

Programme for Leadership Enhancement for Serving Vice-Principals 2019

The Education University of Hong Kong



Ms WONG Wai Ling Linda
and

Mr WONG Tang Tat Tommy



香港特別行政區政府
教育局

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Serving Vice-Principals 2019



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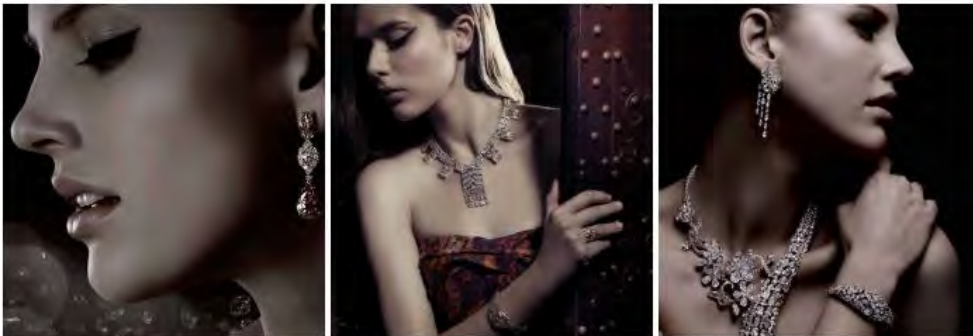
Rundown

- Background of ARTE
- Our Experience
- Reflective sharing – The categorization of leadership as proposed by EDB
- Conclusion – Leadership enhancement: an idea of 3D development
- Reference
- Acknowledgements

Background of ARTE – From Spain

ARTĒ

- A **Spanish word for "art"** is an interpretation of the way in which people **express their ideas, feelings and novelty**. It is a word of faith, passion and acumen.



A TASTE OF MINE



Background of ARTE – Brought to HK

- In late **1990s**, ARTĒ MADRID pioneered the use of synthetic gemstones, and was debuted at Vicenza, Italy in 2000. Since then, ARTĒ MADRID's fame quickly spread beyond Spain and Europe to **Asia and Greater China**.



ARTĒ

名字源於西班牙馬德里的藝術激情和創造力，每件ARTE首飾作品都擁有非凡個性，融會傳統和創新美學，工藝千錘百煉，魅力淋漓盡致。

A name originated from art, passion and creativity of Madrid, Spain. Every exquisite ARTE jewellery piece is a statement of unique personality, meticulous craftsmanship and pioneering aesthetics.

Background of ARTE – ARTE, HK

- CEO: **Ms Cindy CHAN** (with a partner Mr LEE)
- Shops: 11 in HK, 14 in China (10 cities), 5 in Macau
- Staff members in Hong Kong: more than 80 people



Our Experience

- 3 sessions conducted by The **Education University** of Hong Kong
- 3 preparatory and reflective meetings with our **Mentor**
- 2 meetings with **Cindy** with support of our Mentor

Our Experience

- 5 sharing oriented meetings with 5 **Department Heads** of ARTE
- 1 **shop visit** with a meeting with the Regional Manager of ARTE



Schedule of Attachment		
Date	Content	ARTE
19/2/2019	Introduction: Overview of the organization Interview with CEO/Representatives	Managing Director Ms. Cindy Chan
5/3/2019	Product Development	Art & Creative Manager Chan Hoi Wa Christopher
5/3/2019	Analysis & Allocation	Product Manager Wong Wan Kam Jean
12/3/2019	MKT & Design	Creative Manager Law Ngai Chun Leslie
12/3/2019	Operation & Logistic	Senior Administration Officer Wong Wai Hong Edric
19/3/2019	E-commence	E-Commerce Director Kwok Kin Pong Bon
2/4/2019	Shop Visit	Area Manager Yau Yuen Sai Elly
16/4/2019	Farewell and “Take and Give” Session	Ms. Cindy Chan

Reflective sharing: Ethical Enabler of All-round Growth and Balanced Advancement (以德潤才的躬行者)

- One possible way to enrich one's ethical development would be community leadership / involvement
- One belief in community leadership is **altruistic** approach: i.e.
 - entrepreneurs have a unique skill set that can benefit their local communities
 - we all have a responsibility to **give back to our communities** and help others in whatever ways we can

Reflective sharing: Ethical Enabler of All-round Growth and Balanced Advancement (以德潤才的躬行者)

- It is applicable to Cindy
e.g. **charity** funding / inter school jewellery design completion
- It would be applicable to leaders in school setting
 - issue of **trust**
 - kind of community services / **feedback contribution**

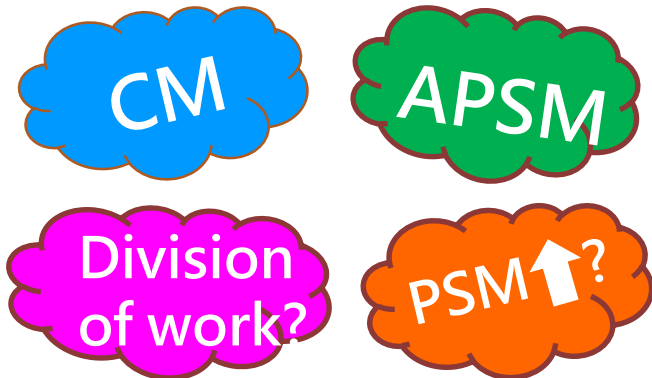
Reflective sharing: Ethical Enabler of All-round Growth and Balanced Advancement (以德潤才的躬行者)

For all rounded growth for the colleagues,
ARTE / Cindy also develop:

- **Environment**: a family (people oriented)
- **Goal** setting: Not only talking about business profit and loss but also human oriented
- Understanding of **one's strength and** (design , IT, Admin, etc.): offer opportunities for individual development of each staff members **Support**: many platforms of communication were developed

Positive leadership---Create a happy team

- Understand the needs of the team
- Diverse communication
- Knowing people
 - Affirm the value of the faculty



gifts for her
your love makes her smile

SHOP GIFTS FOR HER >

Reflective sharing: Versatile Architects of Vibrant Learning Organisations

(博學啟思的建策者)

- Similar as Instructional Leadership
- As defined by de Lima (2008), it is the ability to involve colleagues collaboratively in mutual **learning and development**, with the main purpose of improving teaching and learning

Reflective sharing: Versatile Architects of Vibrant Learning Organisations

(博學啟思的建策者)

ARTE / Cindy

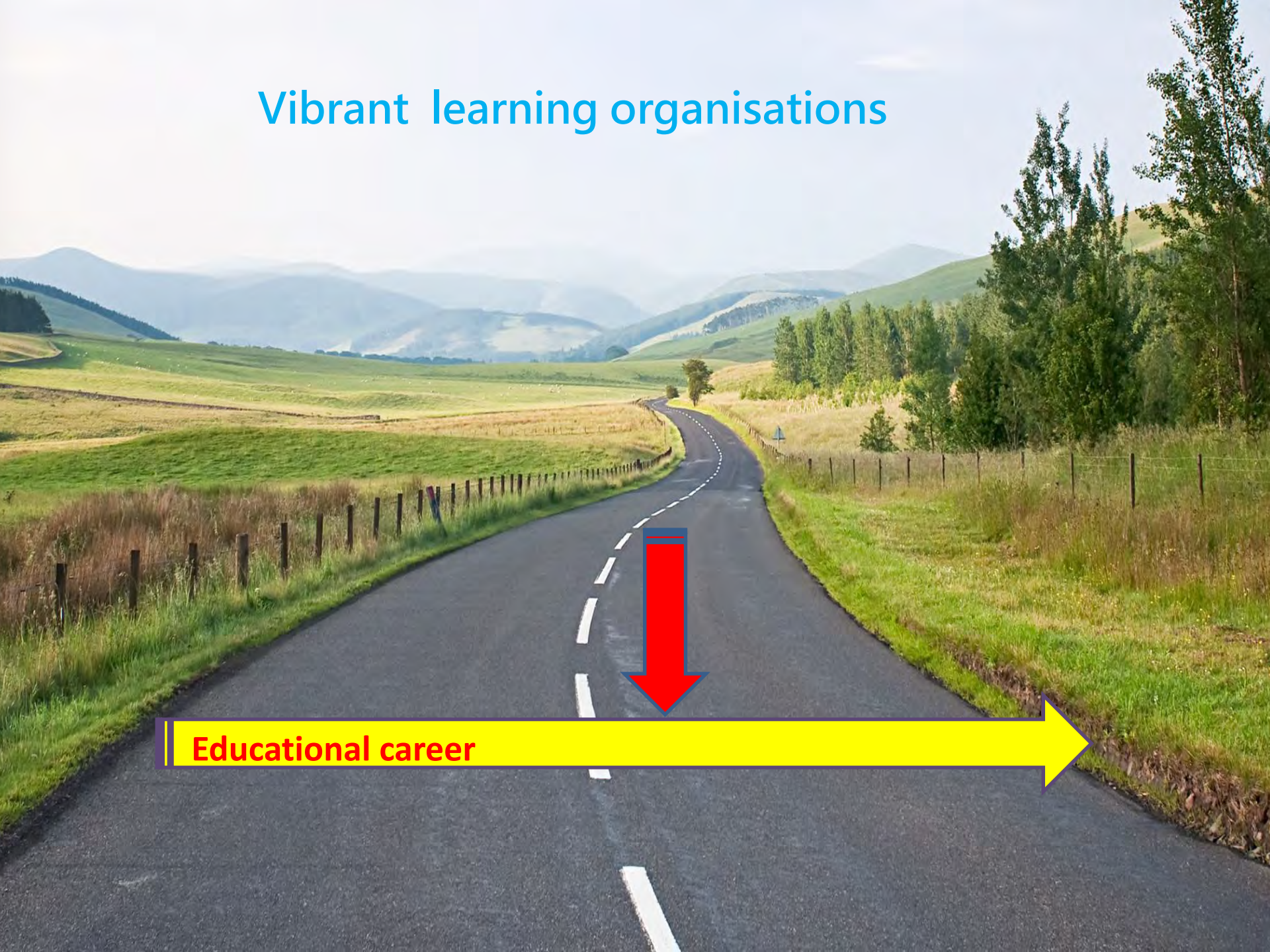
- **Belief**: one could grow and learn in the company
- **Scheme** of training:
 - New staff training
 - Frontline / operational staff training (the department head / shop manager / regional manager)
 - Middle management training (regular sharing sessions)
 - Environment of willing to ask and share

Reflective sharing: Versatile Architects of Vibrant Learning Organisations

(博學啟思的建策者)

- Although ARTE is not a learning oriented organisation, Cindy emphasises the professional development of her colleagues and spend a lot of time to **enable sharing among the members** of her team
- It arouses my attention that we need similar **professional development activities** in order to keep the momentum of the team to be on

Vibrant learning organisations



Educational career

Reflective sharing: Visionary Edupreneurs of Educational Transformation and Continuous School Improvement (高瞻遠矚的創建者)

- Similar to Strategic Leadership
- Strategic leadership refers to a manager's potential to **express a strategic vision** for the organisation, or a part of the organisation, and to **motivate and persuade others to acquire that vision.**

Reflective sharing: Visionary Edupreneurs of Educational Transformation and Continuous School Improvement (高瞻遠矚的創建者)

- Cindy does keep on review the strategy for ARTE
- The strategy is **clear & simple** (profit gaining) **but short term** (as the market is so changeable)
- E.g. lately the company is trying to develop **internet business**, especially in Mainland
- In the business world, it is rather **directive** to develop the strategy and make it to be shared with the staff

Reflective sharing: Visionary Edupreneurs of Educational Transformation and Continuous School Improvement (高瞻遠矚的創建者)

- We have a **similar belief / practice** in school setting, i.e. our 3 years plan and annual plan
- Different business world, school used a rather **bottom up model** for the development of the strategy and/or vision
- It would be how we develop the **ownership** of our colleagues for the plan

Change or Not Change Tradition and Trend

- Make good use of technology
- Global link
- Moral education



Reflective sharing: Other Feature – Structural Leadership

Frame	Structural	Human
Metaphor for organization	Factory or Machine	Family
Central concepts	Rules, roles, goals, policies, technology, environment	Needs, skills, relationships
Image of Leadership	Social architecture	Empowerment
Basic leadership challenge:	Align structure to task, technology, environment	Align organization and human needs

- Cindy's style would be more human oriented as human relationship would be one of her focus
- A good reminder for school setting

Conclusion – Leadership enhancement: an idea of 3D development

- Leadership roles and skills exist in various layers
- Cindy and Johnny as top management
- Department heads / Regional managers as senior management
- Shop managers as middle management

Conclusion – Leadership enhancement: an idea of 3D development

- Some critical ideas from top management could be **successfully passed and developed** in the other levels of management
- Business world is a field with fast movement, Cindy and all her management colleagues have to **keep an eye closely on all kind of changes**, even it looks like a minor one.
- The roles and skills required would change over **time**

Conclusion – Leadership enhancement: an idea of 3D development

- We need to understand such 3D structure
- **3D action plan** should be developed in order to enable
 - Our **colleagues / leaders of different level** to grow and be **equipped continuously** with skills & knowledge required for this changing world

Reference

Background of ARTE

- <https://www.arte-madrid.com/>

COTAP categorization as proposed by EDB

- <https://www.cotap.hk/index.php/en/t-excel-hk/t-standard-psp>

Reference

Community Leadership

- <https://www.forbes.com/sites/patrickhull/2013/10/04/entrepreneurs-should-be-community-leaders/#55e5181a3325>

Instructional Leadership

- <https://www.igi-global.com/dictionary/instructional-leadership/14841>

Reference

Strategic Leadership

- <https://www.igi-global.com/dictionary/instructional-leadership/14841>

Structural Leadership

- <http://www.leebolman.com/Instructors%20Manual%20pdf/ch17.pdf>

Acknowledgements

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Thank You and Q&A