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The Newsletter for Members of the Institute of Training Professionals

與培訓專業學會有約

認識培訓專業學會源自香港睿智管理公司,而結識<u>睿智</u>則源自一九九九年某物流集團公司的一次內部培訓。那時我剛從分公司調入集團總部任職培訓管理員,對如何有效地開展公司的培訓,特別是如何從眾多質素不齊的外部顧問、公司中尋求一直是困惑我的難題。雖說十年事工作中也曾組織安排過多次的培訓,但真正認識培訓的內涵則是從睿智開始。<u>睿智</u>公司那生動活潑、過程緊湊的講課風格,工作人員嚴謹認真的專業態度和敬業精神都讓我對培訓有了一個新的認識,也真正確定了我一生的選擇:以探索企業培訓的方法和有效性作爲自己今生的事業,因爲這也符合我從小的理想:做一名優秀的培訓師。

終生目標,定出來容易,路途卻是艱難,因 爲我服務的企業多是一些時間不長,人數不 多,沒有成形模式的民營或私人企業,從資 金、人力或經驗方面都存在著很多方面的限 制,一切都靠自己獨立地去摸索,這讓我有時 感到孤獨和迷茫。我將自己的想法與睿智公司 的謝先生進行了溝通,他給了我很大的幫助, 他推薦的幾次講座讓我認識了培訓專業學會。

說實在,在開始時我對參與學會并不熱情。 因爲我曾經也參加過一些學會,但結果是除了 交會費和很少的幾次活動,并未對自己的事業 和人生起到真正的促進作用去年九月份,培訓 專業學會在凱旋美達大酒店的一次說明會的 公開講座引起了我的興趣,當時學會會長的 激情以及對企業培訓的理解讓我知道:一個 成功的企業管理者必須是一個富有愛心和成功的企業管理經驗的人員,一個成功的企業管理者不僅能夠幫助員工個人成長,同時他也應該成爲一名企業決策的參謀者和軍師接下來的勵志一日行以及美的培訓中心一日行的活動,不僅讓我結識了企業的同行,有了一個可以溝通和獲取支持與信息的天地,更重要的是讓我的心智有了進一步的成長。

譬如,勵志一日行的軍事障礙活動中,那仰面朝天爬鐵絲網的一幕至今仍記憶猶新, 我記得當時頭上是密密麻麻的鐵絲網,下面是不潭,我手抓住橫樑,吊著往前爬,眼睛看不到前面,只看到天空下的鐵絲網,我不知道有多遠,只感覺手在顫抖。 "我不行了!"這個在工作中一直出現的聲音又從我心底的深處冒了出這。 "加油!加油!"身邊人的聲音也好像很遙遠。這時,我感到有幾雙手抓住我的胳膊,將我拖出了鐵絲網。 "我終於過來了!" 我沒有掉下去,回頭望著這不足三米的鐵絲網,我知道又有了戰勝軟弱的經驗。我不會孤獨,我不會失敗,因爲周圍有這麼多的朋友,這麼多扶持的手。

參加了培訓專業學會,不論日後我是否會成功,我都會盡自己最大的努力做到最好,因為有學會的指引,有同行的支持,還有那麼多熱情樂觀的朋友。

廣州升恆房地產有限公司 培訓主管 楊紅宇

SYSTEM UNDERSTANDING

Teams interact with and depend upon corporate systems, such as attendance, pay, performance review, information, discipline, training, and safety. Teams themselves are systems, made up of subsystems called human Teams are part of larger systems, called departments, functions, and divisions. These departments, functions, and divisions are part of larger systems call companies, hospitals, or governments. These companies, hospitals, or governments are part of larger systems called markets, communities, states or nations, which themselves are ... and so on. These teams, and the departments and organizations they are part of, are also part of larger environmental and ecosystems. For these natural work teams and self-directed teams to succeed, they must understand the nature of systems, understand themselves as a system, and understand the systems they interact with and are a part of.

Some suggestions for specific training topics in systems understanding are:

- Characteristics of systems, such as interdependence and interaction; example.
- Understanding the functions of immediate supplier and customer departments and of the ways in which our team and department are interdependent with them.
- Understanding the environmental and ecological systems we are part of and how we both affect and are affected by them. This could include air, water, visual, noise, traffic, and social and political systems.
- Understanding the interdependence between our marketing, sales, engineering, production, quality, finance, training, and other departments, and how they function

together to retain or lose existing customers, and to acquire or lose new customers. Only from a systems perspective do employees come to understand that "we are all in quality," "we are all in sales," "we are all in customer service," and so on.



At a later, more advance level of learning, we might add topics, such as:

- Understanding how and through what channels of formal and informal organization each of our systems (including pay, performance, attendance, discipline, quality, customer service, and safety) is susceptible to change and improvements.
- Understanding the purposes and functioning of major external customers, and how our products/services are used by them and contribute to their success in satisfying or delighting their customers, customers of customers, and end users.
- Understanding us as human, thinking, and learning systems.

Harry Costin, Total Quality Training for Natural Work Teams and Self-Directed Teams. The Dryden Press, 1996

5th ANNUAL GENERAL MEETING (A.G.M.)

Notice is hereby given that the 5th Annual General Meeting of the Institute of Training Professionals will be held on Thursday, 12th July 2001, at the Police Officers' Club, Hung Hing Road, Causeway Bay, Hong Kong, commencing 7:00 p.m. For details, please see separate notice.

勵志一日行活動

2001年11月,ITP中國小組舉辦了「勵志一日行活動」,地點在廣州市一環路天鹿湖旅游度假中心的勵志拓展訓練中心,此次活動有32人參加。活動內容分兩大部分,第一部分是《戶外拓展訓練簡介》之講座,第二部分是戶外訓練,包括團體活動、障礙跑及野戰等,與會者興趣頗濃,均積極投入活動中,體驗彼此間充分合作后建立團隊合作精神。

2001年2月23日,共有77人參加了由ITP中國小組主辦之「廣東美的集團培訓中心一日行」參 觀活動,此次活動主要是參觀美的集團股份公司,及了解美的集團之培訓中心運營狀況,期間美的 集團之培訓經理 袁鍼浩先生詳細介紹了美的公司培訓管理體制,講師隊伍等,參觀者等表示收獲 頗豐,期望今后能定期舉辦類似活動,以學習先進,增進經驗交流。

A BEAUTIFUL STORY:

A woman came out of her house and saw three old men with long white beards sitting in her front yard. She did not recognize them.

She said, "I don't think I know you, but you must be hungry. Please come in and have something to eat."

"Is the man of the house home?" they asked.

"No", she said. "He's out."

"Then we cannot come in," they replied.

In the evening when her husband came home, she told him what had happened.

"Go tell them I am home and invite them in!"

The woman went out and invited the men in.

"We do not go into a house together," they replied.

"Why is that?" She wanted to know.

One of the old men explained, "His name is Wealth," he said pointing to one of his friends, and said pointing to another one, "He is Success, and I am Love." Then he added, "Now go in and discuss with your husband which one of us you want in your home."

The woman went in and told her husband what was said. Her husband was overjoyed.

"How nice!" he said. "Since that is the case, let us invite Wealth. Let him come and fill our home with wealth!"

His wife disagreed. "My dear, why don't we invite Success?"

Their daughter-in-law was listening from the other corner of the house.

She jumped in with her own suggestion: "Would it not be better to invite Love? Our home will then be filled with

love!"

"Let us heed our daughter-in-law's advice," said the husband to his wife.

"Go out and invite Love to be our guest."

The woman went out and asked the three old men, "Which one of you is Love? Please come in and be our guest."

Love got up and started walking toward the house. The other two also got up and followed him.

Surprised, the lady asked Wealth and Success: "I only invited Love, Why are you coming in?"

The old men replied together: "If you had invited Wealth or Success, the other two of us would've stayed out, but since you invited Love, wherever he goes, we go with him. Wherever there is Love, there is also Wealth and Success!"

OUR WISH FOR YOU...

Where there is pain, we wish you peace and mercy. Where there is self-doubting, we wish you a renewed confidence in Your Ability to work through them.

Where there is tiredness, or exhaustion, we wish you understanding, patience, and renewed strength.

Where there is fear, we wish you love, and courage.

You have two choices right now:

- 1. Delete this, or...
- 2. Invite love by sharing this story with all the people you care about.

I hope you will choose #2.

I did.

2001 PRC & HONG KONG PAY LEVEL SURVEY

You are cordially invited to participate in the annual PRC and HK Pay Level Survey, which is jointly organized, by the **Hong Kong Industrial Relations Association** and **Wing Lung Bank International Institute for Business Development of Hong Kong Baptist University.** As a participating organization, you will be entitled to special offers. For enquiries and questionnaires, please contact Ms Mency YU at 2868 4507.

Certificate in Training Practice Program

Congratulations to the participants of the First Intake of the program who had successfully completed all the requirements of the program from February 15 to April 19, and were each awarded the Institute's Certificate in Training Practice on May 17, 2001.

List of graduates of the Program:

Jackie Lau (with Distinction)
Herman Kung (with Credit)
Raymond Wong (with Credit)
Miriam Chan
Vincent Lo
Vista Oliver
Maggie Wong
Lorraine Yam

The Second Intake commenced on June 7, 2001. A total of 13 participants are now attending the program, which is scheduled to finish on August 2, 2001.

Article from Ms Jackie Lau, a graduate of the First Intake of the Certificate in Training Practice. Ms Lau is Senior Personnel Officer of Swire Coca Cola HK Ltd.

As one of the participants in the Certificate in Training Practice program completed in May 2001, I had been involved in various course work, assignment, presentations, and project.

The facilitators are experienced professionals devoted to empower all participants with skills and knowledge to become influential elements in their corporations. Sharing of success stories among facilitators and participants was particularly valuable. I witnessed how training and development strategies could improve productivity.

My final project covered the Training Needs Questionnaire with significant changes compared to that of 2000. The improved version was implemented in my company for 2001.

By applying the concepts learned in module 3 – Assessing Training Needs and adopting comments from the program facilitators, the questionnaire was given a face-lift.

Firstly, it served to identify individual training needs in core and non-core skills/competencies instead of having diversified aims such as development and succession planning, corporate goals related agenda, etc.

Secondly, needs prioritization was well defined with clear target time frames for skills acquisition such as within 4 months and 8 months.

Thirdly, response rate was nothing but impressive. Techniques covered in class and by the CCH Manual were utilized, increasing the response rate, user acceptance and support.

Consolidation is now in progress with building credibility in mind. User departments will be invited to comment on the analysis. The foreseeable end results will be the execution of training programs according to identified needs, which truly bridge the skill/performance gaps.

Once again, on behalf on my company, I must give credits to the CTP program for this success story.

培訓專業學會

Web Site: www.itp.org.hk
INSTITUTE OF TRAINING PROFESSIONALS

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