2. DIRECTION

Direction is the information contained in the relative position of one point with respect to another point without the distance information. Directions may be either relative to some indicated reference (the violins in a full orchestra are typically seated to the left of the conductor), or absolute according to some previously agreed upon frame of reference. Direction is often indicated manually by an extended index finger or written as an arrow. On a vertically oriented sign representing a horizontal plane, such as a road sign, "forward" is usually indicated by an upward arrow. Mathematically, direction may be uniquely specified by a unit vector, or equivalently by the angles made by the most direct path with respect to a specified set of axes.

2.1 CONCEPT

Management principal based on the concept that all team members involved in the same activities must share the same objective. Team members all work toward a common goal using the same plan to reach the shared objective.

2.2 ELEMENTS

Using the image of a balance this paper first attempts to demonstrate the importance of major issues, paradoxes, dilemmas, tensions faced by school leaders. It puts the case for greater emphasis on continuity, independence, community and heterogeneity to balance what is seen as the current overemphasis on constant change, dependence, individualism, and homogeneity. Second, a key, our ability to understand, act on and value individual, group and organizational development, or learning, in educational organizations, is offered as a way overcome such imbalances and to better be able to know the crucial elements in leadership for democratic schools. To support the position taken recent research that examines leadership for organizational learning and improved student outcomes is summarized and its implications discussed. Third, and finally, the paper attempts to join together the various elements of balance, organizational learning and leadership in a single developmental model of school leadership. This study explored the relationships between eight categories of nonverbal behaviors and group perceptions of leadership emergence. Of the variables studied, one, "gesticulation of the shoulders and arms," explained a significant amount of the variance when all predictor

variables were considered together. This result was consistent with theory and research in nonverbal communication and suggested the need for further exploration of the role of nonverbal cues in group discussion.

2.3 MANAGEMENT AND ADMINISTRATIVE PROCESS

Administrative management is about managing information through people. Information is central to all management processes and people are the resources who make best use of that information to add value. Most working professionals and all managers have some element of administrative management in their jobs. "Evidence of good administration is when you don't know it is happening officiating at an Institute of Administrative Management Graduation Ceremony in London he was addressing an audience of over two hundred graduates and their guests. He was impressed by the organization of the event combining the formality and gravitas of the ceremony with informal social mingling to ensure everyone enjoyed the occasion.

Management of information, whether paper based or computerized, is central to the effective running for any organization in a competitive global marketplace.

Many administrative processes are repetitive and require to be regularly reviewed. A good administrative manager can add value to the company by challenging the efficiency and reliability of procedures that have been running for a period of time whilst striving to look for continuing improvements and identifying and cutting out any outdate practices. With the speed of change in business today the manager has to value the people who are expected to operate often complex systems.

Whilst ever improving software aids all aspects of administration, it has to be remembered it is just a tool for collection and dissemination of data. The information produced needs to be clear and concise to be of value to a manager. Many quality controls have been put in place by companies over recent years and should not just be viewed as just another "paper pushing exercise". If controls are not working then it is up to the company to review why the procedure was implemented in the first place. In the drive for efficiency if the implementation of a new procedure prevents the staff member from actually getting on with the job, impedes production or hampers service output, then obviously rethinking the whole strategy is part of the administrative process.

Recent controversial thinking in some quarters suggests that highly trained freelancers and software may replace administrative managers within

organizations. With the increasing use of tale-workers and outsourcing by companies the role of the administrative manager becomes even more necessary than ever before. We therefore have to ensure that all administrative managers are given the essential training required to be able to make the best use of their own technical skills and those of their staff to full potential.

The 1990's saw most office functions being revolutionized by the improvements in information technology. To keep pace with business changes each individual needs to keep their management skills up to date to ensure their continued employability.

Whilst it is very feasible to accept that as more people have access to computers and the need to employ clerical and secretarial support lessens, the role of an administrative manager becomes even more important. They are crucial to the smooth running of any office. Computers will never take the place of a committed well-trained individual who has the empathy for staff of all abilities who make up the lifeblood of an organization. The more committed and happy the staff, the more productive the company.

All companies and organizations are only as good as the people they employ. If an organization has to run "lean and mean" then the selection and recruitment of the right administrative manager, who can make the best use of the tools at his or her disposal, is truly a valuable asset. There will always be a necessity for good administration in any organization, the American government is run by "The Administration". In the UK there is not a great deal of importance placed on the use of the word "administration", but which company can be successful without its existence?.

2.4 LEADERSHIP IN THE DIRECTION

The way you define leadership determines what you'll do, where you'll go, and how you'll get there. Without definitions you'll flounder. You must define your leadership.

Some leadership-definitions are relational, others situational, still others focus on being. In addition, you can think of leadership in terms of process, behaviors, learned skills, and/or innate qualities For example, Maxwell distills leadership down to one word, "Influence." Leadership, an act or series of acts that moves people in a certain direction can no longer be displayed by a lone, heroic individual. Instead, as this author writes, we need to recognize that leadership can come from anyone who displays leadership as an occasional, discrete act of influence. Yes a leader must provide direction, but the person at the top isn't the only person who can provide it.

The ideal leader has vision, charisma, integrity, emotional intelligence, an inspiring delivery and sterling character. But if there are leaders who don't fit this image, then we cannot use our ideal to define leadership in general. Here are some leaders who don't match our ideal: The teenage gang leader, who has "street cred", is tough and prepared to defy the law, even if it means shooting his way out of trouble. Stalin, admired by some Russians who like tough leaders, even if ruthless. Technical leaders, whose new product ideas induce change even if they have no vision, an abrasive style and little emotional intelligence, Leaders in scientific or professional functions who exert quiet influence based on hard evidence but who are personally uninspiring. If these are genuine examples of leadership, then our image of the ideal leader can't be about leadership in general. Our ideal is biased in two ways: first it is culturally relative, and second, we narrowly focus on larger-than-life characters such as chief executives and heads of state, the heroic, glamorous end of the spectrum. Idealizing leadership blinds us to its real essence. We need to stop viewing the leader as a type of person in charge of a group. Instead, we need to see how leadership can come from anyone who shows it as in an occasional, discrete act of influence. Leadership must be better aligned with a world that is too complex and fast changing for one person to provide all the answers. If crowds are wiser than individuals, then the lone, heroic, ideal leader is a liability.