

**NPTEL**  
**NPTEL ONLINE CERTIFICATION COURSE**

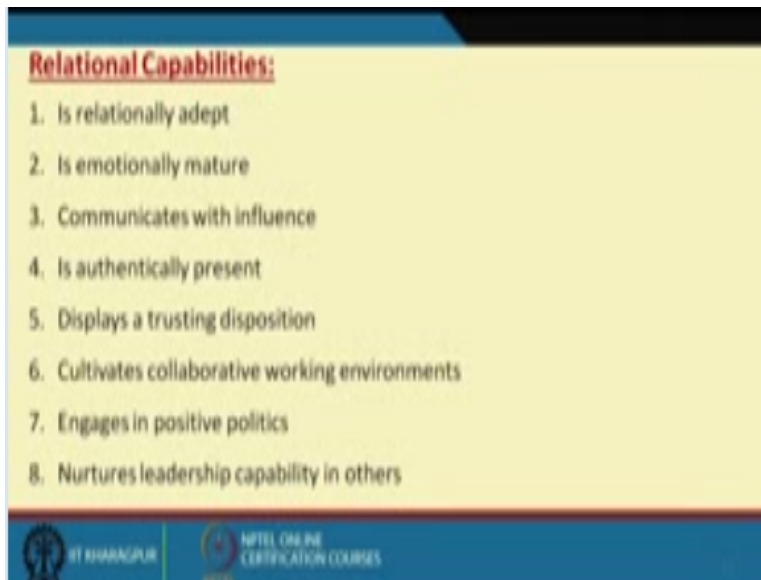
**Course**  
**on**  
**Educational Leadership**

**by**  
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**Center for Educational Technology**  
**Indian Institute of Technology Kharagpur**

**Lecture 05: Key Challenge for Education Leaders**  
**(Contd.)**

Good morning all the viewers now we will switch over to the next capability of the leaders.

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Go authentic leaders now just now we have discussed about that how the authentic leaders must develop certain relational capacitors capabilities to maintain is inter personal relationship human relationship and nether the further generation authentic leaders so the authentic leaders are not suppose to defined them self as the authentic leaders but rather to group nether to developed the further generation of authentic leaders by playing as a role model by being a model for others now in this context I am just showing you one YouTube video where you can also get soon mnay ideas also just a minute.

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## 1. Know who you are

You will know your own core values and have the strength of character to walk your talk in all circumstances



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## ② **Talk the truth**

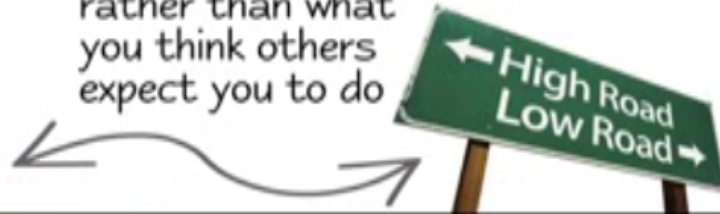
Be clear  
and honest  
in your  
communications  
with others



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### ③. **Be courageous and congruent**

Have the inner strength to do  
what you know is right  
rather than what  
you think others  
expect you to do



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Nobody is perfect

Accept your weaknesses and be prepared to show your vulnerability to others

**4. Be vulnerable**

SUPPORT + GUIDANCE

The slide features a chalkboard with the text 'Nobody is perfect' written in white. To the right, the text 'Accept your weaknesses and be prepared to show your vulnerability to others' is written in a handwritten style. Below the chalkboard, the number '4.' is circled in red, followed by the text 'Be vulnerable' in bold red. A red stamp with the words 'SUPPORT + GUIDANCE' is positioned to the right of the main text. At the bottom of the slide, a black bar contains a taskbar with several application icons and a system tray on the right.

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**5. Believe in yourself**

**LEAD**  
NOT FOLLOW

Use your imagination,  
have a vision and think creatively  
with an achievement mindset

**CONFIDENCE**

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## 6. Create links and networks



Develop relationships and form psychological contracts with others to build strong and vibrant support networks



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## 7. **Respect yourself**


Protect, nurture and look after your own physical and mental health, and learn to control your own emotional state at all times



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## ⑧. **Face your fears**

Stay 'in the moment'  
and accept your fears  
and work to overcome  
them in everything you do

*Stay*  *focused*

**DONT  
WORRY**

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## 9. Be significant

Make a positive conscious contribution every day and leave your mark in some way



EXPRESS YOUR  
GRATITUDE AT THE  
END OF EACH DAY



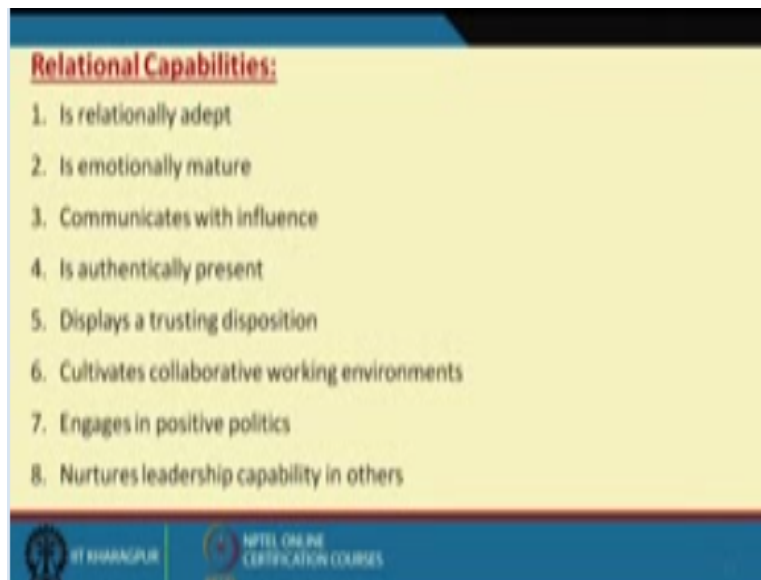
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So these are the some of the relational capabilities.

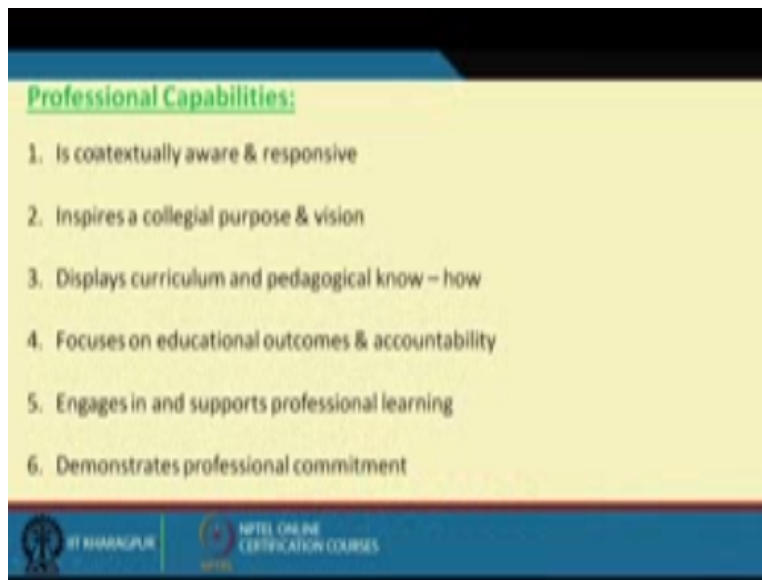
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We have already discussed in whatever we have seen the videos also how we have to be very transparent in your relationship how we have to be we have to be very you know you have to internalize some of the moral values moral first moral prospective we have to very self aware and we have to balance the information and process these information's in every effective manner.

Then we have we must have a deep sense of you know purpose, goal we must offer all kinds of get gratitude of lean then we must have offered the law of empathy and affection our colleagues to our staff to our students so we have to you know very generous very down to earth very positive very optimums it is a kind of human being after the things we have to exhibit that yes you are a good human being so in order to become a very good leader or effective leader and effective teacher or authentic leader. First of all we have become very good human being.

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So next thing is that when he has to develop certain professional capabilities also the leader the authentic leader as we are supposed to deal with so many problems and issues talents as that is it he knows to be very professional in his capabilities in his ability to resolve the conflicts and he resolve the different kinds of problems first is that it is contextually aware and responsive as we all have discussed the leader must be a very present in the reality.

Very much authentic in the reality in the scene that is well apprised of what is going on the reality what is the reality what are the issues in the present context what are the issues with the students, with the teachers, with the colleagues with the authority with the you know with the society with the immediate community so he has to be very contextually present aware of the situation and responses that means he must respond to he must react to not react not does not mean that he has to be negative all the time.

He has to react he has to respond to the different situations so that is his contextually aware present he must show his quantity and responsiveness second is he inspires a collegial purpose and vision. So whatever he the reason he set for himself for the institution for the country for the community for the society in that line he has to inspire others also because he himself alone cannot achieve all these things.

So in that line of vision, mission and the goals etc he has to inspire his teachers, students and the colleagues etc and inspire as well as inspire for the collegial purpose for the high academic achievement purpose for the high professional excellence purpose so collegial purpose and

phases so it is not just about making our institution the world class in number one institution but at the same time we have a positive work environment academic at most specie healthy interpersonal relationship.

You know professional excellence commitment you know commitment then good communication you know just authenticity empathy everything all the positive concept positive emotion positive convocations at there in our in the work atmosphere in the work environment and he must also inspire the students the teachers and all his collogue in that life next is that it displays the curriculum and pedagogical no house that means he even though he busy in so many work.

So many workloads and so many other new innovative ideas and issues and the changes etc but sill then he is very much update been very much updated with regard to all class curriculum let us curriculum let us pedagogy and no house and pedagogical no house like what are the latest methods of pedagogy for this school education for the higher education for the university education.

Collaborative learning experience cell learning in a problem based learning virtual learning all kinds of no house pedagogical no house and he displays it he encourages with that line he encourages his teachers and the colleagues etc to implement to execute to examine you know practice such innovative practices then next comes are focuses on the educational outcomes and accountability.

So every movement he himself ask himself and also encourage others to ask themselves like what I am doing what I am suppose to deliver what would be it result what would be the outcomes what and in which way I will be answerable and accountable to other society and which way I can justify my actions and my I can justify my thoughts I can justify my behavior so I can justify my teach style so I can justify my performance.

So every now and then he focuses on the educational outcomes what is the result how is what is the how much truthful how much successful much you know positive and constructive the results are of the educational outcomes are and to what extent I am accountable to the society so suppose I am standing any kind of problem the issues emerges from the community from the parents from the students.



So he is you know he is well capable well equipped we if it is apt with you know dealing with this kind of situations critical situations conditions because he is accountable to all the stake holders in business language we say that it is costumers but in education is the stake holders and who are the stake holders the hole society the community the parents the students authority everywhere everybody every human being is the is our stake holder.

So every movement he should focus on the educational outcomes and it is the out comers made because we positive constructive and accountabilities his own accountable he must map he must rate he must rank all his account on accountability every now and then next he engages heal and suppose the professional and he engages heal and supports the professional learning.

So it is not that accusation of knowledge and speaks are important but he work could deliver it you have to perform it you have to give it back to the society and students to the stake holders in a very professional manner that must reflect you professional commitment then your sincerity that means you willingness your willingness to share your knowledge your knowledge your willingness to you know cooperate collaborate with the community your willingness to uplift the equity of life at the society of the community you are living and the surroundings you are associated in.

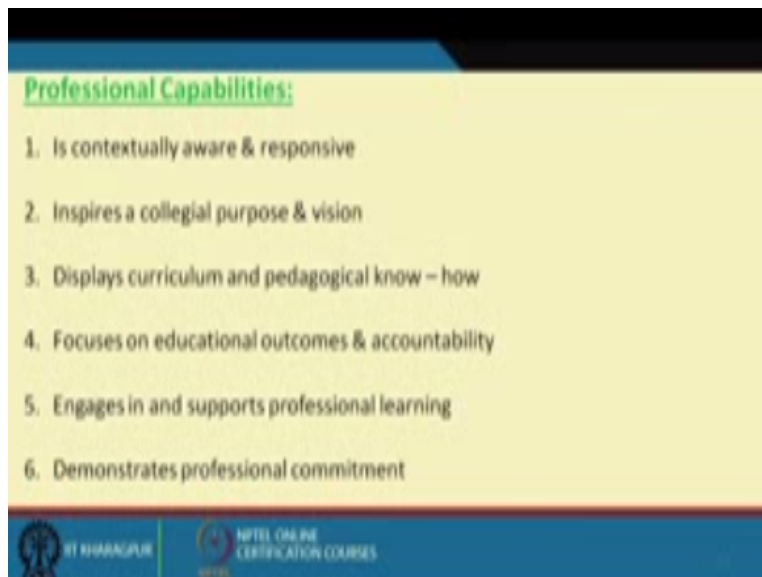
So all the time engages in suppose in the professional learning not only prove acquire knowledge then update your knowledge that also grow to improve your professional schemes competency in the capacities so that we can deliver it in a very professional manner effective manner which can have a very positive impact on all the stake holders and which can improve their performance of the quality of life so he also encourage and it should also encourage is fellow collogues and fellow teachers students and you know even staff also you know and miss this staff is also for updating.

And their knowledge and professional competence by attending by being a path of the different kinds of professional bodies and going through the different kinds of professional training programs etc. so the record he also motives she should also motive here then for professional learning, then at the end that means it is not the last thing but the he should demonstrate the professional commitment he himself.

He himself has to demonstrate that professional commitment because he it reflects it is behavior like how much he loves his professional how much competent, not only competent and capable he is but he is done very much dedicated and commit that to this profession that professional commitments should be demonstrated from his behavior from his action from his thoughts from every movements like every movements and his life in the time he spends in the work place, so here that is these are the.

Person of the professional capabilities that means that means he not only he process the high moral character and you know you have as very good understanding of every issue any particular issue any problem any situation etc. That again here also has a high.

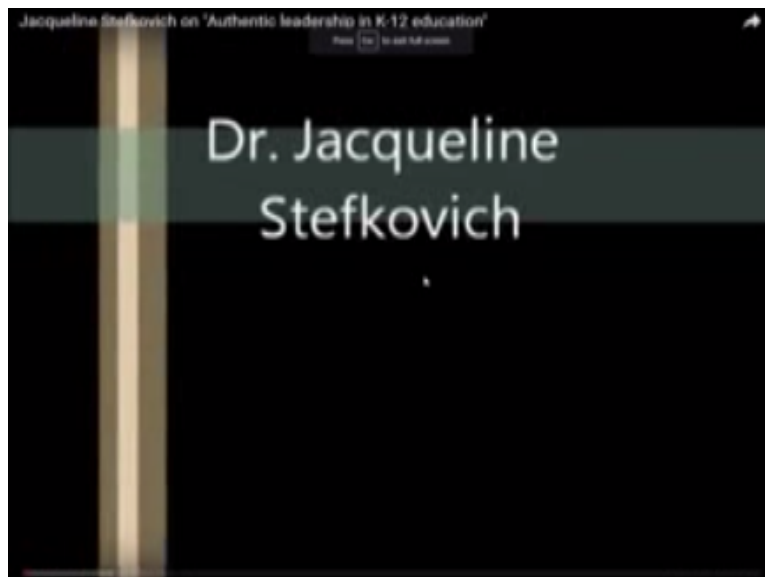
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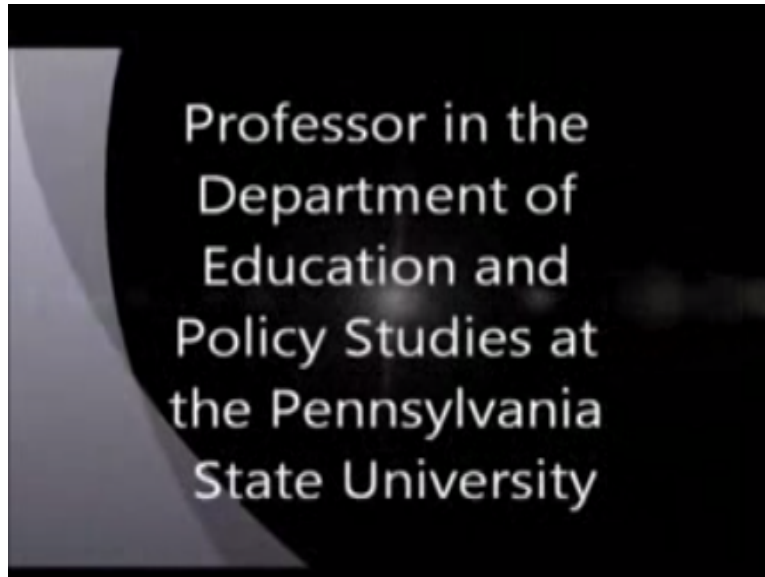
High level of confidence you know coarse and you know willingness and the commitment to resolve all kinds of the problems as sudden go head more, more while hide in a treating the high level of vision and machine goals you have set for himself, and for these institutions and for

these colleagues and his for the future generation leaders, now in this contact I also want to show you and another YouTube video.

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In accordance with  
the theme of the  
conference,  
what is authentic  
leadership in the  
educational setting?

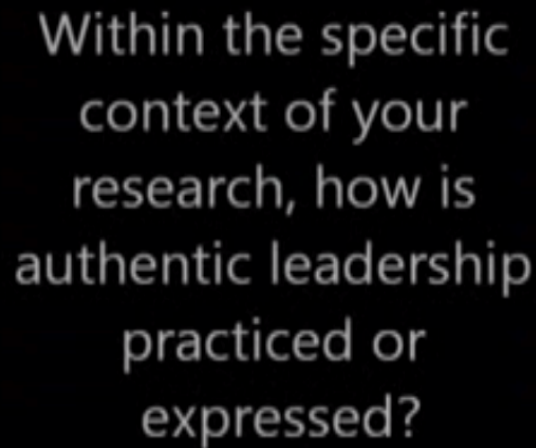
I believe in authentic work, that means genuine if you look at the synonyms, I believe in the authentic work which is genuine that really cares for other people they work with and supervise. I believe that the authentic person does it, an authentic leader really listens to you and really tries to do the best he or she can. There is a situation where you cannot always tell everybody everything, you can always make things crystal clear you might like to but I think in most cases you cannot and I also think there is kind of disagreement.

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What moral  
principles form  
the foundation  
of an  
ethical leader?

Well as I mentioned before the ethical care but the problem most I think people have to know that you stand by your word and were consistent and the way you say what happens. I think that also false from honesty, trust. I think those entire thing are so important in moral and ethical leader.

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Within the specific  
context of your  
research, how is  
authentic leadership  
practiced or  
expressed?

Honestly, fullfilness, trust and all those senses more in you know an enough I can judge what connect representation in might the research joined entrepreneur I was worked for number of years in towns and for attention and for making I think it kind of more things what will thought about in more thoughtful in existence we really believe in inquiry and really developing and analyzing your own personal and professional codes of ethics.

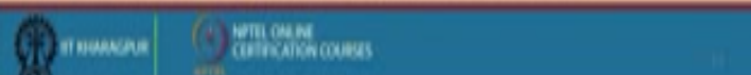
And comparing other people in caste or intervention to other professional and it what does professional says and I take all those things all the interesting actions we can hear some wide spokes you can saw in more providments in an scope of we have an just realize themselves to after relationship to environment I guess what I would say everything in what an leadership is intrinsic to oneself.

In the capabilities they have to develop first of all they have to develop such an chef rain work same occur people of the most important assets because you know he is dealing with different kinds of resources but HR distinguished with taking to count that HR human resources are HR aspect is the most important most vital most valuable asset in our organizations.

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**Organizational Capabilities:**

1. Engages in strategic thinking
2. Develops organizational capacity to respond to contemporary & future expectations of key stakeholders
3. Builds a sharing organizational culture that focuses energies and talents on achieving high quality outcomes
4. Constructs creative designs for the use of people, time, space & technologies
5. Models cultural sensitivity
6. Demonstrates managerial aptitude (Duignan, 2005; Spry, 2004)



And how to engage them how to build trust among them how to wield that trust how to engage and how to engage them how to motivate them so these are the significance challenges and forgot the matter he has to develops certain strategies the capable editions strategies they like for example the first one is engages in strategic thinking.

All the time he has to plan design execute implement the ideas and thoughts and etc but you know very strategic vague that means part to implementing anything he has to think a thousand times and in strategic way heaps and birds pros and cons and the you know strength and weakness the consequences the you know all kinds of analysis he has to make and engage himself in the strategic thinking.

Before executing any new plan second is that the develop organizational capacities to response to contemporary future expectations of the key stakeholders as you know we have already discussed that all everybody in the society just stakeholders for the education stakeholders of the education institutions else he has to develop a build up the capacity of all those who are directly or indirectly involved in that organization.

So though so he has to develop his groom he has to nurture all the staff all the employee their performance and knows their capacities and enhance the competency in such a way that so they not only response to the present situation they not only the capable of dealing with the contemporary issues contemporary challenges etc.



But also what a future expectations which are situation will be like stakeholders perhaps that different own expectations from the organizations so similarly so he has to recruit he has to develop groom and nurture their staff as a students as fellow teachers in such a way that they not only build up the capacity to build with the contemporary issues that also they can fulfill the future expectations of the stakeholders future expectation of the stakeholders.

So that is how he has to develop HRR framework, HR framework in that framework he has a very significant very important and very well thought of action plans or ideas or the principles etc for exercising for mobilizing for engaging each and every human resource in his organizations.

So it builds sharing organizational culture he builds a sharing organizational culture that focuses energies and talents and achieving high quality outcomes definitely his goal target vision and mission is to achieve the highest professional excellence high quality outcome high level of students performance and learning outcomes high quality of the teachers professional capabilities excellence and you know high quality of the self efficacy of the supporting staff colleagues etc.

So in order to build that organizational culture he has to focus energies and very strategic way whatever the designs whichever person whichever beat the work place he know workplace infrastructure or design or action plan high academic calendar and whatever he has to design its very strategically, strategically that how strategically all times of resources can be utilized in the very in the most effective way.

So that more time will be wasted human resource will be more wasted so no space will be wasted even technology how tackle the strategically we can sue technology for our own benefit so rather than becoming victim of the technology how strategically we can use it has a tool for our welfare for our benefit and maximize it so at the end of any action any program any prospects so that is how they need to specaular they need to analyses they need to evaluate and reflect upon the own action plans of which has been excused.

So being reflective so being evaluated having critical to own projects assignments works etc how it can build our organizational culture which is more or sharing kind of thing like it focuses on the energies multiple energies different energies from different sources but there is culture encourages the sharing.

Sharing the knowledge sharing the efforts sharing the times sharing the ideas sharing the thoughts sharing the conflicts sharing the you know very existence sharing the you know celebrations sharing the success sharing the failure all kinds of so sharing culture organizational culture that focuses the energy some talents on achieving the high quality outcomes if you stay together if you stay together if you share everything and learn together we face the challenges together it automatically it enhances the capabilities of everybody in the situations.

To face any kind of challenge so ultimately it enables us to achieve high quality outcomes so next comes the constructor creative designs for the use of people time space technology etc as we have already discussed for all kinds of resources per utilizing the time resource and initial resource technology resource and community resource so whatever resources are available as how to utilize it effectively by use it more effectively in an constructive way in an positive way by maintaining healthy relationships.

And maintaining the sustainability so that this resources are not to fade having in feature so maintaining the sustainability so he has to design in a very creative way how to utilize this on kinds of resources in a very effective way in a very systematic way so that models culture are situated.

Now if the organization is large and then you have many students you have big campus you have the any features you have the any staffs and colleagues suppose all to thousand above then definitely will be a diverse workforce community etc so how to deal with this diversity how to build this diverse people diverse having different background different culture different languages different experience etc.

So for that matter you have to be very cultural sensitive that means in not to be cultural consider imperfective you have to be less atmosphere centric and more imperfective that is the ideal you know the ideal principle of you know being culturally social culturally intelligent so models for cultural sensitivity in order to not only your sensitive to others culture rather than imperfect towards languages the religious practices they have to meet it directly background etc.

So that he has to demonstrate that role model of having a you know social cultural intelligence and how culture emphatic he is how sensible he is and he has to demonstrate the manager as we have already discussed is that educational much more beyond that manager that managing the

complaints the management but he has to demonstrate but it again managerial aptitude is also required in managing the different resources managing the work place etc.

So he has to demonstrate the managerial aptitude as well that is why as according to peter drucker we need to every educational leader need to ask different questions find basic questions we can say like what are that is our mission every leader must ask this five questions to themselves that is what is our mission he is our stakeholders like in as because you we are the Unisource service orientated organization so you must so taken into account the stakeholders perspectives so how is our stakeholders and how do they value us, how do they rate you, how do they value, how much value importance their shine us assign us or assign you like yes, you are delivering these things and you are improving their quality of life this and that.

So how do the value you then what are your results, so how much you have delivered what are your passed performances, what are you learning outcomes, so what are your results and outcomes and more over what is your future plan, being in the present being evaluating about being critical about your performance and the stakeholders expectation, meeting their expectation, mapping your performance and results etcetera then again what is your future plan.


So every authentic leader has to have these kind of the answers to this kind of five questions, so every moment, every now and then you must ask this five question to himself then definitely he can proceed, he can land up, he can achieve his you know success, his professional success and organizational success, institutional success and he can be very good, very authentic, very successful leader and he can also inspire the future generation leaders. Now in this context I also want to show you another video.

So more over prior to that we now the thing is that how to groom this authentic leadership, now here we can apply this five strategies, five techniques we can say first thing is that.

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Conclusion:

- ✓ Possible processes / mechanisms of Authentic Leadership Development through -
  - a. Learning Projects
  - b. Face – to face interactive sessions
  - c. Analysis of complex cases
  - d. Leadership development portfolio
  - e. Analysis of life stories/experiences
  - f. Sustainable leadership with moral purpose & integrity



We can encourage our teachers, our students is set at to take up the different learning projects the learning projects can be based on any kind of problems a social problems or financial problems, technical problems we have taken up we tried to solve that problems so through the learning projects then face to face to engage them through face to face interactive session so all kinds of you know different teams and groups they can sit together comparison heterogeneous peoples, students, teachers, staff and from other even from the outsiders also from other organizations.

So they can have a face to face interactive sessions, they can have a discussion interaction with experts etcetera that can be another part then analysis of the complex cases sometimes they can take up some of the case studies, some of the complex issues in the past or the present or from some other sources they can taken up this complex cases and try to analysis it and resolve it in a more positive win-win way, win-win solutions.

In a more positive win-win way, win-win solutions then sometimes they can also develop the leadership development portfolio every teacher, every student, every learner, very staff they can they will be asked to develop their profile like how do they visualize, how do they see themselves as the future leaders and for that matter they should develop the portfolios their own portfolios.

Similarly we can also encourage them for analyzing the life stories, experiences they have encountered in the past okay, so but ultimately the dialogue, the conversation, the communication should merge towards in a sustainable leadership moral purpose and integrity. So

ultimately of focuses the, whatever we do, whatever we achieve, whatever we perform and whatever we you know we contribute it must be sustainable, it must for life long, it must be continuous, it must be for the future generation on and on and on. Now in this context I am just showing you a video the last video you tube video.

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Now this is the end of our first module that is educational leadership and management and how to groom authentic leader, what is the authentic pedagogy or how to create authentic learning, authentic learning environment and the new that means learning culture of sharing the knowledge disseminating the knowledge and learn for the lifelong that is sustainable education, sustainable learning and sustainable leadership. Now thank you very much I complete this first module here.