



REPUBLIC OF KENYA  
MINISTRY OF EDUCATION  
SCIENCE AND TECHNOLOGY

**DIPLOMA IN EDUCATION MANAGEMENT  
MODULE 2: TRANSFORMING EDUCATION  
LEADERSHIP**



**UNIT 1: LEADING AND  
MANAGING CHANGE**



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# Introduction



- In this unit we will discuss leading and managing practices that produce results.
- We will also discuss the concepts of leadership and management and how the two concepts are integrated.
- We will further look at practical guidelines on how you can become a manager who leads.



## Unit objectives

When you have worked through this unit you should be able to:

- i. Explain the concept of leadership including effective leadership, transformational leadership and leadership competencies.
- ii. Discuss management principles and functions.
- iii. Apply the leadership and management framework.



# The concept of Leadership

**Leadership:** can be defined as the process of enabling others to face challenges and achieve results in complex changing conditions.

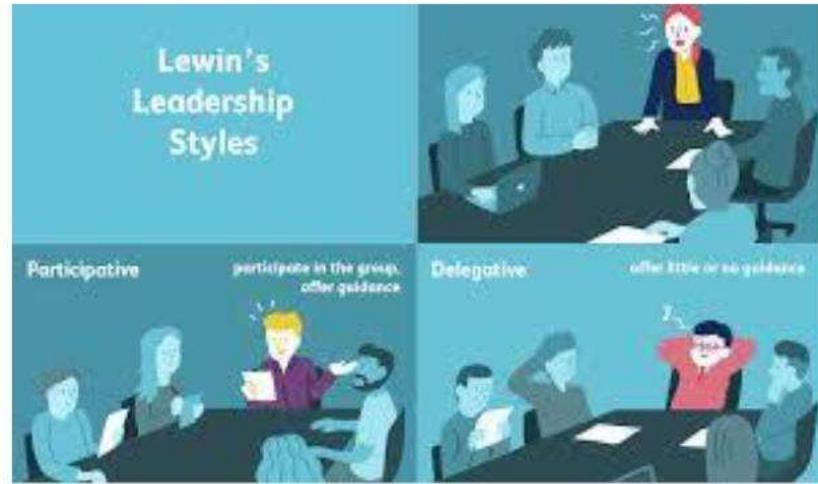
- What makes one a leader?
- Are leaders born or made?
- What makes one a good leader?
- Can you give examples of people you consider to be good leaders?



# Leadership styles

There are two dimensions of leadership:

- Concern for work/tasks
- Concern for people
- The two dimensions determine the leadership style that one adopts
- When the two dimensions interact, they lead to four leadership styles illustrated on the next slide:





## Participating leader/democratic leader

- **High concern for people**
- **Low concern for tasks**

## Selling/Effective leader

- High concern for tasks
- High concern for people

## Delegating/*Laissez faire* leader

- Low concern for tasks
- Low concern for people

## Telling leader/Autocratic leader

- High concern for tasks
- Low concern for people

*The four leadership styles are referred to as the traditional styles of leadership.*

## Contemporary leadership approaches

Under contemporary approaches to leadership, we shall examine two approaches:

- i. Transformational leadership
- ii. Servant leadership



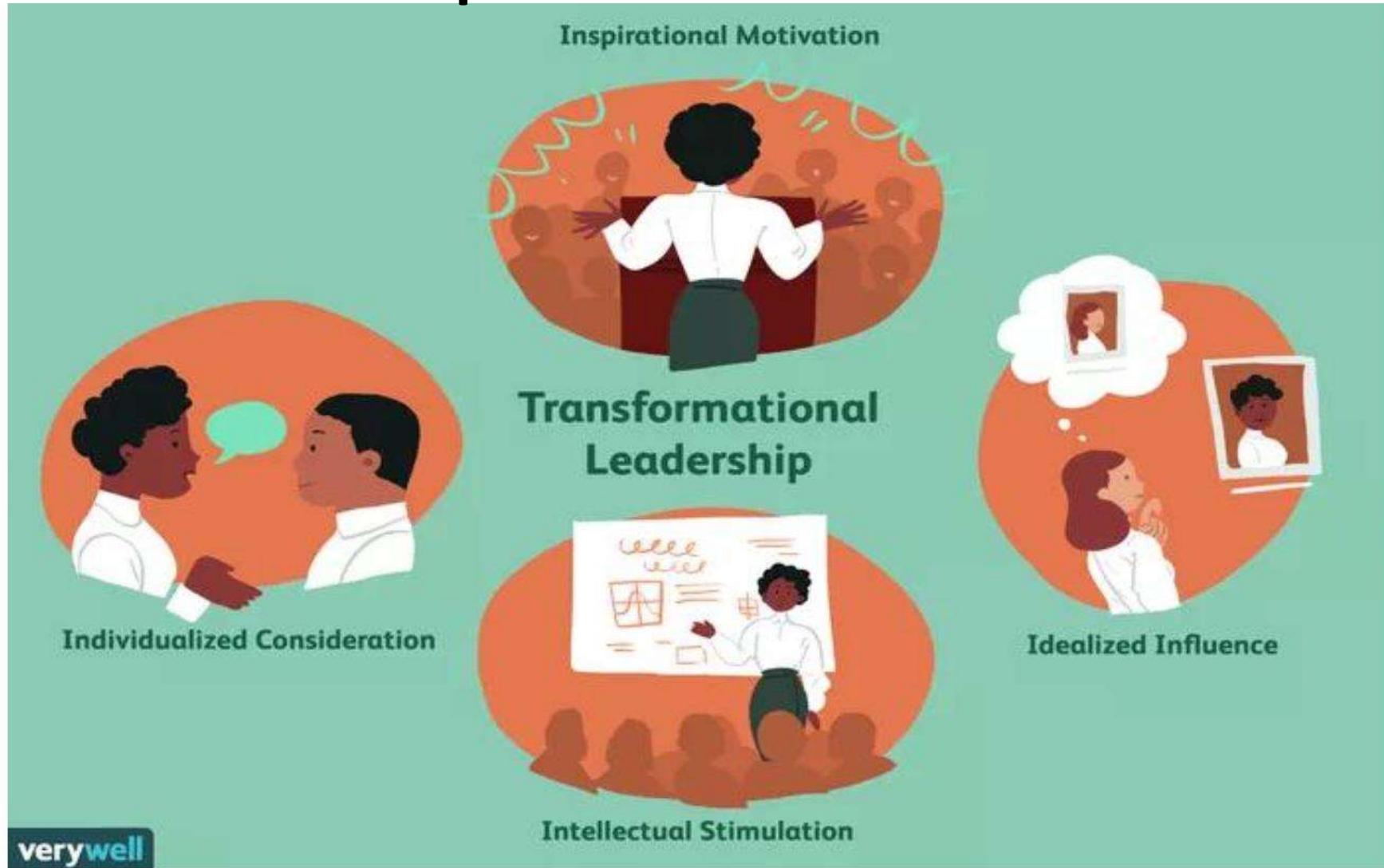
## Transformational leadership:

- focuses on effecting revolutionary change in organizations through a commitment to the organization's vision.
- It:
  - redefines people's missions and visions,
  - renews their commitment, and
  - restructures their systems for goal accomplishment
- This is done through a relationship of mutual stimulation and elevation that converts followers into leaders and leaders into moral agents.



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# Dimensions of transformational leadership



# Dimensions of transformational leadership

## (the 4Is: *Idealized influence, Inspirational motivation, Intellectual Stimulation, Individual consideration*)

### 1. *Idealized influence:*

- describes leaders who are exemplary role models for their groups.
- Managers with idealized influence can be trusted and respected by the group to make good





## ***2. *Inspirational motivation:****

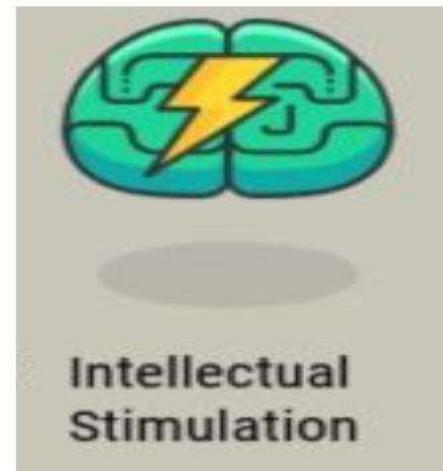
- Describes leaders who motivate their groups to commit to the vision of the organization.
- Leaders with inspirational motivation encourage team spirit to reach goals of the school and improve performance





### ***3. Intellectual Stimulation:***

- describes leaders who encourage innovation and creativity through challenging the normal beliefs or views of a group.
- Leaders with intellectual stimulation promote critical thinking and problem solving to make the school better.





#### ***4. Individual consideration***

- describes leaders who act as coaches and advisors to their groups.
- Leaders with individual consideration encourage group members to reach goals that help both the members and the organization.



## Servant leadership

- This is leadership that stresses that the leader is a servant first.
- The servant leader takes care to ensure that other people's greatest needs are being met.
- This leadership approach is associated with organizational success as it creates a trusting, supportive community that fosters creativity and initiative.
- In this sense, servant leadership is said to produce a culture or community of trust that in turn produces organizational success.



## Principles of servant leadership:

- Listening
- Empathy:
- Healing:
- Awareness:
- Persuasion:
- Conceptualization
- Foresight:
- Stewardship:
- Commitments to the Growth of People
- Building Community:



# Leadership competencies

- These are the specific knowledge, skills and attitudes that help managers lead more effectively.
- These competencies include:
  - Master yourself
  - See the big picture
  - Create a shared vision
  - Clarify purpose and priorities
  - Communicate effectively
  - Motivate committed teams
  - Negotiate conflict
  - Lead change





# MANAGEMENT

- Leadership and management are often used interchangeably.

***What is the difference between the two?***



- **Leadership:** is the process of enabling others to face challenges and achieve results in complex changing environments.
- **Management:** means organizing the internal parts of the organization to implement systems and coordinate resources to produce reliable performance.





# Principles of management

## 14 Principles of Henry Fayol

▶ Division of Work

▶ Authority and Responsibility

▶ Discipline

▶ Unity of Command

▶ Unity of Direction

▶ Interest

▶ Remuneration

▶ Centralization

▶ Scalar Chain

▶ Order

▶ Equity

▶ Stability of Tenure

▶ Initiative

▶ Esprit De Corp



## Activity

The 14 principles of management were developed by Henri Fayol in the 20<sup>th</sup> century. Discuss to what extent the principles are applied in your school.



# Functions of management

- Planning
- Organizing
- Staffing
- Directing
- Coordinating
- Reporting
- Budgeting





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## Activity

- Discuss how the POSDCoRB is practiced in a school situation. Outline the specific activities involved in each of the activities.



# The Leadership and Management Framework

Leadership	Management
inspiring	planning
focusing	organizing
aligning	implementing
inspiring	Monitoring and evaluating

- In order to apply the leadership and management framework, you need to undertake the following:
  - **Scan** your environment and identify your challenges
  - **Focus** on a few priority challenges
  - **Plan** to address them
  - **Align** and mobilize your stakeholders, staff and resources
  - **Organize** your team and the work
  - **Implement** the plan





END  
OF  
SESSION



- We have come to the end of Unit 1 of module 2.
- In this unit we have learnt the following:
  - The meaning of leadership
  - Differences between leadership and management
  - Traditional and contemporary leadership styles
  - Functions of management
  - How to apply the leadership and management framework.
- *Please read through the case studies for this unit and answer the questions that follow.*
- *Write your responses in your personal journals and discuss your answers with your colleagues during group discussions.*