

校長轉型領導行為之個案研究

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摘要

本研究旨在探討國小校長運用所抱持之轉型領導信念及其在國小的具體行為，以瞭解國小校長轉型領導行為對校務發展之影響，進而提供未來欲採行轉型領導的校長相關建議。

本研究結論如下：(一)國小校長運用所抱持之信念包含創造活力四射的希望小學、實踐永續校園信念、創造學校競爭優勢、塑造學校文化以及營造合作信任的工作環境。(二)國小校長轉型領導行為之實際作為包含建立學校之發展願景、發揮轉型領導者之特質、激勵鼓舞成員、激勵成員學習動機、授權領導、以身作則、學校行銷特色以及教育多元化。(三)國小校長轉型領導行為對校務發展之影響包含提升學生生活與品德教育、促進校務整體效能表現、提升教師專業素養、激發學校學習風氣、建立學校與家長之夥伴關係以及營造積極的工作環境。

本研究建議為：一、對教育行政機關的建議、對國小校長的建議：針對個別的教师給予個別的關懷與激勵；增加與教師溝通、互動的機會；校長提供無行政經驗教師有擔任學校行政職務的機會；維持學校與社區良好互動的關係；建立家長資源的網絡。三、對未來研究的建議：在研究內容上，可以深入探究至校長的背景及成長歷程，以及研究方法上，採量化與質性共同進行研究。

關鍵字：校長、轉型領導、個案研究

Abstract

The purpose of this thesis is to probe into the effect of elementary school principals' transformational leadership on school development through their belief in transformational leadership and themselves, who serve as role models. In this way, the thesis may serve as a reference for the principals who plan to adopt transformational leadership in the future.

The research can be concluded as the following:

I. The beliefs that the principal holds and exploits are:

1. To create an active new school with hope.
2. To realize establish a sustainable campus.
3. To create competitive edge for the school.
4. To develop the culture in the school.
5. To create a cooperative and trustworthy working environment.

II. Practices of the principal's transformational leadership:

1. To create a vision for school development.
2. To bring transformational leadership into full play.
3. To inspire staff members in school.
4. To encourage staff members to learn.
5. To empower the staff on the basis of trust and respect.
6. To serve as a role model.
7. To better school administration.
8. To diversify education.

III. The effect of the principal's transformational leadership on school development:

1. To enhance students' living standard and character education.
2. To enhance the performance of school administration.
3. To enhance teachers' professionalism.
4. To inspire the good habit of learning on campus.
5. To build the partnership between school and parents.
6. To create a positive working environment.

The above conclusions are reached based on the research. The following suggestions are made based on the research:

I. Suggestions to the central competent educational authority:

1. To strengthen professional development by carefully selecting principals, conducting on-the-job trainings, and holding in-service trainings.
2. To customize resources for each school and distribute resources effectively.
3. To adjust principals' duty when necessary and fulfill statutory rights.
4. Provide teachers with courses that enable them to be familiar with administrative process, so that they will be professional in administrative affairs.
5. To build a master-apprentice relationship between principals, so that veteran principals may hand down their experiences to novice principals.

II. Suggestions to elementary school principals:

1. To care and encourage each teacher individually, and inspire teachers' potential of diverse development.
2. Create more opportunities to communicate and interact with teachers so as to create good teamwork at school.
3. To provide teachers without administrative experiences opportunities to hold related posts.
4. To create good interaction between the school

and communities. 5. To build up a network of parents and make the best of it.

III. Suggestions to future research:

It is advisable to do research both in quality and in quantity so as to probe into the backgrounds and growing process of principals. The guidelines of principals' actions are based on their belief in transformational leadership. As the time and environment changes, the practices show how modern principals are advanced in professional knowledge, concepts, and practices. They also show a new standard of leadership, which accommodates different situations and meet different needs in modern schools.

Key Words : Principals 、 Transformational leadership 、 Case study