

# Effectiveness of Developing Communicative Competence of Managers

**Rajabova Nargiza Ahmadovna**

Chief Scientific and Methodological Center independent researcher

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### ABSTRACT

The development of communicative competence of the leading personnel serves the management of personnel, the prevention of conflicts in the institution, and the creation of a healthy environment in the team. These issues can lead to the improvement of the quality of education. The study provides clear information about the scientific and practical importance of communicative competence.

### Introduction

The current state of the problem of forming a competency-based approach in the activities of educational managers indicates that it is not sufficiently scientifically developed. The communicative competence of the leaders of educational organizations in the context of organizational activity has not become a special object of research on the theory, methodology and organization of socio-cultural activity.

In the practice of training the heads of the institution, a number of contradictions appeared between:

- insufficient development of the pedagogical aspects of the development of the communicative competence of a specialist in the field of pedagogy and the requirements set by the society for the level of communicative competence of the head of the institution;
- traditional approaches to determine the content, forms, methods of forming the communicative culture of managers and the objective needs of qualitatively changing this process in accordance with the requirements of the competence-based approach;
- the existing technological system of managing the educational process and the need to improve the communicative competence of specialists in the activity of the educational institution.

These contradictions made it possible to distinguish the research problem, that is, finding effective ways of developing the communicative competence of managers in higher education institutions is one of the urgent issues. Based on the urgency and insufficient research of this problem, the topic of research was determined: development of communicative competence of managers in higher education institutions.

Communicative competence is an integral part of the process of assistance aimed at improving socio-cultural conditions and creating an acceptable socio-cultural environment within higher education institutions. Leaders create an environment of active communication and lead the group in performing creative tasks and solving problems within the team. It should be noted that the "key to success" in attracting additional extra-budgetary funds for the development of the team's material and technical base is the leader's communicative ability.

The main components that determine the communicative competence of a person are: orientation of a person to professional communication (motivational component), knowledge of norms and rules of communication (cognitive component), acquisition of skills and communicative skills (operational activity component), reflection (evaluation component) is the most important of his development conditions: organization of dialogic communication, self-knowledge and sufficient self-esteem. The development of communicative competence is related to the general and professional development of a person, the formation of the system of knowledge, skills and qualifications that constitute it.

The systematized material on the technological basis of developing the communicative competence of educational managers in the conditions of an educational institution is determined by the fact that it allows the following:

- to increase the quality level of learning in the theory and methodology of this phenomenon;
- organization of spiritual and educational events;
- to focus the attention of educational institution specialists on the need to further study the processes of improving professional communication based on a competency-based approach, to use the technological complex of socio-cultural activities as one of the components of content-methodical support;
- the process of developing communication skills.

Formation of motivations that determine the need for professional communication, knowledge of the rules of organizing the communicative process in professional activities, development of communication process management skills, control and self-control in professional communication, reflection of communicative behavior ensure the quality of the activities of educational managers.

The research materials can be used in higher education institutions with educational management direction and specialization, in the development of educational subjects on educational management, in the process of professional retraining and upgrading of educational managers.

The analysis of the results of the final stage of the research confirmed the correctness of our chosen hypothesis: if a continuous module program on optimization of professional

communication is introduced into the educational process, the development of communicative competence of educational managers will be successful.

Conclusion: After analyzing the existing approaches to the description of communicative competence in this study, we came to the conclusion that it is described as a system of internal resources necessary to create an effective communicative action in certain situations of interpersonal interaction and an integrative personal resource in modern science. The success of communicative activity is that it serves as a key factor in creating a healthy environment in the team, ensuring democratic relations with employees, and resolving conflicts.

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