

GUIDELINES FOR ADMINIDSTRATORS IN INNOVATIVE LEADERSHIP DEVELOPMENT IN GUANGDONG DANCE AND DRAMA VOCATIONAL COLLEGE UNDER GUANGDONG

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ABSTRACT

The purpose of this research were: (1) to study the level of administrators in innovative leadership development in Guangdong dance and drama vocational college under Guangdong; (2) to construct the guidelines for administrators in innovative leadership development in Guangdong dance and drama vocational college under Guangdong. The research was mixed methodology design, which were comprised of quantitative and qualitative research. The population of this research was 497 teachers in Guangdong Vocational College of Dance and Drama under Guangdong. The sample total of 285 teachers. Informants for focus group from 7 experts selected by purposive sampling. The statistic for analysis data were frequency, percentage, mean, Standard Deviation, and content analysis. The research results were found that: (1) administrators in innovative leadership development in Guangdong dance and drama vocational college under Guangdong, overall was at high level ($\bar{x} = 4.38$); and (2) guidelines for administrators in innovative leadership development in Guangdong dance and drama vocational college under Guangdong, there were 11 aspects, such as: should have plan and vision, good decisions to solve problems, take responsibility for the results of decisions, don't blame others, when an error occurs.

Keywords: Guidelines for Administrators, Innovative Leadership Development, Guangdong

Dance And Drama Vocational College

1. Introduction

Guangdong Dance Vocational College is a higher vocational art college located in Guangzhou city, Guangdong Province, which is committed to the teaching, creation, research and promotion of dance art. Founded in 1959, the college has become one of the well-known universities in the field of dance education in China. The college has a high level of faculty and staff, and a group of outstanding students. With the continuous development of society and the change of educational environment, the management of Guangdong Vocational College Of Dance faces a series of new challenges. For example, the demand for the renewal of educational concepts, the reform of talent training mode, and the innovation of teaching means is increasing. These challenges require college administrators to have innovative leadership to lead the college to respond to change and drive development. Leadership plays a vital role in educational management. Excellent leaders can effectively organize resources, stimulate the team's potential, develop effective strategic planning, and lead the team to constantly innovate and develop. Especially in the current knowledge economy and information age, innovative leadership is crucial to the development of educational institutions.

This research also can provide the experience and reference for innovative leadership training for other similar educational institutions, and promote the continuous development and progress in the field of education management. Through the results of this study, we can provide a systematic and scientific innovative leadership training guide for the managers of Guangdong Dance Vocational College, so as to help them better adapt to change and promote development. Excellent leadership and innovation ability are one of the key factors driving the sustainable development and innovation of educational institutions. The results of this study can help to provide effective innovative leadership training model and experience for Guangdong Dance Vocational College and other educational institutions, and promote the innovation and development of educational institutions. Through the application research of innovative leadership in educational management, it is helpful to expand the research scope in the field of educational management, and provide new ideas and methods for the theoretical research and practical exploration in this field.

2. Research Questions

What were the guidelines for innovative leadership development of the administrators of Guangdong Vocational College of Dance and Drama ?

3. Research Objectives

1. To study the innovative leadership and management level of the administrators of Guangdong Vocational College of Dance and Drama. 2. To study the guidelines for innovative leadership development in Guangdong Vocational College of Dance and Drama under Guangdong Province.

4. Research Scope

To answer the questions and objectives of the research above. The researcher will divide the method of conducting the research into three phases. It consists of: scope of content to study, Scope of population and sample, Scope of time as follows: **Scope of Content to Study** Innovative leadership in Guangdong Vocational College of Dance and Drama under Guangdong Province, in 7 aspects. **Scope of Population/Sample** The population of this research was 497 teachers in Guangdong Vocational College of Dance and Drama under Guangdong Province. The sample size determined as Krejcie and Morgan's table with simple random technique. The totaling sample was 285 teachers in Guangdong Vocational College of Dance and Drama under Guangdong Province.

5. Research Framework

Research framework was shown in the figure below. The survey method research design was based on Rui; Wang, Ping (2021) as figure 1.1

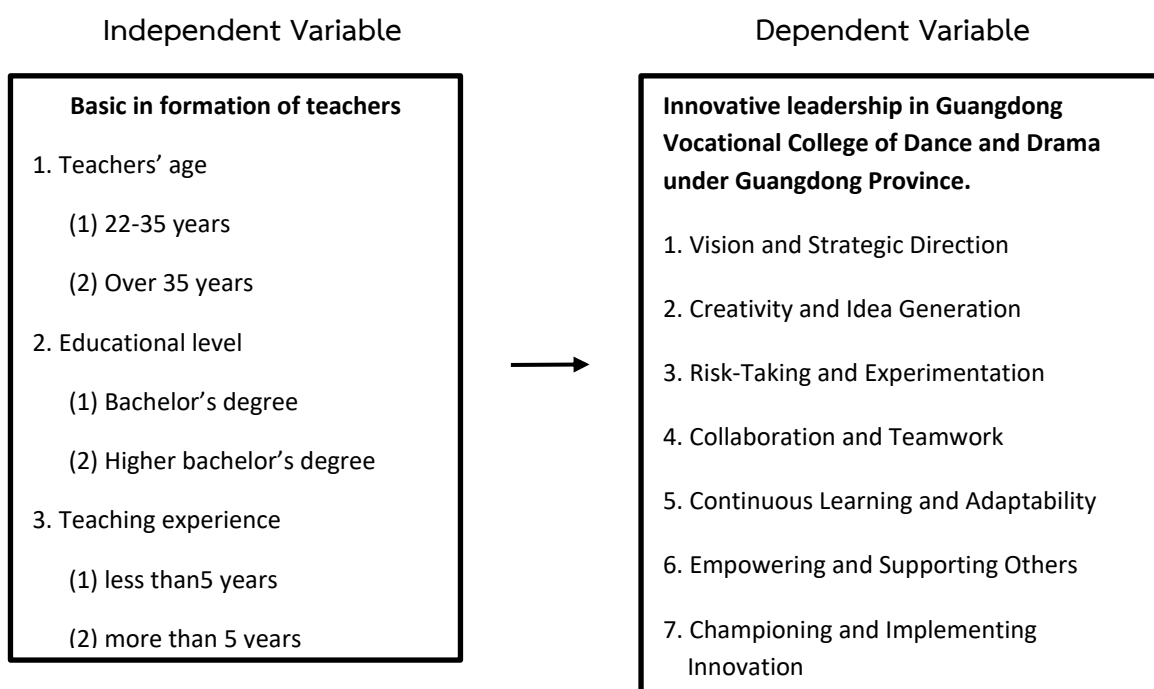


Figure 1.1 Research Framework

6. Expected Benefits

This research was related innovative leadership in college capable to bring several benefits. Here were some of the key benefits:

1. Promotes Innovation: Guidelines for innovative leadership encourage administrators to think outside the box and come up with creative solutions to challenges. This promotes a culture of innovation within the college, leading to new ideas, approaches, and initiatives.

2. Enhances Student Engagement: Innovative leadership can help administrators create a college environment that is engaging and inspiring for students. By implementing innovative practices and programs, administrators can enhance student learning experiences, promote critical thinking, and encourage active participation.

3. Improves Teaching and Learning: Guidelines for innovative leadership can lead to improvements in teaching and learning methods. Administrators can introduce new technologies, teaching strategies, and curriculum designs that align with the changing needs and expectations of students. This can result in enhanced student outcomes and academic success.

4. Fosters Collaboration: Innovative leadership encourages administrators to foster collaboration among faculty, staff, and students. By promoting a collaborative culture, administrators can facilitate interdisciplinary projects, research initiatives, and partnerships that can lead to new discoveries and advancements.

5. Increases Efficiency and Effectiveness: Guidelines for innovative leadership can help administrators identify and implement more efficient and effective processes and systems. This can lead to streamlined operations, improved resource allocation, and better utilization of technology, ultimately enhancing the overall effectiveness of the college.

6. Strengthen the cooperation with enterprises, organize managers to participate in practical projects and enterprise practice activities, expand the vision and experience of managers, and improve their innovation leadership.

7. Enhances Institutional Reputation: By embracing innovative leadership, colleges can differentiate themselves and enhance their reputation. Administrators who are known for their

innovative approaches and successful initiatives can attract talented faculty, students, and funding opportunities, further enhancing the college's standing in the academic community.

8. Constantly explore and innovate new modes and new methods of leadership training, combine the actual needs of managers and the development trend of the industry, constantly optimize the training mode, and improve the training effect and effectiveness.

7. Research Design

Around two objectives, the research design mainly consists of three steps.

Objective 1:

Step 1: the research plan and identify level of innovative leadership mainly through content analysis and questionnaire survey. The main level in Guangdong Vocational College of Dance and Drama under Guangdong Province of executives through a literature review and content analysis of related research.

Step 2; Create a questionnaire by content analysis of component, used for questionnaire by teachers worked in Academic year 2024 total of teachers 497 and to selected through the Krejci and Morgan's table and simple random sampling technique, sample total of 285 teachers.

Research Instruments: Instrument consisted of 1) Documentary research Form, 2) Questionnaire with 5 point rating scale Form and 3) Focus Group Discussion Form

Data collection

Based on the content of our interviews to capture information relevant to this study, some potentially influential factors were identified. Prepare questionnaires and use to expert for IOC, there are 3 education management of 3 experts as;(1) Ms.Wang Peng,(2) Dr.Zhang Yun Peng,(3) Dr.Din Ran,China

Objective 1:

1) Create the questionnaire as advisor recommendations

2) Send the questionnaire to 3 experts for review.

3) Questionnaire that has been checked by 3 experts. Then it was taken to the IOC for inspection (IOC value between 0.87-1.00)

4) Completed questionnaire for sent to try out with 30 populations which were not the samples (The Cronbach's alpha value = 0.869).

5) After completing Try out Therefore, researcher asked for a letter from the Faculty of Education to distribute the questionnaires to those taking the questionnaires.

6) questionnaires were returned 285, accounting for 100 percent.

Objective 2:

Contact seven key informants at this stage were including College's director Dean of Guangdong Vocational College of Dance and Drama under Guangdong Province, by purposive.

Data analysis

The data analysis was carried out by the analysis form and conclusions were formed based on the interview questions and the results of the questionnaires back, researcher have to analyzed the data by computer program. the scoring criteria of the 5 points rating scale for determining grade levels in this research was as follows:

An average score of	Level
4.51 to 5.00 indicates with	the Highest level
3.51 to 4.50 indicates with	High
2.51 to 3.50 indicates with	Moderate
1.51 to 2.50 indicates with	Low
1.00 to 1.50 indicates with	Lowest

Research Statistic: The statistic for data analyzed were frequency, percentage, mean, Standard Deviation and content analysis.

Results of research: The overall of mean, Standard Deviation and level as presented in table 1

Table 1 The overall of mean, Standard Deviation and level of 7 aspects

Innovative leadership management level of the administrations	mean	S.D.	Level
1. Vision and strategic direction	4.55	0.57	Highest
2. Creativity and idea generation	4.41	0.63	Hight

3. Risk taking and experimentation	4.34	0.68	Hight
4. Collaboration and teamwork	4.34	0.61	Hight
5. Continuous learning and adaptability	4.38	0.59	Hight
6. Empowering and support	4.40	0.63	Hight
7. Champion and implementing innovation	4.22	0.79	Hight
Total	4.38	0.55	Hight

Results of the focus group about the guidelines for innovative leadership management in Guangdong Vocational College of Dance and Drama.

The researcher studied from focus group of 7 people that include 3 teachers and 4 experts and reported as follows: “Positive thinking is probably the key principle that will create innovation, so it is necessary. There must be positive thinking to create participation and innovative teams.”

(Expert No. 1)

“About accepting failure or mistakes in creating and developing innovations and fine the way to fix the problems can be an example that we are not going to do everything correctly. People can make mistakes. Or if other people have made mistakes, let's talk about it. Help each other make corrections. Help each other make suggestions for corrections. Working together to participate in decision making together.”

(Expert No. 2)

“Confidence in teachers' potential and abilities must be built. Teachers must show that they have the potential to solve various problems that arise in terms of their work. Has the personality of a decision maker who is a leader in presenting new ideas and can give reasons and results and recommendations Important personality traits that will help create innovation are. It is a matter of building confidence in teachers in terms of their potential and ability to lead in terms of growth thinking until giving cause and effect as well as having new information to come support and show the direction”

(Expert No. 3)

Building personality to build confidence in innovative leadership in accepting failure or mistakes of oneself and others. There should be clarification of operational results, both successful and unsuccessful, through communication in various channels such as clarification meetings, newsletters, etc., and a knowledge management meeting to summarize operational guidelines. give Success next time

Developing personality, daring to change and daring to work in new ways. Teachers must present an action plan in advance. The expected success results from the successful implementation of the plan. Performance results are reported regularly. Each year there must be at least 3 meetings, namely before the start of the annual work plan. To show the goals of the organization during operation to follow up on operations and after the end of the work plan to summarize the work and prepare plans for the following year.

(Expert No. 4)

“You have to get to know the people you work with first. What abilities do we have? What can the chosen person do or not? But sometimes you can't choose, you have to give yourself the opportunity to do it first but if it can be adjusted to actually suit the job, that would be awesome.

Most of the time, we have to use participatory methods to solve problems first. Let's come together to think of ways to solve problems. New ways must accept each other's opinions. Most of them are used in the form of committees to work and various committees have to divide up to discuss and come to meetings. We came to meet each other”

(Expert No. 5)

“About innovation development skills Must practice and accept the consequences. An important skill for teachers is learning. If we accept what we can do according to the principles set, however, mistakes can occur. But if it is under full work and full dedication. Even if it's a mistake, it can be fixed. In addition, there will be an emphasis on creating an atmosphere for people to dare to think and act. And the

important thing is that Accept your own condition And mistakes are not punishments, but they are lessons. that must be developed further in the future

The emphasis is on participation. Emphasis on individual learning Focus on giving Career opportunities And the important thing is that the results are lessons. It's not a mistake, but whether it's good or bad. If it's good, it means we're trying to make it good for the college and the staff so we can continue to use it in the future. But if it is a mistake, we will try to use the mistake as a lesson that will build our confidence. That something like this won't happen again, so we must find a way to prevent it before it happens. For example, like planning the future to reach our goals”

(Expert No. 6)

Having innovative skills in leaders Will be able to develop leadership in preparedness issues. Coping with opinions that do not align with one's own is the ability of teachers to work effectively with others in the college. This includes the ability to motivate, coordinate, communicate, and manage conflict.

“Let everyone feel a sense of partnership. It is sent to one of the colleges. Take responsibility and feel ownership of the college”

(Expert No. 7)

Guidelines for developing innovative leadership in terms of roles and responsibilities in delegating work that matches the abilities of that person. It is similar to the issue of being able to align people to the right job, in that quality assessment results must be reported regularly. In order to demonstrate the work of those assigned to do the job. Success in the job is an indicator of the suitability of the person and the job.

The role of the teacher who leads the team and encourages participation in the work This can be developed by strengthening teachers' sense of belonging to the college. and want to participate in the work to be successful. Guidelines for developing innovative leadership in facilitating coordination within the college. Arrangements must be made to receive feedback from teachers. and analyze which departments In college, there is a coordination deficiency to make improvements Channels for receiving

feedback can be both formal and informal, such as social media and monthly personnel meetings. and is part of the college Rewards can be in the form of money and announcement of honor.

(Expert No. 5)

“Must have SQ (Social Quotient). Must develop creative leadership in 6 areas: dynamic, flexible, creative, integrated, tailor-made, and futuristic. Colleges have a specific identity. Must follow that identity. Must be able to see the future well”

(Expert No. 4)

“In terms of leadership teachers must be a good example, must have a good mind, have good human relations, and be sincere. These are important characteristics. If each person's level of intolerance can be reduced, it will be easy. The things that are being done or the characteristics that come out That is, we take the goals and policies of the college as our main focus”

(Expert No. 3)

Guidelines for developing innovative leadership in understanding Individual differences and do not rush to judge based on appearance. Teachers need to get to know the staff through bonding activities To create intimacy and make teachers feel that they are important which this activity. It may be a seasonal activity important dates or annual seminar activities Make co-workers trust Executives must keep their word. Have good human relations Therefore, it will create trust and confidence among co-workers”

(Expert No. 2)

Summary of guidelines for innovative leadership development in Guangdong Vocational College of Dance and Drama under Guangdong Province as follows:

- 1) Developing innovative leadership of teachers. There must be a plan and vision.
- 2) Teachers must be flexible and thorough. and make good decisions to solve problems.
- 3) Courage to decide Have the ability to make decisions, dare to take risks, and take responsibility for the results of decisions.

4) Straightforwardness Teachers are responsible for what they do. Don't blame others.
When an error occurs Able to control emotions well

5) Build relationships and continually improve them. The teacher understands the views and needs of others which resulted in cooperation trust and respect

6) Participatory management Listen to both positive and negative information. Create consistent opinions and encourage discussion.

7) Design and implementation It must come from the process of creating innovation.

8) Distribute responsibilities To make innovation come true

9) Allocate resources and assess the level of risk.

10) Create an evaluation system for innovation creation.

11) Provide rewards and incentives to proponents of innovation.

8. Conclusion

Objective 1) To study the innovative leadership and management level of the administrators of Guangdong Vocational College of Dance and Drama. The research result as follows: The overall of innovative leadership management level of the administrators of Guangdong Vocational College of Dance and Drama was at high level ($\bar{x} = 4.38$). When considering in each aspect, there was at the highest level and the other aspects were at high level.

In Vision and strategic direction area was at the highest level ($\bar{x} = 4.55$) and Creativity and idea generation was at high level ($\bar{x} = 4.41$). Risk taking and experimentation was at high level ($\bar{x} = 4.34$). Collaboration and teamwork area was at high level ($\bar{x} = 4.34$). “Encourage innovation teams to develop new practices” and Continuous learning and adaptability was at high level ($\bar{x} = 4.40$). “Enhance knowledge and understanding about innovation for personnel indicating that the respondents have opinions consistent in the same direction. Empowering and support was at high level

9. Discussion

Developing innovation leadership teachers must be develop in every aspect specially Creating a vision, strategy, and development direction for the college must be clear about

how the college wants to develop innovations and what kind so teachers can. Proceed correctly and accept innovation work. That may work perfectly or fail, it is also very important because leadership disappears when criticized or that innovation If you are not successful, giving rewards in different forms is a way to help push forward to create leadership among teachers in colleges. The result was consistent with Li Chunlin (2022) has been said that university innovation team is the backbone of China's scientific and technological innovation. At the same time, with the development of economy and society, the competitiveness of science and technology has become the most fundamental factor for a country to acquire competitive advantage. Liang Xiaohang (2021) believe that the core connotation of innovation and entrepreneurship education is to cultivate excellent innovative talents, enhance the innovation of college teachers and students, entrepreneurship education concept and learning consciousness, according to the needs of talent training, social service and scientific research. The value of innovative education in the current society cannot be ignored.

Innovative teamwork is another important issue. Because the mistakes of humanity, positive thinking helps to work as a team. Participation of the team creates leadership among individuals when they can think of work that has a great impact on the college. The result was consistent with Liu Huiqin and Zhang Deng (2006) they found that the charming leadership ability, behavior and team work preference and innovation environment significantly affect the team innovation performance as Rui; Wang, Ping. (2021) believed that to cultivate innovative leadership talents, we must strengthen theoretical arming, pay attention to ideological construction, firmly grasp the correct direction of building a leadership talent team, reform and improve the selection, appointment and training mechanism of innovative leadership talents, and break the routine to select innovative leadership talents.

Continuous development of the college's workforce will help. Leadership development is continuous. Development skills will continue to increase. The college will have worked all the time. Successful and unsuccessful. The result was consistent with Xiang and Bao (2024) believe that the improvement of innovation ability must first stem from innovation and change in the field of thinking. Therefore, in the process of governing, how leading cadres break through thinking barriers and cultivate their own innovative thinking abilities will inevitably become an important topic that needs to be studied and discussed.

In summary, guidelines for administrators' innovative leadership for innovative leadership in Guangdong Vocational College of Dance and Drama under Guangdong Province. can bring numerous benefits, including promoting innovation, enhancing student engagement, improving teaching and learning, fostering collaboration, increasing efficiency further improve the training of innovative leadership more powerful talent support for the college development with effectiveness, enhancing institutional reputation, and preparing students for the future.

10. Recommendations

Suggestions for using research results:

1. Create a clear plan for developing innovative leadership.
2. Develop information systems to respond to development guidelines
3. Regular training and seminars to develop the college's workforce
4. Hold develop a reward system.

Suggestions for future research

There should be research on the application of innovative leadership development approaches for teachers in higher education.

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