



Leadership Challenges

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ABSTRACT

The study in this article seeks to understand the learning challenges involved in developing learning-centred leadership at all levels. It is based on ideas of leadership for improving promoting learning-centred improvement at all levels through professional development and a focus on the quality.. An evaluation to assist leaders to develop such qualities identified three learning challenges when developing this form of leadership. The first of these challenges was that leaders did not perceive themselves or their skills to be the target of the initiative, despite being nominated as the focus. The second was that they were more concerned about collaborating with one another than whether that collaboration was leading to improved student learning. The third was that they did not put in place robust organizational processes to support evidence-engaged professional learning. Implications for developing learning-centred leadership are discussed, including the kinds of messages conveyed to leaders about the purposes of initiatives designed to develop such leadership.

Successful team-based organizations require leaders to be collaborative and empowering and to transform organizations from a traditional leadership environment to a shared leadership environment where the importance of empowering team members is recognized. This course covers twelve specific challenges that are identified under Course Topics below. These challenges prepare leaders to negotiate and facilitate the complexities of leading teams throughout their life cycle. Once leaders have faced these challenges, their capabilities will improve in specific management areas.

Learning to use these new capabilities in a team environment will enhance a team leader's ability to self-assess and to select the most effective management style for a specific situation. Judging one management style relative to another is ineffective; instead participants learn to assess their own and others' management styles in order to enhance task performance.

The challenges in leadership of teams covered in this course are easy to apply in any management situation and will en-

able formation of teams that organize faster, think collaboratively, and are productive. They help create an environment where leaders can successfully support their teams in a competent professional atmosphere. Participants learn how to manage a team by providing structure and developing trust during the life cycle of a project. The team development model employed allows teams to organize and execute complex projects without the stress of miscommunication and distrust.

Learning how to strategically integrate the twelve leadership challenges will support development of the skills and techniques managers need to navigate organizational transformations of work in order to effectively guide project teams and to communicate effectively with senior management. These challenges are included in our research-based instructional program that utilizes training exercises for introducing the concepts of facilitating and coaching in a Management with a particular focus on the need for collaboration and empowerment of all team members.