創建型的中層領導 - 啟迪教師專業精神

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主題

中層領導與成功學校的關係 Connecting middle leader and successful school 自建仁博士 Dr Darren Bryant

創建型的中層領導 Middle leader as Edupreneur

何振聲先生 Mr HO, Chun Sing Maxwell

在T-標準下創建型教師的自我檢視

Connecting T-standard+ to guided professional reflection

何振聲先生 Mr HO, Chun Sing Maxwell

建構創建型的中層領導 Shaping Middle leader as Edupreneur

白達仁博士 Dr Darren Bryant, 何振聲先生 Mr HO, Chun Sing Maxwell

中層領導與成功學校的關係 Connecting middle leader and successful school

Leadership is engaged at three levels (領導於三個層面的表現):

- 1.Instruction (teaching and learning) [指導(教與學)]
- 2.Organization (capacity building) [組織(能力建構/建設)]
- 3.System (policy and external context) [制度(政策與外部環境)]

There is potential for this leadership to be distributed to middle leaders.

以上的領導層面,都有可能託付中層領導負責。

Bryant, D. A. (2018). Conditions that support middle leaders' work in organisational and system leadership: Hong Kong case studies. *School Leadership & Management*, https://doi.org/10.1080/13632434.2018.1489790 Gurr, D. & Drysdale, L. (2013). Middle-level secondary school leaders: Potential constraints and implications for leadership preparation and development. *Journal of Educational Administration*, 51(1), 55-71.

中層領導與成功學校的關係 Connecting middle leader and successful school

Levels 層面	Management	Leadership
Instruction / Teaching & Learning 指導(教與學)	Allocating curriculum timeCommunicating proceduresScheduling teachingDocumenting	 Co-constructing curriculum Scaling-up new practices Mentoring new staff Identifying improvement areas Versatile Architects of Vibrant Learning Organisations
Organization / Capacity 組織(能力建構/建設)	 Providing PD opportunity Accountability Appraisal documentation 	 Feedback & coaching Networking Strategic resourcing Teacher recruitment Team-building Schoolwide planning Selling school mission Visionary Edupreneurs of Educational Transformation and Continuous School Improvement Transformation and Continuous School Improvement School Market School Market School Market School mission
External / System 制度(政策與外部環境)	 Reporting compliance & accountability Allocation of government resources 	 Interpreting policies to leaders and teachers Recommending responses to policy change Advocating for policy change

創建型的中層領導 Middle leader as Edupreneur



在T-標準下創建型教師的自我檢視 Connecting T-standard+ to guided professional reflection

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協調能力

- 口 在校本課程開發中展示課程領導力;
- □ 以自我反省及尋求共識的方式為學校政策及校本課程決策作出積極貢獻;
- □ 對學校政策及課程發展具有長遠的方向;
- □ 在學校政策及課程開發中表現出合理有序的管理技巧及監控系統

策略性資源

能力

- □ 領導同事獲得校內和校外專家的專業知識支援;
- 」 尋求財務資源支持學校政策及教學實踐;
- □ 於學校內外交流特定學科領域的良好教學實踐

革新

- □ 有效融合新教學法到校本課程;
- 口 不斷修改校本課程以迎合學生的多樣性;
- □ 將新教育法擴展到其他學科的校本課程

用途:

- 教師自我檢視
- 教師績效評估
- 制定教師專業發展方向



在T-標準下創建型教師的自我檢視 Connecting T-standard+ to guided professional reflection

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積極自主

- □ 根據當前的課程發展和新出現的教育倡議在校內促進學科知識的更新;
- □ 積極就自己的觀點提出具體建議;
- 對學校政策及校本課程的規劃和制定作出重大貢獻

承擔

特質

- □ 在不確定情況下仍能掌握新教學法並提高同事對新教學法的認識和瞭解;
- □ 促進學校應對社會變化並持續發展改進

謙卑自信

- 真誠關注同事的需要;
- □ 以開放和謙虛的態度領導學校政策及校本課程獲得同事信賴;
- □ 有自信交代學校政策及校本課程的理念

用途:

- 分配教師的崗位
- 認定具潛力的教師



建構創建型的中層領導 Shaping Middle leader as Edupreneur

測試 Testing



証書課程

Cerf Course



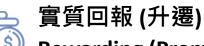
講座

Lecture



個人反思

Self-reflection



Rewarding (Promotion)



學校文化 School culture



校長領導

Principal leadership



溝通網絡

Communication network



學校使命

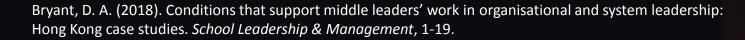
School missions



政策制定的重點

Policy enactment focus

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建構創建型的中層領導 Shaping Middle leader as Edupreneur

結果 Result



校長領導 Principal leadership



學校文化 School culture



溝通網絡 **Communication network**





中層領導系統化 Valuing L2 & L3 leadership **Displaying trust Sharing leadership** Formally designing ML roles Formalizing ML roles in appraisal Mentoring and developing MLs



學校使命 School missions



政策制定與 教師工作關連 Policy enactment focus

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協助學校建立教師自我檢視框架 Assisting school to construct guided professional reflection framework



Dr Bryant Darren Anthony (PhD, MA, BEd, BA)

Expertise: Middle Leadership and IB



Mr Ho Chun Sing Maxwell (MA, BEd (1st hon))

Expertise: Teacher entrepreneurialism and Business education

Head of Department of Education Policy and Leadership
Associate Director, Leadership Research, APCLC

Principal Investigator,

A distributed perspective on middle leadership in International Baccalaureate continuum schools in Northeast Asia, 2016

Principal Investigator,

Understanding Middle leadership in Hong Kong Secondary Schools, 2016

Principal Investigator,

Ideology and Instruction in Global Education: Case Studies of International and Local Schools in Hong Kong, New York, and Singapore, 2016

Lecturer of Department of Education Policy and Leadership

Co-Investigator, Donation funding, 1.1m Foolproof project, 2018

Co-Investigator,HK Financial competencies framework, 2018

Principal Investigator, SIG Grant,Business teacher entrepreneurialism 'Being a leader of curriculum planning', 2018