

PEDAGOGICAL ASPECTS OF DEVELOPING COMMUNICATIVE COMPETENCE OF THE HEAD OF A PRESCHOOL EDUCATIONAL ORGANIZATION

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Annotation: The article analyzes the necessity and pedagogical foundations of developing the communicative competence of the head of a preschool educational organization. The ability of the head to communicate effectively is considered as a decisive factor in ensuring the effectiveness of the educational process management, the formation of a healthy psychological climate in the team and interaction with the family community.

Key words: communicative competence, preschool education, leader, management, pedagogical approach, reflective approach, self-awareness, self-esteem.

Introduction. Today, the reforms implemented in the education system require leaders to have a new worldview, modern management competencies and a high level of communicative potential. In particular, the Resolution of the President of the Republic of Uzbekistan dated May 8, 2019 No. PP-4312 "On approval of the Concept for the development of the preschool education system of the Republic of Uzbekistan until 2030" also defined the advanced training of preschool education system managers and the development of their communicative competence as one of the priority areas [1].

Communicative competence is, firstly, a personal quality of a teacher, formed in the process of personal development and self-development; secondly, an indicator of awareness of the goals, essence, structure, means and characteristics of pedagogical communication; the level of proficiency in the relevant technology; individual psychological qualities; the desire for continuous improvement of communicative activity; orientation towards the personality of a person as the main value, as well as the ability to non-standard, creatively solve problems arising in the process of pedagogical communication [2].

Communicative competence is the ability of an individual to communicate effectively, correctly perceive social and psychological situations, constructively resolve conflicts, and clearly convey their thoughts. For the head of a preschool educational organization, this is not only a necessary element of management activity, but also a tool for ensuring pedagogical interaction [3].

Among the scientists of our country, the psychological characteristics of a leader, the factors influencing the quality of his decision-making, and communication skills are studied by Y.A. Abdullaeva, D.S. Abdulladzhanova, Sh.Kh. Abdullaeva, T.M. Adizova, Yu.M. Asadov, A.G. Avtorkhanova, A.A. Azizkhodzhaev, A.A. Beknazarov, D.M. Bobozhonova, N.M. Boymuradov, O.T. Dzhavlanov, N.I. Dzhuraeva, E.G. Goziev, O.E. Khayitov, Ya.U. Ismadiyarov, V.M. Karimova, I.I. Makhmudov, N.A. Muslimov, D.G. Mukhamedova, R. Toshimov, E.N. Sattorov, O. Shakarov, K. Kuronbaev, ¹M. Kuronov, A. Yuldashev and others.

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a leader, professional development of management personnel, team management, social, political-economic and political-psychological significance of tactics and strategy of assessment. The following factors are important in the development of communicative competence of a leader:

- Teaching skills – speech culture, listening skills, empathy.
- Psychological preparation – emotional stability, conflict literacy.
- Use of information and communication technologies – ability to communicate effectively on online platforms.
- Culture of cooperation – strengthening relationships with parents, the environment and educational institutions [4].

The following pedagogical approaches can be used to develop communicative competence:

Active teaching methods (trainings, interactive exercises, role-playing games);

Active teaching methods are of particular importance in developing the communicative competence of the head of a preschool educational organization. They help to increase the activity of the head, develop creative thinking and ensure the effectiveness of the communication process. The main essence of active methods is to form the head as an active participant in the learning process, and not a passive listener [8; 9].

1. Training methods. The trainings are aimed at developing the speech culture of leaders, active listening, emotional intelligence and collective decision-making skills. For example, such training programs as “Active Listening”, “Conducting Difficult Conversations” and “Empathy in Communication” increase the communicative potential of a leader in practice [10].

2. Interactive sessions. Interactive methods (debates, clusters, brainstorming, problem analysis) develop teamwork skills in the leader. These methods develop collective thinking and allow each participant to express their point of view in a reasoned manner. They also prepare the leader for prompt and effective communication in the decision-making process [11].

3. Role-playing games. With the help of role-playing games, the manager tests himself in various management situations. For example, such exercises as “Communication with parents”, “The role of the leader in conflict resolution”, “Presenting a new idea to the team” are effective for developing the manager’s communicative competence. Role-playing games not only allow applying theoretical knowledge in practice, but also teach making the right decisions in real life situations [12].

As a result of using active teaching methods, the manager: develops the ability to clearly and distinctly express his/her opinion; develops listening and empathy skills; strengthens the ability to resolve conflicts; increases the ability to create a healthy psychological environment in the team. The reflexive approach is a process of analyzing the manager’s own communicative activity, self-assessment and elimination of existing shortcomings, as well as improving subsequent communicative processes. In this case, the manager analyzes not only his or her speech activity, but also the reactions, emotional state of the interlocutors, and the results of the interaction [12].

Reflection performs the following pedagogical tasks in the activities of the leader:

- Self-awareness – the manager learns about his strengths and weaknesses;
- Self-management – allows you to control emotions in communication, direct negative situations into a positive direction;
- Professional growth – the manager systematically develops his communicative competence;

- Constructive analysis – allows you to recognize and correct errors in various management situations.

For example, after a meeting with parents, the manager analyzes how the conversation went, notes what points were not given enough attention during the hearing, what questions were not fully answered, and strives to improve these aspects in subsequent meetings.

Thus, the reflexive approach serves as a mechanism for the continuous development of the manager's communicative competence [13].

Use of information technologies (virtual seminar, remote interaction). The use of information and communication technologies is of great importance in the development of the communicative competence of the head of a preschool educational organization. A modern head must effectively use not only traditional means of communication, but also online platforms, distance learning systems, and digital communication channels [14].

1. Virtual seminars. Virtual seminars (webinars) allow managers to share experiences, gain new knowledge and communicate with colleagues remotely. Such seminars are characterized by interactivity: through questions and answers, discussions and online training, managers improve their communication skills.

2. Remote collaboration. With the help of remote collaboration platforms (Zoom, Google Meet, Microsoft Teams, etc.), leaders can regularly communicate with parents, partner organizations, and educational communities. This method allows to overcome time and distance limitations, and also to speed up the decision-making process [15].

3. Electronic means of communication. Operational communication via e-mail, social networks, messengers (Telegram, WhatsApp) plays an important role in the managerial activity of the manager. With the help of these tools, the manager effectively communicates not only with employees, but also with the general public.

Thus, the use of information technologies develops the communicative competence of the manager through: rapid exchange of information, effective interaction, development of digital culture, innovative management of the educational process [16].

Research shows that a leader with developed communication skills:

- Ensures a favorable psychological climate in the team. He builds relationships with employees and teachers based on mutual trust, strengthens the principles of cooperation and mutual assistance.
- Builds effective relationships with parents and society. The leader gains the trust of parents and actively involves them in the educational process, thereby improving the quality of preschool education.
- Resolves conflicts constructively. In conflict situations, listens to all parties and comes to a common decision, which helps maintain a positive atmosphere in the team.
- Applies innovative management solutions. Effectively uses information technology to organize remote interaction, conduct virtual seminars and online dialogues.
- Demonstrates leadership qualities. Stimulates the team, inspires it and directs it towards a common goal in educational activities.
- Increases the effectiveness of the educational process. The openness and clarity of the leader in communication harmonize the activities of the team and allow achieving positive results in the educational process [4; 6; 10].

Development of communicative competence of the head of preschool educational organization is an important component of the pedagogical process. This is the key to the success of the professional activity of the head, contributes to the increase of team cohesion, the effectiveness of educational work and the quality of education.

In conclusion, we note that the development of communicative competence of the head of a preschool educational organization is one of the important pedagogical tasks of the modern education system. Research shows that a head with developed communicative competence creates a healthy psychological climate in the team, establishes effective interaction with parents and society, constructively resolves conflicts, and rationally uses innovative technologies in the management process.

Active teaching methods (trainings, interactive exercises, role-playing games), a reflective approach and the use of information and communication technologies have proven themselves to be effective tools for developing the communicative competence of a manager.

Communicative competence strengthens the leadership potential of the manager, increases the effectiveness of the educational process and serves to unite team members to achieve a common goal. Therefore, the development of communicative competence of managers should be considered as an integral part of continuous professional education .

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