

Pedagogical Mechanisms Of A Collaborative Approach In Personnel Management In Education

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Annotation. Collaborative management in the educational process is a management method that ensures the management of all processes involved in the educational process. This helps to increase the efficiency of learning, improve the process, and improve team spirit. Here we discuss the pedagogical mechanisms of collaborative organization in the management of a personal article in education.

Keywords. Collaboration, collaborative management, cooperation, management, development, pedagogical cooperation, team.

In the modern education system, the concept of collaborative management is becoming increasingly relevant in working with personnel. Interaction between team members is not limited to optimizing work processes, but also serves to create a supportive and trusting environment. Such a management model is based on the principle of collegiality, that is, the opinions and suggestions of all participants in the educational process - teachers, administration, and sometimes even students - are taken into account. This leads to the development of a common strategy, improving the quality of education, and developing professional competencies.

Collaborative management, by its very nature, implies active, interactive cooperation between team members. Democratic management, openness, accountability, and mutual trust are recognized as the main principles. Such an approach strengthens institutional trust within the organization, creating the basis for each employee to freely express his or her opinion and take the initiative. As a result, employees are involved in management not only as performers, but also as active subjects. This situation contributes to the formation of an innovative environment and an increase in the quality of education.

Today, multilateral cooperation in the education system is considered an important strategic resource. Active interaction between teachers, management, students, and their parents increases the effectiveness of the educational process by creating pedagogical interactivity and social cohesion. This multi-subjective approach leads to the harmonization of different interests and perspectives, which serves to create a flexible educational environment adapted to the needs of students. In particular, collective projects and open communication platforms attract students to education based on their interests, which increases their internal motivation and level of mastery. Also, strong ties between educational institutions and local communities serve to expand educational resources, introduce innovations, and sustainably increase the quality of education. Modern approaches to human resource management are now based on the principles of collaboration, participation, and creative leadership. New generation management systems are being formed based on taking into account the opinion of each employee, joint decision-making, and actions aimed at common goals. This approach increases professional motivation and improves the quality of education.

In addition, new realities such as online education, hybrid formats and remote work show that collective approaches must now be adapted to the digital environment. This requires technological integration, virtual collaboration tools and flexible strategies in educational institutions. In the future, personnel management will develop precisely on the basis of division of responsibility, active participation and collective consciousness.

Collective management methods in educational institutions are demonstrating their effectiveness in practice. This approach, along with the high-quality organization of the educational process, creates a psychological comfort, a business environment and the basis for professional development. Active dialogue between teachers, managers and other employees encourages action based on common interests, which allows for joint solving of problems in pedagogical activities. This approach also encourages teachers to be creative, innovative, and take a systematic approach to problems. Collaboration within the team creates the basis for developing new methodologies and creating flexible curricula. This, in turn, increases the innovative potential of the educational institution, its ability to make balanced decisions, and makes it adaptable to socio-economic

changes.

Collegial decision-making in education is an integral element of modern management. In this approach, management, teachers, and sometimes students participate in making decisions on important issues. This leads to the formation of a model of trust, openness, and horizontal management. By taking into account the ideas and opinions of all stakeholders, multifaceted decisions are developed, which ensures a holistic approach to problems. In the decision-making process, creative thinking, critical analysis, and constructive communication skills are developed. This increases the interest of employees in their work, their sense of responsibility, and their level of job satisfaction. Thus, through collective decisions, the organization achieves internal stability.

The practical application of the collaborative management approach in educational institutions has a direct positive impact not only on the professional growth of teachers, but also on the success of students. This approach, combining the principles of innovative pedagogy, effective resource management, and socio-emotional support, takes the education system to a qualitatively new level. At the same time, through this model, the educational institution demonstrates its organizational adaptability and ability to effectively manage human resources.

One of the main problems that arises when implementing collaborative management is organizational uncertainty and communication breakdowns. Different views on educational goals or methodology among teachers, administration, and students cause conflicts. Also, a lack of time and resources limits teamwork. In some cases, the lack of a management strategy leads to fragmentation in the organization, which reduces the ability to achieve common goals. A comprehensive systematic approach is required to overcome these problems.

Effective strategies for implementing collaborative management include:

- Creating an environment of open communication - this enhances the exchange of experiences and joint discussion;
- Continuous professional development programs – provide opportunities for professional renewal for educators;
- Introduction of a feedback system – provides a platform where all employees can express their opinions and make suggestions;
- Formation of a corporate culture – a team based on common goals, values, and organizational spirit is formed.

These approaches serve to increase institutional capacity, sustainability of educational quality, and professional motivation.

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