



## Heading for Success: Leadership as the Process of Capital Formation

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Leadership is a key theme in the literature of school effectiveness and improvement. Beyond the traditional discourses, leadership can be conceptualized as the process of capital formation, which is a newly emerged perspective to analyze how leadership triggers school change. Following this framework, this study explored how schools undertook transformative tasks and investigated the interplay among the capitals. Three secondary schools in Taiwan were recruited to investigate how leaders constructed the intellectual, social, spiritual, and financial capital. The findings indicated that the ways schools develop capitals as strategies of school transformation depended on their individual/independent context. A type of capital can be used to facilitate another type of capital. This study applied capital theory to an Asian context and thus extended the theory's explanatory power that created the basis for further research in the field of school reform.

