

THE MODERN EDUCATION MANAGER: PROFESSIONAL PORTRAIT AND LEADERSHIP STRATEGIES

Kuanyshbaeva Gulnara Bakhitzhanovna,

teacher, International Kazakh-Turkish
University named after H.A.Yasavi,
Turkestan, Kazakhstan

Nurzhan Nurdaulet Darkhanuli

1nd-year student, International Kazakh-Turkish
University named after H.A.Yasavi
Turkestan, Kazakhstan

Annotation. The article examines the theoretical and practical aspects of modern management in education as a complex innovative science. The author analyzes the transformation of management relations from subject-object to subject-subject within the "head – teacher – student – parent" system. Special attention is paid to the professional profile of an educational manager as a new type of leader possessing leadership qualities and administrative skills. The paper reveals the main approaches to understanding leadership: trait, behavioral, situational, and those based on emotional intelligence, substantiating their importance for ensuring the competitiveness of educational institutions.

Keywords: educational management, leadership, professional competence, subjective relations, emotional intelligence, management approaches, innovative development.

Introduction.

Modern management is a complex innovative science that emerged simultaneously with the development of a market economy, productive forces, and the formation of optimal organizational conditions for competitiveness and the activation of the activities of individuals and legal entities. The education management system at the stage of the country's development needs to be improved and updated in order to provide intensive ways related to the development of subject relations in educational institutions, which include the content of each person's self-development, replacing subject-object relations in the "head – teacher- student-ata-ata" system. In this regard, one of the leading specialists dealing with the problem of solving these tasks, facing new challenges and assuming responsibility for decision-making and final results depends on the activities of the education manager and their professional activities.

If you translate the word Management into Kazakh, it means achieving your goal through someone else. However, the literal translation does not always give the exact end of the word. In everyday life, the word management means achieving one's goal by managing the activities of all people in a particular organization. The English word "Management" comes from the Greek "manus", which means "hand, strength", originally meant owning cattle, or rather, owning horses. Subsequently, this title passed into the sphere of human activity and began to denote the scientific and practical essence of managing and organizing people. In the Oxford English Dictionary, this concept is given as follows:

- a) a way, a model of communication with people;
- b) the art of power and management;
- c) a special kind of skill and administrative skill;
- d) the governing body, the administrative part

Results and discussion. The concept of "Manager" is interpreted primarily as a new type of leader with a basic professional management education. Managing educational institutions is not only an experience that anyone can accumulate, it is a system of scientific knowledge that requires deep learning, and an art that requires innate abilities, special talents, and leadership qualities. The head of a modern educational institution is not only an activity, but also a profession, since this activity has all the signs of a profession: leading an activity, obliges with special knowledge, skills, special personal and professional qualities.

The period of management at the turn of the XX-XXI centuries is a time of rapid growth and changes in education. An education manager is a master, a specialist in his field, capable of creatively carrying out professional and managerial teaching activities, continuously developing and improving in this process. That is, education managers have a great contribution to the formation and development of leadership skills and leadership qualities.

The word "leader" in English means leading, first, leading the way. Historians and philosophers have been guided by great interest for thousands of years. However, the deep study of leadership began in the early twentieth century. It plays an important role in everyone's life.

The development of ideas about leadership and experimental work in this area contributed to the emergence and formation of four basic approaches to understanding leadership. These are the following methods:

- 1) from the side of personal qualities;
- 2) Behavioral;
- 3) situationality;
- 4) leadership based on emotional intelligence.

Another characteristic of a leader is the ability to set goals and achieve them. He should know exactly what he wants and be able to plan the necessary steps in advance to make it happen. Regardless of whether the goals are aimed at work, relationships, self-development, or material objects, the main thing is that the process happens the same way every time. To achieve a certain goal, the manager needs to solve problems and make appropriate decisions. A person's aspiration, aimed at creating and fulfilling goals for the future, instills in him the necessary qualities, motivates him to certain actions. In addition, the sooner he makes the appropriate decision, the more productive his work will be. When achieving a goal, the leader must be calm and diplomatic. These qualities should be accompanied by self-confidence and the ability to see a job well done.

On the other hand, it must also be recognized as persistent, otherwise the aforementioned traits will not remain a sign of weakness.

One of the fundamental principles of leadership is that within an organization, others expect to be treated well and have a good workplace. If these expectations are often fulfilled, the results will also be good. This leads to the fact that as a result of lack of expectations and insecurity, negative feelings arise in a person every time.

Materials and methods: Another positive trait of a leader is his tenacity.

Directions of the supervisor's office work

The need for a task

- ensuring the fulfillment of the main objective

The group's needs

- creating, maintaining, and motivating a team to complete a specific task, encouraging teamwork

Individual needs

- identifying the individual needs of each and maintaining peace between them

If a leader's work is based on these three elements, then his main goal is to achieve the best balance between people to achieve his goal in a real situation.

The functions performed by the leader.

If a leader performs the three functions listed below, he can be fully called a leader:

- Guiding;
- Organizer;
- Stimulating.

If we consider the basis of a leadership role, then the head needs to focus on the thought and style of work when setting and accepting business tasks, defining. A leader should be able to bring a team together and better control teamwork to achieve a set goal. This is the basis of the organizer's role. Understanding the importance of the tasks set and protecting one's business when communicating with the outside world is considered as a stimulating role. If a leader wants to successfully fulfill his role, he cannot use these three roles separately.

It follows from the above that a leader must be formed from a certain set of personal qualities, some of which he can form from birth, and the other half-in the process of working during the day. Leadership is based on management and influence. Behind the influence is the ability of one person to make changes in the behavior, actions and feelings of another person. Power is the ability to influence the actions of others. This is a necessary condition for the successful operation of the institution. Neither a powerful organization, nor in order.

Governance and power.

Power allows the head to command the actions of his subordinates, direct them to the goals of the institution, and resolve disputes that arise.

Definitions of power as an organizational process:

- Power exists with people who can potentially support it, that is, this does not mean that it exists only when used. For example, if an employee works according to the rules, then the head does not need to apply his authority to him.;
- Power is a function of interdependence, that is, there is an interdependence between what the government used and who it used. The more a person depends on another person, the more power there is in one and less in the other.;
- Power is not absolute, that is, the ability of a subordinate to make decisions.

Power is a social process. The theory of power is based on research aimed at the interaction of people and groups in an organization. Official authority is a power that comes not from the service itself, but from its subordinate employees. The main forms are coercion, motivation, resource possession, and the power of communication.

Personal power is a level of respectful, kind and honest communication on the part of subordinates, based on the proximity of the leader and the sharing of goals. The main goal of the manager is to direct the work of the team to achieve a single common goal. The range of power is determined by the degree of its ability to influence the actions and feelings of others.

1. Power based on coercion. The performer believes that the supervisor can punish him on the basis of the rights granted to him, and as a result realizes that this may negatively affect his specific needs or lead to him feeling in an awkward situation.
2. Reward-based power. The contractor believes that the supervisor can meet and satisfy their needs.
3. Expert authority. The performer believes that an influential person has a certain ability to meet his needs.
4. Reference power. The characteristics and personal qualities of an influencer become very attractive to the performer, and he wants to possess these qualities.
5. Legitimate authority. The executor believes that the supervisor has the right to give orders and that his duty is to obey him. The type of legal authority is also commonly referred to as traditional.

Renowned scientist Yu. A. Konarzhevsky: "Management is a set of knowledge necessary not only for a manager, but also for any specialist. If you are a professional in a certain field – medicine, education, science, business –it is not so easy if you do not know the basic principles of management in order to understand the structure and intervene," he stressed, pointing out that in management a person is not a tool, but a goal. That's its value. According to a study by Russian scientist O. A. Nikitina, the characteristic characteristic of leadership also changes over time. American professor William Abernethy tells how finding out the reasons for the success of the Japanese in mechanical engineering surprised him. He said, "The big news for me is to reveal that the secret of success is not automation. They have developed a "human" approach to the automotive industry. They have a workforce that knows what's what, wants to work, and is psychologically ready to make a car." Smart Japanese people put a person over a car, an automaker. That's the secret of success.

A characteristic feature of management is that its core is focused on the "human being", the basis of which is his "human domination". The success of management lies in the cooperation of people.

According to research by scientists, the work of the head of the institution is determined by a combination of 3 factors::

- personal qualities of a person, activity;
- with the characteristics of the leader's followers;
- with the system of natural situations that it generates, the leader decides.

The essence of leadership the guiding actions of heads of educational institutions can be grouped as follows:

- 1) authoritarian leadership-the head informs his subordinates in advance what to do and how to do it;

2) supportive leadership-the head takes care of his subordinates and constantly supports them.;

3) collegial leadership -the head allows his subordinates to participate in solving work-related issues and decision-making;

4) success-oriented leadership - the head sets big goals for his subordinates, stimulates their activity, and emphasizes the need for high-level decision-making.

The knowledge of the head of the institution and the management style play a significant role in improving the quality of education in educational institutions. The quality of knowledge in the management system, the role of the head of the institution should be elevated to leadership, since the products produced and the knowledge acquired must withstand global competition.

According to P. Pascarella and M. Frogman, "when a manager puts out a fire, and a leader, on the contrary, provokes the emergence of ideas."

The higher the professional education of the head of an institution in the field of education, the faster he achieves results. Scientists D. Kolb, S. Lubmen, D. Spos, R. Baker and others. the following levels of professional competencies of the head of the institution are distinguished:

1) integrative competence-the ability to integrate knowledge-skills and be able to apply them correctly in relation to rapidly changing requirements;

2) emotional, perceptual – conceptual, behavioral competence-the abilities of a leader regarding individual personality traits:

* emotional competence-striving for leadership, helping people;

* perceptual competence-the ability to overcome any difficulties, collect and analyze information;

* conceptual competence -the ability to plan activities, analyze quantitative information, knowledge of computing and technology.

And American researchers Hongbai and Thomas define the professional knowledge of the heads of institutions as follows:

1) knowledge of the nature of the management process, the presence of basic organizational skills: a full sense of responsibility of the head of the institution, the ability to properly allocate the responsibilities of his subordinates, the ability to improve management efficiency;

2) knowledge of information technologies necessary for management, the ability to use communication tools correctly, to clearly express their thoughts both orally and in writing;

3) competence in managing people, training, selection of specialists, leadership skills, ability to get along with subordinates;

- 4) to be able to establish links between the institution he manages and the consumer, to have the right relationship;
- 5) the ability to manage resources;
- 6) the ability to plan and predict the actions of the institution;
- 7) be able to analyze their actions correctly; make the right decisions, constantly improve their skills.

The specifics of accounting for students depend on the purpose, choice of methods, means of teaching, and quality of knowledge. The following didactic requirements must be fulfilled in the accounting of students:

- definition of the pedagogical process that ensures a qualitative result; - definition of internal and display of external factors;
- a system of high-quality pedagogical process, i.e. the stages of its course
- determination of the quality of the pedagogical process, methods and establishment of criteria;
- providing the necessary information that affects the quality of the pedagogical process;
- control, analysis of the pedagogical process;
- making special adjustments to achieve the actual quality within the established limit.

Leadership abilities are formed by the illusion of leadership, leadership thinking. And leadership thinking includes speed, intelligence, flexibility, ingenuity, and precision of thinking. While for many years it was believed that leadership may not be possible for everyone, many say that if certain conditions are met for achieving modern science, any child can be adapted to leadership.

Leadership is a trait that drives men and women towards the same goal, as well as behavior that inspires confidence. The need for leadership is a complex spiritual need. So far, it cannot be said that it is the same for all people. And the processes of renewal in society require the daily creative contribution of each person. V. I. Andreev notes 2 features of the process of development and self-development: personality change does not occur from the outside, but under its self-oriented internal purposeful influence.; changes occur not only in the motive, intellectual, emotional sphere, but also in all "own" processes.: self-knowledge, self-determination, self-improvement, self-actualization, self-management.

The qualities inherent in a creative leader are: moral orientation; love and affection for people; high culture; the ability to show respect for elders, respect for juniors; hard work and high efficiency; high intellectual level; value orientation;

competitiveness; continuous self-improvement; the ability to manage any business rationally, etc.

Conclusion. Thus, the leadership qualities of education managers are an intellectual personality in constant creative search, possessing new knowledge, taking their work with great responsibility, able to direct any activity to a result, find a way to the heart of each person, direct both themselves and others to creative search. That is, the result of the formation of creative and personal leadership qualities of a leader has a great impact on improving the quality of education.

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