

School Management: Characteristics of Effective Principal

cabdi ciise¹

¹ Atlantic International University

Received: 14 December 2012 Accepted: 1 January 2013 Published: 15 January 2013

5

Abstract

Research shows that managing school is like managing a state. So, the school principal must be politician, economist, psychologist and sociologist. Culture, ethnicity, gender and religion of the school population may diverse and customers of the school require satisfying their needs. This paper of characteristics of effective principal discusses how perfect school principals look like. There are nine self-assessment tips that principals can measure themselves. I derived these nine tips from the nine alphabet letters that the word principal consists of. Each alphabet letter of the common word given to school leader stands for good jobs required to be fulfilled by the principal. Principals will understand that their task is unique and require extra knowledge and standards to apply it. After reading books and articles wrote by different scholars, I noted that leadership and principalship and are unique task, that are not easy all people to engage in. The principal is the corner stone of the school and plays important role on development of education programs. I see that it is necessary to equip principals with knowledge and skills to interact multiple changes and complex task of managing human being. Schools are the mirror of the life and birthplace of human resource so leaders of schools must be familiar with management skills and leadership styles. The main objective of the schools is to produce creative leaners who will be leaders of tomorrow; hence principals must be role models that students and other people in the schools will learn from them.

24

25 **Index terms**— educational management, good leader, quality education, leadership, health management.

1 Introduction

27 The positive characteristics of good principal cannot be summarized into nine letters, but I thought that each letter of the word given to the school leader (principal) stands for unique task that can be measured of the quality of good school leader.

30 Leadership is a complex task and requires knowledge, experience and good skills. There is no generic definition of school principal but it concerns practices and operations of educational management. The field of educational management relates varying approaches and established disciplines including economics, general management, psychology, sociology and political science.

34 Good health management is expected to produce planned work done with the help of assigned people, within the allocated budget and within the given deadlines.

36 Education institutions require management to plan, organize, direct, control and evaluate day to day activities to accomplish education goals through coordination education personnel and allocated budgets.

38 In this paper, I want to explain my understanding the positive characters of school principal and principal's role. I will discuss what each letter of the common noun (principal) given to the school leader stands for. This 40 does not mean that there are agreed definitions assigned to each letter but is my innovative way that would 41 suggest other scholars to add their thoughts.

3 CHARACTERISTICS OF EFFECTIVE PRINCIPAL

42 2 II.

43 3 Characteristics of Effective Principal

44 "A central part of being a great leader is cultivating leadership in others." [16] Principal is the leader and manager
45 of school but this task needs experience and knowledge to differ from others. In this paper I suggest to measure
46 characteristics of perfect school principal the nine letters of the word "principal" comprises. P-Plans school
47 activities and provides guidelines—"Planning is defined as a process of setting objectives and determining what
48 should be done to achieve them. It is a decision-making activity through which, managers act to ensure the
49 future success and effectiveness of their institutions and departments as well as themselves".

50 Planning helps educational managers to anticipate problems and opportunities, to think forward and to
51 contribute efficacy of other managerial functions. Thus, "planning is a role of effective principal to provide
52 a basis for control in a school and set priorities to focus their emergencies on important things first. The effective
53 principle also focuses the attention of the teachers on objectives that can give a performance oriented sense
54 of direction to the school". [Priadi Surya 2011] "The process of educational management consists of three basic
55 functions, namely planning, implementing and controlling. A manager uses these functions to achieve educational
56 organization goals and objectives."

57 The principal is the corner stone of the school and plays important role on development of education programs.
58 I see that it is necessary to equip principals with knowledge and skills to interact multiple changes and complex
59 task of managing human being. Schools are the mirror of the life and birthplace of human resource so leaders
60 of schools must be familiar with management skills and leadership styles. The main objective of the schools is
61 to produce creative learners who will be leaders of tomorrow; hence principals must be role models that students
62 and other people in the schools will learn from them.

63 parents and other staff of the school) and listens their complaints. This is the characteristics of Total Quality
64 Management Organization and the relations of the school population will be positive when the customers are
65 listened and provided their requirements. "The power of knowledge management, particularly when compared
66 to other changed efforts, it that it maintains focus on people-on faculty, staff and students-and their needs"
67 ??6] Indicates and commands school population and never dictates orders-One of the leadership traits is to lead
68 people in the organization through recommendations. The perfect leader does not impose hard orders to the
69 staff but gives them mentoring and advice and staffs are delightful all the time. Like this, effective principal
70 provides instructions and directions to the school populations and invites them to participate in developing
71 education programs. "Principals play a major role in developing a "professional community" of teachers who
72 guide one another in improving instruction." [16] N-Networks to the school population and makes timely contacts-
73 The effective principal has networking skills and makes early contacts with the school population. She/he is not
74 passive but is proactive and aware what is going internal and external of the schools. "Co-ordination is the process
75 whereby two or more people/organisations work together to deal collectively with a shared task. The responsibility
76 for coordination may be assigned to a single individual or a team/group of individuals, in consultation with all
77 the parties concerned. Co-ordination would the major responsibility of a project coordinator, heading a project
78 team." [3] C-Consults with school population and conducts constructive changes-The perfect principal consults
79 with the people in the school and initiates constructive changes. He or She accepts the suggestions and good
80 ideas from people, creates atmosphere that letting all participate in school development. "Paternalistic form is
81 where the manager makes decisions in the best interests of the employees rather than the organization. The
82 manager explains most decisions to the team members and ensures that their social and leisure needs are always
83 met. This can help balance out the lack of staff motivation caused by an autocratic management style.

84 Feedback is again generally downward; however feedback to the management will occur in order for the
85 employees to be kept happy. This style can be highly advantageous, and can engender loyalty from the employees,
86 leading to a lower staff turnover, thanks to the Management Structures emphasis on social needs." [10] Instructs
87 school population and accepts new ideas-The effective principal instructs people and accepts their ideas. He
88 or She makes appropriate transformations and information that enable school people to achieve assignments
89 required. P-Participates in school activities and encourages teamwork-The effective principal participates in
90 school activities and encourages team work. She or He does not make decisions alone but asks people what to do,
91 how to do, when to do and approves their suggestions. "One or more processes in which an individual or group
92 takes part in specific decision-making and action, and over which they may exercise specific controls. It refers
93 specifically to processes in which primary stakeholders take an active part in planning and decision-making,
94 implementation, learning and evaluation. This often has the intention of sharing control over the resources
95 generated and responsibility for their future use." [13] "Team members have the experience and creative thinking
96 that will be needed to ensure attainment of each deliverable." [15] A-Attracts school population and motivates
97 them to learn and teach hard-The effective principal attracts school population and motivates them to learn and
98 teach hard. He or She motivates slow learners and rewards hard working and talented ones." A positive school
99 culture is the underlying reason why the other components of successful schools were able to flourish. For example,
100 one principal seeking ways to increase reading comprehension asked for and valued teacher suggestions. As a
101 result, suggestions were developed into action plans that were then implemented. Because the principal valued
102 the expertise of the teachers and allowed the latitude to try new approaches, an unbroken cycle of continuous
103 improvement was observed in the building. The culture was one where the teachers felt their opinions mattered

104 and felt comfortable enough to take risks and try new methods. Therefore, the positive culture the principal
105 created enabled continuous improvement to occur.” [14] L-Leads school population to the right direction and
106 learns from them-The effective principal leads school to the right direction and learns from other people. He or
107 She follows planned steps and considers feedback from external and internal of the school to make supporting
108 modifications and necessary changes. School principal is the manager of school programs, and interact directly
109 with other stakeholders of school. ??Marcus D. Ingle, 2009] ”Communication between the manager and other
110 stakeholders must flow in both directions. The manager should know, and be an active participant,wherever
111 feasible, in establishing why the project is being undertaken.” III.

112 **4 General Discussion and Analysis**

113 Findings of my research show that school principal contacts more people than any other person. The
114 school principal has relations with parents, teachers, students, and non-teaching staff in the school, education
115 management and peer teachers. The school principal solves school problems, manages school programs, helps
teachers, students and other customers of the school and sets roadmap for the school activities. ^{1 2 3 4}



Figure 1: Figure 1

116

¹© 2013 Global Journals Inc. (US) © 2013 Global Journals Inc. (US)

²© 2013 Global Journals Inc. (US)

³()g

⁴2 15School Management: Characteristics of Effective Principal

P- Plans school activities and provides guidelines

R- Respects the wishes of the school population, replies their requirements and listens

I- Indicates and commands school population and never dictates orders

N- Networks to the school population and makes timely contacts

C- Consults with school population and conducts constructive changes

I- Instructs school population and accepts new ideas

P- Participates in school activities and encourages teamwork

A- Attracts school population and motivates them to learn and teach hard

L- Leads school population to the right direction and learns from them

117 [Mrs et al.] , Mrs , Educational Sandhya Khedekar , Management , Tscer .

118 [Pm4dev ()] , Pm4dev . 2007. (-Management for Develop-ment Series)

119 [Coop Africa, Cooperative Facility For Africa, Ilo Country Office For The United Republic Of Tanzania Emp/Coop) Job Creation

120 'Coop Africa, Cooperative Facility For Africa, Ilo Country Office For The United Republic Of

121 Tanzania'. [Http://Www.Ilo.Org/Public/English/Employment/Ent/Coop/Africa/Download/Coopafriacaprojectdesignmanual.Pdf](http://Www.Ilo.Org/Public/English/Employment/Ent/Coop/Africa/Download/Coopafriacaprojectdesignmanual.Pdf) Emp/Coop) Job Creation And Enterprise Development

122 Department (Emp/Ent) Employment Sector, Project Design Manual: A Step-By-Step Tool To Support The

123 Development Of Cooperatives And Other Forms Of Self-Help Organization (Kenya, Rwanda And Uganda

124 Cooperative Programme) 2010.

125

126 [Surya and Pd ()] *Educational Management, Handbook For School Of Education Student*, Priadi Surya , M Pd .

127 2011. Yogyakarta State University

128 [Project Management Handbook: A Working Tool For Project Managers[Http://Www.Novartis foundation.Org/Platform/Apps/ProjectManagementHandbook](http://Www.Novartis foundation.Org/Platform/Apps/ProjectManagementHandbook): A Working Tool For Project Managers[Http://Www.Novartis foundation.Org/Platform/Apps/Publication/Getfmfile. Asp?Id=613&El=808&Se=2863820&Doc=44&Dse=4](http://Www.Novartis foundation.Org/Platform/Apps/Publication/Getfmfile. Asp?Id=613&El=808&Se=2863820&Doc=44&Dse=4).

129

130

131 [Stephen and Tichapondwa ()] *Successful Project Management: Insights From Distance Education Practices, University For The Small States Of The Commonwealth (Vussc) And The Authors, Copyright: Cc-By-Sa-Nc (Share Alike With Attribution, S. Tichapondwa Modesto And Stephen , P Tichapondwa . [Http://Creativecommons.Org/Licenses/By-Sa/3.0](http://Creativecommons.Org/Licenses/By-Sa/3.0) 2009.*

132

133

134

135 [Habegger ()] 'The Principal's Role In Successful Schools: Creating A Positive School Culture'. Shelly Habegger . Www.Naesp.Org 2008.

136

137 [Fullan ()] *The Role of The Principal in School Reform*, Michael Fullan . 2001. Ontario Institute for Studies in

138 Education University of Toronto

139 [The Wallace Foundation (2013) The School Principal As Leader: Guiding Schools To Better Teaching And Learning]

140 *The Wallace Foundation (2013) The School Principal As Leader: Guiding Schools To Better Teaching And*

141 *Learning, www.wallacefoundation.Org*