



ORIGINAL RESEARCH PAPER

Education

THE INFLUENCE OF HEADMASTER’S LATERAL THINKING SKILLS ON EFFECTIVE MANAGEMENT

KEY WORDS: - Lateral thinking, Managerial skill, Technical knowledge, Conceptual skill, Problem Solving

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ABSTRACT

Managerial skills is very important to improve work quality and effectiveness in management. The practices are adopted with the intent of making person mindful of themselves as learner and thinker. Randomly input, a lateral thinking technique helps in making creative leaps and developing innovative idea. To chosen the objects or activity at randomly and associate with an areas lateral thinking and managerial skills. The sample size is 30 in public school headmasters in Tiruchirappalli urban region. The results find out that there is highly correlation relationship between lateral thinking and managerial skills among high school head masters. The correlation value is 0.837 in the level of 0.01. The researcher suggested that the Government should lay down a policy on managerial skills training along with lateral thinking for the head of schools as they do in other managerial levels in other organizations.

INTRODUCTION

An important effect of pro-innovation climate is lateral thinking. Both these elements are important for the development and implementation of the innovation strategy. The innovation strategy has to be supported by appropriate lateral thinking, as it enables to use the innovative potential of the company in its innovation activities. Lateral thinking generally means search new ways of looking at the problem rather than to proceed according to the selected logical steps (Sloane, 2003). This is a set of approaches and techniques designed to find a new radical way to solve the problem. Successful managers are good systems thinkers and apply the principles to everyday practice. Managerial skills also can be defined as specialized technical knowledge in certain jobs that managers should possess to perform their duties and roles by education where by people can be equipped with skills. Managerial skills are set of qualities and attributes in a personality of the managers that enable them to effectively manage the working of the organization Kamble (2011). Schemerchorn (1999), technical skills, social skills and conceptual skills. In this study the operational definition is managerial skills as ability of the headmaster to organize all school activities and the subordinates to achieve quality education at the individual school level.

REVIEWS OF LITERATURE

Valentine (1965) states that in strict psychological discussion it is well to keep the thinking for an activity which consists essentially of a connected flow of ideas which are directed towards some end or purpose. Jordan (1999) highlighted through his paper that introducing lateral thinking to civil and environmental engineers offers great potential to enrich professionals' creative and analytical capabilities. He proposed that lateral thinking enables professionals to provide solutions that are sound and feasible economically, socially and politically. According to de Bono (1970) the concept of lateral thinking is highly relevant to the concept of creativity and can be improved through the implementation of Six Thinking Hats, particularly under Green Hat. Therefore many companies like Motorola used lateral thinking tools to develop innovative ideas and to create best production. Aggarwal (2012) conducted a study to see the effect of training module in provocative operation on lateral thinking of student teachers and showed significant effect of module in developing lateral thinking.

STATEMENT OF THE PROBLEM

Successful managers develop workable engagement strategies and implement them effectively. By doing so they help create a trusting environment in which success is celebrated and people take the personal risks needed for creativity to thrive. When trust abounds what would be labeled 'failure' in other settings is seen as 'opportunity to learn and improve'. People perform at their best when they feel fully engaged in their work. A significant

contributor to people feeling engaged is having opportunities to influence and participate in the decision making that affects them. Lateral Thinking can be useful in producing motivating and innovative learning activities. Successful leaders are highly-skilled communicators. They develop an awareness of their natural communication style and know when it works well. They also assemble a portfolio of alternative approaches to communication for use when their natural style is not the most appropriate. The introverted leaders might come to appreciate that 'talking things through' can inspire lateral thinking and creativity. To develop a more inclusive approach to communication he moves out of his comfort zone and the team benefits.

SIGNIFICANCE OF THE STUDY

This study will help the education stakeholders to understand whether managerial skills are paramount importance in achieving education goals, in particular high schools. Also the findings of the study will broaden knowledge and improve the managerial skills of heads of the schools in their handling of different matters and professionals in their working station. Further the study has implications for the educational administrators in the area of promoting staff productivity in teaching and community service effectiveness. This study will help also the professional organisations involved in management to develop right skills measurement system for the educational managers/ heads to acquired effective management skills necessary for the performance. But not only that the study may reveal whether the problems arising in different school are associated with lack of managerial skills among the head of the schools.

OBJECTIVES OF THE STUDY

- To find out the level of lateral thinking of high school headmasters
- To find out whether there is any significant difference between male and female of high school headmasters in lateral thinking
- To study the effects of managerial strategy on lateral thinking of high headmasters

METHODS AND MATERIALS

Research design is the conceptual structure within which a research is conducted. It is the logical sequence in which the study is to be carried out, and it constitutes the blueprint for the collection, measuring and analysis of data (Kothari, 2004). In this study, the researcher employed an exploratory research design to determine the influence of management skills on effective school management. This study was conducted in Tiruchirappalli Urban region. The intended schools in this study are public High school. This area was chosen to its convenience as the researcher is based in the same area where she heads a school as well. Heads of schools were selected due to their positions as overseers of

management activities in their respective schools. They were expected to provide adequate information on the role management skills in High schools in Tiruchirappalli Urban. Teachers are the primary beneficiaries of good management skills in schools. Thirty headmasters were chosen randomly. Sampling techniques employed in this study included purposive sampling and simple random sampling. Purposive sampling involved the selection of those participants who portrayed the desired characteristics or elements and hence the potential of yielding the right information.

DATA ANALYSIS AND INTERPRETATION

Qualitative data were analysed and organized on the influence of management skills on effective school management. Quantitative analysis was used for the data obtained from structured questionnaires. The quantified data was tabulated and calculated in terms of frequencies, and percentages. They were computed using the Statistical Package for Social Science (SPSS). The final results were summarized and presented in tables. The data was coded and categorized into their respective themes based on the research tasks and questions. Included here, was data collected from the heads of schools and teachers. The resulting data was presented in form of tables accompanied by descriptions. Some of the respondents' views and opinions were presented as quotations.

Table No.1: 't' test difference between male and female high school head masters in lateral thinking

Overall lateral thinking	N	Mean	S.D	t	Df	Statistical inference
Male	23	28.27	0.943	1.723	28	p>0.05 Not Significant
Female	7	26.31	1.121			

Hypothesis: There is no significant difference between male and female high school head masters in lateral thinking

The 't' test table inferred that mean and S.D values of male (n=23) 28.27±0.943 and female (n=7) 26.31±1.121. Based on lateral thinking score there is no significant difference between male and female high school head masters in lateral thinking. Hence, the calculated value is greater than table value (P>0.05). So the research hypothesis is accepted.

Table No.2: Karl Pearson coefficient correlation relationship between lateral thinking and managerial skills

Lateral thinking	Correlation value	Statistical inference
Managerial skills	.837	.000<0.01 Significant

Hypothesis: There is statistically significant relationship between lateral thinking and managerial skills among high school head masters.

The correlation table indicates that there is highly correlation relationship between lateral thinking and managerial skills among high school head masters. The correlation value is 0.837 in the level of 0.01. Hence, the calculated value is less than table value (P<0.01). So the research hypothesis is accepted.

SUGGESTIONS AND CONCLUSION

The ministry of education and policy makers should carry out a study in public secondary schools about the managerial skills by heads of school. As has been discussed in the literature review, managerial skills are very important to an organization's growth. Thus, these skills are essential to school development and academic performance. The Government should lay down a policy on managerial skills training along with lateral thinking for the head of schools as they do in other managerial levels in other organizations. It should take a clear direction for identification of appropriate skills required for the head of school in order to manage the school effectively.

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