
**MANAGERIAL SKILLS IN THE ACTIVITIES OF PRESCHOOL
EDUCATION INSTITUTION LEADERS**

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Annotation

This article discusses the skills of a manager (director) in ensuring the effectiveness of preschool education institutions, as well as the modern requirements for the position of a preschool institution director.

Keywords: management, skills, mechanism, personnel, leader, director, preschool education system, organization, decision, profession, pedagogy, factor, ability.

Introduction

The President of the Republic of Uzbekistan, Shavkat Mirziyoyev, stated: “The criterion for every leader’s activity is to take the people’s aspirations as their main goal and consistently realize them.” This emphasizes the leader's responsibility and sense of accountability [1]. In recent years, the growing focus on the human factor has increased interest in management issues. In the psychology of management, when analyzing a leader's activities, attention is directed to questions such as the qualities that allowed the individual to reach that level, the management methods they employ, their abilities, influence, and level of competence [2].

Perspectives on becoming a manager vary: some are attracted by the privileges, others value the authority, some aim for prestige, while others take on the responsibility of inspiring and leading a team. Regardless of these varied motivations, qualities such as leadership, earning team gratitude, utilizing organizational skills to enhance cohesion, and contributing to the country's development through collective efforts and lofty goals are required [3].

Abu Nasr Al-Farabi, in his work *The Virtuous City*, highlights that a leader must possess fourteen essential qualities. Yusuf Khash Hajib, one of the prominent figures of the 11th century, noted: “No matter how high a person rises, they must remain humble.” [4].

In his work *India*, Abu Rayhan Al-Biruni wrote: “A ruler inclined to governance must be firm in their opinions and views. The main task of a just ruler is to establish equality and justice between the upper and lower classes, the strong and

the weak. Another key duty is to support the progress of science and care for scholars.” These writings emphasize the importance of humanistic ideals in leadership [5].

Thus, a leader must be aware of these traits and strive to be deserving of the "leader's position." This inevitably enhances their managerial skills and competence, elevates their effectiveness to higher levels, and accelerates the organization's progress toward its intended goals.

The Role and Responsibilities of Directors in Preschool Educational Institutions
The effective operation of the continuous education system in preschool educational institutions primarily depends on the activities of highly qualified managerial staff. Therefore, managing the pedagogical community of preschool education and achieving high educational outcomes requires leaders of these institutions to possess strong management skills. In this regard, the managerial expertise of a preschool education institution director is a critical factor in ensuring the effectiveness of the organization.

A modern preschool education director is not only an organizer and leader but also a skilled pedagogue whose work is directed towards fully addressing the tasks of nurturing preschool-aged children into well-rounded individuals. The director ensures the necessary conditions for the implementation of educational, pedagogical, and hygienic requirements within the preschool institution. They create an environment of teamwork and purposeful cooperation among their staff and provide overall leadership.

Directors adhere to decisions and laws adopted by the state and the Ministry of Preschool and School Education while engaging in creative self-improvement. Essential qualities for a director include high awareness, political maturity, principled behavior, and demanding attitudes toward themselves and their subordinates. They oversee interpersonal relationships within the team and ensure compliance with labor discipline and productivity standards.

The managerial position requires directors to consciously enhance their ideological, educational, political, and professional competence continually. They must master pedagogical knowledge, theories, and practices of education, as well as understand the tasks currently facing preschool education. Furthermore, they must be proficient in applying these skills and knowledge in their work, understanding and adhering to the programs, methodologies, and regulatory documents, and addressing shortcomings immediately.

The rights, duties, and responsibilities of personnel in preschool education institutions are determined by the laws of the Republic of Uzbekistan, relevant

regulatory documents, and the organization's charter. Directors of preschool institutions are appointed by the governing bodies of the Ministry of Preschool and School Education from individuals with higher education and at least five years of pedagogical experience.

However, certain personal characteristics may hinder effective management, such as poor self-management, lack of clear goals, inefficiency in planning, absence of creativity, weak managerial skills, inability to ensure gender equality, poor organizational abilities, and failure to utilize appropriate team management methods. A knowledgeable leader who can address these limitations and understands the dynamics of their team can prevent psychological stress and improve team performance [6].

As O. Obidov noted, “Leaders are specialists in making critical decisions, preparing information for managerial decisions, and organizing their implementation.”

Leaders in preschool institutions are also responsible for improving the professional skills, teaching abilities, and cultural levels of their staff. They ensure that personnel are regularly transferred to different roles as needed and create conditions for psychological-pedagogical training. Leaders must recognize their mistakes and seek to correct them, continuously learn, adopt new approaches, and expand their knowledge base.

In conclusion, young individuals aspiring to leadership in management should focus on developing these qualities, continuously learning, adopting innovative methods, and enhancing their expertise to succeed in the field.

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