

WAYS TO RESOLVE CONFLICTS IN THE TEACHING STAFF BY THE HEADS OF SECONDARY SCHOOLS

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ANNOTATION

This article describes methods of conflict resolution in the teaching staff of heads of secondary schools, components of conflicts and ways to resolve them.

In the context of globalization, the reforms implemented in our country in the system of science and education, as in all sectors, give important and priority results for the directors of secondary schools to identify and resolve pedagogical conflicts in the team, their origin, causes, factors, prevention opportunities, ways to overcome.

The social development of the collective is considered as a set of issues to be solved related to human life, a set of economic and social issues.

Although scientific research on the management of secondary schools was carried out by scientists from different fields, however, there are problems in pedagogical science that have not found their logical solution in this regard. In particular, the lack of developed organizational and pedagogical mechanisms for the development of the skills of heads of secondary schools to overcome conflicts in the teaching staff indicates the need for deep scientific approaches, new knowledge in this area.

The organization of the management activities of the heads of secondary schools to prevent and overcome conflicts arising in the teaching staff of secondary schools has its own characteristics, this process requires high competence from managers.

There are several effective ways to resolve conflicts in the teaching staff of heads of secondary schools, which can be divided into two categories: structural and interpersonal.

The head should not consider that the main cause of conflicts in the team is the verb people. Of course, such differences can be the cause of conflict, but they are often one of the factors that lead to conflict. The manager should analyze the underlying causes of conflicts in the team using various methods before overcoming them.

There are four structural ways to resolve conflicts in a team:

explanation of job demand;

use of coordination and integration mechanisms;

defining a set of common organizational goals;

application of the incentive system.

Job requirement explanation is one of the best ways to deal with a conflict situation in a team. Each employee needs to explain what result is expected from the work of the unit, the system of their basic rights and responsibilities.

Another way to manage a conflict situation in a team is the use of a coordination mechanism — a chain of command, the distribution of authority. If there is dissatisfaction between one or two employees on certain issues, their appeal to the general authorities to make a decision can prevent a conflict. The method of self-regulation allows you to avoid a conflict situation, since the manager knows well who the subordinate employee is subordinate to.

When managing a conflict situation in a team, it is necessary to use such integration tools as a management hierarchy, Task linking Services, and target groups. For example, the right of the manager and team members to creative activity on the basis of mutual equality, creating opportunities for team members to evaluate themselves and each other.

Setting a common set of organizational goals is another structural way to manage a conflict situation in a team. For example, it is of great practical importance that the activities of the heads of secondary schools in the field of conflict resolution in the teaching staff are comprehensively analyzed by other managers, its achievements and shortcomings are indicated.

As a way to manage a conflict situation in a team, you can use a reward method that affects people's behavior. Those who take a comprehensive and deep approach to solving the problem should be thanked, rewarded or promoted.

There are the following five interpersonal styles of overcoming conflict situations in a team.

Restraint is expressed in the fact that a person avoids conflict, tries not to get into a situation in which contradictions may arise, not to discuss issues leading to conflicts.

Polishing implies that employees should not be annoyed with each other because they are one member of the team, and not in vain.

On conflict situations in a team of American scientists R. Blake and D. Mouton showed that his desire for conflict in one person can be suppressed, emphasizing that this problem does not matter much, that at the moment you need to think about good things.

As a result, peace is established, but the problem is not eliminated. The one who follows the path of forced acceptance of the proposed point of view is not interested in the opinion of others, the dispute is suppressed by force, submission to the will of the boss. This style is useful in situations where the leader pays great attention to his subordinates. The disadvantage of this style is that it suppresses the initiative of employees. Rape causes discontent among younger and more educated employees.

The agreement expresses a certain degree of acceptance of the other party's point of view. The ability to reach an agreement is highly valued because it allows conflicts to be resolved, lead to the consent of the parties.

Solving the problem involves recognizing and getting to know the fact that there are different points of view in order to understand the causes of the conflict and see what works optimally for all parties.

In-depth analysis of conflict situations in a team and conflict resolution are possible, but for this you need to have experience, patience and the ability to work with people. Thus, in a difficult situation in which conflicting views arise, it is necessary to maintain a certain style of problem solving and be able to manage it. It is of great importance to find the right solution to the problem for all conflicting parties.

Summing up, we can say that the teaching of management theory in higher education institutions is becoming increasingly important, based on today's demand. It is especially important to master this discipline in the preparation of managerial personnel.

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