

**IMPROVING AND DEVELOPING THE PROFESSIONAL COMPETENCE OF
MANAGERS IN THE FIELD OF CULTURE THROUGH INNOVATIVE METHODS
AND TOOLS**

Sovurova E'tibor

Uzbekistan State Institute of Arts and Culture 4nd year student

Abstract: This article analyzes the issues of improving and developing the professional skills of managers in the cultural sector through innovative approaches and modern technological tools from a scientific, theoretical and practical perspective. It also provides detailed information on the importance of information and communication technologies, distance learning methods, and interactive educational platforms in the development of professional skills in the field.

Keywords: Culture and art management, innovative approach, professional skills, digital technologies, manager, interactive methods, creativity, information and communication technologies, strategic development, educational innovation.

In today's era of globalization and the digital revolution, the cultural sphere is at the center of change. In modern society, culture is formed and developed not only in traditional forms, but also with the help of innovative technologies and new means of communication. These processes are causing fundamental changes in the activities of cultural institutions, including theaters, museums, libraries, cultural centers and other cultural organizations. This, in turn, creates the need to improve the professional skills of managers in the field of culture based on new approaches.

The responsibility of the manager, as we emphasized above, implies a combination of his theoretical knowledge, practical skills, the ability to use innovative technologies, as well as managerial and creative competence. It is this competence that ensures effective management in the field of culture. Today, innovative methods and tools have become the main factor in ensuring the professional growth of a manager. Because the cultural sector is also becoming increasingly digitalized, and in this process, management processes are becoming closely linked to new technologies and methodologies.

Innovative methods and tools include not only technological innovations, but also new approaches to management, creative methods, digital platforms, interactive learning methods and data analysis systems. They allow a manager to do his work not only effectively, but also creatively, modernly and innovatively. Therefore, the adoption of innovative approaches is not only a necessity of the time, but also an important factor ensuring the sustainable development of cultural institutions.

In today's complex and dynamic cultural environment, it is not enough to improve the professional skills of a manager only through traditional education and practical experience. The use of innovative tools, the rapid adoption of new technologies and their integration into management processes – all this helps to significantly increase the effectiveness of a manager. For example, innovative approaches such as virtual and augmented reality technologies, online collaboration platforms, digital marketing tools, and data-driven management systems allow

cultural institutions to expand their audiences, optimally allocate resources, and successfully implement projects.

Innovative methods also play an important role in the process of self-development of a manager. For example, with the help of online learning platforms, webinars, master classes and virtual trainings, a manager can constantly update his skills. This will help them to be competitive and effective in the global cultural arena.

Currently, there are 40 professional theaters, 837 cultural centers, 597 folk ensembles, more than 6 thousand amateur art circles in our country, in addition, 323 children's music and art schools, 257 culture and recreation parks, about 210 district (city) culture departments and several other cultural and art institutions. Each of them, of course, has a first leader, middle and lower level leaders. Therefore, the training of modern leadership personnel responsible for managing the culture and art sector, one of the largest sectors of the social sphere, its further development and determining its prospects, is extremely relevant and one of the main issues today.

The modern cultural sphere is facing rapid technological and social changes. In order to improve the skills of managers in this sphere, it is important to widely use innovative methods and tools, in addition to traditional ones. Innovative approaches equip managers not only with theoretical knowledge, but also with the practical application of modern technologies, digital platforms, and creative management methods. This will allow them to be more efficient, progressive, and adaptable in their activities.

First, digital learning platforms and online courses create an innovative learning environment for cultural managers. For example, platforms such as Coursera, Edx, LinkedIn Learn. These platforms offer a wide range of courses in areas such as cultural and arts management, digital marketing, project management, and creative technologies. These online learning tools allow managers to manage their time effectively, increase their ability to learn independently, and gain real-world experience. They also reinforce knowledge through interactive lessons, videos, and real-life tasks.

Secondly, modern technologies of virtual and augmented reality are considered innovative management methods in the field of culture. For example, the use of modern technologies in organizing virtual tours in museums, creating interactive effects on the stage in theaters increases the technological competence of the manager. Through such technologies, the manager learns to expand his audience, attract and communicate with them at a new level. At the same time, managers can practice complex management tasks with the help of specialized management training and simulations on modern and agile platforms.

Third, analytical and data-driven management tools significantly improve a manager's decision-making process. The use of large amounts of data to measure the effectiveness of cultural events, analyze audience behavior, and shape financial and marketing strategies is currently relevant. Therefore, it is important for managers to learn to use systems based on data analytics, big data, and artificial intelligence. For example, when assessing the success of online events, monitoring the activity of participants, reactions on social networks, and analyzing user experience allows the manager to develop more accurate strategies.

Fourth, social media and digital marketing tools are a key factor in the cultural manager's innovative communication and promotional activities. The manager needs to improve his skills in using platforms such as Facebook, Instagram, TikTok, and YouTube to effectively promote

his projects, establish direct communication with the audience, manage online communities, and build a brand. With the help of these tools, cultural news, projects, and events are brought to the attention of a wide audience, expanding the opportunities to attract the younger generation.

Fifth, innovative management methods - methodologies such as agile, lean, design thinking - help the manager increase agility, adaptability and creativity in project management. Since many projects in the cultural sector are complex and multifaceted, they must be managed with approaches that allow for rapid adaptation to constantly changing conditions. Agile teams increase efficiency by working in small steps, sharing ideas frequently, and reviewing results. Design thinking, which focuses on deeply understanding user needs and creating innovative solutions, expands the scope of creative thinking of the culture manager.

Online collaboration and communication platforms also allow cultural managers to effectively manage the team, distribute project tasks, and monitor implementation. These tools strengthen the connection between managers and creators, making the work process transparent and orderly.

In addition, managers have a great opportunity to improve their skills through innovation networks and incubators. Startups, incubators, and accelerator programs in the field of culture and art encourage managers to implement new ideas, teach modern business models and financing methods. This creates an opportunity to become a competitive and independent manager in professional growth.

Innovative methods and tools are also important tools for effectively improving the professional skills of managers in the field of culture. Their widespread implementation familiarizes managers with modern technologies, encourages creative thinking, improves effective team management skills, and creates opportunities to bring cultural products to a wider audience. Therefore, the adoption and implementation of innovative approaches should be considered a strategic task for every manager working in the field of culture.

The role of innovation in the development of managerial skills in the field of culture is such that it requires a comprehensive approach that includes not only technological, but also social, economic and cultural aspects. For a manager, this process means constant learning, readiness for change, creative thinking and the introduction of new management methods. Therefore, innovative methods and tools should be considered as an integral part of the process of improving and developing the professional skills of a manager.

From this point of view, I do not think that it will help in creating a scientific basis for improving the quality of management in the field of culture, forming and improving professional qualifications, as well as developing practical recommendations for specialists in the field. The results of the thesis can be used in the effective organization of managerial activities in cultural institutions, in solving management problems, and in improving the processes of training qualified personnel.

Based on the conducted scientific and analytical research, the following proposals can be put forward:

1. Expanding state programs for the development of managerial professional skills – it is necessary to organize more and more modern specialized training courses and advanced training programs for managers working in the cultural sector. It is important that these programs include modern management technologies, communication, marketing and digital tools.

2. Encourage the introduction of innovative technologies – it is necessary to organize training for managers in the cultural sector on digital tools, online platforms and virtual projects. This is especially necessary for museums, theaters and other cultural institutions.
3. Support and encourage scientific research - it is necessary to expand scientific research on the cultural characteristics of managerial activity, and pay special attention to the study and application of innovative management methods.
4. Improve the system of assessing the qualifications of managers – it is necessary to introduce a system of regular assessment of the level of professional qualifications and its effectiveness, and on this basis determine the directions of additional training and professional development.
5. Support and encouragement of enterprising and creative managers – it is necessary to expand the system of awards, scholarships, and grants to encourage the creativity of young and experienced managers working in the field of culture.
6. Developing teamwork and collaboration in cultural institutions – it is important to improve the team management skills of managers and encourage the exchange of experience between industry representatives.

In general, the article analyzes in detail how innovative approaches can be effectively implemented in improving the skills of managers working in the field of culture, their practical application and advantages. It also examines the opportunities and strategic importance of developing the skills of managers through the use of innovative methods in the activities of cultural institutions. As a result, the importance and prospects of innovative training and management tools for modern cultural managers are revealed.

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