



"Member of the International Federation of Training and Development Organizations"

ITP



September 1999, Issue 6

LINK

The Newsletter for Members of the Institute of Training Professionals

**The Institute of Training Professionals
Executive Committee Members for 1999/2000**

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Chairman's Message

This is the report presented to the members at the third AGM held on 13 July 1999.

I am pleased to report to you the activities and accomplishments of ITP in the year of 1998-1999. Though the general economy in Hong Kong was still experiencing a downturn, the Institute was able to maintain its momentum and succeeded in consolidating its footholds. Major activities and accomplishments during the report period were highlighted below.

1. Education and Training

- a) A visit to the Hang Seng Bank Training Centre was arranged on 15 October 1998;
- b) The first CPD Presentation was delivered on 24 November 1998;
- c) The Seminar on "Professional Coaching" was presented on 10 December 1998;
- d) An experience-sharing tour to CTM, Macau was held on 8 May 1999;
- e) A demonstration workshop on "IT Tools on Managing Performance and Competence Development" was presented on 11 May 1999.

2. Public Relations

Recruitment talks were delivered to the students of CTD of HKIE and DTM of the CUHK.

3. External Affairs

- a) The Institute had assisted the American Society of Training & Development in the survey of Tools for Benchmarking and Continuous Improvement;
- b) Institute committee members were invited to serve as part-time evening tutors of the CTD course of the Institute of Education;
- c) The Chairman continued to sit in the Committee on Management and Supervisory Training of VTC;
- d) The Institute had organized jointly with the Central Magazine a training forum on 13 April 1999;
- e) Danny Chow and Sam Ying had represented the Institute to meet a group of training professionals from Guangzhou on 29 June 1999 to share with them the practice of training in Hong Kong.

4. The Link

The Institute had published three issues of ITP LINK to keep members abreast of the latest development and activities of the Institute.

5. Home Page for ITP

With the assistance of Sam Ying, the design of the home-page of ITP was completed and ready to put onto the web site.

6. Post-Graduate Education

After a long discussion process with a couple of education institutes, the Institute is now in the final stage of liaison with the Bristol University, UK to deliver a post-graduate diploma course in T&D, which will then lead to a Master degree in Education. The course, which will be administrated by the City University of Hong Kong, is expected to launch in the first quarter of 2000.

I thank all of the committee members for their faith services and their many contributions to the Institute's mission, activities and achievements.

Meeting with Delegates from Guangzhou

Denny Chow

As a move to foster greater co-operations with our counterparts in Chinese Mainland, a meeting with delegates from Guangzhou (GZ) was arranged at the Motorola University (MU), Times Square on 29 June 1999.

As scheduled, Vice-chairman Denny Chow and committee member Sam Ying met with the seven GZ delegates in the company of Ms Felicity Sam, who being a representative of the MDC Management Training Practitioners Group.

After a brief welcoming speech by Denny Chow, Ms Eva Lau, Director of MU - HK/Taiwan, gave them a detailed account of MU's practices in Training and Development. Sam Ying and Denny Chow went on to cover a whole list of topics including the following:

- (a) the history of the Institute,
- (b) objectives,
- (c) events and activities,
- (d) the Continuing Professional Development Scheme and its uniqueness,
- (e) the proposed Master of Education in Training & Development Program with Bristol University of UK in association with the City University of Hong Kong,
- (f) membership types and criteria, etc.

Copies of our recent bulletin - the LINK, full version of a Central Magazine article on the training forum organized and chaired by ITP, and application forms were provided to them.

Then it came the turn of our Guangzhou delegates to brief us on how they carried out Training & Development in the Mainland. We were impressed that they are slowly catching up with some of the approaches currently adopted by us and other advanced countries, though they are still culturally different from us on some other aspects. That's exactly what "One Country, Two Systems" is all about. More contacts would sure engender greater cross-cultural learning opportunities. The Institute would sure keep on the good efforts in this direction.

Our First Chinese Mainland Member. Right there and then, we managed to have Ms Christine Wang, GM of CYW Consulting, Guangzhou submits her application for membership. She is eligible for FULL MEMBER grade and has been accepted after going through the normal application processing formalities.

MA in Training and HRD Program

University of Technology, Sydney (UTS)

The University of Technology, Sydney (UTS) in association with the Hong Kong Management Association is now offering an **MA in Training and Human Resource Development Program** in Hong Kong. Our Institute is pleased to have been able to arrange special exemptions and discount for our members.

We enclose a leaflet listing the details of the program, together with an introductory letter from the HKMA, the admission requirements and fees, for members' information. Please note that the \$500 - discount is only applicable to those whose membership status has been verified by the Institute.

Please note that this is a different program to the proposed MA in T&D with the Bristol University of UK. Meanwhile, we're still awaiting their final confirmation.

以企業家精神提升人力資源的管理

邢宏彬

隨著工商環境的轉變，人力資源管理在近幾年起了很大的變化。比較明顯的是企業內部過往以功能及部門來劃分的工作，現時轉由工作小組或專責小組代替，而人力資源經理所扮演的角色，亦由一行政的部門的主管轉變為企業發展的顧問。另一方面，部份長期僱員的工作，已由臨時僱員擔當，或轉為外判的工作。而對於僱員的工作要求，包括技能、責任、範圍等，更是越來越多。在面對種種人事及工作的轉變管理，人事管理者忙於「見招拆招」，可能忽略為企業建立一種維繫企業長久發展的方案。

企業未能穩步發展，更甚的是企業營運的效率下降，是企業經營者包括人力資源主管最感憂慮的地方。效率的下降，主要問題當然是與整體經濟環境有關，而企業內部問題的出現，往往與企業文化有關。例如企業的決策速度很慢，是由於僱員害怕出錯，把問題與工作推來推去；僱員對他們的工作，產品與服務沒有投入感，是由於他們對工作缺乏歸屬感與主動性，凡事依賴其上司的主動及代為作出決策。僱員依從過往的處事與工作手法，不願以創新的手法與心思是由於因循的心理。更重要的是僱員不大關注企業的收益，是由於僱員認為這是股東和東主的問題。這些企業文化所帶來的結果，足以使企業內無論大小的行動與決策，都顯得十分緩慢，影響了企業的運作效率，令企業錯過了一些發展機會。更重要的是固有的產品，服務與營運方式已經不能滿足客戶的需要。

這些企業現象是否與人力資源管理有關？有研究者指出人力資源管理有兩種極之不同的模式^a，其一是建於一個官僚架構中，凡事都依靠政策與規則行事，而另一個是以「企業家精神」為本，凡事講求靈活，講求以每位僱員的才幹，發揮最大的力量。每個模式各有長短，但在經濟緊縮的情況下，發展「企業家精神」模式的人力資源管理更覺必要。

著名經濟與管理學家沈彼德自三十年代以來^b，一直倡議建立「企業家精神」作為企業的推動力，只是過去人們把「企業家」和「僱員」分題而論，從來就沒有把「企業家精神」與「人力資源發展」拉在一起談。

其實「企業家精神」重視效益與財富。如果企業內每一個工作人員都抱有這個觀念，企業的發展與運作，就不會停滯不前。「企業家精神」鼓勵創新，鼓勵主動與反思，「企業家精神」鼓勵不斷設計配合市場需要的新產品與服務，使用新的生產方法，採用新的貨源及新的包裝，發展新的市場。至於企業內部的管理，則鼓勵採用新的制度，而在行業內，則鼓勵定立導向性的遊戲方式。「企業家精神」最終的目的是鼓勵創造財富。

有企業管理研究者指出^c，過往人們把「企業家」與「僱員」分為兩類截然不同的企業人物。從研究所得，發現成功企業的僱員有四大特徵，就是「適應性強」、「主動與進取」、「勤奮與堅忍」及「重視工作道德」。這些特徵就正是「企業家精神」的重要部份。亦可說明企業內的僱員是否具備「企業家精神」，是企業成長的重要因素。企業管理者，尤其是人力資源管理人士，必需重視及提高僱員的「企業家精神」。

企業的發展不能倚賴因循的方法，而是要以「企業家精神」方式辦事。雖然企業家處事辦法無特定模式與法則，但在企業活動中，即以找尋新的機會為主導。雖然新的機會未必對企業合適，所以每當找到新的機會後，有關僱員與經理，以至企業東主等會對該機會作出評估，繼而由商業意念中起草商業計劃，組織人力，然後推出市場，測試市場對有關產品或服務的認受程度，最後決定是否全面推出該產品或服務。

發展「企業家精神」就是營造一個工作環境，使僱員等均能以「企業家」的方式處事。要營造這個環境，負責人力資源的人士可以考慮從以下幾點著手：

- 一、 讓僱員了解公司的企業目的與企業價值；
- 二、 使僱員們明確知道公司的業務及對象客戶；
- 三、 鼓勵僱員在企業方針的大前提下找尋新的商業機會；
- 四、 鼓勵僱員經常找尋更多的改善工作方案及改良產品的方法；
- 五、 鼓勵僱員對公司提出任何有關營運，管理及產品創新的意見；
- 六、 讓僱員了解到市場、產品、客戶、工作方法等均會隨時變動，使他們隨時都能適應；
- 七、 鼓勵僱員把新的商業計劃，生產方法，市場調查等對企業有建設性的報告向企業高層匯報；
- 八、 建立團隊精神，使僱員能互相信賴，避免僱員之間浪費時間與精力，用於互相防範與爭上；
- 九、 讓僱員對其工作有一定的責任及相關的權力，以便他們對工作更加投入，加強他們的主動性；

- 十、 鼓勵僱員更多學習新的產品及市場知識；
- 十一、 定期性舉辦經驗交流會、品質改良研討會、及企業管理培訓等活動，以提升僱員的工商知識、辦事能力及「企業家精神」。
- 十二、 輔導及支持僱員完成他們的工作；
- 十三、 在改進及創新的大前提下，容許合理及有限度的出錯；
- 十四、 由管理層帶動及維繫「企業家精神」。

從八十年代中期開始，外國的企業已注意到「企業家」特質對企業發展的重要性^d，亦了解僱員希望參與企業的決策，願意把創意與熱誠投入企業，為企業及個人創造財富^e。人力資源主管的任務就正好是營造「企業家精神」的工作環境，讓僱員發揮最大的力量。今天人力資源發展的路向，再不能脫離「企業家精神」這個重要觀念，這樣才能夠配合及應付未來企業的發展的需要。正如 Frank Kuzmits 及 Lyle Sussman 所說：“HRD professionals must move from the administrative to the entrepreneurial model”（人力資源專業人士必須由「行政」模式轉到「企業家」模式）正好說明了人力資源管理的趨勢。

- 註：
- ^a - Lawrence Ball, Personnel Journal, August, 1990
 - ^b - Schumpeter, Theory of Economic Development, 1934
 - ^c - Donald Lombardi, Management Quarterly, May, 1990
 - ^d - Thomas Hutton, Personnel Administrator, January, 1985
 - ^e - Joseph McKendrick, Management World, January, 1985
 - ^f - Frank Kuzmits & Lyle Sussman, Training and Development Journal, August, 1986

培訓專業學會

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