

# School Leadership

Workshop for High School HM's of Bengaluru south DIET

IT for Change

Oct 2024



# Your beliefs

- All children can learn
  - Some children cannot learn
  - All children must learn
  - It is OK if some children do not learn
  - All parents want their children to learn
  - Passing exams is important for children
  - Completing syllabus is most important priority
  - Some subjects are more important (like Maths or English)
  - Any other??
- 5 scale rank
  - Strongly disagree -1
  - Disagree -1
  - Neither disagree nor agree -3
  - Agree - 4
  - Strongly agree - 5)



# 1. Context to leadership

What are challenges faced by our schools

**SWOT** analyses in 4 groups (S, W, O and T)

(Participants go through SWOT reading. List 5 points in order of importance.

Discuss reasons/impact of each point)

What are the aspirations (desires/ambitions) of the school, teachers, parents/students and education system (same 4 teams)

What is the need for leadership?



# What is Educational leadership

Leadership - balancing contexts/challenges and aspirations

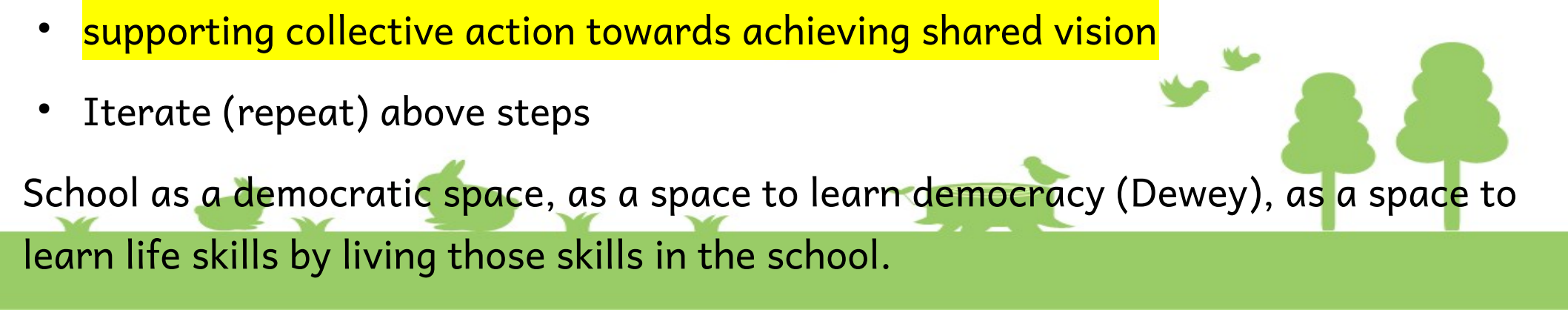
(leadership v/s administration)

Circle of Influence and Circle of Concern (Proactive vs Reactive)

(share reading on COI-COC)

- evolving shared vision bringing aspirations together of different stakeholders
- preparing plans (strategies) towards shared vision
- supporting collective action towards achieving shared vision
- Iterate (repeat) above steps

School as a democratic space, as a space to learn democracy (Dewey), as a space to learn life skills by living those skills in the school.



## Nature of leadership in schools

leadership, a role, not a person's attribute

shared leadership (not one person's sole responsibility)

dynamic leadership (moving across people)

dynamic complexity requires revisiting vision, ideas/plans (Fullan)

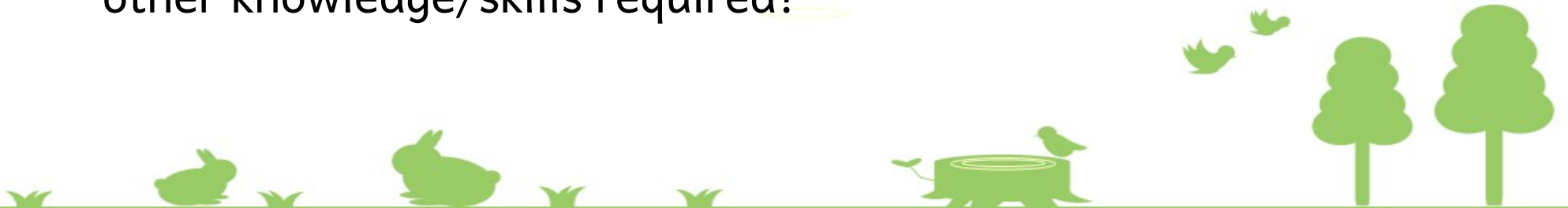
Schools need leadership.

Leadership is possible, (research says, it is the biggest cause of success or failure of schools)



## Leadership requires deep 'technical' knowledge

- subject matter expertise/depth
- understanding of learner
- pedagogy knowledge/ good teacher
- thinking/reflection skills
- other knowledge/skills required?



## Supportive of team

encourage individual visioning in each stakeholder

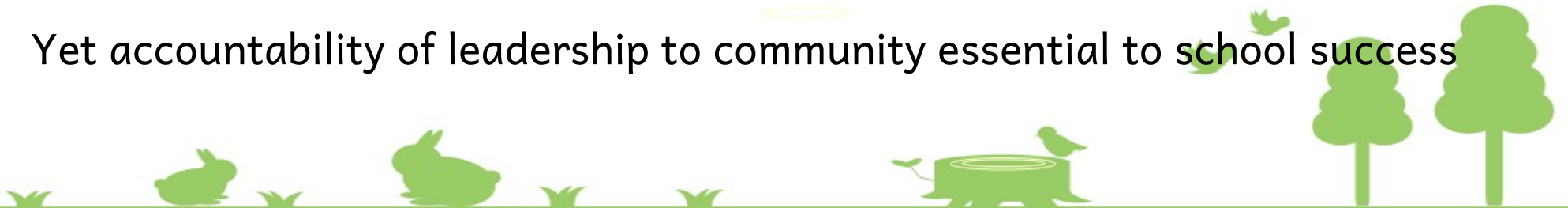
encourage shared visioning amongst all

encourage, support and guide work towards shared vision

support as required to address challenges

Using positional authority to dominate/dictate will not lead to school being a democratic space

Yet accountability of leadership to community essential to school success



# Leadership aspects

position in hierarchy immaterial

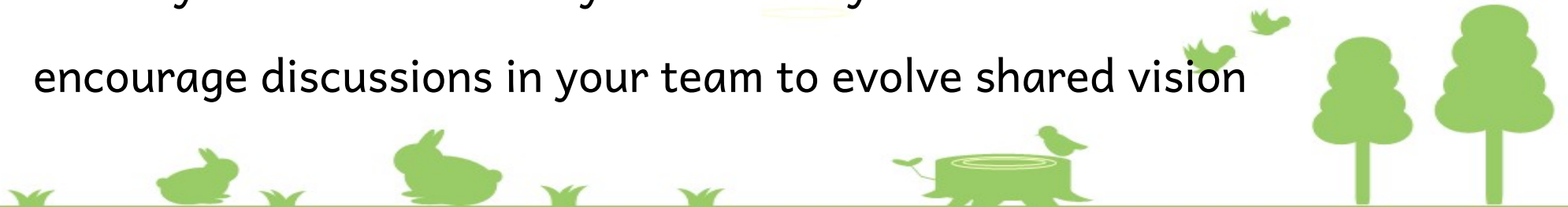
understand the context of the institution

challenges of stakeholders

aspirations of stakeholders

ideate your own vision for yourself and your institution

encourage discussions in your team to evolve shared vision





# School quality improvement project

identify specific 'projects' / activities to move from context towards this shared vision

deepen technical knowledge (education area of expertise) - depth + breadth (holistic understanding)

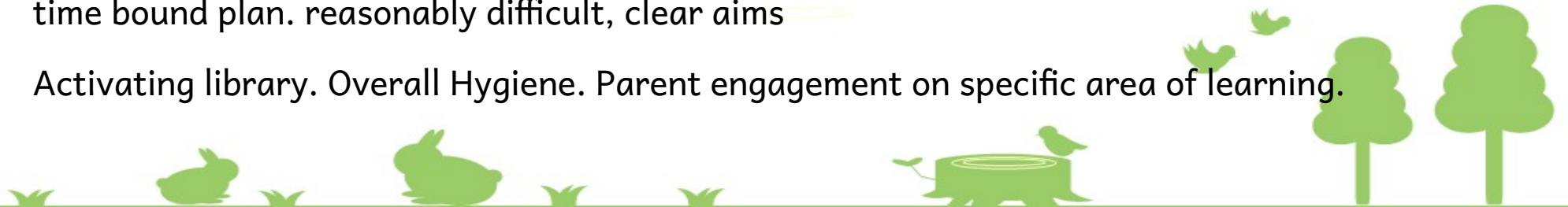
deepen technical skills of facilitation, program management

School quality improvement project

connected to challenges and aspirations

time bound plan. reasonably difficult, clear aims

Activating library. Overall Hygiene. Parent engagement on specific area of learning.



## individual reflection and sharing

When have I taken a leadership role - professional or personal spaces. Has vision been a factor in leadership? Does vision have to be important factor in leadership?

What helped in the leadership being effective? What were hindrances

