

# 國民小學轉型特色學校過程中校長領導行為之個案研究

## 中文摘要

本研究目的在了解校長帶領國民小學轉型特色學校過程中的領導行為。為達以上研究目的，本研究首先對「學校轉型」與「校長領導行為」相關文獻進行探討，並依據研究目的，初步提出國民小學轉型特色學校過程中校長領導行為的六個面向，透過文獻探討編製《半結構式的訪談大綱》，以立意取樣方式，選擇榮獲教育部九十六、九十七年度特色小學的桃園縣藍天國小校長為研究對象，進行匿名訪談，探討領導行為之實踐。歸納分析訪談所得，本研究結論共分為六大面向，十七項具體領導行為，分別為關懷倡導、願景理念、人際溝通、課程教學、專業成長，以及公共行銷六大面向領導行為，每一面向領導行為之下各有二至四個具體領導行為。根據研究所得，本研究提出對教育行政機關的建議、對小學現職校長的建議、對未來研究的建議。

關鍵字：個案研究、特色學校、校長領導行為、轉型



# **A Case Study on the Principal's Leadership Behaviors in the Process of Transforming an Elementary School to Characteristic School**

## **Abstract**

This study aimed to recognize the principal's leadership behaviors in the process of transforming an elementary school to characteristic school. In order to achieve this end, the author had referred to a range of literature on transformation of a school and leadership behavior of principals. Based on the arguments of the literature, the author developed a semi-structured interview outline including 6 core aspects of the principal's leadership behaviors in the process of transformation of an elementary school. The author adopted purposive selection approach to sampling an elementary school principal in Taoyuan County, of whom were the winners of 96 and 97 year characteristics of school to be anonymous interview for the survey.

Based on the results of interview survey, the conclusions of this study include 6 aspects, with 17 features of behaviors in total. The aforesaid 6 aspects are, consideration and initiation, creative vision, positive communication skills, advanced arrangement of curriculum and teaching, professional development and marketing strategy. Each aspect contains 2 to 4 desired behaviors. The author wishes to make the following suggestions for the competent authorities of education, suggestions for principals of elementary schools, and suggestions for further study.

**Keywords:** case study, characteristic school, principal's leadership behavior, transformation