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**UNDER THE ADMINISTRATION OF THE FIELD OF CULTURE AND ARTS  
FOREIGN MODELS (US EXAMPLE)**

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**Annotation:** How important is management in the field of culture and art, that every decision made in the society should satisfy people's needs and meaningfully organize their free time, that the development of the cultural field is at the top, that personal ethics and managers of the cultural field should be more active necessary, and also foreign experience (including the USA) was studied and important guidelines and instructions were cited in this article.

**Key words:** *management paradigm, character ethics, manager and leader, proactivity, direct, indirect control, personal mission statement.*

With the initiatives of our President, the cultural sector has been reconsidered as an increasingly relevant and important sector today, and for the development of this sector, a number of laws and decrees for the development of the sector have been signed and entered into force in the past five years (2017-2022), and this process is also a state policy. level continues rapidly. It is safe to say that the biggest decision made this year is the unification of the Ministries of Culture and Tourism. Through this, the field networks were expanded and functionally similar tasks were combined.

Now, the Ministry of Culture has taken over not only cultural events and local cultural policies, but also the organization of tourism activities and their local control. With the increase in functions, the scope of the system has also expanded. The proper organization of work in places is definitely the responsibility of managers and leaders, in fact, these positions, which seem to be the same at first glance, are different from each other in terms of their functionality. In our country, this is considered the same position, in most cases.

Books are being published along with many scientific-practical studies on art management by foreign scientists.

Jane Austen by Constance De Veruaux from Art Management Books "Jane Austen provides comprehensive theoretical and practical guidance and case studies in the field.

DE Veruaux's research entitled "The Field of Cultural Management" analyzed many writers' theories and practical skills of management in the fields of art and culture. Thasos Zembylas's article on the evaluation of cultural policy reminds us of the conflicting ideas of efficiency, quality, and even success, and how economics and audience sciences predominate over the humanities in this field. Studying the research conducted by the above scholars plays an important role in the management of the art field and the development of art, the formation and support of art.

We will consider the possibilities of applying some features of the American model, which is one of the foreign models of management, to the sphere of culture and art.

- In the American model, decisions are authoritarian in nature.
- The leader makes decisions and the employees obey him. The main quality of the leader is professionalism and initiative;
- There are no concepts of familiarity or kinship. Personal affairs and enmities are not mixed with work.
- In this model, a single person is responsible for the poor quality of work, i.e. individualism.
- In America, employees are recruited in the labor market through a network of universities, business schools, etc.
- After being hired, his/her suitability for the vacant position is checked using methods such as selection, "assessment of knowledge and skills in special evaluation centers", and taking an exam for the position;
- A clearly formalized control procedure;
- The authoritarian nature of decisions is used not only in the sphere of culture and art, but in all spheres of the country.
- Managers make decisions, employees obey them.
- If the above situations occur, there will be dissatisfaction among the employees. Personal affairs are mixed with the work activities, the main tasks are not performed, and mental pressures appear. This feature of the model can be introduced as an experiment in the field of culture and art.
- Individual responsibility for the result of the work performed in the American model is formed. All the work is done on a team basis and is answered with teamwork. One person is responsible for all, all for one person.
- The newly hired employee must pass an exam and demonstrate his knowledge and potential.

- All the concepts and applied features of the American model are less likely to be supported in the field of culture and art. Because America, as a developed country, has already formed its capabilities.

"Management" is considered to be the correct performance of a task, and it means that someone exercises control over the performance of tasks prepared by someone, "Leadership" is the correct performance of a task. Management is efficiency in climbing the ladder of success; and leadership determines that the ladder of success is placed on the right wall. To clearly understand the difference between managers and leaders, consider the following example: when a group of cultural policy makers engages in activities such as local cultural events, concerts, performances, etc., they develop the skills to create managerial events. , provides the latest state-of-the-art technology, sets the manufacturers and work schedule.

Based on the process, the leader, having correctly observed the situation, determines from above what should be used in which event, and in which event it is superfluous. For example: in the event organized under the name "Sultan of Ghazal property", the leader is the person who insists that modern, popular or European musical performances, comic stage shows or jugglers are superfluous.

Based on the American model, these two activities are mutually exclusive and, on the contrary, they complement each other. Looking at foreign models, we come across the term "Paradigm", and this is a concept directly related to management. The word "paradigm" is of Greek origin, and today as a scientific term it is interpreted as follows (model, hypothesis, perception, theory or worldview). In a general sense, a paradigm is our way of seeing the world, not just visual seeing in the true sense, but perceiving, understanding, and interpreting. To make it more understandable, suppose that you have the protocol of the event in your hand, this script is intended for the "Independence" holiday, no matter how perfectly it is written, you cannot use it to organize the "International Children's Day" holiday. It means that the energy you spent studying was wasted. Maybe you change your attitude to the situation and try to see the positive side of the event, which also does not ensure that you organize the right event. Maybe you don't care, but no matter which of the two methods above, we will still lose, because the root of the problem is not our actions or attitudes, but the error of the script in our hands. This is the importance of the role of paradigm in governance in America. Albert Einstein once said, "We cannot solve our problems at the same level of thinking as when we created them." How true Stephen Covey is in his "Successful People" it also does not ensure that you



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As a result of the research, every manager understands the need to be proactive, that is, we are responsible for our own lives, and in management, we need to take initiative and take responsibility for the decisions made and their implementation.

The important characteristics required of a manager are to be proactive, to be able to analyze the management paradigm, and to increase efficiency by teaching subordinates that they are responsible for the entire organization. and if this process is used in the field of culture, the intended goal will be achieved easily and quickly, that is, with less effort and money spent.

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