TRAINING ON CUSTOMERS HANDLING

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PART ONE:

FUNDAMENTALS OF CUSTOMER HANDLING

What is customer?

❖**What Is Customer?, and List Customers You Are Serving.**

- A person who buys goods or services.
- A person of a specified kind with whom one has to deal.
- We often refer to customers who have a relationship with the supplier as *clients*.
- A customer is the recipient of a good, service, product, or idea, obtained from a seller, vendor, or supplier for a monetary or other valuable consideration.
- A **customer** is any person or organization who might have interest in buying, or has bought, products or services from a company.
- Customer Handling
  - It includes Understanding Customer Needs, Fulfilling their

Importance of Customer Handling

- Helps in customer retention.
- Always be in the customer's mind.
- Increase customer loyalty.
- Better price negotiation.
- Improves repeated business from the clients.

Principles of Customer Handling

- Understand their role is in customer service
- Treat every customer with respect
- Smile
- Respond promptly
- Listen
- Offer an empathetic ear
- Customers may not always be right, but they should never be made to feel they are wrong.
- Go the extra mile
- Empower employees to deal with customers’ outcomes
- Bonus: Ask if there is anything else the customer needs

Principles for Complete Customer Service

- The primary cause of success for any organization is service to its customers.
- Everyone in the organization provides service for its customers, even if they never see those customers or know their names.
- Perception is reality in the minds of every customer when it comes to experiencing service satisfaction.
- Every customer is different in some way from every other customer; discovering and understanding these differences results in a high probability of delivering service in a manner that is perceived to be satisfying to each customer; service to each customer that is tailored to individual needs is the primary objective of any successful organization.
- Serve every customer as you would serve the person you most love.
- Every successful organization strives to ensure that its internal systems are designed and implemented to deliver flawless and seamless service to every customer under all conceivable conditions and circumstances.
- Service to customers is based not just on systems, processes and procedures but also on personal effort and creativity of those who serve. Encourage, support and reward personal initiative in exhibiting creative ways to serve others both inside and outside the organization.

Principles for Complete Customer Service con.,

- Successful organizations serve well those who serve customers – internal customers (employees) are served as well as external (paying) customers; creatively taking care of those who take care of customers is a priority.
- Solicit feedback from customers at all times and then listen, especially when it hurts.
- Seek always to do it right the first time; if this is not done, then do it very right the second time. Service recovery after initial service failure is paramount to grasping victory from the jaws of defeat.
- Continuously measure how well customer service is translating into customer satisfaction. Statistics tell stories – are these stories what you want told to your customers?

Principles for Complete Customer Service con.,

- Policies trump processes and procedures. All processes and procedures should be designed and implemented in the service of the organization's stated reason for existence – its mission to serve its customers.
- Use the Kaizen philosophy: set goals to improve everyday in every way.
- Employ **Lagniappe**: delight customers by providing more than they expect.
- Always be willing to start from scratch in thinking about how to better serve customers. Effective customer service policies, processes and systems can be viewed as wealth-producing assets. Not every asset, however, can be efficiently used to turn a profit. Using the right assets in the right way produces wealth,

Effective Customer Handling Skills

- Persuasive Speaking Skills
- Empathy
- Adaptability
- Ability to Use Positive Language
- Clear Communication Skills
- Self-Control
- Taking Responsibility
- Patience
- Effective Listening
- Attentiveness
- Time Management
- Willingness to Improve
- Knowledge
- Ability to Admit You Don’t Have the Answer
- Respect
- Concern
- Flexibility
- Responsibility
- Efficiency
- Not Easily Offended
- Positive Attitude
- Decisiveness
- Persistence
- Creativity

Effective Customer Handling Skills cont.’

- Competent
- Convenient
- Proactive
- Ability to communicate clearly
- Knowledge of the product
- Ability to use positive language
- Acting skills
- Ability to read customers
- Unflappability
- Goal-oriented focus
- Ability to handle surprises
- Closing ability
- Willingness to learn
- A Sense Of Humor
- Assertiveness
- Persuasiveness

Customer Complaints Handling Techniques

Activity: Mentions techniques you use in your institutions

- Stay calm
- Listen well
- Acknowledge the problem
- Get the facts
- Offer a solution
- Be Kind
- Apologize and Thank Them
- Ask Questions
- Make It Speedy
- Acknowledge the customer’s concerns and thank them
- Follow Up
- Actively listen and makes notes
- Solve the customer's complaint
- Tell customers what they CAN DO, not what they CAN'T
- Learn to welcome complaints
- Be realistic
- Tell the customer exactly what you're going to do to help

Customer Complaints Handling Techniques cont.'

- Apologise for the impact or the inconvenience caused
- Ask questions and summarise your understanding
- Agree and explain the actions you will take as a result of their complaint
- Ask for feedback on the next steps
- Action the agreed next steps and follow up
- Assess preventative measures
- Go the extra mile
- Provide the best possible solution
- Listen before you respond

- Review actions in line with your organisation's procedures. You should then:
  - Record the complaint
  - Ensure that all actions have been taken and no details missed
  - Send a "thank you" letter or email to the customer confirming that everything has been done as promised
  - Inform your team leader or manager who may wish to offer compensation, or complimentary additional services or products, by way of an apology to the customer or…
  - Put measures in place to recognise the customer in a special way, next time they use your company's products or services.

Developing A Complaint Handling Procedure

Activity: discuss your institutions' compliant handing procedures and policy:

- Here is a sample procedure for handling customer complaints consistently.

1. **Listen to the complaint :** Accept ownership of the problem. Apologise. Don't blame others. Thank the customer for bringing the problem to your attention.
2. **Be understanding :** Remember, the person is complaining about your business, not about you personally. Be calm, cheerful and helpful. Where possible, let the customer know that you will take responsibility for resolving the problem.
3. **Record the complaint:** Detail the complaint so that you and other staff know exactly what the problem is. Have one place to record complaints and the actions taken to resolve them. This lets you see any patterns emerge over time. Complaints about a particular process or product might indicate that changes need to be made. Staff can also see what was done to resolve complaints in the past.
4. **Make sure you have all the facts :** Check that you understand the details while the person is making the complaint, and ask questions if necessary. This will also let them know that you are taking their complaint seriously.

Developing A Complaint Handling Procedure cont.’

5. Discuss options for fixing the problem: At the very least, a sincere apology costs nothing. But think about what this complaint could cost you in lost business or a complaint to the Equal Opportunity Commission. Maybe you can provide a free product or discount a future service.

6. **Keep your promises:** Don't promise things that you can't deliver. In handling complaints it is better to under-promise and over-deliver.

7. **Be quick:** If complaints take several days to resolve or are forgotten, they can escalate.

8. Follow up: Record the customer's contact details and follow up to see if they were happy with how their complaint was handled. Let them know what you are doing to avoid the problem in the future.

9. Reward your staff: Encourage and reward your staff for dealing with unhappy customers and handling their complaints well.

Find out what your customers really think…

* HOW?
  * THROUGH
    * Surveys,
    * focus groups,
    * mystery shopping
* One complaint statistically represents 24 similar ones

Handling Difficult Customers

* Who is a difficult customer?
    * How do you handle such people?



Types of Difficult Customers



- Angry
- Nasty
- Demanding
- Critical
- Non-stop Talker
- Indecisive
- Sarcastic
- Argumentative

Why Are They Difficult?

* They are often expressing a need but chose an appropriate and impolite way to communicate this need
* They are difficult for their own reasons –
  * **not** because of you

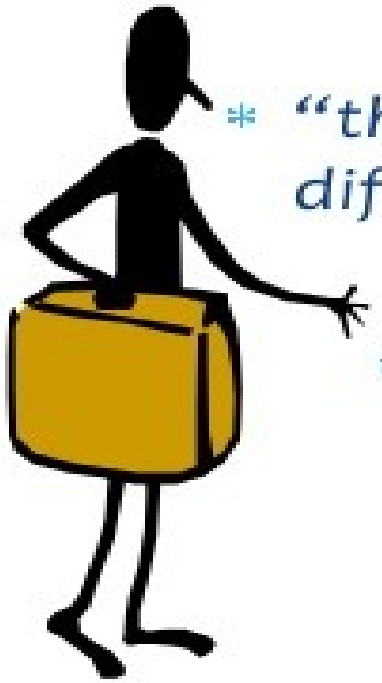
Common Reasons For Being Difficult



- tired or frustrated
- confused or overwhelmed
- defending their ego
- unfamiliar with situation
- feel ignored
- under influence of drink or drugs
- don't understand
- in bad mood
- in a hurry
- other reasons…



How Do I Deal With Difficult Customers?



* *"this job would be very good if it weren't for the difficult people I have to deal with everyday"*
  * Approach them professionally and not personally
    * Taking things personally can damage your professional reputation
    * Listen for the signals that you are taking things personally

How Do I Deal With Difficult Customers?

* Check you customer service attitude
  * Attitude is the key to success
    * Attitude is your mental position on facts - or more simply, the way you view things

How Do I Deal With Difficult Customers?

* Five points about attitude:
  * your attitude towards customers influences your behaviour. You cannot always camouflage how you feel
  * your attitude determines the level of job satisfaction
  * your attitude affects everyone who comes in contact with you
  * tone and body language reflect your attitude
  * your attitude is not fixed. The attitude you choose to display is up to YOU

How Do I Deal With Difficult Customers?

* Remind yourself!
  * This is my job and I'm going to do it professionally
  * If it were not for these customers I would not have a job
  * Every time I solve a problem I will feel better
* Reinforce this by saying…
  * "I like the job, not because it's easy, not because there are no difficult people, not because there are no frustrations but because people are part of any job and I can make things easier by taking things professionally

Summary

* Be positive
* Take things professionally and not personally
* Aim for customer satisfaction, not just service
* Solve problems without blaming yourself or others
* Remember attitudes are caught, not taught

Handling Difficult Customer Situations

- The customer may always right, but that doesn't mean all customers are easy to deal with.
- Often, the **difficult customer** is someone who has simply taken an annoying habit to an extreme.
- **Strategies For** dealing with difficult customers
  - **First and foremost, listen.** Do not try to talk over the customer or argue with them.
  - **Build rapport through empathy.** Put yourself in the customer's shoes.
  - **Lower your voice.** If the customer gets louder, speak slowly, in a low tone
  - **Respond as if all your customers are watching**. Pretend you are not talking only to the customer but to an audience that is watching the interaction.
  - **Know when to give in.** If it is apparent that satisfying a rude customer is going to take two hours
  - **Stay calm.** If the customer is swearing or being verbally abusive, take a deep breath and continue as if you didn't hear them.
  - **Don't take it personally.** Always speak to the issue at hand and do not get personal, even if the customer does
  - **Remember that you're interacting with a human.** Everyone has an occasional bad day
  - **If you promise a callback, call back!** Even if you promised an update that you don't have yet, call the customer at the scheduled time anyway.
  - **Summarize the next steps.** At the end of the call, let the customer know exactly what to expect, and then be sure to follow through on your promises.

Tips For Dealing With Difficult Customers

- **Take A Step Back & Apologize:** Apologizing is very important
- **Leaving Things On A Better Note:** When ending a conversation with a customer, don’t forget to ask if there is anything else you can be of help with.
- **Adjust Your Mindset:** Once you're aware that your client is unhappy then your first priority is to put yourself into a **customer service mindset**
- **Listen Actively:** The most important step in the whole of this process is **listening actively** to what your client or customer is saying – they want to be heard, and to air their grievances.
- **Repeat Their Concerns:** Once they've had time to explain why

Tips For Dealing With Difficult Customers cont.,

- **Be Empathic and Apologize:** Once you're sure that you understand your client's concerns, **be empathic** Show that you understand why they're upset.
- **Present a Solution:** Now you need to present a solution
- **Take Action and Follow Up:** Once you've both agreed on a solution, you need to take action immediately
- **Use the Feedback:** Your last step is to reduce the risk of the situation happening again
- **Communicate what you can and can’t to about their situation**
- **Act quickly**
- **Compensate for their discomfort (if necessary)**
- **Practice diffusing anger**
- **Don’t forget about your employees**

Why do customers leave a company: Example of opinion survey made on it



Customer Service Charter

- A customer service charter is a document that outlines how an organization promises to work with its customers along with providing insights into how an organization operates.
- It includes the rules by which an organization interacts with its external customers including policies, procedures and SLAs.
  - A service-level agreement (SLA) defines the level of service expected by a customer from a supplier, laying out the metrics by which that service is measured, and the remedies or penalties, if any, should the agreed-on service levels not be achieved.
- Additionally, a charter may also relate to the culture and values of an organization such as mentioning support of volunteer work or employee training.

Customer Service Charter cont.’

- Customer service charters help organizations manage customer expectations regarding the delivery of products and services, standards of quality and conflict resolution.
- A customer service charter begins with an overview of the company and its mission which includes organizational goals and how they relate to the customer.
- It then goes into more detail surrounding specific customer service practices. For example, it may document a framework for how to handle customer returns or refunds.
- A customer service charter is a valuable tool for instilling confidence in customers, demonstrating a competitive edge and promoting a commitment to healthy relationships.
- However, a customer service charter can become a negative burden if the organization does not deliver on the established expectations.
  - **Activity: do you have customer service charter in your institution/school?**
  - **If not recognize its relevance and try to develop the charter**

Principles of a customer service charter

- Successful customer service charters typically implement the following principles:

- ♠Explicit identification of the organization's business goals and target audience.
- ♠Identifying channels of communication and contact.
- ♠Proper handling of customer service standards, customer rights and responsibilities.
- ♠Taking past customer feedback and complaints into consideration.
- ♠Making sure that formatting and style are uniform.
- ♠Formulating a response plan to customer concerns.
- ♠Consistently monitoring, reviewing and updating as necessary.
- ♠Holding staff accountable.

PART TWO:
FUNDAMENTALS OF CUSTOMER SERVICE MANAGEMENT

❖**Activity: What Is Customer Service?; how do you serve your customers?**

- Customer service is the act of taking care of the customer's needs by providing and delivering professional, helpful, high quality service and assistance before, during, and after the customer's requirements are met.
- Customer service is the direct one-on-one interaction between a consumer making a purchase and a representative of the company that is selling it.
- Customer service is the interaction between the buyer of a product and the company that sells it.
- Good customer service is critical to business success, ensuring brand loyalty one customer at a time.
- Customer service is the support you offer your customers- both before and after they buy and use your products or services- that helps them have an easy and enjoyable experience with you.

Fundamentals Of Customer Service Management cont.’

- Customer service is meeting the needs and desires of any customer.
- Customer service refers to the assistance and advice provided by a company to those people who buy or use its products or services
- Customer service consists of a collective set of policies that govern every way you and your employees interact with your customers.
- Customers need support before, during, and after making a sale. Customer service provides this support through information, assistance, and creating a trusting environment.
    - This support can be delivered through many different media, like phone, email, online chat, social media, text message, and more. Customer service can be a great way to distinguish your business from your competitors.

Characteristics of Good Customer Service

- **Promptness**: Promises for delivery of products must be on time. Delays and cancellations of products should be avoided.
- **Politeness**: Politeness is almost a lost art. Saying 'hello,' 'good afternoon,' 'sir,' and 'thank you very much' are a part of good customer service. For any business, using good manners is appropriate whether the customer makes a purchase or not.
- **Professionalism**: All customers should be treated professionally, which means the use of competence or skill expected of the professional. Professionalism shows the customer they're cared for.
- **Personalization**: Using the customer's name is very effective in producing loyalty. Customers like the idea that whom they do business with knows them on a personal level.

Essential Skills for Effective Customer Service

- Empathy
- Communication skills
- Product knowledge
- Problem-solving skills
- Patience
- Positive attitude
- Positive language
- Listening skills
- A willingness to go the extra mile
- Personal responsibility
- Confidence
- Tenacity
- Authenticity
- Adaptability
- Attentiveness
- Desire to learn
- Professionalism
- Acting ability
- The ability to respond quickly
- Time management skills
- The ability to let it go

Why is customer service important?

- Customer retention is cheaper than customer acquisition
- Customer service represents your brand image, mission, and values.
- Happy customer service employees will create happy customers
- Happy customers will refer others
- Good customer service encourages customers to remain loyal
- Customers are willing to pay more to companies who offer better customer service
- Customer service employees can offer important insights about customer experiences
- Customer service grows customer lifetime value
- Proactive customer service creates marketing opportunities

Why is customer service important? Cont.,

- Excellent customer service is a competitive advantage
- Revenue increases with good customer service
- Happy customers build a better reputation
- Retention correlates to customer satisfaction
- Churn decreases with more customer care
- Employee happiness correlates to customer happiness
- Increase customer loyalty
- Increase the amount of money each customer spends with your business
- Increase how often a customer buys from you
- Generate positive word-of-mouth about your business

The Golden Rules of Customer Service

† **Listen to our customers:** It’s our duty to understand what customers need and there’s only one way to achieve that: by listening and understanding.

† **Build a service-minded culture:** The customer is King and always comes first.

† **Be helpful, even if there’s no immediate profit:** Remember, we exist in long-term client relations.

† **Know how to apologise:** We’re all human. If you make a mistake be the first to apologise.

† **Don’t make promises you can’t keep:** Broken promises break relations.

† **Take that extra step:** Also known as the ‘extra mile’. Clients appreciate it when you do. *It doesn’t go unnoticed.*

† **Identify and anticipate needs:** Have you really thought of everything? Use your knowledge of financial markets and products to meet all future needs.

† **Answer your phone:** The rule of thumb is three rings. Nobody likes being left waiting. Similarly, always return a missed call at the very earliest opportunity.

The Golden Rules of Customer Service cont.'

† **Remember, speed stuns:** The quicker you work for a customer the more they'll appreciate your service.

† **Show your appreciation:** Our clients are our life-blood. It never hurts to let them know they are.

† **Deal with complaints:** Immediately, openly and with good grace.

† **Fix your mistakes:** The quicker you rectify a mistake the less impact it has.

† **Put yourself in your clients' shoes:** If I was sat opposite me, what would I want? How would I be thinking?

† **Never argue with a customer:** Confrontation kills custom. If you don't agree with them, think around what they're saying – find a new angle.

† **Be flexible:** In a customer service environment, nothing is too much effort.

† **Throw in something extra:** Clients appreciate advisers who go above and beyond the call of duty.

† **Be patient:** After all, it is a virtue.

† **Build a relationship:** It's the only way to ensure you've got your clients' mid to long term investment interests fully and properly covered.

Communication Skills for Customer Service

- Good customer service starts with great communication
- **Listening Skills:** It’s hard to communicate effectively when all you do is talk. To be the best customer service team possible, your staff must master the art of listening.
- **Using Positive Language**: changing your language to make it positive, not negative
- **Mirroring:** Train your staff to mirror the communication style and tone of customers. (Unless, of course, the customer is angry!)
- **Assertiveness:** Being in a calm and positive way, without being either aggressive, or passively accepting 'wrong’.
- **Clear Communication:** make sure everything you do from a customer-service standpoint is clear and concise.
- **Respond Quickly:** When customers contact you they usually want quick and helpful information.
- **Be Empathetic:** Practicing empathy means that you place yourself in your customers’ shoes.
- **Accuracy of information is key**
- **Avoid interrupting**
- **Know your product/service offered inside out**
- **Active Listening and acknowledgements do wonders**

Building Positive Customer Relationships/to build better customer relationships

* Invest in employee training
* Create a fulfilling workplace for your customer service representatives.
* Improve first call resolution rate.
* Leverage software to increase efficiency.
* Create opportunities for self-service.
* Be accessible.
* Show appreciation.
* Measure and improve customer satisfaction.
* Create a customer-first culture.
* Ask For Feedback
* Understand what your customers value

Building Positive Customer Relationships/to build better customer relationships cont.,

* Show you genuinely care
* Adapt to their pace
* Model the behaviour you want to see
* Remember that relationships are built over time
* In order to build good customer relationships you need to:
    - Customize your approach with warm greetings depending upon the scenario.
    - Make your customers feel that you understand what they want.
    - Know that some customers are more interested in the ways you build customer relationships than your products or services.
    - Keep your customers notified about the things they are interested to do business with you.

Customer Service in The Public Sector

- Why the public sector needs to focus on customer services
- Why is it becoming increasingly important for the public sector to focus more on delivering good customer service?
- What's being done to address the increasing demands on public sector organisations?
- How is ICT helping public sector organisations to deliver enhanced and improved customer service?
- What would your advice be to public sector organisations wanting to integrate digital platforms?

Poor or Bad Customer Service:

Activity: what did you experienced about offering or/and earning bad customer service in public institution? Put remedies for the causes of bad customer service

- Bad customer service can be defined as when a business fails to meet the customer expectations in terms of service quality, response time, or overall customer experience.
- Poor Customer service occured due to customers needs and expectation are not satisfied, failing to managing a customer service operation and company standard , lacking of organized planned to execute customer service, lacking of motivational skills, and lacking of good communication skills in concern of product/service industry.
- Bad customer service is caused by a number of factors which include;
  - very unhelpful and impolite staffs,
  - poor after sales service,
  - poorly trained staff members who lack knowledge and skills to perform various tasks and poor products or services.

Reasons for Poor Customer Service

- ♦Not hiring the right people
- ♦Lack of training
- ♦Lack of belief in the product or the company
- ♦Lack of respect for the customer
- ♦Lack of empathy
- ♦Using Negative Language
- ♦Rude Behavior and Bad Attitudes
- ♦Not having an omnichannel communications strategy
- ♦Unhelpful chat
- ♦Transferring customers from agent to agent
- ♦Making customers wait too long
- ♦Ignoring customer feedback
- ♦Underestimate the importance of social media
- ♦Delay customer needs

Side Effects Of Bad Customer Service

- Bad Reputation
- Loss of customers
- Loss of Employers
- Loss of Potential Customers

PART THREE:

CUSTOMER HANDLING ISSUES IN SCHOOL



A Brief History of Education in Ethiopia

- Traditionally, education in Ethiopia was religiously based and provided in church schools and monasteries to the elite few, mostly males. Modern Western education did not arrive in Ethiopia until the 20th century and developed only slowly. Merely 3.3 percent of the elementary school-age population attended school in 1961 – back then one of the lowest enrollment ratios in Africa.
  - Before 1974, the Ethiopian literacy rate was below 10 percent. Since then, the emphasis has been put on increasing this rate and it now stands at 49 percent. Even though this is very low compared to the rest of the world, it is a massive improvement for education in Ethiopia.
  - The education system in Ethiopia is less than satisfactory and while it is free and compulsory, only 60 percent of children are enrolled in full-time education.
  - the ratio of teacher to a child is 1:64, so children are not able to receive the attention that they need in order to reach their full potential.
  - Now, the focus in Ethiopia is to keep children in school and progress to higher education and to reduce the number of school dropouts. This can be done through vocational education, such as technical vocation and education programs. This will ensure that even those who are not in education will receive some kind of training, and will be learning new or improving existing skills.
    - Source: *Georgia Boyle:https://borgenproject.org/education-system-in-ethiopia/*

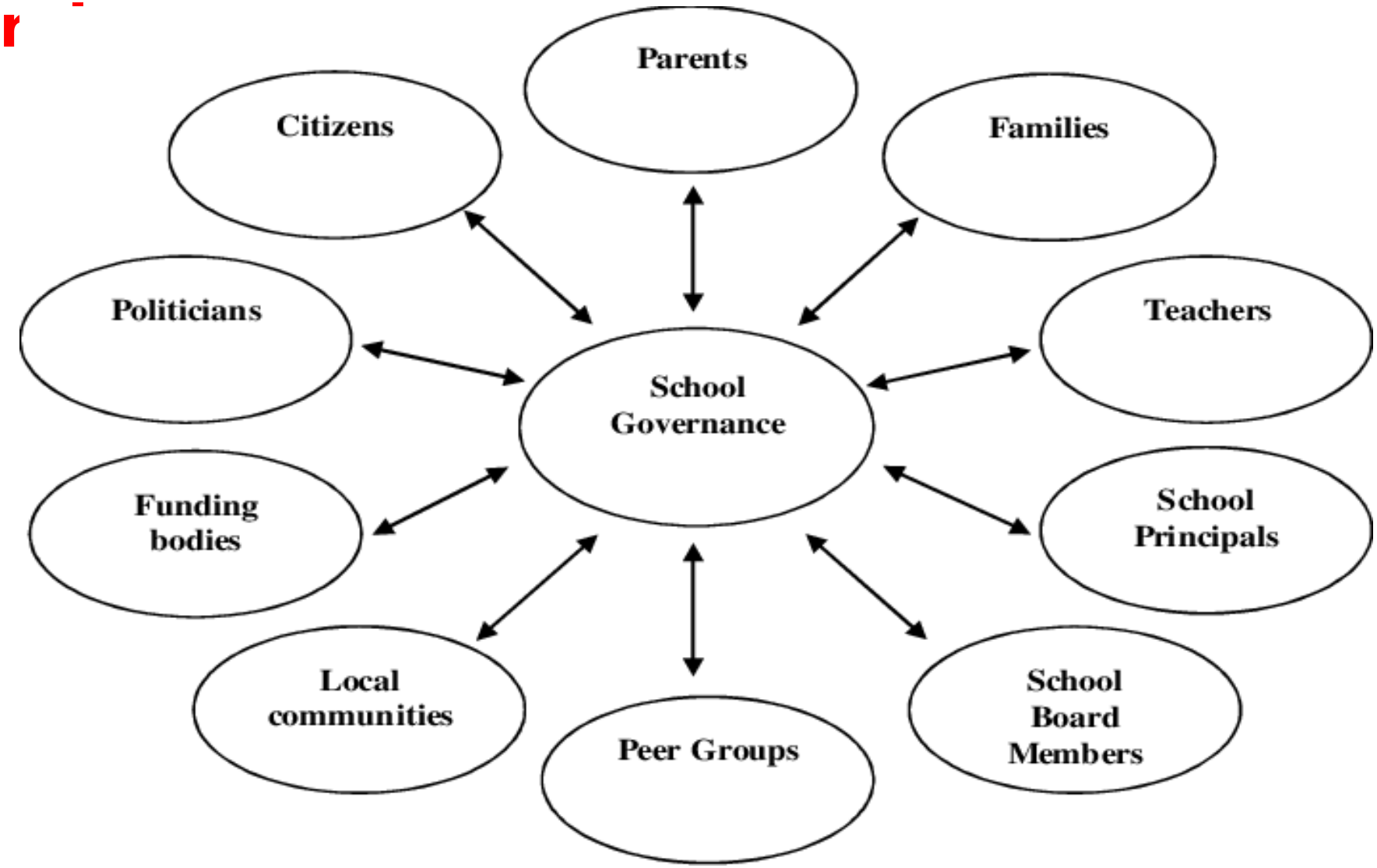
School Stakeholder

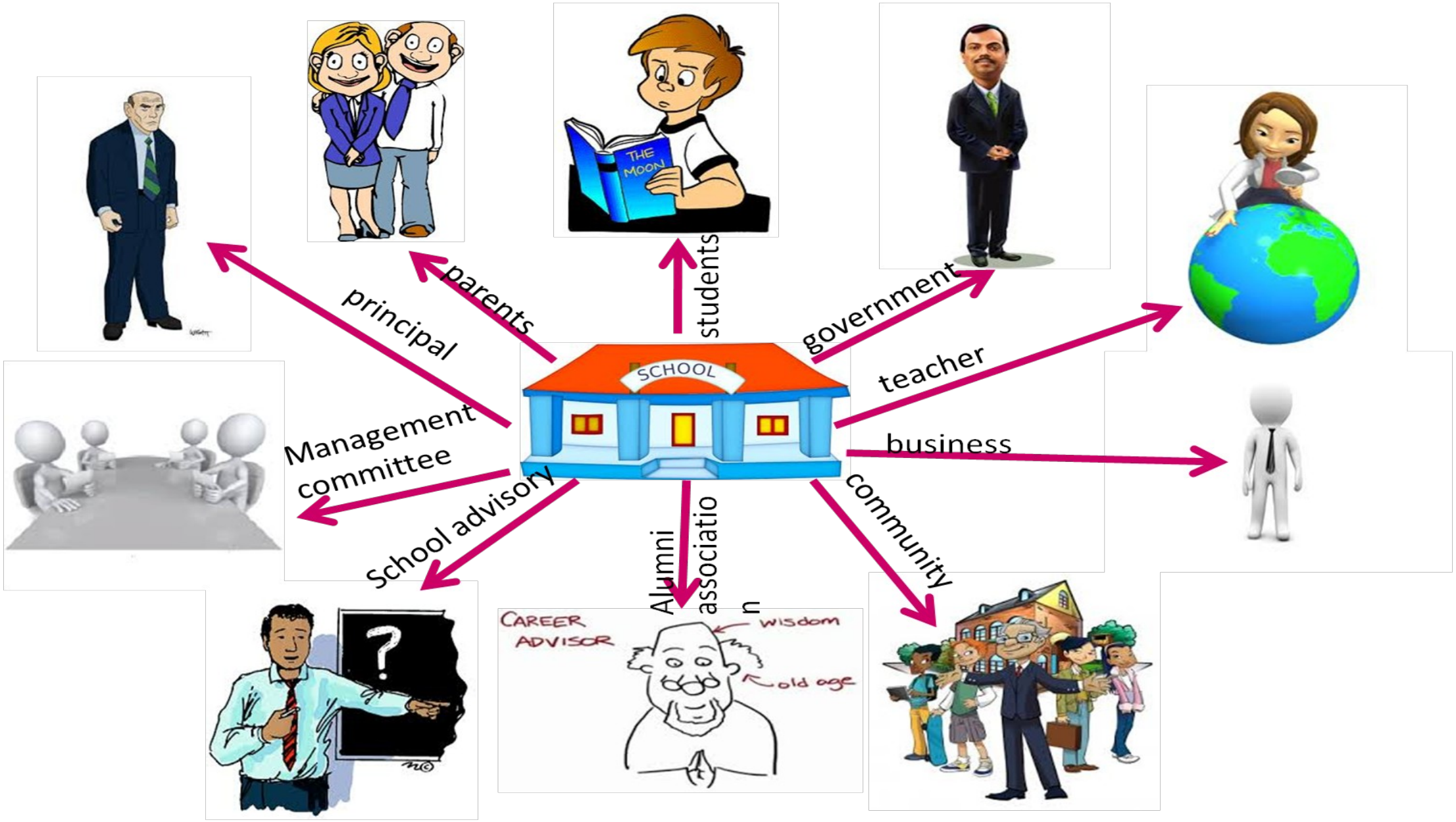
Activity: who are your school stakeholders; mention their role for your institution

- In education, the term stakeholder typically refers to anyone who is invested in the welfare and success of a school and its students,
  - including administrators, teachers, staff members, students, parents, families, community members, local business leaders, and elected officials such as school board members, city councilors, and state representatives.
- Stakeholders may also be collective entities, such as
  - local businesses, organizations, advocacy groups, committees, media outlets, and cultural institutions,
- in addition to organizations that represent specific groups, such as
  - teachers unions, parent-teacher organizations, and associations representing superintendents, principals, school boards, or teachers in specific academic disciplines

School Stakeholders

- Discuss their r




principal
parents
students
government
teacher
business
community
Alumni association
School advisory
Management committee
SCHOOL
THE MOON
CAREER ADVISOR
wisdom
old age
?

School Leadership

Activity: what is school leadership and why it matters?

- Leadership reflect the assumption that it involves a social influence process whereby intentional influence is exerted by one person or group over other people or groups to structure the activities and relationships in a group or organization.
- Leadership is a process of influence leading to the achievement of desired purposes.
- Successful leaders develop a vision for their schools based on their personal and professional values.
- They articulate this vision at every opportunity and influence their staff and other stakeholders to share the vision.
- Leadership is a process of influence leading to the achievement of desired purposes.
- It involves inspiring and supporting others towards the achievement of a vision for the school which is based on clear personal and professional values.
- Management is the implementation of school policies and the efficient and effective maintenance of the school’s current activities. Both leadership and management are required if schools are to be successful.

John Maxwell: Leadership makes a difference

- Leadership is the willingness to put oneself at risk
- Leadership is the passion to make a difference with others
- Leadership is being dissatisfied with the current reality
- Leadership is taking responsibility while others are making excuses
- Leadership is seeing the possibilities in a situation while others are seeing the limitations
- Leadership is the readiness to stand out in a crowd
- Leadership is an open mind and an open heart
- Leadership is the ability to submerge your ego for the sake of what is best

John Maxwell- continued ….

- Leadership is evoking in others the capacity to dream
- Leadership is inspiring others with a vision of what they can contribute
- Leadership is power of one harnessing the power of many
- Leadership is your heart speaking to the hearts of others
- Leadership is the integration of heart, head and soul
- Leadership is the capacity to care, and in caring, to liberate the ideas, energy, and capacities of others
- Leadership is the dream made reality
- Leadership is above all courageous

Chief Executive's Perspective

- They have a clear and consistent vision
- They have the ability to balance strategic and operational roles
- They have the ability to manage change and understanding how it works
- They can talent spot (getting the right people in the right roles)

Chief Executive's Perspective – continued.....

- They work relentlessly on behalf of the pupils
- They work closely with the communities the school serves
- They have high levels of emotional intelligence and interpersonal skills
- They have a sense of moral purpose

Wallace Perspective (Research)

- Shaping a vision of academic success for all students, based on high standards
- Creating a climate hospitable to education in order that safety, a cooperative spirit and other foundations of fruitful interaction prevail
- Cultivating leadership in others so that teachers and other adults assume their parts in realizing the school vision

Wallace Perspective – continued ….

- Improving instruction to enable teachers to teach at their best and students to learn to their utmost
- Managing people, data and processes to foster school improvement.
- Their conclusion was that when principals put each of these elements in place – and in harmony – principals stand a fighting chance of making a real difference for students

What makes a School Administrator an Effective School Leader: Derrick Meador (Practitioner)

- An effective leader leads by example
- An effective leader has a shared vision
- An effective leader is well respected
- An effective leader is a problem solver

What makes a School Administrator an Effective School Leader – continued ....

- An effective leader is selfless
- An effective leader is an exceptional listener
- An effective leader adapts
- An effective leader understands individual strengths and weaknesses

What makes a School Administrator an Effective School Leader – continued ....

- An effective leader makes those around them better
- An effective leader admits when they make mistakes
- An effective leader holds others accountable
- An effective leader makes difficult decisions
- An effective leader keeps in touch with current world affairs

Conclusion

Go to the people.
Live among them.
Learn from them.
Love then.
Start with what they know,
Build on what they have.
But of the best leaders,
When their task is accomplished,
Their work is done,
The people will remark,
"We have done it ourselves."

10 Principles of School leadership

1. Know all aspects of your job.
2. Set accountable goals.
3. Ensure that jobs are understood, supervised and accomplished.
4. Know your teachers and look after their welfare.
5. Keep every teacher informed.
6. Develop responsibility among your teachers and students.
7. Set the example.
8. Take responsibility.
9. Make sound and timely decision
10. Develop teamwork.

The School Head as an Educational Leader

1. Setting the vision, mission, goals and objectives of the school;
2. Creating an environment within the school that its conducive to teaching and learning;
3. Implementing the school curriculum and being accountable for higher learning outcomes;
4. Developing the school education program and School Improvement Plan;
5. Offering educational programs, projects and services which provide equitable opportunities for all learners in the community;

The School Head as an Educational Leader

6. Introducing new and innovative modes of instruction to achieve higher learning outcomes;
7. Administering and managing all personnel, physical and fiscal resources of the school;
8. Recommending the staffing compliment of the school based on its needs;
9. Encouraging staff development;
10. Establishing school and community networking and active participation;
11. Accepting donation, gifts, bequests and grants for upgrading and expanding competencies of school facilitators, improving and expanding school facilities and providing instructional materials and equipment.

ROLES, FUNCTIONS AND COMPETENCIES OF SH'S

ROLES	FUNCTIONS	REQUIRED KSA's
Visionary principal, motivator, advocate and planner	Lead in setting the vision, mission and the goals of the school	Change and future orientation
Builder of networks and support systems	Organize/expand school community and local gov't networks and groups that will actively participate in school improvement.	Networking, organizing, social mobilization, advocacy

ROLES	FUNCTIONS	REQUIRED KSA's
	Lead in developing and implementing the SIP with the participation of the school staff and the community	Development of teamwork, building consensus and skills in negotiation and conflict resolution
	Lead in developing and maintaining the School MIS	Participatory planning and administrative management
		Generation and use of data and information as the basis for planning and management

ROLES	FUNCTIONS	REQUIRED KSA's
Curriculum developer and instructional leader	Create a physical and psychological climate conducive to teaching and learning	Development of collective accountability for school and student performance
	Localize and implement school curriculum	Designing of the curriculum to address both national goals, local needs and aspirations
	Encourage dev't and use of innovative instructional methods focused on improving learning outcomes, increasing access to basic education, improving the holding power of schools and addressing specific local problems.	Creation of an open learning system based on several resource materials rather than on single textbooks.

ROLES	FUNCTIONS	REQUIRED KSA's
		Participatory and peer-based instructional supervision
Fiscal Resource Manager	Admiinister and manage all personnel, physical and fiscal resources of the school	Fund management
	Encourage and accept donations, gifts, bequests and grants for educational purposes and report all such to the appropriate offices	Serving as model for transparency and accountability esp. in financial management.

Discussion

- **Discuss challenges school leaders are facing**
- **Discuss how to improve leadership quality and competency of school leadership**

THE CHALLENGE

- Recognize and actualize **COLLECTIVE RESPONSIBILITY** for the total development of learners, ensuring participation of the school community.
- Full use of our skills in;
  - **COMMUNICATION**
  - **COLLABORATION**
  - **COMMUNITY BUUILDING**

Traits of Successful School Leaders

- They Understand the Importance of Building Community
- To build these community networks it is essential that school leaders are visible in their schools and community, develop trust and create a sense of transparency and shared purpose with parents, staff, community members and students.
- They Empower Teachers and Cultivate Leadership Skills
- Great school leaders know that they are not running a one-man show; that they cannot do it all alone. They know that they must surround themselves with great teachers and colleagues
- They Utilize Data and Resources
- Successful school leaders use data, including standardized and school-based assessments, to drive continuous improvement through site-based decision-making for the express purpose of promoting equitable and culturally responsive opportunities for all students.
- They Have a Vision and a Plan
- The very best leaders are also visionaries. They have a goal that they can unite a team around and a plan to help them get there. Not just that, but they are able to clearly articulate their school vision and goals.

Traits of Successful School Leaders cont.’

- They Create Collaborative, Inclusive Learning Environments
- Inclusive learning provides all students with access to flexible learning choices and effective paths for achieving educational goals in spaces where they experience a sense of belonging. The best educators know this and prioritize inclusivity, creating safe learning environments that nurture every student.
- They Are Passionate About Their Work
- Passion is a critical ingredient for nearly anyone who wants to be successful and happy in their job. But passion is especially important for school leaders, who typically have a great influence on their school’s climate and culture.
- They Encourage Risk-Taking
- What most educators already know is that failure can be the greatest teacher. Just as teachers should encourage risk-taking amongst their students

Traits of Successful School Leaders cont.'

- They Lead by Example
- We've all heard the saying, "Do as I say, not as I do." Of course, the irony is that actions are much more telling than words. Leaders who lead by example position themselves as tremendous role models for not only the students in their school or district but for colleagues and parents as well.
- They Persevere – Staying with a School for at Least Five Years
- Change, while good, can also be disruptive when it occurs too frequently. In the case of school leadership, it has been documented that frequent turnover results in a negative school climate, which in turn has a negative effect on student performance.
- They Are Lifelong Learners
- Perhaps the most important of all qualities that a school leader can possess is the unquenchable thirst for knowledge. As John F. Kennedy said, "leadership and learning are indispensable to each other.

Elements of leadership

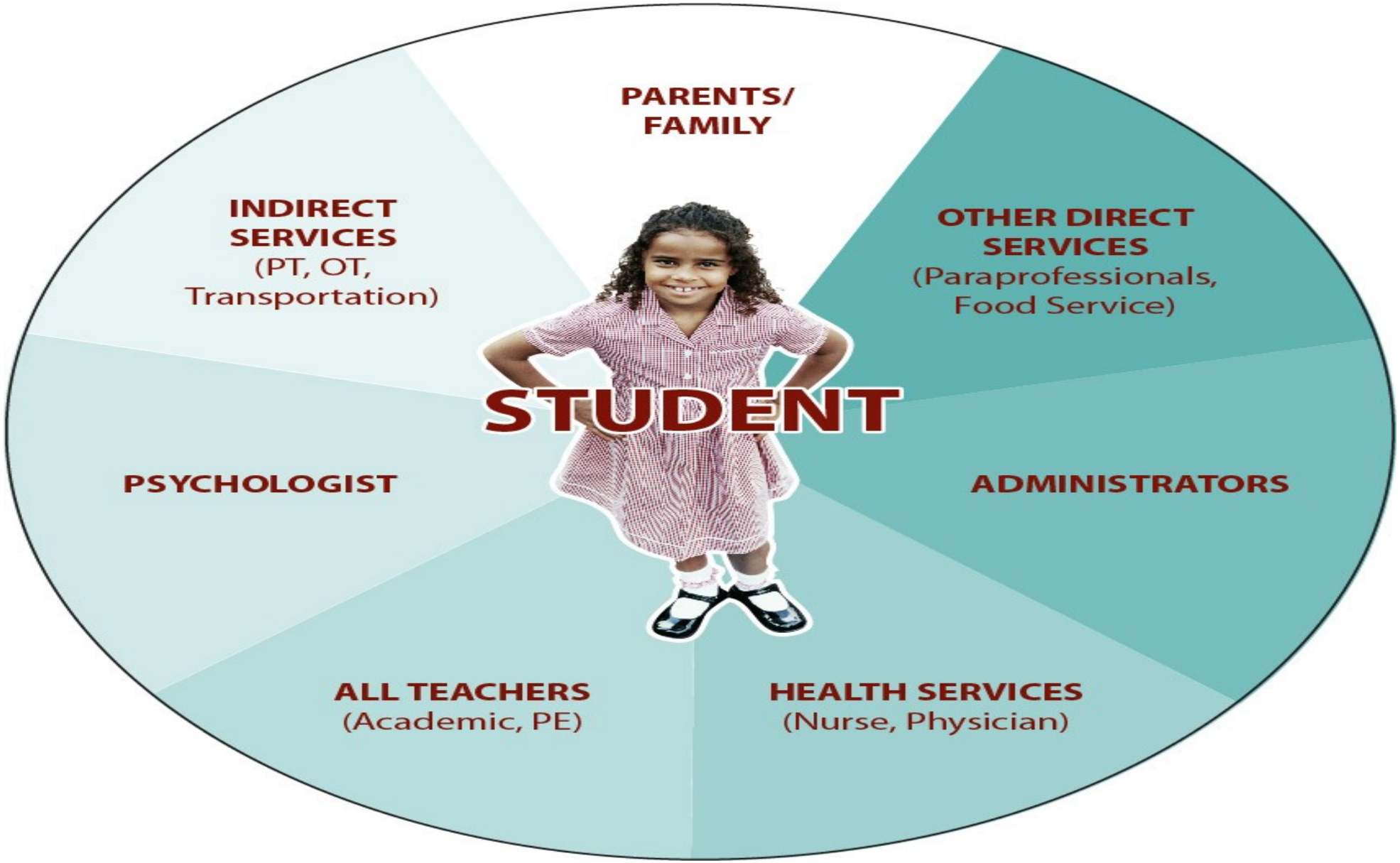
- Dimmock and Walker (2002) recognise eight interrelated elements of leadership. They claim that “the eight provide a convenient and manageable way of encapsulating school leadership
  - † Collaboration and partnership
  - † Motivation
  - † Planning
  - † Decision-making
  - † Interpersonal communication
  - † Conflict
  - † Evaluation and appraisal
  - † Staff and professional development
- The authors claim that these can be regarded as “key operational areas of leadership”, suggesting a managerial approach.

School Services

- What are school services?
- What services do you provide?

School services:

- Attendance Service
- Education Safeguarding Service
- Performance Data Service
- School Appeals Service
- Education and Child Psychology Service
- School Admissions and Appeals
- School records for an individual pupil
- Become or get a mentor
- School educational visits
- Instrumental tuition in schools
- Free School Meals Eligibility and Pupil Premium Funding


PARENTS/
FAMILY
INDIRECT
SERVICES
(PT, OT,
Transportation)
OTHER DIRECT
SERVICES
(Paraprofessionals,
Food Service)
STUDENT
PSYCHOLOGIST
ADMINISTRATORS
ALL TEACHERS
(Academic, PE)
HEALTH SERVICES
(Nurse, Physician)

PRINCIPLES OF EFFECTIVE SCHOOLS

- ♠Clear focus and high expectations for staff and students are defining features of an effective school.
- ♠A rigorous instructional program provides equitable opportunities to learn and enables every student to master challenging content, skills, and learning strategies.
- ♠A personalized learning environment is characterized by knowledge of each student’s learning style, social and family conditions, strengths, aspirations, and needs.
- ♠Instructional leadership by the principal and other school leaders is characterized by a schoolwide focus on student achievement; support for improving and enhancing school culture, teaching, and learning; and effective collaboration among school leaders, teachers, parents, students, and partners in the community.
- ♠School-based professional development and a culture of professional collaboration improve instruction and student achievement and cultivate adult learning communities within the school.

Principles Of Effective Schools cont.,

- ♣Meaningful assessment of student learning occurs continuously and gives students a variety of opportunities to demonstrate that they meet content and performance standards and can apply their learning.
- ♣Partnerships with organizations strengthen the ability of the school to serve the academic and developmental needs of its students and to forge bonds with students' families or caregivers.
- ♣Parent and caregiver engagement is an ongoing process that integrates families into the life of the school in a variety of ways.
- ♣Student voice and participation ensure that students have significant opportunities to collaborate with school staff, exercise leadership, and make choices and decisions.
- ♣Integration of technology into teaching and learning allows all students to access and analyze information, communicate ideas, and express themselves creatively.

Challenges Facing Public Schools

Activity: mention challenges you are facing from different aspects

Major Challenges Facing Public Schools

- Classroom Size
- Poverty
- Family Factors
- Technology
- Bullying
- Student Attitudes and Behaviors
- Parent Involvement
- Student Health
- Funding
- Health & Wellness
- School Leadership
- Literacy
- Our Perception of Students
- Politics
- Our Perception of Teachers
- Time on Task vs. Student Engagement

2018's Top 8 Classroom Challenges, According To Teachers: By Adrien Dussault

- **1. Lack of teamwork, empathy, and support between students**
- With a stronger focus on individual student performance, many teachers feel that teamwork doesn't play an important enough role in classrooms. If students spend the majority of their time working individually, they don't get the opportunity to better their social and teamwork skills. The[illegible]p in elementary and middle school.



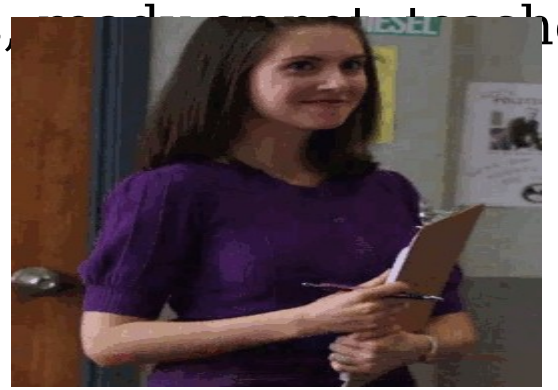
- **2. Teachers working too many roles at the same time**
- Social worker, psychoeducator, and counselor represent only a few of the hats that teachers are expected to wear throughout the day. In order to help their students, they feel compelled to adopt these roles themselves even though t[illegible] proper training. They still do it, though, because they care.



- **3. No time to deal with bodily functions!**
- All throughout the day, teachers must jump from one task to the next and are often forced to neglect their own bodies. There are no bathroom or water breaks for teachers; sometimes th



- **4. Teachers being made accountable for more than they should**
- Teachers don’t feel the accountability is shared equally between them, students, and parents. This can create a tense atmosphere. It’s also difficult to express this feeling to parents with diplomacy. But when parent night comes, [illegible] teachers put their game face on.



- **5. Not enough time to plan**
- Teachers often decry the lack of time they are given to prepare, plan and execute all the tasks that are demanded of them. Updating content presentations and documents, correcting older material, and adapting subjects to a new cohort of students are some of the tasks that teache



- **6. Excessive paperwork for data collection**
- In order to build reliable statistics, school and district administrations ask that teachers compile large amounts of data, such as grades and student growth indicators like SEL and collaboration. Teachers hav because of the additional time it requires and the fact that, on ecious time away from preparing quality content for their stud



- **7. Keeping up with the expectations of school admins**
- A lot of teachers feel that more and more is expected of them from their school's (or district's) administration: offer constant support to the students, keep a line of communication open with parents, give more personalized help to students who need more attention to succeed, and so on. While teachers do want to provide the best support to their students, they maintain that they don't receive enough paid time to do so. Access to specialized personnel and more time outside
suggested ways to im





- **8. Applying a prescribed curriculum to all types of students**
- Ask any teacher, and they will tell you: Every student is different. They learn at different speeds, and they each have their own way of taking in content and remembering it. Problems arise when teachers are expected to apply a fixed curriculum to students with vastly different needs. Adapting lessons to students and tailoring content to their needs takes time, which is in short supply.

Disciplinary Problems of Students

- **Discipline** Defined: “ A **discipline problem** is behavior that (1) interferes with the teaching act, (2) interferes with the rights of others to learn, (3) is psychologically or physically unsafe, or (4) destroys property
- Some of the types of disciplinary problems that are most common are:
  - Disrespect - students speak and act in a disrespectful way to adults and peers
  - Defiance - students openly refuse to listen to adults or follow directions
  - Bullying - students consistently intimidate others, often to make themselves feel better
  - Aggression - students become physically or verbally violent
- **What Are the Causes of Classroom Discipline Problems?**
  - **Problems** at Home. **Issues** and stresses at home are a major **reason for students** to act out in class. ...
  - Peers. **Students** who are bullied by their peers are also prone to **discipline issues** in the classroom. ...
  - Perception. ...
  - Disabilities.

What are the behavioral problems of students?

- Some of these immature, irritating, or thoughtless behaviors or "classroom incivilities" include:
  - lateness or leaving early.
  - inappropriate cellphone and laptop usage in class.
  - side conversations.
  - disregard for deadlines.
  - grade grubbing.
  - sniping remarks.
  - cheating.

What are the behavioral problems of students?

- How can discipline problems be prevented?
- Preventing and Handling Discipline Problems
  1. avoid miscalls.
  2. be authentic, or congruent.
  3. be consistent.
  4. be appropriate.
  5. be fair.
- How is discipline maintained in the classroom?
  - Be sure you have their attention before you begin. Don't try to talk over students; you'll be initiating a competition to see who can speak louder and also let them know it's okay to talk while you are talking. Use positive presence.

Common Problems for Students

- **Problems May Include, But are Not Limited to:**
  - ♦Disorganization/feeling overwhelmed
  - ♦Eating right and staying healthy
  - ♦Failing to network
  - ♦Homesickness
  - ♦Not resolving relationship issues
  - ♦Poor grades/not studying or reading enough
  - ♦Poor sleep habits
  - ♦Skipping classes
  - ♦Wasting time/procrastinating

- Teach Students the 4 Problem-Solving Steps
  1. Ignore it. (It takes more courage to walk away than to stay and fight.)
  2. Talk it over respectfully. Tell the other person how you feel.
  3. Agree together on a solution.
  4. Ask for help if you can't work it out together. Put it on the class meeting agenda.

Example of discipline problem: BULLYING

Cause

Teacher ignore the problematic students.

- No rapport with problematic students
- Keep pushing aside the problematic students

Solution

Use proper approach to encounter problematic students.

- Ask them if they have any problem(family/friend)
- Help them by providing counseling session

Common Problems in School Management

- Paper-based processes
- Online Registration
- Admission & Enrollment
- Course Management
- Teacher Evaluation
- Communication & Collaboration
- Classroom Management Strategy
- Student Monitoring
- Revenue Management
- Forecasting the academic achievement

- What is administrative problem handling?
- The various administrative problems that are faced by the management in the process of decision-making are:
  - the correctness of decision,
  - the decision environment,
  - timing of decision,
  - effective communication of decision,
  - participation in decision-making, and
  - implementation of decision.

- What are the common challenges of decision making?
  - Level of Decision Making Not Clear.
  - Lack of Time.
  - Lack of reliable data.
  - Risk-Taking Ability.
  - Too Many Options.
  - Inadequate Support.
  - Lack of Resources.
  - Inability to Change.

Some of the Major Problems in Education and Their Solutions

- Problem 1: Resistance to Change
- Solution 1: Establishing a Global Network of Like-Minded Professionals
- Problem 2: Inflexible Education Budgets
- Solution 2: Cost-Saving Products & Partnerships
- Problem 3: Outdated Professional Development Strategies
- Solution 3: Digital Solutions to Professional Development

Challenges in modern education system

‡ Safety and security of all

‡ Quality of teaching

‡ Misbehavior

‡ Retaining and improvement of reputation

‡ Maintenance of overall quality

‡ Solutions to many problems

‡ Management of laboratories

‡ Conducting exam professionally

‡ Materials management

‡ Improving confidence

‡ Maintenance of infrastructure, etc.

- “Our success as school managers depends on our positive attitude towards change. We must be the catalysts who will not only accept changes and reforms, but also lead and manage these changes..”

  - Sec. Jesli A. Lapus
  - Department of Education

The end

