

# 創建型的中層領導 — 啟迪教師專業精神

白達仁博士

教育政策與領導學系副教授  
教育政策與領導學系系主任  
亞太領導與變革研究中心副總監  
(國際事務及領才研究)

何振聲先生

教育政策與領導學系講師



# 主題

中層領導與成功學校的關係

Connecting middle leader and successful school

白達仁博士 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
<b>Instruction / Teaching &amp; Learning</b> 指導(教與學)	<ul style="list-style-type: none"> <li>Allocating curriculum time</li> <li>Communicating procedures</li> <li>Scheduling teaching</li> <li>Documenting</li> </ul>	<ul style="list-style-type: none"> <li>Co-constructing curriculum</li> <li>Scaling-up new practices</li> <li>Mentoring new staff</li> <li>Identifying improvement areas</li> </ul>
<b>Organization / Capacity</b> 組織(能力建構/建設)	<ul style="list-style-type: none"> <li>Providing PD opportunity</li> <li>Accountability</li> <li>Appraisal documentation</li> </ul>	<ul style="list-style-type: none"> <li>Feedback &amp; coaching</li> <li>Networking</li> <li>Strategic resourcing</li> <li>Teacher recruitment</li> <li>Team-building</li> <li>Schoolwide planning</li> <li>Selling school mission</li> </ul>
<b>External / System</b> 制度(政策與外部環境)	<ul style="list-style-type: none"> <li>Reporting compliance &amp; accountability</li> <li>Allocation of government resources</li> </ul>	<ul style="list-style-type: none"> <li>Interpreting policies to leaders and teachers</li> <li>Recommending responses to policy change</li> <li>Advocating for policy change</li> </ul>

Versatile Architects  
of Vibrant Learning  
Organisations

Visionary Edupreneurs  
of Educational  
Transformation and  
Continuous School  
Improvement

# 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

© Ho Chun Sing, Maxwell @EPL, EdUHK /何振聲@教育政策及領導學系, 香港教育大學

### 能力

#### 協調能力

- 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

- 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;
- 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

© Ho Chun Sing, Maxwell @EPL, EdUHK /何振聲@教育政策及領導學系, 香港教育大學

### 特質

#### 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

- 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

-  證書課程  
Cerf Course
-  學校文化  
School culture
-  學校使命  
School missions
-  講座  
Lecture
-  校長領導  
Principal leadership
-  政策制定的重點  
Policy enactment focus
-  個人反思  
Self-reflection
-  溝通網絡  
Communication network
-  實質回報 (升遷)  
Rewarding (Promotion)

© Ho Chun Sing, Maxwell @EPL, EdUHK /何振聲@教育政策及領導學系, 香港教育大學

Bryant, D. A. (2018). Conditions that support middle leaders' work in organisational and system leadership: Hong Kong case studies. *School Leadership & Management*, 1-19.





# 建構創建型的中層領導

## Shaping Middle leader as Edupreneur

### 結果 Result

- |   |   |   |
|---|---|---|
|  校長領導<br>Principal leadership   |  個人反思<br>Self-reflection   |  學校使命<br>School missions                   |
|  學校文化<br>School culture         |  中層領導系統化<br>Valuing L2 & L3 leadership<br>Displaying trust<br>Sharing leadership |  政策制定與<br>教師工作關連<br>Policy enactment focus |
|  溝通網絡<br>Communication network | Formally designing ML roles<br>Formalizing ML roles in appraisal<br>Mentoring and developing MLs  |   |

© Ho Chun Sing, Maxwell @EPL, EdUHK /何振聲@教育政策及領導學系, 香港教育大學

Bryant, D. A. (2018). Conditions that support middle leaders' work in organisational and system leadership: Hong Kong case studies. *School Leadership & Management*, 1-19.



# 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

**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



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

Expertise: Teacher entrepreneurialism  
and Business education

**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