

ROLE OF PRINCIPAL AS AN EFFECTIVE EDUCATIONAL LEADER

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ABSTRACT

This paper describes the role of school principal as an effective educational leader means how an educational leader can make a satisfied environment and motivate stakeholders for achieving educational vision and goals, and also, try to define not only the qualities of effective leadership but the influence of leadership on the operation of schools, and even on student achievement. More specifically, this paper focus attention on, The basics of successful and effective educational leadership task (setting direction, developing people and Redesigning the organization), broad goals for school leaders. This is a descriptive paper in which data or information collected from different sources like, personal opinion, researches done in relevant area, field experts opinion, news. More attention given to none development or third world countries because, on the one hand, the resources (human, financial, physical,) are limited on the other hand, demand for schooling and education is in the high level and also, in development countries people give more attention to specialization and quality education. So, now a days coping with such a complicated situation and educational environment is not an easy task to handle schools, it requires highly and well educated leaders and managers. Furthermore, educational leadership influences human resources and has a strong impact on other kind of resources in many countries they spend more money but, quality education is not happening or achievement of educational goals are faced with many difficulties or even the organizations are not able to meet education settled goals. There may

be many reasons as well but, the major reason is lack of effective leadership and management in such kind of organizations. In the end, this article summarizes effective leadership in schools and gives some practical suggestions for principals for effective educational leadership.

Key words: Role of principal in schools, Effective leadership, Effective educational leader

INTRODUCTION

School leadership is an important topic for researchers and people who are working in the field of education. Educational organizations around the world, had and have more intense focus to school leader and leadership because of it is functioning and influence in schooling in recent years. And also, school principal as an educational leader exercise significant influence on teacher professional development and student achievement toward educational settled goals. Educational leader in educational organization play central and major role which is not easy and ignorable. Quality of education and making satisfied environment and motivation of stakeholders depend on educational leader, leadership styles and management. In educational institutions more and major resources are human and this is a well clear fact that the only dynamic, undefinable, complicated resources are human so, dealing and highly usage of such a complicated and important resources required professional leader and proper leadership style, in schools this role is playing by principles. Relationship between administrative workers making organizational culture and bring motivational and satisfaction environment if strong and effective leadership is ruler on the other hand, if the educational organization (school ...) face with lack of effective and professional leadership the scenario changing to evil side because, the only organizations which products are destructive and poisonous or good and workable are educational organizations. This is not a factory if the products are not good don't use it or leave it, schools, institutions, colleges and universities are the companies of producing human with different professions to which the society need and, they are the eyes of hope to the society. So, who is responsible for this important and long term task? Who is in charge for spending huge amount of money which is spending in such organizations? The only answer for such kind of questions in educational organizations is educational leader and manager. So, a principal in school is playing role of educational leader, must be professional and effective.

A principal is someone who is the leader of an entire community within a school. He or she is responsible for managing the major administrative tasks and supervising all students and teachers may be.

Major roles in school: role of, as a, in (school leader, Student Discipline, teacher evaluator, developing implementing and evaluating programs, Reviewing Policies and Procedures, Schedule Setting, hiring new teachers, parent and community relations and delegating) etc. (Meador 2018).

Effective leadership and its characteristics:

Effective leaders have many common qualities. Making the effort to practice and learn the skills it takes to be an effective leader will enable you to use the style of leadership necessary in any situation you come across. (Marcou, & Ruth 1989).

Common characteristics of effective leaders are:

- They are clear about what needs to be done.
- They can express their vision of a desirable future in simple language.
- They are idea generators.
- They inspire others to follow them.
- They challenge assumptions.
- They accept and use conflict as needed.
- They are imitated by others.
- They are persistent about getting results.
- When they speak, others listen to them (even their detractors).
- They are convincing people.
- They recognize and utilize the unique value of others.
- They tackle difficult problems.
- They can accept not being liked.

- They are not paralyzed by mistakes; they move on.
- They have their limitations.

Characteristic of effective educational leader:

- They Understand the Importance of Building Community
- They Empower Teachers and Cultivate Leadership Skills
- They Utilize Data and Resources
- They Have a Vision and a Plan
- They Create Collaborative, Inclusive Learning Environments
- They Are Passionate About Their Work
- They Encourage Risk-Taking
- They Lead by Example
- They are lifelong learner

The basics of effective and successful educational leader's tasks are



- Clarifying goals and Setting directions
- Developing and understanding people
- Re designing the organization

For an effective educational leader, it is also essential to set directions and goals. School leaders work to build a shared vision and communicate goals by:

- building understanding of the school's vision and the implications for programs and classroom instruction
- encouraging staff to be innovative in helping students become successful learners for the 21st century
- working with stakeholders to demonstrate the use of the school's vision of teaching and learning in day-to-day actions and decision making to achieve excellence for all learners.

Setting directions is the most important task of any leader in any organization because, in the light of settled directions the leader and his\her team know their mission and also, in the presence of directions the leader can keeping the resources in right way or ways toward achieving settled

goals and objectives. One of the most important quality in T.Q.M is leading the resources specially, human resources in right direction. First, the leaders cannot make clear direction and second, they are not able to move toward settled directions. May be, some people ask why? There are many answers for such questions but, the major answer is lack of ability of determination of future and future predication. As it is clear there are two situations one current situation and second, desirable situation so, we start from present situation to achieve or create desirable situation meeting or creating desirable situation is the only and most important duty of any leader or manager in any organization.

Present situation of educational organization  drive or moving of the system from P.S toward  desirable situations in educational organizations.

One the other word, making plan in the light of presence resources, in making plan according to my opinion one should pay more attention to define well and clearly the current situation, way of operations and wanted or desirable situation, Otherwise, there will not be unity of operations in organization and it is nothing more than wasting of time and resource. So, this is the most important task of any leader in any organizations specially in educational organizations.

“Building vision and setting directions This category of practices carries the bulk of the effort to motivate leaders’ colleagues. It is about the establishment of shared purpose as a basic stimulant for one’s work. The more specific practices in this category are building a shared vision, fostering the acceptance of group goals and demonstrating high performance expectations.³⁰ These specific practices reflect, but also add to, three functions of managerial taxonomy³¹ derived from non-educational organizations: motivating and inspiring, clarifying roles and objectives, and planning and organizing. Direction-setting practices of principals significantly influence teachers’ stress, individual sense of efficacy and organizational commitment. One of these practices, helping the staff develop and inspiring a shared sense of purpose, enhances teachers’ work, whereas holding (and expressing) unreasonable expectations has quite negative effects.” A recent literature review on the tilt of *Successful leadership*. By Christopher Day and Pamela Sammons.

Developing and understanding of people:

“While practices in this category make a significant contribution to motivation, their primary aim is building not only the knowledge and skills that teachers and other staff need in order to accomplish organizational goals but also the dispositions (commitment, capacity and resilience) to persist in applying the knowledge and skills. The more specific practices in this category are providing individualized support and consideration, fostering intellectual stimulation, and modelling appropriate values and behaviours.³² These specific practices not only reflect managerial behaviors in the managerial taxonomy (supporting, developing and mentoring, recognizing, and rewarding) but, as more recent research has demonstrated, are central to the ways in which successful leaders integrate the functional and the personal. Included among these practices are being collegial, considerate and supportive, listening to teachers’ ideas, and generally looking out for teachers’ personal and professional welfare. Acknowledging and rewarding good work and providing feedback to teachers about their work also mean positive working conditions for teachers. Head teachers assist the work of teachers, in addition, when they provide them with discretionary space, promote regular access to a range of professional learning and development opportunities, distribute leadership across the school and ‘practice what they preach’ (model appropriate values and practices)”

A recent literature review on the tilt of *Successful leadership*. (Day & Sammons)

Understanding and supporting staff is the most important duty of leader specially in educational organizations because as we know that most resource in educational organizations are human and the achievement and failure of educational organization depend on it is major resources (human resources). Recently the researches showed that keeping good relationship between leader and staff is major case of job satisfaction and they emphasize on open door policy in educational organization and also, they highly recommend democratic leadership style for job satisfaction and worker motivation. The reason behind that is the knowledgeable staff in educational organizations. The organizational goals are not achievable without having commitment and unit human resources so, a leader also, must pay attention to such important factor of success in organization.

Redesigning parts or all organization:

Successful leader always works and try to keep the organization according to the need and demand of the society. So, when one can determine that either the output of the organization is

able to fulfil needs and demand of the society or not, to do evaluation. So, evaluation is the most important task of leader in any organization specially in educational organizations, principle as a school leader must apply and keep continue evaluation of the teachers, students and other organizational staff. An effective leader never leaves the organization to digressive form its vision. School leader always keep:

- collaborative of school

Suggestions to principal for being an effective educational leader

1 use open door policy and apply for democratic style of leadership.

2 empower, motivate, and involved staff to make significant decisions.

3 develop, implement and evaluate school strategic plan and other plans for school improvement.

4 develop healthy working relations with all staff and student of the school.

5 all decisions must be made in fairness and without any discrimination.

6 principals must encourage teachers to use innovation and experimentation in schools.

Conclusion

Educational organization success is depends on many factors but, the leader is one of major of them. Educational leader plays significant role in educational organization and it has strong influence on teacher and other administrative staff performance and student achievement. Dealing with markedly human resources in an effective manner shows the efficiency of well-educated and highly preformed leader. So, in educational organization specially in school a principal as an educational leader is in charge for achieving settled goals, by applying for his\her major tasks (clarifying goals and setting directions, developing and understanding people and also, redesigning organization. So, an effective principal is one who has the capability to collaborate, coordinate and manage all the three aspect: Clarifying goals and Setting directions, Developing and understanding people, Re-designing the organization in a logical way.

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