

Exercise Curriculum Leadership

from Business Management Perspective

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May 9, 2007

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LOOKING BACK, LOOKING FORWARD	
20th Century	21st Century
Stability, predictability	Discontinuous Change
Size and scale	Speed and responsiveness
Leadership from the top	Leadership from everybody
Organizational rigidity	Permanent flexibility
Control by rules and hierarchy	Control by vision and values
Information closely guarded	Information shared
Quantitative analysis	Creativity, intuition
Need for certainty	Tolerance of ambiguity
Reactive; risk-averse	Proactive; entrepreneurial
Corporate independence	Corporate inter-dependence
Focus on internal organization	Focus on competitive environment
Sustainable competitive advantage	Constant reinvention of advantage
Competing for today's markets	Creating tomorrow's markets

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Challenges in the 21st Century

- Manage a better educated workforce
- Higher expectation from customers
- Higher expectation from management
- Produce more result with less resource
- Keen competition
- Quick Response time
- Manage information technology
- Manage change
- Globalization

•Challenges facing PE Curriculum Leaders

- _____
- _____
- _____
- _____

Manager Vs Leaders

Managers

Administers

- Maintains
- Focuses on systems and structure
- Relies on control
- Has a short-term view
- Asks how and when
- Has his/her eye on the bottom line
- Accepts the status quo

Leader

Innovates

- Develops
- Focuses on people
- Inspires trust
- Has a long-range perspective
- Asks what and why
- Has his/her eyes on the horizon
- Challenges status quo

What is leadership

Leadership appears to be the art of getting others to want to do something you are convinced should be done

Packard Vance

Key Skill of Leadership

The ability to get others to do what you want them to do
Willingly and happily

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Five Best Leadership Practices

- A. Challenge the Process
- B. Inspire a Shared Vision
- C. Enable others to act
- D. Model the Way
- E. Encourage the Heart

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A. Challenging The Process

What

1. Leaders are pioneers, they seek out new opportunities and are willing to change the status quo.
2. They innovate, experiments, and explore ways to improve their organization.
3. Such leaders view mistakes as learning experiences and are prepared to meet any challenges that confront them.

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A. Challenging The Process

**What are the new opportunities
for PE Curriculum Leaders?**

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B. Inspiring A Shared Vision

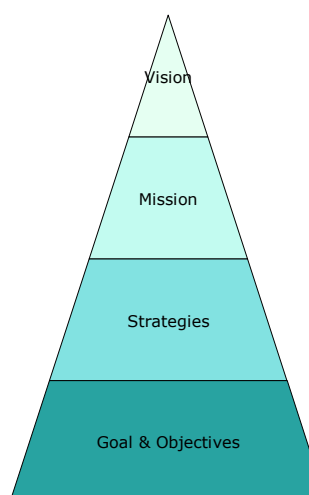
What

- Leaders look forward and beyond the horizon.
- They envision the future with the positive and hopeful outlook.

They are expressive; their genuine natures and communication skills attract followers.

- They show others how mutual interests can be met through commitment to a common purpose.

Vision, Mission, Strategies, Goals & Objectives



Vision A board description of the corporation's fundamental purpose, i.e. its reason for existence.

Mission A general overview of what need to be accomplished in order to achieve the vision.

Strategies The approaches selected for implementing the mission

Goals & Objectives Grouping of related activities or events that form a "project or task focus" for accomplishing the strategies

BA (Sha Tin) – Mission and Strategies **Sample**

Mission	Cradle for the “Most Preferred Employee – HD Graduates”				
Brand Promise	Whole Person Development				
Values	Integrity • Client Focus • Excellence • Entrepreneurial • Partnership				
Strategies	Teaching Discipline Balancing the pursuit of preparing students for immediate employment and further studies.	Product Positioning Full range of SCM courses, AIS, HBC, & BDM Foster collaboration with China counterpart	Partnership Partnership with industrial experts, professional bodies, and industry for enhancing employability.		
commitment to stakeholders	Students Develop both technical competency and soft skills	BA Team Help our members to grow by developing their potential and enriching their job experience.	Employers Deliver well-trained and technical competent employees	VTC Support and implement the council's initiatives	Community Provide opportunities for secondary school leavers and adult learners for lifelong learning and enhance employability 11

B. Inspiring A Shared Vision

As the P.E. Curriculum Leaders, what can you do to incorporate your work into the vision and strategies of your respective schools?

C. Enabling Others To Act

What

- Leaders gain the support and assistance from their employees.
- They stress cooperative goals and build relationships of mutual trust.
- They actively involve others in planning and permit others to make their own decisions
- These leaders make other feel important, strong, and influential.

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C. Enable others to act

In order to enable other to act, what are the key skills and attributes that PE Leaders should acquire?

Important Training Topics In 2006

Rank	Frontline Clerical	Supervisor Officer	Middle Management Professional	Senior Management
1	Communication Skill	Communication Skill	People Management Leadership	Strategic Planning
2	Interpersonal Skill	Basic Supervisory Management	Performance Management	People Management Leadership
3	Spoken English	Interpersonal Skill	Communication Skill	Change Management
4	General Computing Skills	Priorities Time Management	Presentation Skills	Risk Crisis Management
5	Written English EQ	Written English	Resolving Conflict Negotiation Skills	Performance Management

D. Modeling The Way

What

- Leaders are clear about their business values and beliefs.
- They keep people and projects on course by behaving according to these values and by modeling the behaviors they expect from others.
- They plan thoroughly and divide projects into achievable steps, thus creating opportunities for small wins.
- Through their focus on key priorities, such leaders make it easier for others to achieve goals

E. Encouraging The Heart

What

- Leaders encourage people to persist in their efforts by recognizing accomplishments and contributions to the organization's vision.
- They let others know that their efforts are appreciated and they express pride in their teams' accomplishments.
- They find ways to celebrate achievements.
- They nurture team spirit, which enable people to sustain continued efforts.

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**As the P.E. Curriculum Leader,
how to ensure that you can
encourage the heart and model
the way?**

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