5 DaysCapacity Building Program for Heads of Municipal Corporation Delhi Batch 3 at IIM - Ahmedabad

Executive Education
Indian Institute of Management Ahmedabad
Capacity Building Program for Heads of Schools of Municipal Corporation Delhi
November 6 - 10, 2023

Sitting First Row
(Left to Right)
Usha Devi, Kamlesh Vaid, Sunita Dudeja, Yashpal Singh, Sita Ram Meena, Vimal Chand, Sandhya Naresh, Prof. Kathan Shukla, Ram Kishan Bharti, Sunil Kumar, Grace Gulab Kujur, Urmila Rani, Devki Singh, Neelam Singh

Standing Second Row
(Left to Right)
Asma Qamar, Monika Gupta, Anjali Bhardwaj, Anita Kumari, Sunita Ghai, Anita Rani, Kiran Bala Sharma, Suman Verma, Nirmala, Shashi Gupta, Rita Arora, Harsha Malhotra, Uzma Syeda

Standing Third Row
(Left to Right)
Abhishek Maurya, Mangalya Majmudar, Reshma Madan, Suman Tanwar, Manju Vig, Rachna Seth, Raj Rani, Nuzhat Fatima, Manjula Meena, Talat Sultana, Anita Gupta, Sunita Sharma, Asha Rani

Standing Fourth Row
(Left to Right)
Hari Krashan, Premnidhi Sharma, Chamra Kullu, Nagendra Ram, Hargian Singh Yadav, D. S. Nain, Yogesh Kumar Pandey, Mohd. Nazim, Kamal Kishore Nim, Pradeep Kumar Meena, Inder Mani Mishra

Conducted By: SCERT Delhi
From: 17th Oct–21th Oct 2023
Coordinator: Mr. Vimal Chand, Senior Lecturer

Acknowledgment

A five days training program started on 17th October and ended on 21th October 2023 provided a lifetimelearningexperiencetoeachoneofus,whichwill help in our professional growth as well as in school teaching and learning throughout life.

WeareextremelythankfultoDirectorateofEducation(DoE)andSCERTDelhiforprovidingust hisuniqueopportunitytobeabletoenhanceourknowledgeandskillsnotonlyonleadershipqualiti es also teaching stage, effective communication, team management and counselling skill. Our heartfelt gratitude to IIM Ahmedabad faculty members toEnlighteduswithsomuchofknowledgeandhandsonexperienceswiththeirexpertfacilitations kills.Weareextremelythankfulforsuchgreatarrangementwhichmadeus feelcomfortable.

History of IIM Ahmedabad

IIMAhmedabadwasestablishedon11 December1961 with theactivesupportof theGovernmentofIndia,HarvardBusinessSchool,andprominentmembersoftheIndianindustr y.ThephysicistVikramSarabhaiandbusinessmanKasturbhaiLalbhai,natives of Ahmedabad, played pivotal roles in setting up the institute. The institute's KasturbhaiLalbhai Management Development Centre and a Kasturbhai Lalbhai Chair inEntrepreneurship are named in his honour. The management educator Ravi J. Matthai andseveral other Ahmedabad-based businessmen also played a major role in its creation. KamlaChowdhary was the first faculty of the institute and the coordinator of programmes between1962and 1965.

Established in 1961, the institute offers master's degree programs in management and agri-business management, a fellowship program and several executive training programs.[5]Theinstitute's founding director was Ravi J. Matthai. Other notable founding figures were theIndian physicist Vikram Sarabhai, Indian businessman Kasturbhai Lalbhai and Indianeducator Kamla Chowdhary. In 2020 it was ranked first among the business schools in Indiaby the National Institutional Ranking Framework. During 2017–21, it was ranked first amongthemanagementinstitutions.

Why IIM Ahmedabad

SCERT,DelhiisincollaborationwithIIMAhmedabadtocreateandbringouttheutmost leadershipqualitiesoftheHeadoftheSchoolsofDirectorateofEducationofDelhi.Delhi govt.andSCERTaretogetherworkingtomakeschoolsaplaceforholisticandoverall

development ofthechildren.ForthispurposesIIMAhmedabadisone suchplacewhereteam leadersoftheschoolsgetanopportunitytoreflectontheirleadershippotential,andinternalized constraintsthatrestrictthemfromperformingtheirleadershippositionstotheirfullpotential. Theycanlearnleadershipskillsandcommittofutureactionsforaricher,morefulfillingand meaningfulprofessionalandpersonallifeandpracticetheamplewaysbywhichtheycancreate acollaborativeandameaningfulspaceintheirrespectiveschoolswhereallthestakeholdersbeing equallyresponsiblefortheoverallgroomingofthestudentscanbefurtherbenefitted.

Objective of the Program

- Learning leadershipskillsandconcepts
- Eeffective communication skills
- Enhanceleadershippotentialandcapacities

- Innovative strategy of classroom teaching
- School management skills
- Enhance the traits in personality for better concentration

Day- 1

The first day of the capacity building program for the Head of Schools from Directorate of Education, Delhi under the aegis of SCERT started with the assembling of all the participants at the venue of the first session at Indian Institute of Management, Ahmedabad at Conference hall Room 2 at First Floor of IMDC at 8:45 AM. All the participants were welcomed and guided totheir name plate on the designated seats, arranged in alphabetical order in the conference room by the staff of IIMA.

The session started with welcome address and brief introduction to the Leadership program by Prof. (Dr.) Kathan Shukla. He emphasized upon school heads being the most important stakeholder in the transformation of an educational ecosystem. It was followed by a round of introduction by all the participants attending the program who described their schools focusing mainly on the strength of their schools and challenges faced by them at their workplace in day to day life.

The first session ended with a tea break and was followed by second session where Professor Kathan discussed upon the leadership for innovative practices in school as a case study of **Mihir, The principal: A school leader or A follower** in four episodes. Each episode focused on various stakeholders of educational ecosystem -teachers, parents, Community etc.in diverse situations reflecting the prevailing scenario of education in our country. He then explained Mihir in the role of school head as a leader in each episode that led to improvement of school climate. He emphasized on working in collaboration with all the stakeholders using effective techniques taking examples from success stories in daily life. He concluded with the suggestion to be mindful of the schooling experiences of all the children in our schools. The session was engaging and thought provoking as to what can be and should be done to contribute to improvement of school ecosystem in collaboration with the stakeholders in an effective manner. After the session all the participants were taken for a group photo of participants was also taken along with the faculty members of IIMA and SCERT after first session in the campus.

Session1, 2 & 3: Case Study by Prof. Kathan Shukla

All the participants were asked to fill a personal information form and were given brief information about IIM. Also, brief information was given regarding the capacity building programs of principals and teachers of different states run by IIM Ahmedabad. After this, a program of introduction of all the participants took place. After that, a group photo of all the participants was taken outside in the courtyard.

Case Study 1 - After being appointed as the Principal of Mihir Siddh Pura village, a resident of Ahmedabad, what problems did he have to face in order to change the condition and direction of the school and the problems that every Principal has to face every day through the functioning of other teachers of the school. All the problems that India faces were presented effectively.

Taking forward the story of a character named Mihir, working on the post of Principal, how despite receiving non-cooperation and contempt from all sides, he turned the situation in his favor despite all the adverse circumstances with his hard work, foresight and ability to be a successful leader. Shri Kathan Shukla's presentation was very interesting and absorbing.

The participants were then given a chart paper and some colors to translate the idea of role of a school principal as one picture that conveys the features mentioned in the list. All the participants were then told to present the idea as a group before everyone within 5-7 min.Eight groups were formed and they came up with very interesting presentations reflecting their ideas in colorful display using interesting visual metaphors.

Session 4 & 5: Case Study by Prof. Rajeev Sharma

In the subsequent session, Mr. Rajeev Sharma, who is retired from IIM Ahmedabad, discussed in detail which methods have to be used in effective classroom teaching. The importance of cognitive, emotional and skill development of the child is explained by the evidence of research and studies conducted by various experts.

The presentations were then consolidated by Prof. Rajeev Sharma in the form of a table for reflections of our perceptions about role of a school head.

Sircar Das & Sanjay Das discussed that the common perception about the role of a school principal we have in society is that of a super power who can do everything. She emphasized that a school principal's role is to keep the staff motivated and work as a team. She also encouraged the participants to focus more on the pedagogical processes and facilitate learning to learn among students to prepare them for the future job roles. She discussed many anecdotes from real life while explaining Instructional leadership and moral and Ethical leadership as main roles of a principal.

Day-2

The session was concluded with special emphasis on instructional leadership followed by maintaining routine managerial task and occasionally focusing on ethical and moral leadership.

ThesecondedayatIIMconferenceroomno2offeredarangeofinsightfulsessionsandactivitiesfoc usedonunderstandingchallengesfacedbyeducators,theimportanceofvocationaleducation,di fferentiatedinstructions,andtheroleofinnovationinteachingpractices.

Session 1& 2: (Managing self-limiting beliefs) by Professor Devshmita Chakraborty.

Professor Devshmita discuss various points pertaining to self-limiting beliefs that

-The importance of self-limiting beliefs

-Why do people form beliefs and how these beliefs develop.

-How does one recognise the self-limiting beliefs and thoughts in a society that capitalizes on the feelings of insecurity and inferiority.

-How our belief system impacts our thinking as an educator.

Session began with one activity to lead us to see the impact of beliefs on our thinking. Initially it was an individual activity. 20 items as per their weight and usefulness were listed in the sheet of paper and one situation was given, where these twenty items are with us in a boat. Each one of us has to empty the boat which is going to sink soon. We have to rank the items in the list on the priority based on our beliefs to save our-selves. The same activity has to be done again in small groups through discussion. Ranking was done, then the members were interchanged. One more round was also done with the same activity but this time the group was even big in number. Overall, it was an interesting and engaging activity and through these activities we could understand the importance of belief systems on our thought process and our role as an

educator should not be impacted by our own belief system in the path of teaching learning process of the students.

Session 3: Budgeting for Public Schools by Mr. Tarun Jain

The session started on time with all the participants, prof. Tarun Sir, demonstrated and taught us different strategies of budgeting and managing bug budgeting for school, the had few questions and based upon case study to given participants to ponder upon. He divided the Active participants in teams and all the teams contributed actively their skill He shared and showcased of budget management in school. different budget of 2025 of. different programs like cycle yojana, mid-day meal, after covid increased the use of computers and many states distributed computer- govt.

Session 4: Improving Academic Climate in School and Classroom by Prof.KathanShukla

Prof. Kathan Shukla has shown some short videos of Improving Academic Climate in school of different states of India and had given task to present the group presentation upon that by 7 discussion groups which were formed by IIM

2nd Day Campus Tour was Conducted and shown archives if IIM, Library which was designed in very beautiful way according to the head of various students. The campus has its own vibrations, planned architecture done by various skilled and contributions of distinguished personality by the support of Govt.

Session 1 & 2: Visit to Eklavya School (Ahmedabad)

Eklavya School Briefing: -

Eklavya School started in June, 1997. It is a Nursery to Class 12, co-educational, English-medium day school affiliated to The Council for the Indian School Certificate Examinations (CISCE) .It aims to provide all-round development to each student, laying emphasis on academics, sports, music, fine arts, communication and mathematics, through an innovative curriculum designed to make learning enjoyable. The education helps inculcate among students 'a sense of purpose' in whatever they do and make the learning process a pleasure and adventure, so that they acquire knowledge to weigh and consider outcomes with reason and discrimination.Presently the school composition is 1300 students, 110 full-time educators and 12 part-time educators. Eklavya School occupies a large 35 -acre campus in the green pristine surroundings of Sanathal village in the southwestern part of Ahmedabad.

Today we reached at 8:30 AM to the Eklavya School. All participants gathered up in a hall. There the Principal briefly introduced them. Then the participants were divided into five teams to study the school. All classrooms were kept neat and clean, moreover they decorated with many teaching aids. All students School learned in an interactive environment where they learnt by doing things is hands on Experiences. The school is divided in primary wing and senior wing. Furthermore, the school had will maintained Art room, science labs, wood work lab etc. This school focused on students both mental and physical development. After the touring all participants gathered up in the hall and there the students shared their experiences of their outdoor camp, expedition and excursions. Then some students held the TLM exhibition.

Session 3: By-Prof. Kathan Shukla

What can motivate students to come to school every day using 'Masti Ki Pathshala' Video Clip Kathan sir discussed the topic.Kathan Shukla sir divided all the participants in groups according to the booklet given, and gave task to how to improve academic climate in school premises being a principal of school. All of the participants participated and gave demonstration upon the climate improvement work done with different projects.

Session 4:Team Building Focusing on the Secrete of Great Teamwork byProf. Amit Nandkeolyor

Activity – 'Trapped in the Snow'

Through this activity sir taught us team building.

Sessions- 1 & 2 Pedagogies for Effective Learning & Design

The story of Riya shed light or how situations (triggers) infuse Negative and Positive emotions in people. Negative emotions are feelings which cause you to be miserable and sad. Emotions that can become negative are hate, anger, jealousy and sadness. In Riya's story Bullying was the trigger. In a class of 10% students are disciplined whereas 90% students are notorious / unruly. Here counselling proves. to be useful for such students.

Case Study 1- Janida wants to home tutor her daughter. In such situations what steps can we take?
Case Study 2-Rasheed is a High IQ student ranking amongst top five students in class. But he fails in same subject's mid-term examinations.

Through this we focused on Gamification which will enhance students' interest in learning. And also performed some activities for the Same.

Session3& 4: Driving Change through Gamification by Professor Kathan Shukla through Case Study of Rahul

In this session sir presented a case study of a student Rahul, who was so good in studies till class IX, but suddenly he started bunking school very often and lost interest in his studies and resultant his marks dropped down substantially. Although his friends call him their leader in the online game that he is being playing these days with his friends. Everyone contemplated, discussed this problem to see what happened and one can be done to resolve it. Sir explained how games can be used to make habits among students. Games can play important role in building competency and skills. Participants were divided into 6 groups for group activity. In this activity groups have to design a game on any topic of any subject, which support learning and build habit among class students to be engaged with game.

Day-5

Session 1 & 2: Leadership for Supporting Innovative Behaviour in School by Vijay Shury Chand

As a senior professor of IIM his contributions and work done given lots of strength and energy to all the participants. He is the one senior most professor of IIM Ahmedabad who taught about the history of IIM and also Ahmedabad places where to visit and importance of them in historical records. He shared his own book and his experience of research project among the participants how a female teacher improves a quality of education in village with her individual efforts to improve literacy and numeracy amongst the students.

Session 3 & 4: Managing Public Perception using Case Study of Shree Swaminarayan Gurukul, Haryanaby Vijay Shury Chand

Session 5: Application of Learning to School by Prof. Kathan Shukla

This session dealt with the problems faced by principals in their school. All the participantswere divided in to small groups. They identified one problem to be discussed to amongthemselves. All the participants were provided chart and were asked to state their problemparticular to their school and to write the solution of the problem. The motive behind theactivitywastoaddresstheproblemasaprincipal,everyonepresentedtheactivityandprovidedtheir vision fortheschool.Itwas an engrossingandengagingsession.

In the end all the participants were felicitated by Professor Kathan Shukla with certificate ofthe training, group photograph and a mug embossed with the group picture, as a token ofmemory.

Conclusion

Amidstofchangingworldaroundus,wearedealingwithmanychallenges.Educationstructureis also changing as per policies so definitely there is a need to have changes in the leadershipqualitiestooinourschools.ThesefivedaystrainingequippedthePrincipalstounderstandtheirpivotal role and responsibilities as academic and administrative heads in the school, which iscrucialtotransformthedestinyoftheschool.Itprovidedgreatlearningstousestrategic responsestodiversifiedchallengesinschoolsetup.Itwillhelptoestablishgoals,makeplantoachieve them and to bring school community together. It is going to be beneficial for otherstakeholders of schoolalso.

Thesekindoftrainingprogramshelpstoupdateknowledge,skillsandcompetencies,exploringself-potential,peerlearningexperiencesandmanymore.Capacitybuildingprogramsworksasacatalystto driveyou tobealifelong learner.

Mr.Vimal Chand, Senior Lecturer