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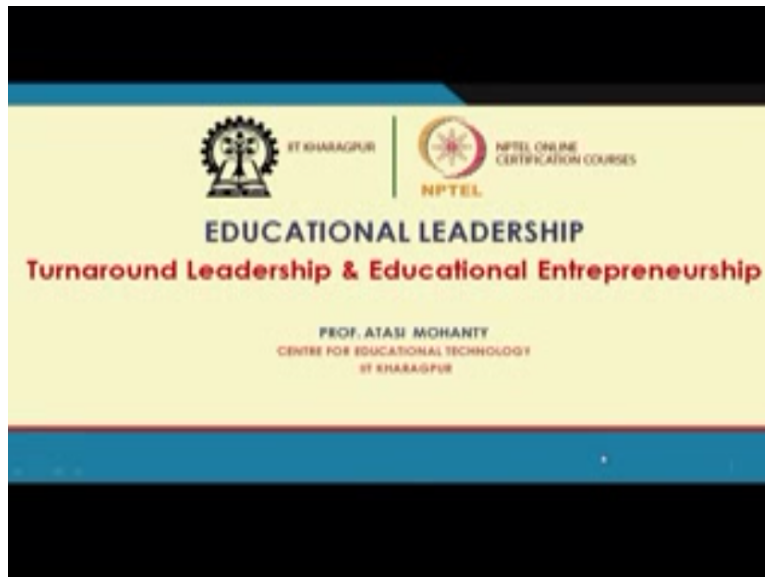
**Course**  
**On**  
**Educational Leadership**

**By**  
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**Lecture 35: Turnaround Leadership and**  
**Educational Entrepreneurship**

Welcome viewers to this NPTEL course on educational leadership. So we have already discussed many topics.

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So for today's session our topic is turnaround leadership and educational entrepreneurship.

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**Introduction:**

- ✓ Leadership is about motivating people, diverse people to work together to achieve a common goal ;
- ✓ It is about energizing team members to make good decisions & attain collective achievement ;
- ✓ Effective leadership inspires more than empowers ; connects more than controls; demonstrates more than it decides (Mintzberg , 2004)

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So we will be discussing about turnaround leadership, what does it mean, what are the qualities and capabilities of the turnaround leaders and educational entrepreneurship. So in the beginning we have already discussed about academic leaders, authentic academic leaders etc, so in which way this turnaround leaders are little bit different, or they can bring cleaned a 60° change in the whole educational system, educational institution that we discussed about this.

So leaders is about motivating people diverse people to work together to achieve a common goal. We have already discussed about how to manage diversity and influence in the educational context. So leadership goes beyond just or running the institution, or just carrying out the administrative work load. So leadership is for all purpose, for multi-dimensional roles, for multi-dimensional activities.

So a leadership in essence we can say, leadership is about motivating people, motivating people in the workplace or from the diverse background, so again motivating diverse people to work together and to achieve a common goal, which is the super ordinate goal for the institution. So it is about energizing the team members. So it is about again, moreover leadership is about inspiring the people.

Motivating the people, encouraging the people to make good decisions and attend collective achievements. So leadership is to inspire people, to work for the common goal collective achievement and to take the right decision, to attain the, to make effort to attain the collective goal, and effective leadership also inspires more than empowers. So here as the time of

quotations given by Mintzberg like leadership is about inspiring the people more than it empowers connects more than controls, demonstrates more than decides.

So here leadership is about motivating others, inspiring others than empowering others. So it is more a spirit of encouraging others, connecting to people, establish the interpersonal relations, connecting the people than controlling their behavior, and demonstrates more than it decides. He has to role model, he has to display, he has to demonstrate what he intends to say, what he intends to achieve, than decides, than making the decision making, final decisions.

So here leadership is about, you know how innovative you are in motivating people, how inspirational you are in transforming the whole institution, how positive you are in bringing out all the capabilities and competencies among your staff, among your colleague, and how to transform your institution, your educational system into 360° positive degree.

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**Introduction-contd....**

- ✓ Leadership does not just come from the top ;
- ✓ Everyone is a leader of change in their own area of expertise i.e. finance, HR, effective training, productive learning ;
- ✓ Turnaround Leadership (TL) goes beyond these capabilities & bring together a distinct profile of emotional intelligence & cognitive ability

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So leadership does not just come from the top. So here again what should be the direction of leadership, leadership should not be always from top to bottom, but rather it should be multi-dimensional in the sense from sometime bottom to top, from sometimes it is horizontal, sometimes it is in a circular, sometimes it is trying, so it is a kind of a blending of different dimensions.

So if you adopt adhere to the hierarchical structure or the from top to bottom kind of things it will not work. Everyone is a leader of change in their own areas of expertise, here another quality of the leaders are there. They believe that everyone, every individual can be a leader in their respective field, with their expertise, with their talents, with their competencies, they can also bring transformation into the workplace.

So it is not just that he is the leader, he is the boss and everybody has to abide by him or he has to, he can dictate everything it is not that kind of mindset, but he can encourage, inspire everybody, every individual to contribute in their respective field to act like a leader, to be an emergent leader and to establish their expertise in the workplace.

So the area of expertise beat finance, beat HR, beat effective training weight, productive learning etc whatever may be the domain ever may the sphere so the leader must encourage every individual staff every individual colleague every individual teacher to be the expert to be the you can say the stole what in the respective field so here the role of a turnaround layers if the

turnaround leadership means they want to just bring a 360<sup>o</sup> change in the institution change in the educational system.

So the turnaround leadership goes beyond the capabilities and bring together the distinct profile of emotional intelligence and cognitive ability so the term that around a leadership which it is much above your institutional leadership or academic leadership or authentic leadership, if it is just, but that we can say it is the topmost quality of leadership whose vision and mission and goals are quite large.

So hence it go as because it goes beyond certain responsibilities and the domain expertise and these kind of knowledge and information etc, but it has to be that means the leaders, they have to mix up they have to perfectly acquire, perfectly blend emotional intelligence as well as the cognitive ability. So both the mixture of blending perfect blending of intellectual caliber, high intellectual caliber with high emotional intelligence.

So they can perfectly blend, then only they can bring the transformation, complete transformation in the institution.

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**Turnaround Leaders listen, link & lead :**

- ✓ Turnaround leaders (TLs) reach out to those who will make a desired change, work with a well-argued, evidence-based case ;
- ✓ They listen with a "menu" of what has been done elsewhere to successfully address the focus area for improvement ;
- ✓ They actively listen in order to identify, link & distill the elements of a workable & productive action plan

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So here we can say turnaround leaders listen link and lead. So we will discuss about some of their competencies and the qualities and the key competencies of capabilities. So first thing is that turnaround leaders listen to others, they try to link to everybody, everybody even though those opposites to these ideas, those are the protestors etc, but even to them also he listens and he links and then lead.

So he wants to lead by taking all together so turnaround leaders reach out to those who will make the desired change, what make you well are give evidence based. So first of all the turnaround leaders they identify, they identify the individuals with their potentialities with their profiles, with their extraordinary capacities, and who can really brings the desired change in the institution.

So initially he just identifies and reach out to those people who are really potential, who are really outstanding, outgoing in and whom he believe that this people can really bring change in my institution, in my workplace, it is not possible for one individual leader to bring transformation;. And work with well argued evidence based case, and he wants to work with the people who can establish their views, opinions, events with arguments with a dialogue, with a communications, with the proof.

And evidence based as he wants to be convinced with some kind of evidence which has already happened in other institution or other academic environment etc, so he invites people with their potential, he also encourages to have the dialogue and argument, and he also wants to look for

the evidence that the examples, you can say the proof that means the empirical findings or any kind of factual findings which has already taken place somewhere else.

They listen with the menu of what has been done elsewhere, when they listen to others, they invite their own opinions, their behaviors, their options, so their choices etc, so when he listen to others he listen with the menu, that means what has been done elsewhere to who has done what thing, how successful they have bee, what is their outcome, how, that means what is the percentage of you know benefits so all these things see wants to listen and successfully address or with the focus of brining the improvement in their in his own institution, so by listening to others success stories by listening to others approaches and the benefits that have that they have got out of this things.

That he wants to bring other improvement by listening or listening to all this options haven use extra then he tries to find out the best approach best strategy to improve his own institution they actively listen in order to.

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To identify link and distill the elements of a workable and productive action that so before drawing your action plan, then they not just listen to others the others go find the strategies they identify which will be the most effective in their own institution of context they link they try to develop or they try to link those things to the their own institutional requirements or the situations or the factors and distills and then just you can say screen out screen out and take the essence of the whole things.

For the for adaptation for improvement in our own institution so they actively listen in order to identify link to their linked to their own institution and own college and staff distill the elements making it more clear crystal clear and to form a workable and productive action, so ultimate goal is to design our work done which will be which will work out which will be successful which will be productive that in case of their own institution, so they actively invite the people to join so they always welcome the people from different spheres different work shut of diverse work places to join.




To join to their institutions and they in join these institutions because you know they all there very open minded inviting the ideas inviting the technology in inviting the opportunities.

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**Turnaround Leaders listen, link & lead :**

- ✓ They actively invite people to join & identify with the "steered engagement" framework to move ahead
- ✓ They also listen carefully to the resisters/protestors & identify the roadblocks to be removed through strategic planning & negotiation ;
- ✓ Listening to others enables to take the "ego" out to empathize, , tolerate ambiguity, & think about the opposite ideas/views

Identify with this clear engagement so then when after inviting the active people those who are you know very enthusiastic and they very open minded they are very you know having a reason admission so then you invite them and identify them with this clear engagement how to engage these people in the workplace, so he has to design a frame work so that is called the clear engagement that means how to engage how to not only inviting the people to join but how to design the work plan.

So that they there these people will be actively engaged in the improvement process so they also listen carefully to the resisters and protestors and in this process of development bringing etc. so there will be definitely some protestors some you know resisters in this process of development brining change etc. so there will be definitely some protestors some you know resisters so we will be opposing their opposing to the views etc but again they do not discourage these people.

Do not judge ignore this people rather they listen to them and also after listening to their view points and perspective they just evaluate it they just reflect it and verified their authenticity of the resistance opposition so again try to find out screen out which will be authentic by looking into these factors we improve further improve our quality etc.

So in this way they try to overcome the road block so remove those hurdles remove those hurdles by further strengthening the action plan by making it more strategic and settle down the issues with the negotiate with the mutual negotiate understanding and convincing we will take care of

those things yes definitely these factors will not happen and how to improve or how to improve the quality for by taking into their consideration view points.

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**Turnaround Leaders listen, link & lead :**

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- ✓ They also listen carefully to the resistors/protestors & identify the roadblocks to be removed through strategic planning & negotiation ;
- ✓ Listening to others enables to take the "ego" out to empathize, , tolerate ambiguity, & think about the opposite ideas/views

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So listening to others enable to take the ego out to empathize, so here the main thing is that how to take ego out of the role that means here the thing is that even though he is the empowered leader, he is a you know people nominated a leader or he is a designator leader, so even then he this is not very much influence by his own ego that I am the boss or I am so and so etc, but rather he is very empathetic in listening to others in understanding there view points and listening that perspectives and he has ability to you know tolled the ambiguity.

Even if there is a any ambiguity in their opinion and their statements etc he tolerates is be here with for some time and they are try to clarified and think about for the way opposite views and ideas etc, way its authenticates you know credibility and its after effects maybe that what would be the consequence if you do not take in to consideration these things, he evaluates from all dimensions being retrospective being introspective and being reflective he evaluates all the oppositions view points or ideas as well as supporters a supporters view ones. He evaluates reflects upon thing thoroughly and then only design the strategy action plan.

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**Turnaround Leaders listen, link & lead :**

- ✓ Enables them to synthesize (link) diverse ideas to come up with a successful action plan for change
- ✓ TLs actively involve those who will make the desired change work, lead with them in partnership ; learn by doing

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So they enables the turn around the leader enables them to synthesize the diverse ideas to come up with the successful action plan for change, you know as all of us we know that the diverse when diversity emerges the definitely it is going to be the most effective action plan or the outcome or the product because diverse people different people they think from different perspectives.

So they can give us the feedback about the pros and cons of every option every strategy and here after synthesizing all this diverse ideas opinions and strategy is etc. now at the end when we reach to the final solution or final strategy so definitely it is you know more you can say as that prove more risk prove more productive more you know you can say versatile more authentic more valuable in the sense that yes in case any kind of emergence problem also that means it this final decision or this consensus will address to each and every dimensional every corner of the society.

That means it can capture the news of all the stake holders, so it cannot easily overlook any of the aspects on attended. So the diverse decision but the diverse let us this consensus of the diverse people diverse ideals so definitely it is going to be more productive more effective more sustainable. And which can bring the sustainable change in the institution, so turn around leaders actively involve those who will make the desire change work lead with them in partnership learn buying doing.

So in this process the turnaround leaders not only identified the successful that means potential individuals having extraordinary capacity or capability, willpower, enthusiasm, motivation, so not only he has identified and make them involve in the action plan but also make sure that they really bring change in the work place they really bring change in the working pattern process or in the institutional culture leas with them.

And also they, he is willing the turnaround leaders they are willing to make the partnership with such kind of people, even if they are outside the institutional and they further continue to learn by engaging with themselves with this potential partner or by learning by doing so there is a they also compute the learning processes as well.

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**Turnaround Leaders Model , Teach & Learn:**  
TLs take on three critical roles i.e.

- ✓ They intentionally model the change capable culture they want their institution to develop;
- ✓ They teach their staff how best to implement a desired change;
- ✓ They take on the role of learner , seeing what does & does not work in their workplace & self – monitor their performance to bring improvement/refinement

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So in this count as we talk about leaders actually plays a there critical roles so that the first thing is that they turn around leaders we can say they model they have to demolished what they intend to bring what they intend to change what they intend to bring what they intend to modify the

systems or but they intend to manifest or what they intend to materialize actually in the work place.

So they have to demonstrate it modulate they have to sometimes they teach they teach they will give the examples that means articulate about this facts and those schemes and the reason at the mission etc and in this process also they themselves learn so the critical roles are like they intentionally model the change capable culture they want their institution to develop like only not only you know verbally articulating the ideas that I want to bring this change that change I want to see my institution in that way.

In that point of that height of you know at this academic world defender by instead of this only just saying and verbally articulating so he himself wants to bring to change he himself wants to demonstrate the change in a model that change so like change of what, what they what type of culture he actually wants to bring so he intentionally model the change capable culture they want their institution to develop.

How to change the work place of culture so he himself as to demonstrate it through his day-to-day activity they teach their steps staff how based to implement this desired change again all the leaders they individually teach their staff their colleague their you know all the teachers how to implement how to implement the desired change by specifically categorically explaining these things so they take on the role of learners so simultaneously theca are also learning they are ;learning by doing the learning wise experiencing they are learning by you know communicating listening to others negotiating with others.

So they take on the role of learner seeing what all what does not they constantly they introspect they reflect upon what actually which strategic of plans they have introduce whether it really walked or not so they constantly evaluate for what does what in the work place and what does not what in their work place and self monitor their won performance from time to time being introspective being reflective to being the constant modification constant improvement constant requirement just continuous improvement in the performance behavior.

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**Turnaround Leaders Model , Teach & Learn:**

TLs take on three critical roles- contd....

- ✓ To bring critical change in the work culture , TLs should intentionally model the desired attributes /capabilities in their daily behavior ;
- ✓ To build a change –capable culture , the TLs should create opportunities for peers to share successful practices in the areas of change ;

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So again to bring the critical change in the work culture these leaders they should intentionally model the desired attributes capabilities in that everyday behavior so that means not only about the when what sort of change they want to being in the work culture in terms of you know activities in terms of the policy implementation in terms of you know relationship building set up but they also, they also what kind of desirable attributes they try to develop among the staff among the colleagues.

That what kind of competencies what kind of capabilities they want to being among the staffs they also have to demonstrate it so every specific attribute which is required for bringing the change every specific competency and capability they want to being among the staff they themselves have to demonstrate it they modulate they explain it being very explicit narrating explaining and performing in that way.

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**Turnaround Leaders Model , Teach & Learn:**

Tls take on three critical roles- contd....

- ✓ To bring critical change in the work culture , Tls should intentionally model the desired attributes /capabilities in their daily behavior ;
- ✓ To build a change –capable culture , the Tls should create opportunities for peers to share successful practices in the areas of change ;

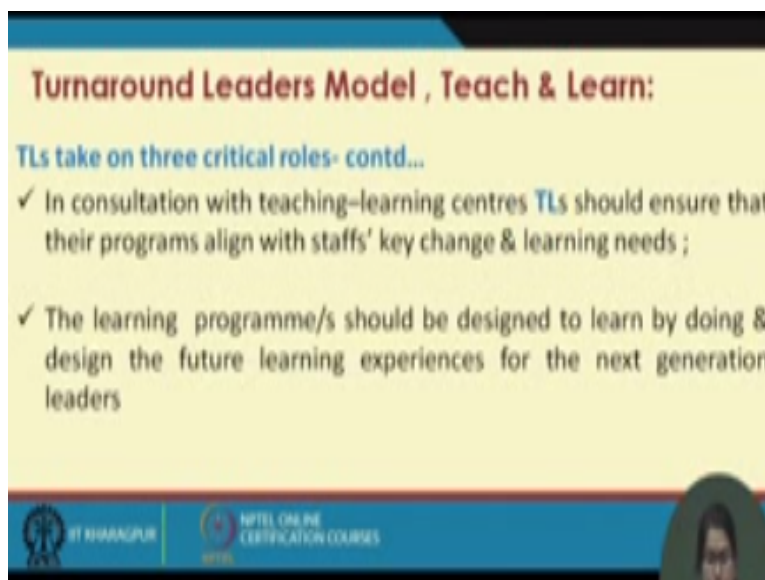
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To build a change capable culture this leader should create opportunities for peers to share these successful practices in the areas of change again. So to bring the change capable culture it is not just the enough leader he takes all the initiatives but he also enables others to take equal initiative to be equally enthusiastic and for that matter he has to create various opportunities for them, so that the colleagues, the staff they can also prove their potentiality, they can prove their capabilities.

And they will be more enthusiastic in the sense they will also taste the flavor of success or they will develop some kind of you know self satisfaction, self esteem that I have significantly contributed for my institution I have done this and there should be acknowledged, they should rewarded, they should praised and they should be given some kind of incentives to promote their motivation, skills and competencies etc.

So that the leader as to create such opportunities to fascinated the group the next generation of leaders, to fascinate not only to bring in change in the work culture but to inspire everybody to bring change within themselves. So that they continue these practices and in the several of the change and they can continue and they can make the organization more sustainable. That means in one point of time it will be automatic that means sustainable in the sense that, whatever modification changes. Those were happened in the past now it has become a regular feature characteristic of that institution and this is ongoing that meets sustainable, so it continuous without any back up support.

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**Turnaround Leaders Model , Teach & Learn:**

TLs take on three critical roles- contd...

- ✓ In consultation with teaching-learning centres TLs should ensure that their programs align with staffs' key change & learning needs ;
- ✓ The learning programme/s should be designed to learn by doing & design the future learning experiences for the next generation leaders

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So in consultation with teaching learning centers so it is not just about the war culture or the relationship or the attitude and competencies but also they have to focus on the academic involvement as well quality of education, quality of teaching all these aspects are equally important. So in consultation with teaching learning centers these leaders should ensure that there program align with the staff key change and learning needs.

So they have to align this consult with other leaders, other teaching learning centers etc, that is what the latest technology? What is the curriculum? So how to bring this key changes in the teaching learning areas, so he also makes sure that these changes this programs should be properly aligned with their academic curriculum, with that teaching practices as well.



The learning program should be designed to learn by doing and design the future learning experiences for the next generation leaders. So it is not just enough to focus on the updating the circular or improving the quality of the education, improving the quality of the students' performance academic achievement or aligning technology with pedagogy and content etc for the present purpose but again he has to have future vision.

He has to have the vision for the next generation so that again he can plan for the next generation leaders, next generation students and the teachers, so for future prospect of the institution for the prospect of the academic institution.

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**Turnaround Leaders Model , Teach & Learn:**

TLs take on three critical roles – contd...

- ✓ The profile of the effective teacher should match with the profile of a **turnaround leader** to bring complete transformation in their institution ;
- ✓ To create organizational settings in which knowledge can be grown , shared & applied as a strategic resource ;

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So the turnaround leaders they take on the 3 critical roles like the profile of the effective teacher should match with the profile of a turnaround leader hence we can say that here how the turnaround leaders profile can perfectly match with the teacher profile or with the profile of an effect teacher effective teacher because he is leading a education so on so being a leader in some other organization where the primary frequencies on the productivity or the stakeholder business or any kind of other things but here it has to be forced on the education quality of education.

Then establishing the you know the relations with the stakeholders or you can say thought whole society is the stakeholders and educational institutions that having the values ethics etc the goals are completely different it is more qualitative it is more valuable so here in educational institution the turnaround leaders profiles perfectly match with a effect with an effective teacher

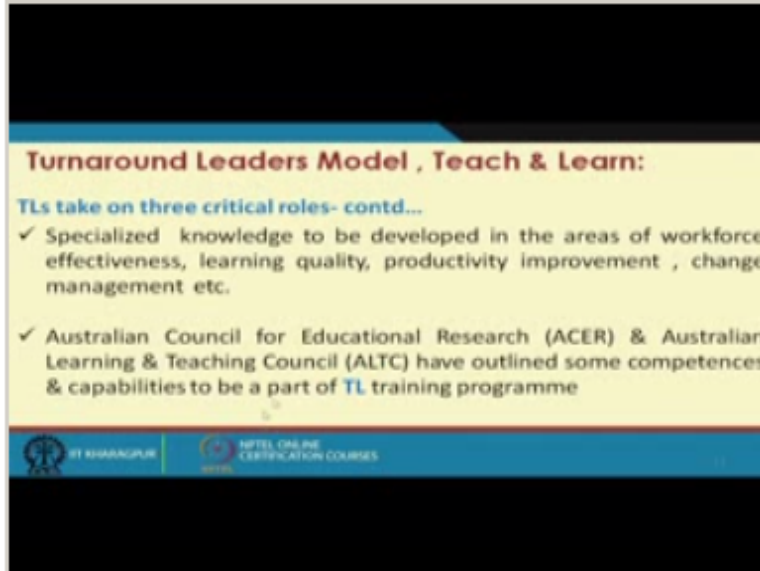
before becoming a leader he has to be a active teacher so then only he can understand what kind of changes he should bring in the curriculum what kind of changes he should bring in the teaching practices or in the pedagogy.

So the profile of an effective teacher and the effective turn around leaders would be perfectly matching with each other so then only it is possible to bring that transformation in the institution so to clear the organization settings in which the knowledge can be grown shared and applied as a strategic resource here.

So the institution will be leading towards the knowledge not only developing the knowledge society knowledge community within the institution but outside the institution so here the primary focus will be creation of the knowledge the creation of the knowledge sharing that knowledge applying those knowledge as a strategies resources for the community development for the social development.

And for the larger value of the welfare society so it is here that means we are leading the leaders focus on leading towards the knowledge society so now the institution is the significant or very important component of this knowledge society and we as an academic institution we have perfectly knowledge oriented not only creating the knowledge in sharing the knowledge and knowledge and in using the knowledge as a strategically resource have developed in appreciate.

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So specialized knowledge can be developed in the areas of workforce beside a we have already discussed like teaching pedagogy as one dimension teaching pedagogy and you know teaching learning process as students have learning needs personalize learning these are this is one component another component is running the institution running the organization effectively and specialized knowledge should be developed among the workforce like colleagues among the teachers among the staffs administrating staffs, supporting staffs it regard to specific jobs like you know how to effect the improve the learning quality predictive improvements stakeholder management relationship change management.

And again source management so in different a specialized area also it need to be improved so this these context Australian council for educational research and Australian learning and teaching council they have outlined some competencies and the capabilities to be part of the turnaround leaders training programmer so any people work research and policies strategies document have come up we have get it by demand so out of which I have selected have through this Australian council for this education research.

And learning and teaching council developer which they specifically categorically outline some specific competencies and capabilities to determine turnaround leaders training program so for bringing the 360 changes for total transformation in our educational programs so we stop here next call we will continue about this competencies and capabilities of the turnaround leader thank you.

