

NURTURING SERVANT LEADERS: A PRACTICE OF THE LADDER OF CHILDREN'S PARTICIPATION

孕育僕人領袖 – 建基於兒童參與階梯的實踐

Learning and Teaching Expo

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What qualities do you want to nurture in your students?

- Challenges: Globalization & A.I. world
- 5 Minds for the Future (Howard Gardner)
 - The Disciplined Mind 修練心智
 - The Synthesizing Mind 整合心智
 - The Creating Mind 創意心智
 - The Respectful Mind 尊重心智
 - The Ethical Mind 道德心智



What is Servant Leader?

- “The Servant as Leader” - Robert K. Greenleaf (1970)
- The idea behind servant leadership is to lead with humility and selflessness rather than domination or power. By putting the needs of others before their own, servant leaders strive to create a productive work environment while ensuring their team members reach their highest potential.
- 「以謙卑和無私來領導，而不是統治或權力。通過將他人的需求置於自己之上，奴僕式領導者努力創造一個富有生產力的工作環境，同時確保他們的團隊成員發揮出最大潛力。」

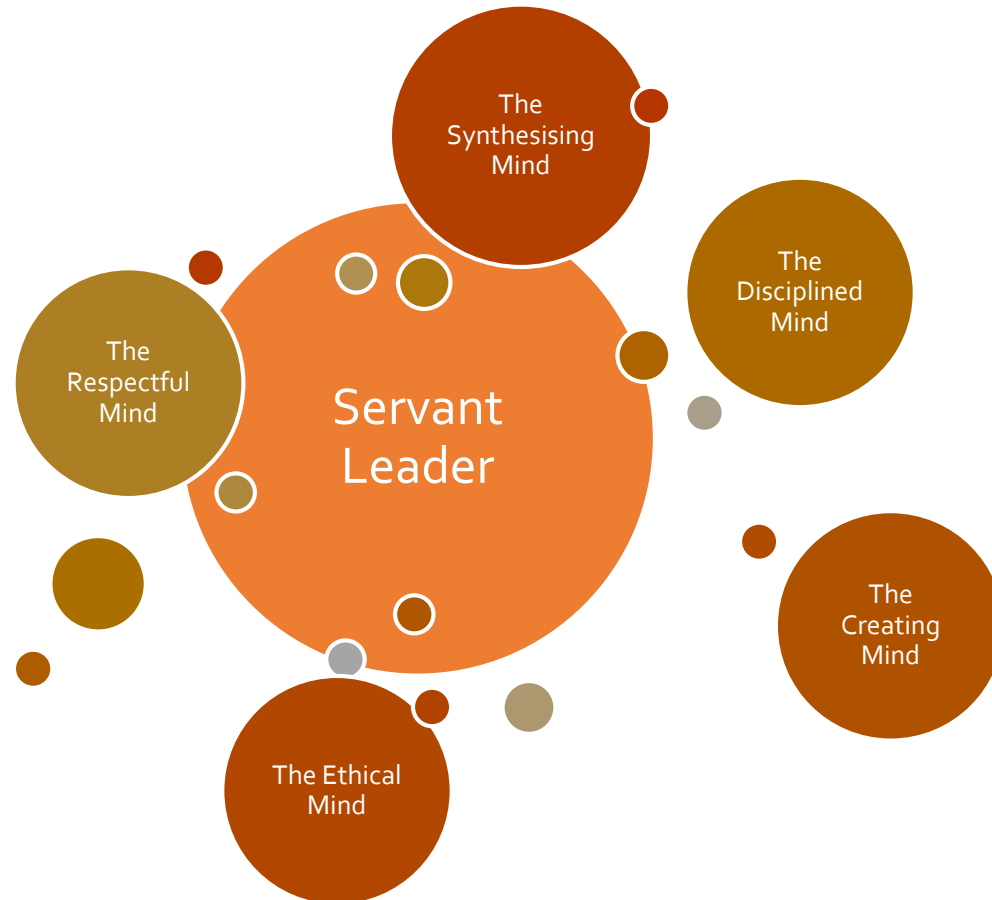
Importance of Servant Leadership

- Positive Atmosphere:
 - increased creativity among team members and improved communication.
- Increased Motivation:
 - employees working under these leaders often become more motivated since they have someone at the top whom they respect and feel inspired by.
- Better Decisions:
 - encourages team members to think independently while remaining connected to make decisions collaboratively.
- Greater Job Satisfaction:
 - team members are valued and respected, which can lead to greater job satisfaction.

Importance of Servant Leadership (Cont'd)

- Improved Communication:
 - easier to resolve conflicts and work together effectively.
- Greater Ethical Standards:
 - lead to a more ethical and socially responsible organization.
- Stronger Teamwork:
 - improved efficiency and greater productivity.
- Empowerment:
 - greater ownership and accountability among team members.

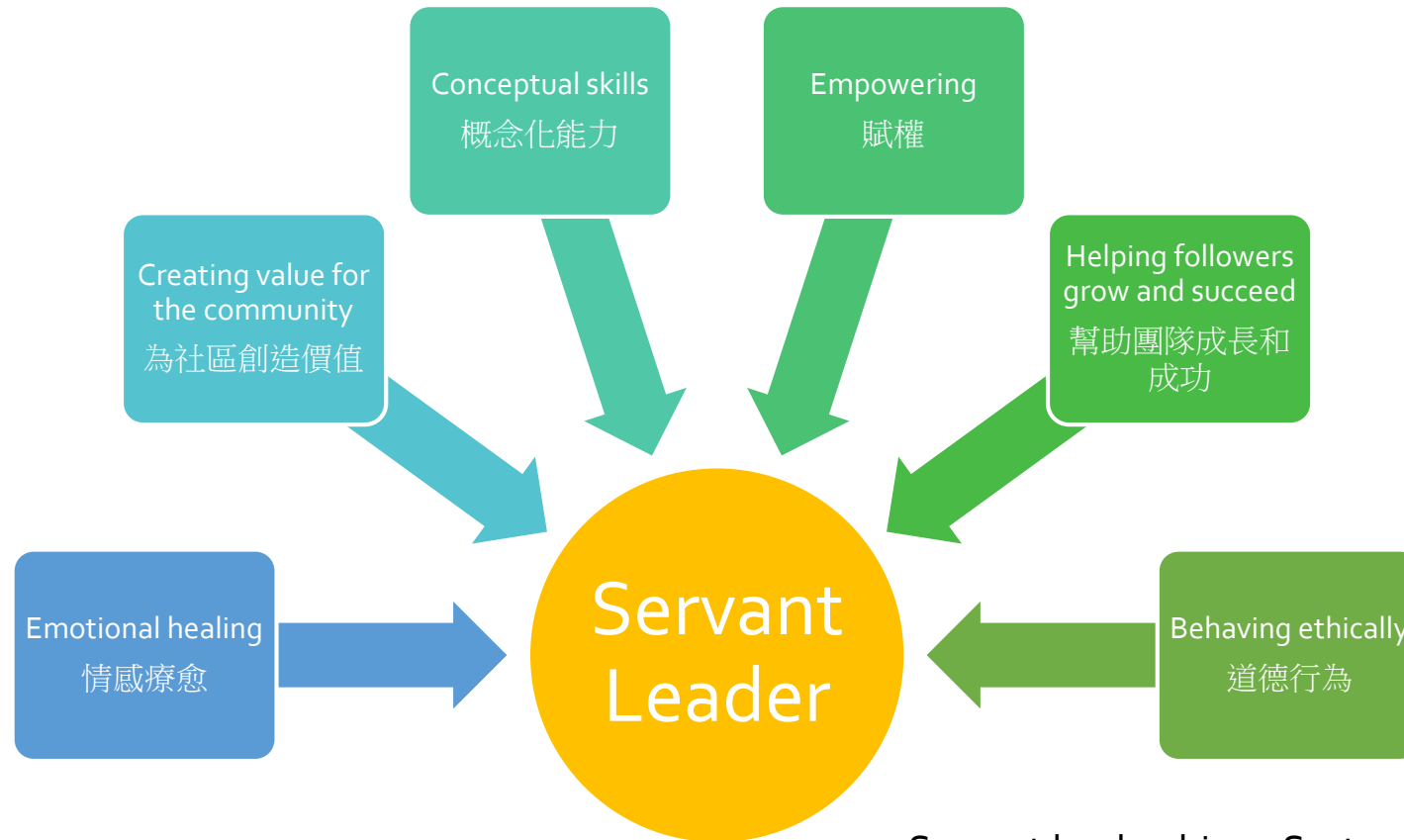
Nurturing students as Servant Leaders is a way to cultivate their qualities needed in the future?



THE WAYS TO NURTURE SERVANT LEADERS IN SECONDARY SCHOOL SETTING

6 Traits of Servant Leaders

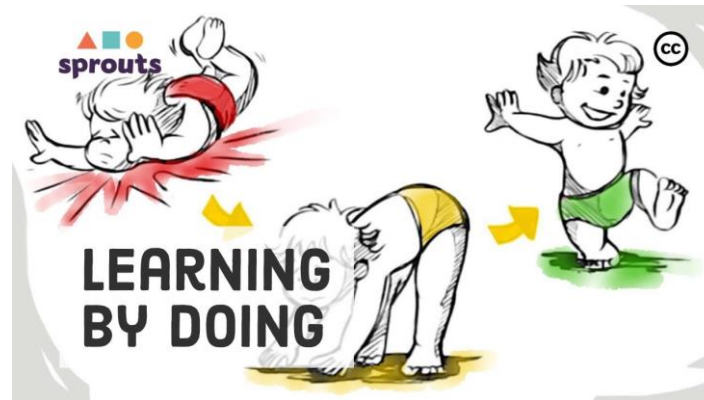
僕人領袖的6項特質



Servant leadership: a Systematic literature review and network analysis (Canavesi & Minelli, 2022)

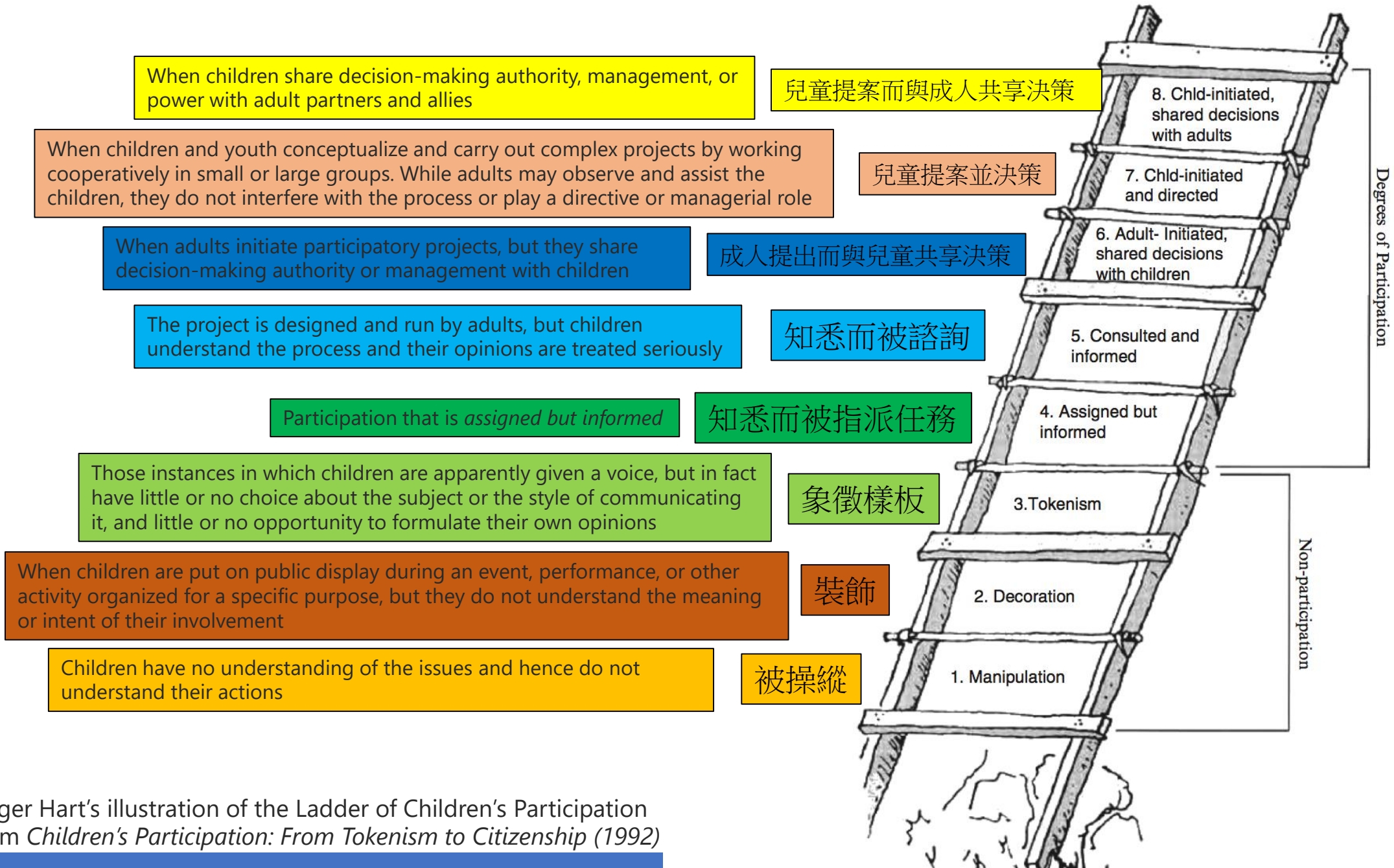
The ways to nurture servant leaders in secondary school setting

- To teach?
- To learn by doing?
- To act as a role model?



LADDER OF CHILDREN'S PARTICIPATION TO THE ROAD OF SERVANT LEADER

The Ladder of Participation



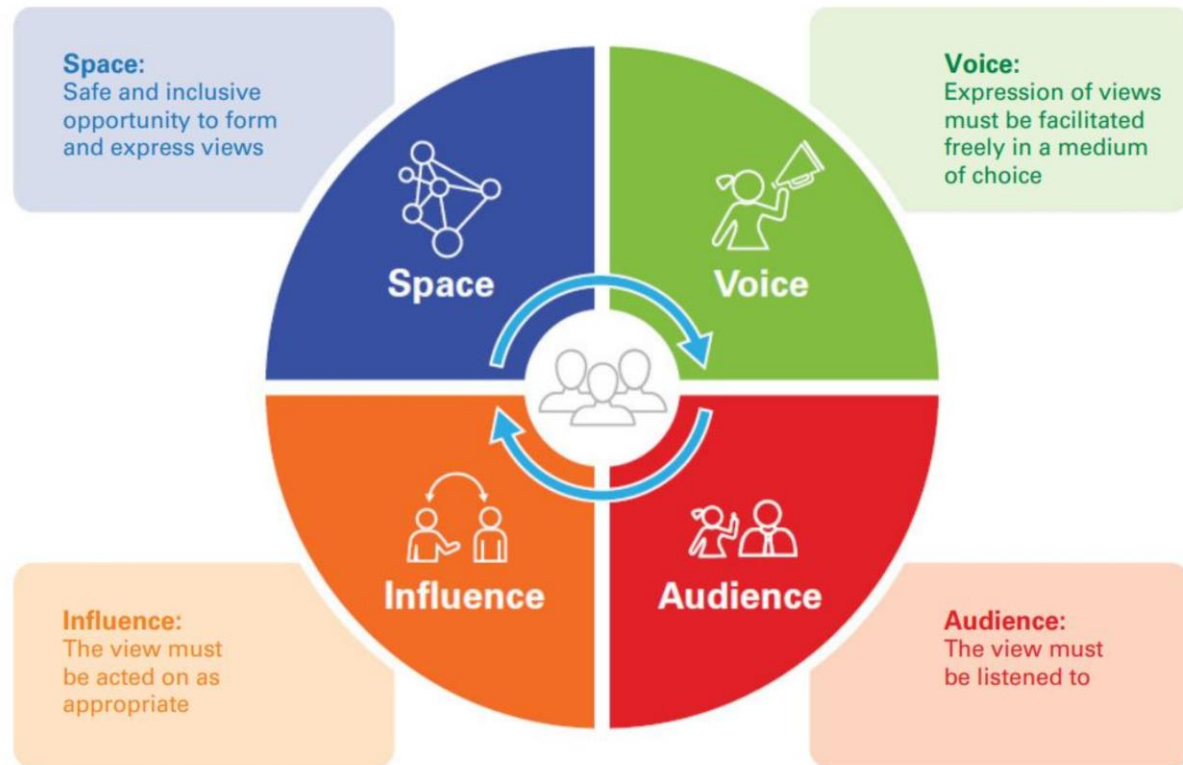
Roger Hart's illustration of the Ladder of Children's Participation from *Children's Participation: From Tokenism to Citizenship* (1992)

Benefits of Children's Participation in Education

- Youth Empowerment 青年賦權
- Improve self-efficacy 提高自我效能
- Autonomy 自主權
- Communication skills 溝通技巧
- School-specific relatedness 與學校關係
- Mental health and well-being 心理健康和福祉

Halliday, A. J., Kern, M. L., Garrett, D. K., & Turnbull, D. A. (2018). The student voice in well-being: A case study of participatory action research in positive education. *Educational Action Research*, 27(2), 173–196. <https://doi.org/10.1080/09650792.2018.1436079>

Guidance on Child and Adolescent Participation (Unicef, 2021)



(Lundy, 2007, diagram UNICEF, 2019)

The four key components of participation and the model are as follows:

- Space: Children should be given safe, inclusive opportunities to form and express their views.
- Voice: Children should be facilitated to express their view.
- Audience: The view should be listened to.
- Influence: The view should be acted upon, as appropriate.

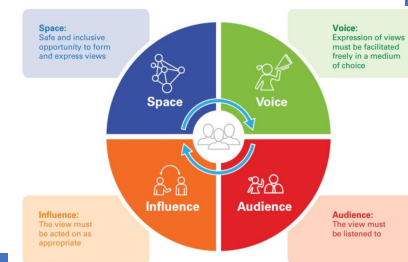
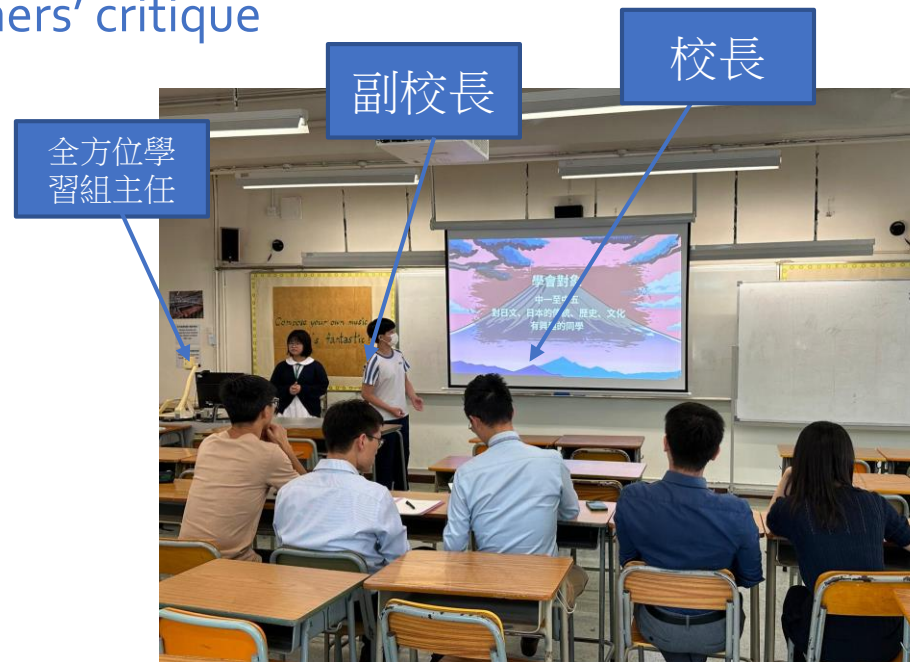
OUR EFFORTS

Examples

- Student-initiated ECA Club Programme
自組學會計劃
- Student Leadership Training Program in Shatin
沙·培育未來學生領袖訓練計劃
- Luncheon with the Principal
與校長有個約會
- School Policies Discussion Forum
校政研討會

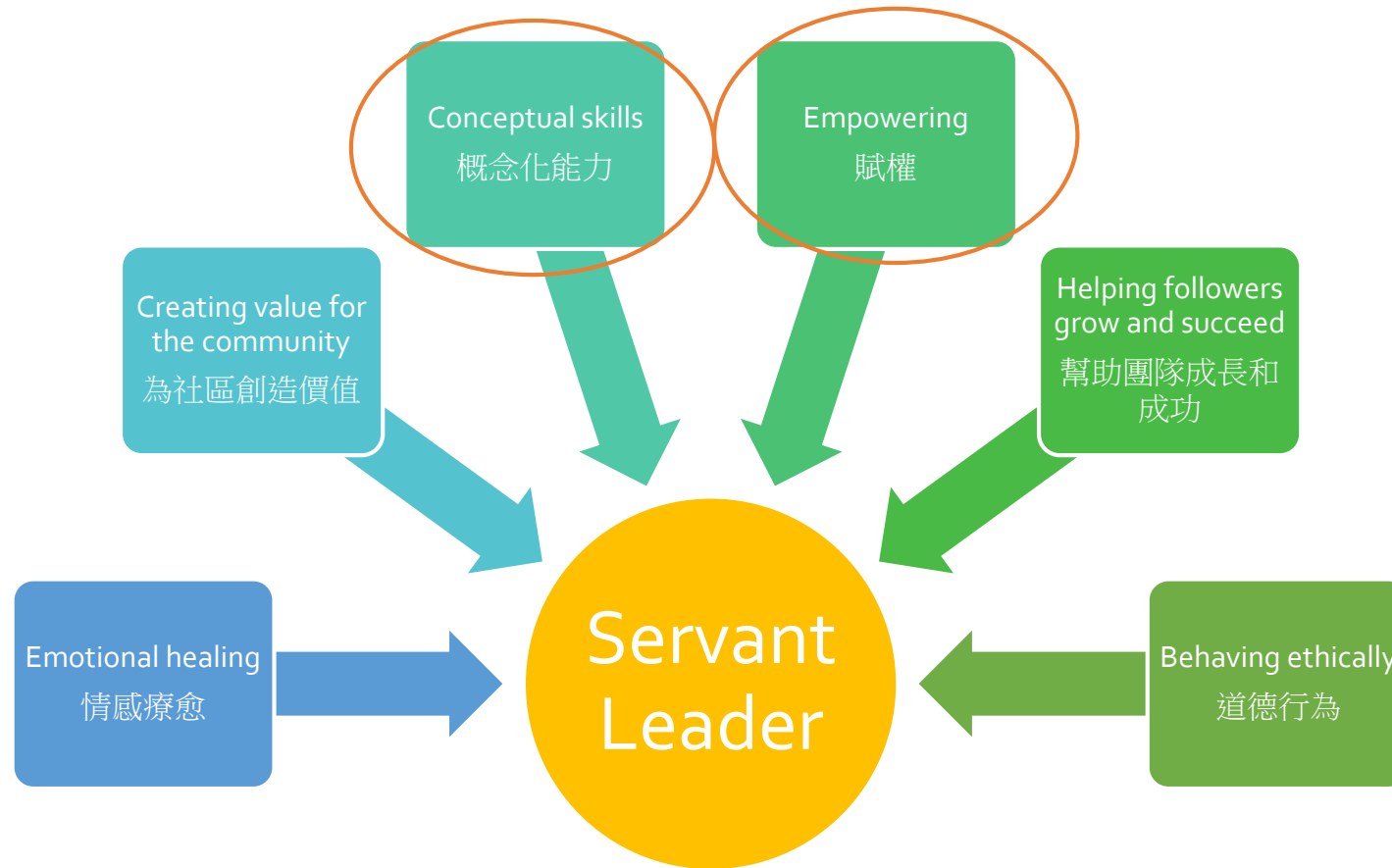
1. Student-initiated ECA Club Programme 自組學會計劃

- Objectives:
 - To empower students to create their own clubs
 - To enhance their conceptual skills through preparing their proposals, articulating potential problems, responding teachers' critique



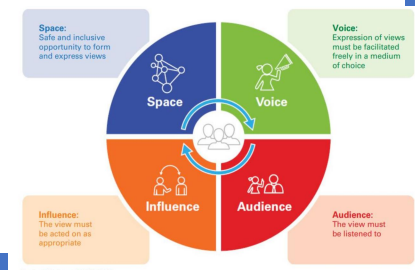
1. Student-initiated ECA Club Programme

自組學會計劃



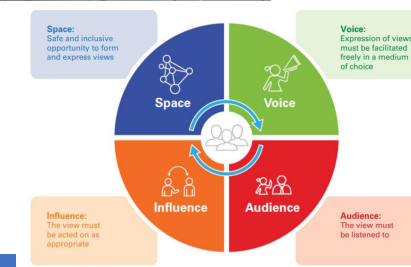
2. Student Leadership Training Program in Shatin 沙 · 培育未來學生領袖訓練計劃

- Objectives:
 - To enhance the leadership skills of students by adopting the “Train-the-Trainer” approach
 - To empower students to lead the leadership training program by themselves
 - To create value for the community



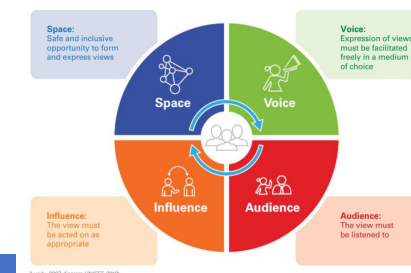
2. Student Leadership Training Program in Shatin 沙·培育未來學生領袖訓練計劃

- Stage 1: Experiential learning 體驗式學習



2. Student Leadership Training Program in Shatin 沙·培育未來學生領袖訓練計劃

- Stage 2: Tutorials of the principles of leadership training
活動設計及執行工作坊



2. Student Leadership Training Program in Shatin 沙·培育未來學生領袖訓練計劃

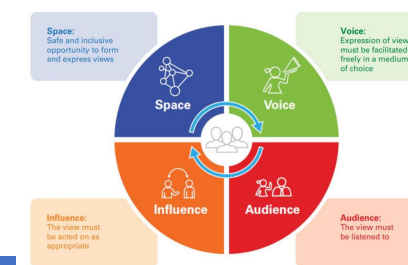
- Stage 3: Discussing leadership training tasks with tutors and teachers
分組設計活動及提交設計書
- Stage 4: Conducting rehearsals and refining tasks
舉辦活動預演



2. Student Leadership Training Program in Shatin 沙·培育未來學生領袖訓練計劃

- Stage 5: Providing leadership training programme to primary school students (including different leadership training tasks and community observation field trip)

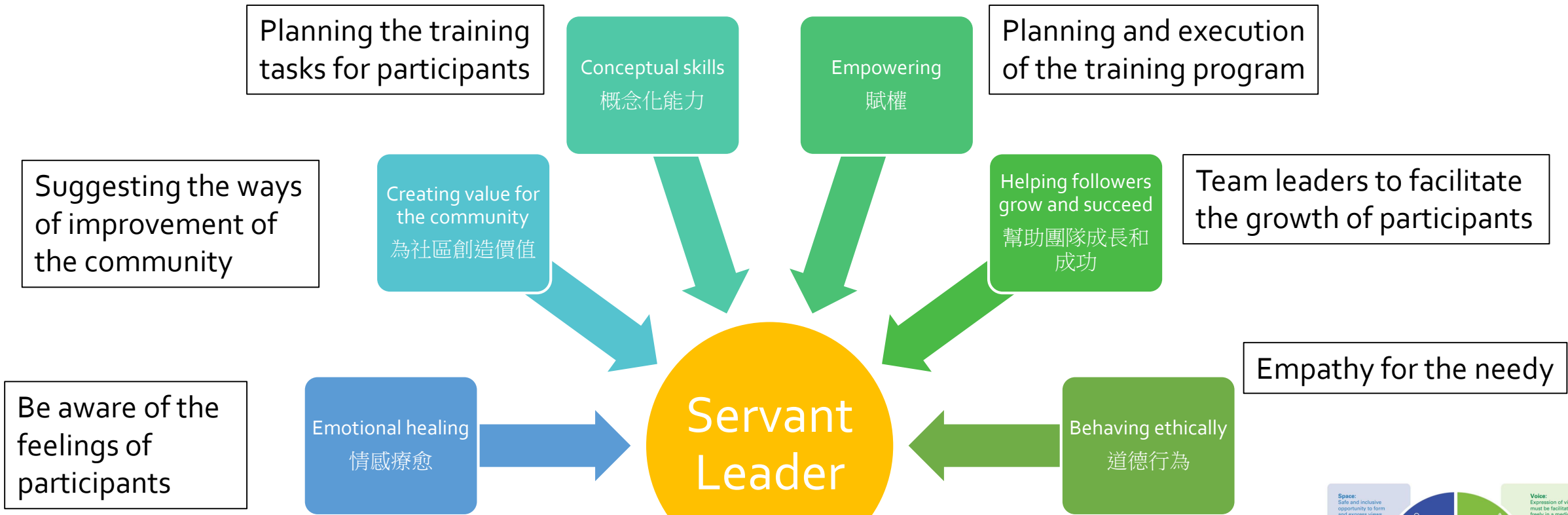
為小學生提供領袖培訓（包括不同的領導培訓任務和社區實地考察）



1. 兒童提案而與成人共享決策

When children share decision-making authority, management, or power with adult partners and allies

2. Student Leadership Training Program in Shatin 沙·培育未來學生領袖訓練計劃

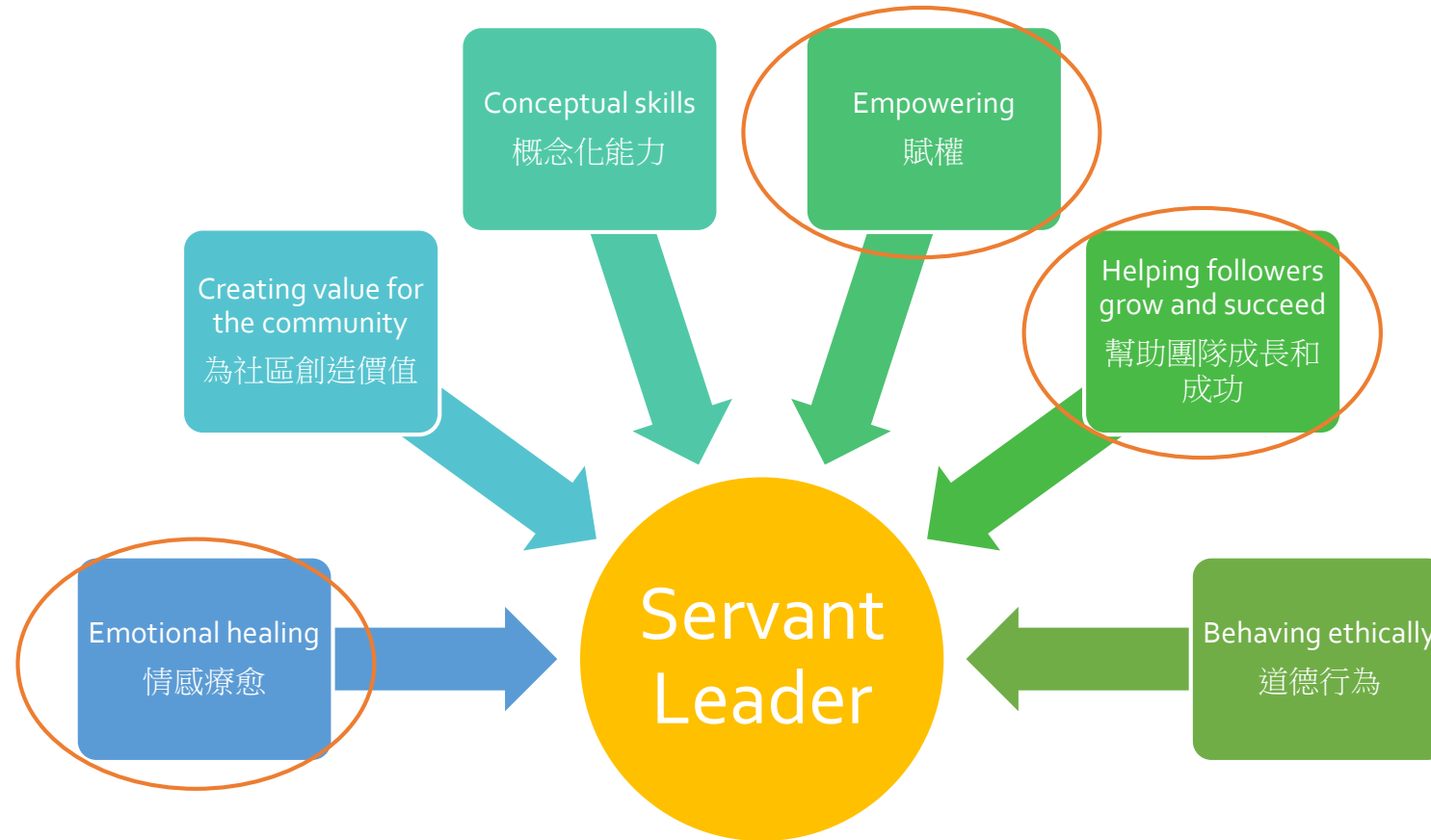


3. Luncheon with the Principal 與校長有個約會

- Objectives:
 - To strengthen the relationship between school and students
 - To provide a secured opportunity for students to exchange their ideas with the school



3. Luncheon with the Principal 與校長有個約會



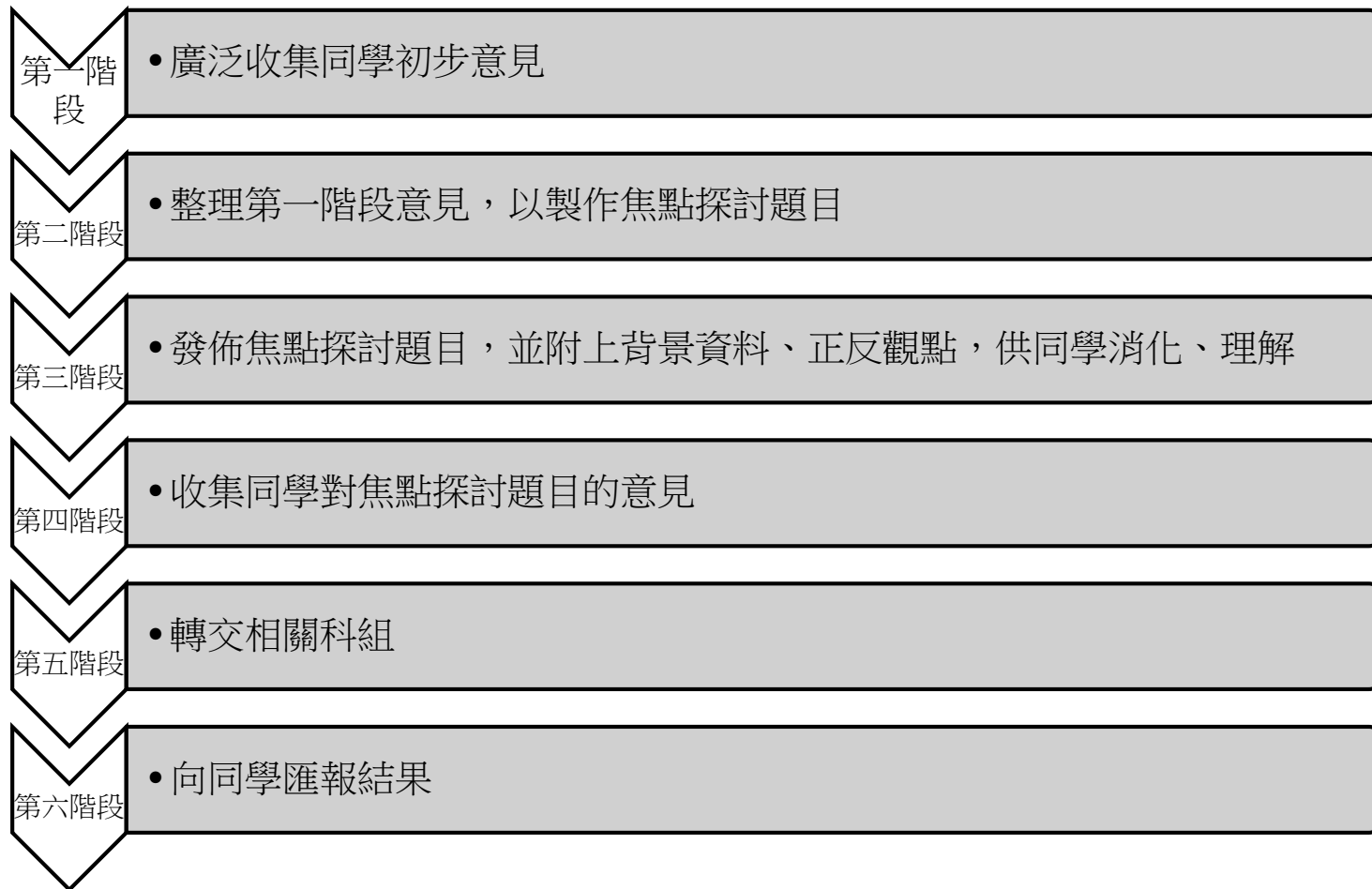
4. School Policies Discussion Forum

校政研討會

- Objectives:
 - To provide an official platform for students to voice out their opinions on school policies
 - To cultivate a sense of belonging in school
 - To create value for the school
 - To enhance the conceptual skills of SU committee members and students

4. School Policies Discussion Forum

校政研討會



- 發佈焦點探討題目，並附上背景資料、正反觀點，供同學消化、理解

03 測考安排

1. 中六第一次考試安排

學校應否將中六第一次考試分拆為上下兩部份？

背景資料：

- 以往在九月尾或十月初，中六會舉行第一次考試，主科和選修科的考試會一併進行。
- 但今年的中六第一次考試分為兩部份：
- 第一部份在九月，主要考選修科及通識科。
- 第二部份在十一月，主要考中、英、數科及視藝科。



學校應否將中六第一次考試分拆為上下兩部份？

支持理據：

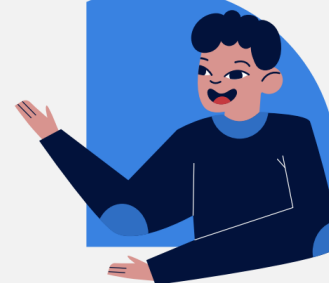
- 同學可於暑假期間主力重溫中四、五的選修科課程內容，鞏固所學
- 以往中、英、數只能考其中一份的試卷，但現時的時間充裕，可以考核所有試卷
- 可以讓同學提早溫習，令同學更早了解到自己學習的不足，從而改善
- 選修課需要背誦的內容較多，同學在考試後遇到問題可以及早向老師查問



學校應否將中六第一次考試分拆為上下兩部份？

反對理據：

- 第一部份的考試可能較倉猝，同學在暑假期間可能已有補課及功課，可能沒有足夠的溫習時間準備。
- 分開兩部份進行考試，增加考試次數，可能加重準備考試的壓力。
- 考試整體日數增加，課時有所減少。
- 第一部份和第二部份相隔較長，未能讓中六學生體驗DSE的考試時間表。



• 收集同學對焦點探討題目的意見

表達意見(請填寫以下 google form)

你認為學校將中六第一次考試分拆為上下兩部份？

- 支持？
- 反對？
- 其他意見？



<https://forms.gle/XMgoUTT44RxtxKfG7>



焦點探討題目一：「學校應否將中六第一次考試分拆為上下兩部份」的回應

同學意見:

1. 同學大致認同以上措施能夠幫助同學主力重溫中四、五的選修科課程內容，鞏固所學。

同意	不同意	沒有意見
67.6%	20.4%	12%

2. 同學普遍認為以上措施會讓同學提早溫習，令同學更早了解到自己學習的不足，從而改善。

同意	不同意	沒有意見
58.5%	28.2%	13.4%

3. 同學普遍認為以上措施會加重同學準備考試的壓力。

同意	不同意	沒有意見
56.3%	31.7%	12%

4. 同學普遍擔心以上措施會影響學習課時。

同意	不同意	沒有意見
50%	30.3%	19.7%

5. 同學對應否將中六第一次考試分拆為上下兩部份未能形成主流意見。

同意	不同意	沒有意見
38.7%	30.3%	31%

• 轉交相關科組



校長



副校長



訓導主任



總務組主任

第二十七屆 學生會 校政研討會 跟進報告

2021-2022



總務組負責老師的回應：

- 各層女生廁所將會加設垃圾桶在學校特別安排的两格廁所(偏左或偏右)。
- 同學如有需要，可以自行使用。
- 平衡工友清潔洗手間的工作量，學校將於新學年 9 月 1 日開始，在每一女手間，特設兩個關愛廁格，提供有蓋垃圾筒

訓導組負責老師的回應：

- 現時相關校規及處理方法：額前的頭髮只可長及眼眉之上和髮尾長度以不觸及恤衫領為準。每次違規會被記校服儀容違規記錄乙次。
- 同學意見：支持容許男同學留長頭髮的論點為禁止男同學留長頭髮是性別不平等，減少限制可減少校內男女分化情況，同學更可選擇自己喜愛的形象，培養及維護學生自尊心。反對容許男同學留長頭髮的論點為此舉會損害校方形象。大部分同學 (68.1% 的受訪者) 支持容許男同學留長頭髮。
- 相關規定在社會上引發的爭議：近日社會上有人士質疑中學禁止男生留長頭髮涉嫌性別歧視；然而，有其他意見亦認為男女學生有各自的校服儀容守則要遵守，男女同學儀容規則有分別，也不一定對其中一性別產生「較不利待遇」。

校方及訓導組意見：現時本校校服儀容的細則是基於樸實整潔的原則下制定。校規制定及校服儀容規定需考慮學生、家長、老師及社會人士對學生整齊儀容的期望。有關事宜近日在社會引起爭議，學校需審慎處理相關規定。學校會按相關法規、社會風氣及持分者共識，適時檢討校規。

建議：在相關個案未有結論及社會共識前，建議維持現有男同學頭髮長度的規定

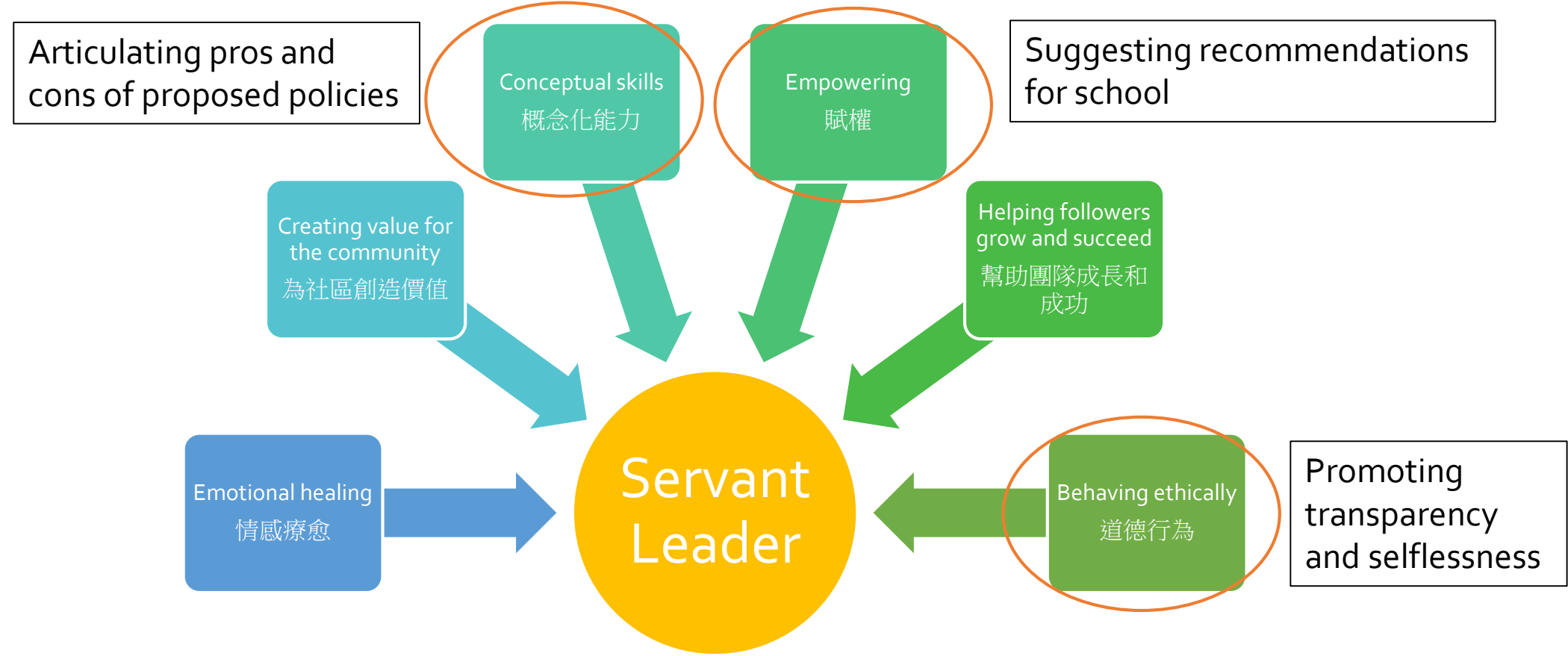
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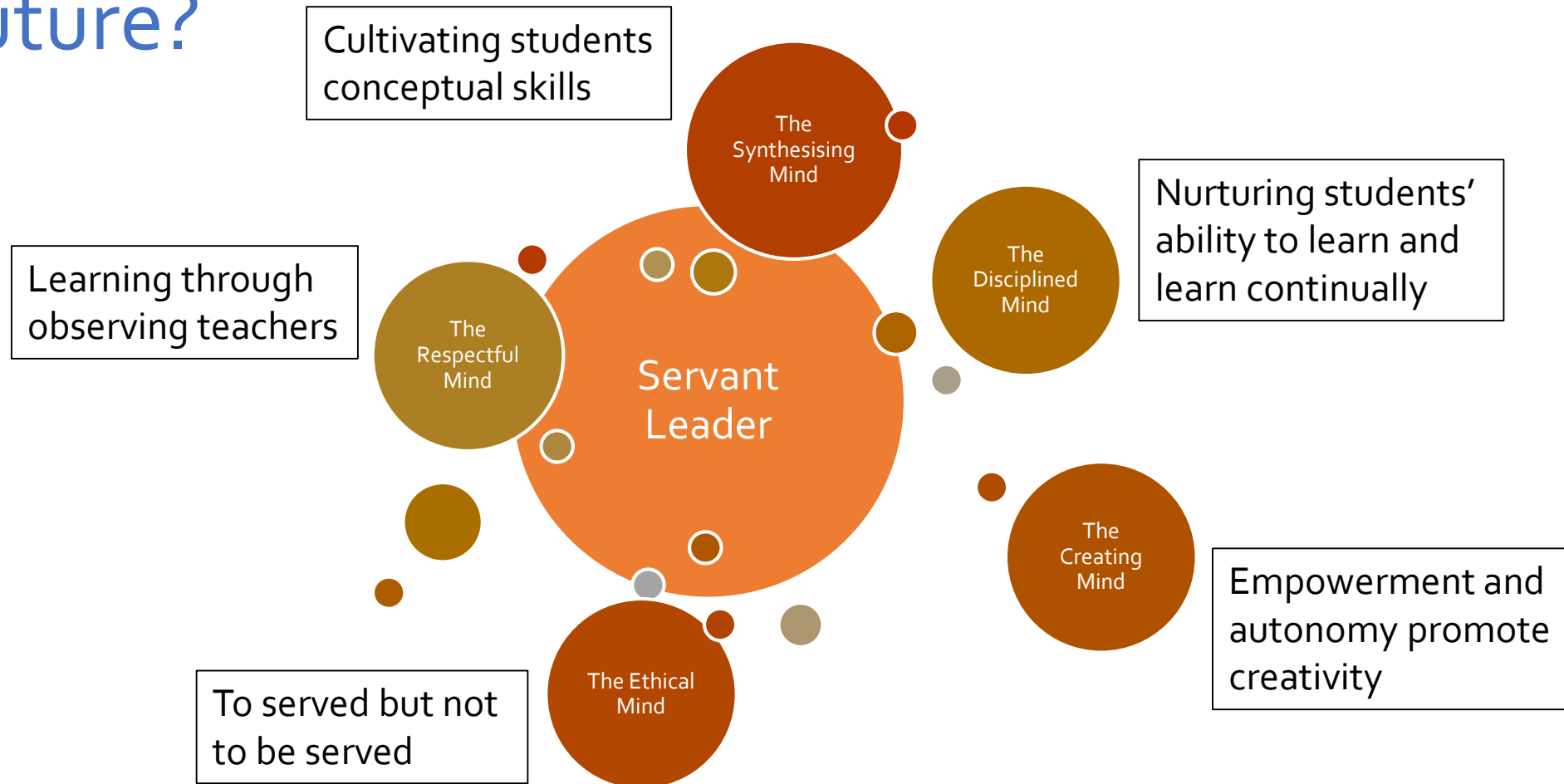


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Nurturing students as Servant Leaders is a way to cultivate their qualities needed in the future?



Reference

- [Gardner, H. \(2006\). Five minds for the future. Harvard Business School Press.](#)
- [Greenleaf, R. K. \(1970\). The servant as leader. Robert K. Greenleaf Publishing Center.](#)
- [Canavesi, A., & Minelli, E. \(2022\). Servant Leadership: a Systematic Literature Review and Network Analysis. Employee Responsibilities and Rights Journal, 34\(3\), 267–289.
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- [https://pmc.ncbi.nlm.nih.gov/articles/PMC8476984/](#)
- [https://www.forbes.com/sites/rachelwells/2024/03/10/5-qualities-of-servant-leadership-in-2024/](#)
- [https://www.imd.org/blog/leadership/servant-leadership/](#)