



IMPLEMENTATION MECHANISMS OF THE MENTORING SYSTEM IN THE TRAINING OF LEADERSHIP PERSONNEL

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Abstract: *This article explores the prospects for improving the quality of public civil service by developing the professional, personal, and social competencies of leadership personnel. It highlights the methodology for promoting mentoring activities as a systematized approach. Several methodological recommendations and project proposals are provided to ensure the widespread implementation of the mentoring direction.*

Keywords: *Leadership personnel, public services, mentoring system, professional development, development of personal and professional competencies, ustoz-shogird (master-apprentice) tradition, mentors, mentees, training, human resource management, staff development, education and production processes.*

The role of a teacher and mentor is a unique and inseparable part of each of our lives. Every individual fondly and warmly remembers their first teacher, the one who taught them how to hold a pen and prepared them for life from the school desk. As a person grows older, they begin to understand the value and importance of teachers more clearly and feel an even greater need for their guidance. At the next levels of education—lyceums, colleges, higher education institutions, and even postgraduate studies—the foundation is also built upon the support of teachers.

Even a specialist who has become a professional and holds various qualifications and positions will feel the need for a mentor throughout their career. This process continues up to the level of training top executives and leaders. In this regard, the introduction of a mentoring system can be considered a strategic approach within an organization or institution aimed at developing and nurturing future leaders.

In such periods, individuals need comprehensive support—partners who share their values and encourage them with both constructive criticism and positive feedback, guiding them toward their goals with the light of knowledge. The success or failure of any organization is directly linked to the worldview, knowledge, and capabilities of the personnel working within it.

Unfortunately, we cannot always say that the graduates of higher education institutions enter the workforce as fully qualified professionals. Many factors contribute to this issue, such as:

Lack of funding for essential practical training in educational programs;

Inadequate professional responsibility and competence among leaders and employees of public sector organizations;

Passive and indifferent attitudes toward duties among responsible personnel in both educational institutions and production enterprises, leading to slow and inefficient implementation of tasks.

As a result of these direct and indirect causes, many organizations, including ministries and agencies, function below the required standards.

In our country, numerous educational and vocational programs have been established based on the traditions of the teacher-apprentice model. The results achieved so far demonstrate that mentorship is a process that should be widely implemented across the Republic. Therefore, it is essential to establish legal and systematic frameworks for this experience and to popularize it among all segments of society. Now is the right time to initiate such projects in this field.

At this point, we should also clarify what "mentorship" means. Mentorship is the process of guiding individuals in their professional development, helping them grow and adapt to effectively fulfill their job responsibilities. It is also:

An integral part of the methodological work aimed at improving the pedagogical skills of employees in educational institutions;

A system of activities focused on working with young specialists;

A means of adapting newly appointed faculty members to the organization;

A component of the professional development processes based on attestation results.

Here is the full English translation of your provided text, carefully structured and proofread for academic and professional clarity:

Mentorship – A mentor may not directly influence a mentee’s job responsibilities but has the capacity to offer time-tested solutions and guidance.

There are **two key concepts** in mentoring:

Mentors: Highly qualified, experienced leaders with strong leadership skills who can serve as role models.

Globally, mentorship strengthens internal corporate relations and fosters a unique organizational culture. Studies show that employees with mentors are five times more likely to be promoted, and mentor-professionals are promoted six times more often. Staff turnover is reduced by 10%, training costs drop by 15%, and labor productivity increases. However, mentorship practices differ from country to country, reflecting unique cultural and social characteristics, making it a complex and nuanced process.

Countries such as the **USA, UK, Israel, Western Europe, and parts of Asia and Cuba** have successfully implemented mentoring systems for decades. These nations emphasize the importance of mentorship, recognizing that having a mentor is essential for young professionals to advance in their careers. For instance, 93% of students and entry-level interns in the U.S. consider having a mentor to be very important. Over half of those referred to as “mentees” attribute their career success to mentorship. In Asia, the process is more formalized. For example, **91% of medical researchers in Japan** meet with their mentors at least once a month.

In Uzbekistan, several online platforms support mentoring. One example is **Digital Mentoring**, where IT mentors provide paid services in programming, design, and app/web development. This platform also offers mentorship in corporate governance. **TopBrains** is another platform that brings together top mentors, top

courses, and top specializations in business, finance, science, technology, and education. It offers access to all premium courses through a single subscription, providing flexible learning anytime, anywhere.

From practical experience, it's clear that mentorship plays a significant role in nurturing young leaders. Experienced mentors can guide young professionals assigned as their mentees by sharing not only technical knowledge and skills but also personal qualities. Such guidance fosters rapid and efficient results. The synergy between a seasoned mentor's wisdom and a young professional's enthusiasm and energy can solve a wide range of societal issues. This ultimately leads to effective use of state resources for meaningful projects.

Global data shows that **female mentors** often provide more emotional and personal guidance than their male counterparts. Studies have found that female mentors have had a greater impact on the career growth and achievements of their mentees, largely due to higher emotional intelligence and motivational strategies. Furthermore, global statistics reveal a lower number of women in leadership, which has driven the creation of **woman-to-woman mentoring programs**. According to **Ekaterina Igosheva (Russia)** and various surveys, 86% of women who choose a female mentor believe they too can overcome societal and familial barriers and achieve success through hard work and ambition. This indicates that pairing female professionals with female mentors may produce more effective outcomes.

Experts at **Yale University** argue that being a mentor is not necessarily linked to age or job title. What matters most is that the person chosen is someone who loves their work and is genuinely respected and inspiring to the mentee. They advise choosing a mentor who motivates and uplifts you on a personal level.

Conclusion: Mentorship is an essential and strategic tool for fostering leadership, enhancing professional competencies, and bridging the gap between theoretical knowledge and practical expertise. As the global experience demonstrates, mentorship

not only strengthens internal institutional culture but also contributes to long-term productivity, career advancement, and organizational sustainability.

In the context of Uzbekistan, the introduction and formalization of mentorship systems—especially within the civil service—can significantly address existing gaps in workforce preparedness, leadership development, and institutional efficiency. Establishing mentorship programs that match experienced leaders with emerging professionals provides a platform for mutual growth, knowledge transfer, and the cultivation of future-ready cadres.

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