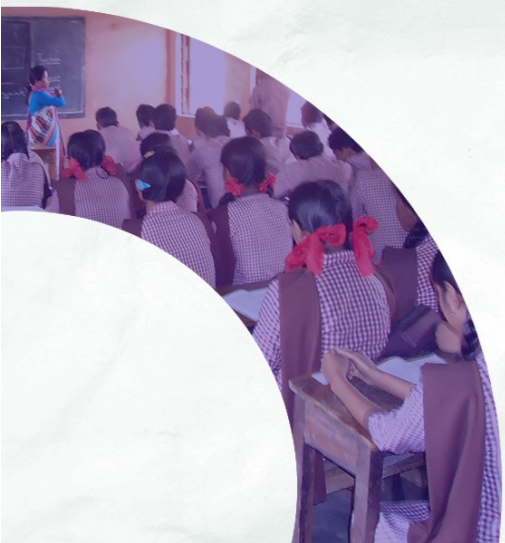


# TAXONOMY ON SCHOOL LEADERSHIP DEVELOPMENT



Key Area	Units	Topics
<b>Perspective on School Leadership</b>	School as Learning Organization	School as a social institution
	School as Learning Organization	Dynamic nature of the school as an organization
	School as Learning Organization	Interactive processes in school
	School as Learning Organization	School as a ground for learning and development
	School Leadership: Multiple Roles and Responsibilities	Leader as a visionary
	School Leadership: Multiple Roles and Responsibilities	Leader as an initiator of change
	School Leadership: Multiple Roles and Responsibilities	Leader as a person who inspires and who is resolute, people-centric and a life long learner
	School Leadership: Multiple Roles and Responsibilities	Leader as a reflective practitioner
	School Leadership: Multiple Roles and Responsibilities	Significance of leadership for enhancing school effectiveness
	Developing Vision for School	Vision for School Transformation
	Developing Vision for School	Assessing and Understanding the Context and Constraints
	Developing Vision for School	Translating vision through School Development Plan
	Developing Vision for School	Tracking change through periodic review and revision
	Understanding Transformation	Guiding principles for school transformation: Inclusion, Equity and Quality
	Understanding Transformation	School as collective: Ideas, capabilities and goals for school change
	Understanding Transformation	Dynamics of transforming oneself: Attitude and actions;
	Understanding Transformation	Dealing with change: Resistance faced and opportunities created
	Child First	Understanding childhood
	Child First	Holistic development of the child
	Child First	The rights of a child in school
	Child First	Practicing equality, non-discrimination and respect for all
	Child First	School as a safe and secure place
	Transforming Work Ethos	Keeping the goal in view and moving towards it
	Transforming Work Ethos	Accepting and accommodating multiple perspectives
	Transforming Work Ethos	Creating processes for meaningful interaction
	Transforming Work Ethos	Being open to change and correction
	Transforming Work Ethos	Fostering sense of shared commitment
	Understanding different types on School Leadership	Transformational Leadership
	Understanding different types on School Leadership	Instructional Leadership
	Understanding different types on School Leadership	Distributed Leadership
	Understanding different types on School Leadership	Values Leadership
	Understanding different types on School Leadership	Authentic Leadership
	Understanding different types on School Leadership	Adaptive Leadership
Understanding different types on School Leadership	Resilient Leadership	
Understanding different types on School Leadership	Pedagogical Leadership	
Understanding different types on School Leadership	Leadership for Learning	
Understanding different types on School Leadership	Teacher Leadership	
Understanding different types on School Leadership	Student Leadership	
Understanding different types on School Leadership	Successive Leadership	
Understanding different types on School Leadership	Servant Leadership	

Key Area	Units	Topics
<b>Developing Self</b>	Understanding Self	Understand oneself: As an individual and as a professional in school
	Understanding Self	Understanding meaning and purpose in work life
	Understanding Self	Developing positive self concept and self esteem
	Self in Relation to Others	Locating oneself in the social context of school
	Self in Relation to Others	Dealing with conflicting expectations and multiple role perception
	Self in Relation to Others	Circle of influence and circle of concern
	Self in the Context of School	Convergence between goals of self-development and institutional goals
	Self in the Context of School	Multiple roles in relation to school functioning
	Self in the Context of School	Reflections on aligning professional goals and practices
	Developing Professional Self	Working and relating with people
	Developing Professional Self	School as a place for social learning and growing together
	Developing Professional Self	Creating a sense of collective responsibility: Social, moral and ethical
	Developing Professional Self	Continuous Professional Development of School Leaders and Teachers
	Developing Professional Self	Enabling oneself with knowledge and skills related with ICT in education
	Leadership Skills	Interpersonal relations and empathy
	Leadership Skills	Communication
	Leadership Skills	Conflict resolution
	Leadership Skills	Problem solving
	Leadership Skills	Managing Stress
	Leadership Skills	Managing Emotions
Leadership Skills	Decision Making	
Leadership Skills	Critical Thinking	
<b>Transforming Teaching Learning Process</b>	School and Purpose of Education	Nurturing spirit of inquiry
	School and Purpose of Education	Education for critical thinking
	School and Purpose of Education	Education for empowerment
	School and Purpose of Education	Developing responsible citizens
	Understanding Child centred pedagogy	Learning and Developmental needs of the growing child
	Understanding Child centred pedagogy	Building foundational literacy and numeracy skills
	Understanding Child centred pedagogy	Child as an active learner and constructor of knowledge
	Understanding Child centred pedagogy	Making learning a joyful and creative experience for teacher and learner
	Understanding Child centred pedagogy	Teaching-learning as a joint exploration by teachers and learner
	Understanding Child centred pedagogy	Learning in an inclusive socio-culturally diverse setting.
	Creating Conducive teaching learning conditions	Attractive and lively school and classroom environment
	Creating Conducive teaching learning conditions	Creative organization of classroom spaces and materials
	Creating Conducive teaching learning conditions	Strengthening opportunities for active learning
	Creating Conducive teaching learning conditions	Inclusive environment: Mutual respect, acceptance and a sense of common
	Creating Conducive teaching learning conditions	Warm, safe and caring environment in classrooms
	Enhancing the effectiveness of classroom processes	Observation, Feedback and Supervision
	Enhancing the effectiveness of classroom processes	Understanding and application of pedagogical-content knowledge
	Enhancing the effectiveness of classroom processes	Direct engagement with children and tracking the progress of each child
	Enhancing the effectiveness of classroom processes	Collaborative practices for improving classroom activities
	Enhancing the effectiveness of classroom processes	Coaching and mentoring
	Enhancing the effectiveness of classroom processes	Technology in teaching-learning process
	Enhancing the effectiveness of classroom processes	Encouraging freedom to explore and experiment
	Developing teacher as professional	Teacher: The key to school transformation

Key Area	Units	Topics
<b>Transforming Teaching Learning Process</b>	Developing teacher as professional	Promoting Teacher leadership
	Developing teacher as professional	Teacher as a reflective practitioner
	Developing teacher as professional	Facilitating Teacher-Student interaction inside and outside the classroom
	Developing teacher as professional	Addressing teacher issues and concerns
	Developing teacher as professional	Promoting professional growth of teachers
	Enriching teaching learning process: Looking beyond the classroom	Understanding the child through the eyes of the parent
	Enriching teaching learning process: Looking beyond the classroom	Home support for child's learning
	Enriching teaching learning process: Looking beyond the classroom	Enriching school experience through community knowledge and creativity
	Enriching teaching learning process: Looking beyond the classroom	Strengthening feedback cycle between parents and teachers:
	Enriching teaching learning process: Looking beyond the classroom	Schooling experience and learning
	Enriching teaching learning process: Looking beyond the classroom	Neighbourhood as learning space
	Skills-based Education	Creating a Vision for Skills-based Education
	Skills-based Education	Integrating skills-based education into school curriculum
	Skills-based Education	Maximizing full potential of each learner
	Skills-based Education	Identifying and assessing skills of learners
	Skills-based Education	Creating opportunities for pre-vocational and vocational education
	Skills-based Education	Guiding learners for reskilling, upskilling and employability
	School Leadership and Student Learning	Research evidences on the effect of school leadership on student learning
	School Leadership and Student Learning	Understanding Student Learning and Student Assessment
	School Leadership and Student Learning	Creating Vision for Student Learning in School
School Leadership and Student Learning	Defining Curricular Goals for Student Learning	
School Leadership and Student Learning	Academic Supervision	
School Leadership and Student Learning	Encouraging student voice and student expression	
<b>Building and Leading Teams</b>	Building teams	Understanding strengths and capabilities of the team members
	Building teams	Studying group dynamics
	Building teams	Creating processes for collaboration and cooperation
	Building teams	Matching responsibilities and abilities
	Building teams	Creating and sustaining virtual teams
	Promoting team work	Planning together
	Promoting team work	Fostering professional discussions and dialogue
	Promoting team work	Acting together
	Promoting team work	Staff meetings as a platform for deep engagement in productive ideas
	Promoting team work	Establishing review and feedback mechanisms
	Being a team leader	Creating opportunities for effective team work
	Being a team leader	Establishing effective communication processes for team
	Being a team leader	Decision-making in team work
	Being a team leader	Executing work through teams
	Being a team leader	Conflict resolution
	Teams for organizational development	Promoting organizational citizenship behaviour
	Teams for organizational development	Enhancing team well-being
	Teams for organizational development	Ensuring mental health of self, teachers, staff and students
	Teams for organizational development	Teams for building learner-centred competencies
	Teams for organizational development	Leading teams that shape organizational culture and values

Key Area	Units	Topics	
<b>Leading Innovations</b>	Innovations: heart of learning organization	School head: A key driving force for innovations	
	Innovations: heart of learning organization	In search of new ideas: Dialogue and brain storming	
	Innovations: heart of learning organization	Design thinking	
	Innovations: heart of learning organization	Developing an attitude to novel thinking	
	Innovations: heart of learning organization	Innovations: Significant to school improvement	
	Innovations: heart of learning organization	Looking beyond the normative framework	
	Building a culture of innovation in a school	Nurturing Innovations: Creating spaces for experimentation and research	
	Building a culture of innovation in a school	Ensuring adequate resources and academic support	
	Building a culture of innovation in a school	Respecting individuality and accommodating diverse perspectives	
	Building a culture of innovation in a school	Understanding and addressing resistance to change	
	Building a culture of innovation in a school	Rewards and recognition for new ideas and actions	
	Building a culture of innovation in a school	Identifying and documenting innovations in school	
	Building a culture of innovation in a school	Leading in times of crises	
	Reimagining school through innovations	Innovations at school level	
	Reimagining school through innovations	Innovations at Classroom level	
	Reimagining school through innovations	Students as innovators, teachers as innovators, community as innovators	
	<b>Leading Partnerships</b>	Home-School Patnership	Creating spaces for home-school interactions
		Home-School Patnership	Learning and development as joint responsibility of teachers and parents
Home-School Patnership		Dealing with differing perceptions and expectations of parents and teachers	
Home-School Patnership		Encouraging parent involvement in school management	
Home-School Patnership		School as a platform for parent learning.	
Working with the community		Understanding school-community relationship	
Working with the community		Creating spaces for community involvement in the school	
Working with the community		Institutionalising community participation through School Management	
Working with the community		Role of community in School Development Plan	
Working with the community		School as a social learning space for the community	
Working with the community		Working with mutual understanding and respect with local leadership	
Working with the community		Building capacities of members of school-based management structures	
Working with the system		School as part of the education system	
Working with the system		Interfacing effectively with educational administrators	
Working with the system		Balancing demands of school development with system-level requirement	
Working with the system		Linking with local resource support institutions	
Working with the system		Sharing, adapting, participating and exchanging best practices	
Working with the system		Professional Learning Community among Teachers and School Leaders	
Working with the system		Networking with private philanthropies and through corporate social	
Working with the system		Networking with industries for promoting skills-based education	
Empowering Communities		Leading effective school complex	
Empowering Communities		Networking with communities of people and schools within and across school	
Empowering Communities		Open governance and social audit	
Empowering Communities		Leading schools through transparency and professional ethics	
Empowering Communities	Promoting participative decision-making and citizen engagement through schhol-		
Empowering Communities	Encouraging accountability through school-based management		

Key Area	Units	Topics
<b>Leading School Administration</b>	Understanding school administration	Evolving Role of School Head as a 21st century administrator
	Understanding school administration	School Education Acts, Rules (conduct, service, leave, pension etc) for school
	Understanding school administration	Norms, features and guidelines of national and state education policies, plans,
	Understanding school administration	Understanding various school governance models and their implementation
	Understanding school administration	Process of filing, noting and drafting on issues related to communication with
	Understanding school administration	Annual Confidential Report and Annual Performance Appraisal Report of
	Understanding school administration	Accountability and Implementation of school level planning
	School Finance	Financial and Resource Management
	School Finance	Budgeting and Accounting tools
	School Finance	Autonomy regarding financial matters and norms for fund utilization
	School Finance	Understanding financial procedures regarding benefits of employees-pay and
	Effective Management of Physical and Human Resources	School environment as a joyful and learning space
	Effective Management of Physical and Human Resources	Network with department and community to ensure availability of school
	Effective Management of Physical and Human Resources	Development of open spaces and playground
	Effective Management of Physical and Human Resources	Create model for safety of children and secure resources in school
	Effective Management of Physical and Human Resources	Optimizing existing human resources for school processes
	Effective Management of Physical and Human Resources	Establish linkages with peer schools, community and department for securing
	Effective Management of Physical and Human Resources	Sharing and addressing management and financial concerns of teachers and staff
	Safety and Security of Learners	Understanding school safety and development of adequate infrastructure and
	Safety and Security of Learners	School safety with respect to socio economically disadvantaged groups
	Safety and Security of Learners	Seeking support of community, department and others for building a safe and
	Systems thinking	Understanding the concept and application of systems thinking
	Systems thinking	Digital governance
	Systems thinking	Management information system
	Systems thinking	Learning management systems, such as google classroom and moodle
	Using data for evidence-based decision making	Creating and sustaining a relevant database to enable informed decision making
	Using data for evidence-based decision making	ICT enabled database system for tracking students' characteristics and progress
	Using data for evidence-based decision making	Create a system for need based learning support for students to ensure successful
	Using data for evidence-based decision making	Systematic and accessible personnel records for teachers and staff and ensuring
	Using data for evidence-based decision making	Financial Database and record keeping
	Using data for evidence-based decision making	Create a system for procedure related with students, teachers and parents such as
	Using data for evidence-based decision making	Reviewing and acting on suggestions and grievances



National Centre for School Leadership  
National Institute of Educational Planning and Administration  
17-B, Sri Aurobindo Marg, New Delhi

