# APPENDIX-I

## List of Polytechnics Responded

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<th>Sl.No</th>
<th>Institution Name</th>
<th>Place Name</th>
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<td>2.</td>
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APPENDIX -II

Research Title: Leadership Behaviour of Polytechnic Principals in TamilNadu

QUESTIONNAIRE

Kindly tick the appropriate column under each statement

**PERSONAL DIMENSION**

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A) Knowledge Competence

THE PRINCIPAL

- a) listens patiently to what others say discerning the reality.  
- b) comprehends other’s sense by speaking out thoughts in clear trends.  
- c) anticipates crisis to take preventive measures.  
- d) senses the mood of surroundings with a deep look at it.  
- e) understands the insight of the people comprehending their gestures.  
- f) makes clear what is expected from others through simple.

B) Action Competence

1. Initiation

THE PRINCIPAL

- a) weighs well the good-bad gain-loss effects before initiating action.  
- b) judges the strength of the people in the organisation with that of task before starting any new task.
c) judges the opportune occasion to initiate a particular action.

**Analyzes the available money, tools, time place and deed before proceeding on the action.**

e) segregates the critical actions and the non-critical actions then prioritizes them accordingly.

2. **Environmental and political affiliation**

**THE PRINCIPAL**

a) identifies quickly the power structure of the system to get to know what powerful people in the system want or don't want.

b) senses the trouble before others do to take action accordingly.

b) has a clarity in what is to be done and what is not to be done in the organisation.

c) always remain alert to the happenings in and around the organisation.

e) consciously develops a large number of informative influential contacts by keeping in touch with a variety of people.

d) has a knack of doing the right things at the right time.

3. **Problem solving**

**THE PRINCIPAL**

a) brings order even to the most messy work-situation through systematic analysis.
4. Resource and support mobilization

THE PRINCIPAL

a) mobilizes with a knack the necessary resources for a task even when they are scarce.

b) while allocating the resources for various tasks, keeps the income source in mind for optimum use.

c) gains the friendship of the men of virtue and mature brain weighing their worth for the organisation.

d) inspires the individuals to infuse with enthusiasm whenever a difficult task is allotted.

5. Challenge facing and stress tolerance

THE PRINCIPAL

a) feels quite at home in the new settings with new people, when a new task is set-in.
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b) takes over to provide guidance to others whenever things go wrong.

c) always find a way-out in a tight-corner without getting disheartened.

d) takes hard choices and decisions without nervousness.

e) takes up work-related challenges that come on the way with serenity.

f) puts across the points of view clearly and persuasively, even under stress.

g) with-stands boldly any intimidation from powerful people.

h) always take work related criticism or failure positively.

i) maintains equanimity in gain or loss, pleasure or pain failure or success.

6. Decision Making

THE PRINCIPAL

a) does the balancing in the allocation of resources between the concentration on one goal and on enough diversification.

b) acts neither too cautious nor too rash in making decisions.
c) takes a decision for the present situational problems in such a way that it does not affect the future of the organisation.


d) while taking decision on futuristic developments makes sure that the present situation is not affected.

e) balances the decisions between opportunity and risk.

7. Task accomplishment and Win

THE PRINCIPAL

a) always accept the personal responsibility in getting the job done.

b) gets the job done with full involvement making self accountable.

c) sets a demanding work related goals on targets with strict dead lines to stretch the self considerably.

d) whenever any new projects are evaluated gets them going easily and quickly.

e) never finds alibi for any non-accomplishment of targets in time.

f) gives more importance to the task than to self interests.

g) puts in the best to come out way-ahead of others to be on top in whatever is done.
h) abstains from condemned acts with care.

8. To be innovative

THE PRINCIPAL

a) keeps in touch with major developments in various fields to innovate the organisation.

b) never follows an old pattern of solution for the same problem, instead comes out with original solution.

c) for difficult problems, seeks novel or offbeat solutions, instead of turning to stock solution or tried out method.

d) visualizing big goals, makes people excited about achieving them.

e) whenever new ideas are to be implemented, ropes-in influential people in the organisation to support it.

9. Selecting Counsel

THE PRINCIPAL

a) establishes friendship with persons who have wisdom and competence to give proper advice.

b) acquires the co-operation of persons who understands the root cause of problems, to eliminate the bad effects in the organisation.
c) always keep the friendship of persons who can reprove him whenever he errs.

10. Human relation to realise potential

THE PRINCIPAL

a) tests for the men of competence among the potential persons for the tasks in hand.

b) builds the quality of people by making new demand on them.

c) while taking a decision on people, have the balance between compassion requirement and competency.

d) senses the feelings and moods of others by putting the self into their shoes.

e) with a knack, attracts people in work to seek consolation in their moments of emotional stress.

f) before judging individuals for their act of commission and omission, listens patiently to what they say.

g) seeks suggestions and opinions from colleagues at work taking important decisions.

h) enjoys the working by establishing close working-relations with almost all people in the organisation.

i) retains the friendship of those who has rendered timely help.
j) refrains from harming others even though they have caused wanton pain.
k) always feel happy in the progress of able persons in the organisation.
l) refrains from using the words that have no grain and brain.
m) considers it as a duty to help the people in the organisation at the time of need.
n) always remain quite direct and open in dealings with most people in the organisation.

11. Effective communication

THE PRINCIPAL

a) while addressing in the organisation, weighs and speaks the words, so that it creates favorable reaction.
b) speaks eloquently making people to carry out their work willingly.
c) rein the tongue, while pointing out the mistakes.

C. THE ROLE-CHANGE TO SUIT THE TASK/SITUATION

THE PRINCIPAL

a) for restructuring, adopts high task low relationship role.
b) for optimizing, aptly adopts high task, high relationship role.
c) for modernizing, adopts low task high relationship role.

d) for diversification, uses low task low relationship model role.

e) for undesirable repetitive job with average workers, follows a high relationship and low task approach.

f) when self sufficient capable workers perform jobs they enjoy, adopts a low task and low relationship role.

h) while starting a new operation in which job descriptions are vague, adopts high relationship and high task role.

i) when there happens to be inexperienced but well-meaning employees, follows a high relationship and high task role.

j) when there are emotionally immature with average skill level workers, adopts high task and low relationship.
k) when workers are child like or 'Prime dinners' but talented, adopts high relationship and task roles.

D. THE ROLE TO FIT THE EXPECTATION

THE PRINCIPAL

a) has created an excellent image of being an innovative organisation.

b) has a record of implementing a stream of innovations successfully.

c) maintains an above average growth rate of the organisation.

d) has a good record of efficient performance in terms of results.

E. SELF DEVELOPMENT

THE PRINCIPAL

a) keenly watches out the signals for change.

b) strives for excellence, creating a record of performances.

c) while working smartly for achievements, has acquired more capacity and also more weight as a person altogether.

d) curbing the pride of 'I' and mine, sets the example.
XXVIII

**PERFORMANCE DIMENSION**

**A. PLANNING FOR PERFORMANCE**

**THE PRINCIPAL**

a) while planning short range efforts, keeps the long range objectives of the mission in mind.

b) prioritizes the tasks, before starting various efforts.

c) while planning for tasks, considers various aspects like opportunity, competency, strength and commitments.

d) defines the performances clearly in terms of creating vision, standards, commitments and creating human competence.

e) creates a suitable structure for each interactive system in the organisation on communication basis.

f) thinks ways and means to get various constituencies involved to agree on long term goals.

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e) holds self accountable for all actions that take place in the organisation.

f) sustains process of renewal by going outside organisation, teaching and serving down in the rank.
B. STRATEGIES TO CONVERT THE PLAN INTO ACTION

1. Marketing and fund development

THE PRINCIPAL

a) builds a network for extraction, validation and dissemination of information about customers.

b) creates awareness, attachment and loyalty to the institution among public.

c) propagates to the potential customers what is being done for their needs in the organisation.

d) trains the organisation people, for customer-conscious behaviour.

e) maintains rapport with board for fund development.

2. Win strategy

THE PRINCIPAL

a) places the people only where they can really produce.

b) abandons the things that no longer work, including innovative objectives.

c) converts the goal into different specific targets with specific results, focused on a specific audience in a specific market area.
d) for each target group, prepares
   a marketing plan and marketing
efforts.

e) communicates to all about the
   task details and the people
   assigned for each task with
   their accountability.

f) decides on logistic requirements
   at the appropriate time.

g) creates the feedback and control
   points for each target
   achievements with a definite
   standards set.

h) follows-up on task-activities to
   get effectively executed.

3. Innovative growth strategy

   THE PRINCIPAL

   a) whenever introducing new things,
      makes it first in that field.

   b) adapts previous inventions to
      the uses that are not originally
      meant for.

   c) diversifies the activities at an
      opportune time for growth.

   d) sets a group of people to find
      new things with available
      resources.

   e) creates a structure to develop
      on suggestions received from
      the bottom.
f) creates a proper mind-set for creativity introducing training programmes to make the individuals in the organisation to think differently and independently.

4. Innovative competitive strategy

THE PRINCIPAL

a) identifies the niches one can dominate through innovations.

b) finds ways and means to cut costs through innovation.

c) drives with orientation towards strong customer and market research.

C. ADHERENCE TO THE BASIC RULES

THE PRINCIPAL

a) considers feuding and bickering, not as a personality conflict but as a symptoms of the need for change in organisation.

b) does not tolerate discourtesy, as the manners are the social lubricating oil that smoothes over frictions in the organisation.

c) builds the organisation around information and communication instead of around hierarchy to make it effective.
d) by building mutual trust, ensures that people in the organisation takes responsibility for informing their bosses and their colleagues making them accountable for the results.

e) delegates work to subordinates with clearly defined tasks and goal achievement time both for progress report and accomplishment of task.

f) sets high standards making sure that people understand them.

### D. EFFECTIVE DECISION

**THE PRINCIPAL**

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a) while taking a decision, checks whether the decision will advance the organisation-capacity to carry-out the mission.

b) before taking decision, avails time to consider opportunities and risks.

c) uses dissent in an effective discussion to understand what it really is about, in taking decision.

d) by bringing disagreement into open, brushes aside unnecessary, meaningless, trivial conflicts.

e) after deciding on an action, designates the competent people to do the job.

e) thinks through alternatives ahead of time so that there is something to fall-back on, if and when things go wrong.
f) instead of going in and arguing about who made what mistakes, builds into the decision the responsibility for bailing it out at the time of failures.

E. PRODUCTIVE WORK

THE PRINCIPAL

1. Analysis: Selects specific operations needed for work, their sequences and their requirements.

2. Synthesis: Brings individual operations together into a process of production.

3. Control of quality: Builds into the process the control of direction, quality and quantity of standards and exceptions.

4. Production system: Selects the proper production system appropriate to the task.

5. Control of work process:
   a) gets a feedback from the work done to ensure the process within the permissible range of deviation.
   b) introduces control only at certain key points to effect controls only where the malfunction is likely to occur.

5. Proper tool: Selects the tool that does the job required with a minimum effort and complexity and with minimum use of power.
PEOPLE DIMENSION

A. People decision

THE PRINCIPAL

a) for selecting people for organisation, goes through step-by-step process consciously not depending on insight and knowledge of people.
b) selects people only after looking at more than one person giving some assignments.
c) while reviewing the candidates, focus on performance not at promise or potential or on personality.
d) while selecting persons for a task, looks at people's specific strengths-what they have done in previous assignments.
e) after selecting the persons, ensures to give induction training so that individuals understand the work culture of the institution.

B. People development

THE PRINCIPAL

a) while developing people, use people's strength-not emphasizing their weakness.
XXXV

b) never takes a narrow and short sighted view on development of people.

c) sets high standards to make high demands on people.

d) places people at the proper place appropriate to their strength.

e) reviews performances of people by sitting and asking them about the amount of work done and their area of excellence taking time and trouble.

f) never allows society's class system into the organisation's operation.

C. Building the team

THE PRINCIPAL

a) while building a team for a specific task starts out with the job with key activities and end results.

b) first finds out who can do what, then allots the job to the person who can do it.

c) ensures that individual members of the team agrees and commits to the organisational goals as the common goal.
<table>
<thead>
<tr>
<th>MOST SUITABLE</th>
<th>MORE SUITABLE</th>
<th>LESS SUITABLE</th>
<th>UN SUITABLE</th>
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d) creates the collaborative and positive relationship between the members of the team.

e) structures the team with open communication making cohesive even in trivial situations.

f) goes to the individuals in the team to find out the progress and the problem faced by them.

g) looks at the performance with the strength of individuals combined in the joint effort.

h) keeps the minimum required number of individuals in the team to avoid complexities and internal conflicts.

i) builds two way relationship with the staff, with board, with the community, with donors and with alumni.