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PROFESSIONAL AND LEADERSHIP COMPETENCES OF THE HEAD OF AN EDUCATIONAL INSTITUTION

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Abstract: This article systematically analyzes the professional and leadership competencies of the head of an educational institution. The strategic, managerial, communicative, innovative, moral-legal and emotional-intellectual competencies of the leader are covered from the point of view of their impact on the quality of education and the development of the institution. The theory of competence (J. Raven, R. Boyatzis), the leadership model (J. Kotter, P. Drucker) and sources on reforms in the education system of Uzbekistan are studied as a scientific basis. Also, the relevance of the topic is proven based on the views of President Sh.M. Mirziyoyev on educational management.

Keywords: professional competence, leadership, educational management, innovatio

In the process of managing an educational institution, the professional and leadership competencies of the leader are manifested as a key factor. Today, the education system is fundamentally changing under the influence of factors such as global competition, digital transformation, and innovative management. As Shavkat Mirziyoyev noted, “The development of a new Uzbekistan depends on the activities of modern-thinking, enterprising, and responsible leaders” [1]. This idea scientifically substantiates the relevance of leadership competencies.

The theory of professional competence began to be widely covered in scientific literature since the end of the 20th century. J. Raven defines competence as “the ability and readiness of a person to perform a certain activity with high results” [2]. R. Boyatzis, on the other hand, links professional competence with a behavioral model and interprets it as a



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"functional measure of effective management" [3].

Within the framework of pedagogical management, the concept of competence includes the following components:

It is precisely this approach that indicates the multifaceted nature of each leader's activities. Today, these components are the main ones in world standards. One of the professional competencies of the head of an educational institution is strategic competence, through which the development of a development strategy for an educational organization, setting goals and implementing them is the main task of management. P. Drucker recognizes strategic thinking as a fundamental principle of management [4].

There are several sub-types of managerial competences: planning, control, monitoring and evaluation, personnel policy, financial management. Each of the managerial competencies has a special place. Because all employees subordinate to the manager pay attention to these aspects, and through this the manager is assessed in terms of leadership. At the same time, these competencies determine the functional effectiveness of the manager.

Communicative competence is the ability of a person to communicate effectively, understandably, culturally and goal-orientedly with others in various situations. J. Kotter states that effective communication is one of the most important elements of leadership [5]. The educational leader must: communicate with the team, communicate with parents and the community, and establish internal communication channels.

Moral and legal competence is the ability of a person to know the moral norms, legal requirements, responsibilities, to follow them and to control his behavior on this basis. Of course, every leader must know the Law of the Republic of Uzbekistan "On Education", the Labor Code, state educational standards and other regulatory documents. Ethical management, justice, transparency are indispensable qualities of a modern leader.

Analytical competence is also the most basic type of ability. Analytical thinking optimizes the decision-making process of a leader. This competence includes such features as: identifying a problem, analyzing data, developing alternative solutions.

The transformational leadership model (Bass, Kotter) is of particular importance in the educational process. Such a leader: introduces innovations, inspires the team, unites them towards common goals.

Motivational leadership: Motivating employees and creating a favorable psychological environment for them has been noted by many researchers (Robbins, Armstrong) as an effective management factor [6].

Emotional Intelligence (EI): D. Goleman recognizes EI as the most important component of leadership [7]. EI includes: empathy, self-control, understanding the emotions of others

Innovative leadership: The rapid development of digital technologies in education encourages the leader to become an innovative leader. UNESCO's School Leadership model emphasizes this [8].

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The impact of leadership competencies on the quality of education: The developed level of leadership competencies provides the following results in an educational institution:

- teachers' motivation and qualifications increase
- innovations in the educational process increase
- the content of lessons is enriched
- student achievement improves
- the competitiveness of the organization increases

This has been scientifically proven in many international studies (OECD, UNESCO reports).

The professional and leadership competencies of the head of an educational institution are a decisive factor in the sustainable development of the modern education system. Strategic thinking, innovative approach, strong communication, emotional intelligence, and management culture radically improve the quality of education. Training leaders with these competencies is one of the top priorities in the modernization of education in Uzbekistan.

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