

ITP



LINK

The Newsletter for Members of the Institute of Training Professionals

## An Insightful Chat with Chester Tsang

By Ms Angie Yu, FITP

Dr. Chester Tsang, FIHRM (HK), is the Principal of the Academy of Excellent Service, Senior Manager - Management Training & Development Department of MTR Corporation, which is responsible for formulating strategies and executing business enhancement and cultural change programmes for more than 14,000 staff members. He received the HRM Awards 2010 (Best in Training, Learning & Development) from one of the judges, Deirdre Lander, Director – Data Surveys and Technology Hong Kong, Towers Watson, and gained the Special Commendation Prize from the Asian Human Capital Award 2012 with recognition of promoting continuous learning culture in MTR.



To start with I asked him what he enjoyed the most in the field, he said, “From organization perspective, getting in touch with staff with different backgrounds, diagnose the burning issues, and design training interventions to address the business needs. From the perspective of staff, I enjoyed helping staff to

unleash their potential and helping them to perform better for the benefits of both themselves and the corporation.”

What’s happened in Dec 2007 was really unforgettable to him. He said, “It was the time when I headed the Management Training & Development Department (MT&DD) of MTR Corporation during the Rail Merger. As a new joiner, I took up the challenge to drive the cultural integration of two giant corporations, moving towards a new business direction with new Vision-Mission-Value (VMV). With the unwavering support of senior management, seamless partnership with line departments and whole-hearted commitment of the training team, we came up

with creative icon like Sunflower, structured approach and ubiquitous coverage of marketing and reinforcement like office decoration. We even organized VMV Telematch to engage the family members of the staff in a fun learning day. After a year, the staff attitude survey revealed that the

staff lived out the new VMV in their daily work. Everyone in the organization paid effort and reached new horizons.”

Regarding the prospect of T&D, Chester said, “It is encouraging. T&D professionals are required to have holistic planning and dovetail solutions with business objectives to maximize impact. T&D practitioners need to have creative training solutions and learner engagement initiatives to inspire staff to change, learn and grow. With staff as the most valuable asset in the fast changing business world, the importance of training & development is unparalleled for organisations to maintain competitive edge, “he continued,” I consider the slowing down of the economy an opportunity for training & development field. At first glance, it seems companies may cut the budget of training & development function. However, we are in the knowledge economy where human capital is paramount. Well-crafted training solutions can create far more value than it costs. It is opportune time to invest in human capital with training & development to drive business ahead of others.”

When I asked Chester what made him so successful, he said, “It is not a piece of cake to define “Success” in my career. To me, Attitude speaks louder than skills. To be a successful T&D practitioner, we need to be a visionary leader with firm belief in the importance of continuous learning and need to equip a very positive attitude at work and life.”

Challenges like demanding bosses, tight working schedule and crisis like SARS, stretched him out of comfort zone to make new attempts and scale new heights. For middle level of T&D practitioners, He was happy to share his LEAD framework for them to bring their contribution and career to the next level of excellence.

## **Learn to LEAD – insight for middle level T&D practitioners**

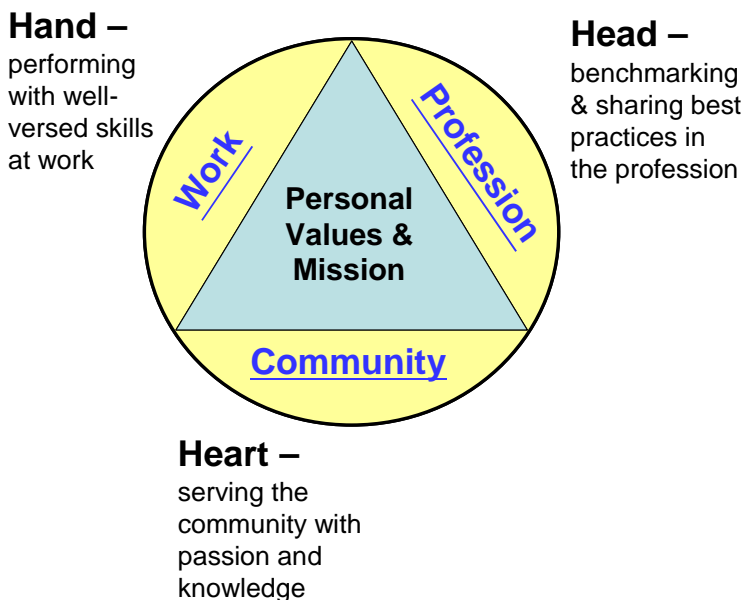
1. **Leveraging**: Do more with less. Many times, T&D practitioners faced scarce resources in terms of budget, manpower and time. We need to identify the lever point of business challenges, stakeholders’ concern and the professional judgment of T&D, so that we can create impact.
2. **Engaging**: Engage stakeholders from different levels. T&D practitioners need to understand the situations and needs of stakeholders from top management to frontline staff, design appropriate training & development solutions and garner the buy-in and support from line departments for successful execution.
3. **Aligning**: Unite in diversity. T&D practitioners should have the competence to align diverse objectives of the corporation, business units and staff. Well-designed T&D solution is an art in accommodating the development of the staff, organization and culture.
4. **Developing**: Evolve with time. T&D practitioners need to keep abreast of the latest best practices in HR and T&D locally and globally. We cannot forget our own development. T&D professionals always sharpen our saw in learning and adopting new training concepts, tools and experience, so that we can design and deliver up-to-date value-added training solutions.

All in all, he said, “for middle level T&D professionals, practice the LEAD above to be a T&D leader in your organization and the training profession.”

For those who would like to join this field, he suggested them to review their personal mission and values, align them with 3Hs. He said, “T&D is an industry where PEOPLE INFLUENCE PEOPLE. You need to act inside out. You should enjoy helping other to succeed, believe in human capital as the most valuable assets for organizational success and are passionate in developing people to their full potential. For continuous development, you should enhance your capabilities of (3H) Hand, Head and Heart.

“Hand” means you are well-versed with training and development cycle, especially with exemplary delivery and facilitation skills. “Head” refers to your broad perspective in appreciating the best practices in the profession, so that you come up with high quality solutions. “Heart” reminds us to perform with passion and extend our contribution to the community, say sharing your insights in the T&D professionals gathering, and even with students in university and schools.

“Be a 3H Trainer” – advice for potential new joiners



Chatting with Chester is always enjoyable. He is eager to share with others his experience and insights. It is hoped that readers could be

inspired by him for further development in the field.

=====

# Visit to Bossini - A company that puts 7 habits to work life

By Ms Angela Lee, MITP

Although the Friday afternoon of 7 December 2012 was quite cool and somewhat cloudy, a team of 21 members, including both mature practitioners and energetic student members from IVE, paid a visit to the shiny green headquarters of Bossini Enterprises Limited in Tai Kok Tsui.

The current office premises of Bossini occupied over 77,000 square meters. Apart from being the head office, this featured a big multi-function conference room that can serve various training and selling purposes.

As a start, Ms. Dana Tse, Associate Director of Human Capital Development led an ice-breaking activity to ensure that each of the visitors would remain in a good and happy mood to participate in the two to three hours of learning session that followed.



*Ice-breaking Moment*

Bossini was founded in 1987 and was listed in the Stock Market in 1993. It has branches and franchised shops in 36 countries all over the world. Its vision is “to be the most preferred everyday wear brand’ and its mission is “to create appealing, competitive and quality everyday wear for happy

living”. There are five core values as follows:

- 1) Customer oriented;
- 2) Initiative to excel;
- 3) Execute for success;
- 4) Working with passion; and
- 5) Live the seven habits.

Bossini’s training thrust is built on Stephen Covey’s *Seven Habits of Highly Effective People*. Dana led us to play a game to realign the Chinese version of the seven habits in a correct sequence. Actually, it was not easy to translate and even to relate the Chinese phrases to the original English version. The Bossini version of the seven habits is as follows:

- 1) Be proactive (主動積極)
- 2) Begin with the end in mind (以終為始)
- 3) Put first things first (要事第一)
- 4) Think win-win (雙贏思維)
- 5) Seek first to understand, then to be understood (知彼解己)
- 6) Synergize (統合綜效)
- 7) Sharpen the saw (不斷更新)

Dana illustrated how the above 7 habits were integrated in building the Bossini’s corporate culture. All staff, including temporary and part-time workers, had to attend a 2-day training course to know about the basic concepts and understand how these habits could be applied to the real work situations.

For different working groups, for example, there are other specifically written handbooks such as *Seven Habits at Warehouse*, *Seven Habits at Branch*, *Seven Habits for Accounting Staff*. There was even a comic version which could be found for sale at any branch of Bossini.

Dana emphasized that the most difficult part of delivering the ideas of seven habits was to cultivate them in people's hearts. It was really challenging to make the staff to:

- walk the talk,
- involve all staff, and apply to work and life.



*Dana's Sharing*

Being a socially responsible corporation, the induction training programme of seven habits are delivered to ALL staff, who were regarded as 'business partners' inside Bossini. Dana shared that in the toilets, there were 10-minute messages posted every week telling inspiring short stories about the seven habits. The company aimed to make good use of every corner of the office to cultivate the seeds of the seven habits in the hearts of every person, even the visitors like us.

While touring around the grand office of Bossini, it was impressive to notice that all the interior design and infrastructure were integrated with the spirit of the seven habits. Taking the meeting rooms for example, they were labeled as 'Win-Win'. It implied that every participant in the meeting could get a win-win result. Moreover, there were stimulating words written on the wall to create a happy working environment.

Dana shared that although the competition in the industry was very tense and the staff turnover condition was unavoidable, the ex-staff did give excellent comments to what they had learnt from Bossini. Many ex-staff even rejoined the Bossini family after having worked in other companies for a certain period of time.



*Group Photo After Visit: Be Happy!*

It is a piece of hard evidence in seeing how an entrepreneur do wholeheartedly what he believes, from small to big, from work to family, and from company to the community.

=====

# 參觀堡獅龍(Bossini)後感

蔡慧敏、吳佩殷

香港專教育學院(摩理臣山)人力資源管理學高級文憑四年級學生

「企業無人則止。」這句話直到現在仍然深深地印在我腦海裡。因為人便是企業最重要的資產，人的一舉一動會直接影響企業的日常工作。2012年12月7日參觀 Bossini 後，讓我們深深的感受到 Bossini 是如何看重「人」。

古語云：「修身齊家治國平天下」。要做到這點，由史蒂芬·柯維 (Stephen R. Covey) 編寫的「七習」(Seven Habits) 完全實踐了這句話。

## 「七習」：

習慣一：積極主動 (Be Proactive)

習慣二：以終為始 (Begin with the End in Mind)

習慣三：要事第一 (Put First thing first)

習慣四：雙贏思維 (Think Win-win)

習慣五：知彼解己 (Seek first to Understand, Then to be Understood)

習慣六：統合綜效 (Synergize)

習慣七：不斷更新 (Sharpen the Saw)

「七習」會被 Bossini 採用，是由於此理論在任何時候都適用的，加上恆久不變的定律，一次又一次陪伴著 Bossini 度過難關。

現今社會以 X 世代的人作為主要勞動人口，他們一直崇尚工作生活平衡。七習不但能夠完全

在職場及日常生活中實踐，同時亦能讓所有員工參與其中。例如：Bossini 在每個部門中設立七習大使，定期舉辦活動，還有，高層主動到訪零售店，為他們打打氣，增加士氣。這不單是工作中實踐，而是在處理家庭關係時也能用到，例如，員工領悟了「七習」的理念後，主動與家人改善關係等。這不單是改善了員工的工作態度，增加他們工作的士氣，同時也能讓員工達到工作生活平衡。這就是「七習」的理念 - 工作生活平衡。

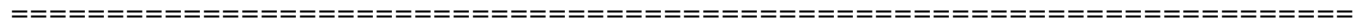
在這次的參觀當中，能有機會親身參觀一次公司的環境和運作，感受到 Bossini 視員工們為公司的重要資產。Bossini 承諾給予員工一個優質，愉快的工作環境，從而提升員工的快樂指數，置工作於娛樂，置學習於工作。使他們有一種家的感覺，愛上工作，愛上 Bossini。在與員工們的交談中，發現很多 Bossini 的員工也反映公司為他們提供了很好的工作環境，例如透過新穎時尚的配色使辦公室顯得年青有活力，多個休息室和遊戲室令員工舒減壓力，令工作效率事半功倍，。

欣賞 Bossini 對員工的重視和承諾，除了提供優質的工作環境，Bossini 亦提供多元化的培訓課程，讓員工可自我增值，發展潛能。例如 Bossini 對管理層實施「個人成長」培訓項目，管理層需與上司一起商討增值目標，如演講技巧，解

難等等，透過不同類型的在職培訓去達成和實行目標。爲了提供最貼合公司業務的培訓，Bossini 設立了一所 Bossini Academy (堡獅龍學院)，以「七習」作爲基準，爲員工提供一連串的多元化培訓，包括職業導向的技能，亦有提升個人素養的發展，如溝通技巧的培訓，繼而透過輕鬆的教學方法，讓員工學習多種實用的

技能，並真正達到活學活用。

成功非僥幸，Bossini 的成功，要素在於它能把「七習」由管理層至前線員工也能貫徹實行，更成爲同事之間共同語言，建立一個積極良好的工作氣氛，上下同心，其利斷金。



# 谷埔村莊倚深秋 黃葉飄零大樹頭 放步鳳坑家樂徑 岸邊小酌最優游

蔡偉靈

康業服務有限公司

今次的遠足活動安排在 12 月中舉行，讓一眾支持者久等了。天氣有點涼爽，行山頗為舒適，久等了都是值得。這條線路我走過很多次，難度不高，風景怡人，加上沿途有許多補給點，很適合一家大小齊齊參與。



風和日麗的早上，參加者分批乘坐 56K 專線小巴由粉嶺港鐵站往鹿頸出發。到了鹿頸起步點，發現這裏原來是一些愛車和愛狗人士交流心得的地方，路旁不乏名貴房車、各款電單車和名種狗。海邊的對岸便是中國的沙頭角，可以遠眺深圳最高的山峰梧桐山，山頂還新建有電視塔，景觀頗為別緻。同行的人說，近年許多香港的遠足愛好者都轉到深圳尋求新的挑戰，熱門線路就是面前這座梧桐山。

從起步點前行五分鐘，便到了「放步鳳坑家樂徑」，算是行程最辛苦的一段了。跨過一座小山丘，轉眼又回到海邊，親身感受「谷埔村莊倚深秋」的意境。這是一片濕地，泥濘處有許多野生蠔。由於這些蠔體積細小，以往從不見有人採拾，但這天卻見有數個婦人在採拾，中國人真的不會放過任何可以放進肚內的食物。



去到一個人去樓空的村莊，見有對夫婦模樣的男女在一座屋前幹活，男的在拜神，女的在開鑿生蠔。很自然地我們就在這兒休息，跟他們閒聊一番。他們原來是這條村的原居民，但已經搬到對面海的沙頭角高樓大廈居住，每月一、兩次回來打掃祖屋。他們的外貌看來只有六十歲，但原來已經接近八十歲了。悠閒的心態、清新的空氣、簡樸的生活和保持勞動由他們引證了是健康長壽的不二法門，都市人應好好向他們學習。



往村後繼續前行，來到一棵大樹下停留，聽領隊講解這棵樹的歷史和對村民的意義。樹根部



位的香燭殘餘物就透露了這棵樹是村民的精神寄託，是他們向神明溝通的渠道。完成了「黃葉飄零大樹頭」的景點，接著是往谷埔海邊鄉村飯店進發。

這飯店除週日外，其他日子的客人不多，故不會儲備太多食糧。幸好領隊之一 Tommy 早已跟老闆聯繫，為我們預訂了海鮮和雞，還有剛才婦人開鑿的生蠔做成的蠔餅，頗有新鮮感覺。在樹陰下開餐原是美事，但一直在樹上唱歌贈慶的鳥兒卻教人擔心牠們會為我們的餸菜加

料。飯店備有大量的冰凍啤酒，大家開懷暢飲一番之後，對鳥兒的警戒心早已拋諸腦後，鳥兒也十分合作，沒有加料來破壞歡樂的氣氛。

行程到此算是正式終結，部份朋友認為出汗不夠多，繼續往烏蛟騰前進。我和朋友則配合「岸邊小酌最優游」的主題，各人手持一枝啤酒，沿著海旁的小路邊行邊飲，踏上歸家的路，盡興而回。

=====

*ITP LINK Editor: Sunny Chan, FITP  
Kelvin Sze, FITP*

培訓專業學會

Web Site : [www.itp.org.hk](http://www.itp.org.hk)

**INSTITUTE OF TRAINING PROFESSIONALS**

香港九龍亞皆老街 107 號皆旺商業大廈 2507 室

Rm. 2507, Richmond Commercial Building, 107 Argyle Street, Mongkok, Hong Kong.

Phone: 2393 3377 Fax: 2309 2799 [www.itp.org.hk](http://www.itp.org.hk) Email: [info@itp.org.hk](mailto:info@itp.org.hk)