

LIDERANÇA ESTRATÉGICA EM GESTÃO EDUCACIONAL

LIDERAZGO ESTRATÉGICO EN GESTIÓN EDUCATIVA

STRATEGIC LEADERSHIP IN EDUCATIONAL MANAGEMENT

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RESUMO: A gestão educacional diz respeito à administração do sistema educacional. Um grupo conecta recursos humanos e materiais para gerenciar, projetar, planejar e executar estruturas para lidar com um sistema educacional. Neste artigo, pretende-se examinar o conceito de liderança estratégica na gestão educacional. Ele também identifica problemas de gestão educacional na prática russa e sugere maneiras de resolver a visão moderna de liderança estratégica bem-sucedida na gestão educacional. O método descritivo-analítico é utilizado para atingir esse objetivo. Com base nos resultados, considera-se a experiência negativa e positiva da liderança estratégica na gestão educacional. Com isso, derivam-se as bases para alcançar os altos resultados do empreendimento. A relevância desse tema reside no fato de que há uma demanda muito alta por liderança estratégica na gestão educacional nos dias de hoje.

PALAVRAS-CHAVE: Liderança, gestão educacional, sistema educacional, realização de metas, atividade inovadora.

RESUMEN: *La gestión educativa se refiere a la administración del sistema educativo. Un grupo conecta recursos humanos y materiales para administrar, diseñar, planificar y ejecutar estructuras para manejar un sistema educativo. En este artículo se pretende examinar el concepto de liderazgo estratégico en la gestión educativa. También identifica problemas de gestión educativa en la práctica rusa y sugiere formas de resolver la visión moderna del liderazgo estratégico exitoso en la gestión educativa. Para ello se utiliza el método descriptivo-analítico. Con base en los resultados, se considera la experiencia negativa y positiva del liderazgo estratégico en la gestión educativa. De ahí se derivan las bases para lograr altos resultados de la*

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empresa. La relevancia de este tema radica en que actualmente existe una demanda muy alta de liderazgo estratégico en la gestión educativa.

PALABRAS CLAVE: *Liderazgo, gestión educativa, sistema educativo, consecución de objetivos, actividad innovadora.*

ABSTRACT: *Educational management is regarding the administration of the education system. A group connects human and material resources to manage, design, plan, and execute structures to handle an education system. In this article, it is intended to examine the concept of strategic leadership in educational management. It also identifies educational management problems in Russian practice and suggests ways to resolve the modern vision of successful strategic leadership in educational management is substantiated. The descriptive-analytical method is used to meet that aim. Based on the results, strategic leadership's negative and positive experience in educational management is considered. Thereby the foundations for achieving high results of the enterprise are derived. The relevance of this topic lies in the fact that there is a very high demand for strategic leadership in educational management these days.*

KEYWORDS. *Leadership, educational management, education system, goal achievement, innovative activity.*

Introduction

Currently, global trends in the form of globalization and overcoming barriers, expressed in new economic ties between countries, open up new opportunities for organizations, but at the same time toughen competition for the right to be a leader and dictate their terms to the market. However, being a leader means conforming to certain idealistic attitudes that have been developed and manifested for quite a long time. In itself, the leadership of an organization is the result of the activities of all personnel, starting from ordinary employees, and ending with the head (Alayoubi et al., 2020).

In the wild, the strongest individual becomes the leader of the pack, dying, his place is taken by the strongest of the remaining. In human society, the strength of a leader is not in physical strength, but in what kind of team he can create around himself. The team is the main tool and resource for achieving business goals. A manager's performance indicator is the performance of the entire team (Abu Mostafa et al., 2021). The manager should be, as an actor, different with each employee, finding an individual approach to each. Training and development of employees, a thorough analysis of the abilities and capabilities of each team member, coordinated actions of the team in solving complex tasks are the key to success. You cannot be absolutely sure of your knowledge and correctness. Often experienced employees, having a lot of experience "behind them", believe that they do not need training. This is even more a weakness of many managers

who believe that by training an employee once, they have done enough for his development. People in the team should grow and become new leaders (Ali & Anwar, 2021).

In the 21st century, the concept of leader has expanded somewhat. A leader is a person who is able to think for the future, has new ideas and extraordinary views on the ongoing processes. The leader is able to manage using non-standard approaches and methods. One of the most important requirements of the knowledge economy for leaders is high professionalism (Anastasiou & Garametsi, 2021). The leader should be a role model, an expert, actively working in the following areas: - continuous professional development, development of creative and leadership potential; - timely evaluation of creative ideas of employees; - motivation and encouragement of creativity and self-development; - search for ways to finance innovation; - assistance in the introduction of ideas and inventions into production. It is also necessary to pay special attention to methods to improve educational management efficiency: strategic planning, staff motivation, delegation of authority, control, etc (Birasnav & Bienstock, 2019). According to the author, the ideal situation will be when the head is also the leader. The manager integrates the qualities of a leader with the qualities of a manager and implements them in the organization. As a result, the efficiency of the entire enterprise, as well as each employee individually, increases. Thus, the leader becomes attractive to followers due to the ability to see what will ultimately be achieved as a result of the joint efforts of him and his followers. However, this is not any goal or any state of the organization in the future (de Araujo et al., 2021). To a greater extent, this is what followers want or can have. In addition, a vision becomes attractive if it is larger or better than the existing reality, i.e. to a certain extent, idealization of the future state is allowed. The image of the vision captures the imagination of followers and encourages them to devote themselves to making it a reality to the extent that they share the leadership vision. A vision that inspires strength in followers, makes them believe in the success of the cause (Cortes & Herrmann, 2021).

As the practice of the world's leading companies has shown, the management of an organization in a highly competitive market economy should be carried out based on its long-term goals and actions. In other words, strategic leadership based on the development of a set of long-term measures and approaches that allow the organization to maintain the desired positions in the market in the near future.

According to the position of modern scientists, strategic educational management is a special technology in the management of an organization in modern conditions, unstable external environment and many other factors that have a significant impact on the organization as a whole (Dooris et al., 2021).

Any strategic intentions in their essence, which are implemented by the enterprise, have an innovative character, which is due to the fact that they are based on innovations in economic,

production or marketing potentials. The organization's development strategy involves ensuring a steady pace of improvement and development. The development strategy is based on the application of scientific and technical achievements in the field of educational management, that is, on the totality of various innovations.

Innovation policy is understood as combining the goals of production activity and investment activity and is aimed at introducing new technologies and, consequently, new types of goods, works, and services into the company's activities. The innovation policy provides for the selection of individual objects of analysis, with the help of which the enterprise influences the systematic search for new technological opportunities. In this context, the strategic educational management of innovation activity provides for the achievement of future results that have been achieved through innovative implementations (the research stage, the introduction of innovations into production applications, the introduction of a new product into the market) (Ismail et al., 2018).

In the strategic economic and organizational analysis of innovation activity:

- 1) all known economic indicators for the period preceding the start of innovation activity and the period including innovation activity should be compared;
- 2) it is important to evaluate the financial result of innovation activity – one of the main indicators on which decision-making on the implementation of the strategy is based. The financial result – profit or loss from the implementation of innovation activities as a whole can have an absolute (for example, the net reduced effect) or a relative value (for example, the index of return on investment in innovation).

Methods

In the process of strategic economic and organizational analysis of innovation activity, it is necessary to take into account its risky nature, as well as the fact that in the criteria analysis of the effectiveness of investment activity (investment in innovation), two groups of methods are distinguished based on: discounted estimates; accounting estimates.

Organizational aspects of the analysis of innovation activity include:

- verification of the correctness of the formation of the concept of innovation activity;
- verification of the correctness of the development of innovation policy;
- analysis of the content of the entire set of organizational documents, which enshrine the innovative philosophy, innovative ideology, innovative policy of the enterprise, and others.

It should be taken into account here that the concept of forming an innovation educational management mechanism of an enterprise creates the advantages of its sustainable development

based on ensuring the effectiveness of the functioning of the innovation management mechanism of the enterprise. It is based on the consistent development of the philosophy of innovative activity of the enterprise, which is then embodied in a systemically coordinated and interdependent ideology of innovation, innovation policy, strategy and tactics of the enterprise, formed taking into account the innovation culture and based on the allocation of stages and sub-stages of the innovation life cycle up to the complete utilization of the structural and cyclical model of the enterprise and integrated into the mechanism of educational management of innovative activity of the enterprise (Mahd & Nassar, 2021).

Innovation management of most industrial enterprises focuses on achieving future results directly through the innovation process, which is the process of converting scientific knowledge into innovation, which can be represented as a sequential chain of events during which innovation arises from an idea to a specific product, technology or service and is carried out with practical use.

Thus, the basis of the innovation process is the life cycle of a new product or technology from the moment of the emergence of a new idea to its practical operation by consumers. The innovation process can be viewed from different perspectives. At the same time, it is customary to distinguish the following main stages:

- fundamental research (obtaining new scientific knowledge);
- research work (creation and testing of a sample);
- research and development (development of technology, know-how);
- production (marketing, business planning, investment, release);
- sale of the product (as well as licenses and patents), organization of the operation and service system;
- completion of innovation (re-equipment of production).

The initial stage of the innovation process is fundamental research aimed at obtaining new scientific knowledge.

The paramount importance of fundamental science in the development of innovative processes is determined by the fact that it opens the way to new fields of knowledge. In the conditions of a market economy, industry science cannot engage in these studies. Fundamental research should be funded from the state budget on a competitive basis.

The next stage of the innovation process is applied research. They are aimed at creating and testing product samples, i.e. at obtaining specific scientific results that will later be used in development work.

Results And Discussion

Development work is the final stage of research, it is the transition from laboratory conditions and experimental production to industrial production. Their goal is to create (modernize) samples of new equipment, which, after appropriate tests, can be transferred to mass production or directly to the consumer. At this stage, the results of research are checked, technical documentation is developed, samples of a new product are manufactured and tested.

There are usually two main stages at the production stage:

- 1) technological development;
- 2) the actual production of a new product.

The main task of the technological development stage is to prepare for the implementation of the development results and to provide the necessary conditions. In this case, the interaction of science and production is carried out directly, on which the pace of mastering scientific developments, the timing of their implementation and the beginning of mass production of a new product depend.

At the second stage, the production of scientific and technical developments is carried out on a scale determined by the needs of consumers. This is followed by the stage of implementation and consumption. At this stage, it is very important not only to interest the consumer in obtaining the latest product samples, but also to involve him in further participation in the process of its development and production. At the next stage, the direct consumption of a new product takes place, and the actual effectiveness of the innovation process is revealed.

At the stage of completion of innovation, obsolete production is curtailed, its re-equipment is carried out, the withdrawal of used equipment from the production process, up to its liquidation, if it cannot be used for its intended purpose in other industries. This must be taken into account because the elimination of certain types of equipment causes great difficulties and a threat to the environment. The task of this stage is to replace outdated equipment with more productive and economical, with minimal losses for production at the final stage of the innovation cycle.

The implementation of innovation activity presupposes the existence of an appropriate mechanism for the implementation of its goals and objectives. The fundamental element of the creation of this mechanism, which makes it possible to assess the fundamental possibility of implementing innovative activities, is the innovation potential.

A person is not born a leader, he chooses leadership for himself, the success of which is closely related to strategic planning, which is crucial for the success of the company. In many companies, when developing strategic plans for the development of the company, automation of production, expansion of the product sales market, these issues are dealt with by people who have been working in this company for a long time, have earned a certain authority in the team, are part

of the management team. But unfortunately, most of these discussions begin only when the company begins to incur significant losses and the educational management is trying to understand why "six months ago" the company was in its prime, and now it is melting before our eyes. At this moment, emergency meetings are being held to discuss and solve problems, but few people think about who the people who are gathered in one office right now are and whether they are able to develop a strategy to bring the company out of the crisis at all and whether they are interested in it or not.

No one thinks a far-sighted person is sitting next to him or is set up to get maximum profit at the moment and he will not be interested in what will happen to the company in the future. Since the solution of problems begins when the company does not receive the profit it was aimed at, accordingly, no one is engaged in attracting specialists who can really assess the situation and suggest ways out of the crisis. Relying on your team, it is not always possible to solve the existing problems.

The effectiveness of the company's work achieved through leadership as a method of leadership is largely determined by the following related system of factors:

- * leadership potential;
- * leadership style;
- the company's "climate";
- * the degree of involvement of the team;
- * team performance.

Under the "climate" of the company, you can conditionally designate several circumstances that are most important for the effective work of the organization:

- * clear understanding by all employees of the tasks facing the organization;
- * an atmosphere of freedom for initiative;
- * a sense of fair and decent remuneration for work;
- * a mood of creative enthusiasm and dedication to a common goal.

Summarizing, we can conditionally distinguish three main areas of leadership:

- * ideologue leader (leadership in generating new ideas and business concepts);
- * strategic leader (leadership in planning and choosing the way to implement new ideas);
- * technology leader (leadership in the field of skills and key competencies).

To one degree or another, all three areas of leadership can be inherent in outstanding managers, sometimes this phenomenon is called strategic leadership.

The ideas of strategic leadership cause a kind of resonance in the organization, which leads to rapid spread within the company through the management levels.

Each level of educational management has feedback from the leader, which helps to refine the initial ideas taking into account the real capabilities of the organization. This does not exclude the direct influence of the leader on all levels of his environment. Naturally, the intensity of such influence is descending (Najmi et al., 2018).

There is still no precise description of who is the leader: the one who holds the highest position in any organization or the one who has some characteristics or values that others do not have. J. Latham believed that the problem of leadership at all levels of the organization is becoming more and more complex. Perhaps leaders are given too much importance for organizational success and failure, but there is a consensus among scientists and practitioners that this is important and matters. However, the existing differences of opinion about leadership can be interpreted not as an inability to reveal its true essence, but as an awareness that leadership is a complex concept that even supports opposing points of view.

Conclusion

Currently, as well as in the near future, in order to achieve their goals, leaders need to create organizations that are able to do their job, as well as introduce innovations that will greatly benefit stakeholders, which, of course, will require a diverse workforce working in a complex global environment. The leadership of these organizations requires people who realize that society is not only a means to achieve organizational results, but also an end in itself. However, despite the huge number of different ways to solve current problems, taking into account the many variables involved, the diversity of workers continues to grow, which undoubtedly makes it difficult to lead in an increasingly global environment. In addition, artificially created systems appear over time, which become increasingly unstable, which leads to their unpredictability (Samimi et al., 2020).

Conclusion. In order to stay afloat, and even more so to continue to develop in a turbulent environment, modern domestic enterprises need to increase the efficiency of resource use. The era of change is the time when a new look at business is needed. Only a "leader-manager" who is able to correctly assess the situation and see the future is able to bring the organization to a new level (Dooris et al., 2021).

Strategic leadership not only determines the priorities and values of the company, but also accumulates experience, knowledge and energy for long-term goals. Not every leader for years to come is able to rationally plan resources, properly motivate employees and systematically and persistently go to the set goals. In the modern conditions of market globalization, strategic

leadership is an essential necessity for companies with long-term development plans and striving to increase their competitive advantages (Samimi et al., 2020).

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