

Article on developing leadership in teachers ,by training them as mentors

> MENTORING IN LEARNING ORGANISATIONS

> Today with more technology, more aids and more focus on individualized attention to personality development of each child, schools are facing a gamut of challenges. With these new demands schools are in the process of evolution, trying to keep the old values and traditions intact and at the same time trying to integrate the modern. Lot of systems are still evolving and in years to come still new work methods will be put to experiment and more interventions for achieving excellence will be initiated. In such a phase its important to have a system for teacher development, that can provide learning opportunities to teachers on one hand and on the other hand keep the teachers aligned with the vision and mission of the organization. The in-house consistent training in school has to be initiated as a program of Mentors. Mentoring is a process where by mentor and mentee work together to discover and develop mentee's latent abilities and to encourage the mentee to acquire knowledge and skills as opportunities and needs arise. Traditionally, mentoring was a formal process where by an older more experienced person helped and guided a younger person in learning the ropes within an organization.

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> Mentoring at DPS Megacity has proved to be a powerful element in teacher empowerment, and is a key factor in building a learning organisation.

> . When staff members are new, or

> . Are changing departments/roles, or

> . Are in some way different, they may find themselves unsure and isolated.

> Mentor representatives for each level, each subject and each department ensures smooth functioning, provides equal opportunities to all and strengthens the hands of principal to MENTOR'S ROLE

> The mentor serves as an effective tutor, counsellor, and friend who enables the mentee to sharpen skills and hone her or his thinking. In a school a mentor is a teacher with right skill set who takes the responsibility to support new teacher development,build communication network to pass information smoothly, keep check on targets and provides valuable feedbacks at each level of operation in the school for strategic academic planning . A mentor can provide encouragement, make the mentee's skills visible, and improve his or her credibility and status.

> . Share knowledge, experience, skills.

> . Help the mentee establish networks

> . Provide insight into the department's culture

> . Help the mentee set goals and meet challenges

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> Effective mentors stick with helping, not interfering. They share, they model, they teach, they do not take over someone else`s problems unless there is a crisis that requires immediate action.

> In two schools The Heritage School and DPS MEGACITY the concept has been successfully implemented for two years now. The group of mentors have been trained on

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> v Personal assessment and evaluation to build insight into their personal effectiveness

> v Enhancement of their people skills

> Some of the training were on following issues-

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> v Building teams

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> 1. Conflict resolution skills

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> 2. Dealing with difficult people

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> 3. Giving and receiving feedbacks

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> v New era Leadership roles

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> 1. Understanding their Leadership style

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> 2. Insight into situational Leadership model

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> v Conducting Effective meetings

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> 1. Turning complaints into proposals

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- > 2. Initiating brainstorming
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- > ADVANTAGES TO THE ORGANIZATION FROM THE MENTORING CONCEPT as shared by teachers who benefited under mentoring
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- > f Teaching standards have gone up and this has helped children hugely as well as build reputation of school.
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- > f Has helped the organization to retain talent.
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- > f It has helped teachers in distress by being able to showcase their problems to someone who is easily available at the same time be in touch with authorities. Problems are solved and it improves efficiency of mentees.
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- > f Increasing efficiency and effectiveness of individuals .Better coordination between mentees which create good working environment. Helps in building friendly relation among all employees of the organization.
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- > f Helps the new teacher in induction and helps her to get abreast with the policies and principles of the school.
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- > f This concept helps in effective coordination .Also facilitates effective conveying of information and instructions. Information can be conveyed quickly and in an effective manner. Line of communication has become stronger within the family
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- > f It is very effective in solving immediate and urgent issues related with the institution. It is a good platform to vent our concern to the higher authority.
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- > f Decentralization of power has brought more coordination in the team.Acts as a bridge between mentees and Head of institution.
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- > f Organisation has surely benefited as at each level teachers work as a team for the betterment of organization.
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- > f Uniformity in disciplining Heritans is slowly but steadily showing success due to intervention of mentoring systems in the junior school.
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- > Mentoring when successful builds a culture of knowledge sharing and a process of capturing best practices from real-world stars-the people who do the real work- the teachers .Principals are you ready to unearth the talent your teachers have and make them leaders who lead by example and make the school a learning ground for educators as well !
- > Salony Priya ,Counselling psychologist and teacher educator.

All these sessions have been interactive simulated learning experiences where the group constantly introspects their personal limitations and works in synergy for the common organizational goal. Reports and feedbacks as well as areas for intervention have been given to Principal after these sessions.