

Chapter 10

Modern Leaders, Revolutionary Results: Steering Transformation in Today's World

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ABSTRACT

In every field, innovation remains pivotal, especially in the realm of education where it consistently refines the teaching and learning experience. This chapter delves into the profound influence and significance of innovation in reshaping educational facets. Emphasis is placed on the transformative leadership in education and its alignment with progressive and inventive cultures. The discourse highlights the capability of transformational leadership to foster professional growth and a spirit of teamwork. Evidence suggests that both educators and students thrive under transformational leadership, benefiting from its capacity to motivate, and instigate positive change. The chapter underscores the value of continuous learning and professional enhancement for transformational leaders, as it cultivates an enduring learning ethos, crucial for professional evolution. Furthermore, this chapter presents tactics that transformational leaders might employ to stimulate progress in the educational sector.

INTRODUCTION

Leadership refers to managerial decision making (Jandigulov et al., 2023). In education sector, the concept of transformational leadership is used in terms of leading through example. It inspires as well as nurtures future leaders to bring significant yet positive changes in individual and social systems. For example, a transformational school leader ensures that students not only reach their academic achievements but also to improve their learning journey. Similarly, transformational leader inspires the teachers and staff members to pursue as future leaders or role models for the purpose

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of facilitating improvements and innovations in education sector as education is now regarded as a strategically significant component of life (Abdallah & Alkhrabsheh, 2019). Teachers are able to learn and acquire new skills and knowledge (Abdallah, & Farhan, 2023). The main purpose of implementing transformational leadership in education is to do better for each student; hence this mindset creates as well as fosters innovation and creativity aspects in the schools and universities. With time, transformational school leaders adapt and innovate into new things that often leads to cultural shifts and updated technologies (Al Harbi, Alarifi & Mosbah, 2019).

Education sharpens the talent factor in individuals; hence transformational leaders always ensure to maintain continuous improvement and changes in the pedagogical aspects. Traditionally education leaders simply ask the employees to complete the assigned duties with expected compliance; however, focusing on transformational leadership inspires the leaders and principals to push the teachers and other educators towards innovation and creativity (Al-Husseini, El Beltagi & Moizer, 2021). On the other hand, transformational leaders assist school teachers and educators by helping them transcend their self-interests and self-centered values. Therefore, it helps the teachers to receive support from leaders which further builds vision for school's future. The success of school is dependent on both student's academic excellence and teacher's professional growth; hence, transformational leadership plays crucial role in facilitating development in educational settings. In addition, like all sectors worldwide, the educational and academic domains are impacted by unforeseen crises. Yet, the nature and characteristics of these crises can vary. (Darawsheh et al, 2023).

In the present chapter, the study describes the importance of transformational leadership in education sector and how it helps the leaders to embrace change and growth in educational areas. The need of innovation is also stated in the present chapter as that drives positive change in diversified educational areas specially as the UAE is home to more than 200 nationalities and the schools currently teach 16 different types of curricula (Abdallah & Alkaabi, 2023). Furthermore, the chapter examines the role of technology in leveraging innovative aspects in education. This pinpoints the fact that the use of technology is important for both teachers and students (Abdallah et al., 2023). Regarding this, the chapter also discusses the role of technological innovation in addressing potential challenges and considerations in educational setting. Moreover, the chapter demonstrates the significance of continuous learning and professional development for transformational leaders; hence, some strategies are discussed that promotes innovation and professional learning for leaders. Lastly, the chapter outlines how transformational leaders inspire change and promote growth in educational institutions through the power of innovation (Abdallah et al, 2023).

In UAE, educational sector has been greatly emphasizing on the change and improvement aspects; hence, the scope of transformational leadership is emerging greatly. Leaders not only focus on adopting new leading styles but also, they ensure that the styles have a lasting impact on school development and improvement areas. In UAE, the (MoE) Ministry of Education in conjunction with (KHDA) Knowledge and Human Development Authority focuses on embracing innovative practices that can inspire and foster growth in educational area.

This helps the leaders as well as the educators to leverage technological advancement in the process of learning as well as administrative management which improves the functioning of the institution respectively (AlQodsi & Aljahoori, 2023)

VARIOUS DIMENSIONS OF INNOVATION IN TRANSFORMATIONAL LEADERSHIP

Dimensions of Innovation in Transformational Leadership

In the domain of education, it is essential for the leaders to share the vision so that the teachers and associated educators can help in meeting the goals. Since, transformational leaders focus on continuous development and improvement; therefore, their focus remains on facilitating innovations and creativity at the education institutions. In order to embrace innovation in the work culture, it is vital for the leaders to emphasize on sharing the vision with the teachers and educators for the purpose of making education better and improved. For example, the UAE's leader Sheikh Mohamed bin Zayed extends not only his support for education but also, he established vision and creative ideas to empower educational standards in the country. This includes monitoring and conducting field visits, launching different initiatives as well as rewarding students for outstanding performances (Arabian Business, 2022).

Therefore, for a leader it is essential to focus on visionary thinking not only to help students excel in their learning journey but also to assist teachers in their professional growth (Abdallah, & Musah, 2023). A transformational leader inspires the teachers and educators to embrace innovation through coming up with new ideas of teaching and learning which helps the students to improve their learning journey in positive manner. According to Ataboyev & Tursunovich, (2023), visionary thinking directs the leaders as well as followers to prepare effective strategies and techniques to reach the goals. Also, it is believed that vision gives a sense of purpose and guides throughout the journey; hence, it articulates what the education institution aspires to accomplish. To facilitate innovations, visionary leaders inspire followers to work for the future goals wherein they also focus on direct and effective communication. Since, education is one of the greatest platforms that builds talent; hence sharing vision helps the institutes and associated leaders to address a fast-changing world (Novitasari et al., 2021).

Innovation is a complex process; hence, it is apparently embedded with several risks; however, a transformational leader must inspire the educators to develop risk-taking capacity even when the outcomes are uncertain. This is essential for the purpose of professional growth and learning wherein transformational leaders ensure that educators and other associated people are growing in the respective domains. For instance, in UAE, MOE develops an Innovative Education System for a knowledge and global competitive society which prepares all age group people to meet the labor market needs (UAE Ministry of Education, 2023). At the same time, it also ensures to maintain quality, efficiency and good governance of educational institution's performance. Transformational leaders in education inspire and direct the teachers to take time to research and evaluate new things so that the quality of teaching and learning can be improved for the students. Similarly, they also focus on taking appropriate risks if that happens to impact the institution in any way. Also, transformational leaders motivate teachers not only to take risks but also to learn from every failure in terms of assisting them towards real growth (Alsaad, 2014).

The focus of a transformational leader is on fostering a culture of creativity wherein not only teachers, but students also become creative through attending different workshops and seminars. Baruah & Paulus, (2019) in this respect says that transformational leaders should empower the teachers and students to share their ideas without fear as it boosts their morale and drives productivity factor. For example, a culture of creativity in educational institution develops new and unique ideas and that is when new

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solutions and processes begin. In addition to this, autonomous environment helps teachers to specify their requirements for better teaching and eventually, it improves the standard and quality of education (Shields & Hesbol, 2020). It has been observed that creative culture encourages group work and team building aspects wherein both teachers and students can learn ways to socialize positively with others. This is also essential for facilitating brainstorming activities wherein students as well as teachers can share their ideas and learn new ones. In support to this, Halász, (2021) says that creative culture enhances social skills; hence, it creates better learning environment in the education institution. Teamwork is an essential aspect in transformational leadership which also greatly contributes to facilitate innovation and it also motivates teachers and educators to transform the work culture in a positive way (Abdallah & Alriyami, 2022).

In transformational leadership, leaders empower the followers to take ownership of their professional growth in which they provide them the autonomous yet professional environment wherein faculty, coaches and students can perform better and innovate in the classroom. Focusing on own professional growth gives apt idea about the areas of improvement and development; hence, this aids the educators to build their career and professional dynamics (Khan & Khan, 2019). Among the major attributes of transformational leaders, empowering others is the one in which leader ensures to focus on the growth of followers by organizing training as well as development opportunities for them. There are several other dimensions such as idealized influence, inspirational motivation and intellectual stimulation included in transformational leadership which contributes to improve productivity and efficiency of people and leads to a knowledge-based economy. In the views of Kim & Park, (2020), it helps in managing and developing intellectual capital within the education system which is inevitable aspect of transformational leadership.

ROLE OF TECHNOLOGY IN FACILITATING INNOVATION IN EDUCATION

How Technological Advancements Helps Educational Institution

Technology is a powerful tool which transforms the process of learning as well as teaching as it helps affirm and reinvent new approaches to meet the needs of people. Educators are the collaborators in learning wherein they should seek new knowledge as well as constantly acquire new skills along with students to improve the quality of teaching (Kwan, 2020). Therefore, in this respect transformational leaders set a vision for creating learning experiences wherein they provide the right tools and supports to both teachers and students to thrive. Technology has changed the education pattern since Covid-19 and afterwards, it became a vital part of both and learning process. Technology has been greatly integrated into education curricula which further helps teachers to harness online learning as the most powerful educational tool. As per the study of Kraus et al., (2021), it is identified that the effective use of digital learning tools in classrooms not only amends student's engagement but also it helps the teachers to improve their lesson plan and facilitate personalized learning. Moreover, it assists the students to develop essential skills required in 21st century (Alqodsi et al, 2023).

Technology has facilitated innovations in the education sector such as it has introduced virtual classrooms, video, robots and augmented reality tools which makes the classroom livelier and creates inclusive learning environment for all students. It also fosters collaboration and inquisitiveness which enables the educators to collect and maintain appropriate data about student's performance (Badawy & Alkaabi, 2023). With the help of technology, teachers come up with innovative teaching strategies that leads to

clearer as well as better communication with the students. From the study of UAE fintech (2022), it has been identified that the education technology (EdTech) market is worth \$244 billion worldwide and after 2020 the usage of EdTech is increased to 99% in education institutions. In UAE, EdTech is gaining traction as it gives access to digital technological tools such as Artificial intelligence, virtual reality, blockchain and sensor based IoT which improves learning and teaching processes (Musah et al.,2023).

All these advanced solutions are being integrated in UAE's core education setting which widens the scope for students and educators to learn in their own time and ways. In UAE, 72% of the educational institutions have advanced their digital initiative roadmaps to help prepare effective curriculum for the students. Furthermore, technology has also transformed the traditional roles of both teachers and learners, whereas in past times teachers were simply considered a vehicle for delivering information. However, today teachers are turning more into the guidance roles as facilitators. Because of technological integration, students are becoming more accountable for their own learning through virtual learning environments (Le & Lei, 2019). In UAE, technology is positively transforming education aspects that helps the teachers to create as well as share materials in novel formats. This also creates collaboration with students; hence, develops ways to work with learners without any accessibility issues. In addition to this, UAE is also embracing education with diversified platforms such as Learn Live UAE wherein the leaders and educators from UAE can come and share their ideas and best practices about teaching and learning (UAE fintech, 2022). This aims to support students and their academic needs in different ways (Abdallah et al, 2023)

From past several years, the UAE has been strongly focused on technology in education; hence, it initiated an Innovation Hub by Oracle in Dubai which ensures that students can develop technological breakthroughs. Technology plays a vital role for students to collect valuable and reliable content and implement practically (Abdallah, Aljuburi, & AlKhasawneh, 2023). This makes the education institutions move from papers, books and pencils to electronic sources (Malek, 2018). In UAE schools, there is a huge scope for smart classrooms and digital screens as that increases students' involvement in classroom activities and helps in sharpening their analytical skills (Darawsheh et al, 2023).

SIGNIFICANCE OF CONTINUOUS LEARNING AND PROFESSIONAL DEVELOPMENT FOR TRANSFORMATIONAL LEADERS

Apparently, focusing on continuous learning and develops helps the leaders to enhance as well as sharpen their leadership skills and it also unlock leadership brilliance. The study of Novitasari et al., (2021) says that continuous learning is a self-motivated persistence which helps in acquiring knowledge and competencies and expands skill sets; hence, it plays significant role in climbing the ladder of professional success. With the rapidly changing education scenario, the role of leaders has become more challenging than before and in order to fill the skill gap, focus remains on learning and professional aspects. For a transformational leader, it is essential to emphasize on learning new things not only to stay updated but also to implement new things and improvement continuously to develop the quality of education. For example, professional development activities keep the leaders updated about new approaches and strategies that further facilitate innovation in the education industry (Stéphan et al., 2019).

On the other hand, modern learners must emphasize on expanding their skills and effectiveness because that improves their decision-making and problem-solving skills. There is a direct connection between teacher leadership and school effectiveness as when teachers deliver quality educational services to the

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students it eventually improves overall school's academic aspects (Abdallah, 2023). It is certainly true that often leaders must make several decisions in uncertain situations; therefore, focusing on continuous learning and development helps assist them in making informed and strategic decisions. Supporting to this, Shields & Hesbol, (2020) contends that leaders engaged in continuous learning are more likely to foresee and respond to challenging situations and this also allows them to see things from different viewpoints; henceforth, it promotes long-term success. Equipping with continuous learning also assist the leaders to adapt to changing conditions wherein leaders can predict about future trends and can make necessary updates accordingly. However, a culture of learning makes a leader role model wherein new opportunity are embraced for other people also to improve as well as grow in professional areas (Alqodsi,, 2023). A leader focusing on professional development aspects inspires the staff, teachers and students towards continuous learning and development (Stéphan et al., 2019). Also, to a greater extent, people learn to accept and implement changes.

A transformational leader focuses on three attainable goals such as opportunities, control and support; hence, continuous learning develops space for leaders to achieve these objectives respectively. There are various strategies through which transformational leaders can promote innovation such as they connect with professional learning communities wherein, they learn about implementing new techniques that makes the education process improved, interested and comprehensive (Susilawati, Khaira & Pratama, 2021). Also, learning inspires education leaders to involve the teachers and educators in professional development aspects so that the quality of teaching can be improved along with institution's overall performance aspects. Apparently, a leader can inspire the followers through own actions; hence, this creates a culture of learning and creativity in the education institution. Van der Rijst, Baggen & Sjoer, (2019) contends that transformational leader ensures to allocate resources for the professional development of teachers and staff members in terms of embracing lifelong culture in the education institution. Professional development not only develops the professional skills; but also, it assists in sharpening social skills which is another way of facilitating creativity in the work aspects (Abdallah & Abdallah, 2023).

Under professional development activities, transformational leader focuses on leveraging collaboration with external partnerships for the purpose of building expertise and support so that right services can be delivered. In the same way, education leaders also collaborate with external educators and professionals to improve the quality of educational services (Baruah & Paulus, 2019). This is yet another technique of inspiring the team to learn and grow both from personal and professional dynamics. In UAE, in-service professional development is extremely important not only to retain quality teachers but also to keep their knowledge and skills up to date. Therefore, professional development takes place in a lot of forms such as mentoring, workshops and connecting leaders to experts. In UAE, teachers come from varied national backgrounds; hence, it is essential for them to participate in 30 hours of professional development wherein Abu Dhabi Education Council and Ministry of Education runs programs that offers different training sessions (UAE Ministry of Education, 2023).

In an era of constant change and improvement, education leaders are required to stay ahead to better manage the organization's dynamics in terms of remaining competitive. Leaders are known to lead by example; hence, they must be open to changes and must prepare themselves to quickly respond to the changing circumstances; therefore, this defines the importance of professional development for leaders (Ataboyev & Tursunovich, 2023). Since, growth is the key to success; hence, professional learning assists the transformational leaders to inspire the team to come up with new ideas and opinions to enhance the overall quality of educational services. It has been observed that

continuous learning assists the leaders to improve their communication skills and it also aids them to comprehend teacher's and student's learning needs. In the study of Wei, Liu & Sha, (2019), it is ascertained that leaders who are well-versed in interpersonal communication understands the team's concerns effectively and addresses the potential challenge more quickly and effectively. In addition to this, continuous learning also allows the leaders to build relationships with teachers and students which further helps in discovering new career opportunities.

CONCLUSION AND RECOMMENDATION

Transformational leadership is based on motivating as well as inspiring people since proactive leadership style aims to deliver continuous change and improvements in all aspects. It is renowned that transformational leaders encourage and inspire to drive innovation and create improvements in the work aspects. Hence, under transformational leadership employees become creative and good problem solvers and they can also be trusted for autonomous work. The study states that since transformational leaders understand the importance of sharing vision and working with people; therefore, they are more into delivering success to the organization (Al Harbi, Alarifi & Mosbah, 2019). Under transformational leadership, organization's innovation becomes clearly visible. In education industry, it is essential for the leaders to come up with new strategies and techniques as that not only amends teaching quality but also increases student's engagement in learning. Therefore, in this realm, creative environment is essential so that teachers and students can collaborate and share their ideas to improve the learning journey.

From the study, it is analyzed that transformational leaders focus on visionary initiatives, supportive culture, functional expertise and intellectual stimulation; therefore, all these efforts engage the employees in innovative work behavior. A supportive environment is developed through inspirational and motivational considerations and transformational leadership is typically focused on all these elements; hence, it embraces innovation in the work culture. On the other hand, from the study it is also analyzed that technological innovations significantly impacts education system at all levels; however, it often disrupts traditional classroom environment (Al-Husseini, El Beltagi & Moizer, 2021). Authors and scholars have a distinct opinion about technology and education, and it varies as per the situations. For example, many believe that technology has made the process of learning easier; however, many oppose that extensive use of technology makes people dependent on artificial intelligence sources. Despite of having various opinion about technology, one thing remains unchanged that is technology has profoundly changed or developed education sector. Comparing the scenario with traditional methods, education is not confined to same classroom or building. Today, technology has enabled students and teachers to collaborate with each other; hence, it has also improved communication patterns as well as relationships among teachers and students (Baruah & Paulus, 2019).

Technology has also begun to change the roles of teachers and learners as it is a powerful tool that helps both teachers and students to share instructional materials with each other whenever required. For example, with the worldwide reach of the internet and smart devices students can connect with the educators; hence, a new age of education is dawning. Additionally, the use of technology in schools makes the processes easier for the administrative department and reduces the work burden on manual tasks (Halász, 2021). However, at the same time the management needs to focus more on accuracy and transparency aspects.

Recommendations to Foster Innovation, Change, and Drive Growth in Education

In terms of driving growth in the education sector, it is vital to focus on enhancing accessibility towards technological resources wherein schools should provide accessibility to the students for different learning modules and sources. In this respect the district should also focus on investing in helping the education institution providing technical education services to the students. However, the use of technology for students should be confined to studies and learning; hence, parents as well as should ensure to provide access to only learning materials. Thus, the technical sources can be protected through passwords and security codes. This way the screen time of students on technical gadgets can be minimized (Khan & Khan, 2019).

From the study, it is also analyzed that technology becomes challenging when teachers and educators are not professionally sound in technical areas. In terms of recommendation, it is essential for the education institution to organize teacher training sessions on different topics which guides and trains teachers and equips them with technical skills. In addition to this, leaders need to ensure that change is being communicated to the educators and teachers prior implementing it so that resistance related issues may not come. Also, to foster innovation in the education sector, it is crucial for the leaders to stay updated and utilize all resources to maintain the competitive aspects. Leaders should inspire the followers to focus on improvements and developments as that not only helps students to achieve their academic standards but also makes leaders professionally active. Kim & Park, (2020) in this respect says that collaboration and innovation are essential skills for educational leaders as it assists them to create positive changes for the learners and other people (Ismail, Alriyami, & Alhosani, 2023).

For a transformational leader it is highly crucial to define the vision and values and to share purpose and direction for collaborative and innovative efforts. Communicating and sharing the vision can serve as a guide that can further help in evaluating progress; hence, it can clearly determine achievements as well as failures both. It is recommended to the transformational leader to develop a growth mindset in which he or she should inspire the followers to improve the abilities and skills through continuous effort and feedback (Alkaabi, 2023; Almaktoom & Alkaabi, 2024; Kraus et al., 2021). At the same time, the culture of learning environment is important to create that can support and value learning as an ongoing process of improvement and adaptation (Alkaabi & Almaamari, 2020; Al-Zoubi et al., 2023; Alkaabi, 2021). This way the education leader can also encourage the educators and learners to embrace challenges and learn from mistakes (Ramadan & Ismail, 2023).

INSIGHTS INTO TRANSFORMATIVE POWER OF INNOVATION

Typically, innovation is about change towards improvement and it is critically important for education sector as it transforms the system. Innovation has been considered as the most widespread vehicle of systematic education which not only improves the academic aspects but also helps in developing new opportunities that can lead to better society (Matt, Molinaro, Orzes & Pedrini, 2021). Talking about the transformative power of innovation, it can be said that it encourages students as well as teachers to research, explore and use all available resources to uncover new things that can positively contribute to advanced learning. It involves different ways of looking at the problems; hence, helps people to come

up with effective solutions accordingly. However, Kwan, (2020) argues that innovation is not merely the use of technology or new inventions; but it is more about how change can contribute to developing educational services. Since, it improves critical thinking ability; therefore, it helps the students to sharpen their creativity and problem-solving skills (Bataineh et al., 2022; Khalil et al., 2023; Ibrahim et al., 2023; Qablan & Al-Qaderi, 2009).

In UAE, the Ministry of Education has released an innovation strategy for the purpose of promoting creative ideas and thoughts and this has eventually developed an innovation platform which allows educational authorities to come up with their ideas and opinion for further innovations. For example, in the year 2015 UAE released an innovation strategy focusing on EmiratesSkills and other language programs. In this respect, NIS aimed to develop innovation in the education sector through coming up with new as well as creative teaching methods which can equip students with new skills and capabilities. Smart Learning was one of the techniques that came into practice which not only helped in designing innovative curricula but also it helped the students and teachers to develop skills and knowledge in the domain of science, technology and arts. Additionally, under the recent UAE Innovates 2023 conference, it was announced that UAE aims to spread a culture of innovation on large scale by creating an environment which supports innovative and creative minds (Hogan, 2023).

UAE is counted as one of the prominent educations' hubs; hence, it remains an attraction for students and investors. UAE has been investing significantly in innovation and technology which results into increase of interest from UK students (wherein they wish to expand their career in UAE). In this respect, the Ministry of Education came up with 'Study in UAE programme' that not only attracts international students but also develops a platform to promote innovative strides. Under the programme, the country aims to bring together great minds and talents so that they can experience global hub for innovation (Thekaikoro, 2020). Through the visionary leadership, UAE is leading in artificial intelligence; hence, it established the first graduate-level AI university called the Mohamed bin Zayed University of Artificial Intelligence. In addition to this, the UE is also pioneering Artificial Intelligence & Robotics Series (AIR) programme to assist the student develop AI knowledge which also prepares them for the AI job market and assisting students in meeting established educational goals (Abdallah & Al-Kaabi, 2023). Thus, it is articulated that the culture of continuous innovation and improvement is embedded in UAE, and it is also providing many opportunities of further developments to the country.

In education sector, innovation includes finding better ways of doing things and it also develops new perspective of looking at the challenges. For example, the application of project-based learning is one of the critical approaches which promotes innovation and creative thinking wherein students are involved in multiple projects which enhances active and deeper learning (Luyten & Bazo, 2019). In education institutions, innovation goes beyond the basics as it combines a variety of disciplines in which both teachers and students can come up with different outcomes. Therefore, incorporating innovation and technology in education helps promote growth in academic and professional areas. It advances the learning cycle and assist pupils to gain diversified knowledge about different realms. As per Le & Lei, (2019), innovative classrooms prepare the students with stronger communication skills and develops team building with peers. This creates personalized learning environment for the students which develops differentiated opportunities and prepares the students for competitive and global industries. In the digital age, students learn and grow in innovative classrooms and retain more information about different aspects; thus, it develops their understanding ability to a deeper level.

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