

**THE ROLE OF MANAGERS AND THEIR CHARACTERISTICS IN THE DIGITAL  
ECONOMY**

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**Abstract:** This article highlights the importance of leadership in the digital world and the outstanding qualities that distinguish a leader from others. Historically, managing a team is a task for a responsible and courageous leader. Even in a world surrounded by modern technology, a leader can only be considered a person capable of inspiring others with their thinking, potential, and exemplary qualities, setting an example.

**Keywords:** Digitalized, ancient, information systems, research center, thinking, intelligence, courage, digital literacy, traditional approaches to management.

**Introduction**

A leader is someone who puts the interests of the people above their own, makes decisions based on profound analysis, is a profound thinker, and is optimistic. Regardless of the state institution they lead, they are shaped by their responsibility for their work. From noblemen who ruled the state and country in the past to officials governing the country in today's digital age, those who sit on the throne are considered leaders. The only thing they all have in common is the struggle for the prosperity and future of the country.

A leader must stand out among others through their qualities: thinking, intellect, and courage. After all, not every person in a position of power possesses the qualities of a leader. The first of the most unique qualities that distinguishes a leader from others is the ability to think broadly and deeply, to distinguish good from evil, halal from haram, and benefit from harm. The second key characteristic of a leader is a keen mind that is willing to explore worldly knowledge. Knowledge opens the door to light in a person's heart. After all, only a knowledgeable person can understand that leading a state out of chaos requires not only an understanding of the present day but also a profound analysis of the country's history. A people ignorant of its history and having forgotten its past has no future. The third important quality is courage. The ability to correctly interpret decisions made before the people and firmly adhere to their opinions in any situation distinguishes a captain from others.

Although the term "leader" has been interpreted in various ways since ancient times, its true essence has not fundamentally changed. If we look back, in primitive society, that is, the first form of society in human history, the leader was the strongest, who led the hunt. It follows that even in history, only those who distinguished themselves by their strengths are considered leaders. Therefore, if we look back to the periods of early development and enlightenment—the era of the Eastern Renaissance—one of the questions that sparked debate during that time was what kind of person could lead the people. Scholars offered different explanations for who should be a country's leader and what qualities they should possess. Among them, the great thinker and scholar Abu Nasr al-Farabi (873–951), who lived and worked during that time, expressed his views on what a leader should be in his work, "The City of Virtuous People." He stated that a leader should not obey anyone except Allah and listed 12 noble qualities of a person, including:

The mayor of a city of virtues must, above all, be healthy in all four members, and no deficiency in any member should prevent him from fulfilling the duties entrusted to him; on the contrary, he must be able to easily fulfill these duties thanks to his good health.

Such a city mayor must possess natural insight, be able to quickly understand and grasp the words and thoughts of the interlocutor, and also be able to clearly imagine the general situation in the given area.

He must completely retain in his memory everything that he understands, sees, hears and perceives, and not forget all the details.

1. He must be perceptive and intelligent, able to quickly recognize and perceive subtle signs of something and understand what these signs mean.
2. He needs to be able to express his thoughts in beautiful words in order to explain them clearly.
3. He (the teacher) must strive to learn, acquire knowledge and enlightenment, never tire of studying and learning, and not shy away from difficulties.
4. He should not be immodest in eating, drinking or having sexual relations with women, but should be able to control himself and avoid taking pleasure in games (gambling or otherwise).
5. He must love truth and honesty, righteous and honest people and hate deception and liars.
6. This must be a man who knows his own worth and has honor, who stands above baseness, who is born noble and who strives for great and lofty goals.
7. 10. He should not be interested in worldly goods, dinars and dirhams (not chase after worldly goods).
11. He must be just, love just people, hate tyranny and oppression, tyrants and oppressors, speak the truth to his own and to others, call everyone to justice, support the unjustly oppressed, and see the goodness and beauty in everyone, which he loves. He must not be stubborn in the face of justice, but must be intolerant of all injustice and vice, acting justly.
12. He must be resolute, steadfast, courageous and brave in carrying out the measures he considers necessary, and must not allow himself to be timid or timid.

"It's unlikely that all these qualities can be combined in one person, because people possessing such innate qualities are very rare and are rare. If such a perfect person is found in a city of virtues, then even if six or five of the above qualities are perfectly formed, he will be able to lead the city of virtues thanks to his unique mind and intellect," Farabi emphasizes.

These thoughts, written centuries ago, have not lost their value, but today a leader must embody several more qualities besides these.

In the context of digitalization, if a leader is "digitally literate," meaning equipped with technologies and new modern business models, the financial competitiveness of an organization or company significantly increases. For example, according to the Massachusetts Institute of Technology's Center for Information Systems Research, creating a group of 7% of digitally literate leaders resulted in them earning 48% more than their competitors. Furthermore, according to statistics from early 2025, there are 32.7 million confirmed internet users in Uzbekistan, representing 89% of the total population. The widespread use of digital communications and online services requires leaders to have a digital strategy and an online approach to customers.

### **Conclusion**

Digital transformation is changing society, the labor market, leadership requirements, and work itself. In the digital economy, leaders are becoming strategically important for the development of society and organizations. Traditional management approaches have been replaced by a leadership model based on modern digital competencies. Such leaders understand digital

processes, manage them effectively, and ensure the organization's competitiveness by implementing innovative ideas. Key qualities of a modern leader include digital literacy, a thirst for knowledge, intellectual potential, and strategic courage. Digital literacy is recognized as an important criterion for determining leadership potential in the digital world, as a leader capable of mastering digital innovations will be able to effectively manage a team based on quick decisions, accurate analysis, and cutting-edge solutions.

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