THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF MANAGING PRESCHOOL EDUCATIONAL INSTITUTIONS BASED ON INNOVATIVE APPROACHES

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Annotation: This article examines the theoretical and methodological foundations of managing preschool educational institutions based on innovative approaches. It analyzes the implementation of modern management systems in educational organizations, the digitalization of the pedagogical process, and the application of principles of innovative management. The study also considers factors influencing the effectiveness of managerial activities and the professional development of teaching staff in preschool education. The results of the article aim to improve the efficiency of the educational process through the enhancement of innovative management.

Key words: preschool education, innovative management, methodological foundations, pedagogical technologies, quality of education, management, digitalization, leadership, innovation, professional development.

Аннотация: В данной статье рассматриваются теоретические и методические основы управления дошкольными образовательными организациями на основе инновационных подходов. Анализируются вопросы внедрения современных систем управления в образовательных учреждениях, цифровизации педагогического процесса и применения принципов инновационного менеджмента. Также изучаются факторы, влияющие на повышение эффективности управленческой деятельности и профессионального развития педагогических кадров в дошкольном образовании. Результаты статьи направлены на повышение эффективности образовательного процесса через совершенствование инновационного управления.

Ключевые слова: дошкольное образование, инновационное управление, методические основы, педагогические технологии, качество образования, менеджмент, цифровизация, руководство, инновации, профессиональное развитие.

The adoption of the new version of the Law of the Republic of Uzbekistan “On Education” and a number of Decrees and Resolutions of the President of the Republic of Uzbekistan, Sh. Mirziyoyev, has created the foundation for a radical

reform of the existing education system and the development of a new concept ensuring the advancement of educational institutions through the formation of a continuous education system. These normative and legal documents on education aim to foster a well-rounded personality and prepare individuals as highly qualified specialists for innovative pedagogical activities.

The training of managerial staff for the preschool education system in innovative approaches, as well as their ability to analyze indicators of effectiveness and efficiency in their professional activities, provides an opportunity to comprehensively study the methodological problems of our research and develop its constructive solutions.

Traditionally, innovation processes involve the introduction of new technologies into machines, equipment, production tools, and technological processes. However, due to the development of science, technology, industry, and production technologies, society also progresses from a certain stage of development to a more advanced stage.

Social innovation refers to the transformation of society from a social system into an open civil society. At the core of this type of innovation are qualitative changes occurring within various social strata of society. In particular, innovations in the field of education are among such changes.

Innovation in the education system refers to the reorganization or renewal of existing mechnisms aimed at meeting the social, economic, and cultural needs of society for qualified personnel, as well as individuals' demand for quality education, and ensuring the sustainable development of the education system.

This type of innovation is comprehensive in nature, preserving and enriching the best traditions of teaching and upbringing, covering all areas of the education system, and serving to meet the societal demand for the training of qualified professionals. In modernizing the education system, the following priority tasks are addressed:

-ensuring equal rights and accessibility of education for every individual in obtaining full-fledged education;

-achieving new quality indicators in the preschool education system;

-forming effective regulatory-legal and organizational-economic mechanisms in the education system based on the attraction and efficient use of new foreign educational resources;

-developing the social status and professional competence of education system employees based on state and societal support;

-increasing the role of education process participants—administrators, teachers, parents, and educational institutions—in accordance with the principle of state and public governance in the education system.

As in all countries, in the context of Uzbekistan, the role and significance of the state, society, local and social organizations, as well as higher and lower management bodies, and the cooperation and unity between them are of great importance in the modernization of the education system. In modern conditions, the priority directions for the modernization of the education system are as follows:

-creating electronic information and educational resources;

-coordinating existing and new technological forms of education management;

-creating favorable pedagogical and technological conditions for the independent acquisition of academic and professional disciplines by students.

The concept of “innovation” (derived from the Latin word *novus* meaning “new”) began to be used in research and scientific works in the 19th century, and in earlier times it referred to the introduction of individual elements from one field into another.

Sometimes innovation is considered as a process. In this case, the development of innovations is seen as time-dependent and characterized by clearly defined stages.

Uzbek scholars such as Sh. Kurbonov, E. Seythalilov, M. Kuronov, R. Akhliddinov, and I. Majidov define innovations as an essential element of educational development that reflects the accumulation and transformation of various initiatives and new ideas within the educational space.

“Innovations are new, system-forming, and highly relevant developments that emerge on the basis of diverse initiatives and novelties, have promising potential for the evolution of education, and positively influence its development as well as the broader multicultural educational space.”

Three logical forms of the innovation process are distinguished: an intra-organizational simple process, an inter-organizational simple process, and … (the text appears to be incomplete) simple process, inter-organizational simple process, and extended process. The intra-organizational simple innovation process refers to the implementation of innovations within a single organization, i.e., in its internal activities, where the innovation does not take the form of wide dissemination. The inter-organizational simple innovation process involves the exchange of innovations between organizations as a form of substitution of

products or technologies. This form of the innovation process demonstrates that the functions of innovation creators differ from the functions of consumers. An extended innovation process emerges when new producers appear who implement existing innovations into practice while breaking the monopoly rights of inventors who developed the innovations. In this case, competitive relations lead to the continuous improvement of the characteristics of the results.

In the innovation process, at least two subjects are involved: the organizers (developers) of innovation and the consumers (users). If the innovation is technological, the organizer (producer) and consumer may function as a single subject.

Management as a complex, multi-level process that approximately corresponds to the objectives of the subject's organizational system can be characterized by a number of features typical of innovations, such as: dialectics, cyclicity, degree of groundedness, conflictuality, significance, risk, ability to describe methods, situational relevance, structurality, the possibility of forming innovation strategies, manageability, social orientation, the ability to differentiate individuals by interests, and the acceptance of innovations by the subject.

An innovative approach refers to the creation and development of new approaches in other fields or problem areas. It involves searching for new solutions through the application of innovations in important areas such as new technologies, methods, materials, and education, including the development, dissemination, or implementation of new products or services.

Innovative management is a concept that expresses any management and technological methods based on the integration of innovative thinking, technologies, and process-based solutions. It aims to create and directly implement innovative approaches, technical achievements, and forward-looking management models.

The rapid introduction of modern innovative technologies into economic sectors, as well as social and other spheres based on the extensive use of scientific and technical achievements, is considered an important condition for the rapid development of the Republic of Uzbekistan. In this regard, the Law of the Republic of Uzbekistan No. O'RQ-576 "On Science and Scientific Activity," adopted on October 29, 2019, regulates relations in the field of science and scientific activity. The law is particularly significant for directing research subjects toward the development of science based on innovative activity. Chapter 19, entitled "Priority Directions for the Development of Science and Technology," states that priority directions are developed to ensure scientific solutions to issues related to

increasing national economic competitiveness and efficiency, improving labor productivity, creating new industries, and enhancing the quality of life, science, and education systems.

It is necessary to broaden the scope of knowledge, skills, and competencies required for understanding the essence and content of the concepts of “innovation” and “innovative activity” in society.

In conclusion, it should be noted that managing preschool educational institutions based on innovative approaches is one of the important directions in modernizing the education system today. The introduction of modern management mechanisms enables the improvement of institutional effectiveness, the transition of the pedagogical process to a qualitatively new level, and the development of children’s intellectual, social, and creative abilities.

The main principles of innovative management—systematicity, transparency, use of digital technologies, cooperation, and continuous development—play an important role in improving the activities of preschool education institutions. At the same time, enhancing the managerial capacity of leaders, developing the professional competencies of teaching staff, and widely implementing modern pedagogical technologies contribute significantly to improving the quality of education.

The analysis shows that organizing management based on innovative approaches not only increases the effectiveness of the educational process but also ensures the competitiveness of preschool education institutions. In the future, expanding scientific and practical research in this area and adapting advanced international experience to the national education system will remain one of the most important tasks.

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