

TRADITIONAL MANAGEMENT METHODS AND THE ROLE OF YOUNG LEADERS IN NEW STRATEGIES.

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Abstract. *In today's fast-paced global economy, effective governance is key to a country's success. Currently, the activities of many young people are observed in the administration of our country, in state bodies and private sectors. Even young entrepreneurs and young leaders are increasing. Therefore, in order to further improve their management skills and increase efficiency, it is necessary to support the experience of Japan in the conditions of Uzbekistan. Japanese companies thought that prioritizing high technology would be enough to create customer value and be profitable. Japanese companies have invested more in R&D than companies in other developed countries in the world, but these investments have not translated into superior corporate performance.*

Key words: *global economy, young leaders, management skills, business leaders, navigate workplace, problem-solving skills, effective management, leadership development.*

Introduction. Business leaders with a new approach are vital under rapid environmental change. In recent decades, business leaders have not been able to respond in the face of environmental changes and complicated market structures with appropriate management decision-making. Lack of abilities of business leader may depend on a human resources development program. Japanese companies do have human resources development programs in place, but these do not focus on nurturing business leaders or entrepreneurship. The authors have previously researched management and decision-making in response to external environmental changes. In these papers, the importance of “the hybrid approach to Japanese decision-making” was stressed. The hybrid approach means that heterogeneous things or conflicting concepts being merged to create new ones. Hybrid vehicles is typical example, which have developed using heterogeneous technologies. Biomimetics is also fusion of biology and mimetic-engineering. Focusing on management, hybrid teams and hybrid organization were studied. Historically, Japan has absorbed Chinese culture and, since the Meiji era, western culture. It was good for Japan to positively absorb necessary different cultures while keeping in harmony with Japanese traits. Japanese companies, therefore, should create a new management style while maintaining Japan's sensitivities and strengths, correcting the weaknesses in Japanese systems, and actively absorbing the good points of western companies. This new management style would strengthen Japanese companies in the new economic era. The authors previously proposed the importance of theoretical hybrid management in decision-making in conjunction with the importance of learning from actual comparative cases of successful and failed companies. Key factors affecting paradigm shift were examined and causal relationships were assessed, through case studies.

MODERN EDUCATIONAL SYSTEM AND INNOVATIVE TEACHING SOLUTIONS

1) Senpai-Kohai coaching model. One of the most distinctive features of the development of Japanese management is the senpai-kohai (big-little) relationship. Senpai was the most experienced and older employee in this office, and Kohai was not considered the youngest employee. This mentoring system plays an important role in transferring knowledge, skills and cultural values to young employees. Senpai, an experienced leader, serves as a role model and guide, while the kohai learns through direct interaction, observation, and feedback. This system not only improves the technical and management skills of young leaders, but also develops loyalty, respect and dedication, which are crucial in the Japanese business environment. The mentoring experience encourages young leaders to take responsibility early while learning to navigate workplace dynamics. With this, any young leader should first get knowledge, skills, qualifications and experiences from a company with long-term experience and its employees before starting work.

2) Kanban philosophy: a culture of continuous improvement. The philosophy of Kanban, translated as "continuous improvement", is deeply embedded in Japanese management culture. Young leaders are taught to focus on gradual, continuous improvement of personal and organizational processes. The Kanban philosophy encourages young professionals to take a proactive, hands-on approach to problem solving. This mindset, which prioritizes small, sustainable changes, helps develop the critical thinking and problem-solving skills that are key to effective management. In addition, it teaches future leaders to value collaboration and team input in the decision-making process.

3) Interdepartmental work exchange. To create well-rounded leaders, many Japanese companies rotate young employees between different departments. This practice helps young leaders to have a holistic understanding of the organization's activities and tasks. By working in different roles, they develop different skill sets and a broader view of the business that is important for senior management positions. Through job exchanges, young professionals also develop flexibility, resilience and the ability to manage diverse teams, which are essential for effective leadership in an ever-evolving business environment.

4) Team-oriented leadership and the concept of "And". In contrast to Western individualism, Japan places great value on group harmony, known as "Wa". Young leaders are taught to prioritize team success over individual success. This team-centered approach teaches them to lead through collaboration, consensus building, and ensuring that every voice within the team is heard and respected. Leaders in Japan are expected to be supportive and create conditions for team development. With a focus on maintaining harmony, young managers learn the importance of emotional intelligence, empathy and communication skills in leadership.

5) On-the-job training: Learning by doing. Japanese companies place great emphasis on on-the-job training, where young executives gain hands-on management experience by working under the supervision of senior managers. This approach to education



combines theoretical knowledge with real-life application, giving young leaders the opportunity to apply their skills in a live environment.

6) Investing in long-term and leadership development. Japan's corporate culture traditionally favors long-term employment, which allows companies to invest heavily in the development of their employees. Many firms offer comprehensive training programs, leadership workshops, and seminars designed to improve management skills over time. Expecting long-term commitments allows companies to take a step-by-step approach to leadership development, focusing on nurturing the next generation of leaders through sustained investment.

7. Emotional intelligence and leadership in Japanese culture. An important aspect of leadership in Japan is the emphasis on emotional intelligence. Young leaders are encouraged to develop strong interpersonal relationships with their teams, ensuring they understand the emotional and personal needs of their subordinates. Sensitivity to the feelings of others strengthens trust and loyalty in the team, creates a more harmonious work environment. In addition, he develops a management style based on humility and empathy, highly valued in Japanese culture.

Conclusion. Japan's approach to developing young leaders is characterized by a unique combination of tradition and modernity. A focus on coaching, continuous improvement, cross-functional influence, and emotional intelligence lays the foundation for future leaders who can lead with discipline and empathy. Japanese companies foster teamwork, incremental growth and hands-on learning, ensuring that young leaders are well-equipped to navigate the complexities of leadership in an ever-changing global business landscape. Lessons from Japan's leadership development strategies provide valuable insights for organizations around the world, particularly on how to develop leaders who not only improve performance, but also maintain long-term organizational health.

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