

# DEVELOPING LEADERSHIP CAPACITY IN APPLYING INFORMATION TECHNOLOGY IN TEACHING FOR PRINCIPALS OF ETHNIC MINORITIES BOARDING LOWER SECONDARY SCHOOL IN DAK LAK PROVINCE IN THE CONTEXT OF THE CURRENT INDUSTRIAL REVOLUTION 4.0 SITUATION AND SOLUTIONS

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School leaders in the 21st century require new knowledge, skills and ethical qualities. They need to have leadership capacity to apply information technology in teaching. The leadership capacity of school leaders in applying information technology is one of the current emphasis on the leadership capacity of school leaders in the 21st century. Conducting a survey to survey the current situation of developing leadership capacity in applying information technology in teaching for principals of ethnic minority boarding lower secondary schools in Dak Lak province in the context of the industrial revolution 4.0 in 15 ethnic minority boarding lower secondary schools in Dak Lak province, analyze the strengths and weaknesses, thereby proposing 5 solutions to develop leadership capacity to apply information technology in teaching for the principals of the boarding lower secondary schools for ethnic minorities in Dak Lak province in the context of the industrial revolution 4.0 in line with the current practice of ethnic minority boarding lower secondary schools.

**Keywords:** *Leadership capacity; Leadership capacity in information technology application; Principal of ethnic minorities boarding lower secondary school; Dak Lak Province; Industrial Revolution 4.0.*

## 1. Introduction

Leadership plays an integral role in the effectiveness of an educational institution, right from setting goals to organizing and leading the school community to accomplish its goals. Various studies have shown the relationship between the quality of education in schools and leadership capacity. Leadership capacity directly affects the success or failure of those organizations, leadership, specifically the leadership capacity of the head, is a decisive factor for the success of the organization and the school. The success of an organization or school is due to the organization, that school has leaders who know how to define the mission, vision and goals for the organization and develop human resources through tasks such as recruitment, train, encourage... employees to fulfill the set mission, vision, and goals.

School leaders in the 21st century require new knowledge, skills and ethical qualities. They need to have leadership capacity to apply information technology in teaching. The leadership capacity of school leaders using information technology is one of the main focuses today when talking about the leadership capacity of school leaders in the 21st century. Information technology in teaching is reflected in their entire range of management and leadership activities from visioning to planning, communicating, directing and evaluating. Therefore, developing leadership capacity to apply information technology in teaching for principals is one of the important factors to develop human resources ready to meet the requirements of educational innovation.

In the national education system, general education (including boarding schools for ethnic minorities) is an important part with its own characteristics. This is the basic level of education, absolutely necessary for any individual in particular, for the development of society in general. Therefore, paying attention to general education in ethnic minority areas is not only a measure to improve the quality of life for the people, but also a solid and stable path of socio-economic development for the country. In order to ensure that the learning process of children of ethnic minorities is done well and effectively, one of the key issues that are decisive is the leadership and management of education in ethnic minority areas. needs to be respected.

Being well aware of the requirements and mission of the school, the lower secondary boarding schools for ethnic minorities in Dak Lak province have actively implemented teaching methods and innovated teaching methods to meet the requirements to renovate the general education program, ensure the ethnic minority policy and promote the role of information technology application in teaching. However, the effectiveness of the application of

information technology in teaching, contributing to educational innovation, helping to develop students' capacity and quality, is still limited, inadequate, and lacking in synchronization.

## 2. Methodology and research methods

### 2.1. Methodology

Based on the basis of historical materialism and dialectical materialism, the research contents of the thesis are approached in the following main directions: historical approach, competence approach, approach to human resource management

### 2.2. Research methods

Group of theoretical research methods, Group of practical research methods, Support methods

## 3. Overview of related research works

### 3.1. Studies on leadership and leadership development

John C. Maxwell (John, 1993), in his work "Developing leadership skills" pointed out the necessary leadership skills of a leader such as: Ability to influence; skill selection in order of preference; Problem-solving skills; skills to create positive change; human resource development skills...and contains immutable, enduring principles that anyone who wants to become a great leader must apply and practice.

John C. Maxwell (John, 1998), referring to "21 golden principles of leadership art" published by John C. Maxwell in 1998. In which, there are some typical principles such as: Leadership ability decide the level of efficiency; The most accurate measure of leadership is influence; leadership develops day by day, not day by day; anyone can steer the ship, if there is a commander to plan the route; when true leaders speak up, everyone listens; Trust is the foundation of leadership...with this research the author has highlighted the importance of 21 principles in leadership art. The author has shown that key principles are the foundation of leadership; Principles can stand alone, but they all complement each other.

John C. Maxwell (John, 2001) in his work about "17 undisputed laws of teamwork" is the sharing of vital principles - useful in all areas of life of team building effective such as: selecting group members, determining the group's common goals, leading the group, etc. Research is not at all a cliché theory, but an extremely interesting experience that John C. Maxwell want to send to everyone.

Richard L. Hughes, Robert C. Ginnett and Gordon J. Curphy (2009), with their work "Leadership", have shown that: Leadership is a process, not a position. wisdom; leadership is everyone's business; leadership involves the interaction between leader, subordinate and situation; leadership developed through experience and education; power and

influence; leadership characteristics; leadership behavior; leadership skills... Besides, the research also emphasizes the importance of setting goals, running meetings, negotiating, resolving conflicts in groups, and handling individual stress, etc.

### ***3.2. Studies on leadership development using information technology in teaching***

Research on IT leadership, roles and functions of IT leadership is reflected much in BECTA (Becta ICT Research, 2003). This work has shown that the leader has an important role as a role model in the application of information technology in schools. To fulfill their role as role models, school leaders in the 21st century require new knowledge, skills and ethical qualities. They need to have knowledge and skills about information technology in teaching and educational management; they must be self-study examples to constantly improve the level of information technology application (Hung, 2015).

Author Nguyen Thi My Loc, in the work "School management and leadership in the 21st century" (Loc, 2012) emphasized: 21st century schools must be built on the basis of information and communication technology and operated in the new conditions of the development of economic, political and social trends of the country and of the world: globalization trends, explosion The explosion of information and communication technology, the impact of the market economy...

Author Tran Thi Bich Lieu (Lieu, 2008) in the study on "Information and Communication Technology Education Policy and Standards", has outlined 21st century educational leadership skills. 21st century educational leaders use technical skills to direct and manage 21st century schools: digital schools with teachers and students proficient in information technology skills, only curriculum leadership and the teaching process take place in a digital environment, performing management functions through technical means (Lieu, 2008).

### ***3.3. Suggestions for research on leadership development using information technology in teaching***

In the context of fundamental and comprehensive renovation of Education and Training, the context of the industrial revolution 4.0, Vietnam is determined to carry out digital transformation, international economic relations are taking place strongly between countries. The issue of leadership capacity in applying information technology in teaching and developing this capacity for school leaders needs special attention. However, within the scope of separate research on leadership development, applying information technology in teaching in Vietnam, the number of direct studies has almost not been studied. Most of the documents found are individual research aspects, or integrated reports on

research issues at home and abroad.

An overview assessment of research on capacity development, leadership development and leadership development in applying information technology in teaching shows a number of characteristics:

- \* Values achieved
- Theoretical values

Firstly, the theory of leadership development has been mentioned in the studies.

Second, although there are many different approaches to leadership capacity, the studies all point out the importance and necessity of promoting leadership development for the process of survival and development. school development in general and professional development in the school in particular.

Third, research documents have confirmed the benefits of information technology application in teaching, the role and function of school leaders in the application of information technology in teaching. affirming the necessity of developing school leadership capacity for the application of information technology in teaching.

Fourth, the research documents have pointed out the development situation and requirements as well as the priority policies for the development of boarding schools for ethnic minorities, thereby pointing out the need to develop leadership capacity. Directing the application of information technology in teaching for ethnic minority boarding schools.

Fifth, the published documents clearly show the point of view: the standards or skills required for leadership teams in different countries are different, but basically all reflect the leadership capacity of the people. have outstanding ability, need to continuously learn and be creative to be able to make positive contributions to improving the quality of the organization.

- Practical values

The above studies have provided a comprehensive picture of leadership development and have since been the basis for research on leadership development using information technology in teaching.

## **4. General assessment of the situation of leadership development in applying information technology in teaching for principals of ethnic minority boarding schools in lower secondary schools in Dak Lak province**

Through a survey of 206 managers and leaders of the Education and Training Division; The management board and teachers of 15 ethnic minority boarding schools in Dak Lak province, the results show that:

- Awards achieved

Ethnic Minority Boarding Lower Secondary Schools of Dak Lak Province that the research team surveyed have applied information technology in teaching. The application of information technology in teaching has now been deployed in many aspects of educational activities, including the application of information technology in teaching by teachers, the application of information technology in the learning of students. students, applying information technology in testing, assessing and managing students' learning results; application of information technology in testing, assessment and management of students' learning results; Conditions for ensuring the application of information technology in teaching; Policies to promote the application of information technology in teaching. Notably, the application of information technology in teaching by teachers. Teachers in lower secondary boarding schools for ethnic minorities in Dak Lak province also strongly innovated the application of information technology in teaching from designing and preparing lesson plans using information technology applications, using the internet in searching for documents and applying information technology in teaching and learning. manage student learning outcomes. Principals of junior high schools for ethnic minorities in Dak Lak province demonstrated leadership ability to apply information technology in teaching at the lower secondary boarding schools for ethnic minorities in which he worked. As the head of the school, from their example in their work, they have had certain influences on the application of information technology in teaching in teachers. Besides, in order to be able to apply information technology in teaching effectively, one of the conditions for resources is that the system of equipment and facilities, the internet connection infrastructure system is guaranteed. It is noteworthy that the management levels have motivated the principal to develop leadership capacity in applying information technology in teaching by increasing the authority of the principal in directing and organizing the implementation of teaching and learning activities. information technology content suitable to the characteristics of each school. At the same time, ensure the conditions of facilities and information technology equipment to meet the working requirements of the school principals in the context of educational innovation. These are the important factors that motivate the principal to develop and develop his own leadership capacity to better meet the requirements of educational innovation.

*Reasons for success:*

- Guidelines and policies of the Party and State give priority to the development of education in mountainous areas, ethnic minority areas and areas with extremely difficult socio-economic conditions;

well implement preferential policies and support for students and teachers working in remote and difficult areas; Focus on investing in facilities to serve the application of information technology in teaching...

- The Division of Education and Training, the Department of Education and Training have paid great attention to, guiding, directing and creating all conditions for the development of information technology leadership capacity in teaching. In addition, the educational development strategy, including the lower secondary boarding school for ethnic minorities, has been considered by localities as part of the socio-economic development strategy.

- Most of the principals were properly aware of the role and importance of information technology application in improving teaching quality, the importance of developing leadership capacity using information technology in teaching in school administration. Since then, the school has oriented strategic vision, built short-term as well as long-term plans for the school.

*Limitations*

The application of information technology in teaching in lower secondary boarding schools for ethnic minorities in Dak Lak province has now been deployed in many aspects. However, the level of achievement is only at the average level. The results of the application of information technology in learning of students are very low, at a weak level. Therefore, it is necessary to strengthen the application of information technology in ethnic minority boarding secondary schools in Dak Lak province today. The leadership capacity in applying information technology in teaching of the principals of the lower secondary boarding schools for ethnic minorities in Dak Lak province is just average. In the role of school administrators and leaders, many principals have not yet demonstrated the following competencies: The ability to build a learning environment that encourages the application of information technology in students' learning activities; the ability to motivate and guide teachers to apply information technology in the development of subject curricula; capacity to develop strategies for development and application of information technology in teaching... These results show the importance of further improving leadership capacity to apply information technology in teaching as well as in teaching and learning. such as information technology development in ethnic minority boarding schools in lower secondary schools of Dak Lak province. These competencies of the principal need to be trained and fostered on a regular and continuous basis in order to well meet the requirements of the principal's standards and the current educational innovation context. Leadership development activities using information technology for principals are essential, however,

the level of achievement is still very modest. In the context of the very rapid development of science, technology and information technology in the world today, the development of information technology is the key to success, helping disadvantaged ethnic minorities. have many conditions to develop together with other regions of the country and the world in general. To do this depends greatly on the school principals, in which the issue of information technology capacity and leadership capacity in applying information technology in teaching of the principals of popular schools. Boarding ethnicity in lower secondary schools in Dak Lak province is given special attention. Therefore, it is necessary to have practical solutions to organize training to improve leadership capacity to apply information technology in teaching for them in the context of current educational innovation.

*The cause of the limitations:*

- With the characteristics of the highland mountainous region, and more specifically the ethnic minority boarding schools in Dak Lak province, the access to technology always comes later compared to the plains and cities. Meanwhile, science and technology is always developing like a storm, some technologies have not yet been approached, newly approached, they have become obsolete. On the other hand, due to the characteristics of the lower secondary boarding schools for ethnic minorities in Dak Lak province, where they study, eat, stay and live at the school, the school principal, in addition to teaching culture in class, focuses on focus a lot on the living and accommodation of students, thus limiting investment in technology development.

## **5. Solutions for developing leadership capacity in applying information technology in teaching for principals of junior high schools for ethnic minorities in Dak Lak province**

### ***5.1. Organize propaganda to raise awareness about the importance of leadership development, applying information technology in teaching for principals of ethnic minority boarding lower secondary schools in Dak Lak province.***

Leadership in the application of information technology in teaching is an important factor for the success of the principal in systematically integrating information technology in the educational program and in developing this capacity for the school community. The leadership capacity in applying information technology in teaching of the principals of the lower secondary boarding schools for ethnic minorities in Dak Lak province can only be fully promoted when the principal understands the importance of, the meaning and necessity of applying information technology in their work. From there, they can well fulfill the requirements and tasks of the school

principal in applying information technology to teaching activities. Therefore, the goal of this solution is to help principals clearly realize the need to apply information technology in teaching, develop leadership capacity to apply information technology in teaching in the context of teachers and students. current educational reform. On the other hand, due to the specificity of technology, in order to be able to perform well the leadership of the school principal, the principal himself must have the knowledge and ability to use information technology in his or her work in general, in teaching and school management activities.

### ***5.2. Develop a plan to develop leadership capacity in applying information technology in teaching for principals of ethnic minority boarding lower secondary schools in Dak Lak province on the basis of capacity requirements to be developed.***

In the context of the current industrial revolution 4.0, the success of schools in general and ethnic minority boarding schools in Dak Lak province in particular is a very important part of technology application activities. information in teaching. Whether the principal and the school can quickly grasp the latest educational achievements in education, technological knowledge or not depends on the ability to use and master information technology as well as leadership ability, apply information technology in schools, in their teaching activities. Therefore, in order to develop leadership capacity in applying information technology in teaching at a junior high school for ethnic minorities in Dak Lak province, it is necessary to have a plan to develop leadership capacity in public administration. information technology in teaching for principals according to the specified competencies. Developing a leadership development plan to apply information technology in teaching for the principal of a junior high school for ethnic minorities in Dak Lak province on the basis of requirements for applied leadership capacity. Information technology in teaching needs to be developed in order to provide an implementation plan, steps of the training process towards the comprehensive development of this capacity in the principals of schools. Ethnic minority boarding secondary school in Dak Lak province. It can be said that building a leadership development plan for information technology application for principals is an important step, deciding the development content, methods and steps as well as expected results.

### ***5.3. Organize training on leadership capacity in applying information technology in teaching for the principals of the junior high school for ethnic minorities in Dak Lak province by topic***

From the perspective of educational management, after developing a plan to foster leadership capacity in information technology application, the next step

in this process is to organize the implementation of the proposed plans. If the new plan is only reflected in the plans, intentions, and action programs, the stage of organizing this training is the stage of implementing those plans, turning the intentions into concrete work and results.

As we have seen in the solution of building a capacity-building training plan mentioned above, surveying the principal's need to improve leadership capacity in applying information technology in schools is a must to have accurately grasp the needs of school leaders. Through surveying the need to improve leadership capacity in information technology application of principals, management levels can see that the leadership capacity of information technology application of school principals is at a low level. To some extent, the content of the organization form is suitable and close to the reality of developing information technology application capacity for principals of schools. From that basis, new management levels can organize appropriate and scientific training.

***5.4. Strengthening inspection and supervision of the implementation of leadership development, applying information technology in teaching for principals of ethnic minority boarding lower secondary schools in Dak Lak province.***

Strengthening inspection and supervision of the implementation of leadership development, applying information technology in teaching for principals at boarding general schools for ethnic minorities in order to urge, supervise, and detect potential problems. limitations in order to adjust and overcome shortcomings in leadership development in applying information technology in teaching for principals of boarding schools for ethnic minorities. On the other hand, the inspection and supervision process also discovered examples and schools that have done well in developing leadership capacity in applying information technology in teaching to encourage, reward and support. support such individuals and groups. It can be said that supervision is indispensable in the process of developing leadership capacity in applying information technology in teaching for school principals. Also from this inspection and supervision content, all levels of management, especially the education and training department, can detect incomplete aspects of leadership development in information technology application. in teaching for principals of boarding schools for ethnic minorities to improve and adjust mechanisms and policies to suit the requirements of real life.

***5.5. Proposing policies and creating motivation for the principal of the junior high school for ethnic minorities in Dak Lak province to develop their own leadership capacity in applying information technology in teaching***

Proposing policies and creating motivation for principals at lower secondary boarding schools for ethnic minorities in Dak Lak province to develop ICT leadership in teaching in general and to self-develop leadership capacity using information technology in teaching in particular is an important task in the development of management staff. The motivation to self-develop leadership capacity in applying information technology in teaching comes from the desire and voluntariness, so the principal actively fosters and develops his/her own capacity. This will help them to work hard to fulfill their duties as the head of the middle school for Ethnic Minority Boarding School. At the same time, they are motivated to self-develop leadership capacity in applying information technology in teaching, helping them improve their capacity according to the requirements of the principal's competencies that need to be developed in terms of leadership in information technology application. information in teaching, meeting the requirements of educational innovation in the current context. Proposing policies and creating motivations for principals to self-develop leadership capacity to apply information technology in teaching in ethnic minority boarding schools will create conditions for principals to have a favorable environment, encouraging their positivity, self-discipline and efforts in capacity development according to innovation requirements in order to develop themselves in particular and fulfill the educational goals of the boarding high school for ethnic minorities.

**6. Discussion**

- It is necessary to compile a set of documents for use by ethnic minority boarding lower secondary schools in Dak Lak province on the application of information technology in teaching and capacity development for principals in leadership and development. application of information technology in teaching. On the basis of a set of documents shared by ethnic minority boarding lower secondary schools in Dak Lak province on the application of information technology in teaching, capacity development for principals in leading and implementing the application of information technology in teaching issued by the Division of Education and Training, directing functional agencies to regularly inspect and supervise the implementation of information technology in teaching, develop the capacity of the Principal in leading and implementing the application of information technology in teaching.

- There are more appropriate priority policies to attract ethnic minority teachers who are capable of applying information technology to teaching in ethnic minority boarding schools. To encourage ethnic minority teachers to attend school to improve their skills in applying information technology in

teaching and in working at boarding schools for ethnic minorities.

- Leaders and teachers of lower secondary boarding schools for ethnic minorities in Dak Lak province, in addition to being aware of their roles and responsibilities in educating children of ethnic minorities, pay close attention to closer to the activities of teachers and students in the school, constantly learning and practicing to have enough professional qualifications to meet the standards of high school teachers, need to have understanding of the culture of the students. If the students of ethnic minorities are studying in their schools, understanding and well implementing the application of information technology in teaching is an important factor to innovate and improve teaching quality.

### 7. Conclusion

Developing leadership capacity in applying information technology in teaching for principals of boarding schools for ethnic minorities is the process by which the Division of Education and Training implements activities based on the strategy of developing management staff. The management of an organization helps the principal to effectively implement the process of leading, influencing and motivating the teaching staff to apply information technology in teaching, ensuring the good implementation of the goals and tasks. Educating

pupils and children of ethnic minorities, ensuring fairness and equality in education. Contents of leadership development in applying information technology in teaching for principals of boarding schools for ethnic minorities include: Developing a plan to develop leadership capacity to apply information technology in teaching; Organizing training and retraining; Check and supervise the implementation of leadership capacity development; Implement policy on leadership development; Motivating principals to develop leadership capacity in applying information technology in teaching at lower secondary boarding schools for ethnic minorities in Dak Lak province. Factors affecting leadership capacity to apply information technology in teaching in ethnic minority boarding lower secondary schools of Dak Lak province, including factors: factors belonging to the Division of Education and Training and the Department of Education and Training; Principal of boarding lower secondary school for ethnic minorities and management conditions and environment. From theoretical and practical studies, the thesis has proposed 5 solutions to develop leadership capacity to apply information technology in teaching in ethnic minority boarding lower secondary schools in Dak Lak province..

The above solutions have been tested and received high praise for their necessity and feasibility.

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# PHÁT TRIỂN NĂNG LỰC LÃNH ĐẠO ỨNG DỤNG CÔNG NGHỆ THÔNG TIN TRONG DẠY HỌC CHO HIỆU TRƯỞNG CÁC TRƯỜNG PHỔ THÔNG DÂN TỘC NỘI TRÚ TRUNG HỌC CƠ SỞ CỦA TỈNH ĐẮK LẮK TRONG BỐI CẢNH CÁCH MẠNG CÔNG NGHIỆP 4.0 HIỆN NAY

## THỰC TRẠNG VÀ GIẢI PHÁP

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Người lãnh đạo nhà trường trong thế kỉ 21 đòi hỏi phải có những kiến thức, kĩ năng và phẩm chất đạo đức mới. Họ cần có năng lực lãnh đạo ứng dụng công nghệ thông tin trong dạy học. Năng lực lãnh đạo ứng dụng công nghệ thông tin của người lãnh đạo trường học là một trong những trọng tâm được nhấn mạnh hiện nay khi nói về năng lực lãnh đạo của các lãnh đạo trường học trong thế kỉ 21. Tác giả bài báo đã tiến hành điều tra khảo sát thực trạng phát triển năng lực lãnh đạo ứng dụng công nghệ thông tin trong dạy học cho hiệu trưởng các trường phổ thông dân tộc nội trú trung học cơ sở của tỉnh Đắk Lắk trong bối cảnh cách mạng công nghiệp 4.0 ở 15 trường phổ thông dân tộc nội trú trung học cơ sở của tỉnh Đắk Lắk, phân tích những mặt mạnh, những mặt còn hạn chế từ đó đề xuất 05 giải pháp để phát triển năng lực lãnh đạo ứng dụng công nghệ thông tin trong dạy học cho hiệu trưởng các trường phổ thông dân tộc nội trú trung học cơ sở của tỉnh Đắk Lắk trong bối cảnh cách mạng công nghiệp 4.0 phù hợp với thực tiễn các trường phổ thông dân tộc nội trú trung học cơ sở hiện nay.

**Từ khóa:** *Năng lực lãnh đạo; Năng lực lãnh đạo ứng dụng công nghệ thông tin; Hiệu trưởng trường phổ thông dân tộc nội trú trung học cơ sở; Tỉnh Đắk Lắk; Cách mạng công nghiệp 4.0.*