

The 21st Century Leadership for Productive School in Indonesian Education

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Abstract—The low productivity in the school is caused by many factors which are as following: how does the teacher conduct learning, how is the teacher's competency, how is the available facility and infrastructure, are those enough and eligible, how is the leadership of principal. The good quality of Education in the school is assumed as a part of productivity quality produced by school. In Indonesia, that problem is still not maximally solved, besides there is no commitment of school in whole for improving as well as the low support of leader who can maximally drive all school resources. The 21st century leadership is emerged to solve the problem of that school productivity. By the existing skills of leader in this 21st century, school is required to be able to compete in these globalization and revolution era. Therefore, the role of leader in the school is encouraged to change the era changes particularly the paradigm shifting which must always reform.

Keywords—21st century leadership; productive school; Indonesian school

I. INTRODUCTION

Education field is one of fundamental factors to improve the quality of life, besides, it is a determinant factor for the improvement of social and economy to be better. Education is also considered as the most strategic facility to improve the dignity of a nation. Considering the vital role of education for the society's life, therefore, government in this current time really concerns in every existing aspect of education to improve including the improvement of school productivity quality.

In this globalization era, the change occurs so fast. The society needs to be aware of the future challenge as the impact of globalization era, so they try to equip their selves through mastering various sciences. In that terms, human or Indonesian citizen is required to be sensitive toward the changes which happen so fast in every aspect of life. It is the only way for our society can spur their selves to be still exist. In fact, globalization requires every human to always improve their ability for giving fast and exact respond on various faced challenges. For the impact of that globalization, we as Indonesian citizen are required to have self-esteem and believe in ourselves based on our strong faith. All of those perhaps will make us to be capable to be independent, initiative and competitive, both locally and globally [1].

In globalization era, there is a huge paradigm shifting in productivity sector regarding the wealth of nation. In the past time, the wealth of nation was related with the natural resources. However, in this current time, the wealth of nation is determined by the human resources who can change the natural resources to be a valuable product or service based on science, investment, notion, and innovation. There were many natural or external resources which was profitable but right now it is gone because the flow of globalization development [2].

Mastering science and technology in the globalization era is really important as the requirement to anticipate the changes, so our nation is not left behind by other nations. It is not surprisingly if various nations in this current time compete each other to reach the peak of science [3]. By this globalization challenge, teacher and principal are required to always give a best performance and required to be productive in doing their duty either in the learning process in the class or the fulfillment on the improvement of their school productivity.

The low of school productivity is caused by many factors. School productivity is determined by other factors such as how does the teacher conduct learning, how is the teacher's competency, how is the available facility and infrastructure, are those enough and eligible, how is the leadership of principal. The good quality of Education in the school is assumed as a part of productivity quality produced by school [4].

Principal is a school leader who has the authority to regulate and manage the school based on his competency, motivation and commitment to give the best. In that statement, it is contained a principal function as a manager who is capable to manage school effectively and efficiently. The function of manager and leader adhered in principal, it implicates that the responsibility of principal is tough and needs a specific competency. That specific competency is only obtained in collage or at least can be obtained through training and other scientific forum which are relevant and intended to be created for the improvement of principal as leader and manager in the school. Besides, there is a different challenge in this 21st century needing a leader who has the required skills.

This 21st century leadership is started from the argument that a public leader must exactly and wholly recognize either himself or the condition and aspiration of the society or people who he leads, development and strategic problem of

environment faced in every aspect of life as well as paradigm and system of organization and management in which he roles. The leader responsibility is to give a wise, effective and productive answer on various problems and challenges facing by his era. Therefore, every leader needs to fulfill a certain competency and qualification.

II. LITERATURE REVIEW

A. The 21st Century Leadership

The 21st century leadership is a leadership which must be adopted by the 21st century characteristic. Identification of 21st leadership is can be related by the rainbow of knowledge and skills describing the outcome obtained by students in form of The Knowledge-and-Skills Rainbow [5]. This rainbow explains that outcome must be obtained by students in learning is gained through the usual subjects in the school as well as learning the contemporary themes combined with the 21st century skills.

21st Century Student Outcomes and Support Systems



Fig. 1. The 21st century knowledge-and-skills rainbow [5].

The Knowledge-and-Skills Rainbow framework categories kinds of leadership based on 3 color groups of that rainbow, as following:

- skill of learning and innovative
- skill of digital literacy
- skill of life and career

As we know, this working life really needs people who can highly think and complex communication. Therefore, the skill of critical thinking and problem solving, communication and collaboration, as well as creativity and innovation is one of answers based on this current problem of working life. The 21st century leadership is an innovative leadership and can be evolution [6]. Revolution or paradigm shifting is when the innovation creates radical and destructive change [7-10].

B. School Productivity

Productivity as work quantity and quality measurement by considering the use of resources, material, technology, information and human performance [11]. One of aspects in understanding productivity is the input-output ratio within a time period with due consideration for quality [12]. Productivity is not only interpreted as the comparative between input with production in certain period but also considers the

quality aspect. The context of education productivity is really complex because the education produces output which is not only in form of product but also a service of education.

Productivity is a measurement in managing and utilizing the resources maximally to achieve the targeted result. From various views above, the study of productivity will always relate with three unsure which are as following: the used resources, management process, and the achieved result.

The concept of Productivity relates with the all of process and regulation of using the resources (human, cost/fund, material/facility, and learning method) to achieve the education aim efficiently and effectively.

In education, productivity can be interpreted by the use of manageable input such as man, money, material, method in conducting education process particularly in managing the meaningful learning so the needed result (output) is effectively and efficiently achieved.

III. DISCUSSION

The improvement of school productivity is influenced by various factors such as the role of principal as a leader, society, teacher, and school organization. School needs to be managed in the effort of productivity improvement so, it can produce the qualified alumni who has high competition. The school management is related with the leadership of principal who has clear vision, mission, and goal in driving organization aspect in order to maximally achieve the goal of school. Principal has to have a long-term view and must predict the possibilities which will happen in the future, so he can make a tactics steps which must be done in facing all those possibilities.

The principal is a leader who is a professional person who must be professionally and academically educated and trained states that effective principals have the following characteristics [13]: (1) have leadership skills and are able to lead schools, (2) have the ability to solve problems (3) have social skills, (4) professional and competent in their field of work. A person who is appointed to be the head of the school must meet the criteria in accordance with the provisions that apply to occupying that position.

Professional principals must always be creative and productive in carrying out educational innovations to improve the quality of education. Innovative leadership means introducing something new such as ideas, methods, techniques, processes, products, services or inventions to solve current problems and meet the needs of people now and in the future in the 21st century.

Innovative leaders have some of qualities, such as leadership knowledge, skills, values, and talents to recognize the dangers of current problems and anticipate their negative impacts in the future

A. Innovation of 21st Century School Leaders

When innovation approaches the 21st century school leaders must be able to embrace the change by seeing opportunities and all possibilities in all things, and can determine which changes must be changed both agents and

advocates, understand the way, know how to manage the organization, and foster a desire to innovate in the team [14]. When leadership can take these attitudes it will bring the school to a more productive direction. This can improve HR performance in providing improvements to school productivity.

B. 21st Century Skills, Values and Leadership Talents

New values and talents in the organization are also needed to be developed through the formation of organizational learning processes and creating knowledge to think in new ways and willing to continue learning (Learning Leaders). [15,17,18]. Learning leaders are leaders who:

- Focus on learning for themselves and the organization
- Use system thinking, design thinking, innovation and disruption to create Learning Organizations
- Are learners of reflective leaders
- Is an Instructional Leader
- Do study partners with students and teachers
- Look for different perspectives about the future of learning

IV. CONCLUSION

In the 21st century leaders are required to have insight into foreign markets and the ability to understand and utilize the information technology so that they can compete in a global environment. The 21st century also implies the need for global leadership and certain mind sets. Along with the dynamics of global development, there are also developing thoughts and views on global leadership, which will face many challenges and require various requirements for success. such as in building a shared vision in a cross-cultural context in the diversity of life and life of nations. In dealing with the challenges of the 21st century, how should we build and implement productive habits of thinking into new conceptions or paradigms in management perspectives. So that schools can maximize their productivity, this is what will be able to compete and maintain the image of every country in the era of globalization.

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