



Issues Of Developing Management Skills Of Heads Of The Preschool Education System.

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Annotation. This article presents some thoughts on issues such as pedagogical conditions for developing the managerial skills of heads of the preschool education system, managerial skills, and competencies that a head of the preschool education system should possess.

Keywords. Preschool education, management, development, children, skills, attitude, quality of education and upbringing.

Introduction. In our country, extensive work has been carried out to organize an effective system of preschool education aimed at raising the growing generation to a healthy and comprehensively mature adulthood, introducing effective forms and methods of education and upbringing into the educational process. At the same time, the analysis shows the need to address the issues of ensuring the coverage of children with preschool education, replenishing preschool educational organizations with modern educational and methodological materials and fiction, and attracting qualified pedagogical and managerial personnel to the field. In accordance with the Resolution of the President of the Republic of Uzbekistan No. PQ-4312 dated May 8, 2019 "On Approval of the Concept for the Development of the Preschool Education System of the Republic of Uzbekistan until 2030", a number of tasks have been set, including improving the preschool education management system, ensuring transparency and efficiency in financing the activities of preschool educational organizations, increasing the coverage of children with quality preschool education, ensuring equal access to it, developing public-private partnerships in this area, and introducing innovations, advanced pedagogical and information and communication technologies into the preschool education system.

Literature analysis and methodology. In the process of socio-economic reforms being implemented in our country, the development of production, ensuring the economic stability of organizations and enterprises largely depends on the



quality of training of leaders and specialists who meet the requirements of the time. Today, in the context of building a socially oriented market economy, management science occupies a special place in the training, upgrading and retraining of leaders (managers). Management is a set of methods, forms and means of coordinating and managing activities, that is, the activities of people or their groups, in order to achieve the intended goals. Simply put, management in general means the organization and management of one or another type of activity, that is, the coordination of the actions and relationships of people working in various fields, the organization, control and management of the correct use of their capabilities and abilities. Management is primarily about managing people, getting them interested in their work, developing a creative approach to entrepreneurship and work, building self-confidence, helping them acquire knowledge, skills, and competencies in specific fields, encouraging innovation and creativity, and managing people's activities.

Analysis and results. Educational management is a management organized on a scientific basis, based on a specific hierarchy: a leader, a pedagogical team, a team of learners. Accordingly, management can be implemented on the basis of various models: an integral model, the first level - managing the activities of the pedagogical team, the second level - managing the activities of students. The main goal of educational management is to ensure the coordination, control and effective management of the relations and activities of leaders, specialists and performers who are participants in the educational process in the scientific organization of the educational process in educational institutions, achieving the goals set for the institution and preparing competitive graduates.

One of the founders of management theories, A. Fayol, distinguishes 5 main functions of the management process: planning, organization, selection and placement of personnel, leadership (motivation) and control. The essence of the principles developed by A. Fayol is as follows: division of labor; authority and power responsibility; discipline; unity of leadership; unity of command; subordination of personal interest to the common good; balance of centralized and decentralized management of labor incentives; coordination of the work of a single type of managers; order; fairness; sincerity; determination of employees; initiative.



Preschool education is a decisive factor in social well-being. Scientists of our republic, based on their own views, have given different definitions of managerial competence in scientific research works. Professional competence of managerial and pedagogical personnel of a higher educational institution is the level of preparation associated with the possession of knowledge, skills and qualifications, personal and socially significant qualities necessary for effective activity in the field of education, research and management, the ability to make independent decisions in specific and non-standard situations, self-management and a sense of responsibility for each of their actions. The managerial ability of the head of a preschool educational organization is an integral personal and professional characteristic in the sum of knowledge, values, communicative and organizational-methodological components, which determines the readiness and ability of the head to professionally perform managerial functions in preschool educational organizations, ensuring the effective implementation of management tasks.

We believe that leaders and teachers working in the preschool education system should have the following managerial skills:

- Socio-legal competence
- Personal-reflexive competence
- Communicative competence
- System-analytical competence
- Competence in using information and communication technologies

Leaders working in the preschool education system should have professional-pedagogical and managerial competencies. Professional competence includes the acquisition of pedagogical and psychological knowledge. Managerial competence includes leadership, conflict management, project management, strategic thinking, creativity, openness to innovations and a number of other competencies. The current peaceful and prosperous life, socio-economic situation and future prospects of every family, work team, system, ministry, sector and country largely depend on the personality of the leader who leads it, his spirituality, intelligence, knowledge, life experience, human qualities, and individual psychological characteristics inherent in his personality.



Each leader working in the preschool education management system must be fully aware of the requirements placed on him and follow them:

- A leader, first of all, must be a good specialist in his field, having worked in various stages and aspects of it, in various positions, and have shown himself from a positive side;
- He must love working with people, children, enjoy this activity, and be able to express his love for people;
- Organizational and initiative qualities must be sufficiently formed in the leader;
- He must clearly imagine the achievements and problems of his organization, institution, and field, and know well the development paths that determine their prospects;
- He must know well the strengths and weaknesses, potential capabilities of the personnel at his disposal, and accordingly, use their capabilities appropriately;
- It is necessary to create a healthy psychological environment in the team and ensure the formation of the team as a united family by strengthening kindness among employees;
- The leader must be a good psychologist and take into account the age, gender, national, individual-psychological characteristics of his employees;
- The leader must think about the honor and reputation of his system, institution, team, not to allow its depreciation and to form this feeling in his employees;
- The leader must be in a good mood, because his emotional state also affects the mood of the employees around him;
- The leader must achieve the emergence of feelings of affection and sincere respect for his subordinates, not feelings of fear towards him, but feelings of love and sincere respect for his person, through his behavior, communication culture, kindness to his employees and a number of other human qualities;
- The tasks set for employees should be clear and understandable, within their reach, and at the same time, as complex as possible, so that the level of employees' work increases further, contributing to their formation as good specialists and leaders;



-The leader should strive to be an example for his employees in leading a healthy lifestyle, in cultural leisure, in constantly actively working on himself as a specialist and leader, in being able to rationally get out of the most difficult situations, and in openly expressing high human qualities;

-One of the requirements that will be imposed on the personality of the leader from now on, and whose importance is increasing over the years, is the ability to communicate freely in one of the foreign languages, while having perfect knowledge of his native language and Russian.

Conclusion. In conclusion, it can be said that regardless of the level of education, paying attention to the knowledge, skills and qualifications of the leader working in it and putting him in his place is one of the main factors in the development of the system. It is important for the leader to have managerial competence and to be well aware of the requirements placed on the leader. High managerial competence of the leader is a prerequisite for improving the quality of education and increasing responsibility for work among employees.

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