

ASK Model Script_Professor Paula Kwan

Why do we serve as a school manager? Although school managers are not remunerated, they are undertaking a very demanding task. Sometimes, we need to travel a long way to attend school meetings and training courses. Then what is the point of assuming this role?

It is out of the enthusiasm and aspiration for education. Through our participation, we hope to support schools, and more importantly students. There are beliefs and values that school managers are expected to uphold. In other words, we need to think about what is the best for schools and students.

This is how the “ASK Model” comes in – “A” for attitude, “S” for skill and “K” for knowledge.

While school managers should be familiar with school operation and education, there is a lot more that we have to know. It is because school managers not only deal with students and teachers within the school, but also handle matters beyond the school. The foremost aim of educators is to nurture students as individuals who could contribute to society in different roles and positions in the future. Therefore, we equip our students for the future, not just for the present.

Practically, schools teach students how to apply knowledge and skills to find their feet in society. To support this, school managers should be forward-looking. Legal knowledge is indispensable, but reasonableness and affection are just equally important. The application of hard knowledge should demonstrate both reasonableness and affection. Indeed, what knowledge to apply often depends on the values we hold.

When looking at a Hong Kong Dollar coin, some may be captured by the Bauhinia symbol, and some may focus on its denomination. People see things in different ways. That is why we should not judge each other.

An incorporated management committee comprises school managers with different visions and expertise. With the participation of school managers from different categories, including sponsoring body managers, parent managers, alumni managers and independent managers, collective wisdom could be drawn on to foster school development. This is what the ASK Model is about.

How to present ideas during discussion requires “skills”. When there are divergent views, we need to apply skills to resolve dispute or differences.

While “A” guides our actions, “S” determines the execution. For example, the way we put a question could make the person being asked feel challenged. It is therefore important to grasp the communication skills to express and explain our thoughts. All these components are underlined in the ASK Model.