

### Improving the Management Competence of the Head of the School Education Organization

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#### ABSTRACT

*it is necessary to pay special attention to the development of management competence in the preparation of preschool education specialists for management activities and to develop the specific aspects of leadership in them.*

The global changes in socio-economic and scientific-technical spheres require the improvement of personnel training system on the basis of competence requirements. At the international symposium "Key competencies for Europe" of the Council of Europe in Bern, a group of important competencies of learners such as "effective use of communication and multi-skills in specific situations" and "critical processing of large amounts of information and development of a new information environment" was adopted. At the same time, scientific research aimed at expanding corporate training and coaching services based on the principles of modern quality management, creating intellectual information systems for increasing the innovative activity of personnel, and forecasting the system of modern professional competencies based on the Forsite methodology is being carried out. Therefore, finding a practical solution to the problems of developing management competence of leaders remains relevant.

Today, on the basis of international best practices, significant practical results have been achieved in the creation of a scientifically based methodical system for the implementation of the competence-based design of the qualification improvement process in the preschool education system of countries such as England, USA, Germany, Finland, Singapore, and Japan.

Accordingly, it is of great importance to develop the skills of managers of pre-school educational organizations who have competitive, competent, initiative and leadership skills to apply the theoretical knowledge acquired in the training system in management practice.

From this point of view, it is necessary to pay special attention to the development of management competence in the preparation of preschool education specialists for management activities and to develop the specific aspects of leadership in them.

As a result of the reforms carried out in our country, including in the Strategy of Actions for the further development of the Republic of Uzbekistan, "...expanding the network of preschool educational institutions and fundamentally improving the conditions for the all-round intellectual, aesthetic and physical development of children in these institutions, seriously improving the inclusion of children in preschool education such directions as "enhancing and providing opportunities for use, raising the level of qualifications of pedagogues and specialists" are defined.

This, in turn, requires the introduction of modern approaches to the integrated content of the preschool education system, the development of management competencies in the process of training specialists, and the development of continuous cooperation between preschool education organizations and regional and foreign preschool education system training organizations based on priority principles.

Law of the Republic of Uzbekistan No. O'RQ-595 "On Preschool Education and Training" of December 16, 2019, Law No. O'RQ-637 "On Education" of September 23, 2020, Decree of the President of the Republic of Uzbekistan of February 7, 2017 "On Further Development of the Republic of Uzbekistan PF-4947 "On the strategy of actions", Decree No. PF-6097 of October 29, 2020 "On approval of the concept of development of science until 2030"; PQ-2707 dated December 29, 2016 "On measures to further improve the preschool education system in 2017-2021", PQ-3261 dated September 9, 2017 "On measures to fundamentally improve the preschool education system", No. PQ-3261, 2017 "Organization of activities of the Ministry of Preschool Education of the Republic of Uzbekistan" dated September 30 No. PQ-3305, dated May 8, 2019, No. PQ-4312, dated May 8, 2019, No. This thesis serves to a certain extent in the implementation of the tasks defined in the decisions No. 391 of "On Activities" and other regulatory legal documents related to this field.

**THE LEVEL OF STUDY OF THE PROBLEM.** The theoretical and practical issues of improving the quality of personnel training in the process of professional development, improving the quality and efficiency of organized pedagogical processes, informatization of educational processes, competence, professional competence, including the management competences of the head of a preschool educational organization, the scientists of our country F.R. Kadirova, R.Kh. .Dzhuraev, N.N. Azizkhodjaeva, U.Sh. Begimkulov, A.Kh. Makhmudov, Q.T. Olimov, F.M. Zakirova, B.B. Mamurov, G.A. Asilova, Yu.M. Asadov , N.A.Muslimov, N.F.Abdunazarova, K.M.Tokhtasinov, E.Tonkonogaya and other pedagogues and philosophers studied.

Also, in the scientific research works of U.I. Inoyatov, S.T. Turgunov, M.A. Yuldashev, Ya.U. special attention is paid to the issues.

The methodology of improving management competence of leaders, as well as pedagogical and psychological aspects, androgical principles and technologies, conceptual issues of professional self-improvement N.V. Vasina, A.A. Verbitsky, V.Yu. Krichevsky, E. .I.Isaev, I.Zimnyaya, S.A.Ezopova, E.Kudryavtseva, D.A.Novikova, V.Slastenin, foreign scientists M.Schnitger, G.Yuk, E.S.Simbirsk, Yu.B.Suvorova, E. Studied by Rogers, A. Maslow, W. Hutmacher, F. Herzberg, M. Glozier, D. Bartram.

## **DISCUSSION**

Management activity means the process of systematic and creative regulation of the activities of educational subjects, which is manifested in the functions of organization, design, forecasting, coordination and management aimed at the development of preschool education and creative self-realization of a specialist.

The analysis of different approaches to defining the concepts of management and management activity presented in the research is the basis for understanding the nature of the specialist's

management competence, and its composition and structure correspond to the phenomenological characteristics of management. Issues related to management activities were studied on the basis of scientific researches of foreign and local scientists. Management theory and practice were fully reflected in the principles of mutual respect, cooperation, trust, responsibility, competence, feedback, and self-development. These principles served as a basis for pedagogical management, theory and practice of management of educational institutions, including solving problems in the preschool education system.

Two elements interact in the management mechanism of the preschool educational organization: the managed system (management object) and the management system (management subject). Object of management: preschool education organization and its constituent departments; composition of pedagogues; economic resources; educational process. The subject of management can be a collective body with the competence to manage any object or a managing person (head of a preschool educational organization; educator-methodologist).

Today, a competent head of a preschool education organization should be not only a person with certain special professional skills, but also a competent manager who can work in a team, make independent decisions, take initiative, work in an innovative space. In this regard, it was shown that it is very important for the head of a preschool educational organization to have special knowledge and skills in the fields of pedagogical management, theoretical and practical activities.

The term "competence" comes from the Latin *competentia*, which means compatibility, proportionality. According to the dictionary of foreign words, competence is considered as a range of competence, a range of issues with knowledge. In the dictionaries, this concept is understood as "The field of issues well understood" and in the explanatory dictionary of management terms, it is the personal capabilities of an official, the skills (knowledge, experience) that allow him to participate in the improvement of a certain area.

Due to the presence of certain knowledge, skills, decision-making are to make decisions for oneself.

***The managerial competence of the head of a preschool educational organization*** is an indispensable personal-professional description that determines the readiness and ability of the leader to professionally perform management functions in preschool educational organizations, a combination of knowledge, values, communicative and organizational-methodical activity components, which ensures the effective performance of managerial tasks.

Based on the analysis, we identified a number of general rules that define management competencies in our research. These are: a general description determined by personal and professional qualities of the leader; intellectual, emotional and strong-willed education, related to the vital position of a person, humane, democratic, individual orientation; fundamental knowledge in the field of professional activity, management theory and practice, broad social and cultural thoughts, flexibility of thinking; ability to work with a team, build constructive interpersonal relationships, have communication skills; to be active, to make quick decisions in usual and unusual situations, to be ready for innovation.

In most of the developed countries, the continuous professional development of leaders is the main condition for improving the activity of the educational organization. But just as the understanding of what leadership skills mean in different countries, the mechanisms for developing this management are also different.

For this purpose, the experiences of England, the USA, Germany, Finland, Singapore, and Japan regarding the training system of MTT leaders were analyzed. The analysis of world experiences has shown that the head of a preschool educational organization needs to work on himself every day and be able to apply the knowledge he has acquired as part of his professional training in

unfamiliar situations.

## **Conclusion**

As a result of the conducted research, the organizational aspects of the process of improving the management competence of the heads of preschool educational organizations were determined.

### **In particular:**

- to strengthen the personal orientation of the management formation process, that is, to create selection conditions that activate the training process based on the interests and needs of leaders; it means that the leader should search on himself, improve his knowledge;
- teaching to solve professional problems by developing new types and methods of activity. In this regard, it is important to familiarize leaders not only with scientific principles and various methods of management activities, but also to bring them into the situation of design, analysis, evaluation and self-evaluation;
- directing the person to self-improvement. The main requirement for us is to create conditions for leaders to demonstrate their independence and creativity in solving proposed management tasks, as well as to give them the opportunity to see their growth and achievements.

It follows from the theoretical rules of the competent approach that the main part of the training in the process of improving the management competencies of managers should be a practical task (situation), develop methods of implementation of activities, develop skills and gain experience in management activities. However, this activity can be specifically modeled as part of individual or training sessions during the learning process through the use of simulations. For example: management practice, a kind of game-like simulation practice management, etc.

In the process of formation of managerial competence of the leader, it will be important to guide the activities of leaders in a practical way, to carry out experiments using educational methods (assessment, case study), game simulation (simulation, business, role-playing game).

## **USED LITERATURE**

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