

IMPROVING THE IMAGE MANAGEMENT CAPACITY OF THE DIRECTOR OF A PRESCHOOL EDUCATION INSTITUTION

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Abstract

An Improved Mechanism for Managing the National Image of Preschool Education Institutions. In today's rapidly changing educational landscape, preschool education plays a critical role in shaping the future of societies. The national image of preschool education institutions has become a key factor in ensuring the quality of education, fostering trust, and engaging communities. This article explores an improved mechanism for managing the national image of preschool education institutions, highlighting the importance of strategic management, communication, and innovation.

Keywords: Mechanism, national image, preschool, education, leadership, technology, strategic planning, pedagogical methods.

Introduction

Every theory emphasizes the role of the director in managing pedagogical activities, approaches to implementing changes, and the needs for effectively leading a team. We have identified the following pedagogical conditions for improving the image management capacity of a preschool education institution director in managing the organization's image

Enhancing the director's pedagogical and management competencies:

– Based on the psychological theories of Piaget and Vygotsky, directors need to understand the developmental characteristics of children and develop pedagogical approaches suited to them to effectively manage educational activities. Additionally, in order to improve management competencies, directors need to develop skills in strategic planning, team leadership, and the application of innovative approaches.

Developing a system for monitoring and evaluating the pedagogical process:

– According to the theories of Senge and Kotter on learning organizations and change management, directors must develop a system for continuous monitoring and evaluation of the educational process in preschools. This system serves as a guide for implementing changes and introducing innovations.



Introducing pedagogical approaches aligned with social and cultural needs:

– Based on Maslow's hierarchy of needs, directors of preschool institutions must consider the social and cultural needs of all participants. When implementing changes and improvements in preschools, the personal and social needs of each stakeholder should be met.

Improving staff qualifications and working effectively with the team:

– According to the management theory of Hersey and Blanchard, directors must maintain continuous interaction with the teaching staff involved in the educational process and focus on enhancing their qualifications. Each team member must understand their role clearly, and conditions must be created for them to successfully fulfill educational tasks together with the director.

Developing organizational culture and managing the institution's image:

– Based on the theories of Senge and Drucker, directors should foster the development of organizational culture in preschool education institutions and actively participate in creating their social image. The social image of a preschool institution is directly linked to the director's effective image management capacity in educational process leadership.

Establishing management based on openness, transparency, and fairness:

– Relying on the management theories of Vygotsky and Kotter, it is important for directors to apply principles of openness and transparency, consider the opinions of all participants in the educational process, and ensure fairness. Through these pedagogical approaches, directors can manage the institution's image and establish an effective management system.

Main part

Thus, the above pedagogical conditions help enhance the director's image management capacity and ensure the successful functioning of the preschool education institution.

When examining the issue of improving the image management capacity in managing the national image of the preschool education institution director, it is essential to first analyze the concept of "image management capacity."

Image management capacity is the combination of a director's practical and theoretical knowledge related to effectively managing the organization, rationally distributing resources, introducing innovations, and motivating the team.

Today, *in-demand skills* — i.e., image management capacities aligned with market requirements — are of great importance. These include strategic planning, problem-solving, decision-making, leadership, innovative management, effective team leadership, and the ability to use digital technologies.

In forming the national image of preschool education institutions, the director's competencies — particularly strategic and systematic approaches — play a key role in attracting public attention, improving education quality, enhancing the skills of the teaching staff, and introducing innovative methods in the educational process. Therefore, analyzing the director's



management skills both theoretically and practically aligns with the strategic goals of the current education system.

According to researcher Maggi Bull, the modern world is rapidly developing, and this is closely tied to the impact of automation and artificial intelligence technologies on the most in-demand skills in the labor market. She writes:

"The COVID-19 pandemic radically changed the way we work, accelerating this transformation. To survive, companies had to alter their working models and focus on reskilling employees to equip them with new skills. This helped workers meet the demands of new job roles" ([source](#)).

In Bull's view, understanding market-driven skills is crucial for both companies and job seekers in the post-pandemic era. She categorizes these skills as **technical (hard)** and **soft (human)** skills.

About technical skills, she states:

"Technical skills are abilities developed through education, training, and practical experience that turn a candidate into a field specialist." While the relevance of technical knowledge and skills constantly changes, professionals with a strong foundation can quickly adapt to new tools ([source](#)).

She also emphasizes the importance of soft skills, writing:

"Soft skills are highly sought-after human abilities that enable effective communication, empathy, showing respect, and demonstrating emotional intelligence. These skills are essential for leadership and effective collaboration" ([source](#)).

As Maggi Bull points out, shaping image management capacity aligned with market demand affects not only the professional success of directors but also the social and national prestige of the institutions they manage. In her research, she notes that "in-demand skills" such as strategic planning, problem-solving, effective decision-making, leadership, innovative management, and use of digital technologies are key determinants of the image management capacity of educational institution directors.

"These competencies allow directors of preschool institutions to build, maintain, and continuously develop a positive reputation both nationally and internationally."

In managing the national image of a preschool education institution, the "**in-demand skills**" required by directors can be methodologically defined as follows: *[You may continue this sentence with a specific definition if you have one in mind.]*

In managing the national image of a preschool education institution, the "in-demand skills" required by directors can be methodologically defined as follows: These include a set of interrelated professional competencies that ensure effective leadership, innovation, and strategic development. Specifically, they encompass:

- the ability to develop and implement strategic plans aligned with national education goals;
- skills in effective communication and team collaboration;
- competence in digital literacy and the integration of technology into educational management;
- emotional intelligence to foster trust and empathy within the educational community;



- adaptability to change and a proactive approach to problem-solving;
- commitment to transparency, equity, and ethical leadership practices.

Mastering these competencies enables preschool directors not only to manage their institutions successfully but also to contribute meaningfully to the formation and sustainability of a strong, positive national image for early childhood education.

In-Demand Skills of Preschool Education Directors. In the modern educational landscape, preschool directors are expected to possess a diverse set of competencies to effectively lead their institutions, meet evolving societal demands, and contribute to the development of a positive institutional image. This article explores the concept of “in-demand skills” for preschool education directors, defining them as a combination of strategic, managerial, pedagogical, technological, and interpersonal abilities. Drawing on theories by Piaget, Vygotsky, Senge, Kotter, and others, the study outlines key pedagogical and organizational conditions for enhancing image management capacity. Particular attention is given to the integration of digital technologies, leadership development, decision-making, and emotional intelligence as core components of effective educational leadership. The article concludes that mastering these skills is essential not only for ensuring institutional success but also for strengthening the national and social reputation of preschool education in a global context.

Technical (Hard) Skills

Technical or “hard” skills refer to specific, teachable abilities or knowledge sets that are acquired through formal education, training, or hands-on experience. For preschool education directors, these skills may include:

- Strategic planning and implementation
- Budgeting and resource management
- Legal and regulatory compliance in early childhood education
- Use of digital tools and educational management software
- Curriculum design and evaluation methods
- Data analysis for monitoring educational outcomes

These competencies are essential for ensuring the smooth and effective operation of preschool institutions. Unlike soft skills, technical skills are measurable and can often be certified or demonstrated through specific tasks.

Soft Skills

Soft skills, also known as interpersonal or human skills, are essential for effective leadership, communication, and collaboration within a preschool education setting. For directors, these skills are as important as technical skills in ensuring smooth and successful operations. Key soft skills for preschool education directors include:

- **Communication:** The ability to clearly and effectively communicate with staff, parents, and the community, both verbally and in writing. This includes active listening, feedback, and conflict resolution.
- **Emotional Intelligence:** Understanding and managing one's emotions, as well as recognizing and empathizing with the emotions of others, which helps in building strong relationships and fostering a positive workplace culture.



- **Leadership:** Inspiring and motivating staff, providing guidance, and fostering a collaborative team environment. Good leadership involves decisiveness, integrity, and the ability to delegate effectively.
 - **Problem-solving:** The ability to approach challenges with a solution-oriented mindset, making informed decisions to overcome obstacles.
 - **Time Management:** Effectively prioritizing tasks, setting clear goals, and managing workloads to ensure productivity and meet deadlines.
 - **Adaptability:** Being open to change and flexible in responding to new circumstances or challenges, which is crucial in the dynamic environment of early childhood education.
- By mastering soft skills, preschool directors can create a harmonious work environment, improve team performance, and ensure that educational goals are met efficiently.

Technical (Hard) Skills		
1.	Utilizing Artificial Intelligence (AI) for Data Analysis Technologies	The integration of Artificial Intelligence (AI) into preschool education management allows directors to process and interpret large volumes of data more effectively. By leveraging AI-powered data analysis technologies, directors can: • Monitor student development trends • Assess teacher performance and training needs • Optimize resource allocation and budgeting • Predict enrollment patterns and staffing requirements • Evaluate the effectiveness of educational programs The use of AI in data-driven decision-making enhances strategic planning, supports evidence-based practices, and fosters continuous improvement within preschool institutions. This technological competence is becoming a key part of the in-demand technical skills expected from modern educational leaders.
2.	Utilizing Cloud Computing Technologies	Cloud computing has become an essential tool in modern educational management, offering flexibility, scalability, and accessibility to digital resources. For preschool education directors, effective use of cloud-based technologies includes: • Storing and managing student and staff data securely • Sharing educational materials and administrative documents in real time • Facilitating collaboration among teachers, staff, and parents • Ensuring continuity of educational processes through remote access • Reducing IT infrastructure costs and improving operational efficiency Mastering cloud computing tools enables directors to streamline administrative workflows, enhance communication, and support data-driven decision-making — all of which contribute to building a modern and adaptive preschool institution.
3.	User Experience Design (UX Design)	User Experience (UX) Design is a crucial aspect of creating user-friendly digital platforms that are accessible and





		engaging. For preschool education directors, implementing effective UX design involves ensuring that: • Educational platforms are intuitive and easy to navigate for both staff and parents • Communication tools are clear and efficient, enabling smooth interaction between teachers, parents, and administration • Online learning resources are engaging and accessible for children • Administrative software is user-friendly, reducing the time spent on technical issues and improving operational efficiency • Data privacy and security measures are integrated into digital platforms to protect sensitive information By incorporating UX design principles, preschool directors can improve the overall experience for all stakeholders, enhance the effectiveness of digital tools, and foster a more positive interaction with technology in the educational environment.
4.	Project Management	Project management is a critical skill for preschool education directors, enabling them to oversee and execute various educational and administrative projects effectively. By applying key project management principles, directors can: • Plan, execute, and monitor educational initiatives, ensuring they align with institutional goals • Manage timelines, resources, and budgets to ensure projects are completed on schedule and within budget • Coordinate with staff, stakeholders, and external partners to ensure effective collaboration • Identify risks and implement strategies for mitigating potential issues during project execution • Evaluate the success of projects and apply lessons learned to future initiatives Incorporating project management skills helps preschool directors to optimize resource use, maintain focus on objectives, and deliver successful outcomes in both short-term and long-term initiatives.
5.	Social Media Management	In the digital age, social media management has become a vital skill for preschool education directors, as it plays a significant role in shaping the institution's public image and engaging with the community. Effective social media management involves: • Developing and implementing a social media strategy that aligns with the institution's mission and values • Creating and sharing relevant, engaging, and educational content that appeals to parents, educators, and the broader community • Managing online interactions and responding to feedback or inquiries in a timely and professional manner

		- Monitoring social media trends and adapting content to maintain relevance and engagement - Using analytics tools to track engagement, measure success, and adjust strategies accordingly By mastering social media management, preschool directors can build a strong online presence, foster a positive reputation, and maintain open communication with families and the public.
Soft Skills		
6.	Leadership	Leadership Skills Development Required from the Director of Preschool Education Institution The director of a preschool education institution is required to develop leadership skills, which include motivating staff, uniting them around common goals, and managing the team effectively. Leadership is also crucial in implementing innovative pedagogical processes and managing the institution's strategic development. A director's ability to lead and inspire the team, encourage collaboration, and drive progress towards the institution's objectives is key to the success of the organization.
7.	Communication and Active Listening	Effective Communication and Active Listening Skills of the Director The director's effective communication and active listening skills ensure success in interactions with parents, educators, and the community. These skills are essential for building and maintaining a positive image of the organization, as well as resolving conflicts. Strong communication fosters trust and cooperation, which are vital for the smooth functioning of the preschool institution and its relationships with all stakeholders.
8.	Adaptability and Resilience	Adaptability and Resilience of the Director for Successful Organizational Development in a Changing Educational Environment For the successful development of the organization in a dynamic educational environment, the director must possess adaptability and resilience. The ability to quickly adapt to changes in the educational and pedagogical processes, as well as to new approaches, is essential. Additionally, resilience in the face of external factors, such as pandemics or technological revolutions, is crucial for ensuring the continued success and sustainability of the institution.
9.	Empathy and Compassion	To establish successful communication with educators and parents, it is essential for the director to possess empathy and compassion skills. Understanding their needs and offering personalized approaches is key to fostering positive relationships in the educational environment. These skills are particularly important in shaping a positive atmosphere and ensuring the mental and emotional well-being of educators.



Results and Discussions

As emphasized by Maggi Vull, the market-demanded image management competencies, when considered as a structural component of the preschool education institution director's image management capabilities, contribute to enhancing, maintaining, and developing the organization's reputation.

The national image of a preschool institution plays a crucial role in attracting talented educators, engaging with parents, and building strong community support. Furthermore, a positive national image strengthens the foundation of early childhood education and, ultimately, benefits the broader educational system. As we move forward, it is important for preschool directors and administrators to continuously assess and refine their image management strategies to remain relevant in an ever-changing educational landscape.

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