



ITP

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The Newsletter for Members of the Institute of Training Professionals

The Interview with Ms Dana Tse, Associate Director of Human Capital Development, Bossini

By Ms Angie Yu, FITP

On a Saturday afternoon, I met Dana in a restaurant at Festival Walk, worrying that only one hour for the interview may not be sufficient for her to walk me through her career life in the people development field. Fortunately we eventually made it fruitfully as Dana was so well prepared for it that she even shared with me her MVP – Mission, Value and Passion.

Dana Tse is the Associate Director of Human Capital Development of Bossini Enterprises Limited. She has been in the field for 17 years, focusing on people and organization development. Dana started her career as a management trainee in a fashion retailer where she had been given the opportunities to go through a holistic training in various key functions like operations, buying, visual merchandizing, marketing and human resources, of which the latter had paved the way for her eventual development in the field of people development.

“I am curious about people, and I like challenging

people’s potentials with different interventions. I enjoyed very much being in the field because I have the opportunities to create something from nothing. Through setting up the Bossini Academy, which is the regional hub of our training function at corporate level, our team has successfully aligned staff’s development needs throughout the regions of Hong Kong, China, Taiwan and Singapore. All staff development programs are aligned in such a way so as to achieve our corporate goals”. To help an organization grow, the provision of training is just



Bossini has been awarded as “Manpower Developer 1st” by the Employees Retraining Board. Dana was receiving the award.

minimal. It is more important to establish a strong platform and an infrastructure on talent development, and to build the right culture which poised to the organization’s future development and business needs”.

The Asian Financial Crisis in the late 90s, SARS in 2003 and the Financial Tsunami in 2008, all hit Hong Kong and even the world seriously. They are all unforgettable situations to all of us and

Dana is of no exception. However, she looked at these situations positively as opportunities to breakthrough and to create differentiation from competitors. “Retail industry was hit badly during the Asian Crisis. I had just finished my one and a half years of management trainee program and joined the training team at that time. The headcount of my team was cut by 50%. However, my learning speed was tripled and with the requirement to be multi-tasked. Our opportunity to conduct training was doubled. I joined IT, a trend-setting fashion retailer in 2002. But when SARS broke out in early 2003, the retail industry was the biggest victim as no one dared to go shopping. Instead of waiting for the hard time to disappear, we had successfully convinced our Senior Management to make use of the timely opportunity to provide one-on-one coaching for our staff and to fully utilize the times we had to conduct intensive training workshops to well equip our staff to meet company’s new business strategy. So when the SARS was over, we had a pool of “fully geared” staff ready to support the business growth in the following few years. During the Financial Tsunami, many retailers went bankrupt in 2008. Staff morale of Hong Kong’s retail industry was at a record low, and Bossini was without exception. To boost staff morale was of our top priority at that time. In two weeks’ time, and with great support from our Senior Management and Operations, we had organized the “Yes-We-Can” Sales-Break-Thru’ Campaign. We had successfully reminded our staff the importance of breaking departmental barrier, working hand in hand to serve customers even better in that very moment.” So whether the timing is an opportunity or a threat depends very much on how one perceives it. For Dana, she had chosen to look at it positively, and she admits that those situations were not only unforgettable, but also became critical milestones in her career development.

Dana found the future of people development field promising, but to be successful in this field, according to her experience, one should have MVP. “M” means “Mission “ – to have a greater career aspiration; “V” means “ Value “ – to make a difference and to contribute; “P” means “ Passion “ – to be proactive and with commitment. “Strategic people in the field are in keen demand, strategic in the sense that they are not only possessing professional knowledge, but also being visionary and knowing the business well. People development practitioner’s future will be promising if he / she can strengthen three important competencies on top of professional knowledge: Business Acumen, Intrapreneurship (企業拓展精神) and Change Leadership. Therefore, for new-comers, Dana would advise them to “walk out of the classroom, talk to the front line/ their internal customers and know their business”. “Try not to consider how to make personal success first, but rather consider what they can contribute to the company’s success through people”. This can help create their own passion and drive to do their job better. This is also the foundation for their own success. She further added that, “Serving a company as a “Change Agent” requires us to be more creative, forward looking and be able to collaborate with different people,” and “the best way to predict the future is to create it.” This is one of her favorite quotes from Management guru – Peter Drucker. Her mission is helping organization to build the right talents and to create an environment that fosters development, respect and happiness for their employees.

During this short meeting, Dana had shared with me her insights about the field, and even with some of her deep-seated beliefs in people development. I hope you will find it insightful for your own professional development as well.

ITP Advising SMEs on Performance Management

By Prof. Alfred Ho, FITP

Riding on the big success of the Institute's SME talk series last year, the Trade & Industry Department (TID) staged with the Institute again this year for two more seminars on HRM topics.

Representing our Institute to deliver the first seminar this year was Vice Chairlady Angie Yu. Despite the on-going rain on the 14th of June, the topic "Effective Performance Management helps Identifying Employees' Strengths for Improvement" attracted a full-house of attendants, who were owners or managers of SMEs.

potentials, and to plan for their training. Feedback provided by superiors in performance appraisal interviews can help motivate employees. And, most important of all, from HRM perspectives, is perhaps it serves as an undisputable basis for rewarding employees.



Chairman Fred and GM Denny rallied their spiritual support to Angie

Seizing the opportunity Angie started by first introducing the attendants to ITP (its history, objectives, activities, and our website URL) before talking about her background and experience. With the support of a 63-page PowerPoint slide set Angie started by explaining what Performance Management ("PM") is; why it is important; and how it is carried out. The PM system was illustrated as an integral part of the Human Resources function of the enterprise.

Properly practiced PM can improve organizational performance. It helps the career planning of staff, enables the organization to identify staff's



Angie's Presentation

To realize the above benefits, Angie walked the attendants through the process and steps of PM, starting with setting performance goals, both quantitative and qualitative, that are "S-M-A-R-T" (Specific, Measurable, Achievable, Relevant, and Time-based). Real-life examples of performance goals were sampled to illustrate the SMART principle and liven up the atmosphere, including the case of Liu Xiang's target at the 2008 Olympic Games.

The Feedback part of performance appraisal interviews was also delved into, stressing on the importance of giving positive, constructive and action-oriented comments to employees. Techniques of questioning (using open as against 'closed' questions) and empathic listening were also touched on. When it came to the performance review and assessment stage, actual forms used in companies were used to show

attendants how operational and managerial staff might differ in their emphasis and parameters.



Participants raised practical questions...

By the end of the information-packed presentation Angie showed how performance assessment data were used as an objective and fair basis for calculating performance bonuses for staff. Lastly she made use of staff development schemes to illustrate how PM can link to the T&D function of organizations.



Angie receiving the souvenir from Helen Yung, Trade Officer, TID

To wrap up the 2-hour seminar, Angie invited

participants to raise questions and share their experiences. The twenty-minute Q&A session was well utilized by attendants, and a number of highly practical questions were raised. Each in turn was responded by Angie by referring to her extensive experiences and citing real-life examples to the attendants' satisfaction.

Amid warm applause Angie was presented a souvenir by the Trade Officer Helen Yung, representing TID, as an expression of appreciation for her efforts and contribution. Executive Committee members of ITP also came up to show their appreciation and support to Angie.



Group photo of ITP Exco, Speaker Angie, and Shy Cheung, Manager of SUCCESS

The next seminar, preliminarily scheduled for this summer, will be on "Staff Training", and the seminar leader would be Executive Committee member Alfred Ho.

美國運通 成功非偶然

陳智敏、張蔚蕾

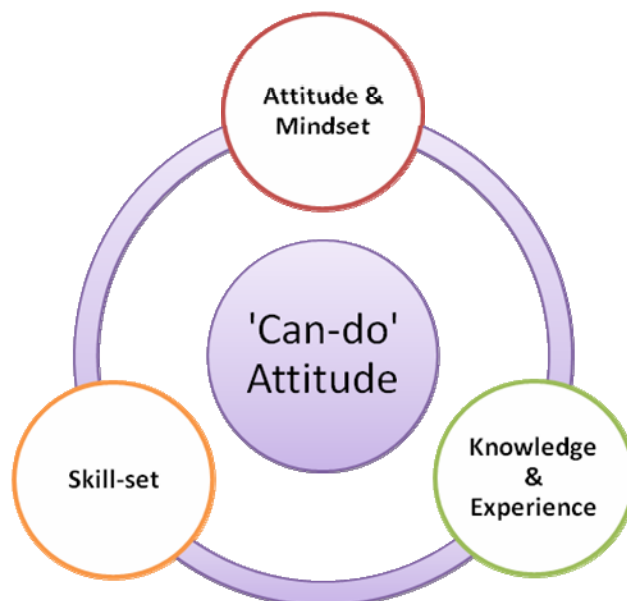
香港專教育學院 (摩理臣山) 人力資源管理學高級文憑三年級學生

香港作為國際金融中心，定必有其優勢及其吸引力。不少外商都有在港投資，造就了激烈競爭環境。面對這些挑戰，跨國企業如何克服？然而，我們透過 2013 年 5 月 31 日參觀美國運通公司 (American Express) 得出其答案。一間擁有超過 163 年歷史的國際知名企業，以高檔次的顧客為服務對象，並連續四年獲得最佳僱主獎。美國運通公司一直以 “Our Members” 來稱呼客戶，絕不會以 “Our Customers” 來稱呼，原因是他們一直相信客戶是屬於他們公司的一分子。加上，美國運通信用卡是沒有限期的，故此 “Members” 一字是有永恆顧客的意思。除了顧客，員工都是屬於他們公司的一分子。

從他們對員工的培訓可以看到對員工的重視，

“Success in Sales doesn't Just Happen” (成功並非突然發生) 是今次參觀的題目，也是公司的一個培訓員工策略。他們以 “Attitude & Mindset”、“Knowledge & Experience” 及 “Skill-set” 形成 “‘Can-do’ Attitude”。公司透過培訓改變員工的思維，教導他/她們如何用心服務。一年舉辦兩次戶外活動，探訪合作夥伴，瞭解可以為 “Members” 提供的服務，同時增加對公司產品/服務的認識。親身體驗服務與優惠，使員工有更強的投入感，從而把最佳的客戶服務帶給 “Members”。通過一系列的活動造就員工以 “可以做到的態度” 去解決日常工作中可能遇到的難題。在這次的參觀中，我們不但對商業機構的管理有所認識，亦對員工的培訓發展有了進一步的瞭解與認識。

培訓員工如何用心服務



參觀港鐵之行

袁秀珍

康業服務有限公司

ITP 於 4 月 3 日舉辦了香港鐵路有限公司之旅，令我對這間與每個香港人日常生活息息相關的公司有更深的瞭解。我們當日一行十多位來自不同行業的人士，到達港鐵位於九龍灣的車務訓練中心。

訓練中心的面積很大，我們首先於課室內安頓下來，聆聽車務訓練主管曹恩明先生的講解，介紹了港鐵的業務、車務訓練系統及標準，令我們明白作為香港鐵路運輸的營運公司，管理層非常重視顧客的安全及服務質素，為了達致對顧客的服務承諾，鐵路公司投放了不少資源於車務員工培訓，對訓練時數都有清晰的要求，質量監控是非常嚴謹，並經常舉辦重溫課程予車務員工，確保他/她們定期得到練習。此外，車務訓練人事架構中更有一組員工負責製作各類培訓用的影音及錄像，製作專業認真。曹先生說話風趣，引起大家對港鐵訓練機制的興趣，並提出不少問題，最後曹先生亦簡單地分享了參加 ASTD (American Society of Training & Development) 比賽的寶貴心得，令大家獲益良多。



接著是令我們最期待的實地參觀，在一個模擬鐵路運行的模型中，有數架模型列車運行於路軌上，就像置身於迷你版的港鐵站中，非常有趣，曹先生說這套模擬鐵路是購自英國，已有悠久的歷史。另外亦有一處展示入閘機及八達通購票機，以及模仿車站控制室的地方，可監察各港鐵站內不同地方的情況，確保有事故發生的話可以第一時間發覺及處理。



此外，最有趣是參觀模擬駕駛倉的一環，我們可以充當車長，以數碼科技模擬實際的駕駛情況，可以一百八十度看到列車前進時的景象，栩栩如生。其實列車有部份時間均由系統自動操作，但車長須訓練如何應付緊急情況或意外，透過這個模擬駕駛倉，員工可以得到全面而實際的訓練。今次我們有

幸進入模擬駕駛倉，仿如置身於地鐵列車的駕駛倉中，真是千載難逢的機會，令大家覺得很興奮，紛紛舉機拍照。



總結這次參觀，令我們認識到作為香港一大公共服務機構，在提供快捷而安全的交通服務背後，港鐵在培訓發展方面的確投放了很多資源及努力，值得我們學習。

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