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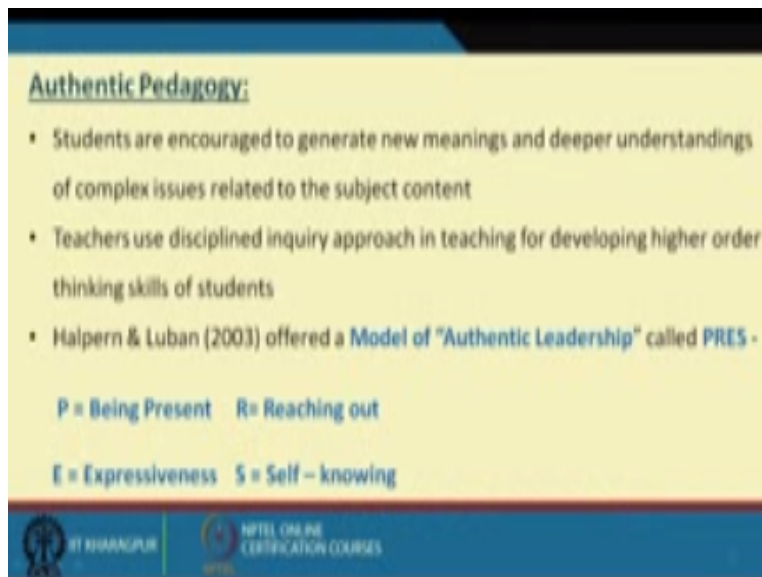
Course
on
Educational Leadership

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Lecture 04: Key Challenges for Educational Leaders
(Contd.)

Good morning all the viewers welcome you all to this NPTEL course on educational leadership. Yesterday, we are talking about authentic pedagogy we have already discussed a bit on why do we need the authentic educational leaders what are its necessary importance etcetera and what is authentic learning now we have already discussed about authentic pedagogy.

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Authentic Pedagogy:

- Students are encouraged to generate new meanings and deeper understandings of complex issues related to the subject content
- Teachers use disciplined inquiry approach in teaching for developing higher order thinking skills of students
- Halpern & Luban (2003) offered a Model of "Authentic Leadership" called PRES -

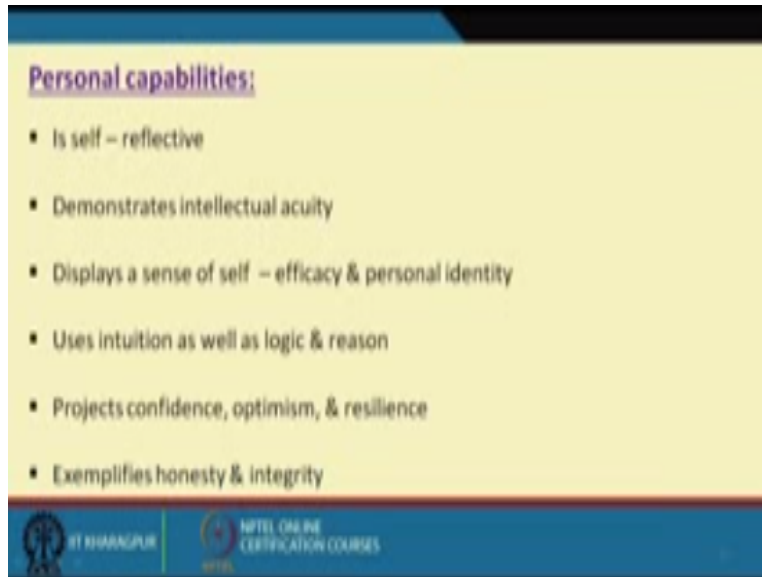
P = Being Present R = Reaching out

E = Expressiveness S = Self – knowing

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Now Halpern and Luban they have offered a model of authentic leaders see for at their fourth pillar as we have discussed first P is up being present the leader must be present in the reality we R is the reaching out that is he has to reach out to the public to the society to every stakeholder occurring immediately instantly then E is the Expressiveness that means the authentic leader has

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First is that personal capabilities that means authentic educational leader must possess all these qualities must possess this capacity like for example this self-reflective as we have already discussed educational leader authentic education is self-reflect or every moment every now and then he reflects upon himself what we are what he is thinking what decision he is taking what action plan he is a designing but he is executing implementing it order its outcome what are its impact on others all the time is self-reflective on his own ideas, thoughts, action plans, business decisions etcetera, so he has to be self-reflective.

Second is a demonstrate intellectual activity, so whatever he designs he delivers you he executes his action plans the change he brings into the situation, the policy he introduces or everything all kinds of his activity it shows it reflects a kind of high intellectual caliber, so he has to possess he has to acquire, he has to update himself in not only in his own discipline but all overall the global education system the pedagogy the curriculum all aspects of education.

So it must so that is it must reflect with intellectual activity is a high intellectual caliber. Next comes our displays a sense of self-efficacy and personal identity in the last part we have already studied self-efficacy that is the leaders self belief about his own capabilities in his abilities, his potential, his aptitude his traits and how competent he is to deal with different kinds of situation, how capable he needs to solve different kinds of problems.

So that is his sense of self-efficacy that is his sense of his own capabilities is awareness, awareness of his own potential, potentials and his strengths and weaknesses and self-efficacy primarily towards that means his what he is capable of doing right now and even in future his self-efficacy and personal identity is very much fear about his own personal identity who he is there is no kind of no ego problem, no you know arrogance, no attitude etcetera.

But he is very down toward face is very deeply grounded deeply rooted here that means now in the background at the grass root level and his personal identity he knows about his own identity he is very much aware of his own strengths and weaknesses, duties, responsibilities so he has a very good self-concept that Who am I what I am supposed to do what are my duties and responsibilities thus without any ego without arrogance, without any no business.

So he must and it must display it in his behavior, in his relationship he needs human interactions in his curriculum conduction, even in his administrative duties etcetera so he must displays the sense of self-efficacy and personal identity. Next come he uses the intuition as well as logic and reason very often we think that educational leader has to have reason, he must be reason or leader, he must be you know how higher goals and objectives in for authentic objection to a highest level etcetera.

So he may he must be a visionary leader, visionary educationalist so for that reason he has to have imagination also because in that food and imagination through their creative thinking they just imagine a or you know highly idealistic situation, highly idealistic education institutions so first are they start with the imagination with creative thinking and high reason and later on they try to materialize it try to execute it implemented and try to actualize it and physically evaluated whether it is possible or that is in feasible or not and how can I make my dreams come true, how can I fulfill my dream so they have the high target, high goals, high ambition etcetera not only for the not for themselves not to be defined as a very good leader etcetera but for others for the institution for the society, for the community for the staff.

So and whenever they imagine and create some kind of you know idealistic situation some imagination some creative thought and imagination so they also at the same time rationalize it justified it through logic and reason, but I am emerging like I am imagining and dreaming can it be feasible or physically, can it be physically possible, can it be realistic, can it be achievable so he has to map it also.

Then comes a projects, confidence, optimism and resilience as we have already discussed that he must possess from his self-efficacy from his knowledge, from his skills, from his aptitude, from his you know energy, from his positive spirit, from his mindset etcetera he has to exhibit, he has to show demonstrate self high level of self confidence, so that means he is doing all his homework is 100%, 200% very sure about the outcome of his outcome of the decision he is taking the results of the action plan he is executing.

So he must perfect high level of self confidence optimism, he is always very much positive about the outcome. Yes, definitely when we proceed we progress we face a lot of impediments hurdles etcetera, but if we have the optimism if we have the positive mindset we can overcome it, we can approach all kinds of sub problems and solve it statically so we can overcome it so that shows the reflex optimism.

So optimism and the resilience, resilience in the sense that it does not matter whatever the hurdle or whatever or problems whatever shortcomings and the constants contain I can overcome it is resilient to fight back and go to and somehow to achieve the goal, target etcetera and for that I do not mind like the leader does not mind how much effort, how much pain he has to take, how much time he has to spend etcetera that shows his resilience. So he has to project he has to demonstrate the confidence, optimism and resilience. So next at the same time he exemplifies, honesty, integrity so in any kind of leadership honesty, integrity and trustworthiness and that is a trustworthiness in your behavior that these are the three we know basic components or you know foundations of.

So similarly he has to exemplify this high level of honesty, integrity, truthfulness, trustworthiness and his trust you know trust is the most important factor unless and until you build trust among your followers among your juniors among your colleagues among your students etcetera anywhere so unless and until you build trust you cannot go ahead you cannot be accepted as a leader, so trust in the relationship, trust in your work, trust in your behavior so because every now and then each leader every leader is being judged is being a value evaluated is being closely observable is being closely speculated by the observer, stakeholders in every section in every corner of the society.

And he has to first of all he has to build up the stuff so honesty, integrity and trustworthiness, truthfulness these are can we say reflexive authenticity, how authentic, how genuine the person is

how genuine is our thoughts are higher genuine he is a you know is the goals and targets and objectives are here in the in the corporate language we can say the authentic leader walks the talk and talks to walk whatever he says he demonstrates its exhibits it's through his behavior and whatever he exhibit he shows through his behavior he really means it, okay.

So in this context now we will see it video a YouTube video on this authentic leadership, so now we will proceed to this and after this video will again discuss it.

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Watch these videos on Authentic Leadership

- Authentic Leadership Videos
- <https://www.youtube.com/watch?v=hwosvHSIK2U>
- <https://www.youtube.com/watch?v=6MqUbirZqSY>
- <https://www.youtube.com/watch?v=tQPQCcqZ9EY>
- <https://www.youtube.com/watch?v=dC7nLzd4CN4>

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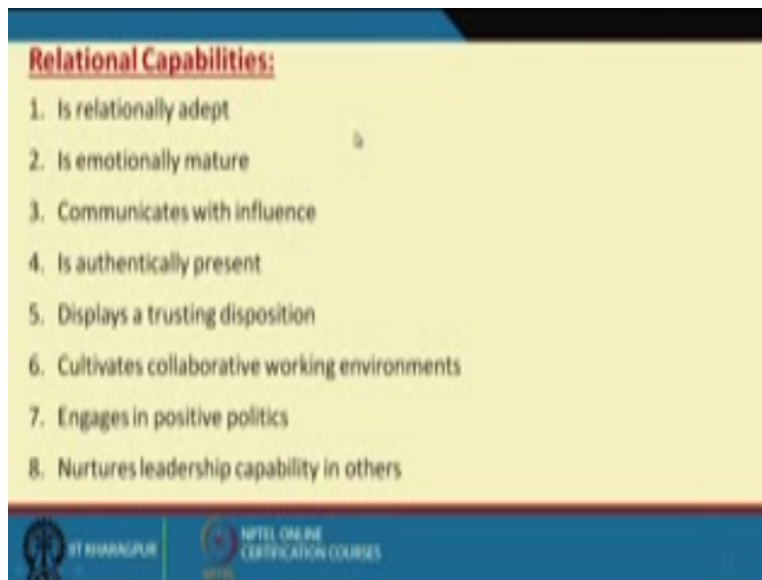
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So now from this video we can say that these are solve the very important personal capabilities characteristic features of authentic leaders how you know how they can build, they build up their trustworthiness how they inspire others how they are very empathic towards others they as you know they have the passion to achieve their goals, targets, they are very passionate about their work and they love their work it is not just about that means fulfilling his the personal goal for the institutional goals.

But to go beyond that by inspiring others by grooming others by developing the future generation of leaders so if the kind of you know highly, you know I kind highly sexualized goals he has a set for himself not only for how to fulfill his professional and personal needs and goals but to offer the welfare for the development of the whole society, for the whole humanity. So now and I will go for some other capabilities like you know relational capabilities.

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We know the interpersonal relations in human relations is the most important factor because you know for being an educational leader, authentic leader or whatsoever the even being a manager whatever you may be so human resource mobilization and effective mobilization of the human resource can be done only through establishing a healthy interpersonal relationship, so that is he has to develop or you has to develop and some of the relational capabilities or we have to inculcate in groom our and groom these capabilities among our leaders.

Now first is relationally adapt as he is intellectually at that adapt similarly he is relational adapt he understands the relationship very well that means he maintains the personal relations, a professional relationship very well outer from our professional field also we develop some of the personal relationship and from the personal relationship also we gradually move towards the professional relationships, so these authentic leaders they understand the relations a very well and how to maintain it, how to make it more healthy, how to make it very you know it is a very positive, very energetic, very you know stimulating by investing because we are invest the time by investing time and effort sincerity honesty.

So that is there is relational adept very well equipped in maintaining their relationship then emotionally mature, in order to maintain a healthy interpersonal relationship in you also means that in two leaders they also need a very good emotional maturity that is for maintaining interpersonal that is called interpersonal relationship they have to establish a very good relationship with themselves.

And in yourself their own self that is and for that matter emotional maturity is very much required, emotional intelligence, emotional maturity very much required to understand not only yourself your needs, your emotions your anger, your anguish is everything but also at the same time to understand others emotions their modes, their needs, their psychology etcetera so emotionally mature then they communicates with influence.

Yesterday, we have our discuss about you know communication how important it is the communication process, the timing, the content, the more so it is very important similarly it is a communicates with influence whenever they communicate their ideas, their goals, their objectives, their thoughts to their staff and you know for colleagues etcetera so it must have a positive impact of influencing others.

So communicates with influence then were the communicate with the people with the staff with the colleagues in such a way that it has a positive impact influence greater influence the kind of you know convincing kind of situation and they win over others heart and others minding convincing them convincing them about any project any idea, any new change, any innovative practices etc, so the communicates with influence is authentically present so they are physically authentically deeply rooted grounded in the reality.

So that presence is very authentic, very realistic, very natural, very you know very spontaneous, you know very relevant, very contextual, very situational so if it is authentically present means whatever they do, they say, they exhibit, they demonstrate, they talk, they behave the interact is very much actual the real kind of situation the real kind of quantum real kind of behavior and thoughts that is actually present in the real context.

They displays the trusting disposition as we already discussed trust is the most important factor in building any kind of institution, in building any kind of relationship, in building any kind of organization or corporate whatsoever so displays a trusting disposition, disposition is that their characters, their features, their personality trait all of us we are a combination of some psychodynamic, psychophysical and dispositions so we have certain physical features, some psychological features all certain emotional features so and through their disposition, through their personality traits and attributes they exhibit the displays that they are the trustworthy people.

They exhibit the trust of the trustworthiness the reliability you know and the authenticity they exhibit the display through their personality, through their behavior and transaction then they cultivate the collaborative working environment. So unlike a individualistic society we are we are a part of our collectivist society because the entire you know there is a diverse country with multiple language, multiple cultures, multiple you know discipline so we are that means we are diverse and rich culture, rich culture where that is we live together, we learn together, we stay together, we share together that means even if we celebrate our happiness we celebrate it together we also grieve together.

So all these kinds of so here it automatically it helps also motivates us to be a part of the collaborative environment, but moreover the authentic leader always promotes, always encouraged, always you know motivates you to work in a collaborative environment is of course sometimes we work individually, we work individually to achieve our individual goals, our task and assignment being given to us.

Even though we work sometimes individually but every now and then we collaborate with different kinds of teams, projects, assignment etcetera because no outcome the result of the collaborative work in work collaborative learning environment is a result is definitely 500% around 500% better than the individual outcome. So and moreover we also try to build up the team with heterogeneous people who having the different backgrounds, different experience so that we can analyze the whole thing in diverse perspective, in the different dimensions from analyzing its pros and cons etcetera, etcetera.

So this kind of working environment how to work cooperatively, how to work collaborative, how to work in a team, how to take up the projects and complete enthusiastic without comparing each other some achievement, each other some you know personal aspirations etc for this kind of a work culture this kind of one work environment can be cultivated from the very beginning from the day one and the authentic leaders who do it and they this would make efforts to build up that collaborative work environment.

Next in our comes in engages in positive politics, engages positive it is positive politics that means like in the work environment, in the work atmosphere the culture must be such that you can breathe openly, you can breathe air you can breathe openly in the sense that you can you know you can listen to everybody, you can express your own opinions thoughts ideas, emotions

without any hesitation without any innovation etc, so a kind of open work environment where everybody is free and now to express thoughts, ideas or conflicts everything and at the same time so and if they have any ideas any conflict anything at all if it should be debated upon.

Everything there should be continuous conversation that should be fact to face communication, face to face converse is some dialogue to resolve any kind of conflict or to analyze any kind of new idea, any kind of new creative thought at the project of the change if you want to bring so that is called engaging in the positive politics. So politics is as is not a bad concept but it encourages all kinds of discussion, dialogue conversation face-to-face communication, clarity and the group dynamics actually exhibits a group dynamics.

That how to resolve your conflicts, how to solve your most critical problem and how to bring innovative change, how to mobilize others, how to motivate others or employees and so here employee engagement, employee engagement imply motivation and trustworthiness then all these kinds of HR frameworks or concepts are very much relevant. Then nurtures the leadership capabilities in others, so it is not just enough to be in an authentic leader himself but he also inspires others, he also trials and oysters and grooms others to be the future leader like nowadays the corporate houses they are also grooming the next generation learners and through digital training giving them resources opportunities these and that similarly our authentic educational leaders must also nurture groom and develop the next generation leaders who will take over their responsibility.

So the nurtures leadership capabilities in others and make it more sustainable, make it more continuous process into developmental process, it is a lifelong process, it is a continuous process so the authentic leaders must develop this kind of capabilities to nurture the future leaders see future generation of learners so by model by being a model by exhibiting by displaying himself his actions, his thoughts, his behaviors as a model as a role model to whom the young learners your students, your young colleagues, young teachers can identify we can idolize, we can imitate for being the future leaders.