

ITP



LINK

The Newsletter for Members of the Institute of Training Professionals

1.

培訓專業學會 第十二屆週年大會 (2007-2008) 會務報告

「**培育**敬業新一代, **訓練**專業好人才。」

今年學會繼續努力為會員籌辦各項增長知識, 分享經驗, 減壓暢遊之活動。靠賴各執行委員之努力不懈, 積極聯繫, 投入帶領, 為學會不斷提供各項活動, 亦聯絡學院, 認識學生會員的需要, 更為培訓專業嘗試制訂資格認證, 為本會建立更卓越之「專業形象」。現在, 我謹代表執行委員會, 總結過去一年的工作, 呈交 2007-2008 年度之會務報告如下:

1. **教育及培訓**

本會曾於 2007 年 9 月與香港生產力促進局聯合開辦「培訓師培訓課程」《Train the Trainer Programme》, 並於 2008 年 2 月 28 日舉辦了一次宣傳分享會, 唯因報名人數不足而將課程延期至今年年底。

2. **培訓師資格認證(Certified Trainer Scheme)**

因着香港有數以千計的全職培訓師及以萬計的管理人員身兼培訓職責, 本會認定需要一套認證的系統, 以確定從業人員的資格, 遂開始了這漫長、困難, 但有意義的計劃。

3. **培訓新一代**

a. 本會為培養新一代從業員招收了 194 位香港專業教育學院修讀「人力資源管理高級文憑課程」之學生為學生會員, 並免收其會費。另外, 本會亦將接納香港專業教育學院修讀商業行政管理之 200 多位學生為學生會員。

b. 為了加深學生會員對本會之認識, 本會於 2008 年 3 月 18 日於摩利臣山分校進行經驗分享及學會簡介。

5. **講座及參觀活動**

本會於本年度曾舉辦下列與培訓專業有關之講座及參觀活動，參加者均獲益良多：

- a. 2007年10月4日：康業服務有限公司分享其人力資源培訓及發展。
- b. 2008年3月27日：與 Hong Yip Talent Development Academy 合辦一輔導(Coaching)講座。
- c. 2008年4月29日：與香港人才管理協會及 Hong Yip Talent Development Academy 合辦邀請香港稻香飲食集團分享他們的廚師培訓計劃，了解其極具挑戰性之培訓過程。
- d. 2008年7月17日：參觀及了解 Starbucks Coffee 的培訓理念及運作。

6. **康樂及聯誼活動**

- a. 2007年12月2日：舉辦了一次「秋天遠足」，當天行程為石澳、龍脊、大浪灣等，享受了一天悠閒寫意、身心舒暢的旅程。
- b. 2008年2月27日：舉辦「鼠年新春晚宴」。
- c. 2008年5月18日：舉辦了一次「初夏遠足」，當天行程為北潭坳、赤徑、黃石碼頭等，行程輕鬆舒暢。

7. **會員通訊 《The LINK》**

會員通訊分別於2007年11月及2008年4月出版了兩期會員通訊。通訊除以電郵方式寄予各會員外，共同時上載於學會網站。

致謝

感謝各委員，一如以往地為推動本會之發展，盡心竭力，各委員積極參與會議，籌備活動，撰稿分享，功不可沒，我衷心地向各委員致謝。期望各委員來年繼續同心協力，共同推動本會之會務，確立本會在業界之專業地位。

最後，本人謹代表學會，多謝楊錦惠會計師多年來，為學會擔任義務核數師。謹此致謝！

會長

關祐發

2008年7月22日

TRAINING OR COACHING?

By Ms Patricia LAI, MITP

In the past two decades coaching is becoming more popular as a management development approach on top of conventional training and development initiatives. More organizations hire executive coaches to provide coaching services to guide and develop their senior staff besides sponsoring them to different executive development programmes.

Is coaching really that powerful and can achieve its purpose? Is everybody suitable to receive coaching?

As professional trainers, perhaps we may have the following questions in mind:

- What coaching has to do with us trainers?
- How to use coaching as an employee development tool?
- Can we benefit if we understand a bit more about the foundations of coaching?
- What does it take to be a qualified coach?

ITP Hong Kong organized an introductory seminar on coaching on 27th March, 2008. The speaker, Mr. S. K. Shum, is an experienced coach. He is a Member of the International Coach Federation (ICF); Affiliate of HK Professional Counselling Association (HKPCA); author of "Parent Coach" book; Master Coach of Parent Coach Alliance (PCA); and a coaching course instructor for HKIHRM. He also served as president in the Hong Kong International Coaching Community (HKICC) from 2006-2007. Mr. Shum shared with us the definition of coaching and the basic principles governing an effective coaching process.

According to Mr. Shum, the foundation of effective coaching lies in whether the coachee (the one being coached) is willing to do something different such that they can be better in terms of deepening their learning (both job-related and for personal development), enhancing their job performance and improving their quality of life. An effective coach, of course, should be an excellent communicator where he/she can skillfully apply active listening, observation, questioning and giving feedback skills during coaching sessions with the 'coachee'. A good coach should also be able to inspire the 'coachee' to take ownership and find out the solution by him/herself through the process.

Apart from Mr. Shum's intriguing presentation on coaching concepts, the most exciting part of the seminar was the role play exercises. Participants were divided into trios to practise coaching skills, using their daily work or daily life experiences as the themes. A number of interesting cases were raised in the discussion session where coaching can range from improving work performance all the way to improving relationship with children, golf scores, etc.

We have to thank ITP for inviting Mr. Shum to lead us through such an insightful seminar. As T & D professionals, the seminar provided useful information for us to consider the feasibility of adopting coaching in our menu of management development activities.

Joint ITP / Hong Yip People Development Academy CPD Seminar on

Tao Heung Group's "The Unconventional Chef"

By Mr. Alfred Ho, FITP

Your Institute jointly organized the above experience sharing event with Hong Yip People Development Academy and the Personnel Management Club of Hong Kong Management Association in the evening of April 29, 2008. The seminar was held in the spacious and comfortable training room located on the 5th floor of the Sun Hung Kai Centre, Wan Chai waterfront. The event attracted a full house with over forty participants, and as usual, was overrun to an extent that the master of ceremony had to interrupt the pursuant Q&A session after the presentation so the venue could be handed back to the Academy.

The Institute is pleased to have invited Ms Iva Au, General Manager of Training and Development of Tao Heung Group Limited, to come to share the program experience, first-hand.

In order to walk out from the traditional life cycle of most Chinese restaurants – grow in the first year, prosper for 5 years, and decline after a decade, Tao Heung Group advocated a series of modern management and people development initiatives. Besides promoting and maintaining quality customer service, the Group also aims at achieving consistency in its products, service delivery and eating environment in recent years. To cope with the phenomenal growth of the group (there are now over 50 restaurants in Hong Kong and more than 10 in the Mainland operating under Tao Heung and other theme-brands such as Cheers Restaurant and Chung's Cuisine), the Group operated its own centralized food processing and logistics centre, supported by laboratory testing facilities, in 2003.

As early as 1997, when the Group was managing only seven restaurants in Hong Kong, it had already been actively providing training to its staff to improve its quality of service. Professional consultancy companies were retained to conduct regular training courses and seminars for its staff. Out of these programs, "The Unconventional Chef" Program, was awarded Gold Prize in the Excellence in Training competition organized by the Hong Kong Management Association last year.

Top management and the executive chef masterminded and implemented this staff training program. The program (「出品教練法」 in Chinese) aims at helping the experienced chefs to master the skill of coaching, to systematize the knowledge (explicit as well as tacit), and to popularize the craft of cooking in the group's kitchens. Chinese cuisine preparation skills have for generations been taught through an unsystematic apprenticeship convention. Knowledge was not fully passed on to the apprentices as the art was not properly captured or documented, and very often the master would keep some critical skills to himself or only passed them to his sons/very close descendants. In this modern fast-moving and competitive operating environment, such an apprentice scheme is not efficient and can't guarantee standard quality.

To tackle these defects so as to meet the ever-escalating staff training and development needs of the group, a coaching system ("The Unconventional Chef" Program) was developed. Key components (in sequence) of the Program

were:

- System standards
- The coaching cycle
- Assessment system
- Follow-up

Standards were first established through agreeing on the menus, standardizing the food preparation and cooking processes, and determining the coaching approaches and methods.

The ultimate coaching cycle was fixed at: preparation → demonstration → tasting → feedback → recording results. In feedback, in addition to coaches giving comments to the trainees, trainees were also required to provide feedback to their coaches. Coaching sessions, each lasted for 2 hours, included much interaction and hands-on practices.

To ensure that learning took place an assessment system was set up, including written tests and practical sessions. Those who passed were presented certificates of competence and allowed to cook the taught dishes. Trainees' coaches were assessed according to the assessment performance of their 'students'. (If the trainees failed three times, their coach would need to re-take the coaching assessment.)

In the pursuing follow-up part, dishes selected to be the coaching menu will be tasted in weekly dish tasting gatherings by the managers from Business Management Department and Production Management Department, so that the quality of dishes can be constantly maintained.

Summing up the experience Ms Au concluded the critical success factors for the Scheme as:

- Corporate culture and philosophy that cherishes training and development
 - this made all employees feel that the organization was willing to invest resources in developing them;
 - they saw a clear career development ladder to strive at, with the support of the company

- Top management's common understanding, devotion and support
 - a mobilization gathering was called in the beginning in which top management explained to staff on the why's and how's;
 - a weekly 15-minute video was made and used to keep employees informed of development in the company
- 360-degree communication within the organization
 - multiple channels of communication, both upward and downward, were available for promoting information flow;
 - every level (of chefs) were involved in transmitting the know-how
- Tailor-designed curriculum
 - top management was able to convince the chief chef of the group (a master highly respected by people in the trade) to kick off the Scheme coaching the next-level senior chefs; this cascade-down process helped promote acceptance;
 - highly practical approaches were employed by coaches (their superiors) that the juniors respected;
 - learning and assessment were emphasized;
 - training results were linked with customer feedback
- Platform that supports stable product management, including:
 - dish tasting gatherings;
 - mobilizing gatherings for new products;
 - departmental development of product (dish) menus;
 - creative dishes competition;
 - internal newsletter introducing, sharing good products presented by other restaurants

The benefits, according to Au, were many, including:

- General development of the quality of staff – improved communication and presentation skills; standardized operational practices; attitude changed as a result of seeing clear career paths;
- Saving in food costs – lower wastage, higher utilization rate;
- Operational efficiency enhancement – lower staff turnover rate (from 10.11% before the Scheme to 8.74% after, between 2005-2006);
- Reduced customer complaints;
- Higher return on investment.



ITP Chairman Fred Kwan (3rd from left) and Head of Hong Yip People Development Academy Aaron Chiang (3rd from right) taking a photo with the presenter Ms Iva Au (middle).

Judging from the above it's no wonder why Tao Heung Group was elected the Gold Prize winner in 2007. It certainly demonstrated Tao Heung Group's vision and achievement in transforming the conventional craftsmanship to a sustainable wisdom in its business.

Despite all these successes and satisfactory results, however, the Tao Heung Group was not complacent or content with that. Iva and her T&D team were already considering how to cope with the challenge of the Program getting 'obsolete' over time. As colleagues gradually got used to the freshness and the excitement

created by the impact, her concern was how to keep the momentum. Iva's foresight certainly reflects the need for continuous development of we, being trainers, as well as the programs that we are responsible for design, development and delivery (or facilitation).

ITP earnestly looks forward to the opportunity of sharing with the Tao Heung Group on how this issue is successfully tackled in the not-too-distant future, and sincerely thanks Iva and her team for sharing Tao Heung Group's best training practice with us.

(More photos on this event can be viewed on ITP's website: www.itp.org.hk under 'Photo Gallery'.)

“UFO” and Dragon Boat

By Ms Angela Lee, AMIPD

When you notice “UFO” in this title, you may wonder what sort of jokes I am going to share with you. What could be the relationship between “UFO” and “Dragon Boat”? Both “UFO” and “Dragon” are imaginative creatures not to be found in the real world. In the last few months, my personal encounter with them in learning to row Dragon Boat was so real, unforgettable and filled with excitement that was totally beyond my imagination.

Earlier this year I mustered all my courage to join my company’s Dragon Boat Team that would participate in the Stanley International Dragon Boat Championships on 8 June 2008. Since 2006, my company joined this Game for the third time. Last year, our team won the No. 9 place in one race and got a Gold Cup trophy in another. With two years of experience, my company would expect to achieve a little more this year.

Frankly, I am not born a sporty person and am

physically weak to heavy exercises. So, for the past two years, I just acted as supportive teammate in providing administrative and logistics assistance. However, this year I would like to have some breakthrough. The motive to drive me forth is: **through training, I wish to learn and accomplish something that seems to be difficult, if not impossible.**

Starting from 27 April 2008, I joined my team to attend a series of practical training at Stanley every Sunday morning. This was the first challenge for me because it meant to get up early at 6:30 a.m. every Sunday morning. This was a training of persistency.

The second challenge was that I could not swim. To overcome this weakness, I bought my own buoyancy aid, a life jacket. It was very important to drive out fear by using appropriate tool or aid at work. This was a training of self-consciousness.



Angela (left) paddling in a dragon boat.

The third challenge was how to synchronize with my teammates, no matter whether they were experienced rowers or novices. Actually, most of my teammates were middle-aged people. In comparison to other teams of youngsters, we knew that we might lack the kind of dynamism. So, we decided to recruit a coach to deal with our special situation. The coach was patient enough to tolerate our slow learning pace. In pairs, he trained us the proper techniques and developed simple strategy to help us start up the ‘boat engine’. After going through the training sessions, I was aware of my teammates’ strengths and weaknesses. We learnt how to co-operate and to synchronize with the precedent rowers in the same pace. This is a training about team-building and strategic management.

The fourth challenge was the unpredictable weather. On 7 June 2008, one day before the Race Day, there was a black rainstorm signal hoisted from morning to the afternoon. We did not know if the weather of the next day would permit the Race to carry on. We had prepared so much for the Race but we could not control the external factor such as the weather. On the one hand, we did prepare a contingency plan in case of bad weather; on the other hand, we still believed that the Race would go on! It was a training of flexibility and risk management. Fortunately, the weather on the Race Day in Stanley turned out to be fine, though with short periods of isolated shower.

On the Race Day, our company participated in two races: one in the morning and one in the afternoon. Since I was a newcomer, I was assigned to take part in the second race, which was comparatively less important than the one held in the morning. Unfortunately, as we had very strong competitors, our team lost in the first race. I could feel the depression of my teammates when they lost in the first race. It did affect our morale and mood in

participating in the second race. However, I appreciated that some of our teammates cheered us up to arouse our spirit. It was a training of Adversity Quotient (AQ). In high spirit, our team won the 2nd Runner-up and we got a beautiful silver bowl trophy.



Hurray! We jumped high for getting the 2nd Runner-up trophy!

Regardless of getting tan on my skin and tired on my body, I really enjoyed my participation in the Dragon Boat Race. I learnt “UFO” from the training process:

- U:** Unite through synchronizing with partners;
- F:** Focus on leader’s vision and commands;
- O:** Organize yet allow flexibility for change.

So, after sharing my dragon boat experience, do you have the desire to learn rowing a Dragon Boat? Hope to see you at Stanley next year!



*This is a “UFO” –
United, Focused and Organized.*

ITP – Leisure Hiking in Early Summer 2008

Compiled by Mr. Alfred Ho

Continuing its tradition of balancing the more serious CPD activities against the health/leisure functions, your Institute has organized another hiking event on May 18.

Led by Committee Member Tommy Choy and supported by Committee Member Sunny Chan, the group of members and their spouses started their journey from the Diamond Hill MTR Station. Our car trip took us up to Pak Tam Chung (北潭涌), the controlled gate to the Sai Kung Country Park. Using public transport the group reached Pak Tam Au (北潭坳) to start off the journey – on foot. On the trail, amidst trees and scrubs, guide Tommy pointed to and told group members names of various species of vegetation; so it's another albeit less formal CPD opportunity for us all. Under slight overcast weather it took us about an hour (really at leisurely pace) to reach our next stop Chek Keng (赤徑).

Like most other distant communities in the New Territories, majority of the original population of the old Chek Keng village has either emigrated to overseas countries (popular destination used to be the United Kingdom) or chosen urban areas as its habitat and work places. Only a few households choose to stay behind, and most residents there are the senior members of their families and tribes.

After spending time strolling along the peaceful coastline dotted with mangrove trees, the group took rest at the small pier outside the village to enjoy the beautiful scenery.

Having had enough rest, the group unanimously decided to take a change, demonstrating its flexibility as well as team spirit, to take a speed-boat trip from Chek Keng to Wong Shek Pier (黃石碼頭), skipping To Kwa Peng (土瓜坪).

In about a quarter of an hour the group disembarked on Wong Shek Pier, a major public transport terminus in the heart of Sai Kung Country Park. Members had a snack-sandwich lunch in the B-B-Q area besides the pier amidst the aroma of roasted meat provided free by other tourists.

After the lunch break, so much intrigued by the magnificent scenery around the region, the group decided to spend one more hour strolling along the mid-level hill tracks overseeing Wong Shek (the Wong Shek Family Walk 黃石家樂徑). Up on the surrounding hills the group enjoyed the view of Ko Tong Hau (高塘口) sea, the Wong Shek Pier (now with a dynamic geometric-look roof somewhat symbolizing that we see on top of the Hong

Kong Convention & Exhibition Centre in Wanchai), and the Jockey Club Wong Shek Water Sports Centre. The peaceful sea was sprinkled with colorful sails of the windsurfers departing from the Water Sports Centre. However, we regret that the panoramic view could hardly be captured by the modern-day digital camera and reproduced on the web screen for ITP members' enjoyment.

By around 2 pm. the group got on the bus departing from Wong Shek Pier to return to Pak Tam Chung. Enjoying the companionship so much the group stayed on in a local street-corner cafe (大牌檔) in Tai Mong Tsai (大網仔) to have an early afternoon tea to continue their gossips. Finally at around 3:30 pm. reluctantly group members thanked our two guides and bid each other farewell to round off this memorable trip.



Representatives of the tour group taking a shot at Wong Shek, Sai Kung Country Park.

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