

## Visionary Leaders: Redefining Pedagogical Leadership & Empowering Education & School as a Learning Organisation for Principals of Bhutan

**Resource Persons** – Mrs. Pratima Mittal & Mrs. Abha Sadana

**Organizer** - Birla Institute of Management Technology

**Venue:** Vikramshila Leadership Centre, BIMTECH Knowledge Park 2, CR, Plot No-5, Greater Noida, Uttar Pradesh, 201306

**Numbers of participants:** 26

MIE in collaboration with the resource persons Mrs. Pratima Mittal conducted two sessions in the premises of BIMTECH Institute.



The session started on defining the meaning of Pedagogical leadership which incorporate the elements of instructional as well as transformative leadership. To demonstrate what should be the job of a leader, the facilitator ignited the interest of the participants by showing a video clip from a movie that was self-explanatory about how leaders motivate and develop critical thinking of their team mates and help them in realizing their potential and provide scaffolding to make it happen.

Core functions of the pedagogical leader were discussed in detail and participants were also encouraged to come up with various traits of such leaders and what are the ways to practice these traits and enhance them. The participants were given a handout to do the self-reflection on the extent to which they have various competencies of a pedagogical leader.





The next session started to understand ‘school as a learning organisation (SLO)’. Principals were made to think that how understanding the concept of a school as a learning organization involves recognizing that traditional education systems still carry remnants of the industrial-age production model. This model assumes that all students learn in the same way, that learning happens solely within the classroom rather than in the real world, and that students can be categorized as either 'smart' or 'dumb.' They agreed that such outdated notions need to be rethought to embrace a more inclusive and dynamic approach to education

Participants were encouraged to think and come up with some of the key features SLOs which incorporate shared vision, culture of inquiry, team learning, exchanging knowledge and above all the learning leadership.



A web creation activity was undertaken by using a ball of yarn wherein principals were requested to share the anecdotes they had taken in their school which resonates with the above features.

While discussing the feature of team building and collaborations, an example of Japan's lesson studies was well taken wherein teachers in groups reviews their lesson plans and improve them by listening and seeing the various practices teachers undertake in their class rooms. She underscored that the importance of inculcating system-level thinking and the importance of perceiving the whole is most important to bring about transformation in school education. The story of an elephant and the three blind men was taken up to make every one understand the importance of shared vision and complete communication cycle.

Participants were given the handouts wherein most important competencies of leadership were listed and principals were given the time of self-reflection for whether they believe in them and whether they follow them in their own school culture.



Feedback of the session: Participants were given the feedback form at the end of the session. They found the session very enriching and praised both the quality of the content and resource persons for its efficient and effective delivery. They specifically mentioned that they will recommend such sessions to their seniors when they speak to them and will also make a special mention of it.

Name: Chuzany Nardou Date: Tuesday, January 7, 2025

• What are the three most important things you learned during the training session?

- Feedforward.
- I see You
- I am That.

• Kindly give overall remarks regarding the Training Programme

Well planned and delivered.

Signature: \_\_\_\_\_ Date: 07/01/2025

Name: Kavva Phuntsho Date: Tuesday, January 7, 2025

• What are the three most important things you learned during the training session?

- ✓ Core function of school leadership
- ✓ School Learning Organisation
- ✓ Core Concept of learning organisation

• Kindly give overall remarks regarding the Training Programme

Wonderful.

Signature: \_\_\_\_\_ Date: 7/01/2025

Name: Nima Gyeltshan Date: Tuesday, January 7, 2025

• What are the three most important things you learned during the training session?

- Continuous learning.
- Team Collaboration.
- & Shared vision.

• Kindly give overall remarks regarding the Training Programme

- Knowledge information with lots of insight for the transformative leaders.

Signature: \_\_\_\_\_ Date: 7/01/2025

Name: Tashi Tshewang Date: Tuesday, January 7, 2025

• What are the three most important things you learned during the training session?

1. Pedagogical Leader
2. Leadership and Management
3. School as learning organisation (SLO)

• Kindly give overall remarks regarding the Training Programme

The training is excellent. Beyond ment

Signature: \_\_\_\_\_ Date: 07/01/2025

Name: Chhroku Wang Date: Tuesday, January 7, 2025

• What are the three most important things you learned during the training session?

1. Pedagogical leadership Competencies
2. Pedagogical leader attributes
3. How Qualitative role place as a School as learning (SLO)

• Kindly give overall remarks regarding the Training Programme

10 out of 10 (Enjoyed a lot)

Signature: \_\_\_\_\_ Date: 07/01/2025

Name: Daji Nangyal Date: Tuesday, January 7, 2025

• What are the three most important things you learned during the training session?

- ✓ Leadership Vs Management
- ✓ Pedagogical leadership
- ✓ Competencies of a leader.

• Kindly give overall remarks regarding the Training Programme

✓ Overall presentation was wonderful, relevant and useful to be implemented. The session was lively and enjoyed it till the last.

Signature: \_\_\_\_\_ Date: 07/01/2025

Name: Yonten Jamling Date: Tuesday, January 7, 2025

• What are the three most important things you learned during the training session?

- ✓ Components of the school as a learning organisation,
- ✓ Industrial Age Assumptions About schools.
- ✓ Four core functions of school leadership.

• Kindly give overall remarks regarding the Training Programme

It's a wonderful and insightful session which empowered us a lot.

Signature: \_\_\_\_\_ Date: 7/01/2025