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PEDAGOGICAL CONSULTING IN
EDUCATIONAL MANAGEMENT OF ONLINE ACTIVITIES

The article explores the role of pedagogical consulting in effective management of educational activities in the online environment. It analyzes the peculiarities of practical implementation of various digital platforms depending on educational objectives. The advantages and challenges of integrating pedagogical consulting into online education are discussed. It is noted that pedagogical consulting plays a crucial role in maintaining educational standards and ensuring the success of students in the online environment.

Keywords: *pedagogical consulting, management of educational activities, online learning, digital platform.*

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ПЕДАГОГІЧНИЙ КОНСАЛТИНГ В УПРАВЛІННІ ОНЛАЙН-ОСВІТНЬОЮ ДІЯЛЬНІСТЮ

У статті розглядається роль педагогічного консалтингу в ефективному управлінні освітньою діяльністю в онлайн-середовищі. Проаналізовано особливості практичного застосування ряду цифрових платформ онлайн-навчання в залежності від потреб, технічних можливостей учасників навчального процесу та поставлених навчальних цілей та завдань. Стаття освітлює важливість консультування в контексті розвитку та підтримки онлайн-освіти, створення комфортних умов і свободи вибору для повноцінного розвитку професіоналізму та самореалізації педагогів і студентів, надаючи огляд ключових аспектів і методів, які можуть бути використані для підвищення якості освітнього процесу. У даній роботі розглядається педагогічний консалтинг як ефективний інструмент у освітньому процесі. Обговорюються переваги та проблеми, з якими стикаються заклади освіти при впровадженні педагогічного консультування в онлайн-навчання. Відзначається, що педагогічне консультування відіграє важливу роль у підтримці стандартів освіти та забезпеченні успіху студентів в онлайн-середовищі.

__Ключові слова:__ педагогічний консалтинг, управління освітньою діяльністю, онлайн-навчання, цифрова платформа.

A set of human, material, technical, informational, regulatory and other components, interconnected in such a way that the management process is carried out and management functions are implemented, are called "management system". The management system of a comprehensive educational institution has common features with the management systems of other objects, but differs from them primarily in the

content of the tasks to be solved and the methods of their decision. This, in turn, determines the peculiarities of their construction, but at the same time a comprehensive educational institution is a social system that obeys the laws of management of social systems. These problems are carefully considered in the works of V. Begei, L. Danylenko, G. Yelnikova, Y. Konarzhevsky, E. Korotyaev, O. Marmaza, V. Maslov, O. Udod, V. Pikelna, E. Khrykov and others [5].

Scientists O. Padalka and A. Shpak argue that "technologization in the field of education is becoming a dominant characteristic of human activity, implying a transition to a qualitatively new level of efficiency" [2, p. 250].

One of the modern trends in the development of online education is M-Learning (or mobile learning), which involves the use of smartphones, tablets, laptops, etc. to access educational materials and communicate between participants in the educational process. The implementation of online education as a new pedagogical technology, its features in the field of education are explored by O. Borzenko, O. Zaritska, I. Herasymenko, L. Shtikhno, O. Kolesnikov, V. Hohunsky, O. Vasyuk, T. Skumina, V. Bykov, O. Malinko, H. Marchenko, and others [1, p. 5].

The digitization of education, the prospects for the spread of advanced digital platforms, and the readiness of teachers to implement and use digital technologies have been studied in many works by modern scientists. Significant contributions to the study of this issue have been made by V. Bykov, V. Gurzhiy, V. Zaychuk, I. Ivanyuk, L. Kartashova, A. Lapinsky, S. Nikolaenko, O. Ovcharuk, I. Plysh [1]. It has been determined by scientists that the work on raising the level of digital literacy and competence of teachers, as well as providing decent conditions for continuous professional development, is an important factor in increasing their readiness for changes in the traditional education system. This helps overcome the problem of teachers' reluctance to implement online education [1; 5].

In the practice of educational management in educational institutions, consulting services in the field of education and organizational management are an important factor in the effective functioning and development of management

subjects. Scientists Coleman and Yeh, who conducted research in 2011 related to the effectiveness of pedagogical counseling, claim: educational counsellors adopt many roles and must be empathetic in dealing with students' wide range of issues. While guided by instinct and what they are told when students are referred, counsellors should remain open to what the student has to say [7]. Having studied the emotional state of teachers and students in 2018, Peters concluded, that communication is an essential tool to learn and can help us share feelings and behave more appropriately. When we get angry or upset, it can be difficult to explain clearly how we feel [8].

The purpose of the article was to demonstrate the necessity and importance of the role of pedagogical consulting in effectively managing educational activities in the online environment, based on the generalization of own practical pedagogical experience using digital platforms in the conditions of the COVID-19 pandemic and the state of war in Ukraine [3; 9; 10]. Organizing online education in modern times, especially during wartime and in conditions of participant remoteness, poses a new challenge of the times. Undoubtedly, this requires the improvement of online learning technologies with direct involvement of pedagogical consultants.

The application of modern educational information and communication technologies should be scientifically justified, altering methodological approaches to teaching, which facilitates effective combination of direct and indirect interaction between students and teachers [1]. In fact, the rapid transition to fully online learning has led to "emergency distance learning" instead of a well-considered, systematized, and structured specialized online education system. Currently, the key challenges of the educational process in wartime conditions include unstable learning conditions, limited opportunities for organizing learning activities, decreased motivation, as well as unstable psychological and emotional states of both students and educators. As noted by Coleman and Yeh, still in 2011, students' academic and personal development "occur within the context of a number of interpersonal relationships among peers" and the challenges brought on by the educational setting [8, p. 381].

The main aspects of the educational process that characterize its effectiveness include compliance with the requirements of the time and the quality of the educational process. The improvement of the quality of the educational process is possible provided that the pedagogical process is organized based on monitoring research aimed at studying the impact of the algorithm of managerial actions of teachers and students on the improvement of the quality of the educational process. It is important to create a system of pedagogical, socio-psychological counseling for students and teachers, to create comfortable conditions and freedom of choice for the full development of professionalism and self-realization of teachers and students. By applying monitoring research in practice, it is possible to significantly increase the efficiency of each participant in the pedagogical process and the educational institution as a whole.

Consulting is a very complex multifactorial social phenomenon, the significance of which constantly grows with the development of society and interpersonal relationships. The main goal of consulting is to improve the quality of management, increase the efficiency of the activities of educational process participants as a whole, and increase the individual productivity of each teacher and student. The complication of educational processes leads to the formation of markets for consulting services, including the formation of educational consulting, which performs the function of disseminating advanced problem-solving technologies. Today, the main dilemma for all participants in the educational process is the transition of the education system to the online form. In a broad sense, "consulting is a type of intellectual activity, the main task of which is to analyze, justify the prospects for the development and use of scientific, technical, and organizational-economic innovations, taking into account the subject area and client problems. Consulting itself represents a complex of knowledge related to scientific research, conducting research, experimenting to expand existing and obtain new knowledge, testing scientific hypotheses, establishing patterns, scientific generalizations, scientific justification of projects for the successful development of the organization.

Counseling techniques may include "how" and "what" questions, confrontations, "I" statements, and sharing awareness with teachers emphasizing "this moment".

Pedagogical consulting is a relatively new concept in domestic management theory. Today, there is a significantly increased demand for educational services. This is facilitated by educational institutions and various organizations providing the formation of a multi-profile market for educational services. The system of continuous education becomes an integral part of educational consulting. Thus, pedagogical consulting is understood as a type of support for the client in the educational process and the provision of advisory assistance in solving problems related to educational cognitive activities and personal-professional development. The tasks of pedagogical consulting are related to improving the process of satisfying educational needs or providing educational services. The client system includes: firstly, counseling and training of parents (in this case, the role of the consultant is performed by educators and teachers, pedagogue-psychologists, specialists of counseling services, tutors); secondly, counseling of pedagogical workers of educational organizations (teachers themselves, scientific and pedagogical workers, methodologists, pedagogical staff of educational institutions). Consultants are scientific leaders, mentor-consultants, employees of postgraduate pedagogical education institutes and methodological services, specialists of education development centers. Therefore, professional consultants are involved in the process of managing the development of educational institutions.

Educational counseling faces several challenges that can be addressed through the use of modern technology. Here are some of the challenges and how technology can help address them:

1. Accessibility: One of the major challenges in educational counseling is accessibility. Many students, especially those in remote or rural areas, do not have access to counseling services. Technology can help bridge this gap by providing online counseling services, such as video conferencing, chatbots, and virtual reality.

These tools can help connect students with counselors who are located in different parts of the country or even the world.

2. Time constraints: school counselors often have heavy caseloads and tight schedules, making it difficult to meet with students as often as they would like. Technology can help counselors manage their time more effectively by providing tools for scheduling, note-taking, and communication. For example, counselors can use online scheduling software to book appointments with students, and use digital note-taking tools to record session notes.

3. Limited resources: Schools often have limited resources, including budget constraints, which can limit the number of counselors they can hire. Technology can help address this challenge by providing cost-effective solutions for counseling services. For example, online counseling platforms can connect students with counselors who are located in different parts of the country, reducing the need for schools to hire multiple counselors.

Stigma: Many students may feel uncomfortable seeking counseling services due to the stigma associated with mental health. Technology can help address this challenge by providing anonymous and confidential counseling services. For example, chatbots and virtual assistants can provide students with information and support without requiring them to disclose their identity.

4. Personalization: Every student is unique, and counseling services should be tailored to meet their individual needs. Technology can help counselors personalize their services by providing data and insights on each student's needs, interests, and learning style. For example, counselors can use data analytics tools to track student performance, interests, and learning behaviors, and use this information to provide personalized guidance and support.

5. Cultural barriers: Counseling services may not be culturally appropriate or accessible for all students, particularly those from diverse backgrounds. Technology can help address this challenge by providing culturally sensitive counseling services.

For example, online counseling platforms can connect students with counselors who speak their language and are familiar with their cultural background.

6. Professional development: Counselors need ongoing professional development to stay up-to-date with best practices and new technologies. Technology can help address this challenge by providing online training and professional development opportunities for counselors. For example, counselors can participate in online workshops, webinars, and conferences to learn about new technologies and techniques.

The rapid technological development of society not only demands educators to acquire new professional competencies associated with active implementation of blended and online learning, but also affects the role of the educator, giving it a new sense. Modern educators need to learn to perform roles such as educational consultants, mentors, tutors, facilitators, capable of establishing positive constructive interaction with all participants of the educational process. Serving as educational consultants, educators are called upon to stimulate students to comprehensively process didactic content, aiming to teach them to consciously perceive the information presented, critically evaluate, design, create, and transform it [4].

Digital platforms play a key role in modern education, providing a wide range of opportunities for learning and interaction between students and educators. They grant access to educational resources, improve the organization of the learning process, and allow for personalized learning. However, the use of digital platforms also poses several challenges, such as the need for technical support, data protection, and ensuring equal access to education for all students. Understanding the characteristics of various platforms and the ability to effectively utilize them are becoming increasingly important for educational institutions and professionals in the field of education.

Technology can help address several challenges faced by educational counselors, including accessibility, time constraints, limited resources, stigma, personalization, cultural barriers, and professional development. By leveraging

modern technologies, counselors can provide more effective and efficient services to students, ultimately improving their mental health and academic outcomes.

Let's consider the most popular platforms for online learning:

– Moodle: This is an open-source Learning Management System (LMS) widely used in educational institutions for creating and managing online courses, conferences, and other educational events;

– Google Classroom: This free platform provided by Google allows for the creation of virtual classes, exchange of materials, and assignments between teachers and students. This is a service for educational institutions and users with personal Google accounts. The advantages of Google Classroom include easy setup, time-saving, creating, checking, and grading assignments in an electronic service, convenient organization, tasks available in the corresponding section, and course materials (documents, photos, videos) automatically added to folders on Google Drive. It also offers fast communication, the ability to make announcements, instantly create discussions, and for students to share resources with each other and respond to questions in the course stream. Accessibility and security are also ensured. Like all services in the Google Suite for Education package, Classroom does not contain ads, does not use student content and data for advertising purposes, and is provided for free. All information is stored on Google Drive, and having a corporate email with much more memory space than a personal Google Drive is the ideal option. Google Presentations allow working with files on Android devices: creating and editing presentations, granting access to and working on them simultaneously with other users; working even without an internet connection; adding comments and responding to them; adding slides, changing their layout, formatting text, and inserting shapes. Google Forms is an online service for creating feedback forms, online quizzes, and surveys. Each form is a web page that contains a questionnaire or questions. To work with forms, you need to have a Google account. The convenience of the tool lies in its adaptability, accessibility, unique design, and ease of analysis.

– Kahoot is a platform for creating quizzes, tests, and educational games. The service can be used to assess students' knowledge.

– LearningApps.org (https://learningapps.org/) is a service to support teaching and learning through small interactive modules. These modules can be used directly as educational resources or for independent work. To work, you need to create a publicly accessible library of independent blocks that can be reused and modified. Blocks (exercises) are not included in any specific scenarios or programs, so they are not considered as complete lessons or tasks; instead, they can be used as needed. It is a system of ready-made exercises from different subjects, with the possibility of automatic checking by the system. Teachers can create their exercises using this platform. Working with the platform follows the same principle as with others – sending the link to participants in the educational process. There is the possibility to create a group folder, upload tasks, and monitor the completion of these tasks.

One of the ways to check material assimilation and one of the best we have today is through tests. The main advantage is their impartiality and the ability for quick automatic assessment of a large number of responses. A large library of online tests can be found on the websites Vseosvita (https://vseosvita.ua/) and Naurok (https://naurok.com.ua/test).

– Canvas: Another popular LMS platform, Canvas provides tools for creating interactive courses, online teaching, and grade management;

– Blackboard: This platform also offers a variety of tools for creating, delivering, and managing online courses;

– Edmodo: A social platform for education designed to facilitate communication between teachers, students, and their parents;

– Microsoft Teams: While primarily a collaboration tool, Microsoft Teams also provides capabilities for teaching and creating virtual classes. Universities using this system for education conduct conferences, meetings, and assemblies in this platform as well;

– Zoom: A video conferencing platform that can also be used for distance learning, online lessons, and seminars;

– Adobe Connect: Another platform for virtual classes and web conferences, providing tools for interaction and real-time learning;

– FunEnglishGames.com is a platform with a wide variety of educational games and exercises. There you can find diverse games that help improve reading, writing, grammar, and vocabulary skills in English.

Each of these distance learning platforms has its own features and advantages, and the choice of platform depends on specific educational objectives, technical capabilities of participants in the learning process, and learning goals.

The conducted research and analysis of practical experience allow us to draw the following ***conclusions*** – attention should be drawn to the existing problems of online education up to now: First, the popularity of technology and the sharing of educational resources are not balanced. In some areas, students cannot enjoy the educational convenience brought about by modern technology due to the limitations of economic conditions and technical conditions. In this case, we need to further promote the popularization of technology, increase the sharing of resources, and achieve educational equity. Secondly, the implementation of personalized education is also difficult. Teachers need to master the strategies and methods of personalized teaching, which requires a lot of training and professional knowledge to support them. In addition, distance education also has the problems of interactivity and supervision. Students are easy to fall into the dilemma of self-learning, and they are lack of direct teacher guidance and learning atmosphere.

In terms of counseling, each student can get a tailored consultation program. This personalized educational consultation can better meet the needs of students, stimulate the learning interest, and improve the learning effect. ***The perspective of further research*** will involve the development of digital educational tools with the capability of providing continuous feedback for the purpose of pedagogical counseling for students.

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