



**ASIA LEADERSHIP
ROUNDTABLE**

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Leadership and Learning in Asia Pacific: Challenges for Research and Practice

Learning, Culture and Values: Why Educational Change Can be Even More Complex in Asian Contexts

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Change management is complex at the best of times. When it is also confronted by deeply held cultural values it can produce a kind of 'surface compliance'. This kind of compliance responds to authority (itself a value in Asian contexts) but leaves personally held values intact as well as the actual practices they support. This paper will draw on literature relating to different innovations that are a part of the Hong Kong education reforms. It will show by way of documented cases how local values supported by 'surface compliance' work together to produce unexpected outcomes. It will also show how some researchers have confronted this phenomena.



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