

NPTEL
NPTEL ONLINE CERTIFICATION COURSE

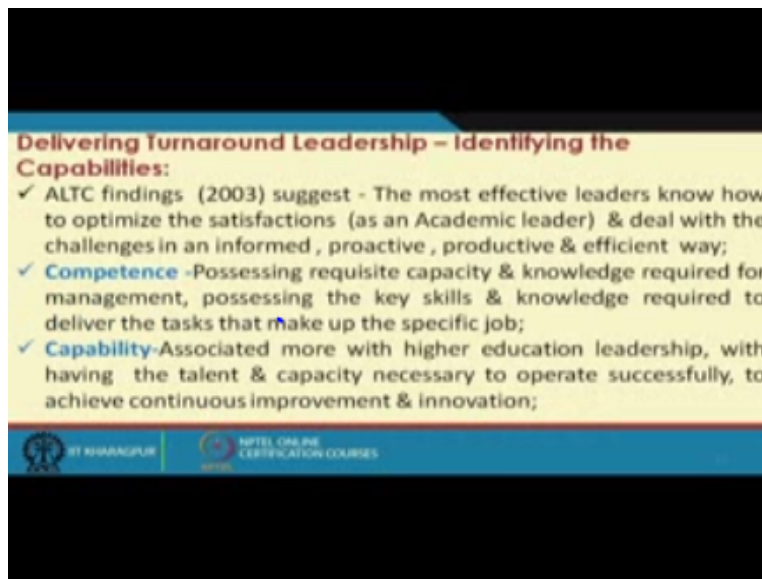
Course
On
Educational Leadership

By
Prof. Atasi Mohanty
Centre for Educational Technology
Indian Institute of Technology Kharagpur

Lecture 36: Turnaround Leadership and Educational Entrepreneurship
(Contd.)

So welcome viewers once again to this NPTEL course and education leadership so in the last class we are discussing about turn around leadership and in that context we are discussing about the turnaround leaders qualities capabilities and competence so we will talking about the mustulian council of teacher learning.

(Refer Slide Time: 00:39)



Centers and they are suggestion for bringing out some components in the turnaround leaders, so now we will discuss about these components what are the specific competencance capabilities they have suggested for the leadership training programs to make our academic leaders turnaround leaders for total transformation of our education institutions. So according to ALTC

this austuarlians findings the most effective leaders know how to optimize the satisfactions like no symountnously so they are also academic leaders they also focus on improving the quality of education they themselves are the continues learners lifelong learners.

So they have to update their knowledge their domain knowledge they may know satatergic knowledge the functional skill, their soft skill you know their general skills, so they have to continuously update multiple aspects of their personality so they know how to optimize the satisfaction as an academic leader because not only they are the leader of the mass in bringing the transformation in the work culture and administration but also he has to get the satisfaction from some academic in force also in time to time bringing the new updating his own knowledge, his own research, so they know how to match it they know how to match how to get the satisfaction.

How to optimize the satisfaction as an academic leader and how to deal with the challenges in an informed pro active productive and efficient way, So how to optimize a satisfaction academic leader at the same time how to deal with the challenges that is facing in the process of transformation of the education institution so he has to be very informative in the same he has to be you know very informative in collecting the information in gathering the information and thinking about it actively being very pro active then in designing the action plants and also thinking about its you know implementation on the consequences being very productive and will productive and efficiencies.

So he has to balance both his academic behavior academic import, academic leadership as well as the you know administrative leadership of the institutional leadership, so in this context he has to develop multiple competance and multiple capabilities, let us discuss about this the competency is like that possessing the requisite capacity and knowledge required for management, so they are here they have to learn sudden some important you know capacities and the knowledge required for the management how to manage the institutions again moreover how to manage the education institutions possessing the keys skill and knowledge required to deliver the task that may come to specific job.

So here his job is not just about leading people managing the regular activities of the institutions but managing and educational institution so he has to specifically learn about the specific capacity and the knowledge required for the leading the educational institution so here the

question is educational management, management of educational institutions and for that reason he has to possess certain keys skill and the knowledge related to education, related to educational management to deliver the task and that make of some specific job so it may not be exactly same like other kind of management.

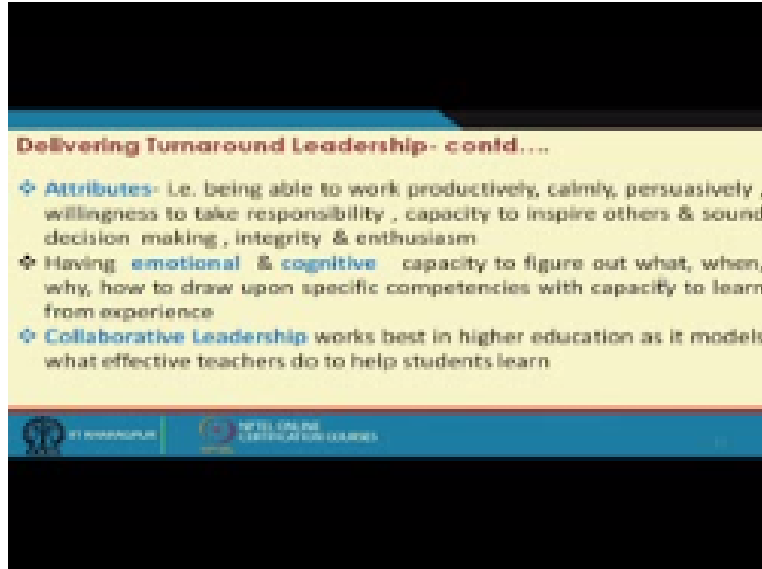
Because relative to different kinds of the institutions that nature of at the type of the style of management also changes so he has to develop certain capabilities like associated with the more higher education leadership so here in turnaround leadership in case of turnaround leadership training program the capacities of the capacity buildings should be more towards higher education leadership now here being a higher education leader the leaders they turnaround the leaders then they need to possess not only the vision mission etc., about the institutions.

But different competency like we can say along with four seas four seas like they communication, communication ability, culpability and critical thinking abilities and the creative thinking abilities they have to have their own reason a larger reason mission and goal for the institutions for the organization, so here it should be more with higher education leadership with having talent and capacity necessary to operate successfully to achieve continues improvement and in organization.

So here they have to again align with the high academic you know improvement intense of research in terms of innovations in terms of you know strategic thinking, in terms of creative thinking, in terms of bring out some innovative you know innovative strategy innovative design, innovative tool, innovative you know research output, so that which can be implemented for the social benefits so here, constantly he has to focus on the higher educational requirement, higher education goals , higher education leadership, so and for that matter he has to acquire the talent.

He must acquire the talent and the capacity necessary for bringing that change in the organization to continuously achieve the improvement in the innovation that means in the one side he has to bring the improvement in the academic quality research, innovation research output and some quality of education quality of teaching ability all academic aspect. And another aspect is the organization aspect manager management aspect people aspect you know what culture of aspect so he has to balance both this two aspect, one is the organizational activity, institutional activity approach and another one is the academic activity approach.

(Refer Slide Time: 06:41)



Delivering Turnaround Leadership- contd...

- ❖ **Attributes-** i.e. being able to work productively, calmly, persuasively, willingness to take responsibility, capacity to inspire others & sound decision making, integrity & enthusiasm
- ❖ Having **emotional & cognitive** capacity to figure out what, when, why, how to draw upon specific competencies with capacity to learn from experience
- ❖ **Collaborative Leadership** works best in higher education as it models what effective teachers do to help students learn

ST INNOVATION | NPTEL (NPTEL) COURSE ON LEADERSHIP

So again he has to you know he has to acquire certain specific attributes, attributes are like being able to work productively calmly, persuasively, and willing responsibility so he has to what continuously for the you know bringing some positive change being productive and being constructive, and being very calm and cool, being you know persuasive in his communication because you know he has to bring the reforms the change the total transformation through you know not only just forcing his ideas and thoughts what are you now having the dialog with others discussing with others bring the consistency evaluating the effectiveness of each and every strategy accordingly design the action plan.

So constant engagement with the others through communication his four skills sets are very important like communication means constantly discussing with others taking their perspectives communicating negotiating persuading people convening people then thinking about its cross and corners and then before implementing those ideas and designing the actual planning and thinking about its consequences.

So he has persuasion communication being calm, willingness to take the responsibility that means the being accountable for what he is going to change the capacity to inspire others how to engage others, how to involve others expect others to be as pro active as he is and taking sound decision making. Taking that means the sound decisions empowering others have to take the correct decision.

Then again maintain the integrality ethics values standards and being very enthusiastic very you know always focused positive spirits positive spirit to be there to motivate others, so you can say it as 247 find of attributes competency, capability so you can working constantly on all these dimensions second thing having emotional and cognitive capacity so he has to already. We have discussed he has to be highly emotional intelligent.

So and of high intellectual caliber to perfectly blinded all these two components both the affective component that the cognitive component to figure out what to figure out all the answers to all these questions like what when why, how to drop in this specific competencies how to identify, how to develop, how to you know many-faced, how to brained, how to specify, so competencies with capacity to learn from the experience and constantly his brain is thinking and his brain is acting he is working on how to optimize, how to customize , how to optimize, how to personalized everything how to justify.

So all kinds of you know kinds of you know perfect matching, perfect customization perfect take holder management, perfect satisfaction, so he always constantly tries to bring the perfection not only in his performance but in others performance and in other satisfaction in fulfilling others needs all kinds of things so constantly he is engaged he is engaging himself with the emotion intelligent and blending it perfectly with cognitive ability intellectual caliber and again learning from the experience and gaining the knowledge from different sources from different networking.

So from different you know conferences from different workshop extra gathering the knowledge assimilating those knowledge blending those knowledge these action plan and policy, so constantly he is on action, he is in action he is on the top of the tools then again as we have discollaborately, leadership he himself may not bring the all total change but he has to collaborate with others so they are.

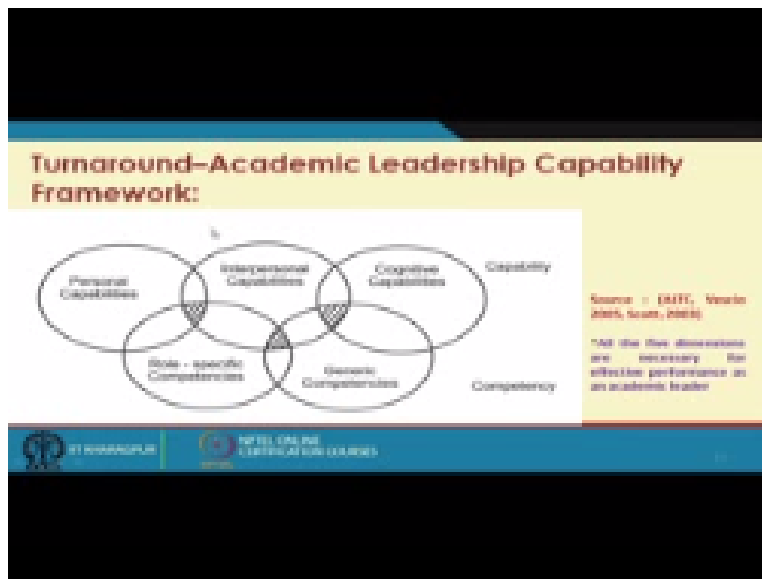
So collaborative leadership is also like in the at the top job like he himself as being the only leader he cannot bring the change he has to build a team of leaders so he has to build a team of leaders so in that process he has to collaborate with others so the colabirity leadership it works best in higher education because higher education being very vast organization large institution

with large activities, large responsibilities and all kinds of dimensions, so it is not just possible for one academic leader or turnaround leader, authentic leader to lead people to institution.

Here he needs the team of affective leaders a team of leaders who collaborate with each other with everybody with the same reason mission, goal, and spirit and activities, so it has what else what effective teachers do to help the students so in that collaborative team the teachers have to be their effective colleagues have to be there effective other leaders should have to be there, student representatives can be there.

So it is the team of leaders, you know walk space that means to think the best because as every individual expert in their own domains he has to collect the people from the different domains having different expertise and motivate them and to built his own collaborative team. So who can bring the total transformation in the organization so here you can see it's the frame work.

(Refer Slide Time: 12:15)



Is a frame work of academic leadership capabilities like with all these capabilities and the competencies here we can say the personal capabilities are there some interpersonal capability are required and some cogitative capabilities are required. Symountnously some role specific competency are required and generally competencies are required so this model has been given that all the five dimensions are necessary for effective pompons as an academic leader.

So the term along leader has to successfully academic leader so now let us discuss about this specific competencies so all these five circles, all these five domains are dimension are equally important for being a successful academy leader and the same person can also be a very good term around with reason and mission to bring the transformation his educational institution.

Now let us discuss about the personal capabilities, personal capabilities are each other are the each other things like self regulations, self regulations how he can not only monitor control his own behavior he can regulate his own behavior, here again high level of emotional intelligence is required so it is also along with goldmines emotional intelligence itself in the same regulation in the sense that understanding of once own strength and weakness of the leader he being the individual human being definitely he will be having some strength, some weakness as well as.

But he need to understand this things understanding once own strength and ability learn from their ability to learn from their experience and again to be resultant to be optimized to be releselean how to bank bounce back from the adversity from the sought coming from the you know from any kind of failure at being able to remain calm under pressure even if you face over stress, even if you face under pressure or works under works stress then he has to how to maintain the calmness, and the poise, and he has to be poised and cool and maintain the work liable balance.

So he has to be very wissilent about he is you know work plant actions plant are day to day routine plant in the sense that how much time he is reverting to do work, how much he is devoting to his personal life how to maintain the balance and how to not to be over stressed with the work stress or the job stressed and how to be optimized how to be resilient even in the most ad versed situation how to bounce back, how to learn from the weakness and the failures and the darers so these are the kind of the behavior are called self-regulatory behavior.
Second is decisiveness decisiveness is how to take

(Refer Slide Time: 14:48)

Personal Capability - (Aligned with Coleman's (19, 2014))

- ✓ **Self-regulation** - Understandings of one's own strength & weakness, ability to learn from errors, bounce back from adversity, being able to remain calm under pressure & maintain work – life balance;
- ✓ **Decisiveness** – willing to make hard/firm decision , being confident & take calculated risk, stick to values & ethics , tolerate ambiguity & uncertainty;
- ✓ **Commitment** – persevering , having energy, passion & enthusiasm for learning & teaching , high achievement need, owning responsibility for professional activities ;

UJ ROBBANOPUS | PMP 101: THE NEW CURRICULUM

The right decision, correct decision at the right time so decisiveness is the willingness to make hard and firm decisions sometimes being the leader you cannot satisfy everybody, all is that will be the possessions always there will be the resistance to these are the act scheme so but again he has to even though he is democratic leader even though he is very open minded even though he is you know very sensitive sensible in respecting others their perspective opinions but he has to take a firm decision at one point of time he has to take a some decisions.

So in that matter why evaluating the all aspects of that particular decisions so he has to take a firm decision by evaluating all the process and cons on consequences on the all aspects of that policy, so being confident and take calculator risky he has to very confident when he is taking the firm decision he has to be very confident about the decision and the consequences he has to I mean he should be risk taker because unless or until you become a risk taker you cannot bring the change in the institution so he has to be risk taker but he is very calculative person so taking the calculated risk.

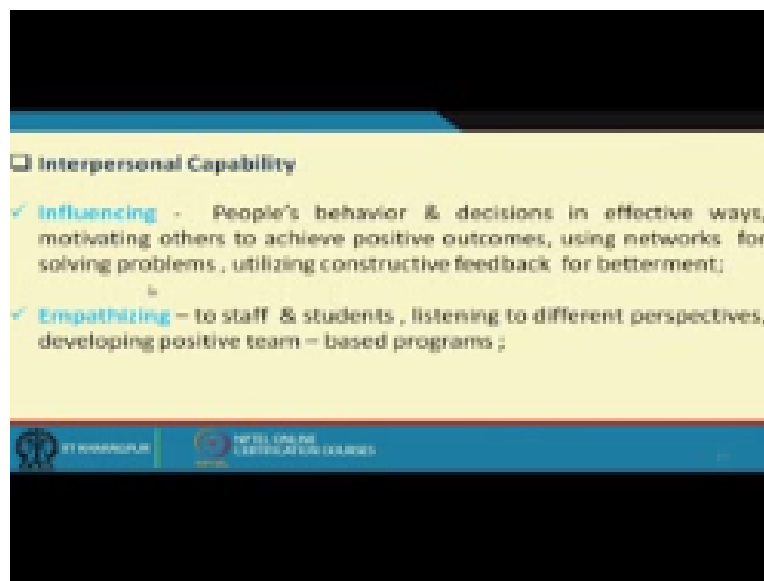
Calculated risk means there where the loss is very minimum so he dares to bring change by taking some risk but again he has calculated what would be the consequence of that risk taking behavior, so where the you know the risk has the losses will be very minimum stick to the values and ethics being a professional being an academic said acadmission he has to be very much well integrated in his you know in his personality attributes he has to strict some education values professional ethics and yes definitely tolerate the equity even if there is no clarity in the

first and site or in the outside he has to tolerate that ability to try to understand the components and the underline mechanism etc.

And also try to understand the uncertainty involve in the process to make it more clear and you know perfect in manifesting so commitment again commitment so it has to be a committed person toward the responsible he has taken so he has to be very persevering having energy, you know energy all the time enthugastic and pro active energy passion and enthusiasm for learning and teaching so it is not for passion only for manager and management and bringing change but also passion for learning research teaching and again high achievement.

He himself has the high achievement he need high achievement goal carrier goal or performance or you can say professional excellence goal he himself has the high achievement need and owning the responsibility for the professional activities owning the responsibilities for all kind of the professional activities that mean how much he is engaged in continues learning and research and teaching behavior or academic part and activities he himself has to be very responsible for all his kind of professional activities.

(Refer Slide Time: 17:57)



So influencing is has we have already discussed communications and collaboration are the very important components so he has to develop those ability to influence others and influence others not by just saying or talking or you know giving the dialog or communicating to the varvoly but he has to influence people through his behavior through his activity through

demonstrating his you know demonstrating is the personality act, personal attributes his competencies so influencing people that is people behavior and decision and effective ways.

So that they will be more motivated so motivating others to achieve again the positive outcomes using the networks whatever professional network he has developed by he has to use that using the networks for solving the different kinds of problems utilizing the constructive feedback for better mind so it is also, this influencing means doesn't means that you have to just communicate he have to convince others you have to persuade others 24 hours for making them war or for making them very much motivated toward the positive outcomes but at the same time you need to modify you need to change you need to bring a positive change in your action plan also.

So here you can say communication or positive It cannot be you know full proof without feedback so feedback is also very important component of communications so he has to constructively utilized those feedback and yes for that matters he has to encourage his colleagues his students his teachers to give the feedback so he has to utilize those feedback.

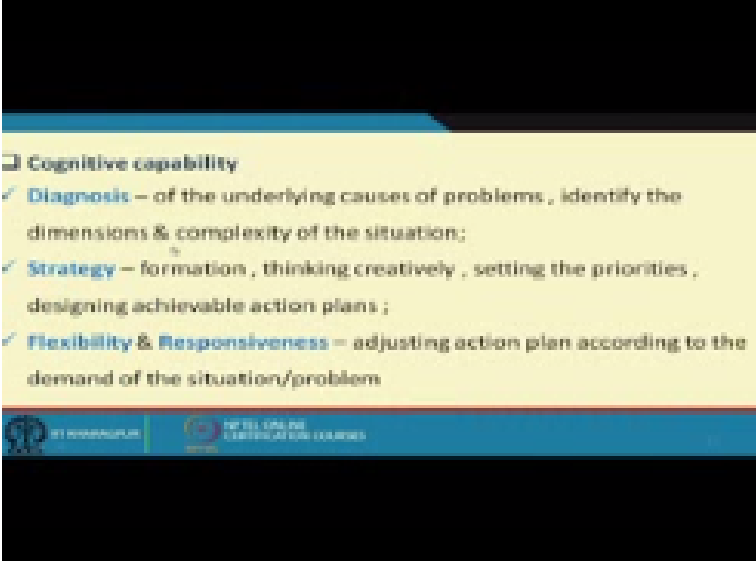
Constructively to further improve the performance for the further work process so again empathizing so her empathize is every much required as we have already discussed about less rethno century bring more empathetic for you know for developing cultural awareness cultural fluency, so empathizing to the people empathizing not only to the people associated with him directly.

But to all the people all state holders those who are directly o indirectly related to him or the organization institution empathizing to the staff to the students because every individual has will be having their problem own problem short coming weakness these and that he has to listen to them and empathize them to the staff to the student listening to the different perspectives different views.

Developing the positive team based programs so it is not just that he has to spend all the time by listening to others but take the essence out of it how to use those essence how to use those feedbacks for further improving the things and in this process he has to develop the positive team based programs, so again team based learning collaborative learning he has to promote those thing, promote those thing in among the teachers, among the staffs, among the students.

So in the collaborative the learning the team based learning not only the students learn the best but the staff the colleague, the administrative people they also learn a lot, so everywhere he has to promote these collaborative team work projects, team based programs to nurture cooperation. Nurture that kind of teaching of sharing the thing with others so every activities and everything so this cooperative and collaborate is the kind of work and environment should also be encouraged, now cognitive capability.

(Refer Slide Time: 21:27)



Cognitive capability

- ✓ **Diagnosis** – of the underlying causes of problems, identify the dimensions & complexity of the situation;
- ✓ **Strategy** – formation, thinking creatively, setting the priorities, designing achievable action plans;
- ✓ **Flexibility & Responsiveness** – adjusting action plan according to the demand of the situation/problem

WIRWIDHAR | NPTI (NPA) INSTITUTE OF OPEN COURSES

Cognitive capability is like that is intellectual acuity intellectual caliber intellectual you know ability that is diagnosed that once is diagnosed underline the causes of problem so he has to be here again we have talked about critical thinking so being critical he has to evaluate all the aspects all the problem from its root causes so diagnosing the underline causes of the problems identify the dimension of the complexity of the situation all these things can be possible through analytical thinking critical thinking, for evaluating everything.

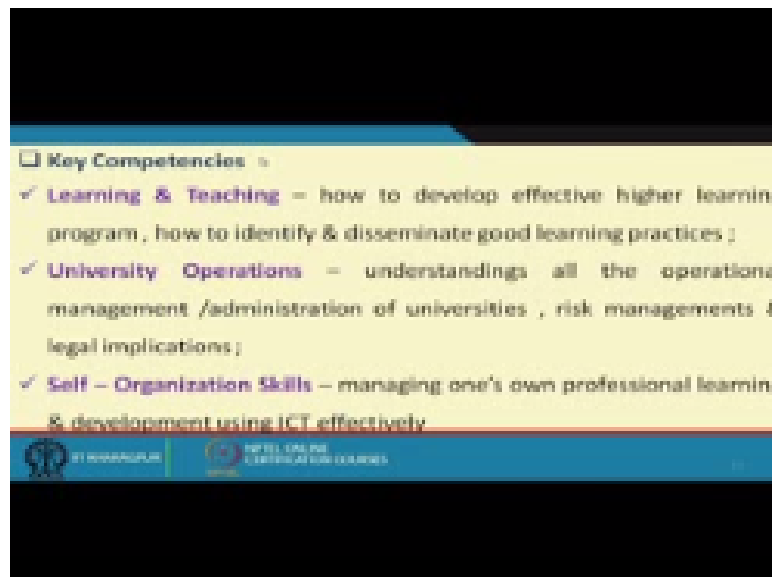
Then strategy, he has to formulate strategy for strategy formation thinking creatively again how to bring the solution to these things so he has to synthesize everything analysis everything and think of solution in a very creative bases, strategy formation thinking creatively setting the priority at designing the achievable action plans so even if you have thought of multiples option solution but he has to priorities first what would be the priorities the second priority academics he has to make the priority he has to formulate the multiple options in terms of hypothesis and

action plants so and how to you know how to implement those action plants and hypothesis and experiment.

He has to formal this strategy for that so he has to very strategic in synthesize in information and formulating the hypothesis or provable solutions then again flexibility and responsibleness flexibility and he has to be very flexible not registered and he has to be very flexible and responsive and to adjusting to his action plan according to the demand of the situation of the problem that as per the context.

As per the timing as per the situation, as per the urgency you know as per the importance so he has to change those action plants as per the requirement so in that manner he has to be very maintain the flexibility and responsiveness in adjusting the action plan with the requirement of the situation. So beside these things there are some other key competences.

(Refer Slide Time: 23:40)



Is like learning and teaching how to develop effective higher learning programs how to identify an disseminate good learning practices and how to nurture the you know good teachers capability how to nurture the student abilities how to personalize the learning how to you know, nurture the creativity of students so he has to identify all those things and maintain those things to improve their performance, so university operation again he has to develop the learning and understanding of how they operationally how the physically menmistrend runs or how operationally university run or its function.

So what kind of risk are involved so what kind of o how to manage those risk so risk management and what are the other legal implications are other in terms of rules regulations has statuses and you just see or rules regulations all kinds of things so these are the university functional dimensions are operations are how the he has to understand those operational management or the administration of the university of the risk management are the legal implications of the higher learning institutions.

Similarly self organization skills so besides running the business running the organization, running the institutions he himself has to manage his own professional learning as well as the research professional learning as well as the administrative management roles. So managing wants own professional learning and developing development using the eye city development using the eye city effectively.

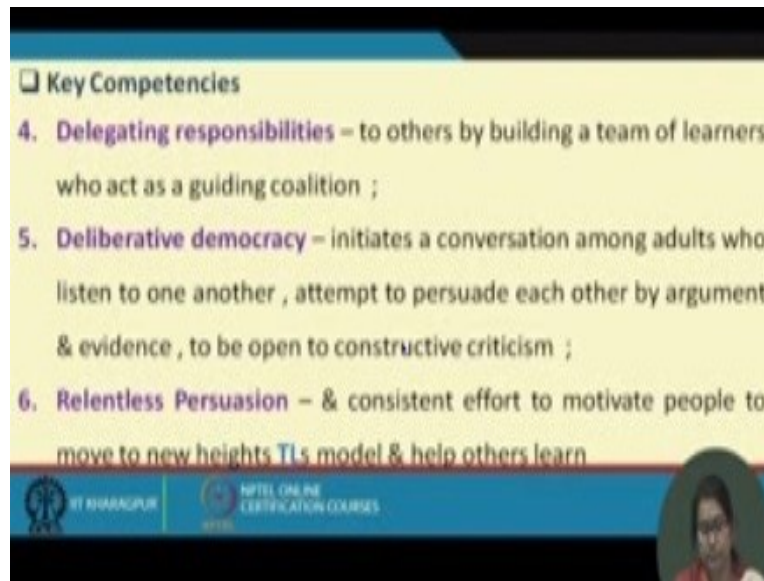
So here he is not only an administrative institutional adorable he is an academic shown as well so how to perfectly you know organize perfectly manage his own professional learning in his own domain in his in the discipline research in the subject content how he has improved and update he is let us knowledge in the domain at the same time he has to manage the administrative things or bring the transmission institution so how to manage these professional learning and the development by using technology.

Technology are very effectively so that it is not just about the work line balance but it is also managing your achievement needs academic needs, achievement needs, and you are role as a transformation leader then there are also other competency like delegating the responsibilities so as we have already discussed about the collaborative leadership so he has to delegate some responsibility to others by building the team of learners team of workers, you know team of students so you who can act as the guiding collection that mean so identify that the talent and potentiality form different kind of teams and to delegate the different as power to work on different projects so again that is deliberative democracy deliberative they have to bring the democracy or democratic atmosphere in the environment.

So deliberate democracy says that it initiates the conversation among the adults who listen to one another so he has to bring that atmosphere delevirative democracy an democratic atmosphere in the work place where the people they listen to each other is not just about my personally or

our team personalities but everybody listens to everybody attempt to persuade each other by argument and evidence and there is a culture of you know arguments dialogs, communication, so argument based you know decisions or the democratic decision and provided supported by the evidence and the arraignments.

(Refer Slide Time: 27:37)



So to be very open to the constrictive critizm the more you welcome the more you invite the critizm and constrictive critizm the more the decision will be error proof for the more positive in terms of the output so then reliance less posivation so communication, communication is an exchanging ideas having the dialog constantly being engaged in arraignment for supporting or you know defending your ideas thought and etc.

But at the end it is also persuasion and coming to the uninformative coming to the willingness of taking a decision conscience and decision which is the you know good to everybody so relentless persuasion.

Under consentience effort to motivate the people to move to the new heights it is repentant effort of the term leaders to constantly motivate constantly encouraging them constantly give them training constant improving their performance capability in competency to bring them new heights of the term leader around modules and help others to learn that means to reach that vision and mission and goal of the institution. And the another competency that managing the relationship

(Refer Slide Time: 28:58)



With stakeholders so this one is most important thing like the managing the relationship between stakeholders through different kinds of like both effective internal and external communication as you know the communication collaboration critical thinking at the four basic see along with the vision mission and the goal.

So then monitoring and self evaluation consent monitory being reflected being critical being intersecting about your own performance monitoring and self evaluation performance evaluation and management from time to time performance evaluation and express like here like the organization we need to have very transparent pearlier system also to give the feedback to everybody to get not only to get the feedback being the leader but also to give the feedback to others.

Building a sustainable learning community or sustainability in the work sustainable learning community that means to develop a community which is sustainable in the since that continuously they are engaged in learning continuously sharing their knowledge so that is the building a sustainable learning community.

Developing good interpersonal relationship a stakeholder management is a very important not only with the teachers parents and the community people that is called a interpersonal

relationship to all the stakeholders those who are directly or indirectly associated with the decision and to my believe that education institution that mean the whole society is the stakeholder we are being influencing by the education system education institution etc because all of us we are a part of this so all society is an stakeholder.

So stakeholder an community engagement through collaboration and different kinds of collaboration in the academy task or curricular task or non curricular task or the development task other kinds of activity net working with other goes like networking with care and guidance agency networking with the ministry network with the you know counseling units networking with all kind other academic instruction.

So then listening to reflecting and acting upon community feedback again it not only you own staff or student but feedback of community that means how the way you are performing the way you are trying to transform the institutions so what are its effect what are its impact on others and community so you need to have to have a feedback from the community as well so that how to utilize this community feedback that is also equally important so lessoning to reflecting acting upon the community feedback and utilizing this for the betterment.

Now we stop here formally we just completed this turn around leadership part now in the next call discuss about education entrepreneurship. Now for the timing we stop here now thank you so much lessoning to me very patiently. Thank you.