

**MECHANISMS FOR INCREASING MANAGEMENT COMPETENCE THROUGH
IMPROVING THE SCIENTIFIC AND THEORETICAL KNOWLEDGE OF THE
DIRECTOR OF A PRESCHOOL EDUCATIONAL ORGANIZATION**

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Abstract. This article analyzes the mechanisms for developing the management competencies of preschool educational organization directors by improving their scientific and theoretical knowledge. The importance of developing the strategic thinking, innovative approach, digital competence and pedagogical management culture of the leader in the modern education system is highlighted. Also, scientific and methodological, organizational and innovative mechanisms that serve to improve the professional competencies of leaders are scientifically based.

Keywords: Preschool education, director, management competence, scientific and theoretical knowledge, innovative management, strategic management, professional development, digital competence.

Introduction. Currently, in the process of modernization of the preschool education system, the professional skills and management competence of the head of an educational institution are gaining importance. A modern leader is required to be not only a subject implementing administrative management, but also a leader who thinks strategically, has innovative approaches, can effectively organize the pedagogical process and direct the team towards the goal.

The effectiveness of the activities of the director of a preschool educational organization directly depends on his scientific and theoretical knowledge, management culture, analytical skills and the ability to implement pedagogical innovations in practice. Therefore, increasing the management competence of directors through the development of their scientific and theoretical potential is considered an urgent pedagogical problem.

Analysis of scientific literature. Issues of managerial competence and educational management have been studied by many domestic and foreign scientists. In scientific research, the professional competence, leadership skills, innovative activities and strategic management skills of the educational leader are considered as important factors affecting the quality of education.

Modern pedagogical concepts emphasize that the competence of a leader consists of the following components:

- professional knowledge;
- pedagogical skills;
- communicative skills;
- strategic thinking;
- innovative approach;
- digital competence;
- emotional intelligence.

Research shows that the higher the scientific and theoretical preparation of the leader, the greater the effectiveness of managing the educational process.

Research methodology. The following research methods were used in the article:

- pedagogical observation;
- comparative analysis;

- study of scientific and methodological literature;
- theoretical analysis of educational management;
- generalization and conclusion.

In the course of the research, the factors of managerial activity and professional development of heads of preschool educational organizations were analyzed.

Analysis and results. Management competence is a set of knowledge, skills and personal qualities of a leader related to effective management of an organization, decision-making, team building and ensuring the quality of education.

It is important that the director of a preschool educational organization has the following competencies:

- strategic management competence;
- pedagogical competence;
- innovative competence;
- communicative competence;
- digital competence;
- analytical and diagnostic competence;
- legal and economic literacy.

A modern leader ensures the competitiveness and efficiency of an educational institution through these competencies.

The importance of improving scientific and theoretical knowledge. Scientific and theoretical knowledge helps the leader make management decisions on a scientific basis. The director should have:

- pedagogy;
- psychology;
- management;
- leadership;
- innovative technologies;
- assessment of the quality of education;

Knowledge in the field of digital management increases the effectiveness of his professional activity.

Scientific and theoretical knowledge allows the leader to:

- analyze problems;
- strategic planning;
- work effectively with a team;
- implement innovations;
- monitor the quality of education.

Mechanisms for improving management competence.

1. Continuous professional development system. An important mechanism is the involvement of managers in regular retraining and advanced training courses. It is advisable to organize this process in the areas of:

- modern management technologies;
- digital management;
- innovative pedagogy;
- leadership in education.

2. Involvement in scientific research activities. Involving directors in scientific research develops their analytical and innovative thinking skills. In particular:

- writing scientific articles;
- participating in conferences;
- developing innovative projects

increases the scientific potential of the leader.

3. Developing digital competence. Digital technologies play an important role in modern educational management. Therefore, it is urgent to develop the skills of directors in:

- electronic document management;
- digital monitoring;
- online management platforms;
- using artificial intelligence elements

4. Mentoring and coaching technologies. Practical assistance to young directors by experienced leaders is one of the effective mechanisms. Through coaching and mentoring, the following opportunities are expanded:

- analysis of problem situations;
- decision-making;
- development of leadership skills.

5. Creating an innovative management environment. The formation of an innovative environment in an educational institution develops the creative and strategic activities of the leader. For this, it is important to effectively use:

- team projects;
- digital platforms;
- SMART management technologies;
- interactive methods.

6. Studying international experiences. Studying the experience of educational management in developed countries broadens the leader's worldview and innovative thinking. International seminars, webinars and internships serve to improve management competencies.

Problems and solutions

Existing problems:

- insufficient innovative management skills among leaders;
- low level of digital competence;
- low interest in scientific activities;
- dominance of the traditional approach in management;
- insufficient formation of strategic planning skills.

Suggestions and recommendations:

- introduction of competency-based professional development programs for directors;
- organization of special trainings on digital management;
- involvement of managers in scientific and innovative projects;
- implementation of SMART management technologies in practice;
- evaluation of the performance of the manager based on KPI indicators.

Conclusion. Improving the scientific and theoretical knowledge of the director of a preschool educational organization is an important factor in developing his managerial competence. A modern manager must be a professional leader who thinks strategically, has innovative approaches and can effectively use digital technologies.

Continuous professional development, research activities, digital competence, international experience and innovative management technologies serve as important mechanisms for improving managerial competence. The effective implementation of these mechanisms in the education system will improve the quality of preschool education and the efficiency of institution management.



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