

The Development of Strategic Leadership Model for Public Kindergarten Administrators in Nanning City of Guangxi Province in People's Republic of China

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Abstract

The purpose of this research were: 1) To analyze the components of strategic leadership of public kindergarten administrators in Nanning City; 2) To formulate a strategic leadership model for public kindergarten administrators in Nanning City; 3) To evaluate the strategic leadership model of public kindergarten administrators in Nanning City. The research is divided into three stages: The first stage: analyzing of strategic leadership factors of public kindergarten administrators in Nanning City. The sample group was 367 administrators and teachers which are from 40 public kindergartens in Nanning City. The tool was a 5-level scale questionnaire with a reliability of 0.982. Statistics used for data analysis are frequency, percentage, mean, and standard. The second stage: Creation of the strategic leadership model for public kindergarten administrators in Nanning City. The first part is through semi-structured interviews with administrators of three model kindergartens, and the data is analyzed through content analysis; the second part is a focus group discussion to create the model, which is recorded in the form of records by 7 discussion of the experts. The third stage: Evaluating the strategic leadership model of public kindergarten administrators in Nanning City. Five experts and 30 kindergarten administrators assessed the accuracy, appropriateness, feasibility and practicality of the model and manual. The research results **were**:

1. The overall average value of the strategic leadership components and the average value of all aspects of public kindergarten administrators in Nanning City **were** at a high level.

2. Five aspects of the strategic leadership model for public kindergarten administrators in Nanning City including: 1) formulating a vision; 2) managing resources; 3) formulating development strategies; 4) controlling balanced development; 5) promoting sustainable development.

3. The strategic leadership model and manual for public kindergarten administrators in Nanning City were evaluated by experts and administrators. The accuracy, adequacy, feasibility and practicality of the model and manual were at the highest level.

Keywords: Kindergarten administrators; Strategic leadership; Public kindergarten

Introduction

Preschool education is an important part of the education system of the People's Republic of China. Entering a new era of high-quality development of education, people have an increasing demand for high-quality resources in preschool education. Providing high-quality education that satisfies the people's demand has become a new mission given to kindergartens in the new era. In December 2021, the Nanning Municipal Government formulated the "Nanning Plan for the Development of Preschool Education (2022-2035)", which clearly focused on promoting high-quality development and proposed the development goals, main measures and tasks of preschool education. The school running philosophy, work ability and personal qualities of kindergarten administrators are all important factors that would affect the running quality of the kindergarten. The leadership and management effectiveness of kindergarten administrators directly affect the high-quality development of the school. It is imperative to improve the strategic leadership of kindergarten administrators. Strategic leadership is the ability to construct the development frame of a kindergarten and to fully and unswervingly promote the realization of the plan. Improving the strategic leadership of kindergarten administrators is conducive to improve the quality of kindergarten's education and teaching, and is important to promoting the sustainable development of kindergartens. It is an inevitable requirement to promote the all-round development of children's moral, intellectual, physical, artistic and labor skills. In the critical period of promoting the high-quality development of preschool education, for the kindergarten administrators, how to continue to promote the development of kindergartens in a fiercely competitive environment is a question that kindergarten administrators must think deeply about. The researchers focused on the strategic leadership of public kindergarten administrators in Nanning City, Guangxi Province, the People's Republic of China, namely the elements and models, which is conducive to promoting efficient management of kindergartens.

the State Council of the People's Republic of China issued "Several Opinions on Reform and Strengthening the Standardization of Kindergarten Education", stipulating that: Three years of universal kindergarten education within the year 2035 "The 14th Five-Plan Plan for Economic and Social Development" clearly stated within the year 2025 The country's 3-year pre-school enrollment rate will reach 90 percent or above after ten years of rapid development in the field of kindergarten education. Even though development can achieve international goals But there is still the weakest point in the education system. is the problem of insufficient funds Problems with incomplete cost sharing mechanisms and the problem of insufficient protection of teachers' salaries. Level problems of science education Implementation of the three-child policy Regional and structural resource conflicts still exist. It is necessary to continuously implement the "Kindergarten Education Improvement Plan". To eliminate problems with systems and mechanisms Kindergarten education Improved warranty mechanism Kindergarten education, international model improve level Kindergarten education Comprehensive international model and improve the quality of kindergarten education Specific goals are proposed in three areas. is 1) Development goals is the number of proportions Three-year enrollment of kindergartens nationwide has reached 90 %. up The proportion of students in kindergartens achieves 85 percent or more and the proportion of kindergarten The government has achieved Percent 50 up to 2) The goal of the guarantee mechanism is to improve the guarantee mechanism. Continuous international kindergarten education 3) The quality goal is to comprehensively improve the quality of kindergarten

education. A scientific linkage mechanism has been established between kindergartens and primary schools (State Council, 2021 : 2) .

Kindergarten education It is considered the first process of the national education system. Kindergarten education It is of great importance for learning and improving people's lives. Since 2010 , the country has implemented an action plan. Kindergarten education Three serious phases and kindergarten education The country is developing rapidly. Promotion of development Kindergarten education that is universal comprehensive safe and high quality Able to meet the satisfaction of the people It is considered a requirement of organizing operations. Kindergarten education good in the new era The level of leadership and management of the director is an important factor affecting quality and level. Kindergarten education Effectively elevating the leadership level of kindergarten directors. Improving the quality of schools is of important practical importance in improving the quality of operations. and promoting sustainable development of Kindergarten education The leadership of the kindergarten director in Nanning City in practice encountered problems. namely 1) Valued leadership aspect The concept is not consistent with the kindergarten development plan 2) in the area of educational leadership. Child care and education strategies do not correspond to reality. and the results of teacher training were ineffective. 3) Interpersonal leadership. Teachers have poor internal communication and insufficient external communication. 4) Structural leadership Internal affairs are complex and there is insufficient use of external resources. (Zhao, 2019: 5)

From the background and importance, the researcher studied the development of strategic leadership models of government kindergarten administrators. Nanning City, Guangxi Province, People's Republic of China To be a model for developing the leadership of kindergarten administrators that directly affects the development of kindergarten education. To be effective both in cities and rural areas, along with the allocation of resources to be reasonable and effective, giving importance to justice and equality in Kindergarten education provides more and more Any other This will cause kindergarten administrators to adapt and respond to new needs and requirements. quickly and Strengthen strategic approaches and provide services Kindergarten education that meets the needs of Nanning society People's Republic of China.

Research Objectives

1. To study the components of strategic leadership of public kindergarten administrators. Nanning City Guangxi Province People's Republic of China.
2. To develop a strategic leadership model for public kindergarten administrators. Nanning City Guangxi Province, People's Republic of China.
3. To evaluate the strategic leadership style of public kindergarten administrators. Nanning City Guangxi Province, People's Republic of China.

Research Methodology

This research is divided into three stages.

The first stage is to study the strategic leadership components of public kindergarten managers in Nanning City, Guangxi Province, the People's Republic of China.

It is divided into two steps: 1) Study relevant literature, concepts, theories and research. 2) Develop questionnaires, conduct questionnaire surveys, and collect and analyze data. The

research subjects were 367 managers and teachers in 40 kindergartens. The research tool is a five-level scale questionnaire, and the reliability of the questionnaire is 0.982. Data analysis uses percentages, mean, and standard deviation.

In the second stage, a strategic leadership model for public kindergarten managers in Nanning City, Guangxi Province, the People's Republic of China, was developed.

It is divided into four steps: 1) Interview 3 model kindergartens 2) Develop a draft strategic leadership model for public kindergarten managers in Nanning City, Guangxi Province 3) Confirm the draft model through expert group discussion 4. Improve the draft format according to the suggestions of experts. The research subjects were 3 model kindergarten managers and 7 experts. The research tool is a semi-structured interview outline. Mainly conduct content analysis of interviews.

The third stage evaluates the strategic leadership model and manual for public kindergarten managers in Nanning City, Guangxi Province, the People's Republic of China.

It is divided into two steps: 1) Five experts evaluate the correctness and applicability of the model. 2) Evaluate the feasibility and practicality of the model by 30 kindergarten managers. The research subjects were 5 experts and 30 kindergarten managers. The research tool is a five-level scale questionnaire, and data analysis uses mean and standard deviation.

Research Results

1. Study on the strategic leadership components of public kindergarten managers in Nanning City, Guangxi Province, the People's Republic of China

Table 1 Means and standard deviations of strategic leadership elements for public kindergarten administrators in Nanning City, Guangxi Province, the People's Republic of China

strategic leadership elements	\bar{x}	S.D.	Interpretation	Rank
1. Develop a vision	3.93	0.64	high	1
1.1 Value selection	3.94	0.65	high	1
1.2 Cultural changes	3.93	0.63	high	2
1.3 Organizational Development	3.92	0.65	high	3
2. Resource management	3.93	0.64	high	1
2.1 Resource allocation	3.93	0.64	high	1
2.2 Talent development and utilization	3.93	0.65	high	2
3. Formulate development strategies	3.90	0.67	high	4
3.1 Use of information technology	3.88	0.70	high	2
3.2 Application of knowledge	3.92	0.64	high	1
4. Control balanced development	3.92	0.67	high	2
4.1 Balance of interests	3.90	0.67	high	2
4.2 Balance of responsibilities and rights	3.94	0.66	high	1
5. Promote sustainable development	3.91	0.64	high	3
5.1 Reasonable development	3.94	0.66	high	1
5.2 Innovative thinking	3.90	0.65	high	2
total	3.92	.658	high	

According to Table 1, The study found that components of strategic leadership of public kindergarten administrators Nanning City, Guangxi Province, People's Republic of China There are 5 components: 1) vision creation, 2) resource management, 3) development strategy, 4) controlling development in a balanced way, 5) promoting development. The overall picture is at a high level. When considering each aspect with the highest average is Vision creation and Resource management next is the aspect of controlling development in a balanced way and Promotion of development and the item with the lowest average is Determination aspect Development strategy As for the sub-components of vision creation, the overall level was at a high level. When considered individually, the item with the highest average value is item 1.1, choosing values, followed by item 1.2, cultural change. The item with the lowest average is item 1.3, organizational development. Resource management sub-components When considered individually, the item with the highest average value is item 2.1, allocation of resources. Next is Section 2.2 Benefits of developing personnel abilities, sub- components Controlling development in a balanced way When considered individually, the item with the highest average value is item 4.2, balance of power and responsibility. Next is Section 4.1 Balance of Interests Sub elements Promotion of development When considered individually, the item with the highest average value is item 5.1, reasonable development. Next is item 5.2, innovative thinking. Sub-components in determining development strategies When considered individually, the item with the highest average value is item 3.2: Application of knowledge. Next is item 3.1: Use of information technology.

2. Develop a strategic leadership model for public kindergarten managers in Nanning City, Guangxi Province, the People's Republic of China.

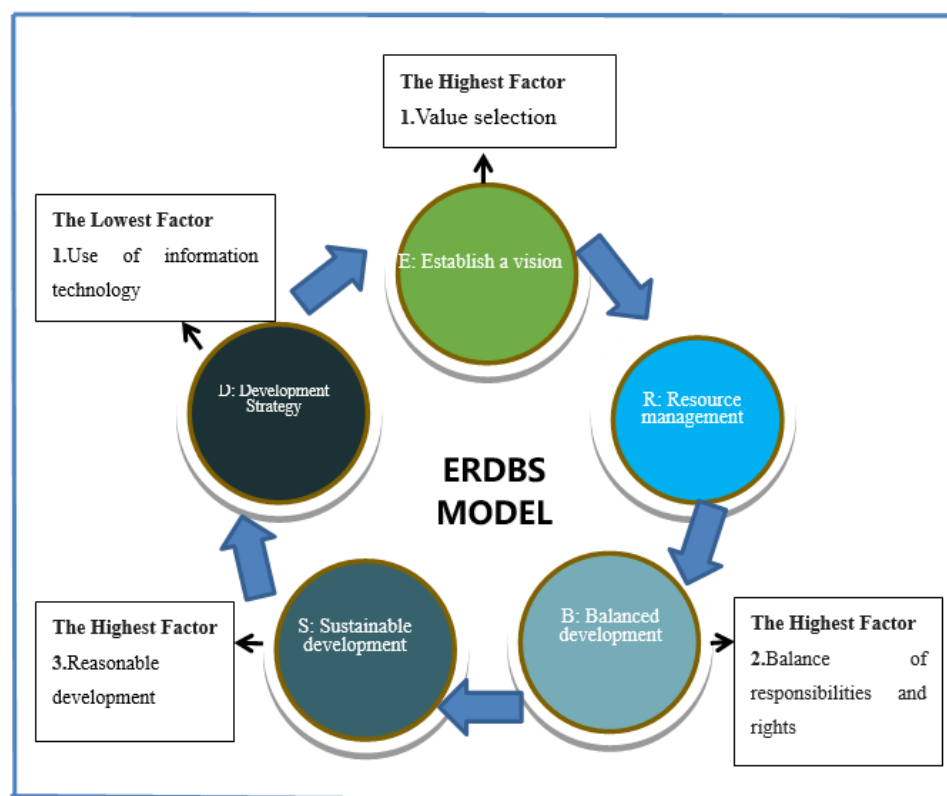


Figure 1 Development of a strategic leadership model for administrators of public kindergartens. Nanning City, Guangxi Province, People's Republic of China (ERDBS) (Source: Constructed by the researcher, 2024)

On the basis of interviews and expert group focus discussions, and in accordance with the PDCA theory, a strategic leadership model and user manual for public kindergarten managers in Nanning, Guangxi were formulated.

2.1 Strategic leadership model of public kindergarten administrators Nanning City, Guangxi Province, People's Republic of China They are as follows:

2.1.1 Pattern components

2.1.2 Format description

Part 1 Cyclic Management Deming quality

Part 2 Concepts and principles of development Strategic leadership of executives Nanning City public kindergarten, Guangxi Province, People's Republic of China

Part 3 Operational Strategy

Part 4 Components of strategic leadership of government

kindergarten administrators. Nanning City, Guangxi Province, People's Republic of China

2.2 Manual: Strategic Leadership Model for Administrators of public kindergarten, Nan City

Ning, Guangxi Province, People's Republic of China They are as follows:

2.2.1 Introduction

2.2.2 Statement

2.2.3 Part 1 Leadership

Objectives

Expected benefits

Strategic leadership model of administrators of Nanning City public kindergarten, Guangxi Province, People's Republic of China.

Format description

2.2.4 Part 2 Strategic leadership model of administrators of Nanning public kindergarten, Guangxi Province, People's Republic of China.

Part 1 Deming Quality Cycle Management

Part 2 Concepts and principles of development, strategic leadership model of administrators of Nanning public kindergarten, Guangxi Province, People's Republic of China.

Part 3 Operational Strategy

Part 4 Components of Strategic Leadership

Vision creation

Indicator 1.1 Choosing Values

Indicator 1.2 culture change

Indicator 1.3 enterprise development

Resource management

Indicators 2.1 Resource allocation

Indicator 2.2 Benefits of developing personnel abilities

In terms of determining development strategies

Indicators 3.1 use of information technology

Indicator 3.2 Knowledge application

Controlling development in a balanced way

Indicators 4.1 balance of benefits

Indicators 4.2 Balance of power and responsibility

Promotion of development

Indicators 5.1 Rational development

Indicators 5.2 innovative thinking

3. Results of model evaluation and a manual for using the model. Strategic leadership of public kindergarten administrators Nanning City, Guangxi Province, People's Republic of China Found that The format and manual are accurate. and suitability is at the highest level There is a possibility and usefulness is at the highest level The details are as follows:

3.1 Results of data analysis evaluating the correctness and appropriateness of the model and manual. Using the strategic leadership model of public kindergarten administrators. Nanning City, Guangxi Province, People's Republic of China

3.1.1 Results of the evaluation by 5 experts evaluating the correctness and suitability of the strategic leadership model of public kindergarten administrators. Nanning City, Guangxi Province People's Republic of China found that the strategic leadership model of kindergarten administrators of the government of Nanning City, Guangxi Province, People's Republic of China, created overall has the highest level of accuracy. When considering each item Found that Most of them are accurate. The highest level, except for item 2 , part 3 , operational strategy, is at a high level. As for the appropriateness of the format Overall, it is at the highest level.

3.1.2 Results of the evaluation by 5 experts evaluating the correctness and appropriateness of the manual for using the strategic leadership model for administrators of public kindergartens in Nanning City, Guangxi Province. People's Republic of China It was found that the manual for using the strategic leadership model for public kindergarten administrators Nanning City, Guangxi Province Created as a whole, it is accurate at the highest level. When considering each item, it was found that most of them were correct at the highest level, except for item 4 in determining development strategies, indicator 4.3.2, application of knowledge. Accurate at a high level The overall appropriateness of the format manual is at the highest level. When considering each item, it was found that most were at the highest level of appropriateness, except for item 3, operational strategies, and Item 4: Setting development strategies, indicator 4.4.1: Balance of benefits Suitability is at a high level.

3.2 Results of data analysis, evaluation of feasibility and usefulness of the model and user manual, model development model Strategic leadership of public kindergarten administrators Nanning City, Guangxi Province

3.2.1 Feasibility and usefulness of Development of a leadership style Executive strategy public kindergarten Nanning City, Guangxi Province, People's Republic of China by 30 experts It was found that the development of the model The strategic leadership of the administrators of the public kindergarten in Nanning City, Guangxi Province, People's Republic of China, which was created overall, is at the highest possible level. When considering each item Found that All of the above are possible at the highest level . As for the usefulness of the format Overall, it is at the highest level. When considering each item Found that Every point is useful. at the highest level

3.2.2 Feasibility and usefulness of the manual Using the model to develop a strategic leadership model. of administrators of public kindergartens Nanning City, Guangxi Province, People's Republic of China, by 30 experts. To evaluate the feasibility and usefulness, it was found that the manual for using the strategic leadership model for administrators of public kindergartens in Nanning City, Guangxi Province People's Republic of China created, overall, is at the highest level of possibility When considering each item individually, it was

found that every item was possible. are at the highest level in order As for the overall usefulness of the format, it is at the highest level. When considering each item, it was found that every item was useful at the highest level.

Discussion

From the results of research on the development of strategic leadership styles of executives kindergarten

Government of Nanning City, Guangxi Province, People's Republic of China The findings that were discussed were as follows:

1. Components of developing a strategic leadership model for public kindergarten administrators. Nanning City Guangxi Province People's Republic of China

A study of the components of the development of the strategic leadership model of public kindergarten administrators. Nanning City, Guangxi Province, People's Republic of China Overall, it is at a high level. When considering each aspect with the highest average That is, vision creation is at a high level. This is because Setting a vision is part of the strategic leadership of the administrators of a public kindergarten in Nanning City, Guangxi Province. People's Republic of China because setting a vision is considered Requirements at the level of expertise Kindergarten director which corresponds to The ideas of Hitt and Keats & Keats, 1998: 22-42) explains that Effective strategic leadership within the 21st Century Competitive Framework includes developing and communicating a consistent leadership vision. The resource management aspect is at a high level, indicating that resource management is a component of the development of strategic leadership styles of administrators of public kindergartens in Nanning City, Guangxi Province, People's Republic of China. Due to duty Responsibilities of the kindergarten director is Taking responsibility for the overall work of the kindergarten Including being a leader in the development of kindergartens. Education and teaching security management and contact between parents and schools, which is consistent with The concept of Sukai (Sukai, 2009 : 8) Explain that after setting a clear vision and direction The first thing a leader should do is Allocating one's own resources through reasonable planning To follow the vision and direction set Strategy setting in development was at a high level , showing that vision setting is part of the strategic leadership of administrators of public kindergartens in Nanning City, Guangxi Province . People's Republic of China, because kindergarten development planning is the responsibility of kindergarten administrators, which is in line with Chen Qinlei's ideas (Chen, 2010: 9) Explain that Strategic leadership consists of five areas: vision, strategy, resources, balance, and sustainability. Controlling balanced development is at a high level. Controlling balanced development is part of the strategic leadership of kindergarten administrators, Nanning City Government, Guangxi Province. People's Republic of China, because it is the professional responsibility of kindergarten directors to control the balanced development of kindergartens, which is in line with the concept of Hitt & Ireland (Hitt & Ireland, 1999: 43) explains that Strategic leadership includes creating balance in controlling the organization. The aspect of promoting development is at a high level, indicating that setting a vision is an important element of Development of a condition model Strategic leadership of the administrators of the Nan City public kindergarten. Ning Monthong Wangxi People's Republic of China because of promoting the sustainable development of kindergartens. It is an important responsibility of the kindergarten director. which corresponds to Wu Yue's idea (Wu, 2013: 28) explains that Sustainable development is

an important part of strategic leadership. Sustainability refers to the ability to continuously develop and a core mindset. What guides the sustainable development of China today is the scientific development perspective. which is important for use as a reference for sustainable leadership development Strategic leadership development should focus on introducing theoretical methods with a scientific perspective to lead to sustainable leadership development.

2. Development of a strategic leadership model for public kindergarten administrators. Nanning City, Guangxi Province, People's Republic of China Development of a strategic leadership model for public kindergarten administrators. Nanning City, Guangxi Province, People's Republic of China To be effective, work must be carried out within the scope of 5 areas: 1) vision creation, 2) resource management, 3) development strategy planning, 4) controlling development in a balanced manner, and 5) Promotion of development Due to the condition strategic leader is Ability to set a vision for kindergarten development and promote the achievement of the vision, improving the strategic leadership of kindergarten administrators , contributing to improving the quality of education and teaching in kindergartens. and facilitates the promotion of sustainable development of kindergartens It is an unavoidable requirement to promote the development of moral, intellectual, physical, artistic and physical skills. In December 2021, Nanning Municipality established the " Preschool Education Development and Improvement Plan (2022-2035)", which clearly focuses on promoting high-quality development. and propose development goals, main measures, and missions of preschool education. It is at an important time for promoting the high quality development of preschool education. When faced with high quality development as a kindergarten administrator How to promote the development of kindergartens in an environment of fierce competition? Next is a question that kindergarten managers must: Think deeply about According to the process of strategic leadership model The kindergarten manager realizes the kindergarten's development vision and goals through various development measures in planning, implementing, monitoring and improving. and promote the effective management and sustainable development of kindergartens. Consistent with the research of Chen Qinlei (Chen, 2010: 10-11) The story explains that Robust industrial excellence strategic leadership should be based on the following five areas: First, vision: Strengthen employees' understanding and buy-in of the organization's mission. and introduce cultural factors into active exploration, innovation, and change. At the same time adhering to the traditional values of excellence. Second, the development strategy Continuously develop business opportunities relevant to the organization's current strategy through guided strategic work processes. and actively cultivate and guide spontaneous strategic work processes. Third, resource management level Continuously invest strategic resources in recommended strategic work processes. Fourth, balanced development. Create a balanced incentive mechanism to increase and gain both internal and external trust and support. Fifth, the level of perseverance. Gain insights into environmental changes Understand development trends Improve organizational flexibility Promote innovation and change and conserve strategic resources with the future in mind.

3. Model evaluation and model development manual Strategic leadership of public kindergarten administrators Nanning City Guangxi Province, People's Republic of China

Accuracy and appropriateness of the format and a manual for using the format and developing the format Strategic leadership of public kindergarten administrators Nanning City Guangxi Province, People's Republic of China, by image, is included to the greatest extent because of the format. Model development Oriented Leadership Strategies of administrators

of public kindergartens Nanning City Guangxi Province, People's Republic of China It is created through various processes. Appropriate evaluation of the feasibility and usefulness of the manual for using the strategic leadership model for public kindergarten administrators. Nanning City Guangxi Province, People's Republic of China, overall, was included at the highest level. The model manual was evaluated by 30 kindergarten administrators, all of whom had direct knowledge and experience in kindergarten management. Therefore Assessing the feasibility and usefulness of the format usage manual therefore depends on practice. The format and manual are comprehensive and cover the strategic leadership and implementation process for kindergarten administrators. The user guide has also been developed based on feedback received from expert interviews and the research process. Including the principles and concepts of the format. Strategies for using the model, etc., which are consistent with Zhao Xiqing's Thoughts (Zhao, 2019: 37-41) Study the leadership style of kindergarten principals in Nanning City. and evaluate the correctness, suitability, feasibility, and usefulness of the format.

Suggestions

1. Suggestions for using research results

1.1 Research results Components of developing a condition model Strategic leadership of administrators, kindergartens, government. Nanning City, Guangxi Province People's Republic of China found that The overall picture is at a high level. When considering each aspect, it has the highest average value. is the aspect of creating a vision and managing resources. Therefore, it is necessary to improve the awareness , knowledge, and ability of kindergarten administrators in setting a vision and implementing resource management . of the kindergarten effectively. The administrator of the kindergarten should set the vision and goals of the kindergarten according to the actual situation and according to documents related to kindergarten education. Comply with the law on the development of kindergarten education. There will be discussions. Staff training and contact between parents and schools to emphasize the importance of creating a vision and setting clear goals for kindergartens. Kindergarten administrators put strategies into practice. To be able to achieve goals and vision Resource management It is necessary to consolidate the available resources of kindergartens. and clearly define principles for resource management to ensure that kindergarten development will be supported by adequate resource allocation.

1.2 The research results found that Establishing a strategic leadership style should be carried out in five areas: Vision creation Resource management In determining strategies for development Controlling development in a balanced way and the aspect of promoting development and should improve these five aspects through a manual using the model

1.3 Study results Evaluation of the manual for using the model for developing the condition model. Strategic leadership of administrators, kindergartens, government. Nanning City, Guangxi Province People's Republic of China Found that Overall, it is at the highest level, so kindergarten administrators can Bring a manual for using the model to develop a condition model. Strategic leadership of administrators, kindergartens, government. Nanning City, Guangxi Province People's Republic of China to practice in order to develop and improve strategic leadership and management Kindergarten effectively

2. Suggestions for next research

2.1 Research on the development of strategic leadership styles for kindergarten administrators should be conducted in other formats. To improve the Manage Kindergarten schooling is more comprehensive and effective.

2.2 A comparative study should be conducted. Development of a strategic leadership model for public kindergarten administrators. Nanning City, Guangxi Province, People's Republic of China with the development of strategic leadership models for administrators of other types of kindergartens or other locations

2.3 Should cooperate with training institutes in relevant industries. To study and develop curriculum, training, strategic leadership Conduct targeted training for kindergarten administrators to improve administrative leadership methods. and promote effective kindergarten management.

2.4 Should conduct a survey of administrators in the educational administration department. To understand the perspective of the parties Conduct a study on strategic leadership of kindergarten administrators. to prepare for Improving the manual, using formats.

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