

**A DEVELOPMENT OF LEADERSHIP MODEL
FOR MIDDLE ADMINISTRATORS OF SAINT
GABRIEL FOUNDATION SCHOOLS IN
THAILAND**

Dechachai Sripicharn¹

Abstract: This study aimed 1. To identify the most desirable leadership characteristics of Middle Administrators of Saint Gabriel Foundation schools in Thailand. 2. To explore the leadership characteristics of Middle Administrators of Saint Gabriel Foundation Schools in Thailand. 3. To develop a model to enhance leadership of Middle Administrators in Saint Gabriel Foundation Schools in Thailand. The qualitative and quantitative methods were applied during the study. Content analysis, questionnaire, and focus group were took place in order to find out and to identify the most desirable leadership characteristics and practices of administrators, explore the leadership characteristics and practices of administrators, develop the model to enhance leadership characteristics and practices of administrators of Saint Gabriel Foundation Schools in Thailand later on.

The participants of the study were 1,180 teachers from 11 schools of Saint Gabriel Foundation in Thailand. The frequency, percentage and the modified (PNI) were used in the research processes to find out the priority needs. The findings of the study namely: 1) Courage; act or do something because it is right, correct, and necessary, even if it is difficult, unpopular, or distasteful to implement, informs others if they do something not appropriate or not right, tells others what he/she thinks not what they want to hear, identifies frustrating behaviors of others, and asks for advice when facing problems. 2) Creative; rethinking design, creating new value is perhaps the most important behavior for the long-term health of an organization, also builds an ideas of others, changes his/her ways of working, searches for new information, not using existing information, and has different ideas respectively. 3) Confidence; the ability to be certain about one's competencies and skills. It includes a sense of self-esteem and self-assurance and the belief that one can make a difference. Leadership involves influencing others, and self- confidence allows the leader to feel assured that his or her attempts to influence others are appropriate and right., 4) Caring; notice what their people are doing, and not just what they're doing "right" or "wrong", understand how everything that each team member does relates to the team's mission, goals and standards for performance. It includes knowing strengths and weakness of others to help them develop or improve and gives consideration to others.

Keywords: Middle Administrator, Leadership Characteristic, Creative, Courage, Confident, Caring

School administrators are facing challenges and pressures with the rising expectations for schools related to rapid and constant technological innovation and increasing economic globalization. As countries struggle to transform their educational systems to prepare all young people with the knowledge and skills needed to function in a rapidly changing world, the role and expectations of school leaders have changed radically. They are no longer expected to be merely good managers but also administrators of schools as learning organizations. The effective school administrators are increasingly viewed as key to large-scale education reform in order to improve educational outcomes. This is the reason this study has developed a Leadership Model for Middle Administrators of Saint Gabriel Foundation Schools in Thailand.

In order to develop leadership model for middle administrators of Saint Gabriel Foundation Schools in Thailand, the objectives of the study are outlined below:

1. To identify the most desirable leadership characteristics of middle administrators of Saint Gabriel Foundation Schools in Thailand.
2. To explore the leadership characteristics of middle administrators of Saint Gabriel Foundation Schools in Thailand.
3. To develop a model to enhance leadership of middle administrators of Saint Gabriel Foundation Schools in Thailand.

Theoretical Framework

The fundamental characteristics of Montfortian spirituality are based on the spirit of Saint Louis Marie de Montfort. The core mission of the brothers is that they are administrators of charity schools, committed to providing education that forms and develops all aspects of their service to young people. Central to these characteristics of Montfort spirituality is the key notion that the brothers work with dedication for "God Alone" and hold firmly to the motto, "Labor Omnia Vincit", where work for others is the guiding principle which overcomes all difficulties. By adopting these characteristics of Montfortian spirituality, the brothers continue to see their leadership role as one of service. It might be appropriate, here, to consider the main model of leadership that the brothers and administrators of The Saint Gabriel Foundation Schools in Thailand, adopted from the 1900s foundation years up until 1960s. During these six decades modes of operation within The Saint Gabriel Foundation Schools in Thailand were often based on what would now be termed Instructional Leadership, with very rigid hierarchical and 'top down' approaches to management and very little true consultation with staff about the development of the school. In addition, the Montfort Brothers of Saint Gabriel believed that such a model invariably suited the Thai approach to management,

¹ Ph.D. Candidate in Educational Leadership, Graduate School of Education, Assumption University, Thailand