

SOCIAL FOUNDATIONS OF LEADERSHIP SKILLS IN MANAGING EDUCATIONAL ORGANIZATIONS

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Introduction. Today, the director organizing management activities in a preschool educational organization must have not only pedagogical experience, but also a number of skills such as management functions, methods and their use, management algorithm and its essence, management decisions and their implementation, and the use of leadership styles. The reforms being implemented in our country require changing and improving the mechanisms for managing the educational process, that is, abandoning administrative command methods of management and forming a management system based on democratic principles that meets socio-economic, modern requirements. This is one of the most basic requirements of today, and determines not only management problems, but also the tasks of effectively organizing management of subjects, first of all, identifying guidelines for improving the management activities of heads of various levels of the education system, adapting them to new conditions and implementing them in practice.

Research methodology. It is known from management practice that leadership is a complex process that requires the leader not only to have higher education, but also to have sufficient professional training, knowledge, skills and competence in management, as well as certain experience. One of the most basic and important functions of leaders in the process of managing educational institutions is the function of making independent decisions, the quality of which affects the potential of the educational institution, the effectiveness of the educational process, and the activities of teachers. In addition to management activities, a modern manager is also engaged in leadership. American scientists put forward the idea that every manager should be a leader in the concepts of manager and management. The concepts of management and leadership do not mean the same thing. In order to effectively fulfill the assigned task, it is important for the manager to be able to lead teachers and educators. However, life experiences show that women are currently effectively managing educational organizations. When studying gender differences, it would be appropriate to talk about management style. Because the main emphasis in men's leadership activities is on a high level of management, while women pay attention to the socio-psychological aspects of the team and the creation of a healthy psychological environment. These factors require research on organizational management.

According to T. Kono, a manager should be a specialist in engineering or social sciences.

The socio-economic status of the leader is an important factor in management activities.

The leaders of educational organizations are superior to other educators in terms of their ability to find solutions to any socio-economic problems, their ability to interact with social relations, their intellectual potential, and their rich experience.

Management practice and scientific literature show that men's leadership abilities are significantly more effective than women's leadership activities.

Discussion and results. This idea can be enriched with the following arguments: men have the ability to think clearly and logically, while women are more emotional; men are devoted to their profession, while women try to spend most of their time on the family. For example, if men are resistant to various problematic situations and influences, conflicts, then a woman may not obey her mind in such a complex situation. A modern leader performs such functions as a manager, diplomat, leader, trainer, innovator, all of which are included in the professional competence of a manager.

1. A manager-leader must be truthful, keep his promises, have high professional skills, be a leader in relationships, sociable, have a culture of communication, be supportive, and be a teacher-psychologist.

2. The diplomat-leader is a management component that has become widely popular in recent times and is considered the most optimal form of negotiation within a team.

3. Leader-leader. The manager of the organization carries out leadership work. American scientists recommend that every manager should be a leader. In their opinion, management and leadership do not mean the same thing. To perform this task, the manager must have the ability to follow the teachers-pedagogues, that is, be inclined to perform the role of a leader.

4. The mentor helps the leader-pedagogues fulfill the professional requirements.

Organizes continuous and coherent forms of training aimed at improving the knowledge of specialists in the professional field. In some educational institutions, attention is not paid to improving the spiritual qualities of teachers. This leads to a decrease in the effectiveness of education. However, the possession of high spiritual qualities by teachers is considered a leading factor in the upbringing of the younger generation. One of the most necessary aspects of managerial activity in the rise of scientific and technological progress is the introduction of innovation. It is important to explain to the workers-pedagogues the relevance of innovations. Rather than adjusting obsolete equipment, implementing new ones, and saving investment, it is possible to achieve faster productivity and product quality through new technologies. The reforms being implemented in the direction of developing the education system require the use of the most effective, innovative methods of management based on scientific and technical achievements in the organization and management of the educational process in all educational

institutions, knowledge, skills and qualifications in the direction of management, new personal and professional qualities, which in turn determines the need to develop managerial skills among teachers. Based on this, the reforms in the direction of developing educational management require the methodological organization of the educational process and the improvement of management mechanisms in all educational organizations using the most effective, innovative methods based on scientific and technical achievements, as well as knowledge, skills and qualifications specific to management. The rapid scientific and technical development in the period of the third renaissance requires innovations. The leader increases the socio-economic status of the organization in his initial activities. Gradually, each team member is individually studied and the necessary conditions are created. Family traditions also affect the development of management skills in a leader. Being born into a family of leaders and absorbing the experience of parents instills a tendency to dominance. We give the following recommendations for management for MTT directors.

1. To develop educational investment in the organization, to conduct professional actions necessary to implement material resources, relationships, and technological processes.

2. The stylist, speech therapist, physical education instructor, and psychologist spend their working hours mainly communicating with children and educators, deepening cooperation, concluding memorandums and agreements, and organizing work with higher organizations in accordance with the established procedure.

3. To achieve success in professional activities, it is necessary to strengthen the principal's trusting attitude towards teachers, as well as their moral and educational influence.

The effectiveness of each institution depends, first of all, on how well interpersonal relations in the team are organized or not. In other words, how work is organized depends on the level of organization of leadership and management. When managing a pedagogical system, each leader must first of all have the ability to know the problems in it and the pedagogical and psychological characteristics of the members of this system. Leadership styles and their content are considered as a system consisting of tactics and strategies of all methods and actions that the leader prefers and is based on in his management activities. In this case, on the one hand, the content of management activities with strategies, and on the other hand, this system itself, actions of various importance in the environment of human activity, and including professional activity, play an important role in the development and formation of the subject of management as a specialist. The relationship between the leader and his subordinates in influencing them and motivating them to achieve the intended goal is determined by the following :

- the level of participation of subordinates in the decision-making process;

- provision of subordinates with information and data; - working methods used by the leader, that is, his or her unique approach to solving a particular issue.

Leadership is a natural socio-psychological process in a group or team based on the influence of a person's personal maturity (personal maturity is a concept denoting personal perfection, individual high spirituality, social and spiritual-moral perfection of a person¹) on the behavior of people. Leadership has three main characteristics:

1. Emotional leader.
2. A confident leader.
3. Informational leader.

The emotional leader is the heart of the group, everyone can turn to him for sympathy, "lay their head on his chest and cry". The confident leader is the hands of the group, he organizes the work, creates important contacts on the matter, ensures the success of the work. The informative leader (the brain of the group) can be asked with all questions, because he knows, understands, explains everything. The management functions performed by the leader are: planning, organizing, controlling. Planning is the beginning and basis of management activities. Ready-made plans indicate what?, when? and by whom it will be implemented.

Planning involves analyzing past developments, current conditions, and setting realistic goals for the future. implies. Organization is the creation of a system in which the following three components: striving groups, economic relations and technical means are logically interconnected. Control is the regulation of work activities, classification, and evaluation of phenomena according to a predetermined pattern. With the help of control, a preliminary classification is carried out (expert assessment) of socio-psychological objects, depending on the degree of manifestation of their common features. In management, one can sometimes see a leader who focuses only on tasks, work, or only on employees.

Conclusion. Of course, both of these types of leaders are considered to have serious shortcomings. At this point, let's explain the concepts of management culture and management spirituality. Management culture is a set of cultural and educational activities aimed at realizing human potential in order to achieve a specific goal in the field of management and leadership.

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