

## **The Place, Role and Pedagogical Ability of The Leader in The Management of Educational Institutions**

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**Annotation:** The content of this article publishes the development of the national idea and worldview in the process of spiritual and moral education in the younger generation. The article shows that theoretically, the participants in the process of upbringing the "perfect generation", all citizens of the country should not only deeply comprehend, but also realize the complexity and versatility of the concept of "harmoniously developed generation". The formation of spiritual and moral qualities in the younger generation and schoolchildren in extracurricular work will be more effective if extracurricular work is carried out on the basis of the author's program for the formation of spiritual and moral qualities in the younger generation and schoolchildren

**Key words:** *Spirituality, morality, the spiritual world, the moral world, formation, qualities, moral consciousness, behavior, feelings, principles, concepts of the categorical system of morality, methods, techniques, means, of the younger generation, schoolchildren, parents, teacher.*

As the modern education system is constantly updated, it is necessary to operate in the education system in accordance with the modern requirements of this rapidly changing and complex world. At the same time, pedagogical and

managerial innovations are emerging in the education system that create opportunities for leadership change, management culture and, as a result, quality change. All this complicates the solution of the problems of education and quality management, which is its main component, and this leads to the need for modern, well-grounded solutions to the problem, as a result, the topic we have chosen is one of the most pressing today. Of course, these changes require the heads of educational institutions to have a very broad organizational and creative management skills. In this sense, the role and responsibility of educational leaders is enormous. As we explore the topic, we will try to analyze it in the introduction, focusing on the goals and objectives. The main goal is to form the characteristics of young people entering the society in the process of education and the ability to manage. We hope that in the future these qualities will be the main basis for governing society and the country.

**In the theoretical part of the topic, the lexical meaning of leadership** is to involve the team in the implementation of the set goal, setting an example for the team by first forming the necessary qualities in themselves and then demonstrating these qualities in their work. Because the team first of all measures its leadership potential by its spirituality, high culture and patriotism. Therefore, special attention is paid to the selection of managers, their training in certain management courses.

The scientific organization and effective management of the educational process in educational institutions determines the need for the formation of pedagogical skills in all school leaders. This is because pedagogical skills play an important role in the process of explaining, instructing, communicating and managing the learning process in a way that takes into account their unique characteristics in increasing employee engagement. Leaders have a special place in the activities of the organization, initiative, creativity, communication, management and other skills and abilities, as well as pedagogical skills.

The main task of any educational institution is to organize the educational process on a scientific basis and the basis for its improvement consists of a controlled object and a system of governing subjects. This system consists of the communication between teachers, pedagogical staff (object) and leaders (subject), i.e. the interaction of team members.

This means that the management of an educational institution consists of managing the members of the community and their activities, which in turn manage the educational process and tools. In institutions with a high level of management: discipline; labor productivity of teachers; the efficiency of the educational process and the rate of mastery of students will be high, and creative approaches will replace the obligatory obedience in the activities of team members.

For the development of educational institutions to meet modern requirements, the correct division of labor among teachers, their further training and retraining, the correct assessment of staff performance knowledge and motivation, opportunities to organize the educational process on a scientific basis,

as well as the design and implementation of innovative approaches to the management process depends on the knowledge, pedagogical and professional skills of leaders, as well as their management skills.

**Leadership skills include;** intellectual, professional skills and abilities, perseverance, creativity, initiative, creativity, organization, free expression, oratory, persuasion, control, observation, assertiveness, memorization, communication activity, pedagogical influence must be able to lead, leadership qualities must be formed.

**Pedagogical ability:** 1. Didactic ability. 2. Perceptual ability. 3. Speech ability. 4. Organizational skills. 5. Communicative skills.

**Pedagogical ability** is one of the most important characteristics of a leader in management, which determines the suitability of the leader for pedagogical activity and his ability to engage in this activity, to organize and manage the pedagogical process.

**Didactic ability** is the ability to lead a team, to convey to the executors the ways to achieve the goal in different situations, to instill in employees a sense of responsibility, to involve everyone in achieving the goal. Leaders with didactic skills are creative in dealing with situations in education, acting within their mandate. Learns the mind of the team when making different decisions.

**Perceptual ability** is the ability to enter into the inner world of team members, students, psychological observation, the ability to understand the subtleties of temporary mental states of subordinates.

**The ability to speak** - the leader to express their thoughts and feelings through speech, as well as facial expressions and pantomime, and to change their activities in a certain direction and, if necessary, to organize them ability. The leader must be able to articulate his or her point of view. For some employees, one word is enough, for others it takes a long time to explain. The leader's speech should be vivid, figurative, clear - clear, intonation, expressive, emotional, piece by piece, with no stylistic or grammatical errors. Only then will the staff listen, hear and understand the leader.

**Organizational skills** are the ability to organize a team, to build harmony, solidarity and cooperation in a team, to unite a team, to organize one's personality properly, to make planning decisions and to control.

**Communicative ability** is the ability to communicate with staff, to organize communication properly, to find the right way with staff, to have pedagogical tact. The pedagogical tact is to be able to feel the measures that are used to encourage or counsel any employee. A capable leader pays close attention to the employee, taking into account their psychological characteristics. The most important thing is to be able to find the most convenient ways to influence employees, to take into account specific pedagogical tasks, to pay attention to their psychological state. The first President of the Republic of Uzbekistan Islam Abduganievich Karimov said about the leader: The motto that our people should live for our country should be the lifeblood of this leader. " Based on the analysis of national traditions,

customs, lifestyle of our people, we can say that today, like all people, it is necessary to develop the following management skills and job qualities that are formed in leaders.

**General qualities of a person:** attractiveness, charm, elegance, dignity, greatness, potential, seriousness, calmness, flexibility, culture, decency, intelligence, naturalness, justice, simplicity.

**Moral qualities:** humanity, contentment, selflessness, kindness, nobility, high generosity, interdependence, ideological loyalty, forgiveness, concern, ability to put the public interest before personal interests.

**Entrepreneurship, diligence, resourcefulness:** diligence, responsibility, honesty, competitiveness, agility, initiative, entrepreneurship, perseverance, patience, thrift, prudence, generosity, courage.

**Personality traits, ingenuity:** intelligence, memorization, creativity, critical thinking, curiosity, passion, attentiveness, knowledge, level, now responsible.

**Passionate qualities:** rejoicing in the success of others, contentment with one's work, happiness, exaltation, solemnity, cheerfulness, humility, modesty, shyness, believer - ability, piety, purity, delicate nature. A.V Petrovsky listed one and a half thousand such qualities. The highest quality of a leader is the ability to manage people. Leadership style and its essence is a system consisting of all the methods and tactics and strategies of the leader that he prefers and is based on in his management activities.

**Leadership style** is a typical behavior of a manager in his / her interaction with employees in influencing employees and achieving the desired goal, which is defined as follows:

- the degree of participation of employees in the decision-making process;
- provision of information and data to employees;
- the methods used by the leader, that is, his unique approach to solving this or that problem.

The head of the educational institution is the first person in charge of the educational process. He has a number of responsibilities and activities in the management of the educational institution. First of all, as the head of the educational institution, the head of the educational institution analyzes the possibilities, takes moderate risks and makes decisions, plans the strategy and actions of the educational institution and directs the team to its implementation. The person responsible for directly implementing the Law "On Education", the National Training Program and the decrees and resolutions of the President, the decisions of the Cabinet of Ministers on education in the educational process.

Its mission is to prepare documents for the effective management of the relevant educational institution and to clearly define the goals and objectives of the teaching staff. Guides, directs and instructs partners. The educator motivates the team to work diligently. Proper selection and recruitment of staff and employees, evaluates development, encourages and punishes. The effectiveness of leadership depends on the thinking and intelligence of the leader. Contemplation allows the

leader to think broadly and deeply, to distinguish between good and bad, useful work from harmful work, important tasks from insignificant tasks.

**Responsibility** is one of the key characteristics of a manager. Leadership is always important. Responsibility begins with the conscience, faith, and sense of responsibility of each individual. The main requirements for a leader are:

**The first requirement** is to radically change the responsibility of each official for his work, to increase his personal responsibility.

**The second requirement** is to be competent in their field, that is, to be a master of their craft, to have a deep knowledge of the secrets of their field.

#### **Additional requirements for heads of educational institutions:**

1. To be able to choose the right path at work, to be able to analyze the situation pedagogically, to get out of the situation correctly, to be creative in each case, to follow the pedagogical team with his personal example, attitude to work know

2. Pedagogical skills and management skills, mastering the achievements of science, finding new ideas, internal opportunities and putting them into practice.

3. Universality, intelligence, respect for national values, awareness of the masterpieces of world culture, breadth of worldview, kindness, humanity, respect for the teacher, the student.

4. Pedagogical culture - awareness of innovations in the field of modern pedagogy, psychology, innovative technology, knowledge of didactic knowledge. Strong pedagogical ability.

5. Organization - the assignment of tasks to each educator based on his character, abilities and needs. Gaining the trust of the community, the opinion, the proposal, the timely implementation of the decision.

6. Communicative - to establish a sincere relationship with people, to communicate, to convince the team, to help, to raise the mood of employees, to follow voluntarily and compulsorily.

7. Mental maturity - the ability to listen attentively to each member of the team, students, parents, to consider and implement alternatives to each task.

8. Mastering the culture of speech - the ability to think logically, concisely, succinctly, figuratively, to convey the idea, to enter the heart of the interlocutor (or team) with his eloquence, etc., should be embodied in a creative leader. At the same time, there are the following requirements that are considered necessary in the work of heads of educational institutions:

- have a good knowledge of the subject and be an example to other teachers in the use of modern teaching methods, techniques, educational technologies;

- be able to learn from the experience of inquisitive, innovative, advanced teachers and teach them to members of the teaching staff;

- have a broad outlook, constantly improve their political, ideological, scientific, methodological and leadership skills;

- have a good reputation among the school community, parents, community and community;
- be sensitive, fair and determined, treat people well and appreciate their work;
- in-depth study of the work in all areas within the educational institution, the ability to critically analyze, identify and implement specific measures to improve it;
- selflessness, responsibility, purity, perseverance, courage, diligence in the interests of the team, diligence, fairness, self-sacrifice and being an example to all;
- to constantly enrich the range of personal information and methodological knowledge, to report to it from time to time, that is, to be able to self-monitor;
- to create a system of personal development according to individual characteristics: to improve professional skills and abilities, to organize regular training on the basis of an individual plan;
- be able to interact with modern computer tools, that is, have the ability to work on them, receive information via the Internet and disseminate it among the staff of the educational institution;
- be able to communicate with employees, taking into account their age, gender, national and individual psychological characteristics;
- the staff of the educational institution should think about the honor and reputation, the representatives of local public education authorities should not allow to damage its reputation and honor in front of the staff of the educational institution, to protect the staff of the educational institution to be able to, but if necessary, apply certain disciplinary measures against employees who have committed misconduct;
- to hold as one-on-one interviews with teachers as possible, even when criticized, to react not only to the employee's personality, but also to his / her misconduct, as well as to self-criticism. mention the positive potential of the employee;
- give educators more freedom and independence, avoid controlling their every move, forgive their mistakes when introducing innovations, give them time and opportunity to correct them themselves;
- do not give sluggish, timid, ambiguous assignments to teachers;
- not to appoint to the position of the head of the educational institution persons who have a speech impediment, who are ignorant of the culture of behavior, who do not like moderation, and who dress in a tasteless and disorderly manner;
- that nothing in the world is eternal, that leadership is not eternal, that it is not understood only as a source of self-sufficiency, that it has administrative-social, moral, legal immunity against such a mood;
- there must be a balance between words and deeds, always adhere to the principles of moral, legal, social justice, feel responsible to their conscience.

Reflecting on modern leadership, it is important to note that when it comes to leadership responsibilities, in-depth knowledge of their work, skills, experience, the following important aspects should be listed:

- suitability for leadership;
- level of responsibility;
- loyalty, confidence in independence;
- attitude to the former totalitarian regime, the ability to draw the right conclusions from its complications;
- organizational skills;
- interact with the people in the implementation of independence tasks;
- gather and rely on healthy forces around him;
- non-formality;
- constantly improve their knowledge;
- have a new way of thinking, diversity of opinion;
- listen to and respect the opinions of others;
- to reconcile their interests with the interests of others.

These ideas should become a program of action for every leader in their daily work. Indeed, management is an extremely complex and multifaceted process, so it needs to be looked at more deeply.

There are specific principles of organization of the manager's activity, the main of which are: competence - knowledge, professionalism, qualification, experience, responsibility in leadership activities; Humanity is the friendliness of students, teachers, and parents.

Respect for them; love of one's profession - self-confidence, optimism, skillful management of one's activities; pragmatism - the ability to see and achieve the end result of work, the effective use of working time, the ability to use all internal and external opportunities;

Development of planning implementation mechanism; constructiveness - coordination of forces; control - can include learning management. It is known that there are no universities and special faculties in the country that train heads of educational institutions. Leadership potential is formed directly during the teacher's career in the educational institution. It requires knowledge, experience, dedication, initiative, competence, entrepreneurship, honesty, assertiveness, fairness, civility and the ability to direct the team to a specific goal.

What should a modern educational institution look like today?

What are the tasks of its activities?

What are the main qualities, attributes and activities of the head of a modern educational institution?

How does the activity of the head of the educational institution affect the educational process?

Based on the answers to these questions, the main qualities, attributes and characteristics of a modern educational institution leader are given.

**The activity of the head of a creative educational institution in ensuring the practical quality of educational content can be divided into three stages:**

1. **Defining an education strategy.** This includes the process by which the leader has innovative and effective ideas, take the initiative, plan the activities of the educational institution based on these ideas, and introduce the plan to the community.

2. **Technological process.** It consists of working with the team to determine the guidelines for the implementation of pedagogical ideas in the developed theoretical direction.

3. **Establish personal relationships.** It involves embarking on the implementation of advanced pedagogical ideas, collaborating with the teaching staff, parents, students, and governmental and non-governmental organizations in their implementation. The lead professiogram recommended by Russian researchers, in particular V. M. Shepel, shows extraordinary ability, fundamental knowledge and rich experience. Also, the scientist's ideological and moral (worldview, culture, civic qualities), scientific-professional (experience, theoretical and practical skills), organizational (ability to work with staff, planning and control of their work), psychophysical (mental qualities, the ability to make systematic, logical observations, the breadth of his worldview, the strength of his memory, the strength of his will) does not lose sight of its features.

**The main personal qualities of a leader** are the desire for dominance (superiority) inherent in the personality of the leader. The leader's sense of self-confidence; - composure and patience; - striving for success; - responsibility and confidence in solving the task; - independence; - propensity to communicate.

**Striving for dominance (superiority) inherent in a leader.** Taking the initiative, leading the team, engaging the team, creating a sense of well-being as a result of the interaction, and taking responsibility in difficult situations.

**The leader's self-confidence.** A leader who lacks self-confidence will change his mind as the situation changes. Employees who work under such a leader do not see the support of their boss, and the days they spend in the organization seem temporary. Moreover, such a leader is not able to negotiate with others. Because a person who does not believe in his own personality and abilities cannot inspire confidence in others. Calmness and patience. The negative or positive traits of those around you tend to "infect" each other in everyday communication. Therefore, in dangerous and conflicting situations, the leader should not only be influenced by the feelings of others, but also be able to influence those around him with his own balance and restrained feelings. This quality of a person is determined on the one hand by the innate nature of the nervous system, and on the other hand by life experience. For a healthy nervous system, a leader needs to take care of his health.



**The leader is the controller; the observer is the analyst.** It studies, monitors, checks, analyzes the educational process, identifies mistakes and shortcomings, identifies measures to address them, encourages the creative and positive work of employees. Researches and analyzes foreign and domestic experience in improving the educational process and draws conclusions on its implementation in the educational institution. Acts as a reflection of the group as it shares its experiences and impressions.

**Leadership culture** is the dialectical connection between leadership ethics and talent. It is a combination of virtue, faith, honesty, justice and talent. The professional culture of the leader means the knowledge of the leader's profession, his level of readiness to perform professional management activities. At the same time, the purposeful professional qualities of leaders are based on the formation of an "ideal model" of each leader in individual situations.

The management culture of an educational institution consists of pedagogical, communication, psychological, legal, economic, political, environmental, labor and executive cultures, and the adherence of the leader to them allows the management of the educational institution to be effective.

**Entrepreneurial ability** is the ability of a manager to seek out, find useful opportunities, and be willing to take risks to achieve a commercial goal (extra-budgetary funding). In this regard, it is important that he take measures to raise extra-budgetary funds in the educational institution. Additional training on a contractual basis in an educational institution on the basis of the relevant legal and regulatory documents of the Government, without affecting the educational process in gyms, kitchens, empty rooms and other places located in the building of the educational institution leasing, efficient use of land of the educational institution and other types of paid educational services.

**Entrepreneurship** is defined as the ability of a leader to receive appropriate instructions or to see what needs to be done before a strong need arises.

**The main requirements for the leader:**

**The first requirement** is to radically change the responsibility of each official for his work, to increase his personal responsibility, to remove from their minds the idea that "if no one touches me, my day will pass peacefully";

**The second requirement** is to be competent in their field, that is, to be a master of their craft, to have a deep knowledge of the secrets of their field.

**The moral code of conduct that a leader must follow:**

**Rule 1:** conscience and trustworthiness;

**Rule 2:** keep your word;

**Rule 3:** "Maintain moderation" between competition and cooperation. The leader should analyze the situation and his / her goals and try to choose the option that suits all the parties to the conflict and the negotiations;

**Rule 4:** service subordination. This includes: authority and subordination, timely performance of assigned tasks, control, coordination of activities with other employees of the same level, prohibition of the employee to act directly bypassing

his supervisor, knowledge of the "limits of involvement" in management decisions, a clear knowledge of the rights and responsibilities in the field of service;

**Rule 5:** corporate culture. Leaders usually protect their subordinates because they see them as part of themselves. Employees, in turn, refrain from criticizing management when interacting with outsiders because they need to have a strong sense of community.

Each leader has his or her own style of governing. Style is a way of doing things, a way of governing, a way of doing things. In the process of experimentation, the following characteristics of the leader are observed:

1. Management style is a set of ways to solve problems that arise in the management process.

2. Work style is a set of methods and ways to exert a clear and relatively stable influence on the subordinates of a body or leader in order to perform management functions effectively.

3. A leader's style of work is a unique approach to solving a problem in the management process.

One of the Central Asian thinkers, Yusuf Khos Hajib, wrote in his book. First of all, the qualities that the leader should stay away from and take care of are:

1. Haste. 2. Hunger. 3. Out of ignorance. 4. Evil, from a perverted act. 5. Lying, rude language.

**Employee's expectations from the manager:**

1. Waiting for word and deed.

2. Every employee expects the leader to be a reputable person.

3. Every employee expects their boss to protect them.

4. Expects a beautiful image.

5. Each employee expects conditions for gradual promotion. If these expectations are not met, the manager's job will be to oversee what is being done.

The Chinese philosopher Lao Tzu said, "People don't realize the existence of the best leaders, they respect and value the good, they hate the worst leader... They respect and value the good leader, and they hate the worst leader... When a good leader accomplishes something, the staff says, "We did it." This shows that the organizational skills of a leader are the most important qualities.

After all, as the head of our state Sh.M. Mirziyoev noted, "yo'l the way to the human heart begins, first of all, with education... Therefore, when it comes to this, we mention the noble work of teachers and coaches... Indeed, and the teacher is not only the one who brings grace and enlightenment into the classroom, but also the one who gives the light of goodness to thousands of hardened souls, who gives his students a truly life-giving educational institution. The fact that in our native language there are such deep meanings as "educational institution", "educational institution created" also testifies to the importance of this sacred place, the work of hard-working teachers in the life of the state and society. "

**In conclusion**, it should be noted that the leadership of educational institutions, the leadership of teachers is the most important force in ensuring the implementation of public policy.

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