

10 Days Capacity Building of State Leadership Team

REPORT

SCERT, Sikkim conducted “10 Days Capacity Building Workshop of State Leadership Team” from 10th July to 19th July 2017. Thirty nine participants have attended the workshop. There were Principals from all four districts, SCERT faculty and officials, DIET faculty from south, west and east and HRDD officials from BAC and BRCs have participated in this 10 days Capacity Building workshop.

There was a lot of sharing of experiences and the participants have learnt a lot. All the participants have added more quality of leadership within them.

The following Key Areas were discussed in the workshop:

1. Perspectives on School Leadership
2. Developing Self
3. Transforming Teaching Learning Process
4. Building and Leading teams
5. Leading Innovations
6. Leading Partnership
7. Leading School Administration

Sessions were taken by earlier SRGs and new members of this leadership team under the guidance and supervision of Dr.N.Mythili from NUEPA, NCSL. Sessions were not in lecture mode but it was more interactive, participatory and activity based where everybody participated to the fullest. Case studies, role play, games and chart preparation activities helped all the participants to understand the concept of key areas.

During the session in Perspectives of leadership some key points were highlighted i.e the quality of a leader. It was known that leadership is all being a responsible, confident, inspiring, motivating, focused role model who identifies and solves problem and who move together with the group. It is also about the development of school leadership and its impact on school transformation. The leaders understood the transformation process that starts from the school head to teachers and from teachers to the students, their growth and their development. Quality education and critical concerns were discussed and reflected upon it. Why there is a learning deficit as children progress to higher classes. Why learning outcomes continues to be low despite several efforts in improvement in teaching learning process and teacher quality. Some issues such as why student’s enrolment from government school is increasingly drifting towards private schools were discussed at length. It was learnt that the how the school achieve the holistic development of a child through shared vision and team work.

Through various activities such as Johari Window, Circle of concern and circle of influence, Time management etc participants have learnt to develop a positive self concept with respect to capabilities, attitudes and values. Being a leader a space needs to be created for self improvement through reflection. If the scope and opportunities for learning is created it is for development of self and for others. It is about how we can develop an attitude of "Yes I Can". When a leader face challenges with positive attitude, it helps a leader to transform his/her school.

Beside School Management through various agencies managing committee and Parents teacher's meet a school leader has a great role to play in transforming teaching and learning process, it is the academic achievement which counts at the end. A leader has to develop the capabilities to transform the teaching learning setting child centric by making school a place for creativity and exploration. Through coaching and mentoring school head helps the teachers in transforming teaching and learning. Joyful learning helps the children to understand more and know more.

In an institution nobody can work in isolation. Everybody in the institution needs to move together to reach the goal. Through Key Area 3 i.e. "Transforming Teaching Learning Process" all school heads has realized that beside school management, the head has an important role to play in teaching and learning process. Eventually in school nothing counts but the academic achievement an important component in the school system.

A leader needs to develop the capabilities within him/her as well as among the teachers to transform the teaching learning setting by making a school a place for creativity, exploration to make teaching and learning active and joyful making sure that the learning is taking place.

Excerpt on "Tottochan" A Little Girl at the Window was a great reminder for all of us regarding the whole education system. Through the story of Tottochan, the document NCF 2005 was well understood. Meaningful conversations with staff members, such as coaching and mentoring also help the school head to reach the goal.

Institutions cannot run if the head and the staff do not work together towards defined goal. Team work helps in better functioning of the school as well as helps to build the capacities of team members. Building and leading team has an important aspect in school leadership. Team formation, collaboration, effective communication and conflict resolution creates opportunities for the professional development of team members.

What is coordination and collaboration, collegiality and cohesion were well explained by video clippings. How collaboration and coordination helps us to identify our strength and weakness and develops a mutual understanding. The next was collegiality where action and mind comes together to achieve a goal. Cohesion which is a thin line that divides collegiality and cohesion. It is learnt that we are the different people but when we have the same goal we forget the differences and come together to achieve the goal.

If we move from **I → WE → US** then only we can develop a better understanding and move towards our goal.

Innovation in any institution is to bring about change and to solve the problem. The culture of innovation in an institution is important for head to take the lead in transforming school to learning organizations.

Video clipping in “Innovations in Learning and Teaching by Arvind Gupta gave an insight for the school leaders to be innovative. It conveyed a message to think innovatively and make teaching aids from trash.

The school heads have benefitted a lot from the key area” Leading Partnership “.Creating and building partnership in their own local communities with parents, community and other school heads would help the school heads to reach the goal.

NOTE:

All the sessions in every key area were discussed with the help of excerpts, case studies and role plays .handouts were given to the participants for self reading and understanding. After the activity there was discussion and reflection between the participants and the facilitator on the subject.

** The valedictory programme had to be preponed on 18th July 2017 due to the sad demise of three term Chief Minister of Sikkim, Shri Nar Bahadur Bhandari whose funeral service was on 19th July 2017. Therefore 19th July 2017 was declared as State Holiday as a mark of respect to the former Chief Minister Shri N.B. Bhandari.