

**USE OF FOREIGN EXPERIENCE IN IMPROVING MANAGEMENT COMPETENCES
OF DIRECTORS OF PRE-SCHOOL EDUCATIONAL ORGANIZATIONS EFFECTIVE
SHAPE AND METHODS**

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Abstract

This in the article preschool education organizations director's management competencies in improvement foreign from experience use issues scientific-theoretical and practical in terms of analysis Research in the process USA, Finland, Japan and China education in systems preschool education leaders' preparation and to develop directed progressive approaches studied and their Uzbekistan education system to the conditions adaptation opportunities based on was given. In the article pedagogical leadership, emotional and communicative competencies to develop aimed at effective technology and methods identified and identified national mentality, cultural values and regulatory and legal requirements in consideration received without current to grow necessity Research results preschool education organizations directors management activity improvement, in the team healthy psychological the environment provide and education process efficiency to increase service does.

Keywords

Preschool education organization, director, management competencies, pedagogical leadership, foreign experience, emotional intelligence, communicative competence, health psychological environment, education management, leadership activity.

Introduction

In today's globalization environment, the need to improve the efficiency of the preschool education system and bring it into line with international standards is becoming an urgent issue. Directors of preschool educational organizations must have high competencies in managing a team not only as managers, but also as leaders, strategists, and innovators. Foreign of countries progressive experience study and national to the system implementation to grow this of the process effective from the roads is one.

Modern education in the system preschool education organizations director's management competencies develop issue strategic importance profession Foreign experiments analysis this It shows that healthy psychological the environment in providing leader's only organizational and administrative activity not, maybe his/her pedagogical leadership, emotional intellect and communicative competencies solution doer factor is considered.

We are in our research We aimed to substantiate the special role of the director in creating a healthy psychological environment in preschool educational organizations. Therefore, we conducted an in-depth analysis of effective forms and methods of using foreign experience in improving the management competencies of the director of the preschool educational organization in creating a healthy psychological environment in preschool educational organizations.

developed countries, special forms and methods have been developed aimed at improving the management competencies of directors. In particular,

In the United States, professional development programs for early childhood education leaders focused on emotional and social leadership are widely used. National Association for the Education of Young Children - NAEYC working issued in standards directors emotional intelligence, stress management, team communication develops and inclusive management competencies formation main direction as This is defined. in the model trainings, reflective seminars, mentoring and "case-study" methods effective forms as confession is being done.

Europe countries, in particular Finland, Norway and in the Danish experience pedagogical to leadership-based management model priority In this model directors pedagogical of the process active participant as looking at them management competence educators' professional development and psychological well-being support through will be improved.

Japan in experience and preschool education organizations directors' management competencies in development team spirit and cultural harmony based approach important place occupies. Leaders for to be held regular psychological trainings, daily reflective meetings and socio-psychological monitoring management efficiency increasing important methods as is used. In this process director personal sample through in the team stability and confidence environment shapes.

South MTT directors in Korea state by working issued special preparation in programs regular They participate. Their management competencies international assessment criteria based on Directors management competencies improvement for following effective form and methods applies to:

1. Advanced training programs and international online in courses participation
2. Mentoring and coaching from the system use
3. Benchmarking method through other countries experience compare
4. Case-study- based real - world management situations study
5. Training and simulation methods through skills develop

6. Digital management and smart technologies use

Foreign experience based on applicable form and methods as a result:

- directors strategic thinking, leadership and communicative competencies develops;
- in the team innovative cooperation environment is formed;
- education quality and efficiency increases;
- Preschool education organizations management international to standards adapts.

Preschool education organizations directors' management competencies in improvement foreign from experience use Uzbekistan education system for strategic importance Finland, Japan, South Korea, the United States and Germany experiences based on working issued effective form and methods national to the system integration to do education quality to raise, leader professional competencies of personnel to develop service does.

The results of the study of international experience show that it is not advisable to directly apply technologies that have been found effective in improving the management competencies of directors of preschool educational organizations to the national education system. On the contrary, they need to be adapted taking into account the national mentality, cultural and spiritual values, family and community relations, as well as current regulatory and legal requirements inherent in Uzbek society. Technologies and methods selected on the basis of this approach can be highly effective in practice.

1. Technology for developing pedagogical-emotional leadership

This technology is based on the experience of the United States and Finland and is aimed at developing the pedagogical leadership, emotional intelligence, and empathy competencies of principals. In the conditions of Uzbekistan, this technology:

- prioritizing the leader's moral responsibility and personal example;
- strengthening mutual respect and solidarity in the pedagogical team;
- resolve conflicts in a manner consistent with the national culture of interaction

It is advisable to use training, reflective exercises, and situational analyses within the framework of this technology.

2. A method of management development based on mentorship (teacher-student)

The mentoring approach, common in the Finnish and Japanese education systems, is compatible with the national "teacher-student" traditions of Uzbekistan. This method:

- experienced directors are assigned to younger or newly appointed leaders;
- real management situations are analyzed together;
- professional and psychological support is provided.

This method ensures reflective thinking of leaders and stability in management.

3. Reflective management and self-analysis technology

Reflective management technology, effectively used in the European education system, adapted for directors of preschool educational organizations in Uzbekistan:

- weekly or monthly activity analysis;
- assessment of the psychological state of the team;

It is carried out by analyzing the socio-psychological consequences of decisions made. This technology forms a responsible and conscious management style of the leader.

4. Social-psychological monitoring technology

This technology, based on the experiences of China and the United States, serves to regularly assess the emotional state of the pedagogical team. In the conditions of Uzbekistan, this means:

- anonymous questionnaires;
- conversation and observation;

analysis of parents' opinions It is carried out through methods such as. Based on the monitoring results, the director optimizes management decisions.

5. Competency-oriented training technology

This technology is aimed at the integrated development of managerial, communicative and psychological competencies of leaders. In the Uzbek education system, this is:

- module-based advanced training courses;
- practical training sessions;
- "Case-study" methods based on real problems effective implementation through

6. Method of developing cooperation based on national values

Based on the experience of Japan and Scandinavian countries, in developing cooperation with parents in the conditions of Uzbekistan:

- neighborhood, family, and educational institution integration;
- team discussion and consultations;

Methods based on the principles of shared educational responsibility can be used. This method stabilizes a healthy psychological environment. possible.

7. Strategic planning and sustainable development technology

Strategic management technology, widely used in Chinese and European experience, is being used in preschool educational organizations in Uzbekistan:

- strategies aimed at developing the psychological climate of the institution;
- planning that takes into account team capacity;

can be implemented by setting long-term goals.

It is clear from this that the use of technologies and methods based on foreign experience, but taking into account the characteristics of the national education system, serves to comprehensively develop the management competencies of directors of preschool educational organizations. This is an important condition for ensuring a stable healthy psychological environment in the pedagogical team, increasing the effectiveness of leadership activities, and improving the quality of preschool education.

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