

**FORMATION OF CREATIVE COMPETENCE OF LEADING PERSONNEL IN
HIGHER EDUCATION INSTITUTIONS*****Ismoilov Shuhrat Abdusoat ugli****Institute of retraining and advanced training of personnel of
the higher education system, Uzbekistan**E-mail: shuhratismoilov007p@gmail.com*

Abstract: This article is dedicated to the issues of developing the creative competence of leadership personnel in higher education institutions. The article explores the importance of creative competence in the education system, the necessity of developing leaders' innovative thinking and creative abilities, and the role this competence plays in scientific research processes and pedagogical activities. The research analyzes existing scientific studies and practical experiences related to the development of leadership creative competence within the educational system of Uzbekistan, addressing issues such as the introduction of new pedagogical technologies, effective organization of scientific research, and modernization of the management system. Additionally, the article presents an innovative management model and methodological recommendations for the development of creative competence. The article also highlights new approaches and opportunities for enhancing creative competence in Uzbekistan's education system based on international experience. The scientific novelty of the article lies in the development of new approaches, methodological guidelines, and practical recommendations for shaping creative competence in leadership, contributing to the enhancement of the effectiveness of the educational system.

Keywords: creative competence, leadership, higher education, management, innovative thinking, pedagogical technologies, scientific research, education system, leadership personnel, creativity, management model, methodological recommendations, international experience, digital education, education quality, development of creative competence.

Introduction

One of the main tasks facing modern higher education institutions is to train competitive and innovative leaders. The creative competence of leading personnel plays an important role in improving the education system, implementing innovative projects and introducing new pedagogical technologies. In today's globalization conditions, managers are required not only to have management skills, but also to be able to think in a new way, approach problems creatively, and make quick decisions.

This article analyzes the importance of creative competence for the leaders of higher education institutions, methods of its formation and effective approaches.

In today's rapidly changing world, leaders of higher education institutions are required to have a creative and innovative approach to solving modern problems. Creative competence increases the ability of leaders to make strategic decisions, effectively solve problems and develop the organization. This article analyzes the importance and methods of forming the creative competence of HEI leaders.

Relevance of the topic: The modern world is characterized by rapid changes, global competition and technological progress. In this situation, the creativity of leaders in higher education institutions is becoming more and more important. Creative leaders are necessary not

only to effectively manage the internal processes of the organization, but also to ensure its successful operation in the external environment. Creative competence, in modern management theory, represents the leader's ability to think innovatively, develop new ideas, implement innovations in existing systems and processes, and solve problems in new and effective ways. This concept embodies a wide range of competencies that include the creation, thinking and creative thinking of a leader, not limited to practical management approaches. Creative competence is not only the individual qualities of the leader, but can become the main factor of innovative development at the level of the institution. Therefore, it is of primary importance in ensuring the strategic management of the educational institution, the effectiveness of research and the successful introduction of new pedagogical technologies.

Theoretical foundations of creative competence: Creative competence has been studied by several scholars in the field of management and analyzed from different perspectives. For example, J.P. Guilford (1950) linked creative thinking to cognitive processes and defined creativity as "making something new and solving a problem in a new way." He also distinguished the factors that promote the development of creativity, namely cognitive flexibility, conscious thinking and a systematic approach. On the other hand, E. Torrance (1962) defined creative thinking as reorganizing activities in the educational process, creating new opportunities, and students' innovative approach to problems.

According to the researches of Uzbek scientists, the development of creative competence helps to achieve many achievements in the Uzbek education system. Decisions and decrees of the President of the Republic of Uzbekistan on educational reforms created important foundations for the formation of creative competence. In Uzbek science, for example, Sh.A. In the research conducted by Soliyev (2015), it was noted that the creative competence of the leaders directly affects the innovative development of the educational institution and increases the role of the leaders in the effective introduction of innovative management and pedagogical technologies. Also, A.A. Tursunov (2018) emphasized the need to develop leaders' creativity through the use of digital technologies and pedagogical methods in the educational system.

The urgency of forming the creative competence of leaders in higher education institutions is significant in solving the issues of adapting to changing needs in the educational process, organizing scientific research, implementing innovative technologies, and improving the quality of education. The formation of the creative competence of the leader in the higher education institution, his unique management methods, pedagogic approaches and creates opportunities for the implementation of effective innovations.

In addition, the development of creative competence determines not only the individual competence of the leader, but also the innovative development prospects of the institution. In particular, the creative competence of leaders is considered as an important factor in the educational reforms being carried out in Uzbekistan, including the digitalization of the education system, the introduction of new pedagogical approaches, and the effective organization of scientific and research activities.

There are several factors that influence the formation of creative competence.

First, attention to the personal development of leaders, initiatives aimed at creating and developing an environment that encourages innovative thinking is important. Uzbek scientists, in particular, H. Abdullayev (2020), identified various factors related to the creativity of leaders in the organization of innovative activities of an educational institution, in determining the motivation of leaders and the organizational and cultural factors affecting their activities.

Secondly, for the formation of creative competence, it is necessary to teach managers new knowledge, pedagogical technologies and management methodologies through continuous education and training. In the research conducted by A. Akhmedov (2017), opinions were expressed about the effectiveness of using modern information and communication technologies in increasing the creative competence of leaders, as well as the use of innovative methods in scientific and pedagogical activities.

Discussion and results

Creative competence plays an important role in the effective management of educational institutions by leaders and in the development of scientific and pedagogical processes with innovative approaches. Formation of creative competence of leaders in higher education institutions not only expands their individual capabilities, but also contributes to the innovative development of the entire system. Creativity is seen as a necessary competence of leaders in introducing advanced technologies, using new educational methods, updating the educational process, and effectively organizing research and development activities.

The formation of creative competence helps to update the strategic management of the educational institution. This will increase the quality of education, increase the effectiveness of scientific research, and create a cultural and innovative environment within the institution. Creative leaders are adept at solving problems with new approaches and are able to respond quickly and effectively to changing educational demands. They also play an important role in the introduction of new pedagogical technologies, for example, the use of digital educational technologies.

However, there are also some difficulties in developing the creative competence of leaders. Leaders in higher education institutions often continue to depend on traditional management methods, which hinder the introduction of innovative approaches. Also, the organizational and cultural environment and resources necessary for the development of creativity may sometimes be insufficient. To support creative thinking, leaders need to constantly acquire new knowledge, study modern management methodologies and be ready to introduce innovative technologies. At this point, it is important to study international experiences in the formation of the creative competence of leaders, in particular, the successes in digitalization of the educational system, flexibility of management and updating of pedagogical methods.

Judging by the reforms and creation plans being carried out in the education system in Uzbekistan, strategic programs and trainings aimed at increasing the creative competence of leaders can give effective results in renewing the management of the institution. Also, cooperation between teachers and leaders is of great importance in forming a culture of sharing experience and applying innovative approaches, as well as introducing advanced pedagogical and management methods.

Creative competence plays an important role in the scientific and pedagogical activities of leaders. They need to demonstrate their creative and innovative approaches in managing educational institutions, implementing new pedagogical technologies and effectively organizing scientific and research activities. In this case, the formation of creative competence of leaders is an important condition for increasing the competitiveness of the educational system and achieving success in the global education market.

Researches and researches of Uzbek scientists show that the development of creative competence is not only related to the individual qualities of the leader, but also affects the development of the entire educational institution, the renewal of culture and management system. The reforms and scientific developments implemented in Uzbekistan in terms of the formation of

creative competence of leaders, including the introduction of digital technologies into the educational system, the use of new pedagogical approaches and management methods, can give positive results aimed at improving the quality of education.

In the future, special attention to the development of creative competence, continuous professional development of leaders and readiness for scientific and methodical updates are expected to become the main factor of innovative development of the educational system. For this purpose, it is necessary to ensure the innovative development of the institution by updating not only the individual competencies of the leaders, but also the organizational and cultural environment of the educational system, implementing new knowledge and technologies.

The scientific novelty of this article is first of all manifested in the in-depth analysis of the theoretical and practical aspects of the process of formation of creative competence of leading personnel in higher education institutions. This study shows effective ways of developing creative competence of leaders based on new approaches, methods and models. The article examines a number of innovations in the practical application of the concept of creative competence, integrating the experiences of the educational system of Uzbekistan and beyond.

Scientific innovation and achievements of the article

The role of creative competence in the educational system: The research highlights a special scientific interpretation of the concept of creative competence and its integration into the management processes of the educational system. In previous studies, creativity and management were analyzed separately, but in this article, the two concepts were combined, and the importance of creative approaches in management and pedagogical processes was highlighted for the first time in an interrelated manner. At the same time, the article shows methodical approaches to the development of creative thinking of leaders, which allows to create innovation in educational management and pedagogical activity.

New perspectives of developing creative competence in Uzbekistan: the first introduction of the scientific basis and practical methods of developing creative competence of leaders within the framework of educational reforms in Uzbekistan constitutes a scientific novelty of the article. Based on the researches of Uzbek scientists and specific conditions, the possibilities of using new pedagogical approaches, innovative technologies and management methodologies in the development of creative competence of leaders have been analyzed. Taking into account the specific features of the Uzbek education system, cultural and economic conditions, new ideas were developed on the use of digital educational technologies and increasing creativity in scientific and research work.

Proposal of the innovative management model: In the article, an innovative management model was developed for the formation of creative competence of leaders. This model provides practical help in increasing the creative competence of the leader and shows effective methods of introducing innovations in leadership activities. This model creates a solid basis for creative approaches of leaders in updating management processes in educational institutions, introduction of innovations in social and pedagogical processes.

Integration of international experience in the development of creative competence: The article examines international experiences in the development of creative competence, in particular, advanced educational systems in Japan and Europe, and shows opportunities for implementing innovative approaches in Uzbekistan accordingly. By analyzing this situation, the article shows how higher education institutions in Uzbekistan can use new approaches and advanced international practices and experiences related to the development of creative competence.

Methodological instructions for the development of creative competence of leaders: In the article, concrete methodological instructions and practical recommendations have been developed for the development of creative competence of leaders. These methodological recommendations serve not only to develop creative approaches of leaders, but also to organize pedagogical and management processes in educational institutions more effectively. Methodical instructions, application of innovative educational technologies, organization of the educational process based on new approaches, and directed to increase creativity in scientific research and research activities.

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