

迎接新常態下的挑戰

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Q 1 你認為學校面對甚麼新常態?

<https://www.menti.com/sy47vsn4wk>



Q2 這些新常態對你帶來甚麼挑戰?

<https://www.menti.com/o5omutd6tu>

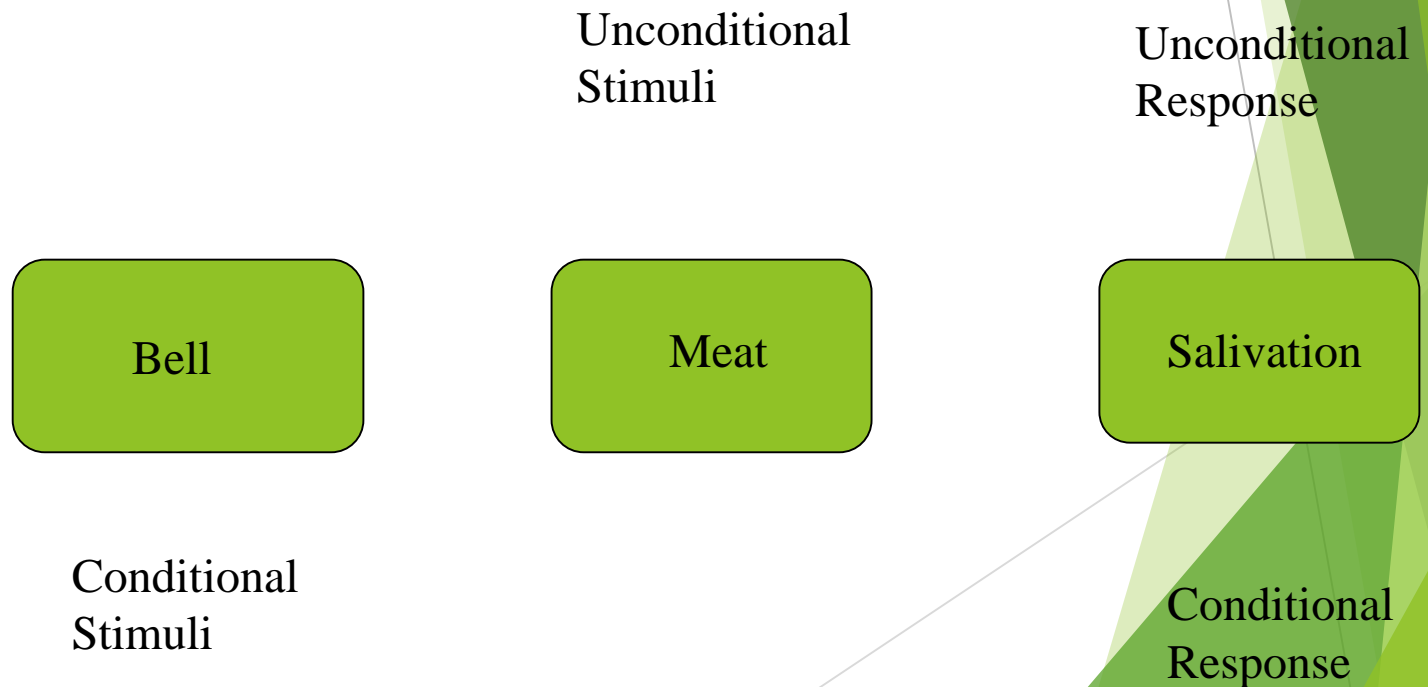


Four Major Types of Learning Theories

- ▶ Behaviourism
- ▶ Cognitivism
- ▶ Constructivism
- ▶ Humanism

Behaviorism - Conditioning

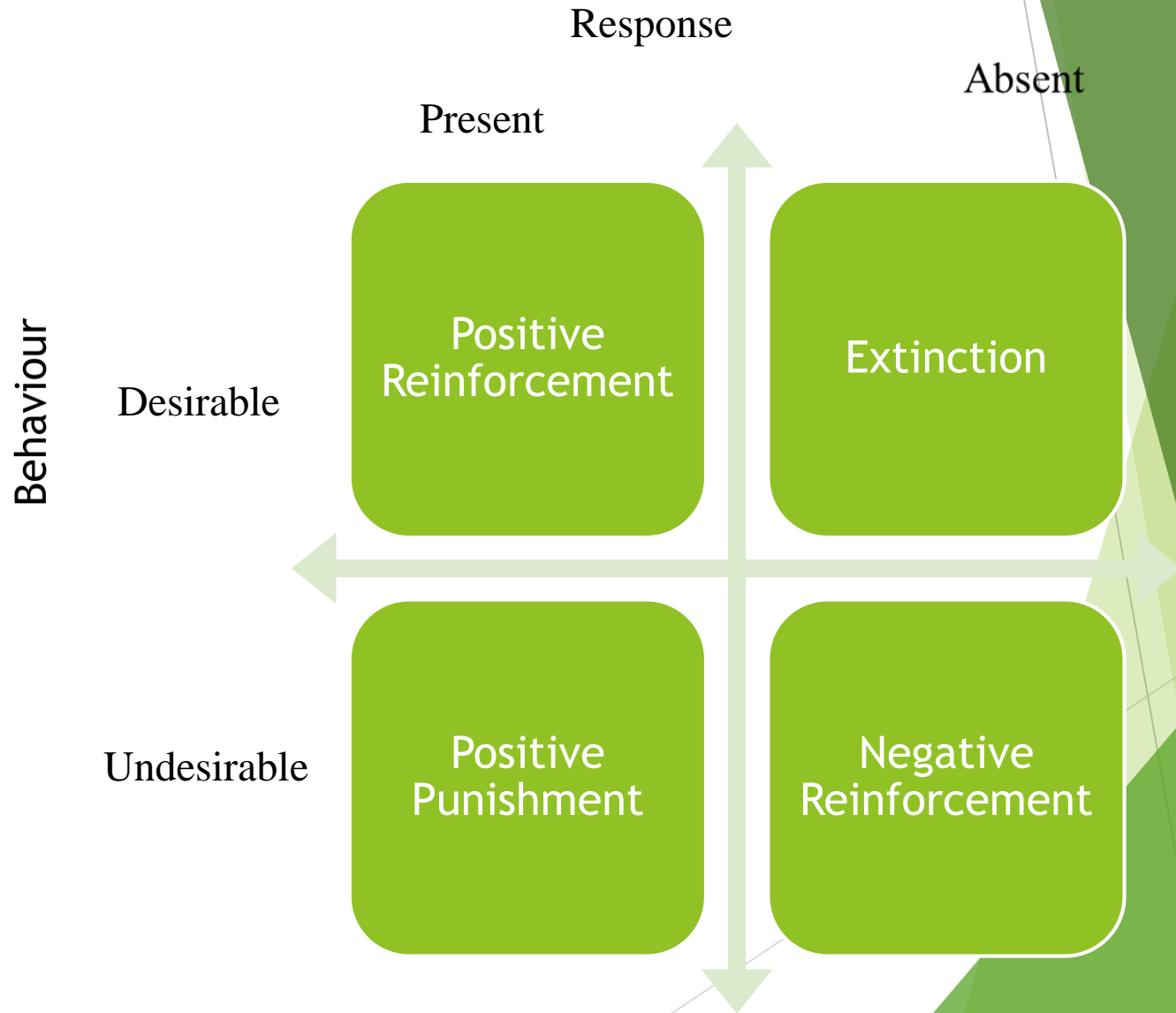
- ▶ Classical Conditioning
- ▶ Pavlov's dog experiment



Operant Conditioning

Skinner's Rat Experiment

Behaviour/ Learning Reinforcement



Constructivism - Importance of Learning and Practice (Revans, 1984)

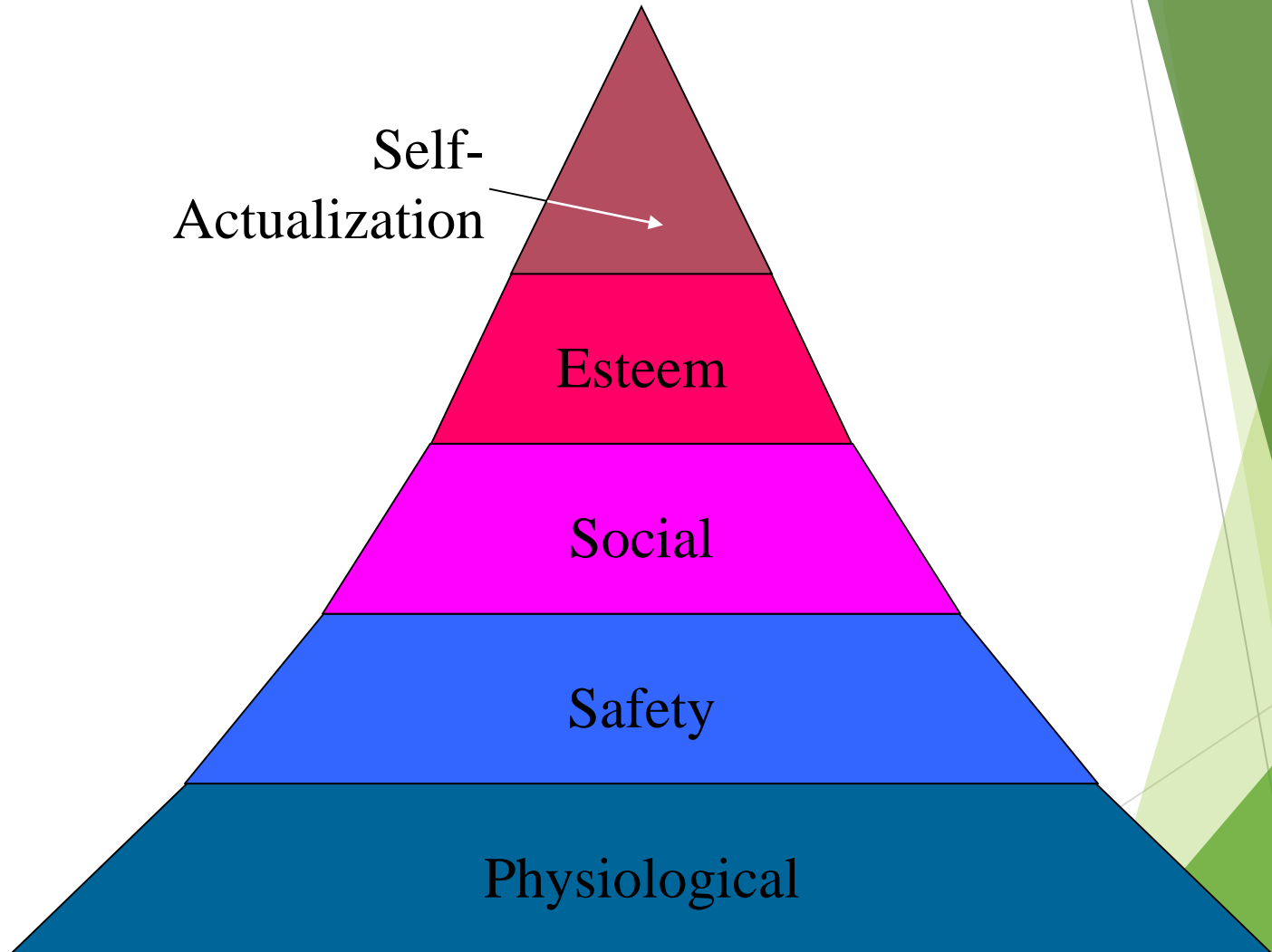
- Knowledge inherited from the past is the product of solving yesterday's problems
- L (Learning) =
P (Past Knowledge) + Q (Fresh Questions)

Implications:

- ▶ Knowledge is built upon other knowledge
- ▶ Learning involves construction of meanings
- ▶ It is a process and a social activity
- ▶ It is contextual
- ▶ Motivation is the key

Revans, R. (1984). On the Learning Equation in 1984. *Management Education and Development*, 15(3), 209-220. <https://doi.org/10.1177/135050768401500304>

Humanism - Maslow's Hierarchy of Needs



Sequential Learning Model

(Lane, Koka & Pathak, 2006)

- ▶ Acquire
- ▶ Assimilate
- ▶ Apply

Lane, P. J., Koka, B. R., & Pathak, S. (2006). The Reification of Absorptive Capacity: A Critical Review and Rejuvenation of the Construct. *Academy of Management Review*, 31(4), 833-863.
<https://doi.org/10.5465/amr.2006.22527456>

Factors affecting Individual Work Behaviour

- ▶ Attitudes
- ▶ Skills
- ▶ Knowledge
- ▶ Personality
- ▶ Perceptions

Personality, Attitudes, and Work Behaviors. (n.d.). Retrieved October 10, 2022, from <https://2012books.lardbucket.org/books/management-principles-v1.0/s06-personality-attitudes-and-work.html>

Personality

- ▶ The Big Five personality dimensions
 - ▶ Agreeable (tolerant, forgiving)
 - ▶ Conscientiousness (organised, responsible)
 - ▶ Emotional stability (calm, relaxed)
 - ▶ Extroversion (outgoing, sociable)
 - ▶ Openness to experience (curious, broad-minded)

DISC

Dominance

*accomplishing results, confidence,
accepting challenges*

Powerful
than envt



Influence

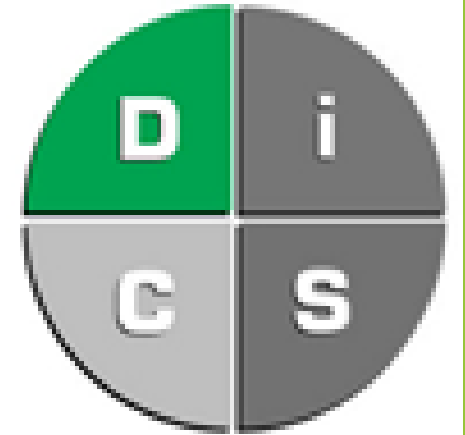
*persuading others, openness, relationships,
enthusiasm*

Steadiness

cooperation, sincerity, dependability

Compliance

*quality and accuracy, objective reasoning,
conservativeness*



Envt is
favourable

VUCA Environment (Lawrence, K., 2013)

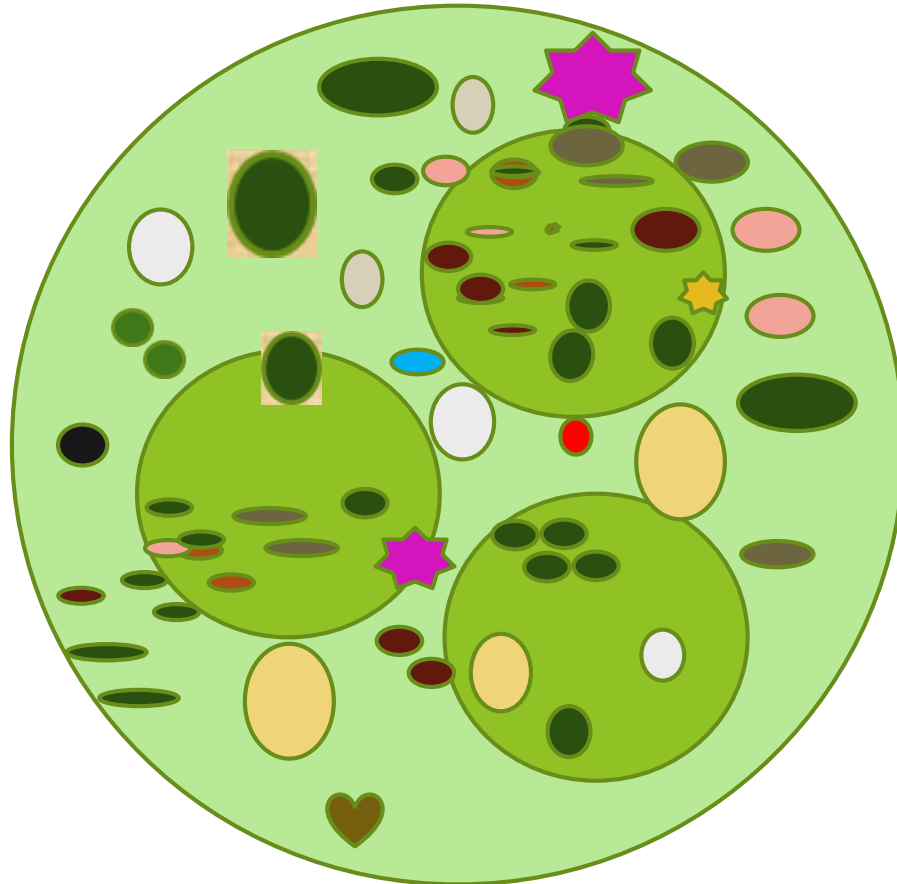
- ▶ volatility refers to the speed of change currently encountered
- ▶ Uncertainty is about the lack of predictability and the likeliness of unexpected events
- ▶ Complexity is about the various factors which are all interacting without any clear cause and effect patterns
- ▶ Ambiguity means the difficulty in interpreting conditions and current reality

Developing Leaders in a VUCA Environment (Lawrence, K., 2013), Retrieved on 1 February 2023 from <https://emergingrleader.com/wp-content/uploads/2013/02/developing-leaders-in-a-vuca-environment.pdf>

Peter Drucker -

The greatest danger in times of turbulence is not turbulence itself, but to act with yesterday's logic

Different stakeholders with various expectations in the school system



Kwan, P., & Li, B. Y. M. (2015, July 3). Empowerment or impediment? School governance in the school-based management era in Hong Kong. *Asia Pacific Journal of Education*, 35(3), 319-330. <https://doi.org/10.1080/02188791.2015.1056592>

Building a professional Learning Communities

▶ Knowledge for practice

- 秀明小學 - 疫情下家校協作 常態下的非常
- 聖公會主風小學 - 教師如何以成長型思維面對疫情下的新挑戰
- 將軍澳官立小學 - 學校如何推行成長及生涯規劃教育
- 風采中學（教育評議會主辦）- 疫情下的風采--秉要執本，變中見常
- 金文泰中學 - 新常態下學生的成長支援

▶ Knowledge in practice

▶ Knowledge of practice

Coping With VUCA

(Johansen & Euchner, 2013)

- ▶ Vision to cope with volatility
- ▶ Understanding to cope with uncertainty
- ▶ Clarity to cope with complexity
- ▶ Agility to cope with ambiguity

Johansen, B., & Euchner, J. (2013). Navigating the VUCA World. *Research-Technology Management*, 56(1), 10-15.
<https://doi.org/10.5437/08956308x5601003>

Thank you