

A CHANGE IN EDUCATIONAL ADMINISTRATION THROUGH A BUSINESS APPROACH: AN EFFECTIVE LEADERSHIP PERSPECTIVE

การเปลี่ยนแปลงการบริหารทางการศึกษาโดยผ่านวิธีการทางธุรกิจ: มุ่งมองภาวะผู้นำที่มีประสิทธิภาพ

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Abstract

This academic paper describes how a new leadership perspective can help to facilitate a change for educational administration through integrating a business approach called the five rules of leadership code. This approach helps the educational organizations survive in this rapidly changing world. Leadership, leadership code framework, the need to change of management, and factors for improvement (i.e. credibility, culture of the organization, confidence, communicative, and collaborative competences) are discussed as they help to enhance changes in the educational organization through a business approach. In a perspective of effective leadership, this new business approach is supposed to present a modern aspect of management in the educational organizations by comparing to the past. It provides more effective solutions in this time of disruptive world environment when a change is essential. To have a positive and effective change in the organization, it requires having an effective leader to lead a change into the correct way.

Keywords: Change, Administration, Leadership Code, New Business Approach, Education

บทคัดย่อ

บทความวิชาการนี้อธิบายถึงมุ่งมองภาวะผู้นำแนวใหม่ที่สามารถช่วยเปลี่ยนแปลงการบริหารทางการศึกษาผ่านการบูรณาการวิธีการทางธุรกิจที่เรียกว่า กฎห้าข้อของรหัสภาวะผู้นำ ซึ่งเป็นกฎที่ช่วยให้องค์กรการศึกษามีความสามารถในการจัดการในโลกที่มีการเปลี่ยนแปลงอย่างรวดเร็วได้ การเปลี่ยนแปลงในองค์กรการศึกษาผ่านวิธีการทางธุรกิจจะพิจารณาภาวะผู้นำ ครอบเกณฑ์ของภาวะผู้นำ การเปลี่ยนแปลงการจัดการ และปัจจัยต่างๆ ที่ใช้ในการพัฒนา เช่น ความนำเชื่อถือ วัฒนธรรมขององค์กร ความมั่นใจ ความสามารถในการสื่อสาร และการทำงานร่วมกัน ซึ่งคาดว่าวิธีการทางธุรกิจใหม่ในมุ่งมองของภาวะผู้นำที่มีประสิทธิภาพจะนำเสนอ

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รูปแบบที่ทันสมัยของการจัดการในองค์กรการศึกษาโดยเปรียบเทียบกับวิธีการที่ผ่านมาได้ อีกทั้งจัดทำวิธีการแก้ไขที่มีประสิทธิภาพมากขึ้นสำหรับช่วงเวลาที่จำเป็นต้องมีการเปลี่ยนแปลง ทั้งนี้องค์กรการศึกษาจะต้องมีผู้นำที่มีประสิทธิภาพเพื่อก่อให้เกิดการเปลี่ยนแปลงโดยใช้วิธีการที่ถูกต้อง และนำมาซึ่งการเปลี่ยนแปลงในเชิงบวกและมีประสิทธิภาพของแต่ละองค์กร

คำสำคัญ: การเปลี่ยนแปลง การบริหาร รหัสภาวะผู้นำ วิธีการทางธุรกิจใหม่ การศึกษา

Introduction

As the present rapid change of the economic environment and workforce crisis, there are many changes in a working environment not only in the business field but also in the educational field. Many organizations employ a lots of various workforce which lead to high competition in the marketplace each year. Therefore, many employers seek to find a better quality of employees or offer some benefits to keep the business afloat, meaning that many leaders of the organizations are struggling with similar challenges to live up to the current disruptive situation. Additionally, some researchers have mentioned the conflict management that employers find difficulties in leading employees to achieve the goals or getting employees to be proactive over a long period of time (Avolio & Gardner, 2005; Friedman, 2007; Ulrich, Zenger, & Smallwood, 1999; Vroom & Jago, 2007).

Therefore, it is important for leaders to alter the traditional perspective mindset to a new one which is more effective and suitable to the current situation. In order to do this, it requires a different leadership approach since leadership is one of the most important elements of the whole organizational management used to handle various

expectations of organizational performance. As in the past, leadership in general normally focused on who a leader is, what a leader knows, and what a leader does (Ulrich, Zenger, & Smallwood, 1999). In another word, the approach that was often implemented in the past is known as the Be-Know-Do model which focuses on the leader's character and values ("Be"), his competencies ("Know"), and his decisions and actions ("Do") (Webber, 2015). Having mentioned above, Ulrich & Smallwood (2007) posited a single leadership framework resulting in five leadership rules called The Leadership Code which provides a modern synthesized approach to be an effective leader by developing both individual and organizational leadership skills. Many business companies have already integrated this approach into their management such as the Results-Based Leadership Group (the RBL Group). Consequently, it is needed to change the school management technique in order to get effective leaders who can form the organization to deal with all disruptive activities. It requires leaders to have credibility, understanding in organizational culture, confidence, and communicative and collaborative competences; in which the effective leaders can focus on as their primary

factors for improvements. If leaders failed to analyze, it would cause the organization fail. Thus, the purpose of this academic paper is to describe how a new leadership perspective helps to facilitate a change in educational administration.

Effective Leadership Perspective

Many researchers from around the world have kept on studying about the topic of leadership (Kuchler, 2008). There are several definitions of leadership which refer to different meanings. Nonetheless, the definition of the word “leadership” in general is the idea of presenting the ability to influence people. As mentioned in the article of Yukl in 2010, the impact of having the ability to influence people could help the leaders themselves to encourage followers to be ready in facing a change in the future. Thus, the definition of leadership would mean having power of individuals who can influence other people to change according to what being instructed such as values, moral, or attitudes. Therefore, an individual who has a strong leadership ability would be recognized as a good model to a perspective of employees since a good leader can bring employees to achieve the goals, encourage followers not to be afraid of the future changes, and gain trust among employees. Furthermore, this concept is also emphasized by the similar idea of Northouse (2010) that leaders who hold a strong leadership ability would be able to build strength in influencing people to achieve the common goal effectively for the organization.

Besides that, an effective leader can be defined by the characteristics or the way the organization being managed as well. Furthermore, an effective leader is explained as the ability to demonstrate behaviors that expect other people to emulate (Ulrich & Smallwood, 2007; Wasim & Imran, 2010). This factor supports that an effective leader is usually recognized as the one who can foresight a clear vision and enable to identify challenges of the organization. As a result, the leader is able to manage the organization effectively and appropriately in the future, while being aware of up-to-date information regarding the change of the world.

In conclusion, leadership is a process in which leaders demonstrate their power, skills, knowledge, and abilities to lead the followers into the correct or desired direction related to the goal of the organization. Additionally, an effective leader should hold strong leadership skill that contains particular characteristics such as integrity, passion, trust, together with the ability to function the individual's capability and the organization's need. All of these characteristics are to achieve the objectives of the organization and keep it stand in this rapid changing environment.

Leadership Code Framework as a New Business Approach

Researchers have attempted to define the factors which form someone to be a great leader. However, the research is endless and new leadership books seem to emerge regularly. As studying a leadership theories, they makes

two things abundantly clear. First, one who wants to be a great leader must demonstrate the desired behavior for others to emulate; and second, a leader enables their followers to excel their own goals. Ulrich, Smallwood, & Sweetman (2008) mentioned that those who

wish to become great leaders must follow five essential rules of leadership code which consists of strategist, executor, talent manager, human capital developer, and personal proficiency.

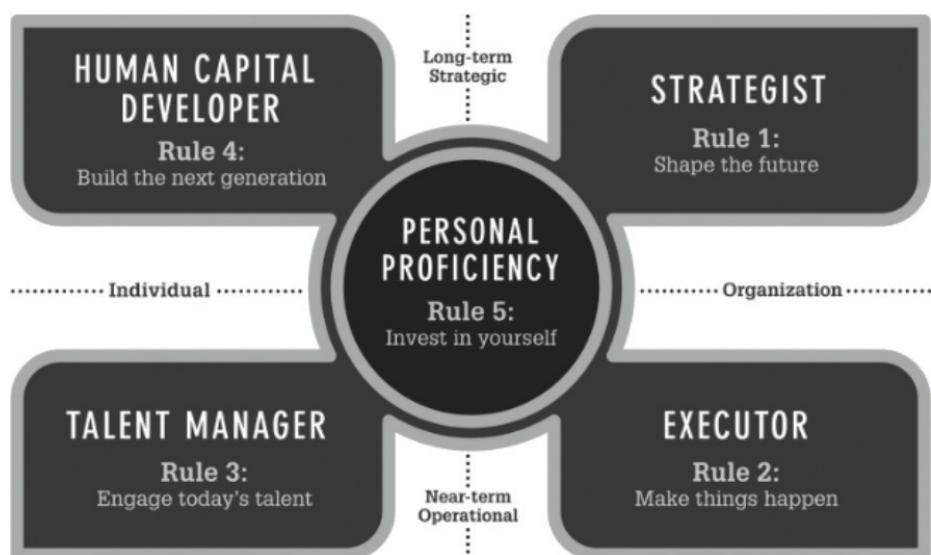


Figure 1 The leadership code (Ulrich, Smallwood, & Sweetman, 2008)

First, strategist refers to a long-term organizational approach which focuses on the future organization. Second, executor refers to a near-term organizational approach which sets a clear priorities and accountabilities to make things done. Third, talent manager refers to a near-term individual approach of engaging employee hearts, hands, and minds. Forth, human capital developer refers to a long-term individual approach of keeping a clear link between the future strategy and the competencies. Last, personal proficiency refers to the center model which connects all four domains together as presenting the actions of effective leaders (Result-based Leadership Group, 2010). Related to this code,

the qualities of the leaders generally vary based on different situations appropriated to a particular task.

As considered the leadership code framework, near-term individual requirements include a positive working environment, a communication with all stakeholders, and a satisfaction of vision and mission; while near-term organizational requirements include a change in management, a team building, and a decision making based on protocols. On the other side, long-term individual requirements include creating customer-centric strategies and other strategies that are relevant to the activities and setting the future point of view. Long-term organizational requirements

include encouraging professional networks, managing the career management, and developing the future workforce to align with the future needs of the organization. Notably, personal proficiency is set at the center of the framework to indicate that the real effective leaders invest in personal development and remain self-awareness, as presented in Figure 1 (Ulrich, Smallwood, & Sweetman, 2008).

Additionally, based on Ulrich, Smallwood, & Sweetman (2008), the leadership code explained that the effective leaders need to have innovative strategies, forge long-term relationships with customers, execute the strategy, build high performing teams to adapt their behavior, and succeed in individuals and the organization. Besides, the key of the leadership code is to shape the foundation of an effective leadership. Therefore, this leadership code is a modern approach which is an appropriate management in this new era, comparing to other previous approaches used by various organizations.

Need to Change of Management

Generally, many organizations are facing the difficulties in learning something new to their organizations as it is called a change. A change is always the obstacles to the employees' works. Most employees hardly accept a change due to the fact that it pulls them out from their comfort zone which causes them to feel uneasy and unconfident. Employees want to have a security in life; therefore, a change in the organization would force them to adjust their usual behaviors and highly learn

new skills and knowledge. For instance, if the director suddenly announces all employees to start work at 7.30 a.m. instead of 8.30 a.m., some employees will be late due to their daily habits. This example can be applied as well in the organization that many employees generally perform their duties according to the given direction from one point to another point. When the given direction is suddenly changed, it is quite difficult for all employees to get familiarized with new tasks within a short time of adjustment (Lorenzoni, Nicholson-Cole, & Whitmarch, 2007).

Accurately, it is difficult to implement something new in the organization or change in management of the organization. Due to the fact that each employees have different abilities to adapt themselves, some persons might do it immediately while others might require a long time to adjust themselves as they need to change their habits. As a result, this scenario shows that a leader of the organization should acquire skills to communicate and collaborate with other employees for the purpose of having a long-term development (Wuestman & Casey, 2015).

Moreover, educational organizations in Thailand are encountering with this high challenging situation. Most schools still keep on the traditional management technique by controlling of employees' actions, especially in Thailand, employees are not known the preference of hierarchy and the relationship of becoming a leader with power and authority. As a result, this way of management might not

be fully suitable to the current trend in this rapidly changing world (Yukongdi, 2010).

According to Khan (2016), the term of changes in management can be identified as an approach of dealing with changes on individuals and the organization, which are based on their own style. The organization can implement and adjust management effectively if it provides opportunities to compete and get advantages in this disruptive environment. According to Hritz (2008), there are three phases of need to change of management that the organization needs to be aware of for surviving. The first one is adapting of changes, which is needed when employees willingly commit to changes. The second one is controlling of changes, which is needed when there is a sign requiring a new implementation. The last one is the effect of changes, which is important when the organization seeks to endure changes.

As a result, leadership and management are two different aspects; management focuses on managing which all actions are being controlled by a single person known as a boss. In another word, employees perform in accordance with what is given to them. In contrast to leadership, employees are coached towards the organizational goals by ensuring that all employees are assigned to the right tasks and position. Then, they can perform tasks with full of their skills, knowledge, and talents. There is also a change in leadership strategies according to the current trends when it is necessary. Unlike management, it merely follows the traditional rules of

management approach.

Factors for Improvement

Many researchers have mentioned that the terms of leadership normally refers to the ability in encouraging, motivating, and influencing people in part of values, beliefs, or behaviors. The strong leadership skills of an effective leader would be able to apply changes into the organization easily (Atkinson & Mackenzie, 2015; Ulrich & Smallwood, 2007; Wasim & Imran, 2010; Yulk, 2010). According to Baczek (2013), in order to manage employees effectively, an effective leader should pay attention on bridging expectation of the organization and behaviors of employees. Therefore, it is important to a leader taken into account certain factors for improvement to connect a leader and employees in their organization (Dan, 2010).

1. Credibility

It is an important factor in being a leader. It is for a leader to gain trust among employees, which helps to increase the performance and the commitment of employees and the organization in overall. If employees give credibility to their leader, he is considered to be an effective leader. Furthermore, according to Stacey, Paul, & Alice (2011), only effective leaders can create changes in the organization and be accepted by employees because people normally trust the one who can bring them to the correct way. In another word, a leader who often forces his employees cannot gain credibility from them. This causes a difficulty to

integrate a change for the better organization. In addition, when credibility occurs between employees and an employer (leader), a positive relationship bridges them together and leads to increase their performance. In turn, there is no good improvement if there is no credibility towards a leader.

2. Culture in the organization

When there is credibility between employees and their leader, there is a culture. In another word, culture requires credibility to form the organization. It means that leadership forms good culture. An effective leader with strong leadership skills and knowledge can create a positive culture in the organization because there is credibility which can create motivation and inspiration among employees. Moreover, a positive culture of the organization does not only enhance performance and commitment of employees towards the organization but also influences a better change in attitudes and behaviors of employees. A positive culture in the organization develop performance in overall and reduce high rate of turning over in the organization. It also helps to facilitate solving challenges of the internal level in the organization. As there is no discrimination on the grounds of race, religion, politics and the like, which creates a clean atmosphere in a working place, it decreases problems at the internal level of the organization. At the same time, there is a positive side effect that encourages employees to collaborate teamwork. Nonetheless, a positive culture in the organization provides healthy environment for employees to work,

inspires them not to be afraid of changes and gives credibility to their leader for a better improvement (Ulrich & Smallwood, 2007).

3. Confidence

There are various reasons of being confident. An effective leader is responsible to encourage and motivate employees to seek for more knowledge and develop their skills through various strategies, in which sometimes it requires changes in their behaviors and attitudes. In fact, confidence is one technique to increase performance of the organization in overall. Furthermore, being confident is not only for employees but also for all people who are in the position of leader. Leaders should be a good role model for followers. They should also participate in training programs that enhance their leadership skills, especially while the generation of employees are changing, which cause some factors impact the succession of the organization. Furthermore, employees should have trainings in order to perform tasks effectively and to facilitate changes in the organization. Later on, employees can increase productivity and performance successfully.

As being mentioned that there is endless on when to stop developing confidence, an effective leader as well as employees require to keep on improvement and challenges to cultivate their abilities to handle all tasks in the rapidly changing world. Due to the fact that if the organization or a leader stops developing themselves, it would result in having insufficient skills and knowledge to handle situations in the

marketplace nowadays. In another word, the organization will surely be fading itself from the working environment. For instance, the Nokia Company was popularized and ranked as the best mobile phone in the world. As the world keeps changing, the Nokia Company might be hardly confident to adjust itself to a new trend of customers including business markets. Later on, the Nokia Company has been erased from the best rank, which people might not even recognize at this present time. Altogether, an effective leader is required to be confident and to think differently in order to handle with lots of changes in the world, which are not only internal factors inside the company but as well as external factor of what is going on in the real business competitive world (Abou-Moghli, 2015; Lee, 2013; Park et al., 2014).

4. Communicative and collaborative competences

Aside from having credibility, understanding of culture in the organization, and being confident, an effective leader needs to be fluent in working with other people. It requires employees to have effective, communicative and collaborative competences as these are the best way to bind teamwork and make changes in the organization. To achieve successfully changes, communicative and collaborative competences are significant for something new as it requires the effective leader to foster a positive culture in the organization where employees believe in his

team and leader. This allows to prevent any interference for misunderstanding among the team.

An effective leader who wishes to integrate change into the organization should inspire employees to have connection with one another. With this perspective, employees have a chance to receive new thoughts and discover something differently. As a result, the organization have better outcomes through encouraging employees to work together and improve themselves by learning from other people. Furthermore, high position people can gain new knowledge from their employees. It shows humbleness of a leader to their employees; which help him gain credibility and bond the teamwork as a whole organization.

Nonetheless, leadership is not only about influencing or motivating people to follow the guideline but it also includes ability to set clear vision, mission, goals, and objectives of the organization to employees. Furthermore, an effective leader has the ability to set an approach that help employees to meet the target of the organization. Therefore, an effective leader plays a vital role in facilitating employees to go to the correct path of the organization's mission based on the instructed approach. This is possible when an effective leader is able to develop the ability not only in term of individual but the organization as well (Gilley, Dixon, & Gilley, 2008; Ulrich & Smallwood, 2007).

Solutions

Effective leadership stands for the essential role in running or managing the organization, especially in this particular rapidly changing world. The meaning is that the traditional approach of management might not be sufficient enough to overcome obstacles of the organization in this present time. Though many researchers have mentioned that leadership and management are two different elements, the organizations always recognize that there are no absolute strategies in handling all kinds of these challenges. As a result, it needs to search for a new strategy that is suitable for the organizations. Management is like a process which is based on the steps of planning, designing, modifying, controlling, and keeping the organization survive. Generally, most organizations are emphasized on doing exactly the instructed plan which is given by the higher authority in the organization.

On the other hand, effective leadership emphasizes on facilitating, coaching and guiding employees to the correct path for achieving the targets of the organization as well as encouraging them to complete their requirements willingly. Within the terms of new approach for effective leadership, a leader guides employees and performs it together in order to meet their aimed targets. It starts from oneself, as being introduced by the leadership code, to create leadership in the organization. An effective leader needs to model what employees are expected to do and, be confidential that they can do it. When an effective leader sets clear short-term

and long-term goals for individuals and the organization, employees place confidence to work since they have already recognized expectations of what they should know and do. Thus, modeling the five rules of leadership code as a new approach for the educational organization can increase the ability of educational leaders to lead people in this rapidly changing world successfully.

As the ending goal of being a master for an effective leader is the ability to help employees lead other people respectively, a leader firstly set a clear vision of the organization, move on thinking how to achieve the goal, develop employees, and build the relationship. All steps are necessary to handle the current challenges and to be in readiness for something new. After that, a leader should make sure that the organization be able to stand in the changing world through forming the next generations with required talents. This is the final rule of the leadership code. In addition, the rapidly changing world requires the organizations and all stakeholders to make changes in order to survive; therefore, if any organizations ignore this fact, then it would result in collapse instead. As a result, an effective leadership is in charge of taking responsible to set clear goals for effective achievement in this kind of situation.

Even though an effective leadership brings success to the organizations, it is important to consider other related factors that might affect the possibility to achieve a change. Each employee has different characteristics, behaviors, attitudes, and

competences. Some might be easy to accept a new challenge that brings a better future, while some might be very hard to communicate and collaborate, especially in this rapidly changing world that most people are looking for their security. As a result, a new approach of an effective leader is the best approach to handle and overcome changes in the organizations. However, it is noted that there are no perfect answers to address these challenges.

Conclusions

Effective leadership is significant in handling a change in the organization. As the rapidly changing word, a change seems to be the only way to keep organization survive. Normally, it is difficult for employees to accept a change as it makes them feel uncomfortable and requires them to learn something new. Therefore, effective leadership would be one of the elements that can inspire employees to be ready, not be afraid of changes and look forwards to a new development of the organization. The case of the Nokia mobile company can be set as an example of why a change is important. It is also essential to be noted that not all changes can lead the organization success as it depends on what type of changes being made. As a viewpoint, Thai culture has a perspective of the educational institutions as non-business organizations which encounters to a change. Many schools consider to have a positive cash flow to get a capacity in keeping schools running. They still maintain a way of managing

the organizations based on the traditional management technique which focuses only short-term profits and takes control over all actions in the organization. Many news report that most schools are closing down in this time due to several reasons (Mala, 2017; O'Connor & Nguyen, 2018; Tangkitvanich, 2013). One of the main reasons indicates that the school leaders who normally expertise in the educational fields may have less ability to manage school like a business persons who specialize in the management and know well how to keep the organization survive (Saengpassa, 2015). Therefore, it is very challenging for most school leaders to run school in this changing world. Hence, it is important to consider applying a business approach in the educational organizations in order to keep them afloat.

The five rules of leadership code in a business field is an approach that helps a leader to understand the whole part of the organization both in near-term and long-term vision. It also demonstrates a new aspect of both individual requirements and organization requirements. As a result, this new approach can form an effective leader who has the ability to gain credibility and encourage employees to collaborate on the targets willingly. Thus, its outcomes achieve other factors, such as building positive relationship with employees, easily. A positive relationship can create many profits to organizations as it allows a leader and employees to communicate and exchange ideas to one another. It is a positive effect on the side of employees as

they have a chance to share their thought. This is because they feel belonged to the organization (Atkinson & Mackenzie, 2015).

In conclusion, all leaders must improve their personal proficiency because lacking of credibility, culture of the organization, confidence, and communicative and collaborative competences would cause employees not to follow what is being instructed. Therefore, most successful leaders

should practice to be excellent as said by the five rules of leadership code one by one: strategist, executor, talent manager, human capital developer, and personal proficiency. According to Ulrich, Smallwood, & Sweetman (2008), the more a leader is going high, the more he needs to be excellent in these domains. Hence, the effective leader is considered to be one of the main factors to make a change in the organization successfully.

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