

## COMPETENCIES OF SCHOOL PRINCIPAL AND SCHOOL EFFECTIVENESS

ANG THIEN SZE

S.M. Teknik Kuching  
SARAWAK

*Over the years, as a reporter, I have never seen a good school with a poor principal, or a poor school with a good principal. I have seen unsuccessful schools turned around into successful ones, and regrettably out standings schools slide rapidly into decline. In each case, the rise and fall could be readily be traced to the quality of the principal. (Fred M. Hechinger)*

*A leader is simply someone who builds and is part of a team. The essence of Leadership is to influence other people towards the achievement of shared goals. School principal as a leader should be able to energize and excite the troops.*

*The most important quality of a good leader is the ability to make good decision with authority and decisiveness. He must be able to communicate effectively.*

*A leader creates and maintains a positive force that pulls followers in a specified direction with enthusiasm and dedication.*

*A leader must be willing to walk the extra mile and work the extra hour if he wants to progress. He must be able to use his emotions intelligently.*

*A good leader is a good coach. Good coaching has the capacity to help an executive or team develops competencies and business effectiveness. Coaching will instill more leaders and help executives learn how to learn. The goal of coaching is to discover new talents and new ways to use old talents that lead to far greater effectiveness.*

## COMPETENCIES OF SCHOOL PRINCIPAL AND SCHOOL EFFECTIVENESS

### (A) COMPETENCIES OF A LEADER

#### (1) Leadership

Leadership is the Ability to get others involved in solving problems; ability to recognize when a group requires direction, to interact with a group effectively and to guide them to the accomplishment of the task.

**A leader is simply someone who builds and is part of a team.** The essence of Leadership is to influence other people towards the achievement of shared goals.

A leader's job is to facilitate, not to control. He should be able to excite and praise people and knows when to celebrate.

The ideal leader is one who is able to energize and excite the troops (Jack Welch).

### **The Key GE Leadership Ingredients (E4)**

(GE – General Electric Co. USA)

Energy - Enormous Personal Energy.

Energizer - Ability to motivate and energize others to realize maximum potential.

Edge - Competition Spirit – instinctive drive for speed.

Execution - Deliver results.

**Leaders** are navigators and should always **PLAN AHEAD**. (Anyone can steer the ship, but it takes a leader to chart the course)

*Predetermine a course of action.*

*Allow time for acceptance*

*Layout your goals*

*Head into action*

*Adjust your priorities*

*Expect problems*

*Notify key personnel*

*Always point to success*

*Daily review of your plan*

Leadership can be developed. Having a good attitude, understanding people, accepting other's views, and working at building interpersonal relationship, all play an important role in the development of leadership skills.

### **(2) Vision, Mission & Goals**

Ask yourself: -

Do you and your organization have a positive vision of the future of your organization?

Leader should have a clear vision for the organization and gives clear instructions to the subordinates so that everyone has a sense of direction i.e. **“Have a common value and shared the same Goal”**.

Goals make life meaningful. The goals we set must be meaningful and realistic and attainable. Goals that are built on EGO cannot be gratified because they thrive on pleasing others instead of one self.

In the school we must know what the core business is. (P & P) The easiest way to keep your eyes on the core business is to keep telling yourself and your people what the core business is.

Leaders with a vision and mission can motivate people to action.

A mission gives the organization a sense of unity and purpose. A mission provides the focus for everyone to move in the same direction. Thus a mission is a motivator by itself.

When an organization fails to see or articulate its vision and mission to employees, workers may see their role in the company merely as going to work, doing what they are told, going home and repeating the scenario again the next day.

One should not live or work for bread alone. **Work satisfaction is more important.**

### (3) **Decision Making**

The most important quality of a good leader is the ability to make good decision with authority and decisiveness.

When a leader makes a decision to which most people will react positively, he should **see that the message is widely broadcast.**

If an unpopular decision must be made, it should be **soft-pedaled.**

When a leader makes a bad decision, he can only hope that it will not receive too much publicity.

Good leaders know it is still better to reverse a bad decision, rather than leave it, and to reverse it quickly. A reversal is far more acceptable than a bad decision that is allowed to remain in force

A leader who makes a serious mistakes, then correct it, is forgiven. But a leader who reverses a decision, because of pressure from special interest groups is respected by no one.

It is true that the best decision is the one that benefits everyone.

Always look at all angles before making a decision. In your organization you must make sure that all important decision-makers have access to precisely the same set of facts. If that happens, you are confident that they will reach roughly the same conclusion.

### (4) **Empowerment**

Empowerment is simply helping others; see their own potential for greatness and arranging conditions by which they can become successful.

The most effective leaders understand the power of a highly productive team working with them.

Good leaders enable people to work as independently as possible. Most subordinates prefer a leader who leaves them alone, let them to do their jobs and appreciate work that is well done. Your subordinates welcome some degree of freedom and they will take advantage of it by using their minds creatively to figure out how to improve the organization. They will communicate with one another more openly and actively.

**A true leader is one who can motivate others.** Leadership is therefore the ability to attract and keep followers. Keeping followers is why it is important to empower them to expand the leader's effectiveness.

### (5) **Communication Skill**

Ability to make clear oral presentation of facts or ideas.

A leader must be able to communicate with his subordinates and create an environment in which the team members are willing to mutually assist one another, reflecting the team's cohesion and loyalty.

A leader is responsible to tell the subordinates exactly what they are expected to accomplish, so that the subordinates: -

- do exactly as they are told
- fully focused on the job
- act swiftly and surely

- learn to listen carefully
- to be self motivated

Leaders will not remain leaders very long if they cannot get their followers and teams to listen to them. When followers no longer believe their leader, hear them, they start looking for a new leader.

Of all the potential skills of leadership, know how to communicate effectively is the most important skill. Leader listens to their people and their world, synthesize and then speak in order to influence others to action. Leaders communicate with energy. They speak with confidence and certainty showing through voice, eyes contact, movement and gestures. They smile at people and they listen. **(Bert Decker)**

#### **(6) Diplomacy**

Manage with HEART

**Best leaders are caring leaders.**

You cannot order others to perform at their best or improve what they do because of a position you hold. You can only get extra ordinary things done because you have a heart.

People want leaders who are credible; people want to believe in their leaders. They want to believe that their leaders words can be trusted. **"Do what you say you will do". (James Kouzes & Berry Posner)**

A leader must be able to listen to someone who has the courage to disagree and let them know that their contribution is valued.

By remaining humble, leaders actually become more influential and powerful, because employees are drawn to leaders who are approachable, open and friendly. Accessible leaders enable employees to remain at ease during interactions. With this improved communication, employees feel closer to their leaders and more willing to support their thoughts, ideas and suggestions.

#### **(7) Attitude**

There is very **LITTLE** difference between each person, but that little difference makes a **BIG** difference. The little difference is **ATTITUDE**. The big difference is whether it is **POSITIVE** or **NEGATIVE**.

One of the best ways to change your attitude is to make it a habit to enjoy what you do, learn to love your work and enjoy doing it. You should strive to reach a stage where you take a joy and satisfaction in completing your work.

With positive attitude anything is possible. But negative attitude results in poor performance and poor productivity. **The key to success is nothing more than doing what you can and do it well.**

A leader creates and maintains a positive force that pulls followers in a specified direction with enthusiasm and dedication.

The strength of this positive force depends upon one's attitude. The more positive one's attitude is, the more it energizes and illuminates the star. **A positive force is nothing more than positive expectation.**

Once a positive force gets under way, a group psychology takes over. Like a cyclone it picks upon momentum.

Leaders transmit much of their positive force through their presence or personality. They must always be “UP” so that their followers will never feel “DOWN”.

There is always a choice about the way you do your work, even if there is not a choice about the work itself.

We can choose the attitude we bring to our work place. That choice determines the way you are at work.

**The attitude you choose is to bring your Best self to work and to love the work you do.**

**Bring love and smile to work** or else “Thanks God its’ Friday” is still a way of life for many people. If we just do our jobs and hope that retirement would come before change we would:-

Retire at 40

Die at 70

There are the people whose **CLOCKS STOP** at a certain point in their lives.

#### **(8) Competitive Edge/Continuous Improvement**

A leader must be willing to walk the extra mile and work the extra hour if he wants to progress. Work harder as everyone else gives leader credibility. Without credibility you cannot lead people. You must have the burning desire to do the job and willing to pay the price to get it done.

Leadership rests on being able to do something others cannot do at all or find difficult to do even poorly.

To move beyond competition we have to find out what the other guy is doing and do something else. This is beyond benchmarking.

Continuous Improvement

Question: How long will it take the United States to catch up with Japan?

(United States Citizen)

Answer: Do you think Japan is standing still?

(Edward Demings)

#### **(9) Emotional Intelligence/Sensitivity**

**Emotional intelligence is to use your emotions intelligently.**

To manage your emotions means to understand them and use that understanding to turn situation to your benefit.

We must put our emotional intelligence to work by recognizing and responding to the emotions and feelings of others. This will enable you to get more work done because you find: **CONSENSUS/COOPERATION i.e. TEAMWORK.**

The most rewarding practices of emotional intelligence is helping others help themselves. You help others to learn, grow and be more productive and develop a relationship that is characterized

by **TRUST & LOYALTY.**

**(10) Motivate your subordinates/Personal Motivation**

**The job well done is its own rewards.** Learn to be your own **Reward Giver** (Reward Yourself).

Motivate your subordinates so that they can:-

- enjoy their work
- totally committed
- share and laugh with each other

You must appreciate and recognize the work of your subordinates. Always praise them for job well done. Constant praise makes you a very influential force. Someone can become addicted to your high opinion of him; he works even harder to win it back. He will feel appreciated and do his work with more commitment and greater purpose, he will be more productive.

Thus compensation and rewards remain one of the most effective tools available for motivating people.

**“ If you scratch my back, I will scratch yours”**

**(11) Stress Management/Stress Tolerance**

Leaders need to understand and manage the stress, which they imposed on subordinates.

A little bit of stress can enhance performance by arousing one's sense to peak performance. But excessive stress can actually be countered productive. To maintain a productive relationship between leaders and subordinates, people need not be driven like animals to get them to produce, to obey. We have to add in the **HUMANE AND CONSIDERATE TREATMENT.**

To manage stress leaders should break down complex task into small manageable duties, which permits the subordinate's small success.

Subordinates need to be told what to do, rather than to be forced by fear of consequence of failure.

**“ Handle Human Problems on A Human Basis “**

**(12) Team Work – Coordination**

No one, or Leader is an island. He who stands alone, falls alone. We do not plan to fail, we fail to plan. (Jerry W. Gilley)

Always remember people are your greatest asset. Leaders must understand that their success depends on the contributions of each subordinate. Realizing that the sum of the parts is greater than the whole.

A leader is responsible for making all the departments within the organization work harmoniously together as one unit. He must be able to coordinate and make sure that all those actions needed to fulfill a task – to ensure they are prepared to do their parts when needed.

We want our subordinates to be consistent and reliable. When we give an order, we need to know that it will be carried out, not forgotten or delayed.

As a leader you always want to do everything within your power to help your people advance upward in the organization. If your subordinates see that you care about their career, they will work harder for you because they trust you.

Trust is the Glue that holds everything together. (Jack Welch)

Hiring great people, making sure the truly effective people get promoted as fast and as far as possible. (Jack Welch)

## **(B) LEADERSHIP STRATEGIES (WELCH WAY)**

### **(1) Eliminate the boundaries**

By tearing down the boundaries Welch was creating a more open and trusting environment in which people felt free to express new ideas. In a boundary less organization, information and new ideas flow easily, continue to involve everyone, learn good ideas from everywhere.

### **(2) Blow up Bureaucracy**

According to Jack Welch Bureaucracy means waste, slow decision making, unnecessary approval; will kill a company's competitive spirit.

i.e. Drop unnecessary work, cut down rules, approvals and forms.

### **(3) Simplify the work place**

Jack Welch believes business need not be complicated, keeping things simple is one of the keys to success at the same time allow people access to the same information.

e.g. make meeting simpler

- no complicated minute by minute agenda
- encourage people to tell the best ideas.
- keep meeting conversational

i.e. encourage dialogue up and down the corporate ladder.

Get less formal –

Keep formality and rigidity out of the office. Find simple ways to loosen things up and more relax. (e.g. once in a while have informal get together for a cup of coffee or lunch)

### **(4) Lead by energizing others**

Leader must have the ability to spark others to extraordinary performance.

The best manager does not lead by intimidation (I am the boss and you will do what I say). But he leads by inspiring others to want to perform. (WELCH)

At most large corporation, it is the manager who rule and the workers who listen and do what the manager says. **Welch** – feels that is a terrible way to run a business. Because it assumes only manager has good ideas.

**Welch** turned **GE (General Electric Company)** into a Learning organization in which ideas and intellect rule over tradition and hierarchy. In a learning organization we adopt the best ideas regardless of where they originate.

**(5) Lead by examples**

A leader must live up to the company values.

In an organization, everyone must be involved in the game, we need every brain in the organization to succeed.

In order to engage every mind, every member of the team must feel comfortable enough to speak out. Let people know that you value their ideas. Everyone wants to know that their ideas are valued. This will add confidence to your own team.

**(6) Pounce everyday**

It means moving faster than competitors to win business.

Don't waste time – take advantage of every minute and know that even a minor delay can mean losing vital business.

**Make decision faster – Do not “SIT” on decisions.**

(How many time have you set something aside rather than make a decision. Make it a point to make decision. Make it a point to make decision on the spot)

**Work harder – There is no substitute for Hard Work.**

**(7) Quality in your Job**

Take great pride in your work – make sure to infuse quality into everything you do.

**Never think that quality is someone else's job.** The best way to ensure quality is to understand that it is your job, 24 hours a day and 7 days a week.

**(8) Leadership by Example**

Personal involvement is what setting example is all about.

Make it a point to personally thank the subordinates for specific project and the work they had done. The subordinates would be surprise that you would actually take the time to sit down with them for a cup of coffee and discuss their accomplishments.

**This little thing can make a Big Difference “**

**(C) COACHING FOR LEADERSHIP**

**A good leader is a good coach.**

Good coaching has the capacity to help an executive or team develop competencies and business effectiveness.



A good coach is simply a process person who can establish rapport; is honest and courageous in providing feed back; is a good listener; ask good questions; is visionary; and is a good planner.

Coaching is concerned with facilitation and not giving advice, and provides the necessary impetus for building and motivating teams.

Coaching is also a method that respects people as individuals.

The coach is a teacher and he provides a platform for practical action directed towards intelligent and strategic intent.

Coaching will instill more leaders into corporate life, and to help executives learn how to learn.

**“ Give a man a fish – feed him for a day”**

**“ Teach a man to fish, feed him for a life time”**

Coaching is to continue to find better ways to inspire personal development and to improve performance in individuals and the organization.

The goal of coaching is to discover new talents and new ways to use old talents that lead to far greater effectiveness.

Ask yourself **“ How much you do really care about the people you lead? ”**

This is probably one of the most neglected characteristics of strong and effective leaders.

Caring means knowing the names of people, responding promptly, smiling, acknowledging with a nod.

Tom Peters' well know **“ Managing by walking around “** is worth remembering. By being out with your people, you show your care and are accessible, while also gaining valuable information.

## CONCLUSION

There is no short cut to success. Performance greatness does not **“Just Happen”**.

Look out for the seeds of success. Germinate the seeds and nurture the seeds with love and care.

There is more hunger for love and appreciation in this world than for bread. **(Mother Theresa)**

One of your job as a leader is totally love your team. Managing is about hugging and trusting and believing only the best. You do not have to shoot the bad ones, find them a job elsewhere.

When we talk about quality and excellence we mean creating an atmosphere where every individual across the whole organization is striving to be proud of every products and services we provide.

**BUSINESS STRATEGIES IS BEING NUMBER ONE or NUMBER TWO in THE MARKET. (Jack Welch)**

The most successful leaders are those who win the respect, confidence and affection of their subordinates by justice, firmness, tempered by kindness. **(Jack Welch)**

When the best leader's work is done the people say **“ We did it ourselves “** and the wise leader is not collecting a string of success. The leader is helping others to find their own success. There is plenty to go around. Sharing success with others is very successful. The simple principle behind all creation teaches us that true benefit blesses everyone and diminishes no one.

## QUOTATIONS

“ As for the best leaders, the people do not notice their existence. The next best – the people honor and praise. The next, the people fear, and the next, the people hate. “ (Lao Tzu)

“I suppose leadership at one time meant muscles, but today it means getting along with people.” (Lao Tzu)

“To lead the people, walk behind them.” (Zen Master Suzuki Roshi)

“ In a beginner's mind, there are many possibilities. In an expert's there are none.” (Zen Master Suzuki Roshi)

## Monitor Progress

1. Blue Print (2001 – 2005)
2. Rancangan Tahunan Akademik (Setiap Panitia Mata Pelajaran)
3. AJK Akademik
4. AJK Pengurusan Kualiti (Q.C.C.)
5. Modul Kawalan Kelas
6. Pengesanan dan Penyemakan Buku Persediaan Mengajar
7. Penyemakan Buku Nota/Buku Latihan Pelajar
8. Penetapan Sasaran Pencapaian Akademik Pelajar
9. Kontekstual Learning
10. Program Celik Komputer
11. Program Dwi-Lingua
12. Modul Piawaian Minimum Sekolah
13. Modul Vandalisme
14. Modul Ponteng Sekolah
15. Modul Datang Lewat
16. Program Mentor-Mentee
17. Buku Komunikasi
18. Minggu Orientasi Pelajar Tingkatan 4
19. Kursus Motivasi Pelajar Tingkat 5
20. Pertandingan 3K

## References

1. The GE Way Field Book – Robert Slater
2. Management Challenges for the 21<sup>st</sup> Century – Peter F Drucker
3. Emotional Intelligence at Work – Hendric Weisinger
4. Beyond the Learning Organization – Jerry W. Gilley
5. 2020 Vision – Stan Davis/Bill Davidson
6. The Dance of Change – Peter Senge
7. First Things First – Stephen Covey
8. The West Point Way of leadership – Col Larry R. Donnithorne
9. Do Less Achieve More – Chin Ning Chu
10. LEADERSHIP – Essential Steps Every Manager needs to know – Elwood Chapman & Sharon Lund O'Neil
11. Coaching For Leadership – (How the World's Greatest Coaches help Leaders Learn)  
- Marshall Goldsmith, Laurence Lyons and Alyssa Freas
12. FISH – Catch the Energy & Release the Potential – Stephen C Lundin, Harry Paul And John Christensen
13. Principle Centred Leadership – Stephen R Covey
14. The Deming Management Method – Mary Walton

