



MANAGEMENT AND COMMUNICATION SKILLS CULTURE IN THE EDUCATION SECTOR.

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Annotation: This article explores the critical role of management and communication skills culture within the educational sector. As educational institutions transition from traditional hierarchical models to more dynamic, collaborative environments, the necessity for administrators and educators to possess strong interpersonal and managerial competencies has become paramount. Drawing on recent research from 2024–2026, this study identifies core competencies—including emotional intelligence, digital communication, and transformational leadership—that influence institutional effectiveness. The findings suggest that a robust culture of communication directly correlates with improved teacher motivation, administrative efficiency, and student outcomes.

Keywords: Educational Management, Communication Skills, Soft Skills, Leadership Culture, Digital Transformation, Organizational Climate.

The educational landscape is undergoing a fundamental shift, driven by technological advancements and a growing emphasis on social-cultural dimensions in management. Traditional education management was often viewed as a purely technical-administrative function focused on planning and supervising (ResearchGate, 2026). However, contemporary perspectives recognize it as a social practice rooted in human relations and culture (ResearchGate, 2026). In this context, communication is not merely a tool for information exchange but the very fabric that builds trust and institutional identity.



In the modern education sector, the intersection of management and communication has evolved into a sophisticated organizational culture that prioritizes human capital over bureaucratic processing. This culture is defined by how leadership interacts with faculty, how information flows through the institution, and how conflicts are mediated to maintain a productive learning environment.

The Core Management Philosophies

Educational management has transitioned from "Management by Instruction" to Management by Values.

- **Distributed Leadership:** This is the cornerstone of modern educational culture. It shifts the burden of management from a single "autocratic" principal to a web of stakeholders. In this model, teachers are viewed as "middle managers" of their own classrooms and curriculum developers, fostering a sense of ownership.
- **Agile Management:** Borrowing from the tech sector, educational institutions are increasingly adopting agile frameworks to respond to rapid changes in technology and policy. This involves short "sprint" cycles for curriculum updates and flexible resource allocation.
- **The "Coaching" Model:** Instead of annual high-stakes evaluations, the management culture emphasizes continuous professional development (CPD). Managers act as coaches, using observation and formative feedback to improve teacher performance rather than just monitoring compliance.

Advanced Communication Skill Sets

Communication within an academic institution is multifaceted, requiring leaders to navigate "Upward" (to boards/ministries), "Downward" (to staff/students), and "Horizontal" (to peers and community) channels.

A. Emotional and Social Intelligence (ESI)

High-performing educational managers utilize ESI to read the "emotional climate" of a school. This includes:



- Active Empathy: Understanding the burnout risks for staff and the developmental pressures on students.
- Social Regulation: The ability to remain calm and analytical during high-stakes parent-teacher confrontations or student disciplinary actions.

B. Transparency and "Shared Vision"

A culture of communication is ineffective if it is opaque. Effective institutions utilize:

- Strategic Transparency: Sharing the "why" behind institutional shifts (e.g., budget reallocations or new pedagogical standards) to reduce rumors and resistance.
- Narrative Leadership: The ability of a manager to tell the "story" of the school, aligning the staff's daily work with the institution's long-term mission.

Communication Structures and Flow

The "culture" is often dictated by the systems put in place to facilitate dialogue.

Communication Type	Traditional Culture	Modern/Professional Culture
Direction	Top-Down (Orders)	Multi-directional (Dialogue)
Medium	Formal Memos/Paper	Hybrid (LMS, Instant Messaging, Video)
Frequency	Episodic (Monthly meetings)	Continuous (Real-time updates)



Communication Type	Traditional Culture	Modern/Professional Culture
Goal	Compliance and Control	Engagement and Innovation

Conflict Resolution and Crisis Communication

In education, conflict is inevitable due to the high emotional investment of parents and staff. A mature management culture adopts Restorative Practices:

- Mediation Circles: Bringing disagreeing parties together to discuss impact rather than just assigning blame.
- Non-Violent Communication (NVC): Training staff to express needs and observations without making judgments, which is essential for maintaining faculty morale during periods of change.

The Impact of Digital Transformation

The culture of communication is now inextricably linked to Digital Literacy.

- Information Management: Managers must decide which information belongs in an email, what requires a face-to-face meeting, and what should be hosted on a shared cloud drive.
- Digital Wellness: A growing part of management culture is establishing "boundaries" for digital communication to prevent 24/7 work cycles, ensuring that the "right to disconnect" is respected among the teaching staff.

Cultural Competence and Inclusivity

In a globalized world, communication culture must be culturally responsive. This means:

- Linguistic Sensitivity: Ensuring communication reaches non-native speaking parents or international students effectively.



- Inclusive Rhetoric: Using language that promotes equity and diversity, ensuring that institutional management reflects the diverse population it serves.

Summary

The shift toward a high-functioning management and communication culture in education is a move toward relational professionalism. When managers communicate with clarity, empathy, and transparency, they create a "psychologically safe" environment where both teachers and students feel empowered to take risks and innovate.

Would you like to focus on a specific aspect of this, such as how to develop these skills in new administrators or how to measure the "health" of a school's communication culture?

The results underscore that communication is the primary mechanism through which transformational leadership is enacted (Leadership's Soft Skills, 2025). As educational institutions become more diverse, the demand for "ethical sensitivity" in communication increases.

Managers must move beyond "top-down" communication to embrace "dialogical" models. Furthermore, the integration of technology, such as Learning Management Systems (LMS) and AI, requires leaders to develop "digital communication competence" to maintain transparency and foster collaboration among faculty (Taylor & Francis, 2025).

Conclusion

Management and communication skills are no longer "optional extras" but foundational requirements for successful educational administration. A culture that prioritizes clear, empathetic, and technologically-adept communication leads to higher levels of trust, better teacher engagement, and more resilient institutions. As we move further into 2026, the intersection of human soft skills and AI-driven efficiency will define the next generation of educational leadership.



Professional Development: Institutions should implement mandatory soft-skills training programs focusing on emotional intelligence and conflict resolution for all administrative staff.

Digital Literacy: Educators and managers should be trained not only in using AI tools but in the ethics of digital communication to preserve academic integrity.

Feedback Loops: Establish "bottom-up" communication channels where faculty and students can contribute to the institutional narrative, fostering a sense of ownership and community.

Inclusive Practices: Develop management policies that reflect the cultural values and social contexts of the local community to ensure "contextual relevance" (ResearchGate, 2026).

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