Unit-01

INTRODUCTION TO EDUCATIONAL LEADERSHIP

Meaning of Leadership

→ Leadership is an important function of management. Organizational success depends on the quality of leadership.

→ Leadership is the process of influencing the subordinates so that they work hard in the achievement of group goals.

→ Leadership is guiding and influencing people to achieve goals willingly in each situation.

→ It is action oriented, and it is about inspiring people.

→ According to Stephen Robbins, "Leadership is the ability to influence a group toward the achievement of goals."

→ According to Stoner, Freeman and Gilbert, "Leadership is the process of directing and influencing the task related activities of group members."

Nature /Characteristics of Leadership

1. Process of interpersonal influence

Leadership is a process of interpersonal influence. A leader influences the behaviour and activities of

followers through power, inspiration, reward, motivation and other tools.

2. Leaders and followers:

There should be mutual relation between a leader and followers. Followers are supposed to follow their leaders' footsteps only by getting inspiration from his conduct, ability and behaviour.

3. Common goals:

Leadership aims at the pursuit of common goals, in other words, a leader and followers must have common objectives. Leader directs and guides the followers to gain planned objectives.

4. Continuous exercise:

Leadership is a continuous managerial process till the existence of an organization. The managers must influence the behavior and performance of subordinates on a regular basis. Whenever leadership becomes poor, the performance of employees turns into a mere routine function and organizational effectiveness may decrease.

5. Leadership is situational:

The role of leadership assumes significance in critical situations. It is the duty of the leader to inspire

subordinates to overcome the critical situation and help them to lead to the destination in a successful way.

6. Rest on power:

Leadership rests on power rather than formal authority. Here, power focuses on the personal outstanding qualities and knowledge of the leader through which he influences the followers.

7. Blend of inspiration, motivation and communication:

Leadership is a blend of inspiration, motivation and communication. It is the process of influencing the behavior and performance of followers by inspiring them.

Meaning of Management

→ In simple sense, Management is composed of 3 words i.e. manage+ men + t
→ Manage = to manage, men= by men & t= tactfully
→ Management is the process of getting things done through others with the help of basic activities like planning, organizing, directing, coordinating and controlling.
→ It is a purposive activity of working others to achieve organizational goals effectively by managing organizational resources which are limited.
→ Management is a science and art of getting things done with and through others which is done for the achievement of organizational goals effectively.

Leaders Born or Made

1. **Trait Theory of Leadership**
→ The trait approach to leadership is based on early research which assumes that a good leader is born and not made. It is a modification of the great man theory which assumes that leadership qualities can be acquired. The trait theory of leadership emphasizes that there are certain identifiable qualities that good leaders must possess. Leadership qualities may be in-born or they may be acquired through higher education, training and practice. Brief descriptions of some common traits that an effective leader should possess are as follows:

i. Achievement drive:

Leaders having such trait have clear vision about the objective of the organization and procedures of achieving predetermined objectives.

ii. Leadership motivation:

Leaders possess an intense desire to lead others to achieve common goals.

iii. Honesty and integrity:

Successful leaders are trustworthy, reliable, and open. They build trustworthy relationship between themselves and with followers by showing true behavior.

iv. Self-confidence:

Leaders belief in own-self and their ideas and ability. They have confidence for any kind of work they are doing.

v. Cognitive ability:

Leaders are capable of exercising good judgment, strong analytical abilities, and conceptually skilled.

vi. Job related knowledge:

Leaders have technical knowledge on all the activities done in the organization.

vii. Emotional Maturity:

Leaders are well adjusted and never suffer from severe psychological disorders. They are flexible and dynamic.

viii. Creativity and originality:

A leader must be creative in generating new ideas, concept, and knowledge for better performance of the organization.

ix. Organizing ability:

A leader must have an organizing ability.

2. Behavioral Approach to Leadership

The failure of trait theory to identify the clear-cut set of traits has motivated researchers to focus attention on leadership behavior. Behavioral theory attempts to describe what an effective leader should perform in the day-to-day management. An effective leader is one who performs those acts, and who supports groups to achieve objectives. The overall goal of the behavioral approach is to identify and measure relevant leadership actions and behavior that leads to enhance subordinates productivity and morale. The Ohio State Studies: The Ohio State Studies A group of researchers at Ohio State University conducted an extensive study of leadership behavior and effectiveness.

I. Initiating structure:
II. Initiating Consideration:

Initiating Structure

- Here, the leaders only give focus for completion to task.

- Leaders pay attention towards the goal achievement.
- Task oriented
- They believe employees as means to achieve production goals
- Process = role??
- Followers = role??
- Define structure of role/organize work

Considerations

→ Focus for job relation
→ Not focus for task/goal
→ Relationship between employees, feeling trust and respect
→ Give priority for employee satisfaction
→ If leaders are in high considerations then, they try to help and communicate
→ with workers.

Conclusions

→ Most theories in the 20th century argued that great leaders were born not made.
→ They believe that leadership is something called a trait which is born genetically.
→ But current studies in the 21st century indicated that leadership is much more complex.
→ Many scholars have said that leaders are made.
→ The best estimate offered by the research showed that only 1/3 of the leaders were born and there are the 2/3 of the leaders were made.
→ In the modern era, whereby the leadership characteristics is classified as soft skills. It means that it can be learned and is acquired through physical, psychological and practices.
→ For example: A person cannot be born with muscles, we all must work towards it.
→ Mahatma Gandi's parents weren't leaders, he acts as a leader by himself.
→ Knowing the fact that leadership is mostly made is good for us because everyone can be a leader.

21st Century Leader Vs Classical Leader

★ Traditional leadership relies on authority and control, while modern leadership emphasizes collaboration and team work.
★ Traditional leaders may also be more focused on task-oriented goals, while modern leaders may be more focused on people-oriented goals.
★ Traditional leaders may also be more autocratic, while modern leaders are more likely to use motivational techniques.

★ Traditional leaders may be more likely to use formal power to influence others, while modern leaders may be more likely to use informal power.
★ Modern leaders are typically more focused on achieving results than traditional leaders.
★ Modern leaders are often committed to continuous learning, both for themselves and for their teams.
★ Modern leaders are more dynamic in nature as compared to traditional.

Leadership for Digital transformation in Education

→ Leadership for digital transformation in education is pivotal in navigating the complexities of integrating technology into learning environments. Visionary leaders set a clear direction, articulating how digital tools can enhance educational outcomes. Strategic planning is essential, guiding institutions through the development of comprehensive strategies that align with broader educational goals. Professional development becomes a cornerstone, ensuring educators are equipped with the necessary skills to leverage digital tools effectively. Adequate infrastructure and resource allocation are crucial to support the implementation and sustainability of digital initiatives. Changing management skills are essential to foster a culture of innovation and resilience among stakeholders, addressing concerns and providing continuous training. Embracing data-driven decision-making allows leaders to assess the impact of digital initiatives, refining strategies based on insights. Collaboration with industry partners and fostering a culture of adaptability and inclusivity are vital for successful digital transformation. Transparent communication, compliance with regulations, and integration of digital citizenship education further contribute to the effective leadership required for a successful digital transformation in education.

Concept of digital leadership

→ Digital leadership encapsulates the strategic and adaptive approach that leaders take to harness the potential of digital technologies in today's rapidly evolving landscape. It goes beyond mere technological literacy, encompassing a visionary understanding of how digital tools can transform organizational processes and outcomes. Digital leaders embrace innovation, fostering a culture that encourages experimentation and continuous learning. They leverage data-driven insights to inform decision-making, prioritizing the customer experience and ensuring ethical considerations in the use of technology. Agile and adaptable, digital leaders navigate change effectively, promoting collaboration with external partners and building ecosystems that amplify the impact of digital initiatives. In essence, digital leadership involves not only staying abreast of technological advancements but also inspiring and guiding teams toward a future where technology enhances efficiency, innovation, and overall organizational success.

characteristic of leaders

$\rightarrow$ Leaders exhibit a diverse set of characteristics that contribute to their effectiveness in guiding and inspiring others. While leadership traits can vary, here are some commonly recognized characteristics of effective leaders:

1. **Vision:**
   - Leaders have a clear vision of the future and the ability to articulate it to others. This vision provides direction and purpose, motivating individuals to work towards common goals.
2. **Integrity:**
   - Trust is fundamental in leadership. Leaders with integrity are honest, ethical, and consistent in their actions, earning the trust and respect of their team members.
3. **Confidence:**
   - Confidence instills assurance and inspires confidence in others. Leaders who project confidence in their decisions and actions create a positive and stable work environment.
4. **Adaptability:**
   - The ability to adapt to changing circumstances is crucial. Leaders who can navigate uncertainty and embrace change are better equipped to lead their teams through various challenges.
5. **Accountability:**
   - Leaders take responsibility for their decisions and actions. They hold themselves and their team members accountable for performance and results, fostering a culture of responsibility.
6. **Empathy:**
   - Understanding and empathizing with the needs and concerns of others is a hallmark of great leaders. Empathetic leaders build strong connections and create a supportive work environment.
7. **Communication Skills:**
   - Effective communication is a key leadership trait. Leaders articulate their vision clearly, listen actively to others, and foster open and transparent communication within the team.
8. **Courage:**
   - Leadership often requires courage to take risks, challenge the status quo, and make tough decisions. Courageous leaders inspire confidence and drive positive change.
9. **Strategic Thinking:**
   - Leaders possess the ability to think strategically, seeing the bigger picture and understanding how their actions contribute to long-term goals. They align decisions with the organization's overall strategy.
10. **Motivational Skills:**
    - Leaders inspire and motivate their teams to achieve their best. They recognize and celebrate achievements, providing encouragement and recognition to keep individuals and teams engaged.