

LEADERSHIP IN SCHOOL SETTING
(LADAKH)

What is Leadership?

Leadership is the quality of behavior of individuals whereby they guide people or their activities in organizing efforts. Leadership is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization. Leadership involves making sound -- and sometimes difficult -- decisions, creating and articulating a clear vision, establishing achievable goals and providing followers with the knowledge and tools necessary to achieve those goals.

Leadership captures the essentials of being able and prepared to inspire others. Effective leadership is based upon ideas—both original and borrowed—that are effectively communicated to others in a way that engages them enough to act as the leader wants them to act. A leader inspires others to act while simultaneously directing the way that they act. They must be personable enough for others to follow their orders, and they must have the critical thinking skills to know the best way to use the resources at an organization's disposal.

How it works? Leadership is an influential process. The leader is in a position to shape, regulate, control and change the attitudes, behaviour and performance of his group members. The latter are supposed to comply with the former's desires and directives and partially suspend their own judgment and discretion. There exists a particular relationship between the leader and his group members which is characterised by interpersonal and social interaction. In a group, the leader and his followers play the roles expected of them and thereby seek to justify their respective positions. Some leaders may be able to play their role effectively whereby they succeed in getting the willing cooperation and commitment of their followers, beyond the normal call of duty.

In any group situation, the leader has a few bases of power by virtue of which he is in a position to influence the behaviour of group members. They are:

- Knowledge, information and experience
- Resources for dispensing favours,
- Rewards and penalties
- Formal authority
- Charisma

Distinct personality characteristics like for example, will to dominate, ability to establish rapport, skill to communicate, identity with and understanding of people, decisiveness and soon.

LEADERSHIP IN SCHOOL SETTING

A good leader is able to influence other people or parties to want to move and support an organizational goal. The principal is an influential person and plays a role in the administration of the school. The principal has various main functions, one of which is as a leader. The principal as an education leader is always faced with teachers, staff, students, and the community. One aspect of the success of the principal is how to make decisions. As a leader, the principal is responsible for making effective decisions, in order to achieve the goals to be achieved and to encourage, monitor the teacher and all the elements in the school in carrying out all their duties.

School is one of the educational organizations and institutions led by the principal. The principal is one of the many people who play a role in improving the quality of education. As the principal who holds management or is referred to as an administrator must be responsible for regulating and supervising members, including teachers and staff. Thus, the principal must be able to create a harmonious atmosphere and make good communication between the principal and the teacher and staff.

The development of the quality of school education requires quality managerial skills as well. The ability to communicate in the organization, decision making and awarding the right reward will be able to improve the progress of the school amid competition for an increasingly advanced and modern education. Leadership in the world of education is an ability and process, guiding, coordinating and moving other people who have to do with the development of the science of education and the implementation of education and teaching, so that the activities carried out can be more effective and efficient in achieving educational and teaching goals.

Educational Leadership means 'the ability of an accomplished person to influence others to achieve an objective.' Leadership in its core is about paving a path for person/people to take part for something extraordinary to be realized. The term effective leadership refers "to the ability of successfully integrating and expanding the available resources within the internal and external environment to reach organizational or societal goals." Leadership is a process of influence leading to the achievement of desired purposes. Successful leaders develop a vision for their schools based on personal and professional values. They articulate this vision at every opportunity and influence their staff and other stakeholders to share the vision. The philosophy, structures and activities of the school are geared towards the achievement of this shared vision. Leadership needs at least two central factors which related inside. They are power and authority, plus the interaction of people in groups. The leader must have a vision and strong character to influence his followers. Educational leadership is defined as occurring when someone takes the initiative to facilitate the following conditions for implementing change in teaching and learning. They must be making opportunities to allow participants to develop personal understandings and to form social groups to allow for mutual support during the change process. They also must have encouragement to reflect on practice. Schools are turning to professional team building services as a way to build a positive culture of success and collaboration. In school different programs provide a sense of connection and improved communication skills that can improve job satisfaction and morale.

Effective team building leads directly to better communication. As a team, students, teachers and administrators start pulling in the same direction. The result is better learning, higher morale and increased performance.

SCHOOL EFFECTIVENESS (Improvement)

The term 'school effectiveness' has been widely used since 1960s. It was frequently related with the school effort to make changes toward improving the students' level of achievement. In an effective school, the goal is to teach basic skills and appropriate behaviours to all students. Besides, in such a school, an optimum learning environment is created by supporting the cognitive, affective, psychomotor, social and aesthetic development of the students. Effective schools are those that successfully progress the learning and development of all of their students. There is no simple recipe for an effective school. In the most general sense, 'school effectiveness' refers to the level of goal attainment of a school. Many factors combine to make each school what it is, and each school is unique. However, it is possible to identify a set of factors or characteristics that contribute to school effectiveness.

Staff and students are defining features of an effective school. They motivate the entire school community and inspire its members to strive constantly to ensure the success of every student. Clear focus and high expectations are the foundation on which the school's culture of collaboration and inquiry rests.

Schools in Ladakh bring in the improvements

Schools in Ladakh are no less than any other school around in any other states but due to its harsh climatic conditions the number of working days for schools in Ladakh are less than the other states, it's gets three month of winter break. Apart from that there is a difference between schools in city and school that run in far remote area , major differences can be seen in the working conditions in public and private school. For staff and students are defining features of an effective school. They motivate the entire

school community and inspire its members to strive constantly to ensure the success of every student. Clear focus and high expectations are the foundation on which the school's culture of collaboration and inquiry rests.

The spread of education in the region helped people to understand the happenings in rest of India and other parts of the world. This led to a real awakening among the Ladakhi people regarding the need to obtain modern education. Ven. Kushok Bakula Rinpoche, the architect of modern Ladakh, and late Master Eliezer Joldan, whose name adorns Leh Degree College, both played significant role in developing and spreading modern education throughout the region. Their efforts are now bearing fruits and nowadays one can find a matriculate student in every Ladakhi family. Both Leh and Kargil districts have recorded higher levels of both male and female literacy rates in 2011 as compared to previous decades.

Typical challenges school in high altitudes faced

There are major and minor challenges that the schools face which is not only limited to school itself and also the challenges are not only bound by climatic conditions but other factors as well

- **Lack of availability of resources** :- There is a lack of availability of resources in the rural regions in India. There is also a lack of infrastructure in the schools situated in rural areas—no availability of benches, playgrounds, laboratories, washrooms or if present they are in the worst condition. Sometimes the textbooks are not available in proper quantity, or if available they are not in good condition. Also, the availability of stationery is also a challenge. Many schools in remote areas don't have enough money to bear stationary charges and other expenses. Another challenge is there is no transportation availability as there is poor connectivity from one place to another place. Another challenge is less availability of teachers. In India, the school in rural areas have only one or two teachers in the school.

- **Lack of awareness of the importance of education:-** Another reason is the lack of awareness of the importance of education. People in remote or rural area are mostly engaged in agricultural and allied sectors. Children from the beginning are engaged in either agriculture or household chores and not give much importance to their studies. Religious beliefs and some societal norms also a hiccup in the path of providing education in Remote area of some far areas of Ladakh . Some of the parents keep their elder kid at home to look after younger ones or to look after the house and believe that children, especially girls, should not study much and don't have to cover a long distance to go to school. Instead of getting the education, they should focus on some work which helps them in earning like weaving.

- **Less availability of school:-** It is true that things are improving in recent years, lots of sub schools are coming up to provide education but there still some areas in Ladakh where there is a lack of proper infrastructure to provide education in such conditions.

Many students have to go from one village to another village by covering miles of distance. Another challenge is the non-availability of transport. It takes long hours to reach school and to come back home. This challenge also aids in increasing drop-out student ratios in rural India. Many a times it becomes challenging for a teacher as leader and student to keep up with home and school work making them tired to carry on with their school work.

What needs to be done for Effective school management By a leader ?

In a school environment the leader can be a principal who directs and helps teacher in needs or it can be a teacher who helps students or in a classroom environment it can be a student who represents its class. Leader can be in any form in the school one who directs and monitor the needs of the others and help them in achieving goals.

A good and efficient school is one with well trained teachers and highly motivated and effective teaching methods. So order to achieve it leadership quality as to how and what to do at given time is a must. A leader must not hesitate in doing a task and taking decision in an appropriate manner taking both students and teachers into consideration. There should be no partiality In decision making.

Ladakh society for a long period experienced education given by monasteries, which at best provided basic education to the students. However, even this education was highly concentrated in Leh city and in a few monasteries. The conservative village people of Ladakh were somehow reluctant to send their children for formal education until 1981. It depicts strong need of improving higher and tertiary education in Ladakh with public-private partnership in order to have competitive edge for maintaining higher economic growth rates and improving Knowledge Development index in the region.

There has been a major changes in education in Ladakh region from past till present due to growing number of awareness among people almost everyone atleast the present generation are literate. Also the role of parents and teachers as a mentor, coach, leader helps students bring out the best in themselves. Being in the education department, over the time there has been many challenges be it leading teachers or students, it's teaches how to deal with problem and challenges in different situations. Viewing it from my perspective having and being a good leader is a must for the smooth working environment.

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