
Educational Leadership: Scope and Challenges

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Abstract: Education is the process with the help of which it is possible to bring a positive change in the society. The goals and objectives of education are to sustain the character. The current world is on the way of fast development specially in technology. The correct and precise use of these technologies requires new abilities and skill. Just like other challenges leadership in the field of education also require new skills and techniques to complete the task. In this study a documentary analysis was done to find out the new ways and dimensions to overcome the challenges of the new millennium. The accessible literature was analyzed deeply for the purpose. The objective of the study was to discover new skills which are required to meet with the challenges while leading in the field of education. The personnel working on higher post not only the administrator but they have to play the role of the leader also. On the basis of conclusions recommendations were made to help the personnel who are on the position of leading in educational institutions.

Keywords: Education, Leadership, Challenges, Dimension, Skills.

Introduction

Leadership is an area where research is possible. It's also the skill of an individual with the help of which it's possible to lead or may be in other words to guide an Individual, Group, Team or An Organization.

The leadership approach is different among different nations. The approaches may be differ in western and eastern environment. Even when study the approaches with in eastern and western nations are different. If we take the example of United States they define that leadership is the "process in which a person influence the other socially" where the common task is completed with the help and support of others [5] [6].

Leadership has different theories like: Trait theory of leadership [16], Situational interaction theory of leadership [10], Vision, power and values theory [21], Intelligence and Charisma [6].

Methodology

Documentary analysis was performed. On the basis of documentary analysis the discussion were made when studying the documents it seems that search for the characteristics of a leadership traits is from the beginning. Plato philosophical writing and

other famous writers explore that what type of qualities or traits are necessary for a leader[3] They concluded that a leadership is the quality of individual which possess when leading. This idea of possessing of characteristics is known is Trait theory. After this when analyzing the documents the research show that some traits are common to all but some is not. Further it shows that a person who led in one situation may not be able to lead in a different situation and this approach become popular with the name situational leadership approach. This approach was popular for different decades [7, 2, 26].

A new shift in Trait theories

With the emerge of these new approaches trait theories believers make new research and they gave new dimensions to trait theories. They make use of round robin research method and concluded that a person may become play the role of leader in different situation [18]. In 1980 with the help of statistics they use it to find out a quantitative ways instead of relying only on qualitative data. They give conclusion that there is a relationship between emergence of leadership and traits as: Extraversion [13], Intelligence, Adjustment [13], Conscientiousness [15, 12, 27], Openness to experience [12, 27, 14], General self-efficacy [23, 8].

When the research come in to practical different researchers make criticism on it that this theory consider only few traits like big Five and ignoring the rest, cognitive and other domain which is required for a leadership [29].

Attribute approach

Now considering the criticism made on the trait theory some of the researcher make the research and adopt a different approach known is attribute pattern approach [8, 29, 28]. They argue that one must not consider the single attribute but they will consider the total personality of the individual while studying the leadership style. [9, 20, 17].

Styles and Behavioural theories

When the research receive criticism on trait theory the researcher give another dimension that a leader will be good if possess a positive attitude. The leader to lead will have a strong wellbeing and self-esteem. They also conclude that self confidence is also necessary for leadership [25]In other research is performed in Ohio state university and they find two observable behaviour they name it

1. Imitating structure. In these phenomena it is studied that hoe much clearly a leader communicate with the goals of the followers. The leader also determine about the task performance and they term it is the task oriented behaviour.
2. The other is the “consideration” here it is observed that how a leader make interpersonal relationship with the followers. This is known is “social oriented behaviour” [1]

Positive Reinforcement

BF-Skinner which is the founder of this concept. In this phenomena if the employee is praised will be positively reinforced. The results of such a positive reinforcement will be in a better work in future. [15].

Situational and contingency theories of leadership

Believers of these theories say that it's not possible to handle every situation with the same method. They believe that the leader must have to deal with different situations accordingly. Further they believe that a leader may have some factor which enables them to deal and have contingency plan [24, 1]. Functional theories and integrated psychological theories are also present which

believes that a leader has to play and contribute to the group effectively and efficiently. Also they believe that only some traits are not enough to handle the situation and lead the groups. There must be an integration of the whole to perform effectively. [4, 22].

Discussion

It is clear that leadership always faces new challenges. When some where challenges arise researchers try to find out solutions and new dimensions to overcome on it. Study shows that leadership faces criticism from the start. The analysis performed shows that leadership is not a simple task. It requires some skills and expertise. The person who is a leader or in leading role must possess some characteristics to complete the tasks assign to him. Now as the situation does not remain the same in all circumstances from the above discussion it is also derived that a leader must have the potential to deal with different type of situations and circumstances. The leader must have the ability to response according to the situation required. The analysis shows that there must be some actively in the situation and circumstances. The reinforcement largely will be of positive type for example to give a reward to the team member will help the member to do better. It is derived that a leader will be a person with a great courage which will help the colleagues and followers to maintain their courage and face any type of situation. Now when applying these theories and studies to our educational environment it's easy to understand that the principal or the head of the institute will have to act dynamically with the changing atmosphere. A head of the educational institute must have the potential to create such a positive interpersonal relationship with the colleague which ultimately led towards an environment which is better for work.

Conclusion and Future Work

It is concluded that leadership is not a simple task. A leader must have some specific characteristics and dynamic personality for the efficient and effective leadership. A leader can sit with its inherited or gifted traits. Leader must have to acquire new skills and characteristics to contribute in a better way. A leader must be visionary and inspirational for the purpose to achieve the goals of the team. Especially in educational institute now a principal in a school or Director or Vice chancellor of the university have to work consistently for the improvement and betterment of the organization. As clear from the

discussion the area is open to research and in future research can be continued that how to overcome the flaws if seen in leadership.

Recommendations

1. On the basis of discussion and analysis it is recommended.
2. Head of the educational institute must have a skill that how to communicate.
3. Head of the educational institute must not be static.
4. Role of the head of educational institute has to be dynamic.
5. Leader of the institute must possess the capability to treat any type of situation.
6. Leader of the educational institute must have the capability to update him-self academically and administratively to cope with the problems and to take the team in a right direction.
7. Leader of the educational institute must have the capability to resolve the conflict when arise in the institute.
8. Principal of the educational institute have to praise their staff to generate better results.
9. There must be a proper training programs from the leader for their subordinate to meet with the challenges of modern age.
10. Top leaders must have a vision which guide the department in a right direction.
11. There must be coordination among the team members and leadership to avoid miss understanding and conflicts.

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