

一位國中校長卓越領導之個案研究

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摘要

本研究在探討一位獲頒教育部領導卓越校長獎之國中校長教育理念、領導風格及校務經營困境與問題解決策略。本研究採質化研究取向之個案研究法。蒐集資料的方式包括深度訪談及觀察，經過九個月的探究，獲得幾個主要的研究發現：（1）最簡單的教育理念就是帶好每一位學生，感恩一切，教育是美麗的負擔更是修行公門的好所在；（2）僕人的領導風格與創意卓越之關懷互動，建立全體師生緊密的「夥伴關係」；（3）困境最佳解決策略就是堅持理念，做對的事，善用公關行銷，激勵士氣，提升校譽，浴火重生。根據上述的研究發現，本研究對國中校長提出下列建議（1）個人領導觀的改變；（2）堅守「對」的哲學—找對的人，做對的事；（3）堅持專業卓越的領導；（4）紀律的思考和高效能的行動；（5）以身作則，以德服人。

關鍵字：校長學、問題解決策略、領導風格

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A Case Study of the Principals' Excellent Leadership in Junior High School

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Abstract

The purpose of this study is to investigate the leadership style, education idea and how to operate a school of the person who has a honor to win the Principals' Excellent Leadership from the Ministry of Education.

This study is based on the case study of the qualitative research approach. Collect materials by depth interviews and observation. After the exploration for 6 months, the researcher gains several main points: (1) The simplest educational philosophy is to take every student. Thanks for everything. Education is a beautiful burden is a good place to practice the door.; (2) The servant's leadership style interacts with creative excellence. Build a close partnership between teachers and students; (3) The best solution to the dilemma is to adhere to the idea. Do the right thing, make good use of public relations marketing, to stimulate morale, to enhance the reputation, rebirth. Depending on the above points, this study makes the following suggestions.(1)the change of the concept of personal leadership (2) insist on the "right" philosophy - to find the right people, to do the right thing (3) persist in professional and excellent leadership (4) the disciplinary thinking and efficient action (5) lead by personal example ;win popular support with kindness.

Key words: Principals study · Problem-solving strategies · Leadership style