

**DEVELOPMENT AND ASSIGNMENT TO THE POSITION BASED ON THE
RESULTS OF ASSESSING THE COMPETENCIES OF LEADERSHIP
PERSONNEL**

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In any state body and institution, the appointment of employees to worthy positions based on the assessment of their management potential ensures the sustainable development of the organization. The administrative reforms being implemented in Uzbekistan are setting new tasks for state bodies and civil servants. To increase the effectiveness of the reforms being implemented, one of the urgent tasks today is to create a reserve of highly potential managerial personnel, to form in them competencies that will allow them to adapt to changes in the life of the state and society.

The process of assessing, developing and appointing managerial personnel to positions is organized in the Republic of Uzbekistan on the basis of regulatory legal acts in the field of public administration and education, and its scientific foundations are based on the theories of human capital management, assessment of competency models and development of potential. This process is carried out by assessing the professional qualifications, scientific and research potential and strategic skills of managers, as a result of which their professional growth is ensured and they are appointed to appropriate positions.

Currently, among the various methods of evaluating the management potential of management personnel, the competency-based evaluation method allows for optimal decision-making in the focus area. the managerial capacity of any executive is influenced by three expectations: the expectations of the organization, the expectations of employees, and the expectations of customers.

In modern conditions, the formation of the behaviors, values, attitudes, characteristics and skills necessary to achieve the organization's goals in the leadership personnel guarantees effective management.

The management potential of each executive is formed on the basis of practical skills and qualifications that arise as a result of a certain experience, training aimed at the development of competencies, performance evaluation.

The leader's work productivity depends on many external, internal (relative to the organization) and psychological factors, which can simultaneously affect work motivation. Certain conditions of the work environment, such as management style, work organization, interpersonal relationships, etc., can shape the relationship between certain work motivation and labor productivity.

In advanced countries, the following trends are taking precedence in improving the system of assessing leadership potential in the civil service:

- attention is paid to standardizing the assessment of professional and managerial potential of managerial personnel and introducing a system of measurable indicators;
- attention is paid to the use of digital tools and artificial intelligence-based analytics to reduce the human factor in assessing the professional and managerial potential of managerial personnel;
- a system of assessing the potential of managerial personnel based on a 360-degree comprehensive assessment, comparing it with expert opinions and performance indicators;
- priority is given to assessing leadership potential not only based on performance indicators (KPI), but also based on the ability to think innovatively and creatively, in an open and transparent manner.

In the civil service, identifying effective leaders based on assessing the potential of leadership personnel, assessing their specific skills and actions, allows us to identify areas for development of leadership personnel. These competencies include components ranging from effective communication, emotional intelligence to strategic thinking and decision-making. A competency assessment matrix should be developed to ensure a comprehensive and objective analysis of the management potential of prospective leadership personnel (Table 1).

Table 1.
*Competency assessment matrix for all assessment steps*¹

Assessment tool	Бошқарув компетенциялари							
	Business mindset	Organization of activity	Change management	Building relationships and influencing	Teamwork	Orientation to the result	Management responsibility	Self development
Business profile test	Indirect measurement			Indirect measurement		Indirect measurement		
360-degree feedback	An additional measure	Main dimension	An additional dimension	Main dimension	Main dimension	Main dimension	An additional dimension	An additional dimension
Analytical case	Main dimension	An additional dimension	Main dimension					
Work organization case	An additional dimension	Main dimension	An additional dimension				An additional dimension	
Employee interaction role play		Main dimension		Main dimension	Main dimension	An additional dimension	An additional dimension	
Competency-based interview		An additional dimension	Main dimension	An additional dimension	An additional dimension	Main dimension	Main dimension	Main dimension

Fletcher Wimbush, founder and CEO of The Hire Talent, says, “Assessing the leadership potential of leaders is not just about understanding what a leader is capable of, but also about identifying what they need to do to grow.”² puts forward the concept that the management potential of the leading personnel directly affects the success of

¹ Что такое ассесмент и зачем его проводить в компании. // <https://huntflow.media/assessment/>

² Leadership Competency Assessment: Assess and Develop Leadership. <https://www.preemploymentassessments.com/blog/leadership-competency-assessment/>

the organization. Assessing these competencies ensures leaders are aligned with organizational goals and develops effective and engaged teams.

Developing a leader's competency assessment involves using the assessment results to create personalized, targeted development plans that build on the leader's strengths and address identified competency gaps. This approach uses information on leadership behaviors, emotional intelligence, strategic thinking, and communication to create individual development plans that include activities such as coaching, workshops, and coaching for personal growth and organizational improvement.

Based on the results of the assessment of management potential of the leading personnel, the development of programs for their development is carried out in the following stages:

The results of 360-degree reviews, psychometric tests, and simulations are reviewed, and the superior aspects of the leadership personnel and the competencies that need development are determined. Have a clear understanding of the strengths and weaknesses of leadership skills and behaviors of senior management personnel³;

Based on the results of the assessment, individual personal development plans (programs) are developed for each managerial staff. These plans should be aimed at eliminating the identified skill gaps.⁴;

Organization of targeted events for the development of personal, professional and management competences of leading personnel (seminar, training, programs aimed at general development areas such as strategic thinking, mentoring system);

Effective use of artificial intelligence technologies in the development of special online platforms, digitalization of monitoring and evaluation systems, easy evaluation and development of quantities⁵.

When assessing managerial personnel, it is advisable to develop interview questions based on a set of universal competencies and revise them in relation to job tasks and the strategic goals of the organization. This will allow for a complete and logical assessment of the manager's potential, taking into account the specifics of each industry. Also, in this process, questions must be adapted to the needs of the recruitment

³ What are the common challenges when rolling out competency assessments?// <https://pointerpro.com/blog/leadership-development-competency-assessments>

⁴ Assessing Leadership Competencies For Building Stronger Leaders. // <https://www.cerveausys.com/blog/assessing-leadership-competencies-for-building-stronger-leaders/>

⁵ The Dream Team: Assessment and Development. // <https://www.ddi.com/blog/use-assessment-for-development>

process, job descriptions, and the culture of the organization. A competency-based interview is an important tool not only for selecting candidates, but also for identifying their development directions and forming a qualified personnel pool. To assess the potential of managerial personnel, it is advisable to develop competency-based interview questions for managers of all industries and sectors. When assessing the management potential of managerial personnel, these interview questions can also be modified to ensure their relevance to the work and compliance with the needs of the recruitment process. This will allow for the assessment of the management potential of managerial personnel based on general and specific competencies (Table 2).

Table 2
Competency based interview questions

Competency Definition	Interview questions
Organizational Ability. Has knowledge of how organizations operate; knows how to get things done formally and informally; understands the rationale behind policies, practices, and procedures; and maneuvers	1.1. When faced with obstacles in the way of doing things, can you quickly identify people who can help you overcome them? How do you do this? Give examples. 2.2. To what extent do you quickly understand what is happening within the company? Consider political maneuvering and power games. 3.3. What kind of information gathering network have you established to provide the information you need to be successful at work? 4.4. What are the major sources you use in your organization to gather information, perform work-related tasks, or make decisions? 5.5. What information sources do you use for planning activities and why? 6.6. How do you identify existing internal resources that can help you do your work? Give examples. 7.7. How have you created support networks with internal resources to ensure that they are always available when you need them?

through complex business challenges with appropriate plans.	8.8. Tell me about a time when you helped other internal resources complete a task. Were you able to get their support? Why yes and why no? 9.9. Tell me about a time when you identified a business opportunity that required additional internal resources. What kind of support did you receive or request? What was the outcome? 10.10. Tell me about a time when a business opportunity did not meet the additional resources needed. What happened? What did you learn from the experience? 11.11. Give an example of a time when you did not feel comfortable asking for the resources you needed to complete a task. Explain. 12.12. What other departments do you frequently interact with in your current job? In what situations and how often? 13.13. How do events within the organization affect departments within the organization? Give examples. 14.14. How often do you stay informed, both formally and informally, about what is happening in your organization? 15.15. How do you stay informed, both formally and informally, about what is happening in your organization? 16.16. Have you ever sought special funding or approval for a project in your organization? 17.17. Have you ever been a member of a board of directors of an organization, department, or association? Give examples.
Problem Solving. Asks good questions and uses all sources in answering; sees the most	1. 1. Describe a time when you decided to take no action, even under pressure, after weighing the pros and cons. Why did you do it and what was the outcome? 2. 2. Tell me about a time when you had to complete a difficult task at work, and what approach did you take? What was the outcome?

important or hidden aspects of a problem; does not give up and does not stop at the first answer; understands why a problem arises and uses logic and methods very well in analysis; generates and implements creative ideas; finds economical and effective solutions.	3. 3. Tell me about a time when you had to solve a problem as part of a team. How did the team approach the problem and how did they solve it? 4. 4. Tell me about a time when you faced a work-related difficulty that required a creative approach to the solution. Describe the steps and actions you took, and why you took them? 5. 5. Describe a problem you faced that you were not sure of the root cause of. 6. 6. Tell me about a problem you had with your most difficult customer. How did you handle the situation and what was the outcome? 7. 7. Tell me about a recent problem you solved after you identified the root cause. What was the outcome? 8. 8. Tell me about a solution you implemented to solve the problem. Describe the sequential steps you used to track the results. Describe the steps you used to find the solution and how you tracked the results? 9. 9. Tell me about a solution you implemented that did not solve the problem. What did you learn from it? 10.10. Tell me about a time when you realized that there was more than one cause during the process of solving a problem. How did you clarify the issue? How did you determine which solution to implement? 11.11. Tell me about a common problem you encounter in a customer service environment. Do you have any examples of solutions or what steps did you take? 12.12. Tell me about a time when you had a problem with a customer. How did you resolve it? What major milestones have you achieved and what were the results? 13.13. Problems often seem to come in pairs. How do you balance the multifaceted needs of a client with other work-related issues?
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	14.14. Tell me about a time when you advised on a solution to a problem. How did you arrive at this solution? How was the solution received? How was the solution used? What were the successes? 15.15. Tell me about a contribution you have made to any team you have worked with. How does the team view you in this regard? How creative are you compared to other members? (design, problem solving).
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The set of questions based on competencies, reflected in Table 2, covers all the important professional skills of a manager and plays an important role in effectively assessing his future activities. This approach allows you to fully reveal such important aspects as increasing the suitability of managerial personnel for the organization, their decision-making ability, teamwork skills, and result-orientedness.

Therefore, an accurate and objective assessment of their professional and personal competencies is of great importance in the selection, appointment, and development of managerial personnel. In this regard, the competency-based interview method is one of the most effective and reliable tools.

In all sectors and areas, it is a priority to place managerial personnel in worthy positions based on assessing their management potential, and to form a professional personnel corps by popularizing positive experiences.

Today, the effective functioning of organizations and institutions largely depends on the management potential of managerial personnel. Competency-based interviewing is a method aimed at revealing how a manager behaves in certain work situations, decision-making processes, relationships with a team, taking responsibility, and other elements of practical activity. This method assesses not only the candidate's theoretical knowledge, but also how he behaves in real work situations, his ability to solve problems, and his strategic thinking.

Modern organizations regularly monitor and measure the performance of their employees, and this does not stop at the employee level. Managers are also evaluated, because organizational results ultimately depend on their management competencies.

In all sectors and industries, it is advisable to effectively use the following methods to assess the management potential of managers:

First, all forms of assessment help to reveal the capabilities of managers. This can include their strengths, actions, preferred communication methods, and gaps in

knowledge or skills. Self-awareness provides a foundation for future development efforts to improve leaders' effectiveness;

Second, it is important to identify the pipeline of future leaders based on the assessment of leadership potential. Organizations can use leadership assessments to identify individuals who are best suited for future leadership roles. Increasing awareness of the leadership potential of individuals allows organizations to protect themselves from future uncertainties by having a clear plan for the transition of leadership roles;

Third, assessing the ability of leaders to understand team dynamics can help them better manage their teams. These assessments allow organizations to leverage the diverse strengths of team members, which can be highly effective in working together toward common goals. When leaders understand how their teams work well, they can build teams that are positive and achieve high results;

Fourth, some leadership assessments, such as 360-degree feedback, provide useful insights into how well an individual manages their team, collaborates across functions, and communicates with stakeholders. This feedback can be used to set development goals and assess long-term leadership skills;

Fifth, assessing the conflict management competence of any leader can determine how they are likely to respond to stressful situations, focusing on whether people are more assertive or cooperative. When leaders know how their team members respond to conflict, they can better mediate and create psychological safety;

Sixth, assessing the organizational culture that leaders have can be used to gain insight into how they fit into the organization's values and culture. Research shows that leaders' behavior has a significant impact on company culture and values, including behavioral norms⁶.

By assessing the managerial potential of managers, in addition to developing their skills, it is possible to determine how they work, their decision-making potential and their future opportunities.

Assessing the potential of managers is a key tool for selecting and appointing effective leaders in organizations. According to scientific research, the appointment process based on the results of the potential assessment leads to increased

⁶ Kristof-Brown, Amy & ZIMMERMAN, RYAN & Johnson, Erin. (2005). Consequences of Individual's Fit at Work: A Meta-Analysis of Person-Job, Person-Organization, Person-Group, and Person-Supervisor Fit. *Personnel Psychology*. 58. 281 - 342. 10.1111/j.1744-6570.2015.00672.x.

organizational efficiency, increased employee participation and improved overall performance. Research in this area is based on measuring the intellectual (IQ), emotional (EQ) and managerial (MQ) potential of managers, which allows for scientific justification of appointment decisions⁷.

Scientific research shows that appointing managers based on the results of their competency assessments significantly increases organizational effectiveness. For example, in a randomized experiment, appointing highly capable and hardworking managers increased team participation, knowledge sharing, and overall performance. These results proved their superiority over the self-selection method. Other research has shown that leadership competencies (vision, teamwork, communication, etc.) have a positive effect on employee engagement, so it is recommended to take these competencies into account when appointing. Scientific work in this area emphasizes the importance of emotional intelligence and critical thinking skills of managers, as they play a key role in achieving success in complex projects. In assessing the effectiveness of management, management is responsible for the correct approval and evaluation of employees. The purpose of employee certification and evaluation methods is to assess the effectiveness of employees, as well as identify promising employees for their training and motivation. The attestation procedure is logically divided into two parts:

- job evaluation;
- employee evaluation.

The purpose of labor evaluation is to compare the actual content, quality, volume and intensity of the workforce with the planned one. Planned features of personnel work are usually presented in plans and programs, technological maps, enterprise works.

Job evaluation allows you to evaluate:

- number
- quality
- work intensity.

Personnel evaluation is aimed at finding out the level of training of an employee to achieve the goals of the personnel policy, to determine the level of his potential in

⁷ Müller, Ralf & Turner, Rodney. (2010). Leadership competency profiles of successful project managers. *International Journal of Project Management*. 28. 437-448. 10.1016/j.ijproman.2019.09.003.

order to assess the development of the necessary human activity, as well as to realize the specific type of activity with growth prospects⁸.

Analysis of management practices shows that corporations often use both types of employee performance appraisal at the same time. Thus, procedures are implemented aimed at assessing the personal and work qualities of employees in order to achieve these results.

This section describes and analyzes the methods of employee appraisal for management personnel. The supervisors of the assessees, all other immediate supervisors, colleagues, other employees, HR specialists, external consultants, and the assessee himself can participate in the appraisal of these employees. Thus, the fact that all employees are familiar with the methods of employee appraisal is a guarantee that the methods used will give the expected results.

All assessment methods can be divided into two methods: the method of individual employee appraisal, which is based on the study of the individual qualities of the employee, and group appraisal, which is designed to assess the effectiveness of the employee's activities within the organization.

In conclusion, the practice of assessing the personal, professional and managerial competencies of managerial personnel shows that in the first place are credibility, conscientiousness, kindness and consideration for people. The ability to independently and quickly make informed decisions, personal discipline, and the ability to establish and maintain discipline in the team are highly valued.

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⁸ Малиновский Павел. Методы оценки персонала. По материалам семинара Кадрового Клуба “Системы аттестации персонала”. Корпоративный менеджмент, <http://www.cfin.ru>

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