TRANSFORMATIONAL LEADERSHIP COMPETENCY DEVELOPMENT MODEL AND MECHANISMS FOR ITS IMPLEMENTATION

Latifova Mavjuda Hurramovna

Email: mavjudalatifova@gmail.com

Annotation: This article presents the theoretical foundations and structural components of a model aimed at developing transformational leadership competencies, as well as mechanisms for its implementation in educational institutions. The study analyzes key aspects of transformational leadership, including motivation, inspiration, fostering innovative thinking, and supporting the socio-emotional climate within the team. The role of organizational culture, professional development programs for leaders, and monitoring systems in cultivating transformational leadership is also highlighted. The proposed model demonstrates how its practical application can enhance managerial effectiveness, organizational competitiveness, and the innovative capacity of educational institutions.

Keywords: Transformational leadership, competencies, educational management, innovation, motivation, organizational culture, leadership model.

Introduction. Transformational leadership modern education in the system leaders management efficiency increase, team general mobilized towards goals to do and innovate development acceleration the most impressive from the approaches one as is considered. Transformational leadership main essence leader's not only management processes organization enough maybe in the staff internal motivation wake up to take the team inspire and shape the future clear according to to receive with This is determined by approach leader's strategic thinking, social-emotional intelligence, problems analytical untie to take ability, changes management skill such as competencies with closely depends.

Transformational leadership competencies develop The model is, first of all, the leader's personal qualities, management culture and the organization to change readiness level from evaluation The model begins. in the center leader's own team with effective communication installation, trust environment formation and staff professional to grow motivation to give This is competencies in determining monitoring, diagnostic tests, sociometric measurements and of the team to your feedback-based analyses are applied. As a result, leader's strong and develop necessary was aspects is determined and to them suitable individual development strategy working is released.

This model transformational leadership of formation three main direction cover takes: personal competencies development, professional management culture strengthening and organization innovative environment create. Personal development in the direction of leader's oneself understanding level increase, emotional to stability achievement and leadership charisma to strengthen separately attention Professional management competencies develop and strategic planning, training process effective management, employees support, monitoring and analytics activity strengthen through done Organizational the environment transformation to do in the direction of and innovative activity support, creative thinking motivation, organizational-cultural values update and team to changes flexibility increase important place holds.

Research methodology. Model to practice current to grow mechanisms one how many from stages consists of are, they are mutual related without works. First in stages education organization development strategy again seeing out, then transformational leadership principles main direction as by designating is taken. The second in stages leader and educator employees for motivational seminars, trainings, problem-solving situations solution according to practical training organization This is   in process leaders realistic work under the circumstances face coming situations is modeled and to them transformational approach based on solution find skills   Third   in stages team with communication, mentoring and kou ç ing practices on the road This is a   mechanisms leader's the team inspire receiving, employees potential open to give and changes   correct   to manage for important factor as service does.

Next stage monitoring and assessment system organization to reach own   inside takes. Transformational leadership competencies development level regular accordingly evaluating will go, indicators based on analysis will be done and results according to   leader's activity improvement according to   recommendations working is released. Long term to the results achieves for transformational leadership supporting   organization culture formation necessary will be. In this open communication, innovation openness, mutuality   respect, initiative encouragement   such as values central place   occupies.

Transformational leadership competencies develop model in practice when used   leader's management in the process activity, team with work quality and organization general results noticeable to change   occurs. Such leaders education   in the organization cooperation environment strengthens, educators creativity supports, students   education quality to increase service doer initiatives done increases. As a result, education organization competitive, modern and innovative to the institution rotation for strong ground is created.

transformation leadership competencies develop education in the system leaders changes management, pedagogical the process innovative point of view from the point of view organization to reach and in the team motivational cooperation soul to form service does. Transformational leader's the most important from the duties one team individual psychological characteristics of its members their characteristics, personal development needs define, every one employee optimally to its potential is to use. Systematic approach based on leader employee professional growth monitors the level, it suitable developer tasks defines and necessary resources with provides. In this process to the person directed approach leader's management efficiency increases, in the team reliable and efficient communication culture shapes.[1]

Transformational leadership model important in terms of again one is the future in advance according to knowledge and strategic Such leaders   short term results with limited education   organization far term development, its achievements, competitiveness and innovation always the potential in mind They are the ones who are responsible for development. probable directions define the team this unites towards goals. The leader strategic decision acceptance to do in the process there is information analysis to do, alternative solutions compare and find the optimal path choice transformational leadership inseparable This is competence. education organization systematic development, its stability to provide service does.

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1.   [1] Kouzes, JM, & Posner, BZ (2017). *The Leadership Challenge* (6th ed.). Wiley .

Transformational leadership to practice current to grow in the process collective responsibility, general values and unity principles important place The team   general the goal realizing to reach, to reach roles right perception mutual   support culture formation leader's communication to the strategy directly related. Transformational leader own team only just managing not, maybe style and culture point of view It also unites from a point of view. It directly from orders according to more cooperation and consultation-based management style uses. Because of this in the team open communication, initiative support, creative idea metabolism and healthy competition environment is formed.

Transformational leadership further reinforcing from processes one is this leader's own on continuous performance and continuous to study Modern   education leaders permanent accordingly new pedagogical technologies, management methodology, digital tools and global education from the trends aware to be necessary. Development this in the process leaders qualification increase courses, seminars, international trainings and online training from platforms They are variable. education in the environment competitive to be for knowledge expanding they go, as a result transformational leadership active components – innovation Openness, creativity, initiative and innovation management increases.

Transformational leadership competencies develop model impressive result to give for leader management process scientific based indicators through evaluating progress important. Indicators in a row of the team motivation level, teachers professional activity, organization inside socio-psychological environment, changes relatively readiness, innovative activity scope and management strategic indicators This   to the information-based approach leader's decisions precise, thorough and scientific based to do help gives.

Also, transformational leader's important from the duties one is in the organization reforms systematic management and their stability is to ensure. Changes should not be seen as a one-time event, but as a continuous process. In this case, the leader introduces employees to the purpose, process and results of the changes, involves them in reforms and shows the positive aspects of the changes. Ensuring that the team trusts the changes depends on the leader's communication skills, social culture and leadership charisma.

To increase the practical effectiveness of transformational leadership in an educational organization, it is also necessary to strengthen external partnerships and ties with professional networks. Foreign exchange of experience, scientific cooperation, participation in innovative projects broadens the worldview of the leader, increases the professionalism of the team and improves the development prospects of the organization. This creates the basis for a completer and more effective implementation of the transformational leadership model.

In the process of developing transformational leadership competencies, the moral values, management ethics, and personal example of the leader directly affect the overall cultural environment of the educational organization. A transformational leader is interpreted as a person who guides, inspires, and unites his team, not just a manager who gives orders or instructions. Behaviors such as the leader's fair decision-making, honesty, willingness to take responsibility, and respectful approach to the opinions of employees are positively perceived by the team and strengthen the leader's leadership position. Therefore, the moral component of transformational leadership is of particular importance within the model.

Transformational leadership again one important aspect - the leader communicative are the competencies of the organization. inside and outside effective communication yurita received

leader team with at work more to the result It is complicated. establishes constructive dialogue even in difficult situations, and shares ideas diversity positive acceptance makes, conflicts quiet road with solution to do strategy uses and all of employees own his/her opinion easily to report opportunity creates. Transformational leadership in the model communication only information transmission process not, maybe of the team different layers between social solidarity reinforcement tool as is seen.[2]

Transformational leadership competencies in formation motivation theories, particularly those of Maslow, Hersberg, and McClelland motivational Models are also important. scientific basis become service does. Transformational leader of employees needs pyramid, their internal from motives come to act out, extrinsic not, maybe intrinsic motivation formation necessary. Developed internal motivation of educators own to the profession was interest enhances creativity encourages and organizes effectiveness increases. Transformational leader The employee says "I can do it." " I will " trust forms, this and education in the process high to efficiency take is coming.

Transformational leadership to practice current to grow mechanisms efficiency leader by created organizational conditions It is also marked with. The team's own on performance support for in the organization training seminars, methodological centers, innovative projects, interior qualification increase groups, experience exchange platforms regular performance Also, management digital technologies into the process application of the team communication speed increases monitoring efficiency strengthens and informs based decision acceptance to do mechanisms improves. Transformational leadership model not only human capital with, maybe technological capital also be harmonized with necessary.

The leader's transformational from the competencies one is this innovative projects management Modern education in institutions new methodologies, pedagogical technologies, educational programs current to grow leader's creativity and initiative related. Transformational leader innovation only new idea as not, maybe organization systematic need and strategic to their goals suitable coming change as He is innovative. ideas selectively get, team with together from the test conducts, experiences analysis does it and it general to activity current to grow according to clear directions defines.

Transformational leadership again one important aspect — changes resistance is to manage. Any reform in the process resistance to be natural. Transformational leader such resistance to stop not, maybe him/her to understand They strive for the reasons analysis to do, employees listen to them to the process attraction to do through resistance to motivation convert It is possible to achieve this. for leader's psychological sensitivity, social intellectual and conflictological competencies important importance has.

Transformational leadership model efficiency leader's own team for " spiritual" " leader " role complete also manifested in the Such leaders own actions, hard work, dedication, fairness with team for example be takes. Organization members leader's this qualities when he saw themselves have professional responsibilities This process is transformational. leadership the highest level is

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2. [2] Avolio, BJ, & Yammarino, FJ (2013). *Transformational and Charismatic Leadership: The Road Ahead* . Emerald Group Publishing .

the team's himself himself/herself to develop capable solid system to the formation take is coming.[3]

Transformational leadership again one practical aspect is strategic partnerships network expansion, international and regional education organizations with knowledge exchange, experiences learning and new projects Global education in the environment innovative approaches increasingly fast changing going one at the time leader's international on a scale thinking, world practice to learn and local to the conditions adapt This process is transformational. leadership strategic function further strengthens.

Conclusion. Transformational leadership competencies develop modern education in institutions management efficiency increase the most important from the conditions one This is in the article offer model leader personal qualities, professional competence, strategic thinking and team impact to hold to take abilities harmonized without systematic to develop Education in institutions transformational leadership to form, first of all, the leader changes manage, team inspiring, innovative decisions acceptance to do and quality permanent improvement such as skills relies on.

Model to practice current to grow mechanisms as leaders for step by step competencies develop program, practical seminars, mentoring system, in real situations decision acceptance to do instructor trainings, organizational and cultural the environment improvement, activity monitoring and feedback assessment processes offer This was done. Mechanisms leader's individual potential Along with increasing the organization 's general development to the dynamics also noticeable impact shows.

Research results this shows that transformational leadership competencies developed leaders in the team mutual confidence environment creates, educators motivation high will be, innovation faster current is done and education quality This model practical importance is that it is one education in the institution to oneself typical to the conditions accordingly application opportunity gives and the system efficiency to increase service does. In general taking, transformational leadership competencies develop model and putting it into practice current to grow mechanisms working exit education system for important scientific and practical direction is, this approach in the future education institutions competitive, innovative and sustainable to develop solid basis creates.

Transformational leadership competencies develop model education in institutions leaders management efficiency increase, team motivation and innovation activity of encouragement effective tool as manifestation will be. Research results this shows that the leader strategic thinking, communicative and psychological competencies, as well as employees ' individual needs understanding ability transformational leadership main elements organization will reach.

To practice current to grow mechanisms leader's personal development program, mentoring and coaching system, innovative projects management, active with the team communication, as well as monitoring and evaluation system own inside This mechanisms through leaders own competencies permanent accordingly increases, pedagogical of the team professional potential develops and educates institution quality improves.

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3. [3] Leithwood , K., & Sun, J. (2012). The nature and effects of transformational school leadership: A meta-analytic review of unpublished research. *Educational Administration Quarterly* , 48(3), 387–423.

As a result transformational leadership model effective current to grow leader's in control activity, team creativity, learning process innovation and education of quality to increase take This is coming. Education institutions competitive, sustainable and innovative to develop redirect opportunity creates. Therefore, transformational leadership competencies develop and to practice implementation to grow not only leader's personal development, but whole education institution strategic achievements of providing main factor is considered.

References

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