work effectively under their guidance. Within this theoretical framework, it becomes necessary to investigate the socio-psychological climate of the team and propose models of management practices. It is also essential to take into account the contextual conditions within the team or organization as a whole, as well as the distinct psychological characteristics that influence the effectiveness of leadership.

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