



## **PEDAGOGICAL AND PSYCHOLOGICAL IMPORTANCE OF MANAGEMENT COMPETENCE**

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### **Abstract:**

Leadership competence is manifested by the leader's strategic thinking, decision-making, team management and motivation skills. The concept of emotional intelligence is the ability of a person to understand and manage his own emotions, to show empathy towards the emotions of others, to communicate effectively and to strengthen social relations. The article states that the harmony of these two concepts is important not only in the individual development of the leader, but also in increasing the overall efficiency of the organization. In the modern management system, the processes of strategic thinking and correct decision-making depend not only on the technical knowledge and experience of the leader, but also on his emotional stability. The combination of leadership competence and emotional intelligence is the main requirement for modern leaders, and by studying this process, it is possible to ensure the stable development of the educational institution. The article is extensively covered with the help of these concepts.

**Keywords:** Leadership competence, strategic thinking, motivation, emotional intelligence, empathy, social attitude, communication, modern leader.

### **Introduction**

Development of the education system and the management of the process of training competitive personnel are of great importance in the state policy. The quality of the educational system is in harmony not only with the effectiveness of educational programs, but also with the staff who conduct the program, that is, pedagogues, and of course with the leader who directs them. It follows that the leader influences the personnel with his management skills, and they, in turn, are manifested in the quality of educational processes. But in addition to the leader's



management competence, his personal emotional intelligence is also important. Therefore, in the modern education system, these two concepts, i.e. the concepts of leadership competence and emotional intelligence, have an important place. These skills help the leader to establish effective management in the educational institution, to introduce innovative technologies, and to support the interests of pedagogues and students.

Leadership responsibility in an educational institution is very difficult and requires the leader to work on himself regularly. It is very important to have a high level of emotional intelligence to achieve success in leadership. Because it helps to eliminate disappointments that occur in the team when the leader communicates with others. We can see this in the new version of the Law "On Education" adopted on September 23, 2020. Accordingly, a number of other requirements were imposed on the heads of the educational institution:

- Management of social conflicts and stress arising in the educational process;
- Providing the education system with modern information technologies;
- Analysis of the needs of pedagogical staff;
- Assistance in professional and social-psychological adaptation of pedagogical staff and their retraining and qualification improvement;
- Improving the management system of general secondary education institutions;
- Entrusting the management and financing of the education system to the full leaders;
- Heads of education should initiate the procedures for attestation and state accreditation of institutions, prepare for these processes and implement them in accordance with the established requirements.

The concept of "management" is usually an active system directed to a specific goal and organized on the basis of a plan. In this, it is meant not only the leadership activity, but also the management of the subject or object that each person manages with a certain goal. When we associate the concept of "management" with education, it means the process of improving the educational system, its control and development. Now, let's pay attention to what "Management competence" means. It is a set of knowledge, abilities and skills that allow a leader to effectively manage people, resources and processes, directed to the goals of an organization.

"Pedagogical management competence" is inextricably linked with educational processes, it is based on ensuring and controlling the quality of education,



organizing cooperation between demand and pedagogues, and innovative approaches. Psychologically, we will get acquainted with the socio-psychological classifications of competencies related to management.

### **Literature Analysis**

Self-psychological competence is the ability of a leader to self-diagnose, i.e., self-reform, to accept his shortcomings, to correct them, to motivate himself, to use any information effectively.

Cognitive competence - in this case, the leader embodies the ability to work on himself, to activate his personal capabilities, to raise his level to a certain level, to independently form new knowledge and skills.

Based on these competencies, several scientists have conducted research on the importance of emotional intelligence in management competencies. We can consider the works of Daniel Goleman as a scientist who started the research. He is a scientist who is recognized as the main controller of emotional intelligence, and published the book "Emotional Intelligence" for the first time in 1995. In addition, Goleman for the first time divides emotional intelligence into 4 main components: self-awareness, self-control, empathy and social skills. According to him, the emotional state of the leader strongly affects the mood and activity of his team.

- Emotional - self-awareness. Knowing and understanding one's feelings.

The leader should be able to understand his feelings, correctly accept and understand the psychological changes taking place in him.

- Self-control - Stress management and impulse control. It is necessary for the leader to be able to control his personal feelings even in important stressful situations.

- Empathy - understanding the feelings of others and adapting to them. It is the formation of the leader's understanding of the feelings of others (members of the team). This is important in improving the relationship between managers and employees.

- Social skills - effective communication and relationship management. A leader's ability to communicate effectively and positively with others. Through this, the leader determines how successful employees will be in working in a team, establishing relationships, solving problems, and reaching agreements with others.



- Motivation - to be willing to achieve internal goals. This component is very important in the leader's work and personal growth. This means that the leader makes important decisions for himself, motivates himself and team members towards the goal.

In addition, John D. Mayer and Peter Salovey developed early theories of emotional intelligence. They believed that emotional intelligence is the ability to recognize, understand and manage emotions. These components are described in detail in their 1997 article "Emotional Intelligence". In addition, J. Mayer, P. Salovey and David R. Caruso jointly developed the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), a test designed to measure emotional intelligence.

## **Discussion**

In addition, according to Goleman, emotional intelligence and leadership concepts are also important. Research has shown that it is natural for effective leaders to have high emotional intelligence. But at the same time, by properly controlling their emotions, the leader will work on himself and get high results. This, in turn, provides emotional stability and causes an increase in the leader's personal happiness index. Based on Goleman's work, let's create a question for discussion:

*"What do you think are the most effective ways to develop emotional intelligence?"*

There are a number of effective methods for developing emotional intelligence, and we will consider them step by step according to Goleman's main components:

### **1. Self-Awareness:**

- Reflection. Analyze the reasons behind each decision and reaction. A person begins to understand his identity more deeply.

- Feedback. In this case, the person is taking an objective opinion from the outside. Through this, a person begins to analyze himself in the eyes of others, forms the acceptance of critical opinions.

### **2. Learning emotional management - Self-Regulation:**

- Meditation and mindfulness. In the development of emotional intelligence and It is one of the important tools in stress management, it has the ability to calm the



mind for a certain period of time, to study one's inner state and to direct your attention to the current situation.

- Relaxation techniques. In stressful situations, take a deep breath, take a break and other relaxation exercises.

### **3. Empathy:**

- Learning to listen actively. Pay attention to every word of the interlocutor to be able to listen, to pay attention to his feelings. In addition, ask questions and be able to express sympathy in response to his feelings.

### **4. Social skills:**

- Open communication. Be correct, sincere, opinions during the conversation and being able to express feelings accurately.
- Reliability. Responsibility during work with the group, group members to have a sincere relationship with, to be able to create confidence in oneself.

### **5. Motivation:**

- Internal motivation. Figuring out exactly what inspires you during your activity and understanding for what purposes they are working.
- Encouragement. Small and large achievements in the course of activity to be able to motivate oneself.

### **Result**

After these discussions, the leader: - Resistance to stress. A leader learns to control his emotions, as a result, the ability to make constructive decisions while maintaining calm even in difficult stressful situations increases. - High communication. The leader communicates sincerely and openly with the employees will be, as a result, employees will be able to find solutions to problems in complex situations with motivation. - Self-awareness and development. The leader his weaknesses and strengths being able to distinguish correctly, accepting criticism positively and not stopping from personal development increases as a skill.



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