

## **ABSTRACT**

**Iwan Sunarya Iqnasus Panjaitan. NIM. 8216114001. Development of Training Management Model Based on Appreciative Inquiry and Grit to Improve the Principals' Managerial Competence. Dissertation, Medan: Program Studi S3 Manajemen Pendidikan Pascasarjana Universitas Negeri Medan, 2025.**

*The improvement of educational institutions' performance is largely dependent on the managerial skills of their principals. Nonetheless, a number of findings showed that this competency is still lacking, especially when it comes to data-driven decision making, leadership for change, human resource management, and strategic planning. Existing training models are not based on real world evaluation results or participatory reflections from principals. As a result, training is homogenous, decontextualized, and less relevant to the realities faced by participants in the field. This study aims to develop a training management model based on Appreciative Inquiry and Grit to improve the managerial competence of high school principals..*

*The present study employed a Research and Development (R&D) methodology, utilizing the ADDIE model framework, which comprised five primary phases: preliminary investigation, creation of the first draft model, expert validation, small-group testing, extensive field testing, and model finalization. The model's practicality and efficacy were evaluated by surveys, pre-tests, post-tests, and statistical analyses using the Paired Sample T-Test and N-Gain Score. The validity of the model was evaluated using Aiken's V method. Principals of schools in the North Sumatra Province's administrative division of Regional Education Office I participated in the survey.*

*The findings demonstrated that the training model was highly feasible (Aiken's V between 0.83 and 1.00), practical (as judged by users), and effective in improving school principals' managerial competence (average N-Gain score of 0.72, classified as high; T-Test significance < 0.05). The favorable reactions of the participants to the training and the implementation of character resilience and strength-based leadership concepts in the educational setting further demonstrated the model's efficacy. The model developed in this study contributes novelty through the systematic integration of a training management approach based on the POLC (Planning, Organizing, Leading, Controlling) framework, the positive reflective method of Appreciative Inquiry, and the strengthening of the Grit character. These three components have not been adopted in an integrated manner in principal training models in Indonesia. The results of expert validation and empirical testing indicate that this model meets the criteria of feasibility, practicality, and high effectiveness, and has the potential to be replicated in strategies to strengthen transformative managerial leadership of principals.*

**Keywords:** *Managerial Competence, Training Management Model, Appreciative Inquiry, Grit, School Principal.*

## ABSTRAK

**Iwan Sunarya Iqnasus Panjaitan. NIM. 8216114001.** Pengembangan Model Manajemen Pelatihan Berbasis Appreciative Inquiry and Grit Untuk Meningkatkan Kompetensi Manajerial Kepala Sekolah. **Disertasi, Medan : Program Studi S3 Manajemen Pendidikan Pascasarjana Universitas Negeri Medan, 2025.**

Kompetensi manajerial kepala sekolah merupakan faktor kunci dalam meningkatkan kinerja kelembagaan pendidikan, namun berbagai temuan menunjukkan masih rendahnya kompetensi ini, khususnya pada aspek perencanaan strategis, pengelolaan sumber daya manusia, kepemimpinan perubahan, dan pengambilan keputusan berbasis data. Model pelatihan yang ada tidak berbasis pada hasil evaluasi riil atau refleksi partisipatif dari kepala sekolah. Akibatnya, pelatihan menjadi homogen, tidak kontekstual, dan kurang relevan dengan realitas yang dihadapi peserta di lapangan. Penelitian ini bertujuan untuk mengembangkan Model Manajemen Pelatihan berbasis Appreciative Inquiry dan Grit dalam meningkatkan kompetensi manajerial kepala sekolah SMA.

Penelitian ini menggunakan metode Research and Development (R&D) dengan pendekatan pengembangan model yang mengacu pada kerangka ADDIE, yang terdiri atas lima tahapan utama: studi pendahuluan (Analysis), penyusunan draft model (Design), validasi ahli (Development), uji coba terbatas (Implementation-small group test), uji coba skala luas (Implementation-field test), dan finalisasi model (Evaluation). Validasi dilakukan dengan teknik Aiken's V untuk menguji kelayakan model, sedangkan kepraktisan dan keefektifan model diuji melalui angket, pre-test, post-test, serta analisis statistik menggunakan N-Gain Score dan Paired Sample T-Test. Subjek penelitian melibatkan kepala sekolah di wilayah Cabang Dinas Pendidikan Wilayah I Sumatera Utara.

Hasil penelitian menunjukkan bahwa model pelatihan yang dikembangkan memiliki tingkat kelayakan sangat tinggi (Aiken's V antara 0,83 – 1,00), kepraktisan model dinilai sangat baik oleh pengguna, dan model terbukti efektif meningkatkan kompetensi manajerial kepala sekolah secara signifikan (N-Gain rata-rata 0,72, kategori tinggi; signifikansi T-Test < 0,05). Efektivitas model juga tercermin dari tingginya respons positif peserta terhadap pelatihan, serta indikasi penerapan prinsip kepemimpinan berbasis kekuatan dan ketahanan karakter di lingkungan sekolah. Model yang dikembangkan dalam penelitian ini memberikan kontribusi kebaruan melalui integrasi sistematis antara pendekatan manajemen pelatihan berbasis kerangka POLC (Planning, Organizing, Leading, Controlling), metode reflektif positif Appreciative Inquiry, dan penguatan karakter Grit. Ketiga komponen ini belum diadopsi secara terpadu dalam model pelatihan kepala sekolah di Indonesia. Hasil validasi ahli dan uji empirik menunjukkan bahwa model ini memenuhi kriteria kelayakan, kepraktisan, dan keefektifan yang tinggi, serta memiliki potensi untuk direplikasi pada strategi penguatan kepemimpinan manajerial kepala sekolah yang transformatif.

**Kata Kunci:** Kompetensi Manajerial, Model Manajemen Pelatihan, Appreciative Inquiry, Grit, Kepala Sekolah.