

## EDUCATIONAL LEADERSHIP AND MANAGEMENT

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**Annotation:** *This paper explores the concept of educational leadership and management, focusing on their roles in improving the quality and effectiveness of modern education systems. It examines key leadership styles, management strategies, and their impact on school performance, teacher development, and student outcomes. The study highlights the importance of visionary leadership, effective communication, and strategic planning in achieving educational goals. Furthermore, it emphasizes the need for leaders to adapt to global changes, technological advancements, and diverse learning environments. Educational leadership and management are presented as essential components for fostering innovation, collaboration, and continuous improvement in education.*

**Keywords:** *Educational leadership, educational management, leadership styles, school administration, strategic planning, teacher development, student achievement, communication skills, organizational effectiveness, modern education.*

### INTRODUCTION

In the contemporary world, education plays a crucial role in shaping individuals and societies. The effectiveness of educational institutions largely depends on strong leadership and efficient management. Educational leadership involves guiding, influencing, and inspiring teachers and students toward achieving common goals, while educational management focuses on planning, organizing, and coordinating resources to ensure smooth institutional functioning. With the rapid development of globalization and technology, the responsibilities of educational leaders have significantly expanded. They are now required to address diverse student needs, integrate innovative teaching methods, and maintain high academic standards. Effective leadership and management not only improve institutional performance but also create a positive learning environment that encourages creativity and critical thinking. This paper aims to analyze the importance of educational leadership and management, their key principles, and their role in enhancing the overall quality of education in modern society.

Educational leadership is the process of enlisting and guiding the talents and energies of teachers, students, and parents toward achieving common educational aims. The term school leadership came into existence in the late 20th century for several reasons. Demands were made on schools for higher levels of pupil achievement, and schools were expected to improve and reform. These expectations were accompanied by calls for accountability at the school level. Maintenance of the status quo was no longer considered acceptable. Administration and management are terms that connote stability through the

exercise of control and supervision. The concept of leadership was favored because it conveys dynamism and pro-activity. The principal or school head is commonly thought to be the school leader; however, school leadership may include other persons, such as members of a formal leadership team and other persons who contribute toward the aims of the school. While school leadership or educational leadership have become popular as replacements for educational administration in recent years, leadership arguably presents only a partial picture of the work of school, division or district, and ministerial or state education agency personnel, not to mention the areas of research explored by university faculty in departments concerned with the operations of schools and educational institutions. For this reason, there may be grounds to question the merits of the term as a catch-all for the field. Rather, the etiology of its use may be found in more generally and contemporarily experienced neo-liberal social and economic governance models, especially in the United States and the United Kingdom. On this view, the term is understood as having been borrowed from business.<sup>1</sup>

Educational leadership draws upon interdisciplinary literature, generally, but ideally distinguishes itself through its focus on pedagogy, epistemology and human development. In contemporary practice it borrows from political science and business. Debate within the field relates to this tension. Numerous educational leadership theories and perspectives have been presented and explored, such as: (a) instructional leadership; (b) distributed leadership; (c) transformational leadership; (d) social justice leadership; and (e) Teacher leadership. Researchers have explored how different practices and actions impact student achievement, teacher job satisfaction, or other elements related to school improvement. Moreover, researchers continue to investigate the methodology and quality of principal preparation programs. A number of publications and foundations are devoted to studying the particular requirements of leadership in these settings, and educational leadership is taught as an academic discipline at a number of universities.

Several countries now have explicit policies on school leadership, including policies and budgets for the training and development of school leaders. In the USA, formal "curriculum audits" are becoming common, in which educational leaders and trained auditors evaluate school leadership and the alignment of curriculum with goals and objectives. Curriculum audits and curriculum mapping were developed by Fenwick W. English in the late 1970s. The educational leaders and auditors who conduct the audits are certified by Phi Delta Kappa. Research shows how educational leadership influences student learning.

According to Darling-Hammond, Hyler and Garner (2017), for students to develop mastery of the subjects taught, problem-solving practices, good ways of communication and effective collaboration, teachers need to use more sophisticated forms of teaching. These researchers reviewed 35 methodologically rigorous studies that demonstrated a positive link between teacher professional development, teaching practices and student outcomes. They identified the key characteristics that determine the effectiveness of continuing professional development. These key features are necessary and indispensable in order to

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<sup>1</sup> [https://en.wikipedia.org/wiki/Educational\\_leadership](https://en.wikipedia.org/wiki/Educational_leadership)

inform education leaders and policy makers who are constantly looking for best professional development practices to enhance student learning. According to these researchers, effective professional development is essential to learning and perfecting the pedagogies needed to teach these skills.<sup>2</sup>

Darling-Hammond, Hyler and Garner (2017) define effective professional development as structured professional learning that leads to changes in teacher practices and improved student learning outcomes. These researchers reviewed studies that met their methodological criteria that have emerged from their extensive literature research over the past three decades. Using this methodology, they found that effective professional development incorporates most of the following:

- Is the content focused on professional training that focuses on teaching strategies associated with specific curriculum content that supports teacher learning in the context of classroom teachers?

- Integrates active learning: Active learning directly engages teachers in designing and testing teaching strategies, giving them the opportunity to engage in the same learning style they design for their students.

- Supports collaboration: High-quality continuing professional development (CPD) creates a space where teachers can share ideas and collaborate in their learning, often in employment-integrated contexts.

- Offering expert coaching and support: Coaching and expert support involves sharing expertise on evidence-based content and practices, focused directly on the individual needs of teachers.

- Offers feedback and reflection: High-quality professional learning often allows teachers to reflect, receive feedback, and make changes to their practice by facilitating reflection and soliciting feedback.

- Is of extended duration: An effective CPD gives teachers sufficient time to learn, practice, implement and reflect on new strategies that facilitate changes in their practices.<sup>3</sup>

Almost all teachers face a number of challenges when implementing an education reform. In order to have a successful implementation process, it is important to consider changes in teaching and learning processes before introducing educational innovation. As argues that “educational change depends on what teachers do and think”, the role of teachers and in particular their continuing professional development (CPD) have to be taken into account in the implementation of any education reform. According to Bell and Gilbert (2005), teacher development is an ongoing process. Teachers are always looking for new ways and methods to improve their students learning. During the Continuing Professional Development (CPD) process, teachers gain a new understanding of teaching and learning, new beliefs, new teaching methods and new materials for student learning, as well as the ability to develop not only professionally, but also socially and personally. As is the case with most teachers, they also encounter many of the blockages they face before achieving successful professional development. Research undertaken by demonstrates the

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<sup>2</sup> <https://www.scirp.org/journal/paperinformation?paperid=112465>

<sup>3</sup> Darling-Hammond, L., Hyler, M. E., & Gardner, M. (2017). *Effective Teacher Professional Development*

importance of the role of teachers CPD in the implementation of reforms, such as the new curriculum and the role that school culture plays in teachers CPD.

All organizations rely on communication for their basic functioning. Communication is used to transfer information to their audience about the organizations' mission and vision, policies, and procedures, tasks and duties, and various activities within the company. As simple as communication may look, research has shown that communication can build or destroy an organization's existence. Therefore, a good communication strategy is essential for a business to survive. Communication acts as a link between decision-makers and all employees. When poorly carried out, communication has been said to cause interpersonal conflict in organizations. What people hear or understand is largely based on experience and background. People have preconceptions about what people are going to say, and if these preconceptions do not fit into their framework of reference, adjustments are made until they do. The term communication is derived from the Latin word, (Communis), which means "to share". Consequently, this means sharing would enable one to partake and co-operate hence it is a social activity. However, if there are no common understanding results from the transmission of symbols (verbal or non-verbal), there is no communication. Effective communication is strategic for organizational goal achievement. However, ineffective communication in an organization may result in uncertainty, apprehension and dissatisfaction; these result in, poor productivity. It is therefore necessary that managers communicate with employees effectively. The extent to which a manager accomplishes corporate goals depends on his ability to communicate effectively. The fact remains that many executives still do not understand what communication is and its role in the success of an enterprise. Effective communication enhances organizational relationship and minimizes strikes and lockouts. Organizational purposes and goals are sometimes defeated when communication is not effective. Wastes and costly mistakes have been made due to gaps in communication. Lack of effective communication is one of the major reasons that can lead to confusion and poor planning in many organizations. This is because communication is the source of information used by managers in making decisions that affect the performance of the organization. A manager's Communication Skills are vital in not only decision making but transmitting the results and intention of the decisions to other people. In most organizations, managers often concentrate on meeting targets and expect the role of effective communication to come from human resource department. This puts a strain on the free flow of information that assists staff to understand this information. The contribution of employees to jobs is the most important factor for development and excellence in the organization because the fulfillment of necessities in terms of satisfactory and correct information regarding the organization and their roles to be accomplished can enhance performance.<sup>4</sup>

### Conclusion

In conclusion, educational leadership and educational management play a crucial role in ensuring the success and sustainability of modern education systems. Effective leadership styles and strong school administration provide a clear vision, direction, and supportive

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<sup>4</sup> Greenberg, J., & Baron, R. A. (2008). *Behavior in Organizations* (9th ed.). Upper Saddle River, NJ: Pearson Education.

environment for both teachers and students. Through strategic planning, educational institutions can set achievable goals and adapt to ongoing changes in the global educational landscape. Moreover, continuous teacher development enhances instructional quality, which directly contributes to improved student achievement. Strong communication skills and collaboration among stakeholders foster a positive organizational culture and increase overall organizational effectiveness. Therefore, integrating innovative leadership approaches with modern educational practices is essential for building competitive, inclusive, and high-quality education systems in today's rapidly changing world.

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