

A CRITICAL ANALYSIS OF SCHOOL LEADERSHIP AND STAFF EMPOWERMENT IN TWO DIFFERENT CULTURAL SETTINGS TO TEST GENERIC MANAGEMENT DIMENSIONS

*David W. Evans, Penelope J. Hood
and Wilfred J. Perera*

ABSTRACT

The research for this paper was undertaken by the three authors who work as international counterparts, representing the National Institute of Education (NIE), Sri Lanka and the Anglia Business School, UK. The work took place in schools in the Western Province of Sri Lanka and in the Eastern Region of England in 1998-1999. Phenomenological perspectives were used as the investigation was concerned with collecting qualitative data through deploying an ethnographic approach to the research. Three instruments were employed in gathering empirical evidence and a case study method assisted manipulating the data so that a comparative basis could be established.

David W. Evans is Director of Resources, Anglia Business School, UK. Penelope J. Hood is Director of Education Management at Anglia Business School, UK and Co-ordinator of a British Council funded Higher Education Link research project. Wilfred J. Perera is Head of the Centre for Education Management Development and Assistant Director-General of the National Institute of Education, Sri Lanka. This paper is based on the research findings of the first year of a joint 3 year research project.