

Empowering Schools:

BRANDING AND STAFF DEVELOPMENT FOR LASTING CHANGE

Members:

- Yu Kam Fung (Tak Nga Secondary School)
- Yeung Wai Chit (Po Leung Kuk Wu Chung College)
- Lui Fu On (Hoi Ping Chamber of Commerce Secondary School)





**Profit-
driven?**

**Increasing
rents?**

**Loss of
public
assets?**

**End of small
businesses**



領匯
The Link

Visits to the LINK REIT

| | Details |
|--------------|---|
| First Visit | Introduction and working shadowing (catch-up meetings with HR GM and asset planning team) by Asset Management Director Katherine Lo |
| Second Visit | Site visits to Temple Mall in Wong Tai Sin and Tsz Wan Shan Mall |
| Third Visit | Work Shadowing (regular AM/ HR catch-up meetings, and meeting with Fairwood) |



Asset management director of LINK REIT:

- Ms Katherine Lo
- Past experience
 - Hang Lung Properties
 - Cathay Pacific Group

- Holistic Approach: addresses the needs and perceptions of all key stakeholders.
- Reputation Building: aims to build trust and positive relationships with all stakeholders, leading to a strong reputation.
- Value Creation: creates value for multiple stakeholders, not just shareholders.
- Communication & Engagement: involves tailored communication and engagement strategies for different stakeholder groups.

Vision

To be a world class real estate investor and manager, serving and improving the lives of those around us.

We believe that good businesses must generate economic value while positively addressing social needs and challenges. On our journey of becoming a world-class real estate investor and manager, we strive to generate lasting commercial and social benefits for the enjoyment of generations to come, Linking People to a Brighter Future.

For Link, this means developing an understanding of all stakeholders, managing our business portfolio around our core strengths, and creating thriving communities by collaborating with various stakeholders.

Purpose

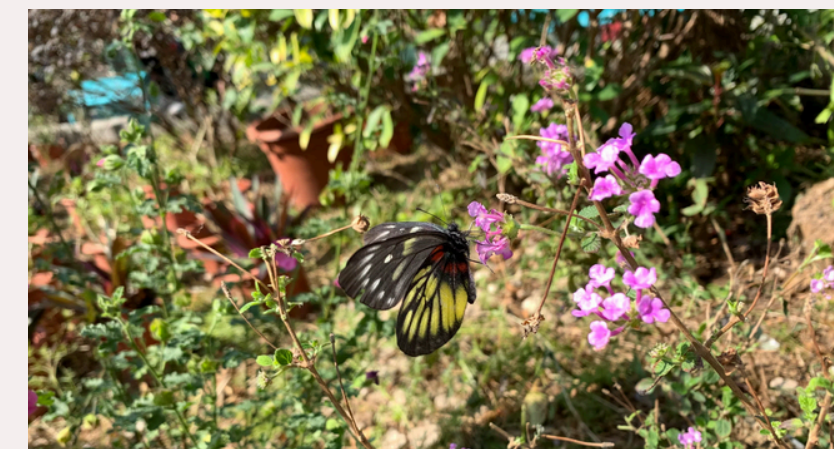
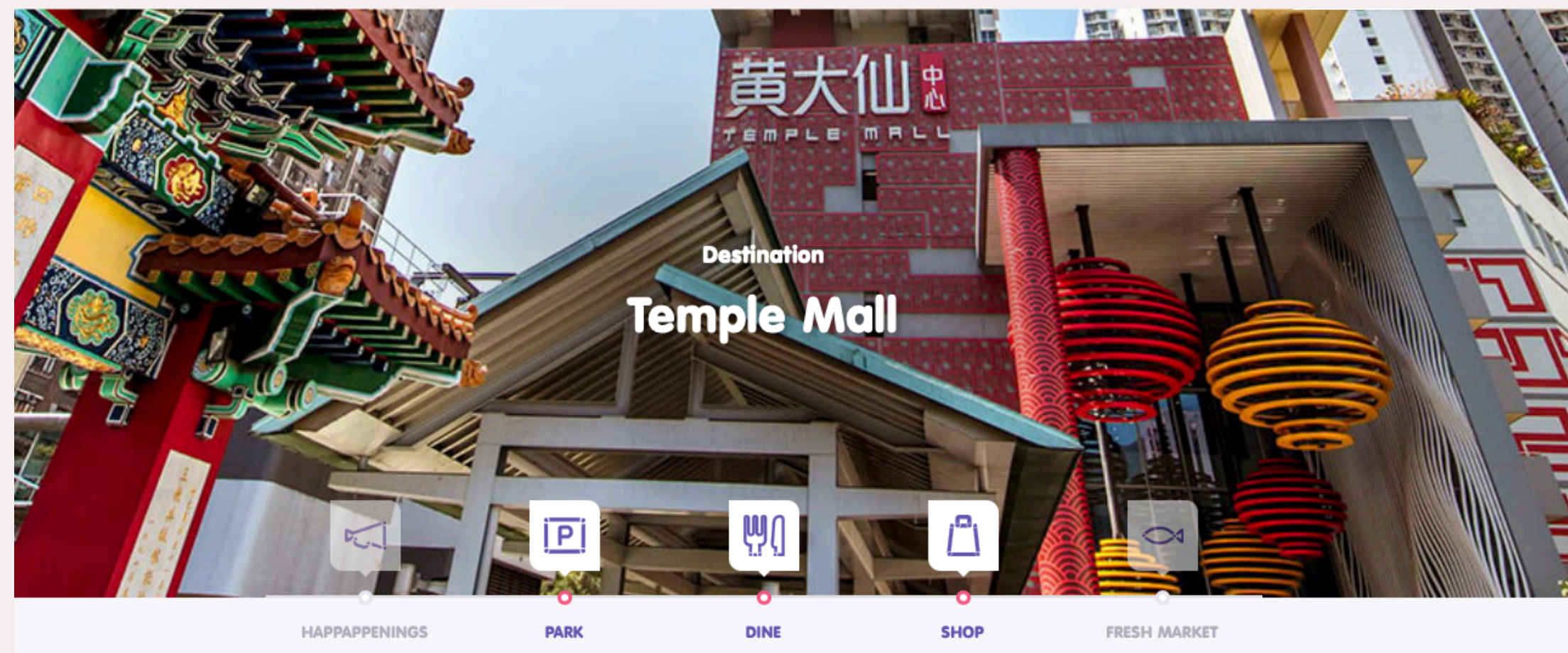
We Link People to a Brighter Future

- We strive for excellence, constantly looking for ways to enrich and brighten the communities we serve.
- We see opportunities, both large and small to make a difference in everything we do.
- We are the connection between people and a brighter future.



External relations - Branding

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活動邀請了多位重量級嘉賓出席。

政務司副司長卓永興分享銀髮經濟發展方向

香港特別行政區政府政務司副司長卓永興在致辭中指出，啟動禮標誌着一個重要的里程碑，在社聯及香港大學吞嚙研究所支援下，大快活成為本港其中一間有提供軟餐的大型連鎖食肆，積極投資製造和在社會各階層推廣軟餐，致力照顧長者的需要，響應政府推動銀髮經濟的政策。

Organizational Differences

Schools

- Difficult to dismiss permanent teachers
- Limited upward mobility incentives
- Job security reduces performance pressure



Business

- Performance-based employment
- Clear promotion pathways
- Accountability drives productivity



Organizational Parallels



Director of Asset Management-Katherine Lo

Equivalent to School Principal



Cohort Managers

Similar to Panel Heads



Property Managers/ Executives

Comparable to Class Teachers

- Recruitment strategies
- Staff development
- Team building
- Appraisal



- Recruitment strategies: Internship, Rotation of MT, Hiring PT retiree
- Staff development: 30 mins / month (HR manager), appropriate task, mentors
- Team building: Competitions/Activities (cookery, etc) , Feedback forum from frontline (count like)
- Appraisal: a holistic approach (360 system)



Characteristic of a transformational leadership

- Good Questioning skills
- Inspiration (up to some ideas, not in details)
- Appreciation

Looking forward

- Reflection on your school setting, what can you associate with the 'branding' of your school? Could they help the school to improve under the changing landscape of education nowadays?
- What kinds of teachers does your school usually employ? What changes can be made to enhance your school's recruitment strategies?
- What can be done to further develop the staff in order to cope with the upcoming challenges?