



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



UNIT 1: LEADING AND MANAGING CHANGE

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



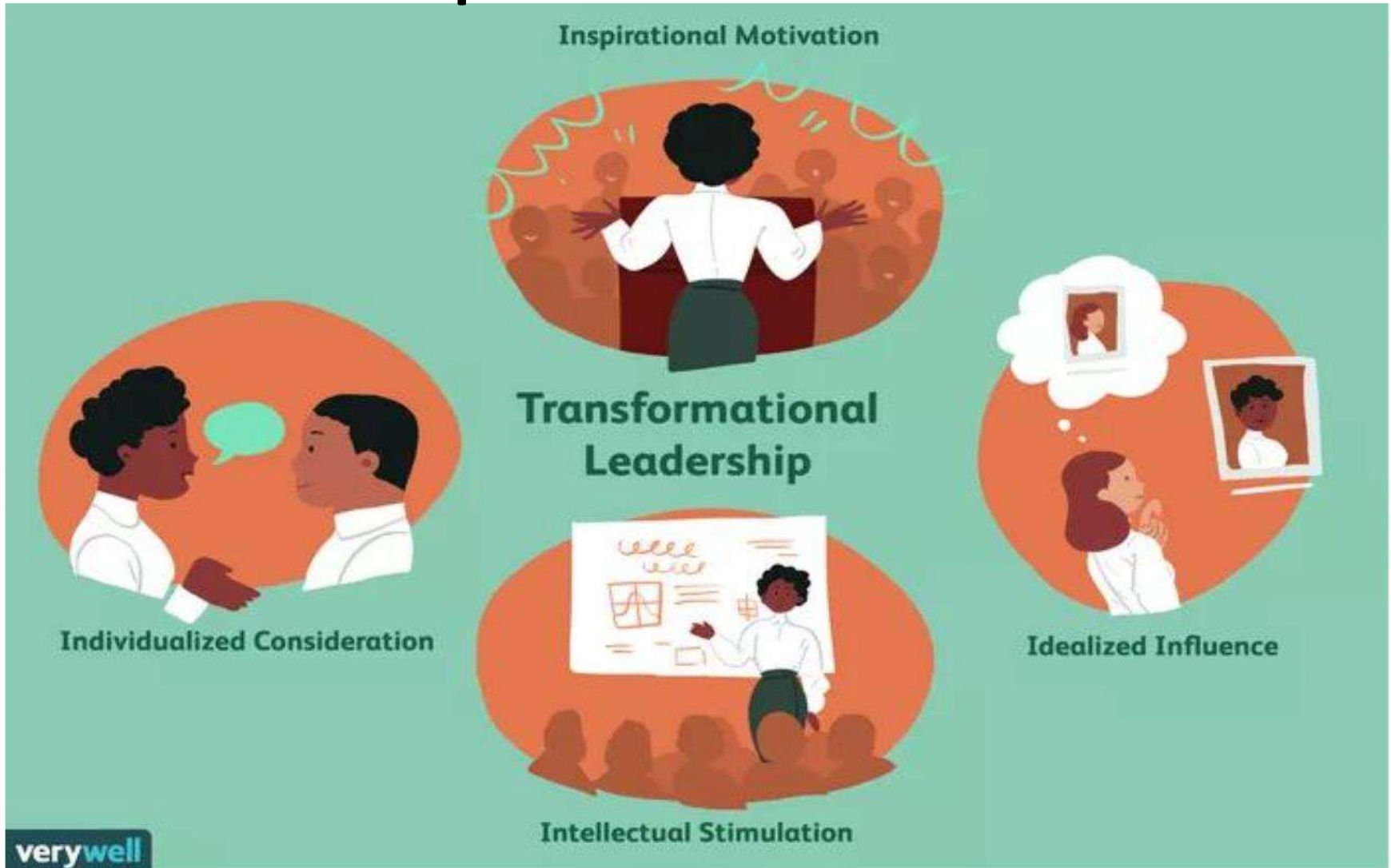
Transformational leadership:

- 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



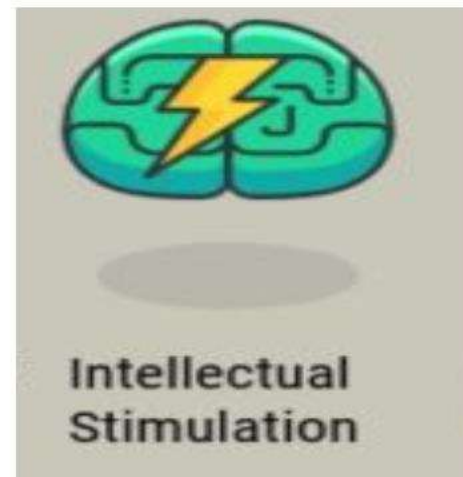
2. Inspirational motivation:

- 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.

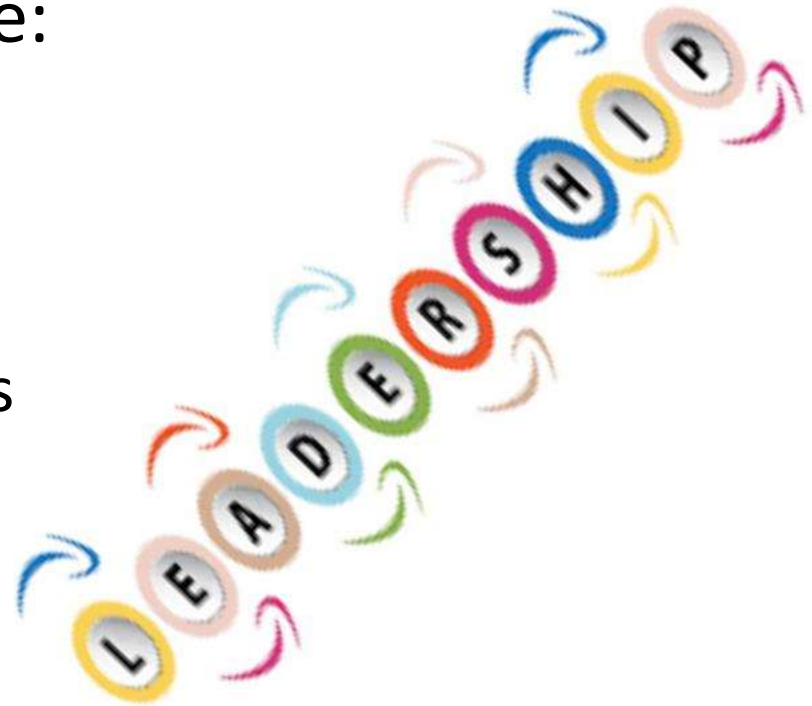
Principles of servant leadership:

- 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



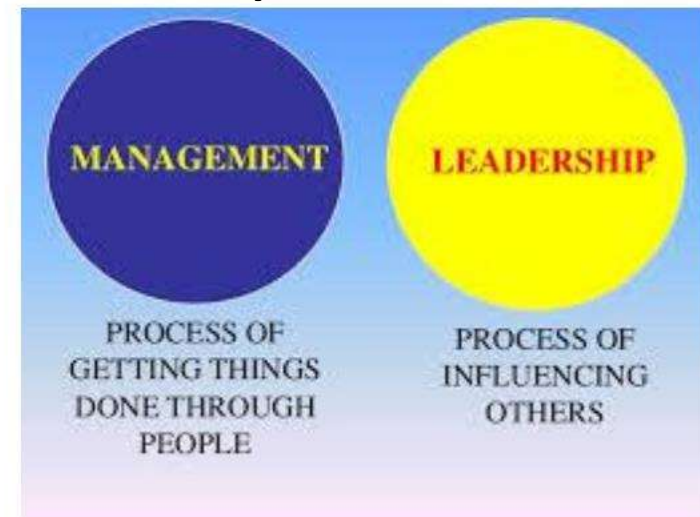
MANAGEMENT

- 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.





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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 20th century. Discuss to what extent the principles are applied in your school.



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Functions of management

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





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





- 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.*