

## PROBLEMS OF MANAGERS IN MANAGEMENT AND CREATIVE EMPLOYEES IN THE NEW STRATEGY

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**Abstract.** The article analyzes the problems of talent management and creative personnel in the conditions of the new normality. The emphasis is on the competence approach, not so much on HR specialists, as linear and functional managers responsible for the development of personnel. The author highlights the problems that prevent the preservation of talents and creative personnel in the organization and prescribes the need for the development of social and emotional intelligence, special competent activities that need to be trained by modern managers to effectively manage intellectual resource.

**Keywords:** Talent management, intellectual resource, social intelligence, supportive relationships, HR, exclusive and inclusive approaches

The country has experienced a sharp jump in the economic sphere and is undergoing a transition from the industrial age to the information age, to the digital economy, to human resource management, which, in turn, has necessitated intellectual capital management, paying special attention to talented employees. As is known, specialists understand human capital as a set of intellectual abilities, knowledge, professional competencies, motivations and value systems acquired by a person in the process of education and in practice. The concept of human capital in the literature is also defined as the most important social resource: "... the most valuable resource, much more important than natural resources or accumulated wealth ... it is the cornerstone of competitiveness, economic growth and efficiency" [1]. A great contribution to the development of the concept of human capital was made by the American scientist T. Schultz, who was among the first to consider education as a factor in economic growth, and investments in the education and development of specialists as investments that improve the

quality of work, the development of innovations that stimulate change and productivity

As trend analysis shows, in the 21st century, enterprises and organizations are faced with fierce competition in the market. In connection with this, the managers of many enterprises have realized that the main thing, thanks to which they will be able to win or even simply survive in a new normal situation, is talented specialists with non-standard ideas who can find innovative solutions in difficult situations. It was during these years that the struggle began for specialists capable of generating new ideas for the development and improvement of the company. New goals caused the emergence in management of such a thing as "talent management". Business practice shows that it is they who create a unique brand and image of the organization, their creative activity significantly affects the growth of its profits and competitiveness. In addition, in Uzbek management this is practically a new, non-formalized way of organizing professional activities. Talent and creative people management is today a focused management approach for hiring, developing and retaining people with the necessary abilities and skills to meet the present and strategic goals and needs of an organization. Moreover, it can be noted that the importance of talent management has already been proven in modern organizations. If an organization does not have or not enough creative employees, then it will not be able to achieve its goal, even if it has other factors, such as natural resources, modern infrastructure and technology. Practice has proven that it is talented and (or) creatively capable personnel that leads the organization to success.

In the era of the new normal, the activities of HR professionals do not become less important. Despite the fact that many positions will be automated in the coming years, artificial intelligence, machine learning and robotization are being updated. All this will certainly require the development of new or additional competencies for personnel management. In connection with what has been said, new opportunities open up for HRs. Thanks to the emergence of innovative

technologies and tools, such specialists will be able to play new roles in the organization related to the creation of human capital, namely: trainers, marketers, storytellers, analysts, design thinkers. It seems that recruiting will gradually move into talent management, that is, it will rise to a higher level and begin to really influence the development of the organization.

As evidenced by the analysis of the literature, the professional term “talent management” has become popular in HR since the late 90s, when high-tech companies began to wage a “war for talent”. However, it is important to note that the managers of such companies, according to experts, attributed too much value to individual talents and thereby belittled the abilities of people working in a company with creative potential and a willingness to creative cooperation. In addition, many noted that it is actually more expedient to effectively use the creative potential of each employee and create conditions for self-realization for them. For example, Pfeffer (2001) also warned that “a war for talent is a fundamentally misleading metaphor because it overlooks the fact that teams often work much more efficiently than simple groups of people, including talented people.”

This vision of managing the intellectual potential of an organization coincides with the opinion of the author, also because it sets tasks not only for the HR department and HR departments in companies that support talent management strategies, but also the responsibility for intellectual resources now lies with almost all linear and functional leaders of the organization. The need to engage in staff development, team building and retention of the most capable employees forces managers, in addition to having managerial functions for goal setting and decision making, planning and organizing activities, to master new socio-psychological competencies for managing such specialists, their motivation and career growth. This work involves not only the selection and placement of personnel, but also the constant training and development of personnel, the

assessment of their creative potential and remuneration, the planning of individual routes, the creation of an atmosphere for creativity and recreation.

Managers responsible for the development and retention of creative professionals have real managerial difficulties such as: the inability to openly admit problems in continuous innovation; lack of a strategic vision for the future; inability to manage meaning; the skills of creating and managing team activities are not developed; an inability to form supportive and partnership relationships with subordinates; lack of possession of techniques and tools for adequate motivation and evaluation of creative work. In addition, in the country, in the system of training and retraining of managers, social and emotional intelligence is still not sufficiently developed. Over the years of study, many have not mastered the “4K” competencies that are in demand for managing creative specialists: creativity, communication, critical thinking and team interaction, which sometimes does not allow effective leadership and leads to the loss of talents and creative employees.

In addition, many managers whose competence includes the differentiated management of creative and talented employees are still the most critical problems and personal characteristics such as:

- lack of support from the leading forces due to lack of funds and time; • rejection of innovation and endless change;
- lack of attention to the organization of the creative environment, atmosphere;
- external factors: the state of the economy, the pursuit of profit, competition;
- low and inadequate motivation of specialists' innovative activity;
- lack of creativity among the managers themselves; • weak marketing mentality.

From what has been said, it is clear that modern managers need to develop tolerance for non-standard. It is also important that managers understand the significance of creative initiatives and proposals, be able to adequately evaluate

them and create a precedent for the satisfaction of people with a high intellectual resource by assessing their contribution to the competitiveness of the organization, thereby actualizing their commitment to the company.

Thus, all of the above indicates not only the changes associated with the new normal, but also the need for new investments in the training system for managers themselves, especially technical universities, including project-based learning, interactive, heuristic and intensive technologies that develop new competencies in the curricula. social and emotional intelligence, team skills.

In order to master new competencies and develop them in trainees, it is necessary for the trainees themselves to learn in the new paradigm of “lifelong learning”, constantly mastering new competencies, knowledge, technologies, tools and diverse information resources. To this end, it is necessary to attract the best specialists, scientists and practitioners to the system of higher educational institutions; increase the level of their involvement and motivation to master new, innovative knowledge and technologies; retain key talented teachers and scientists who own innovative techniques, techniques and tools.

And, finally, psychological retraining of top managers of firms and organizations is needed, since most Uzbek companies do not yet understand that spending large amounts of money on investing in the development of their own creative employees and introducing innovative programs to form, manage and retain talented and creatively capable specialists. By positioning and promoting its own employees, the company will reduce costs, increase the level of motivation of employees, as well as increase the efficiency of their activities.

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