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## **WAYS TO IMPROVE LEADERSHIP SUCCESS FACTORS IN IMPLEMENTING INNOVATIVE IDEAS**

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### **Abstract:**

This article analyzes the issues of improving the success factors of leadership in implementing innovative ideas. The study studies the effectiveness of managing innovation processes based on modern concepts of leadership - transformational, strategic and innovative leadership approaches. Also, special attention is paid to the role of leaders in creating an innovative environment in organizations, stimulating creativity and supporting employee initiative. Based on the analysis of the experience of foreign countries, scientific and practical proposals for developing leadership skills and improving innovative management in the conditions of Uzbekistan have been developed.

**Keywords:** innovative ideas, leadership, transformational leadership, strategic management, innovative processes, creativity, initiative, innovative environment, management effectiveness, foreign experience.

### **Introduction:**

The successful implementation of innovative ideas in a modern competitive economy largely depends on the effectiveness of leadership. In the process of innovative development, the role of the leader in creating an environment of strategic thinking, the ability to stimulate creativity, and initiative is of great importance. Therefore, new models of leadership - transformational, charismatic, and adaptive leadership concepts - occupy a special place in the innovation management system. Today, the application of innovative leadership principles in advanced corporations and state organizations around the world is considered an important factor in ensuring competitive advantage. This process is also relevant for Uzbekistan, and the need to strengthen the innovative environment in the country, develop modern



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management competencies of leaders, and adapt international experience to national conditions is increasing. In this regard, this study analyzes the issues of improving the success factors of leadership in the implementation of innovative ideas, studies foreign experience, and develops scientific and practical proposals for their effective implementation in the conditions of Uzbekistan.

## **The history of the formation of innovative leadership.**

1. USA (mid-20th century) - the emergence of theoretical foundations. The idea of managing innovative ideas and leading them to their successful implementation was formed in the USA in the 1950s-1960s during the development of management psychology and management theories. During this period, Peter Drucker identified innovation as the main source of organizational success ("Innovation and Entrepreneurship", 1954-1985). He emphasized that the task of a leader is not only to manage, but also to create and implement innovation.
2. 1970s-1980s - the era of transformational and strategic leadership. In these years, the theory of transformational leadership was developed by J. M. Burns (1978) and B. Bass (1985). According to him, true leaders inspire the team through innovation, turn innovation into a strategic goal, and support the initiative. Therefore, the term "innovative leadership" was first used in scientific literature in the USA in the 1980s.
3. 1990–2000s — development in European and Asian countries. Following the experience of the USA, Japan, Germany, and South Korea integrated innovative leadership into the production management system. In Japan, the idea of collective innovative leadership was formed within the framework of the "Toyota Production System" (Kaizen philosophy). In Germany, innovative leadership developed as an integral part of quality management and technological innovation in industrial corporations. South Korea, starting from the 2000s, made innovative leadership a priority direction of state policy through the "Creative Leadership" strategy.
4. The 21st century — formation as a global concept. Today, innovative leadership has become an independent scientific direction worldwide. Since the 2010s, the OECD (Organization for Economic Cooperation and Development) has assessed it as an integral element of "national innovation systems". The United States, South Korea, Germany, Sweden, and Singapore are advanced countries that have



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implemented innovative leadership in education, governance, and public service systems.

## **Formation and development of innovative leadership in Uzbekistan.**

1. The early period of independence (1991–2000). In Uzbekistan, the concept of innovative leadership had not yet been formed as a scientific or practical management concept during this period. However, in the process of economic reforms in these years, the search for management methods based on the initiative of leaders and new thinking began.
2. The emergence of innovative management principles (2000–2010). As modernization processes intensified in the economy in the 2000s, new views appeared in the field of management and leadership.

At this stage:

management and innovative management disciplines began to be taught in higher educational institutions;

A system of training modern leaders was established on the basis of the “National Personnel Training Program” (1997);

Initial scientific research on “Strategic Leadership” and “Innovative Management” appeared (for example, by scientists from TSUU and TMI).

3. Transformation of innovative leadership into state policy (2017–2021). Under the leadership of the President of Uzbekistan Shavkat Mirziyoyev, innovative development has reached a new level. In 2017, the Ministry of Innovative Development of the Republic of Uzbekistan was established - this laid the foundation for the implementation of innovation policy in the country under centralized management. During this period, the concept of “Innovative Leadership” began to be actively used in official documents, scientific research, and the education system. The “Strategy of Innovative Development of the Republic of Uzbekistan for 2019–2021” identified the development of innovative thinking among leaders as one of the priority areas of state policy.

4. The current stage (2021–present). Today, the concept of innovative leadership in Uzbekistan has become not only a theoretical but also an important direction of practical management. Widespread use of digital management and innovative



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management principles in the public sector; Training of a new generation of leaders through the “Young Leaders” program and “Presidential Schools”; Public-private partnerships in the development of the innovation ecosystem, strengthening the culture of leadership in the activities of startups and technoparks. The concept of innovative leadership in Uzbekistan has been formed at the state policy level since 2017, but its roots go back to the management reforms that began in the 1990s. Today, leadership in the implementation of innovative ideas in the country is considered a strategic direction that combines digital transformation, human capital and creative thinking.

The goals and objectives of the article "Leadership in the implementation of innovative ideas" are formulated as follows:

Goal: To identify effective factors of leadership in the successful implementation of innovative ideas in the conditions of Uzbekistan, to improve them and to increase the effectiveness of innovative activities at the organizational and state levels by applying them to practical management processes.

Tasks: To study the concept, theoretical foundations and history of development of innovative leadership. To identify the success factors of innovative leadership by analyzing the experience of foreign countries (USA, Japan, Germany, South Korea). To assess the current state and development opportunities of leadership in the implementation of innovative ideas in the conditions of Uzbekistan. To develop ways to adapt transformational, strategic and innovative leadership approaches to the national management system. To develop scientific and practical recommendations on the formation of an innovative environment, stimulating creativity and initiative. To determine measures to be implemented in the system of higher education and state policy to develop innovative leadership.

## **Key aspects of developing innovative leadership in the USA.**

Transformational leadership approach. In US corporations and organizations, leaders often use the transformational leadership model (Burns, 1978; Bass, 1985). This approach allows leaders to:

inspire and motivate employees,  
encourage creative and innovative decision-making,



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and quickly implement changes within the organization.

Example: At Google and Apple, leaders create a free work environment and systems that encourage innovative thinking in projects to increase employee initiative.

Strategic and visionary leadership. US leaders set long-term strategic goals when implementing innovative ideas. Visionary qualities allow a leader to:  
determine the innovative direction of the organization,  
effectively allocate resources,  
quickly capture new technologies and market opportunities.

Emotional intelligence and communication. In the USA, an important factor in innovative leadership is the emotional intelligence of leaders (Goleman, 1998). It helps to effectively communicate with employees, unite the team and adapt to changes.

Promoting an innovative culture and initiative. Leaders introduce systems to support creativity and innovative initiatives in organizations:

creating startup incubators and internal innovation laboratories, giving employees the opportunity to conduct experiments and not be afraid of failure. Tesla CEO E. Musk gives a high level of responsibility and freedom to encourage employee initiative in the implementation of new technologies.

Education and continuous professional development. In the USA, the formation of innovative leadership is carried out both through the public and private education system.

MBA programs and Executive Education courses introduce leaders to innovative management methods. Higher education institutions such as Stanford, MIT, Harvard conduct leading research on innovative management and strategic leadership.

In the US, the success factors of leadership in implementing innovative ideas are improved through: transformational approach, strategic vision, emotional intelligence, building an innovative culture, and continuous professional development. This experience strengthens the ability of leaders to stimulate creativity and implement innovative processes quickly.



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## **Recommendations:**

Strengthen state policy. Develop a national strategy for developing innovative leadership. Introduce special programs to train transformational and visionary leaders. Expand courses on innovation management and leadership in higher education institutions. Develop continuous professional development programs for corporate and public sector leaders. Develop an innovation ecosystem. Create leadership incentive systems in startup incubators, technology parks, and research centers. Expand opportunities for testing innovative projects and initiatives. Introduce transformational and participatory management. Train leaders to make decisions in close collaboration with employees. Form a corporate culture that supports creative initiatives and innovations in the team.

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