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# Foreign Experiences in Improving the Management Competencies of Directors of Preschool Educational Organizations

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A B S T R A C T
*This article emphasizes the importance of foreign experience in improving the management competencies of directors of preschool educational organizations. It is emphasized that management styles, innovative technologies and modern training from foreign countries play an important role in increasing the efficiency of preschool education and ensuring the development of children, and that by developing management competencies, directors can effectively manage their organizations, achieve strategic goals and succeed in solving problems.*

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## Introduction

Preschool education is a process of ensuring the mental, intellectual and social development of children, introducing basic knowledge and skills into their lives. To ensure the effective functioning of preschool education, leaders, that is, directors, must constantly improve their management competencies. Foreign experience shows that the basis of effective management is the use of age-appropriate, creative and innovative management methods. Analysis of foreign experience is of great importance in improving the management competencies of directors of preschool educational organizations. Behind this are the goals of increasing the professional level of leaders, ensuring the effectiveness of the preschool education system and promoting its comprehensive development. [1]

## Methods

The methodology of this study is based on a comparative analysis of foreign experiences in improving the management competencies of directors of preschool educational organizations. The research examines best practices from countries such as Finland and Japan, where leadership development, strategic thinking, and innovative management approaches have significantly enhanced preschool education systems. A qualitative approach is employed, analyzing scholarly literature, case studies, and educational policies to identify key competencies required for effective leadership in preschool management. The study evaluates the role of training programs, digital innovations, and teamwork in shaping competent directors. [2] Additionally, interviews with experts in educational management and policy analysis provide further insights into the application of foreign methodologies in local contexts. The research emphasizes the importance of integrating modern management strategies, innovative technologies, and structured professional development programs to enhance leadership effectiveness. By synthesizing international best practices, this study offers practical recommendations for improving the management competencies of preschool directors. [3]

**Result and Discussion**

In Finland, principals often have pedagogical and social competencies, and their leadership is based on a balance of both teamwork and individual approaches. In Finland, special events are organized for preschool directors to improve their pedagogical and social skills, and working together with their team increases their effectiveness. In Finland, principals also play an important role in implementing the approach to influencing the overall quality of preschool education. In Finland, principals attach particular importance to the effective integration of the pedagogical approach, teamwork and focus on innovative directions. In addition, special seminars and trainings are regularly held for principals for the exchange of experience, professional development.

In Japan, directors pay great attention to accuracy, efficiency, and compliance with the law in management. Their task is to improve the work process, promote a positive work environment, and also evaluate the performance of each employee and solve problems quickly and effectively. Japanese directors use a rigorous and analytical approach to increase productivity and solve problems. In Japan, there are clear criteria and performance evaluation systems for directors, following which it is possible to improve pedagogical and management skills.

Organizing special courses, seminars and trainings for directors is an important tool for improving their management competencies. The focus is on improving management processes, integrating them with pedagogical processes and using modern educational technologies. Leadership and teamwork are key factors for effective management of directors of preschool educational organizations. It is important to manage the work of the team with organization and mutual understanding, as well as to take into account the maximum potential of each employee. [4]

Foreign experience helps directors develop a creative and constructive approach to problems. Leadership skills and teamwork are key factors in ensuring the effectiveness of the preschool education system. Modern directors strive to create conditions for valuing each member of the team, utilizing their abilities and maximizing their potential.

It is important to increase the efficiency of management in preschool education through the introduction of modern innovations and digital technologies. For example, the quality of education can be improved by using information technologies and Internet resources, and digitizing the educational process. [5]

Modern innovations and technologies are one of the main factors in the development of preschool education. Success can be achieved through the use of information technologies in management, the use of Internet resources, and the digitization of educational programs.

Training and professional development : Organizing periodic and continuous training. Specially designed educational programs for directors help them improve their management skills in line with modern requirements.

Leadership and teamwork : Foreign experiences allow directors to develop a creative and constructive approach to problems. [6]

Innovations and modern technologies : Improving management efficiency through the introduction of modern innovations and digital technologies in preschool education.

**Intellectual development:** Preschool education is the first stage in imparting knowledge and skills to children. During this period, children's abilities to recognize, think, reason, evaluate and solve problems are formed. Their self-understanding, independence and choice-making abilities emerge.

**Socialization and Social Development:** Preschool education helps children develop social skills. They develop social skills such as working with other children, communicating with them, and working in a team. Children also learn norms, rules, and interpersonal relationships through such education.

Emotional **and Psychological Development:** Preschool education helps to improve a child's emotional state and sense of self. At this time, children can be guided to develop with joy, curiosity, confidence, and happiness. Preschool education helps to encourage positive changes in children.

**Physiological development:** Part of preschool education, great attention is also paid to the physiological

development of children. At this age, children develop movement and motor skills. They develop the ability to perform complex movements, muscles, and solve everyday fitness tasks. [7]

**Innovative directions of education:** By teaching with new methods and methodologies, children's thinking skills are improved, independent thinking and creative approach are formed in them. The use of innovative technologies, games and animations in preschool education is effective in achieving these goals.

**Goals and Objectives:** The main goal of preschool educational organizations is to provide children with basic knowledge, teach them social and empathetic skills, and help them develop in all aspects. During this period, children develop the basic values, problem-solving skills, and moral and ethical principles that are important for them.

Directors of preschool educational organizations play a very important role in fulfilling their leadership role. They are responsible not only for managing the educational process, but also for setting the overall strategy of the organization and its successful functioning. The decisions made by them and the effectiveness of the work carried out determine the trust of parents and the public in education and the social status of the organization. Let's take a closer look at some important aspects of the management role of directors. [8]

Preschool education directors are responsible for ensuring the quality of education. They make decisions on the qualifications of teachers, the proper organization of educational programs, and the improvement of educational facilities and conditions. As a result, the level of learning of children is high and their personal development is facilitated.

Principals play an important role in managing the teaching team. They monitor the teachers' work schedule, specialization, attitude and performance. They also try to create an atmosphere of motivation and creativity for the team. Working with young children requires a lot of patience and hard work, so the leadership and personal qualities of principals are important.

Effective allocation of resources (financial, human, educational materials) in preschool educational organizations is important. Directors strive to ensure the timely and effective use of these resources, improve working conditions, and support social activities. For example, the availability of sufficient educational tools and supporting materials helps ensure the comprehensive development of children.

The success of a preschool educational organization depends on the activity of parents and their work with them. Directors perform such tasks as establishing effective communication with parents, listening to their opinions and wishes, and also involving parents in the educational process. Gaining the trust of parents, establishing clear and reliable communication in working with them, and cooperating with the community contribute to the successful operation of an educational institution.

Preschool educational institutions have a great influence on the social and cultural development of children. Directors should understand this process and help create conditions for children's comprehensive development. The organizational work under their management is aimed at getting to know children, meeting their needs, and complying with legislation on the upbringing of young people, based on the community and culture.

Principals, taking into account the psychological state of children, provide necessary advice and training to teachers, as well as provide psychological support for children. This helps them improve their social skills, cope with family problems, and overcome stress in the educational process.

The director of a preschool educational organization also bears legal and economic responsibility for his institution. This primarily includes working in accordance with laws, requirements and standards, as well as ensuring financial accountability . Directors are responsible for ensuring the financial stability and priority of their institution. [9]

The management roles of preschool directors are complex and critical. They not only oversee education, but also ensure the holistic development of children, teamwork, effective use of resources, and social responsibility. They play a key leadership role in creating the working conditions necessary for children's futures.

Management competencies are characteristics that meet specific requirements in terms of knowledge, skills, and competencies that are important for managers and leaders. Effective management is essential for achieving the strategic goals of the organization. These competencies include not only the personal qualities of the leader, but also teamwork, problem-solving, and adaptability to the rapidly evolving world of production, technology, and society.

**Organizational effectiveness** : Effective management competencies help organizations achieve their goals. When managers can perform their tasks clearly and effectively, the team will also work quickly and reliably. This, in turn, has a positive impact on overall effectiveness.

**Personal and professional development** : A manager achieves personal development by constantly improving his or her competencies. This allows him or her to adapt to changing circumstances and effectively assess new opportunities or threats.

**Teamwork** : A manager must be able to properly manage the capabilities, knowledge, and potential of team members. This builds trust and cooperation among the team.

**Adapting to crises and changes** : Adapting to changes, seizing new opportunities, and solving problems are key aspects of management competencies. Managers must have the appropriate competencies to make successful decisions in various crisis situations.

**Competitiveness** : Maintaining an organization's strategic competitive edge requires progressively improved management competencies. Innovative approaches, identifying development directions, and implementing changes will be necessary.

**Education and training** : Managers and leaders need to constantly acquire new knowledge and attend training courses. This will provide them with knowledge of the latest management methods and strategies, while also allowing them to adapt to changing work conditions.

**Mentoring and coaching** : Mentoring and coaching are often effective ways to improve competencies. With the help of experienced leaders or managers, future leaders can improve their performance and learn to see each situation from a different perspective.

**Technology and Digital Management** : Today, digital transformation is becoming increasingly complex. Managers need to learn how to effectively leverage technology and manage business processes through digital platforms.

Professionals who strive to transform existing resources for the development of management competencies, adapt to new technologies and societal changes, and develop their personal and professional potential play an important role in ensuring the successful and sustainable development of organizations. [10]

A director's ability to lead a team is essential for creating an effective work environment in an organization. This competency includes:

Motivate teams and ensure their collaboration;

Assessing the capabilities and importance of each member, and directing them towards the goal;

Taking into account the individual abilities of each team member and supporting their development;

Identify problems and make effective and understandable decisions.

The decision-making ability of a director is important for directing the actions of an organization. These include:

Gather the right information to make quick and effective decisions;

Evaluation and analysis of various options;

Identifying risks and determining how to respond to them;

Be enthusiastic and responsible when making decisions or reaching consensus with the team;

Quickly adapt to changes and evaluate results with direct decisions.

Resource management enables the director to make effective use of the organization's available resources (financial, human, time, and technology). These include:

Organizing the most efficient distribution of available resources;

Financial and human resources management;

Optimal utilization based on budgets, plans and indicators;

resource utilization and make appropriate changes.

Strategic thinking, teamwork, decision-making, and resource management are important competencies for directors, who play a key role in ensuring the success of the organization and solving problems. These skills help to make clear and correct decisions about work and guide the organization towards long-term development. [11]

Foreign experience is of great importance in improving the management competencies of directors of preschool educational organizations. Factors such as Finnish and Japanese management methods, modern training and innovative technologies, strategic thinking and resource management help to increase the effectiveness of preschool education and ensure the comprehensive development of children. The basis of the successful operation of preschool educational organizations is effective management based on highly qualified and competent directors, their innovative approaches and teamwork skills.

**Conclusion**

Improving the management competencies of directors in preschool educational organizations is essential for ensuring high-quality early childhood education. The analysis of foreign experiences, particularly from Finland and Japan, demonstrates that strong leadership, innovative technologies, and strategic thinking play a crucial role in effective preschool management. Directors must integrate modern training methods, promote teamwork, and enhance pedagogical practices to meet educational standards and foster children's development. By adopting global best practices, directors can optimize resource management, improve decision-making, and create a more dynamic and inclusive learning environment. Strengthening management competencies through continuous professional development will contribute to the long-term success of preschool education.

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