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Features of Effective Educational Leadership from the Perspectives of Teachers.

Aysha Saeed Rashed Saeed Al Nuaimi

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FEATURES OF EFFECTIVE EDUCATIONAL LEADERSHIP FROM THE PERSPECTIVES OF TEACHERS

by

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ACKNOWLEDGMENT

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Abstract

The purpose of this study was to investigate the important characteristics and features influencing effective educational leadership from the perspectives of teachers. There were six main features that were investigated in this study. These are: model the way, inspire a shared vision, challenge the process, enables others to act, encourage the heart, and have a global mind set. The study was guided by one research question. Data for this study were collected through a survey questionnaire. It contains 36 close ended-questions and one open-ended question. The instrument rated responses on a five level Likert Scale questionnaire which is rated from strongly agree to strongly disagree. The participants were 414 teachers from public schools of Al-Ain Educational Zone. After collecting the questionnaires, data were analyzed using the analytical software the SPSS. For the open-ended question, the suggested features were computed to find out the percentage and the frequency. The result of the study indicated that there are eight important features of effective educational leadership. Three of these features were ordered to be the most three important features of effective educational leadership. These three most important features are: treating people with dignity and respect, encouraging and praising people for their jobs, and setting a personal model of what is expected.
DEDICATION

I dedicate this thesis to my mother and my family members. Without their patience, understanding, support, and most of all love, the completion of this work would not have been possible.
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Chapter 1

Introduction

Educational leadership is essential for ensuring that every child gets the education he/she needs to succeed. It has been called the "bridge" that brings together the many different reform efforts in ways that practically no other approach can.

Leadership is exercised not through individual charisma or heroic action, but by creating an organization that will survive (Ogawa and Bossert, 1997). Effective leadership means more than simply knowing what to do, how and why to do it. Effective leaders should know how to balance pushing for change while at the same time protecting aspects of culture (Waters and Marzano, 2003).

Effective educational leadership (EEL) consistently emerges as a variable that is critical to creating effective schools. Many research studies and books have discussed effective educational leadership. Some have shed light on the differences between effective and ineffective educational organizations. While each research has generated a set of descriptors that characterize effective or excellent schools, one variable has emerged as critically important, namely, the leadership abilities of the principal.

The whole idea of educational leadership is based on the influence of the principal on teachers. So it seems natural to measure educational leadership by examining the perceptions teachers have of principals. If teachers do not experience what principals do, what they do cannot be very influential in educational outcomes (Griff, 1999).

Historically, people have regarded leadership as a gift granted to the rare and the few, but today it is widely accepted that leadership skills can be taught and
developed and become more effective (Puccio, 2007). Wald et al. (2000) mentioned that over the years many schools have functioned under the hierarchical, command-and-control model of leadership that evolved during the Industrial Revolution. This era valued efficiency and uniform mass production of goods, all of which also became the earmarks of a successful organization and its leadership.

Many researchers have found it far more constructive today to study what leaders actually do than to focus on specific leadership traits, such as creativity or intelligence. This difference may be because of the different beliefs of whether leadership is skills and talents that leaders were born with or is something that could be acquired.

As we move on further in the 21st century, our schools continued to prepare our children to be productive citizens in a democratic society. Living in a technologically sophisticated age, knowledge, not goods, is the prize product today, and the future is created not predicted. So creating educated, well-qualified generations who really are committed to their culture and society and aiming at creating distinguished learning community should be the most important goal that has to be achieved.

**Statement of the Problem**

Regarding to the UAE community, the majority of the general public believe schools have stayed the same or gotten worse during the past five years which is considered a real issue that can be directly affected by the leadership style. Another issue is that raising the general level of quality in education has become a significant future challenge in the UAE and as it is known one of the most important roles of the school principal is raising the level of education.
Another reason was that the Public-Private Partnership (PPP) projects that were designed to transform schools into learning communities with an emphasis on developing a range of important skills. Creating a learning community where everyone can learn is one of the school leader's responsibilities that should not be assigned to someone else. School leaders should be well-prepared to reach this level.

The purpose of this study is to investigate the factors and characteristics that affect educational leadership in the UAE.

Charles A. Walker (2005) defined an effective leader as that one who inspires others to give maximum effort to achieve a worthwhile goal. Effective Educational Leadership (EEL) in educational organization is thus characterized by:

1. Creating, articulating and implementing a shared vision
2. Promoting a positive learning culture, and providing and applying best practices to student learning,
3. Promoting a safe, efficient, legal, and effective learning environment,
4. Inspiring trust and collaborating with the community and stakeholders to meet diverse community interest and needs,
5. Implementing and integrating technological tools to achieve a better learning community, and
6. Acting with integrity, fairness, and honesty in an ethical manner.

Research Question

This study seeks the answer to the following research question:

What are the most effective features that influence effective educational leadership from the perspective of a teacher in Al-Ain Education Zone?
Significance of the Study

Many people acknowledge the importance and the influence of effective leadership on individuals, institutions, and communities. Effective leadership can be influential in assisting these entities to thrive and achieve their goals. Ineffective leadership can hamper individuals and their collective growth and development and lead teachers to leave teaching. Identifying these factors may help school leaders to create an environment where learning opportunities are provided to everyone equitably and meaningfully. Moreover, such clear effective factors will develop those capacities, standards, and actions related to effective leadership. Realizing the factors of EEL will help and improve the kind and quality of our education system and help provide the society with better learning over generations.

The result of this study will help Abu Dhabi Educational Council (ADEC) to take suitable decisions for specialized training courses for school leaders. Moreover, the results of this study may help learners upgrade their personal and professional development and thus obtain the characteristics of effective leaders.

Definition of Terms

- EFL: Effective Educational Leadership enhances student outcomes through the creation of an environment where learning permeates the organizational culture. The educational leader is able to promote a shared community vision, mobilize people, lead curriculum and pedagogical practice, administrate effectively and reflect critically on all practice (Woods et al, 2004).

- LPI: Leadership Practices Inventory is a leadership assessment instrument that was created by James S, Kouses and Barry Z. Posner.
o ADEC: Abu Dhabi Educational Council that was found in 2005. It aims at
supporting all learners in the emirate of Abu Dhabi in reaching their full
potential to compete in the global market.

o MOE: Ministry Of Education in the UAE.

o Abu Dhabi: Is the capital and the second largest city in the UAE.

o Al-Ain: Is the second largest city in the Abu Dhabi Emirate and the fourth
largest city in the United Arab Emirates.
Chapter 2

Literature Review

This chapter contains three sections. The first addresses the theoretical background on effective leadership and the features of effective leadership. The second part offers some leadership theories, and the third reviews the literature and previous studies already completed on effective educational leadership.

Section 1: Theoretical Background

Effective leadership

Since the mid-1990s, leadership has become the key concept at work concerning the developing of policy and its practice in educational systems and organizations. Leadership is a contested concept. Historically, it has been defined through different perceptions of what counts as "good" leadership and what should be involved in leadership preparation. Those who focus on leadership discuss it in terms of a function within the organizational setting that may be performed by a particular individual or, more typically, be provided by individuals in appropriate situations or for appropriate issues. Leadership, therefore, can be seen as a fluid conception of an organizational characteristic or a quality that rests as much upon particular individual expertise as it does on a person's formal position or status within an organization (Woods et al., 2004).

At the core of most definitions of leadership are two functions: providing direction and instructions and exercising influence. Each of these functions can be carried out in different ways, and such differences indeed distinguish the many models of leadership from one another. As Yukl (2001) notes, leadership influences the interpretation of events for followers, the choice of objectives for the group or
organization, the organization of work activities to accomplish those objectives, the motivation of followers to achieve the objectives, the maintenance of cooperative relationships and teamwork, and finally the enlistment of support and cooperation from people outside the group or organization (Yukle, 2001).

Leadership is exercised not through individual charisma or heroic action, but by creating an organization that will survive and flourish (Ogawa & Bossert, 2006). Ogawa and Bossert also mention that effective school leaders are good leaders, distinguished by their vision and passion and by their capacity to bring a critical spirit into the complex and demanding job of headship, while at the same time focus on staff and pupil performance and classroom pedagogy.

Effective leadership means more than simply knowing what to do, how to do it, and why to do it. Effective leaders understand and know how to balance pushing for change while at the same time protecting aspects of culture, values, and norms deemed worth preserving. They have to know which policies, practices, incentives, and resources to align and how to align them while applying organization priorities. It is important to understand and value the people in the organization and know when, how, and why to create supportive learning environments that connect people with each other and provide the knowledge, skills, and resources they need to succeed. This combination of knowledge and skills is the essence of balanced leadership. (Waters, Marzano & McNulty, 2003).

Al-Gahdani (2002), stated that the Muslim administrative leader has a character which is distinguished it from others. This character is Islam which looked as leadership as an important part of human nature. Leadership constitutes a system that based upon human life and its interaction with other human beings.
Factors of Effective Educational Leadership

Deal and Peterson (1999) suggest that there are symbolic roles that educational leaders must play in order to be effective. These symbolic roles are:

- Historian: Probe the past to give meaning to the present and direction to the future.
- Anthropological sleuth: Look for present rituals and values
- Visionary: Draw a picture of a positive future
- Potter: Shape school culture
- Poet: Communicate clearly with language
- Healer: Heal wounds during transition.

Leaders play critical roles in identifying and supporting learning, structuring the social setting, and mediating its external demands. According to Edmonds, (1982) the characteristics of an effective school are: (1) the principal's leadership and attention to the quality of instruction; (2) a pervasive and broadly understood instructional focus; (3) an orderly safe climate conducive to teaching and learning; (4) Teacher behaviors that convey the expected knowledge to those who need to obtain at least a minimum mastery; and (5) the use of workable and clear measures of pupil achievement for program evaluation.

Regardless of where the leader is located at home, in early childhood programs, at kindergartens or high schools, or in colleges and universities, the effective leader exhibits behaviors that influence the learning environment in a positive and constructive manner over time.

Leithwood, et al (2004), found that leadership, second to classroom instruction, is the most influential characteristic in schools for student learning.
Senge (2002) mention five disciplines and five competencies for educational leaders. The disciplines are: personal mastery, shared vision, mental models, team learning and systems thinking.

The competencies necessary for educational leaders are 1) engagement i.e.; mobilize to tackle tough problems; 2) systems thinking which means recognize systems and find their leverage to lead learning; and 3) self-awareness where leaders have an impact on people and systems.

Features of Effective Educational Leadership

Ten essential elements for achieving schools success were mentioned in Leading American's Schools: The Critical Role of the Principal (1999). This book focused on the critical role of the principal. These elements indicate what was expected from the building principal to achieve the goals. High expectation, clear vision, leadership, teamwork, staff development, a strong appropriate curriculum, safe, clean and orderly environment for learning, genuine accountability, recognition and rewards for excellence, and a strong community and parental support were the most important elements expected from the school principal. The book also describes how the role of the principal has changed from that of a manager to now that of a leader in recent decades.

In a book developed by the National Association for Excellence and the Northwest Regional Educational Lab (Research and Improvement, 1999) eight key points of action for reaching international standards are clarified. The first key point of action was to develop partnerships between schools and businesses. Another point was that the school must be structured in a way that permits teachers to teach appropriate curricula. As the building leader, the principal's responsibility is to raise the awareness of the school community. The school principal is also responsible for
spreading the efforts toward implementing an integrated curriculum that includes basic skills.

Another key point was that learning assessment should include a wide variety of techniques. Parent involvement should be expanded to utilize parent support. A principal is also responsible for enhancing student self-esteem by delivering successful learning coupled with appropriate rewards. Teacher training should also be supported by the school principal.

Burgess (2001) presented four keys a successful principal should have. First, she/he should understand motivation. If the leader understands what really motivates people to change and do their best in this regard, he or she has a much better chance of achieving the goals of the school. The second key was maximizing communication skills. Burgess mentioned that by trying to truly understand someone and their points of view, a principal is sending the message to the person that "you are important". Managing self-directed teams was an important principal key to success. School leaders should give people a precise structure within which they can work to achieve their maximum potential. The fourth and last key to success as a principal is to create a continuous learning environment as a way to improve education.

The Maryland Task Force on Principalship who was the author of (Maryland Task Force on the Principalship: Recommendations for Redefining the Role of the Principal; Recruiting, Retaining, and Reward Principals, 2000) stated that the context of the principal's job has changed dramatically over the past 20 years. Bess Keller (1998) found that the best principals must have certain specific features. They should: a) recognize teaching and learning as the main business of the school, b) communicate the school's mission clearly and consistently, c) foster high standards for teaching and learning, d) provide clear goals and monitor the progress of students to meet them, e)
promote an atmosphere of trust and sharing, f) build an adept staff and make professional development a top concern and do not tolerate bad teachers.

During the past decade the National Council of Accreditation of Teacher Education (NCATE) and the Interstate School Leadership Licensure Consortium (ISLLC) have both been working to develop joint standards for the preparation and development of school leaders. These new standards, known as the Educational Leadership Constituent Council Standards, seek to develop educational leaders who promote the success of all students by meeting the following specific standards:

Standard 1: Facilitating the development, articulation, implementation and stewardship of a school or district vision of learning that is shared and supported by the school community.

Standard 2: Nurturing and sustaining a school culture and instructional program that is conducive to student learning and staff professional growth.

Standard 3: Ensuring precise and positive management of the organization, its operations, and resources for a safe, efficient, and effective learning environment.

Standard 4: Collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

Standard 5: Acting with integrity, fairness, and in an ethical manner.

Standard 6: Understanding, responding to, and influencing the larger political, social, economic, legal and cultural context of learning.

Standard 7: Undertake substantial, sustained, standards-based experiences in real settings planned and guided cooperatively by the institution and school district personnel for graduate credit.
These seven standards are essential to prepare future school leaders to be effective leaders and exceptional ones (Wilmore, 2001). They are used recently to prepare school leaders in a number of countries such as UAE.

In the coming decades, principals will need to play an ever larger role in the work of convincing the public to support public schools (Pierce, 2003). Pierce mentions in his book that being a principal means being part of the decision-making process for how to handle the big challenges ahead of us. Our communities are in need of leaders with foresight who can plan five to ten years ahead. They need excellence and equity. They need collaboration and cooperation. They need a structure in the education system that will attract excellence. They need to develop a greater connection between social policy and educational policy. These 21st century principals must do more and more. They have to be skilled at creating strong committed teams, which means that they need to be strong instructional leaders with the ability to develop teacher leaders who can help them run the schools.

Gorge (2007) indicated in his study that social justice leadership is indeed what good leadership should be all about. A social justice leader was described in this article as one who: a) places significant value on diversity and extends cultural respect, b) ends segregated and pull-up programs that prohibit the emotional and academic success of marginalized children, c) strengthens core teaching and core curricula, d) embeds professional development in collaborative structures and a context that accesses that core, e) knows that school cannot be great until the students with the greatest struggles are given the same rich opportunities academically and socially, f) collaboratively addresses the problem for how to achieve success, h) sees all data through a lens of equity, i) knows that building community and differentiation
are tools that will ensure that all students achieve success together, and j) becomes intertwined with the life, community, and soul of the school.

At the same time, he describes as a good leader as a person who: 1. works with sub-publics to connect with the community, 2. speaks of success for all children, 3. supports a variety of programs for diverse learners, 4. facilitates professional development and best practices, 5. builds a collective vision of a great school, 6. empowers staff and works collaboratively with them, 7. networks and builds coalitions, 8. uses data to understand the day-to-day reality of the school, and 9. understands that all children have individual needs.

In 2005, Stanford University published a study on school leadership on how to develop successful principals. The study mentioned that the role of the principal has swelled in recent years to include a staggering array of responsibilities. Principals are expected to be educational visionaries, instructional leaders, assessment experts, disciplinarians, community builders, public relations experts, budget analysts, facility managers, special programs administrators, and guardians of various legal, contractual, and policy mandates and initiatives.

Section 2: Leadership Theories

There are many leadership theories that discuss the different types of leadership. An attempt will be made here to highlight on the details of these theories.

A review of the leadership literature reveals an evolving series of 'schools of thought' that range from the "Great Man" and "Trait" theories to "Transformational" leadership. While the early theories tend to focus on the characteristics and behaviors of successful leaders, later theories began to consider the role of followers and the contextual nature of leadership.
The great man theories were based on the belief that leaders are exceptional people, born with innate qualities and destined to lead. The use of the term "man" was intentional since until the latter part of the twentieth century, as leadership was thought of as a concept that was primarily male, military and Western (Bolden et al 2003).

Trait theory which assumes that human beings are born with inherited traits and the right combination of those traits makes a person a leader. He mentions that leadership is a matter of traits whether inherited or acquired (Stogdill, 1974). Some of these traits were adaptability, social awareness, achievement oriented, decisive, dominant, energetic, cooperative, assertive, self-confident, persistent, responsible, and having a capacity to tolerate stress.

Another theory is the behavioral theory. An important appeal of the behavioral theory is that if we know what leaders do, then it is possible to teach people the skills of leadership. So in theory, everyone is capable of becoming a leader if that individual learns leadership properly. The theory is based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders, not on inherited mental qualities or internal states. According to this theory, people can learn how to become leaders through teaching, observation, and practice (Bolden, 2007).

Bass (1990) defined transformational leadership theory in terms of how the leader affects followers. He identified three ways in which leaders can transform followers. The first is to increase their awareness of task importance and value. The second is to get followers to focus first on team or organizational goals, rather than their own interests, and the last goal is to activate their higher-order needs. While transactional leadership involves motivating and directing followers primarily through appealing to
their own self-interest, the power of transactional leaders comes from their formal authority and responsibility in the organization. The main goal of the follower is always to obey the instructions of the leader.

Situational theory is another leadership theory. Graff (1983) mentions that in Situational Leadership theory, leaders analyze the needs of a situation and then use the most appropriate leadership style. Depending on the employees' competences in their task areas and commitment to their tasks, leadership style should vary from one person to another. It may even lead the same person one way sometimes and another way at other times.

Although there is not enough studies in the types of educational leadership in the UAE, it seems that there is a combination of leadership theories. The common theories that are adopted by leaders in the UAE are the transactional and the situational leadership (Wahbi, 1991).

Section 3: Previous Studies

Effective educational leadership is essential in any learning community. Realizing the features of educational leadership will help produce success for that education system. This literature review aimed to locate the national and international research and documentary evidence relating to leadership of schools. A wide-ranging search was undertaken, including an examination of electronic databases and search engines, such as ERIC, Google Scholar, a range of websites for research associations and government sites, and of printed and electronic journals on leadership in education. The following is a summary of previous studies on educational leadership.
Hughes, Jonnson, and Madjidi (1999) conducted a study on the efficacy of administrator preparation programs. The purpose of the study was to investigate the differences in the views that exist among administrators based on their demographic characteristics, (e.g., age, gender, and years of experience) and how these differences affected the design of curricula for this group. The chief administrators in 3,881 private schools in California were the population for this study. Then 700 chief administrators were selected randomly to be the sample. They included African Americans, Hispanics, Asians, and Native Americans. Their ages ranged from 41-60 and had experience that ranged between 4-15 years. The researchers used a survey instrument with a 5-point Likert scale to obtain the perceptions of these private school administrators. They also conducted a series of Chi-square analyses and reported the results using the p-value. After analyzing the data the researchers found that the majority of private school administrators held either doctorate of master's degrees which meant they were well educated. The results of this study indicated that there are no statistically significant differences for whether or not an administrator has completed his or her education and an administrator’s gender, ethnicity, years of experience and age.

Sten (2006) conducted a qualitative study of the aspects influencing the implementation of invitational education (a theory of practice; that is it is about putting perceptions to work) in schools in the US. The purpose of this study was to examine the aspects that can affect the effective implementation of invitational education in the schools. Purposeful sampling was selected from Kentucky and New Mexico. Of these, four schools were from Kentucky; two were elementary, one was a 9th grade school, and one was a high school. Of the group, five schools were in New
Mexico; two were early childhood centers, and three were elementary schools. All schools had a diverse population of students in terms of income and national heritage.

The researcher used the interviews as the tool for collecting data. He interviewed the principals, individual teachers, and the consultants from the selected schools. The interviews determined by timetable and particular circumstances of the school lasted from 60 to 90 minutes. All the interviews were transcribed into the computer.

Significant group comments were grouped into categories while analyzing the data. The finding of this study indicated that all the educational institutions selected in the study agreed that there are major aspects required for effective implementation, such as a PhD program, the role of leadership and the teachers, and in-school and out-of school conditions.

In addition, a study was done by Bathrolomay, Wallace & Mason (2001) on the leadership factors. The purpose of this study was to examine how curriculum, instruction, leadership and other factors contribute to exemplary and ideal results for all high school students. The sample was selected from a population of 114 schools nominated for the project due to their success. Four secondary schools were chosen by the National Advisory Panel as part of the Beacons of Excellent project.

The selected schools had high rates of inclusion of students with individual Education Plans within the general education program and high rates of graduation for all students, including students with disabilities. However, the schools varied in terms of per pupil resource allocation, number of students enrolled, and the percentage of students' receiving services for limited English proficiency. The researchers conducted a variety of data collection strategies. They collected documents on student achievement. They also conducted classrooms observation using a computerized data collection system. They conducted teacher surveys and interviews. After two years of
study, the researchers identified seven themes found to be essential to the success of inclusive high schools. These themes were: 1. challenging all students and their teachers to high standards 2. building an inclusive collaborative community for learning. 3. fostering a school culture of innovation and creativity. 4. Engaging stakeholders in school leadership. 5. hiring staff that will reinforce school values and vision. 7. using data for decision-making and school improvement planning. The relationships among these themes are important, and the study found that one theme alone would not work. The existence of the others was needed.

Shriberg (2002) studied the organizational factors influencing campus environmental performance and leadership. The purpose of this study was to examine the organizational factors that help determine why and how some campuses do emerge as sustainability leaders while most campuses lag behind in that same capacity. The target population for research was at both the institutional and the individual level. The institutional sample was purposive and non-random because the researcher implied that randomly-selected group of institutions would display little variability in environmental leadership because most institutions would exhibit no leadership. So, the study looked at 59 colleges and universities in the U.S. with 249 individuals. The researcher then conducted three different instruments to collect the data, which were composed of surveys, a comparative case study, and participant observations. This offered six conclusions.

Conclusion 1: Image-seeking behavior, collaborative decision-making structures, collegial atmosphere, and progressive or liberal political orientation are all strong positive non-environmental conditions for success in campus sustainability efforts. They are beneficial to a campus only when strongly linked to environment and social issues by change agents.
Conclusion 2: A diverse core of stakeholders with the support of the leaders can drive campus sustainability by acting in a coordinated manner and taking advantage of conducive organizational conditions as well as providing or capitalizing on a spark or catalyst.

Conclusion 3: Campus sustainability efforts are stronger when advocates appeal to institutional strategic positioning interests of high-level decision-makers and the personal ethics of those lower in the organizational hierarchy.

Conclusion 4: The low priority of environmental and interrelated social issues on the campus agenda greatly impedes movement toward sustainability.

Conclusion 5: Movement toward campus sustainability will occur when change agents convert disparate efforts into comprehensive efforts that are well integrated across departments and functional areas by convincing institutional leaders and other stakeholders about the criticality of sustainability at the institutional level.

Conclusion 6: The use of the term and concept of sustainability in campus environmentalism implies an effective, long-term, systemic and systematic approach to environmental and interrelated social and economic issues. A focus on sustainability represents a more advanced stage of campus environmentalism.

Regarding to these conclusions, image-seeking behavior, and collaborative decision-making and collegial atmosphere can be considered important factors in the success of any organization. Thus, effective leadership should make sure that these factors are from his/her priorities.

Further, Andre (2005) conducted a study on the changing nature of leadership. The purpose of this study was to explore the current field of leadership and forecast future trends. The researcher aimed to discover the challenges that leaders currently face and find out how the definition of leadership had changed over the last ten years.
The researcher relied on several independent streams of research, including survey research, interaction classroom research, archival research, and comparative benchmarking. The sample was 305 volunteers who had graduated from the Centre of Creative leadership development program (LDP). They were situated at different organizational levels of which 51% were in upper middle-level management and 30.5% were at the top management level; 16.9% were in the middle first level, and 1.7% had no relevant position.

Because the researcher was interested in the differences in leadership across geographic cultures, he took 33.3% of the sample from the global population and European countries, including the UK, Germany, Belgium, Ireland, Canada, France, and five other countries. The rest of the sample came from the US. 50% of the data were collected from participants who were between 36-40 while 14.5% of the data were collected from leaders age is 50 or above. The majority of the participants were males (at 67.2%) and the rest were female. The researcher used an Internet survey and two forms of interactive data collection as part of the experiences of the participants to collect data.

The findings of this research indicate that there is a significant difference between global population leadership and U.S. leadership. The global population made a greater jump from individual to more collective approaches from the past to the present, while there was a resistance toward such leadership approaches from US participants. The researcher offered three major findings: 1. The result of many of the leadership approaches seen in 1994 has appeared in more recent years. 2. Non-traditional views of leadership were often associated with studies of leadership in less hierarchical settings. 3. There was leadership when (a) leader and follower work
The best practices of women leadership were mentioned in a study conducted by Kates (2004). The purpose of this study was to investigate the perceptions of women superintendents regarding their own leadership practices. The researcher developed a list of five leadership practices which included challenging the process, inspiring a shared vision, enabling others to act, modeling the way, and encouraging the heart. The questions that the researcher then raised related to the differences in how women perceive their leadership practices based on age, years of administrative experience, size and structure of their districts, and how they describe effective leadership practices in general and their own enactment of those practices in particular.

The participants included 148 women drawn from a group of 196 women who were contacted to participate. The women were from different size districts; large, mid and small. The women were from different states that included Indiana, Illinois, Wisconsin, and Michigan. Of that group, 60% of the participants were between 50 and 60, and 66% held doctorates. Of the group 95% of the participants were European-American, and 85.1% were married.

The researcher used Inventory-self (LPI-Self) to measure the perceptions. He conducted a survey, interviews, and acquired a demographic questionnaire. The survey consisted of fifteen questions that asked for both personal and professional information. A post hoc analysis using Tamhane's T2 for unequal variance was also conducted. The analysis of variance showed that there was a statistically significant difference in the size of the district and perceived leadership practices. Women superintendents in the largest school districts perceived themselves to be using or challenging the process and inspiring a shared vision more than did women in mid—
size and small school districts. No other significant differences or findings were found.

Neimann & Koze (2008) conducted a study about the relationship between leadership practices and organizational culture. The purpose of this study was to investigate the relationship between leadership practices for the principal and the school culture. A sample of 30 schools participated in this research. The researchers used two measurement instruments. The first was the leadership practices inventory (LPI) which measures leadership practices, and the second was Goffee and Jones's organizational culture questionnaire, which consists of 14 items rated as low, medium, or high. The STATA data processing program was used to compute the correlations between the variables. The researchers also used Linear regressions and regression fit graphs to analyze the collected data. The result of the study showed that there is a positive relationship between a principal's leadership practices and the sociability and solidarity dimensions of their school cultures.

Olayele (2008) conducted a study on principal leadership behavior and school learning culture. The purpose of this study was to investigate the relationship between principal leadership behavior and school learning culture. A group of 65 secondary schools were randomly selected in Ekiti State from 161 secondary schools. The researcher selected purposive sampling, which was to acquire 650 teachers from the selected 65 schools. The selection of the researcher was based on the experience of 2-5 years with the current principal to effectively assess the leadership of that principal. The researcher used two instruments for the study, a survey and a questionnaire with two sections. Section A related to the talent constructs of leadership, and Section B dealt with the construct of a school learning culture. He then used a one-way ANOVA and Spearman's correlation to determine the strength of the relationship between the
variables. After analyzing the data, the researcher concluded that there is a significant relationship between leadership style and school learning culture.

Another study on transformational leadership was conducted by Leithwood and Jantzi (1990). The purpose was to examine the practices of administrators in each of 12 schools that had developed highly collaborative professional relationships over a three-year period in the context of a school improvement initiative. Of the 12 schools selected for the study, 6 were from a larger project on school improvement, and the rest were not related to this project. The researchers raised three carefully-guided questions. The first question concerned the extent to which the schools had achieved collaborative cultures and the reasons for variation in the degrees to which these cultures had been achieved. The second question inquired about the significance of the larger set of improvement processes in which people engaged to developed collaborative cultures. The third question addressed the strategies used by school administrators to develop more collaborative school cultures.

The data were collected using semi-structured interviews during a two-day visit and a principal's questionnaire. The data were analyzed using a method adapted from the work of Miles and Huberman (1984) for qualitative analysis. The results of the study suggested the feasibility of developing more collaborative school cultures within a relatively brief period of time and clarified the role played by the larger context of school improvement to foster collaboration. The researchers described specific strategies used by the administrators. These strategies were associated with a concept of leadership termed as “transformational”.

Social justice education leaders and resistance was another study conducted by Theoharis (2007). This study sought to develop a theory of social justice educational
leadership. Purposive sampling was selected. Seven public school leaders out of eighteen were selected based on the selection criteria. The researcher used interviews to collect the data. After analyzing that data, the researcher developed a description for (a) how the principals enacted social justice; (b) the resistance they faced and the toll that resistance had on them and (c) the strategies they developed to sustain their social justice work despite the resistance. The researcher also indicated the implications of administrator preparation. Some of the features the researcher mentioned as positive for a good social justice leader to acquire were the following: a) places significant value on diversity, b) strengthens core teaching and the core curriculum, c) embeds professional development in collaboration structures and contexts, d) sees all data through the lens of equity, and e) is intertwined with the life, community, and soul of the school.
Chapter 3

Methodology

Research Method

This chapter presents the methodology of the current research. As shall be seen, that methodology is influenced by the purpose of this study, which is to investigate the most important features that can affect effective educational leadership in government schools in the Emirates of Abu Dhabi. The chapter discusses the research design, research instrument, the sample, and the procedures followed for the research.

Research Design

This study is a descriptive survey research. It aims at collecting data about the features of effective educational leadership from teachers' and "describes the way things are and concerns with the assessment of attitudes and opinions" (Gay & Airasian, 2000, p 138).

In this research, the samples were collected from the population randomly. A questionnaire was designed to collect data as that method requires less time, is less expensive, and permits the collection of data from a much larger sample. Questionnaires can be individually administered to each respondent, but for efficiency, they are usually mailed (Gay & Airasian, 2000). The designed questionnaire, consisting of 36 closed-ended questions was handed to the participants in their schools.
The Instrument

The study utilizes a survey that was completed by school teachers. A questionnaire was distributed to teachers in the Al-Ain schools. It used a five levels Likert scale questionnaire, rated responses from strongly agree to strongly disagree. The questionnaire included 36 close-ended questions with six main categories and one open-ended question. The questionnaire sheet was short to ensure it would not take more than 15-20 minutes to complete and therefore encourage the participants' to cooperate. The sheet was accompanied by a short cover letter that explained the purpose of the study. Demographic data were used as the first part of the survey and contained age, gender, level of education, years of experience, and the current held position. Arabic copies of the questionnaire were handed out to the teachers.

The researcher had the permission of using a designed LPI questionnaire. The researcher conducted some modifications on this questionnaire. A copy of the permission is presented in Appendix B.

The final version of the instrument is presented in Appendix A

Validity and Reliability

Expert opinions were gathered and reviewed to test the content validity of the survey. Content validity was established using a jury of five doctors and professors who specialize in educational leadership. This jury judged the relevance of the instrument to the study, the belonging of each item to its subscale, and the wording of the items therefore, the final draft of the questionnaire was tested by giving it to 10 respondents to gain their valuable feedback to improve the instrument before implementing it. " Pretesting a questionnaire provides information about deficiencies
and suggestions for improvement. Even a small-scale pilot study based on a small number of participants can help in refining procedures, such as instrument, scoring routine and analysis techniques" (Gay & Airasian, 2000, p 154). The content of the instrument was designed by conferring with a master certified coach in educational leadership.

The reliability of the final instrument was assessed using the Cronbach's alpha .963 which was a very high reliability. "Cronbach's alpha is an index of reliability associated with the variation accounted for by the true score of the "underlying construct. The construct is the hypothetical variable being measured. An Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous and/or multi-point formatted questionnaires or scales. The higher the score, the more reliable the generated scale is" (Santos, 1999, p.297-299).

Population

The participants in this study were selected randomly from Al-Ain Educational schools. In the Al-Ain Educational Zone there are 128 governmental schools (secondary, preparatory, elementary and models) with about 4771 teachers of which 60% of them were females and the others were male. Of the full group 40% of the teachers were national citizens of the UAE. Nearly all the national teachers held the Bachelor's degree and some held Master's degrees (6%). The remainder were from Egypt, Sudan, Syria, and Tunisia and other Arab countries and some were from the UK, the US, and South Africa (ADEC Statistical Factbook, 2010)
Participants

A stratified sampling of schools was completed according to the type of school. According to table 4.2 that was mentioned by Gay and Airasian (2000) to determine the sample size, it is found that the appropriate sample in Al-Ain Educational Zone was 380 teachers. So, 414 questionnaires were handed out the teachers. Teachers were selected randomly. 18 schools were selected with nine male schools and nine female schools. From the male schools 2 high schools, 2 preparatory and 2 elementary schools were selected randomly. The only three modal schools from each level were purposively selected. The same process was done with the female schools and 414 teachers with 207 males and the 207 females selected randomly from the 18 schools. Then 23 teachers from each school were selected randomly. Their ages varied from 20 to more than 40 with their experience ranging from 3 years to more than 15 years in teaching.

Procedures

After constructed the questionnaire, it was tested on 10 respondents and then slightly changed according to their comments and feedback. After that, the questionnaire was handed out to the teachers in their schools. It took about two weeks to distribute and collect the questionnaires. Of the 414 questionnaires distributed, 70% of the questionnaires were returned. (267) valid questionnaires were completed and the other 13 were not. After collecting the questionnaire, the data were inserted into an SPSS file and then analyzed. The data were analyzed in the UAE University Lab using the analytical software SPSS.
Limitations and Delimitation

There were certain limitations that pertained to this study. First, the sample did not address all the educational zones in the Emirates. The private schools in Al-Ain were excluded from this study as the purpose of this study was to investigate the perceptions of local teachers who can be more available in governmental schools.

The questionnaires were handed only to the teachers because the purpose of this study was to get their perceptions on effective leadership practices. They are the only group that are mostly involved in schools communities and live the real situations of leadership practice. Moreover, the study utilized mainly close-ended questions because they are easy to answer by teachers and less time-consuming as well, so respondents would not get bored.

Ethical Considerations

All participants were informed before the commencement of data gathering and were guaranteed that they were free to agree or disagree to participate in the study. Their refusal would not in any way affect their professional evaluations. The participants were free to withdraw from participation at any stage, and doing so would not in any way be used against them. The objectives of the study and the involvement of the participants were well communicated in advance and their consent to participate was sought in writing. No personal information about the teachers was collected, and thus this study did not constitute an invasion of any privacy.
Chapter 4

The Data Analysis

Introduction

This chapter presents a description and analysis of the data collected from the participants of the study through distributed questionnaires. The chapter is subdivided into three parts. The first presents an analysis of the demographic information for all the participant teachers according to gender, age, years of experience, qualifications, and nationality). The second part provides a summary and statistical analysis of the answers obtained from the teachers wherein they rated their answers from totally agree to totally disagree according to a Likert scale. The last part of the chapter offers a summary and an analysis of the teachers' opinions on the most important features of educational leadership.

The questionnaire was divided into three sections. The first section included demographic information to be completed by the teachers for their gender, age, qualifications, years of experience, and nationality. The second part of the questionnaire was divided into six categories. Each category contained six components rated according to the five level Likert scale. These six categories were the following: Modeling the way, inspiring a shared vision, challenging the process, enabling others to act, encouraging the heart, and having a global mindset. The third section of the questionnaire allowed the participants to provide their independent opinions about what they believed to be the most important features of effective educational leadership.
Participant Demographics

267 valid questionnaires were completed out of 414 questionnaires sent out to 18 male and female schools in the Al-Ain Educational Zone.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>91</td>
<td>34.0</td>
</tr>
<tr>
<td>Female</td>
<td>104</td>
<td>38.8</td>
</tr>
<tr>
<td>Missing information</td>
<td>72</td>
<td>26.9</td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The above table displays the gender of the participants. As shown, the highest number of participants were female. In this study there were 104 (38.8%) female teachers and 91 (34%) male teachers and 27.2% were missing information.

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-25</td>
<td>9</td>
<td>3.4</td>
</tr>
<tr>
<td>26-30</td>
<td>61</td>
<td>22.8</td>
</tr>
<tr>
<td>31-35</td>
<td>47</td>
<td>17.5</td>
</tr>
<tr>
<td>36-40</td>
<td>46</td>
<td>17.2</td>
</tr>
<tr>
<td>Above 40</td>
<td>65</td>
<td>24.3</td>
</tr>
<tr>
<td>Missing information</td>
<td>39</td>
<td>14.6</td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100.0</td>
</tr>
</tbody>
</table>

This table displays the age of the participants. As shown, the highest percentage of the participants were those older than 40 (24%), while the lowest percentage was between 20-25 (3.4%). Those who were ages 26-30 totaled 22.8% of all participants.
Table 4.3

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHD</td>
<td>3</td>
<td>1.1</td>
</tr>
<tr>
<td>MA</td>
<td>16</td>
<td>6.0</td>
</tr>
<tr>
<td>BA in Education.</td>
<td>99</td>
<td>36.9</td>
</tr>
<tr>
<td>BA (general?)</td>
<td>100</td>
<td>37.3</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>5.2</td>
</tr>
<tr>
<td>Missing information</td>
<td>35</td>
<td>13.1</td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100.0</td>
</tr>
</tbody>
</table>

This table summarizes the participants' qualifications. As shown, the highest percentage of participants held a Bachelor degree, but not in education. They represented 37.3% of the participants while 36.9% of the participants had a Bachelor in Education. Only 6% had a Master's degree and 1.1% held the PhD.

Table 4.4

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 years and less</td>
<td>36</td>
<td>13.4</td>
</tr>
<tr>
<td>4-7</td>
<td>48</td>
<td>17.9</td>
</tr>
<tr>
<td>8-14</td>
<td>63</td>
<td>23.5</td>
</tr>
<tr>
<td>15+</td>
<td>87</td>
<td>32.5</td>
</tr>
<tr>
<td>Missing information</td>
<td>33</td>
<td>12.7</td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100.0</td>
</tr>
</tbody>
</table>

This table displays the frequency and percentage of the participants in terms of years of experience. As shown, the highest percentage of the participants were those over 15 years of experience representing 32.5%. The lowest percentage were those with 3 years of experience or less. Additionally, 23.5% of the participants had 8-14 years of experience.
Table 4.5.

Nationality

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td>131</td>
<td>48.9</td>
</tr>
<tr>
<td>Nonlocal</td>
<td>108</td>
<td>40.3</td>
</tr>
<tr>
<td>Missing</td>
<td>28</td>
<td>10.4</td>
</tr>
<tr>
<td>information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100.0</td>
</tr>
</tbody>
</table>

This table displays the frequency and the percentage by nationality. As shown, the highest percentage of the participants were from local at 48.9%, while 40.3% were from other Gulf and Arab countries.

Educational Leadership Survey Data

To analyze the quantitative data relevant to questionnaire statements, the researcher followed several specific steps. First, the obtained data were all coded and entered into the SPSS file. Second, the SPSS program was utilized throughout for the statistical analysis. Based on the features of educational leadership, the questions were arranged into six groups or categories. Each group contained six different elements that were rated from totally agree to totally disagree.

Table 4.6.
Statistics

<table>
<thead>
<tr>
<th></th>
<th>Feature A</th>
<th>Feature B</th>
<th>Feature C</th>
<th>Feature D</th>
<th>Feature E</th>
<th>Feature F</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>Valid</td>
<td>217</td>
<td>185</td>
<td>183</td>
<td>175</td>
<td>173</td>
</tr>
<tr>
<td></td>
<td>Missing</td>
<td>50</td>
<td>82</td>
<td>84</td>
<td>92</td>
<td>94</td>
</tr>
</tbody>
</table>
The first category of the identified features of educational leadership was "model the way", which consisted of six sub-features. As shown in the above table, 81.3% of the participants answered this question. 46.4% of these believed that educational leadership must "set a personal example of what is expected" and "follow through on promises and commitment" each of these replies charting at 23.2%. The lowest (4.9%) rating was for the sub-feature, "making certain that people adhere to agreed-on standards". The same number of participants (8.2%) selected "asks for feedback on how his/her actions affect others' performance" and "builds a consensus around an organization's values" in relative terms. Finally, 23.2% of the participants agreed that educational leadership has to "follow through on promises and commitments."
Category 2: Inspire a shared vision.

Table 4.8

Inspire a shared vision

<table>
<thead>
<tr>
<th>Feature</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shows others how their interests can be realized.</td>
<td>37</td>
<td>13.9</td>
</tr>
<tr>
<td>Speaks with conviction about the meaning of work.</td>
<td>49</td>
<td>18.4</td>
</tr>
<tr>
<td>Appeals to others to share their dream for the future.</td>
<td>37</td>
<td>13.9</td>
</tr>
<tr>
<td>Describes a compelling image of the future.</td>
<td>15</td>
<td>5.6</td>
</tr>
<tr>
<td>Paints a &quot;big picture&quot; of group aspirations.</td>
<td>8</td>
<td>3.0</td>
</tr>
<tr>
<td>Talks about future trends influencing our work.</td>
<td>39</td>
<td>14.6</td>
</tr>
</tbody>
</table>

Total: 185 (69.3%)

Missing information: 82 (30.7%)

Total: 267 (100.0%)

As shown in Table 4.8, the category is about "inspiring a shared vision" which consisted of six sub-features. A total of 69.3% of the participants completed this question. According to the above table, 18.4% of these participants believed that "speaking with conviction about the meaning of work" was the most important feature of this category and thus had the highest rating, while 3% believed in the importance of "painting a "big picture" of group aspirations" as the most important aspect.

Further, 14.6% of them selected "talks about the future trends influencing our work" as the most important sub-feature. Mostly, the rest of the participants selected the sub-features "appeals to others to share their dream of the future" (13.9%), and "shows others how their interests can be realized" (13.9%) as the most important aspects.
**Category 3: Challenge the process**

Table 4.10.

**Challenge the process**

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Searches outside organization/school for innovative ways to improve</td>
<td>4 2</td>
<td>15.7</td>
</tr>
<tr>
<td>- Seeks challenging opportunities to test skills</td>
<td>21 7.9</td>
<td></td>
</tr>
<tr>
<td>- Asks &quot;What can we learn?&quot;</td>
<td>21 7.9</td>
<td></td>
</tr>
<tr>
<td>- Makes certain that goals, plans, and milestones are set</td>
<td>63 23.6</td>
<td></td>
</tr>
<tr>
<td>- Experiments and takes risks</td>
<td>24 9.0</td>
<td></td>
</tr>
<tr>
<td>- Challenges people to try new approaches</td>
<td>12 4.5</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>183 68.5</td>
<td></td>
</tr>
</tbody>
</table>

**Missing information**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>84 31.5</td>
<td></td>
</tr>
<tr>
<td>Total 267 100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9 summarizes the third category, which is "challenge the process". As shown, 68.5% of the participants completed this table. The highest rating was 23.6% for choosing "makes certain that goals, plans, and milestones are set" as the most important feature of this category, while the feature of "challenges people to try new approaches" was selected by but 4.5% of the participants and was the lowest rating.

Two groups of participants (7.9% each) selected "asks what we can learn?" and "seeks challenging opportunities to test skills", while relatively 9.0% of the group 0 selected the sub-feature "experiments and takes risks".
**Category 4: Enable others to act**

Table 4.11

<table>
<thead>
<tr>
<th>Enable others to act</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Actively listens to diverse points of view</td>
<td>60</td>
<td>22.5</td>
</tr>
<tr>
<td>- Treats people with dignity and respect</td>
<td>62</td>
<td>23.2</td>
</tr>
<tr>
<td>- Supports decisions other people make</td>
<td>10</td>
<td>3.7</td>
</tr>
<tr>
<td>- Develops cooperative relationships</td>
<td>12</td>
<td>4.5</td>
</tr>
<tr>
<td>- Ensures that people grow in their jobs</td>
<td>11</td>
<td>4.1</td>
</tr>
<tr>
<td>- Gives people choices about how to do their work</td>
<td>20</td>
<td>7.5</td>
</tr>
<tr>
<td>Total</td>
<td>175</td>
<td>65.5</td>
</tr>
<tr>
<td>Missing information</td>
<td>92</td>
<td>34.5</td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As demonstrated in Table 4.10, nearly half of the participants (45.7%) selected, respectively, "treats people with dignity and respect" and "actively listens to diverse points of view" as the most important features of this category and the highest percentage. The lowest ratings (3.7%), (4.1%) and (4.5%) were for "supports decisions other people make", "ensures that people grow in their jobs" and "develops cooperative relationships" relatively.

**Category 5: Encourage the heart**

Table 4.12

<table>
<thead>
<tr>
<th>Encourage the heart</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Gives team members appreciation and support</td>
<td>57</td>
<td>21.3</td>
</tr>
<tr>
<td>- Recognizes people for their commitment to shared values</td>
<td>29</td>
<td>10.9</td>
</tr>
<tr>
<td>- Creatively rewards people for their contributions</td>
<td>17</td>
<td>6.4</td>
</tr>
<tr>
<td>- Expresses confidence in people's abilities</td>
<td>32</td>
<td>12.0</td>
</tr>
<tr>
<td>- Praises people for a job well done</td>
<td>22</td>
<td>8.2</td>
</tr>
<tr>
<td>- Finds ways to celebrate accomplishments</td>
<td>16</td>
<td>6.0</td>
</tr>
<tr>
<td>Total</td>
<td>173</td>
<td>64.8</td>
</tr>
<tr>
<td>Missing information</td>
<td>94</td>
<td>35.2</td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100.0</td>
</tr>
</tbody>
</table>
As shown in the above table, 64.8% of the participants completed this question. The highest number selected "gives team members appreciation and support" as the most important feature of leadership (21.3%), while the lowest number (6%) and (6.4%) selected "finds ways to celebrate accomplishments" and "creatively rewards people for their contributions" as their most important criteria. Further, 10.9% and 12% of the participants selected "recognize people for commitment to shared values" and "expresses confidence in people's abilities" relatively.

**Category 6: Have a global mindset**

*Table 4.13*

<table>
<thead>
<tr>
<th>Have a global mindset</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Respects cultural differences.</td>
<td>42</td>
<td>15.7</td>
</tr>
<tr>
<td>- Willing to adapt, learn, and cope/interact with other cultures.</td>
<td>56</td>
<td>21.0</td>
</tr>
<tr>
<td>- Has positive attitude toward those from other cultures and regions</td>
<td>16</td>
<td>6.0</td>
</tr>
<tr>
<td>- Builds effective alliances with other organizations.</td>
<td>11</td>
<td>4.1</td>
</tr>
<tr>
<td>- Has the ability to manage tension between corporate requirements and local challenges.</td>
<td>29</td>
<td>10.9</td>
</tr>
<tr>
<td>- Make decisions that reflect global consideration.</td>
<td>37</td>
<td>13.9</td>
</tr>
<tr>
<td>Total</td>
<td>191</td>
<td>71.5</td>
</tr>
<tr>
<td>Missing information</td>
<td>76</td>
<td>28.5</td>
</tr>
<tr>
<td>Total</td>
<td>267</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.12 represents the six features of the fifth category. As shown, the highest rating was for the feature "willing to adapt, learn, and cope with other cultures" which was 21.0%, while the lowest feature was "builds effective alliances with other organizations" at 4.1% and "has positive attitude toward those from other cultures and regions" at 6%. Also the second high percent was 15.7% where participants believed that a leader should respect cultural differences.
Open-ended Questions

To determine the most important feature of effective educational leadership from the point of view of the teachers, the researcher followed the following steps:

- At the end of each questionnaire, the researcher left three lines for the participants to put in order from their point of view the three most important features.
- The participants' answers were categorized into three categories-- the most important, important and less important. The researcher learned that eight different features were selected as the most important feature.
- These features were computed to learn their percentage and frequency.

Table 4.14

The most important features

<table>
<thead>
<tr>
<th>Valid Features</th>
<th>Frequency</th>
<th>Percent</th>
<th>Ranking 1</th>
<th>Ranking 2</th>
<th>Ranking 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treats people with dignity and respect</td>
<td>80</td>
<td>44.4</td>
<td>43</td>
<td>16</td>
<td>21</td>
</tr>
<tr>
<td>Encourages and praises people for their jobs.</td>
<td>44</td>
<td>24.4</td>
<td>8</td>
<td>13</td>
<td>23</td>
</tr>
<tr>
<td>Plans ahead.</td>
<td>22</td>
<td>12.2</td>
<td>9</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Sets a personal model for what is expected.</td>
<td>44</td>
<td>24.4</td>
<td>35</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Actively listens to diverse point of views.</td>
<td>48</td>
<td>26.6</td>
<td>14</td>
<td>22</td>
<td>12</td>
</tr>
<tr>
<td>Experiments and takes risks.</td>
<td>26</td>
<td>14.4</td>
<td>3</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>Cooperatively supports teamwork.</td>
<td>38</td>
<td>21.1</td>
<td>3</td>
<td>11</td>
<td>24</td>
</tr>
<tr>
<td>Expresses confidence in people's abilities.</td>
<td>27</td>
<td>15.0</td>
<td>6</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>180</td>
<td>67.4</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Missing System

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent 87</th>
<th>Percent Total 100.0</th>
</tr>
</thead>
</table>

| Total     | 267        | 100.0              |
As shown in the table above, 67.4% of the participants completed this part of the questionnaire. Of this group, 44.4% of them mentioned the sub-feature "treats people with dignity and respect" as the most important feature of leadership. Further, 43 of the participants ranked this feature as number (1) while 21 of them ranked it as number (3). The second sub-feature "Encourages and praises people for their jobs" was mentioned by 24.4% of the participants. Only 8 of them ranked this feature as feature number (1); however, 23 ranked it as number (3). The rest of the participants ranked it as number (2).

The next sub-feature was "Plans ahead". It was mentioned by 12.2% of the participants, and 9 and 8 of them ranked it as feature number (1) and feature number (2), respectively. Further, 35 participants out of 44 who mentioned "sets a personal model of what expected" as the most important feature, ranked it as feature number (1), while 2 participants only ordered it as number (3).

The sub-feature "actively listens to diverse point of views" was mentioned by 26.6% of the participants, and 22 of them ranked it as number (2) However, 14 and 12 of them ordered it as number (1) and (2), respectively. Further, 3 out of 26 of the participants ranked the sub-feature "experiments and takes risks" as number (1); on the other hand, 16 of them ranked the same feature as number (3).

Then 38 of the participants selected the sub-feature "cooperatively supports the team work" as their most important feature, and 24 out of 38 of those participants ranked this feature as number (3) while 3 and 11 ranked it as number (1) and (2), respectively. 15.0% of the participants mentioned the sub-feature "expresses confidence in people's abilities" as the most important feature, and 6 out of 27 ranked this quality as number (1). Then 6 and 12 of the participants ranked it as number (2) and number(3), respectively.
As demonstrated in the same table, the highest percentage of participants (44.4%) rated "treats people with dignity and respect" as the most important sub-feature while the lowest percentage (22.2%) rated "plans ahead" as the most important feature. Further, 24.4% of the participants rated relatively "encourages and praises people for their jobs" and "sets a personal model of what expected" as the most important sub-features, while 26.6% of the teachers rated "actively listens to diverse point of views" as the most important feature, and 14.4% and 15.0% of the participants rated "experiments and takes risks" and "expresses confidence in people's abilities" as their most important sub-features relatively. Finally, 21.1% of the participants rated "cooperatively supported teamwork" as the most important sub-feature.

As for the ranking or order of the most important features, 43 of the participants ranked "treats people with the dignity and respect" as number (1). The second highest rating for number (1) was the sub-feature "sets a personal model of what expected", and it was rated by 35 teachers. The lowest rated (3 participants) for number (1) were for "cooperatively supports teamwork" and "experiments and takes risks" respectively. Only 6 and 8 of the participants ranked "expresses confidence in people's abilities" and "encourages and praises people for their jobs" as number (1), respectively.

As for a rating for a ranking for order number (2), 22 of the participants ordered "actively listens to diverse point of views" which was the highest rating. Then 11 and 13 of the participants ranked "cooperatively supports teamwork" and "encourages and praises people for their jobs" as number (2) relatively. The lowest rating for the number (2) order or ranking were "sets a personal model of what is expected" and "experiments and takes risks", rated as number (2) (?) by 7 of the participants. Only 8
and 9 of the participants placed "plans ahead" and "expresses confidence in people's abilities" as number (2), respectively.

The highest rating for order number (3) was for (23 and 24 of participants) "encourages and praises people for their jobs" and "cooperatively supports teamwork" relatively while the lowest rating was for "sets a personal model of what is expected" mentioned by only 2 participants. Of the participants, 12 and 16 ranked the sub-features "expresses confidence in people's abilities" and "experiments and takes risks" as number (3).

By comparing the findings of both quantitative data and the open-ended question, the researcher found out that in the two types of data teachers believed that "setting a personal example of what is expected", "planning ahead", and "Giving team members appreciation and support" were the most important features of effective educational leadership. It was clear that regardless the ranking, both types of data supported each other.

On the other hand, there were some differences between the findings of both types of data. From the perspectives of teachers "following through promises and commitment", "speaking with conviction about the meaning of work", and "willing to adapt, learn and interact with other cultures" were the most important features of educational leadership that were not mentioned in the open-ended questions. While "encouraging and praising people for their work", "actively listening to diverse point of views", "experimenting and taking risks", and "expressing confidence in people's abilities" were only mentioned in the open-ended questions as the most important features of effective educational leadership from the perspectives of teachers.
CHAPTER 5

Discussion, Summary, Conclusion and Recommendations

In this Chapter, an analysis and discussion of the most important features that influence effective educational leadership will be presented. The last section of the chapter presents the recommendations.

Summary of the Study

The purpose of this study was to investigate the most important features and characteristics that influence effective educational leadership from the perspective of teachers in Al-Ain public schools.

The features investigated in this study were classified into six categories which included modeling the way, inspiring a shared vision, challenging the process, enabling others to act, encouraging the heart, and having a global mind-set. These are based on the leadership practice inventory (LPI) that was developed by Barry Zweible, a master certificated coach. Permission was taken to use these categories in the study.

This research sought to find the answer to the following question:

What are the most effective features that influencing effective educational leadership from the perspective of teachers in Al-Ain public schools?

The data for study were collected using a questionnaire wherein the queries were rated on Likert -scale from strongly agree to strongly disagree. The questionnaire contained 36 close-ended questions and a single open-ended question. Then 414 questionnaires were distributed to teachers in 18 male and female schools in the Al-Ain Educational Zone (23 questionnaires for each school). The schools were stratified and purposively selected while teachers were randomly selected. 267 completed
questionnaires were returned with a 60% reply rate. The survey was divided into three parts:

- The first part asks questions about the demographic information of the participant, including age, gender, qualification, years of experience and nationality.

The second part had six categories, each with six sub-features. These categories were modeling the way, inspiring a shared vision, challenging the process, enabling others to act, encouraging the heart, and having a global mindset. For each category, the participants were to choose their most important sub-feature.

- The third part of the questionnaire had one open-ended question where the participants could rank the three most important features they had reviewed regarding effective educational leadership.

The finding of these questions were analyzed and displayed in three different kinds of tables: a) Tables that displayed the frequency and the percentage of each item in each category. b) Tables that displayed the frequency and percentage of the most important sub-feature in each category, and c) A table that displayed the frequency and percentage to provide an order for the most important feature from the teachers' perspectives.

**Discussion and Conclusion**

*Model the way*

As mentioned, six sub-features fall under this category. The largest number of teachers (46.4%) believed that effective educational leadership should set a personal example for what is expected and follow through on promises and commitments; 35% the second high percentage of teachers ranked "sets a personal model of what expected" as number one.
The related literature supported this finding of the study. Effective leadership is a phenomenon that resides in the context of positive interactions between leaders and followers and makes leadership available to everyone. As a process, leadership can be observed in leader behaviors and can be learned. When the process gets tough, a leader tells others what to do and shows that it can be done (Northouse, 2010).

There was no significant relation found between gender, age, or experience, and the most important sub-feature. However, a statistical significant relation ($p<.002$) was found between qualifications and the features of "setting a personal example for what is expected and following through on promises and commitments" in this category.

Most of the teachers who rated these two features as the most important ones had a BA, but not in education. According to the analysis of demographic information, 35.7% of the teachers had a BA not in education. This is considered the highest percentage of the sample having qualifications. This view can be justified since teachers who graduated from the College of Education must complete a practical course in school before graduation. That course is not needed for graduates of Humanitarian and Social Science College. Some of this group of teachers may have less experience in education than others, so they need a real model for what is expected from them before they are asked to do it. In contrast, no statistical significance was found between gender and the most important feature of effective educational leadership "setting a personal example for what is expected and following on promises and commitments".

*Inspire a shared vision*

Six sub-features can be found in this category. The largest number of participants (33.5%) believed that speaking with conviction about the meaning of work and
talking about future trends that influence that work are the most important features of effective educational leadership, as selected respectively. Of the teachers, 27.8% believed that effective leadership should appeal to others to share the dream of the future and show others how their interests can be fulfilled. This finding supports what Gardiner (2006) says about successful leaders. He mentioned that a successful leader has to have a vision and communicate it with both passion and purpose. The leader has to allow emotion to speak to others in a way that transcends the mind and speaks to the heart.

A statistical significant relationship (p< .014) was found between age (greater than 30) and the most important sub-feature in this category. It is noticeable that people of an older age have faced a variety of life situations, which in turn made them emotionally more intelligent and more able to express their thoughts and ideas clearly. Educational experience within this group of teachers might play a bigger role in making them more confident about participating in decision-making and expressing their ideas. In contrast, there was no statistical significance in what was found between qualifications, nationality, and experience and the most important feature of this category, namely, "speaking with conviction about the meaning of work".

Challenge the Process

The largest number of teachers (23.6%) who completed this category believed that effective leadership has to make certain that goals, plans, and milestones are set, while only 4.9% and 7.9%, respectively, believed that challenging people to try new approaches and seeking challenging opportunities to test skills were the most important features of educational leadership. These two ratings were considered the lowest in this category. Indeed the literature did not support this conclusion.

Bartholomay, Wallace & Mason (2001) mentioned seven essential themes for
successful leadership. They ranked "challenging all students and their teachers to high standards" as number one. As for the feature selected by most participants as the most important feature, the literature supported the importance of planning and goal setting to have effective leadership.

Providing clear goals and monitoring the progress of students by meeting these goals is one of the most important features that Maryland (2000) mentioned in his book. Being a good principal means being part of the decision making process for how to handle the big challenges still ahead for education. Our community is in need of leaders with foresight or visions who can plan five to ten years out (Pierce, 2003).

A statistical significant relationship (p< .025) was found between gender and the most important feature of this category which is "making certain that goals, plans, and milestones are set". There was a small difference in the size of the male (89) and female (93) groups who completed this category and might play a role in determining the difference. As it is known that women usually set tougher goals and care more about achieving them than men do. That assumption may justify the significant difference here. Another explanation it that is more likely to have male visualize their goals so clearly that they can literally draw a picture of them for someone else, But it is entirely possible that women face more multitasking responsibilities and more goals on their agendas which can make it more difficult to make oral goals never forgotten.

By contrast, there was no significant finding found between experience or age and "making certain that goals, plans, and milestones are set " as the most important feature of this category.

Enable Others to Act

The first two features selected, respectively, by the largest number of the participants (23.3) and (22.5) who completed this questionnaire were "treats people
with dignity and respect" and "actively listens to diverse points of view". The lowest rating for the most important feature was for "supports decisions other people make" (3.7%), "ensures that people grow in their jobs" (4.1%) and "develops cooperative relationships" (4.5%).

As for listening to diverse points of view, the literature review strongly supported this feature. David (2001) indicated there were four keys to successful leadership, and the second key was maximizing communication skills. He mentioned that by trying to understand someone and his or her point of view, you are sending the message that 'you are important'. One of the seven standards mentioned by the National Council of Accreditation of Teacher Education and the Interstate School Leadership is that leaders should act with integrity, fairness and in an ethical manner. (Wilmore, 2001). Pierce and Stapleton (2003) also mentioned that leadership needs excellence and equity and needs collaboration and cooperation to be effective.

A statistical significant relationship (p< .004) was found between gender and the most important feature of this category which is "Treating people with dignity and respect". The difference in group size between the male (84) and the female (90) who completed this part of the questionnaire might have affected the significant relationship. One more aspect that could relate to this significant finding is the human nature. Usually women tend to be more concerned about expressing their points of views and want to be well treated, while men feel more comfortable with a direct command and a control style of communication.

**Encourage the heart**

Most of the teachers (21.3%) who completed this part of the questionnaire believed that giving team members appreciation and support is the most important feature of effective leadership while (6.4%) selected "creatively rewards people for
their contributions". Only (12%) of the teachers selected "expresses confidence in people's abilities" as the most important feature of effective educational leadership. Keller (2000) mentioned that the best leaders must promote an atmosphere of trust and sharing throughout the school community. Standard 5 from the Educational Leadership Constituent Council Standards for the preparation and development of school leaders that Wilmore (2001) mentioned does address acting with integrity, fairness and in an ethical manner. To have effective leadership, leaders need to be responsible for enhancing people's self-esteem with appropriate rewards.

A statistical significant relationship (p< 0.023) was found between gender and the most important feature in this category which is "giving team members appreciation and support". This significant relationship can be justified by the nature of humans. Usually women like to be more appreciated and rewarded for their work even if that reward is just a positive word or two.

**Have a global mindset**

71.5% of the participants completed this category, and 21.0% of these teachers selected "willing to adapt and cope with other cultures" as the most important feature of effective educational leadership. Other high percentages (13.9%) and (10.9%) were for teachers who believed that effective leaders should make decisions that reflected global consideration and have the ability to manage tension between administrative requirements and local school challenges. Still, only (4.1%) of the teachers believed that building effective alliances with other organizations is really important.

Referring back to the literature, one of the seven standards of the School Leadership Licensure Consortium states that successful leaders have to understand, respond to, and influence the larger political, social, economic, legal, and cultural context. Another standard was highlighting the importance of the role of leadership in
collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources (Wilmore, 2001). Most of the teachers agreed. Theoharis (2007) indicated in his study that good leadership should place significant value on diversity and extend clear cultural respect to others.

There was no statistical significance found between gender, age, or experience and "willing to adapt and cope with other cultures" as the most important feature in this category. So, coping does not differ according to gender, age or experience.

**Open-ended Questions**

Overall, 67.4% of the participants completed this part of the questionnaire. The participants' answers were organized into three categories according to importance. The researcher found that eight different features were ranked as the most important features. From the perspective of teachers, 44.4% believed that treating people with dignity and respect is the most important feature and the literature strongly supported this agreement. Burgess (2001) indicated four keys to successful leadership, and his second key was maximizing communication skills. He mentioned that in trying to understand someone and that person's point of view to achieve successful leadership, the second key was maximizing communication skills and trying to understand someone else and his or her point of view.

On the questionnaire, 48.8% of the teachers equally selected two most important features of effective educational leadership with 24.4% believing that successful leaders should encourage and praises people for their jobs. The other half highlighted the importance of setting a personal model for what is expected. In 1999, a book mentioned that to be a successful school principal, the principal should utilize recognition and rewards for excellence; a strong community was the most important
element expected from a school principal. In that respect, 21.1% of the teachers selected "cooperatively supports team work" as their most important feature. Only 12.2% of the teachers believed that planning ahead is an important feature of effective educational leadership. However, without planning, organizations will have difficulty maintaining leadership continuity or identifying appropriate leaders when change is necessary. There should be a climate of trust between the leader and the rest of the team to guarantee success (Rothwell, 2010)

**Recommendations**

The findings of this study clearly suggest eight most important features from the perspective of teachers who were participated in this study. From their perspective, an effective school leader is someone who:

- Treats people with dignity and respect.
- Encourages and praises people for their job effort.
- Plans ahead.
- Sets a personal model for what is expected.
- Actively listens to diverse point of views.
- Experiments and takes risks.
- Cooperatively supports teamwork.
- Expresses confidence in people’s abilities.

Three of these features were ranked as the most important three features for effective educational leadership. They are:

- Treating people with dignity and respect
- Encouraging and praising people for their jobs.
- Setting a personal model for what is expected
Additionally, some specific actions should be taken to make sure that in our schools there are effective leaders who will help establish a real learning community. These actions are to:

- Upgrade and modify the evaluation criteria and method based on accepted leadership features.
- Involve members of the school community like administrative and teaching staff, students, workers, and even stakeholders in the evaluating process of the school principal with a limited percentage in principal evaluation. As these members are indicated in the features of effective educational leadership.
- Modify the process for hiring schools leaders. The Abu Dhabi Educational Council (ADEC) should plan well for the interview committee and that committee should include people who do specialize in leadership and have the eight features of highly effective leaders.
- A survey or another data collection tool can be used to evaluate whether school principals have the most important features of leadership or not.
- Design leadership preparation courses to prepare the next generation to be effective leaders for the future based on the most effective leadership features.
- Identify the types of specialized courses that work for school leaders. Policy makers in the Ministry of Education and ADEC should consider the school leaders’ needs and the results of their evaluation and design a successful plan for professional development.
- Design leadership programs to help school principals have knowledge and skills of those eight most effective features of leadership.

Recently ADEC started a new program for school leadership by hiring foreign school principals in some schools in Abu Dhabi and Al-Ain. Research should be done
to determine the result of hiring these school principals and find out whether they possess the most effective features of leadership as conducted by this study. What about local leadership? Do they have leadership abilities and skills to offer? If yes, do we believe in Emirati leadership abilities? I think studies investigating these local aspects of good leadership should be conducted as well.

**Conclusion**

As it is now clear to everyone, ineffective leadership can hamper individuals and the collective growth and development of education delivery. Poor or ineffective leaders can also lead to teachers' deciding to leave teaching. So, identifying the most important features of effective educational leadership may help schools produce leadership that will create positive environment where learning opportunities are provided to everyone both equitably and meaningfully. Moreover, examining the clear features of good leadership from the viewpoint of teachers, students, parents, and others in the community will develop the best capacities, standards and actions related to effective leadership. Realizing the features of EEL will also help and improve the kind and quality of education that provides societies with better learning generation. Identifying these important features can help leaders upgrade their skills and attain the characteristics of strong effective leaders. Moreover, applying the features identified in this study can help create successful schools.

The selecting and hiring of school principal process has to be modified according to these new features. New ways of hiring can be suggested and implemented. It is not necessary to be a teacher to be a leader of the future. School leaders should be hired based on their qualifications, skills, personalities, professional development and experience as a leader, not just as a teacher. If we recognize the
realities of the selection process for schools principals, we will find that task to be
really simple. Everyone who completes three years as a school vice-principal can
apply to be a school principal. Personally, there are no deeper criteria for leadership
than having the experience of real school leadership. The criterion of the selection
process has to reflect the features of effective educational leadership. ADEC has
launched a series of training workshops for schools principals, but most are far
removed in topics from the real needs that many school principals have today. Every
year there are a group of school principals who travel outside the country to
participate in educational conferences and have other educational experiences in
different countries. This is really a positive step. But I am not sure if there is a follow
up method to make sure that these successful experiences in other countries can be
transferred to our schools successfully and whether these experiences support the
features we need of our school principals. We have to make sure that this kind of
experience is culturally suited to our community and based on the features needed of
leaders in our schools.

Regarding the open-ended question, when the teachers asked to rank the most
important features of effective leadership, no one has mentioned something about the
importance of establishing positive relations with parents and the stakeholders.
Personally speaking, parents are very important stakeholders for the educational
decision-making process. They provide additional resources for the school and assist
with student achievement and enhance a sense of community pride and commitment.
All these factors can be influential to the overall success of the school. So, I think
engaging parents in school improvement as working members of the school
community in an important feature to create the most effective educational leadership.
Parent involvement with their children’s educational process through attending school
functions, participating in the decision-making processes, encouraging students to manage their social and academic time wisely, and modeling desirable behavior for their children all represent a valuable resource for schools. Parents should also participate in evaluating the school principal, as they and their families are valued members of the school community. I think creating strong relationships with parents is one of the most important features of effective educational leadership.

Sharing and caring about others will enhance and strengthen the positive relationship between leaders and all the stakeholders of a school. Treating people with dignity and respect should be one of the most important features and tasks of effective educational leadership.

Teachers' perceptions of the most important feature of effective educational leadership are really important, but other perceptions of other members in the school community, such as students, parents, and other stakeholders should also be studied and then address appropriately to have the best overview of the most important characteristics of effective educational leadership and how to implement them successfully to benefit students, teachers, parents, principals, and the larger community.
Bibliography


the Principal. Washington: Office of Educational Research and Improvement.


Appendix
AAPENDIX A

Teachers' Questionnaire

United Arab Emirates University
College of Education
Department of Foundation of Education
Master Program

Effective Leadership Practice Questionnaire

Nationality: UAE Arab other:........
Gender: male Female
Age: 20-25 26-30 31-35 36-40 41 and above
Years of experience: 3 or less 4-7 8-14 15 and above
Level of Education: BA BS MA MS DVM PHD Others:..............

For each of the statement below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box.

The response scale is as follows:

1. Strongly Disagree
2. Disagree
3. Undecided or Neutral
4. Agree
5. Strongly Agree

<table>
<thead>
<tr>
<th>Statement Category:</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided or Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Model the Way.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The school principal:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Is clear about his/her philosophy of leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Asks for feedback on how his/her actions affect people's performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feature</td>
<td>Strongly agree</td>
<td>Agree</td>
<td>Undecided or Neutral</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>----------------</td>
<td>-------</td>
<td>----------------------</td>
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<td>------------------</td>
</tr>
<tr>
<td>3. Makes certain that people adhere to agreed-on standards</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Builds consensus around organization's values</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Sets a personal example of what is expected</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Follows through on promises and commitment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the above please indicate the number of the most important feature of effective educational leadership ( )

**B. Inspire a shared vision**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided or Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Shows others how their interests can be realized</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Speaks with conviction about meaning of work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Appeals to others to share dream of the future</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Describes a compelling image of the future</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Paints &quot;big picture&quot; of group aspirations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Talks about future trends influencing our work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the above please indicate the number of the most important feature of effective educational leadership ( )

**C. Challenge the Process**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided or Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. Searches outside organization/school for innovative ways to improve</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Seeks challenging opportunities to test skills</td>
<td></td>
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<tr>
<td>15. Asks &quot;What can we learn?&quot;</td>
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</tr>
<tr>
<td>16. Makes certain that goals, plans, and milestones are set</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>17. Experiments and takes risks</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>18. Challenges people to try new approaches</td>
<td></td>
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</tr>
</tbody>
</table>

From the above please indicate the number of the most important feature of effective educational leadership ( )

**D. Enable others to Act**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.</td>
<td></td>
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</tr>
<tr>
<td>Feature of Effective Educational Leadership</td>
<td>agree</td>
<td>or Neutral</td>
<td>Disagree</td>
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<td>--------------------------------------------</td>
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<tr>
<td>19. Actively listens to diverse points of view</td>
<td></td>
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</tr>
<tr>
<td>20. Treats people with dignity and respect</td>
<td></td>
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</tr>
<tr>
<td>21. Supports decisions other people make</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>22. Develops cooperative relationships</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>23. Ensures that people grow in their jobs</td>
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</tr>
<tr>
<td>24. Gives people choices about how to do their work</td>
<td></td>
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</tr>
</tbody>
</table>

From the above please indicate the number of the most important feature of effective educational leadership ( )

**E. Encourage the Heart**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided or Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>25. Gives team members appreciation and support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. Recognizes people for commitment to shared values</td>
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<tr>
<td>27. Creatively rewards people for their contributions</td>
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<tr>
<td>28. Expresses confidence in people's abilities</td>
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</tr>
<tr>
<td>29. Praises people for a job well done</td>
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<td></td>
</tr>
<tr>
<td>30. Finds ways to celebrate accomplishments</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

From the above please indicate the number of the most important feature of effective educational leadership ( )

**F. Have a global mind-set**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided or Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>31. Respects cultural differences</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32. Willing to adapt, learn and cope with other cultures</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>33. Has positive attitude toward those from other cultures and regions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34. Builds effective alliances with other organizations</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>35. Has the ability to manage the tension between corporate requirements and local challenge</td>
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</tr>
<tr>
<td>36. Make decisions that reflect global consideration.</td>
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<td></td>
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<tr>
<td>--------------------------------------------------------</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>From the above please indicate the number of the most important feature of effective educational leadership ( )</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**G. The most important features of effective educational leadership:**

Please ranked three features that you think they are the most important features of effective educational leadership:

1. ______________________________________________________
2. ______________________________________________________
3. ______________________________________________________
FEATURES OF EFFECTIVE EDUCATIONAL LEADERSHIP

عنوان البحث: خصائص وسات المديرين في منطقة التعليم

ننصح بإجراء بحث علمي يهدف إلى التوصل إلى أفضل خصائص وسات المديرين والذين يدورهما يكون من تحسين نوعية النظام التعليمي الحالي، وخلق مجتمعات تناسب بأكملها تعلماً عميقاً، وهذه الاستبانة سوف تستخدمن بمحور معلومات من أجل تحليلها لإجراح هذا البحث.

نود إعلامكم بأن أي معلومات سنتم الإذلال بها في هذه الاستبانة ستطلق مسلية، ولن يتم الكشف عن هوية من فلم تتبعها ولنتم براءة عدم كتابة الاسم على هذه الاستبانة، كما أفيد بأن كافة المعلومات التي سوف نتم استخدام لأغراض البحث العلمي فقط وعليه بري مله، جميع المعلومات للحصول على أفضل المعلومات بحيث تتمكن من تحليلها التحليل العلمي السليم.

بطرق أن يستفسر من مقام الكرم ما يقارب 15-20 دقيقة من أجل استكمال جميع أجراه.

شكر لكم حسن تعاونكم معا، وفي حالة وجود أي استفسار أو الرغبة في الحصول على نسخة من البحث بعد اجتازه برجي التواصل عن طريق:

as.english@hotmail.com

المؤلف: 0504490469
الاسم: عائشة العبد
التخصص: ماجستير قيادة التربوية، كلية التربية، جامعة الإمارات العربية المتحدة.

مع وافر الشكر والتقدير على تعاونكم.
أولاً: المعلومات العامة:

<table>
<thead>
<tr>
<th>الجنس</th>
<th>ذكر</th>
<th>أنثى</th>
</tr>
</thead>
<tbody>
<tr>
<td>الاسم</td>
<td>25-30 سنة</td>
<td>31-35 سنة</td>
</tr>
<tr>
<td>الدرجة العلمية</td>
<td>دكتوراه</td>
<td>ماجستير</td>
</tr>
<tr>
<td>سنوات الخبرة</td>
<td>8-14 سنة</td>
<td>15 سنة فأكثر</td>
</tr>
<tr>
<td>الوظيفة الحالية</td>
<td>معلم</td>
<td>موظف</td>
</tr>
</tbody>
</table>

لكل عارة من العوامل الموجودة أعلاه، يرجى اختيار مدى الموافقة على صحة العبارة وضع علامة (√) في الفقرة المناسبة. مدى الموافقة سيكون على النحو التالي:

1. لا أوافق ويدعو
2. لا أوافق
3. عادٍ
4. أوافق
5. أوافق ويدعو

(1) كفاءة ومشارك خي

من خصائص المدير الفائدة أنه:

37. يوضح فلسفة القيادة
38. يطلب من الموظفين تنفيذ ما في تصرفاته التي تؤثر على أداء الموظفين
39. يتأكد من تنفيذ الموظفين بالمعايير المتفق عليها
40. يعمل على بناء تعاون في الأزمان وحريض المؤسسة التعليمية
41. يتحمل المسؤولية لتمكنهم من النجاح
42. يبني بوعود ونواياه دالباً

أم خاصية من خصائص المدير الفائدة في هذا المجال هي الخصائص رقم ( )

(2) القيم المتبعة والرؤية المشتركة
### من خصائص المدير الفضيل أنه:

<table>
<thead>
<tr>
<th>رقم</th>
<th>من خصائص المدير الفضيل أنه:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>يبين الآخران أن اهتمامه قابل للتحقيق</td>
</tr>
<tr>
<td>2</td>
<td>يتكلم عن تأمة حول جدول العمل</td>
</tr>
<tr>
<td>3</td>
<td>يوجه البناء للجميع بأن يتناولوا الحلم مستقبل أفضل</td>
</tr>
<tr>
<td>4</td>
<td>يصف المشروع بصورة متفاهمة</td>
</tr>
<tr>
<td>5</td>
<td>يرسم صور وواقعية للأعمال للمجموعة</td>
</tr>
<tr>
<td>6</td>
<td>يجري محادثات حول الإتجاهات المستقبلية المؤثرة على العمل</td>
</tr>
</tbody>
</table>

أهم خصائص من خصائص المدير الفضيل: في هذا المجال هي الخصائص رقم ( ٥ )

### من خصائص المدير الفضيل أنه:

<table>
<thead>
<tr>
<th>رقم</th>
<th>من خصائص المدير الفضيل أنه:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>يبحث أسباب المؤسسة عن طرق إنشائية من أجل التطور</td>
</tr>
<tr>
<td>2</td>
<td>يبحث عن فرص بها روح التحفيز تجذب الموظفين من خلالها</td>
</tr>
<tr>
<td>3</td>
<td>يسأل &quot;ماذا يمكن أن نتعلم؟&quot;</td>
</tr>
<tr>
<td>4</td>
<td>يؤكد بشكل عام ودائم من تحديد الأهداف والخطط وتنفيذهم</td>
</tr>
<tr>
<td>5</td>
<td>لديه تجارب وتعليمات روح واحدة</td>
</tr>
<tr>
<td>6</td>
<td>يتحدى الآخر ثم يتوجو آشياء جديدة</td>
</tr>
</tbody>
</table>

أهم خصائص من خصائص المدير الفضيل في هذا المجال هي الخصائص رقم ( ٥ )

### تكوين الآخر من العمل

<table>
<thead>
<tr>
<th>رقم</th>
<th>من خصائص المدير الفضيل أنه:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>استمع لوجهات نظر الآخرين مما احتملت مع راحة نظره</td>
</tr>
<tr>
<td>2</td>
<td>يعامل الآخران باحترام وتقدير</td>
</tr>
<tr>
<td>3</td>
<td>يقدم فرائض الآخرين</td>
</tr>
<tr>
<td>4</td>
<td>يعمل على تطوير العلاقات التعاونية</td>
</tr>
</tbody>
</table>
| رقم | مادة | خاصية | لكة | قدرة | فهم | مفتاح
|-----|------|-------|-----|------|-----|-------
| 5 | يتمكن من إنشاء إستراتيجيات تبادلية |
| 6 | يعطي الآخرين خيارات متنوعة لطرق آداء أفعالهم |

 commodious habits (ج) التشجيع الصادق
من خصائص المدير القيادي الذي يزدهر عليه:

1. يتم تقديم الدعم اللازم ويتقبل التقدير لأعضاء الفريق.
2. يلاحظ مدى التزام الآخرين بقيم ومعايير العمل.
3. يكرم الآخرين مقابل جهودهم بطرق إيجابية.
4. يظهر إلهام وتقبله بقدرات الآخرين.
5. يكافئ الآخرين إماً بإدماجهم على أعلى وجه.
6. يحكم طرقاً جديدة لتمكين الانجازات في العمل.

(عم خصائص من خصائص المدير القيادي في هذا المجال هي الخصائص رقم (د) تنقل عليه مفهومة
من خصائص المدير القيادي:

<table>
<thead>
<tr>
<th>رقم</th>
<th>مادة</th>
<th>خاصية</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>يتميز النوع الثقافي والحضاري</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>قابل للتكيف والتعلم</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>لديه مواقف إيجابية تجاه القادة من بلاداً وثقافات مختلفة</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>يعمل على بناء شراكات فعالة مع المؤسسات الأخرى</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>لديه القدرة على الموازنة بين متطلبات العمل وتحديات المجتمع</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>يتخذ قرارات تعكس مبادئ شمولية مفهومة</td>
<td></td>
</tr>
</tbody>
</table>

(عم خصائص من خصائص المدير القيادي في هذا المجال هي الخصائص رقم (
٥) أم صفات وخصائص المدير الفائد:
من وجهة نظرك ما هي أم ثلاث صفات للمدير الفائد بالترتيب:

1

2

3

شكراً جزيلاً،
إنهت آسفة الاستمالة
RE: LPI

From: barry zweibel (bz@ggci.com)
Sent: Tuesday, April 27, 2010 3:58:32 AM
To: 'moon stone' (as.english@hotmail.com)

2 attachments | Download all attachments (12.9 KB)
image001.gif (4.6 KB), image003.png (8.3 KB)

Hi, Aysha ~ Thanks for your email. Are you referring to this categorization?

Practice #1: Model the Way

Commitment #1: Find Your Voice by clarifying your personal values
Commitment #2: Set the Example by aligning actions with shared values

Practice #2: Inspire a Shared Vision

Commitment #3: Envision the Future by imagining exciting and ennobling possibilities
Commitment #4: Enlist Others in a common vision by appealing to shared aspirations

Practice #3: Challenge the Process

Commitment #5: Search for Opportunities by seeking innovative ways to change, grow, and improve.
Commitment #6: Experiment and Take Risks by constantly generating small wins and learning from mistakes

Practice #4: Enable Others to Act

Commitment #7: Foster Collaboration by promoting cooperative goals and building trust.
Commitment #8: Strengthen Others by sharing power and discretion.

Practice #5: Encourage the Heart

Commitment #9: Recognize Contributions by showing appreciation for individual excellence.
Commitment #10: Celebrate the Values and Victories by creating a spirit of community.

That's actually from a chart I received with my LPI training. Here's the full attribution: "© 2002-2008 by John Wiley & Sons, Inc. Published by Pfeiffer, An Imprint of Wiley, San Francisco, CA. All rights reserved."

Feel free to include me in your references/resources section, if you'd like, though. Too, if you haven't looked at Justin Menkes' work on Executive Intelligence (HarperCollins Publishers, 2005) you might find that an interesting conceptualization, as well.
And, be sure to visit LeadershipHaiku (www.twitter.com/leadershiphaiku) — a side-project of mine that’s kind of clever, if I do say so myself!

- bz

Barry Zweibel, MBA, Master Certified Coach
GottaGettaCoach!, Incorporated
Executive Coaching | Leadership Development | Life Coaching | and More!
847-291-9735 | www.ggci.com | bz@ggci.com

From: moon stone [mailto:as.english@hotmail.com]
Sent: Monday, April 26, 2010 1:23 PM
To: info@ggci.com
Subject: LPI

Good evening
I’m doing my master on educational leadership and administration and I like the way you categorize the LPI practices. So I wonder if I can have your permission to use the same way of your classification. Of sure I’ll add some other categories. I appreciate your help.
Thanks
Aysha
APPENDIX C

Questionnaire's Cover page.

United Arab Emirates University
College of Education
Department of Foundation of Education
Master Program

Factors Influencing Effective Educational Leadership in High Schools in The UAE.

Dear Professor,

I would be grateful if you could proof read the attached questionnaire. I aim at gathering information about the factors that influencing effective educational leadership. Realizing the factors will help and improve the kind and the quality of the current educational system that helps in providing societies with better learning generations.

This questionnaire has been designed to collect some relevant views of both supervisors and teachers.

I would like some feedback on the choices of the questions I have used for the purpose of this investigation. I would be particularly interested to you hear your comments on appropriate questions types. Would you consider that the language and the content I have used are appropriate to this study?

I really appreciate your help.

Aysha Al-Nuaimi

Master student.
جامعة الإمارات العربية المتحدة
كلية التربية
برنامج الماجستير في التربية

عنوان الرسالة:
خصائص القيادة التربوية الفعالة من وجهة نظر المعلمين

اسم الطالبة:
عانيشة سعيد راشد سعيد النعيمي

المشرفون:
د. علي سعيد الكعبي
د. حسن عيسى الخميري
د. علي سعيد إبراهيم