

正向工作間 及員工發展

POSITIVE WORKPLACE and
STAFF DEVELOPMENT

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人力資源處
Human Resources Office



本期主題 正向績效管理(PPM)

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正向績效管理文化 Positive Performance Management (PPM) Culture

人力資源處處長利順琮
Director of Human Resources, Lee Shun King Corinna

怎樣做一位好上司? Corinna 表示「我們需要同理心去體諒下屬的需要，並反問自己給予下屬的工作指示又是否足夠和清晰? 同事是否有能力應付? 有否鼓勵及協助同事改善或進步?」

How to become a good boss? Corinna responds, 'We should have empathy to understand the needs of our subordinates, and should ask ourselves whether the instructions given are sufficient and clear enough. Furthermore, is your employee capable of handling the task? Have you encouraged and supported your colleague's efforts to improve?'

「這樣很有距離感，坐近一點吧。」與 Corinna 初次見面，她沒有官式接待架子或是立時派發卡片，而是親切地自我介紹，再微笑著邀請大家靠近一點，拉近彼此距離。如此一來，原本嚴肅拘謹的訪問頓時變得輕鬆自在起來。

領袖、上司、老闆?

身為人力資源處處長，掌管著大學裏大大小小的人事決定，被問到如何看待自己的角色時，Corinna 說：「我希望自己是一個具親和力的 (approachable) 上司。同事不必稱呼我為老闆，他們叫我『Corinna』就可以了。」她認為同事之間不必拘泥於階級，人人都可以擔當領袖的角色。「我希望可以建立同事的信心，讓他們放膽地工作，但當他們遇到困難時，也會放心樂意地找我商量，共謀對策。」

不論對內還是對外，Corinna 都十分重視溝通，並認為正向的溝通，可以避免不必要的誤會，往往亦是化解衝突的良藥。她分享平日工作最常遇到的難題就是要處理上司和下屬之間的衝突和不同。在處理申訴個案的過程 (Grievance Procedure) 中，經常聽到上司埋怨下屬表現不理想，也有下屬投訴上司的工作指示不合理，或不願意聆聽別人的意見。Corinna 感嘆這些矛盾衝突大多源於彼此欠缺信任和體諒。「如能坦誠溝通，及早對症下藥，相信大部份的問題均能較易找到合適的解決辦法，

關係就不會破裂。」她更強調「如果有 PPM，同事的工作關係就不會陷於這樣的窘境。」

正向績效管理

Corinna 口中的 PPM，就是大學新近宣傳推廣的正向績效管理 (Positive Performance Management)。Corinna 說，正向心理學和正向的管理模式在坊間流行已久。在正向工作間及員工發展委員會倡導下，大學提供一系列多元化的培訓課程和活動以營造正向工作間。「正向績效管理」文化旨在將正向工作間的核心元素於日常工作上實踐出來。

Corinna 表示現有的非教學員工評核制度已沿用了十年，發現部分員工已漸漸忘掉初心，讓績效評核和發展制度 (Performance Review and Development 簡稱為 PRD) 流於填寫表格、滿足行政要求的層面。有些上司甚至誤解了相關制度，以為只可在一年一度的績效評核會議中評價同事的工作表現。然而，PPM 所主張的正是鼓勵上司在同事工作開展前先訂立目標，過程中給予意見、調整和改善，雙方攜手並肩達成工作目標。由此看來，PPM 其實是 PRD 之延續，並藉此完善 PRD。另外，大學年初在僱員手冊中詳載了正式紀律處分程序，提高相關行政程序的透明度，當中對部門和同事更息息相關的，正是現時提倡的 PPM，希望藉此建立互信溝通的工作氣氛，處理日常工作表現未如理想的情況，減低發展至需要執行正式紀律處分程序的機會。

Corinna 形容，提倡正向績效管理其實是想營造一種文化 (culture)，鼓勵工作團隊的成員、上司和下屬均以正向積極的態度來面對工作間的不同意見和衝突，達至政通人和。PPM 強調上司應讓下屬清楚了解工作的遠景和大方向，並與下屬共同訂立工作目標。雙方知道明白彼此的處事方法和工作期望，向著共同的目標努力。過程中，上司需要主動地給予正面的意見回饋，讓同事嘗試改善、再給予意見、再一次修正……務求不斷改進，力臻至善。

稱讚與鼓勵的溝通模式

Corinna 認為正向的上司要注意說話的語氣態度，更要避免對下屬使用負面的語句，例如：「你真的不濟!」、「為何做成這樣的?」這些通通都要避免。相反，上司要欣賞員工的付出和工作成果，給予適當的鼓勵和支持。Corinna 表示：「就好像教小孩子一樣，多使用正面的字眼，例如『Well done (做得好極了)』、『Thank you for your dedication (感謝你的盡心)』等。」Corinna 補充，表達讚賞的程度也要有「層次」。譬如當同事的工作表現未如理想時，可以表達「謝謝你的努力」，但同時也要坦誠向他真實地反映他的工作表現和上司的期望，並給予下屬具體建議如何達致工作期望。而且，同事在啟動新工作任務之前，彼此必須認同工作的方向。Corinna 強調，即使是存在已久的工作範疇或工序，也應該清楚講解。

最後，Corinna 指出大學積極鼓勵的 PPM 說到底不過是一些人所共知的道理或管理技巧而已，只要大家能做到「知而又行」，在忙碌的工作中仍把 PPM 實踐出來，便可以建立正向關懷的工作文化和激發每位員工的潛能，促進員工的發展。當每個員工都能由心而發，認同自己的工作意義，自然會積極快樂地工作，並在崗位上盡忠努力，發光發熱。

'There's such a distance between us all sitting in this way, come sit closer.' From the first moment we met Corinna, we were not greeted with an official reception nor a presentation of business cards. Instead, she smiled and personally introduced herself, inviting us to move in and close the distance between us all. In doing so, the initial formality and solemnness of the atmosphere gave way to a more relaxed and comfortable one.

Leader, Supervisor, Boss?

As the Director of Human Resources, Corinna is managing all HR related matters in the University. When asked about how she viewed her role as director, she says, 'I hope that I'm viewed as an approachable figure. Colleagues don't need to call me 'Boss', calling me 'Corinna' is fine.' She believes that matters of position and class should not divide colleagues, and that everybody should have a chance to take the lead. 'I hope that we can build self-confidence in our colleagues, to allow them to work independently. I also hope that in times of trouble, they will also be trusting enough to share their worries with me, and that we can find a solution together.'

甚麼是 PPM?

PPM 是 Positive Performance Management 的縮寫，中文翻譯為「正向績效管理」，意指一套以正向方式的管理技巧，用以達成有效的工作表現。當中的核心元素包括：

1. 訂立工作目標及雙方認同的期望

- 在新工作項目啟動之前，先訂立清晰具體的工作目標及時間表，工作過程中彈性和適時地調整目標和方向
- 以開放的心，樂意聆聽和接受同事的意見，尋求雙方共識
- 委派工作時給予清晰的指示和講解，就工作的期望及表現水平多交換意見
- 為團隊各人訂明清晰的職責和分工

2. 團隊關係和溝通

- 留意團隊中有特別需要的同事，鼓勵同事間多接納、關懷和支持
- 盡早了解和介入團隊中的問題
- 重視溝通和定期溝通，鼓勵分享意見和良好工作習慣
- 互相尊重信任；培育欣賞、感謝和寬恕的文化

3. 坦誠的工作評價和回饋

- 公平開放的思維和目標
- 著眼於處理與工作相關的事宜 (或問題)，而非被評者本人

- 真誠及持續的評價和交流，及時的建議和回應
- 面對工作表現不達標或不合作的同事，仍願意保持有效的回饋溝通

4. 鼓勵和引導同事持續學習改進

- 視不如意的事件為一次學習的機會，鼓勵改善修復
- 提供足夠和適切的指導
- 提供足夠的學習資源，讓同事持續發展成長
- 保持耐心、親切的態度、給予支持，鼓勵改善進步

5. 締造舒適及安全的工作環境

- 工作間的設備足夠合用，環境清靜舒適
- 提供安全的工作環境及足夠的工作安全資訊



Corinna attaches great importance to communication, whether it be internal or external. Moreover, she believes in the power of positive communication to help avoid unnecessary misunderstandings as well as being a good tool for conflict resolution. A common workplace issue that she manages is resolving conflicts (or differences) between superiors and their subordinates. In dealing with grievances, she often hears the boss complaining that the subordinate's performance has not been satisfactory, while the subordinate complains that the boss' instructions are unreasonable, or that they overlook the opinions of others. Corinna feels that most of these conflicts stem from a lack of trust and understanding between the two parties. 'If we all communicate honestly and address the issue timely, most of these problems could have been solved much easier and relationships would not have broken down.' She stresses that 'With PPM in practice work relationships between colleagues will not fall into such a predicament.'

Positive Performance Management

As mentioned, Corinna's 'PPM', refers to Positive Performance Management, a new endeavour promoted by the University. Corinna notes that Positive Psychology and Positive Management Models have been popular for a long time. Advocated by the Committee on Positive Workplace and Staff Development, the University has initiated a series of training workshops and activities to foster positive working environments. The 'PPM' culture calls for putting into practice the core elements of positive workplace day-to-day.

Corinna said that the current non-teaching staff performance review system has been in use for ten years. She discovers that some employees have since forgotten the initial objective of review, resulting in the Performance Review and Development (PRD) forms to be cursorily filled out to meet administrative requirements. Some supervisors have even misunderstood that the performance review of colleagues only takes place in the annual performance assessment meeting. What the PPM promotes is to encourage supervisors to set goals before colleagues begin their work, give feedback and advice during the process, offer support for improvements, so that both can work side by side to achieve the work goal. As such, PPM can be considered as a continuation as well as an improved version of PRD.

In addition, at the start of the year, the University promulgated a formal disciplinary procedure, now available in the staff handbook, in order to improve the transparency of the relevant administrative procedures. But the more relevant message to departments and colleagues is PPM, as this will help establish a working atmosphere founded on communication and mutual trust. This will hopefully address the issues of unwanted workplace conflicts as well as reducing the chances of these situations developing into serious problems requiring formal disciplinary intervention.

Furthermore, Corinna elaborates that PPM has been promoted to cultivate a workplace atmosphere for members of the team, supervisors and subordinates alike, that addresses differences (conflicts) with a positive attitude without damaging its harmonious relationship. PPM emphasises that supervisors should provide the bigger picture and missions and visions to the teams, work together with their subordinates to set/define the work goals clearly and understand each other's methods of working, as well as align the expectations on both sides. This way, the team can work towards a common goal. During the process, supervisors should proactively offer positive feedback, allowing the colleagues to make corrections and changes, and the cycle can repeat continuously, making improvements and striving towards the best result.

Praise and Encouragement: A Mode of Communication

Corinna believes that supervisors must be positive and pay attention to the tone of their speech and attitude when speaking with the colleagues. More importantly, supervisors should avoid speaking negatively, such as 'You really can't do this' or 'How could you do this?' – These should all be avoided. Conversely, supervisors need to acknowledge and appreciate team members' efforts and work results by giving out the appropriate praise and support. As Corinna illustrates, 'It's just like teaching young children. Use more positive reinforcement such as 'Well done', 'Thank you for your dedication' etc. She also highlights that there are different levels of expressing praise and appreciation. For example, when a colleague's work has not met expectations, the supervisor may express his/her appreciation 'Thank you for your effort'; however, at the same time, the supervisor

must also give his or her genuine feedback regarding the colleague's unsatisfactory performance, clarify the expectations and advise on how to achieve those .

Finally, Corinna points out that this university-endorsed 'PPM' simply employs nothing new but good common sense and management skills. As long as everyone is able 'To know and to act', they can put PPM into practice during the hectic environment of the workplace and help build a positive and supportive work culture in which employees are inspired to work to their full potential and develop professionally. When employees are able to express themselves freely and recognise the true meaning of their work, they will naturally be happier at work, thus engaging to the best of their efforts and flourishing.



大學重視員工的工作生活平衡，在家庭友善政策方面下了不少功夫，因而獲得社會各界嘉許的獎座。

CUHK's winning the 'Family-Friendly Employer's award is testament to the value the University places on employees' work-life balance and their efforts into establishing family-friendly policies.

What is PPM?

PPM stands for Positive Performance Management. It is a set of positivity-oriented management skills aimed to achieve the most effective performance at work. The pillars of PPM include the followings:

1. Goal setting and expectation alignment

- Set specific work targets at the start of the project or task and flexible, timely adjustment of goal and objectives
- Be open-minded, listen first and willing to exchange and accept others' opinion. Seek agreement and accommodate small differences
- Give clear instruction on the job assignment and detailed information and exchange views on the expected level and quality of work outcome
- Maintain appropriate and fair division of work and job allocation

2. Team building and communication, teamwork relationship

- Beware of team members in need, encourage understanding, care and support
- Understand and intervene team issues in early stage
- Encourage sharing of views and good practices and treasure communication and communicate regularly
- Have mutual respect and trust; cultivate culture of appreciation/gratitude and forgiveness

3. Genuine assessment and feedback

- Be fair minded and objective
- Focus on the issue/work rather than the person in the review
- Give genuine and consistent assessment
- Willing to explore and maintain effective feedback to encourage under-performing, unproductive and uncooperative staff

4. Encouragement / Coaching for continuous improvement

- Take unsatisfactory incidences as learning opportunities, encourage recovery
- Offer sufficient and appropriate guidance
- Provide appropriate learning resources for continuous growth
- Be patient, maintain accommodating attitude, give support, encourage improvement

5. Physical well-being

- Ensure the resources and facilities at work are functional and adequate, and that the environment is quiet and comfortable
- Provide a safe working environment as well as sufficient work-safety information





香港基督教服務處僱員發展服務的首席顧問羅念慈女士
Ms. Nancy Lo, the Chief Consultant of the Employee Development Service, Hong Kong Christian Service (HKCS).

「與同事好好相處的藝術」

‘The Art of Getting Along With Colleagues’



俗語有云「冰封三尺，非一日之寒」，人與人之間的關係好壞往往不是一朝一夕的功夫，乃建基於日積月累彼此間如何相處。當中的關鍵除了相處時的態度之外，溝通技巧和合適的處事手法亦不容忽視。本期我們特意走訪了為中文大學提供僱員支援服務的香港基督教服務處僱員發展服務的首席顧問羅念慈女士 (Nancy Lo)，由她親自分享集結多年的諮詢輔導心得，希望為身處不同崗位的同事帶來啟發。

給身為主管的你：

面對衝突——公平處事 以德服眾

根據Nancy的經驗，部份工作間的衝突源於團隊成員覺得受到不公平的對待。Nancy建議主管應先個別向雙方瞭解他們的故事和想法。倘若引發衝突的事件沒有對錯之分，主管應讓雙方明白大家各有不同之處和可改善的空間，然後探討下次如何處理得更好。當然，更重要的是主管日常要建立一個公平的形象，處事不偏不倚、情理兼備，才能在處理衝突時讓同事信服。

面對情緒不穩的同事——明白自己 尋求幫助

面對情緒突然不穩的同事，主管未必有充足的心理準備和不知道該如何應對，容易產生無形的壓力。除了可以與上級討論及尋求協助，Nancy建議主管可以考慮致電僱員發展服務的24小時諮詢輔導熱線尋求協助。「主管要明白自己並非專業的輔導人員，所以不用對自己施加不必要的壓力。」Nancy表示，主管可以通過耐心聆聽，為同事提供紓發情緒的空間，幫助他們冷靜下來。一旦同事情緒失控，甚至作出過激或暴力的行徑，主管則要留意保護自身安全，例如調整座位的位置。當同事向主管透露有自我傷害的意圖，或會令主管感到徬徨無助，在這情況下，僱員發展服務的顧問會與主管從多角度討論支援的方法，協助個別同事甚至整個團隊；另外，亦可建議同

事致電輔導熱線尋求專業幫助。如果同事對主動致電輔導熱線有保留，上司可以先徵求同事的同意，然後通知輔導員，由輔導員再致電該名同事跟進個案。

同事工作表現未如理想——及時指正 建立正向關係

若同事工作表現未如理想，主管應及時和具體地指出同事要進步的地方和提議改進方法。這能讓同事了解問題所在，可以盡快糾正，避免拖延到習非成是才去處理，這樣只會令同事感到錯愕和難以接受。同時，主管須要緊記「正向情緒--5:1的黃金比例」——意思是每做五件正面的事件才可以抵銷一件負面事件對情緒的影響。團隊關係就仿如銀行存款，平日累積愈多正能量，負面事件一旦出現亦能將壞影響減至最低。所以，Nancy鼓勵主管日常要刻意建立互信和諧的正向關係，例如在會議上多鼓勵、多稱讚同事的工作表現，或是不定期安排一些簡單的聯誼活動等。

此外，主管在提點同事的錯誤時，除了留意態度之外，「動之以理」的「理」亦要從對方的「角度」出發，例如：若有新入職的接待處同事經常遲到，主管除了清楚說明要準時上班的工作要求外，亦要讓他明白遲到對他自身的影響（如：影響代班同事對他的印象、影響試用期的評核等等），好讓同事更為容易接受和願意作出改善。

處理「人」和「事」同樣重要

Nancy希望主管明白解決同事之間的人際關係糾紛，或是日常與同事建立關係，並不是浪費時間。這不但是主管工作的一部份，更是讓他工作更稱心如意的重要一環。因為有「人」才能達成目標，如果人際問題處理不善，事情只會事倍功半。主管亦可以仗賴團隊中的「正向分子 (Positive Energizer)」，他/她們多為人際關係良好、經常散發正能量的人，可以協助主管瞭解同事的需要，尋求解決問題的方法，以提升團隊的關係及正向氣氛。

給身為團隊成員的你：

擁抱挑戰 敢於嘗試

面對陌生的事物，很多人的即時反應都是擔憂和抗拒。然而，有「危」便有「機」。例如辦公室引進新的電腦系統，先不要立即視它為洪水猛獸；相反，應要明白科技發展是大勢所趨，掌握新科技可以令日後的工作更方便快捷，為我們帶來益處。

此外，工作其實對每位在職者都可以有不同的定位和意義。它可以是為了養家餬口的工作 (job)，也可以是充滿意義和使命的職業生涯 (career)。舉例說，一個在醫院工作的清潔工人，可以視工作為賺取生活費的手段；也可以視之為與醫護人員共同拯救生命的職涯召命。不同的觀點角度，帶來不同的工作意義和態度。你又如何看待自己的工作呢？

對於職場新人，Nancy鼓勵大家不妨多留意人與人之間的互動和團隊的工作文化，一方面可以自我調節，入鄉隨俗；另一方面，若發現有可改善之處，可以在適當的時候提出意見，為工作間注入動力和新意。Nancy提醒，同事表達意見的態度和方式如能因應對方的性格習性，彈性地作出配合調整，定必事半功倍！

了解雙方性格 體諒與關懷

同事間的性格差異也是影響人際關係的重要因素，因為不同性格的人看待事情的角度和處理方法未必一樣，如果不明白當中的差異，便容易產生衝突。因此，Nancy建議大家應先瞭解自己和同事的性格和思維方式，多切身處地去看對方為何會有這樣的想法和行為表現，彼此包容和了解。「無論是主管還是下屬，都應持開放態度，多聆聽和接納他人的意見。」Nancy鼓勵在職者參加培訓工作坊或閱讀相關書籍，學習與人相處和溝通的技巧。只要決心正面處理人際關係，願意體諒和包容，定必能在工作間營造愉快和諧的氣氛關係。

As the saying goes, 'it takes more than one cold day for a river to freeze three feet deep', and in this case, good or bad relationships between people is not the result of a night's work. Instead, it is based on the result of daily interactions that take place over time. Of the key aspects that affect these relationships, not only is one's attitude during interaction an essential part, but also one's communication skills and the ways of handling matters. In this issue, we specifically visited Ms. Nancy Lo, the Chief Consultant of the Employee Development Service, Hong Kong Christian Service (HKCS), our service partner in the Employee Assistance Programme (EAP), for her to share with us her many years of counselling experience and insight in motivating and inspiring colleagues at various positions.

As a supervisor:

Addressing conflict - Resolving issues fairly and ethically

According to Nancy's experience, some workplace conflicts stem from subordinates who believe that they have been treated unfairly. She advises that supervisors should first try to understand and listen to both sides of the story as well as their thoughts on the conflicting issue. In the event that there is no right or wrong regarding the conflict, supervisors should aim to have both parties understand each other, as well as discuss better ways to close the gaps or handle future disputes. Of course, the more important work is that the supervisors should build up an image of fairness at daily work, acting impartially and reasonably. The supervisors will

then be able to conciliate between the subordinates involved in the dispute more effectively.

Dealing with emotionally unstable colleagues – Understanding yourself and Seeking assistance

In the event of an emotionally unstable colleague, the supervisor may not have enough psychological preparation or may not know how to respond, and this creates undue stress. Apart from discussing these matters with the senior supervisor(s) and seeking assistance from them, Nancy advises that the supervisor can consider giving a call to the 24-hour counselling/consultation hotline of the HKCS for assistance. 'Supervisors need to acknowledge that they are not professional counsellors and so should not place unnecessary pressure on themselves.' Nancy also notes that the supervisor can lend an ear and listen patiently, offering colleagues a chance to express their emotions and calm down.

In the event that a colleague loses control of his/her emotions and becomes excessive or violent, supervisor should pay attention to the own safety, for example, adjusting the location of his/her seat. When the colleague manifests intentions of self-harm, supervisor might feel helpless. Under the circumstances, consultants of the HKCS under EAP will discuss with the supervisor resolutions from various perspectives helping the individual colleagues or/and the entire team. In addition, the supervisor may advise the colleague concerned to seek professional assistance by calling the counselling hotline. If the colleague has reservation about seeking help actively, the supervisor can first ask for the consent from the colleague and then consult the counsellor. The counsellor will call the colleague to follow up the case. Management referral is often effective in lining up the staff in need with the professional EAP counsellors.

When the work performance of colleague is not ideal – Prompt rectification and Establish positive relationships

If the work performance of a colleague is less than satisfactory, the supervisor should address the situation promptly and specifically, including ways of improvement by offering practical solutions. This allows the colleague to understand and

be aware of the issue, and thus be able to correct it as soon as possible. Delay in addressing the issue until it becomes a bad habit will make it more difficult to relay the message to the employee. It will be shocking to him/her all of a sudden and hard for him/her to accept the comments. Additionally, supervisors should keep in mind the concept of 'Positive Mood – Golden Ratio of 5:1', which advocates that it takes five positive events to offset the emotional impact of a single negative event. Indeed, the relationship between teammates is like bank deposits—the more positive energy deposited, the lesser negative impact when a negative event occurs. Therefore, Nancy encourages supervisors to establish a positive relationship of mutual trust and harmony proactively through offering encouragement during meetings, commending the work performance of colleagues or/and arranging spontaneous and simple social activities, etc.

In addition, when addressing the performance shortfall of colleagues, aside from paying attention to their own attitude when conveying the message, there should be an emphasis on the 'Reasoning' aspect in the course of communication—the supervisor can try to understand the viewpoint of the colleague. For example, if a newly recruited receptionist is often late, in addition to clearly indicating the job requirement of being punctual to work, the supervisor should also make the colleague aware of the adverse impact of being late on himself/ herself (e.g. affecting one's own image at the workplace and the probation review ...) so that the colleague would be more willing to accept the message and make improvements.

Dealing with 'People' and 'Work' is equally important

In Nancy's views, supervisors should understand that resolving conflicts between colleagues or establishing relationships with colleagues is not a waste of time. This is not only an important part of the supervisor's work but it also helps to smoothen his/ her work. 'People' is the key to achieving goals – if people issues are not handled properly, work would need to be done with double effort. Supervisors can engage the 'Positive Energizers' of the team, who are people with good interpersonal relationships and often

give out positive energy, to help supervisors understand the needs of colleagues, explore solutions to problems. This can improve team relations and enhance the positive atmosphere in the team.

As a team member:

Embrace challenges, have the courage to try

When dealing with new and unfamiliar things, the immediate reaction of most people would be resistance and fear. However, 'risk' comes with 'opportunity'. For example, introducing a new computer system at workplace should not be regarded as a 'dreadful monster'; indeed, it should be understood that advancement in technology is a trend of the times – mastering new technologies can bring benefits to our work, such as being more convenient and efficient.

Additionally, the reason for being in the workplace differs among people. Some may see their work merely as a means of making a living, while some may see it with self-fulfillment and meaning. For example, a cleaner who works in a hospital can see his/her work as a means of earning a living; it can also be regarded as a career call to save lives together with medical staff. Different perspectives bring different meanings and attitudes towards one's work. What do you think about your work?

For newcomers in the workplace, Nancy encourages them to pay more attention to the interaction between people as well as the work culture of the team. On one hand, he/she can adjust himself/herself to team culture and make adaptation easier; on the other hand, if you find something that can be improved, he/she can give opinions at an opportune time so that more motivation and inspiration can be brought into the workplace. Nancy adds that it would be more effective if colleagues can adjust the attitudes flexibly when expressing their opinions in accordance with the personality of the person with whom they are speaking with!!

Understanding difference in personalities - Being considerate and caring

Personality differences among colleagues is also an important factor influencing interpersonal relationships.

Since people of different personalities may perceive the same issue from different viewpoints, the way they deal with the issue may not be the same. Not being aware of personality differences heightens the risk of conflict. Therefore, Nancy suggests that colleagues should first try to understand your own and your colleagues' personalities as well as their different thoughts, being considerate, tolerant and understanding in the process. 'Regardless of being a supervisor or a subordinate, one should be open-minded, willing to listen more and accept different opinions.' Nancy suggests that attending training workshops and reading related books can help colleagues to learn how to get along with others and enhance our communication skills. At the end of the interview, she encourages colleagues to take initiatives to establish a positive relationship and harmonious atmosphere in workplace, dealing with interpersonal relationships positively and being considerate and tolerant.

香港基督教服務處 諮詢及輔導服務:

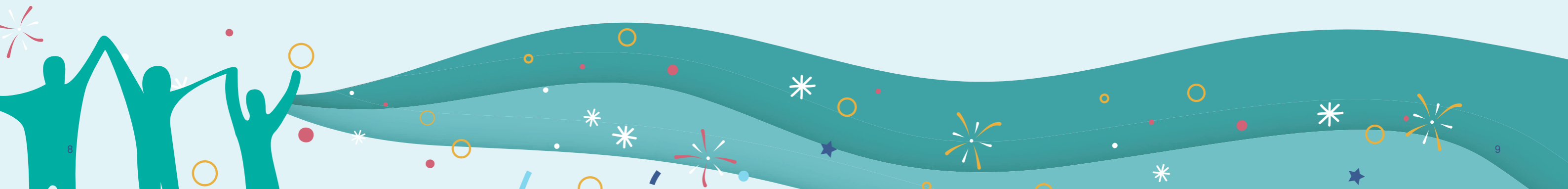
- 服務範疇: 生活諮詢及輔導服務 / 管理轉介 / 危機處理
- 服務對象: 中大全職員工

Hong Kong Christian Service Advisory and Counselling Service:

- Service Area: Life Counseling and Counselling Services / Management Referral / Crisis Management
- Client: CUHK full-time employees

24小時熱線
24 - Hour Telephone Hotline
2721 3939

一切資料絕對保密
All information will be kept in STRICT CONFIDENCE





老闆 VS 領袖

The crucial differences between a boss and a leader



老闆與領袖之間有著很多的不同之處——不同的管理模式、建立不同的關係、以及作出不同的決定。

老闆是一個擁有下屬協助處理工作的管理層；然而，領袖卻是一個群體之中能夠推動啟發他人的重要角色。

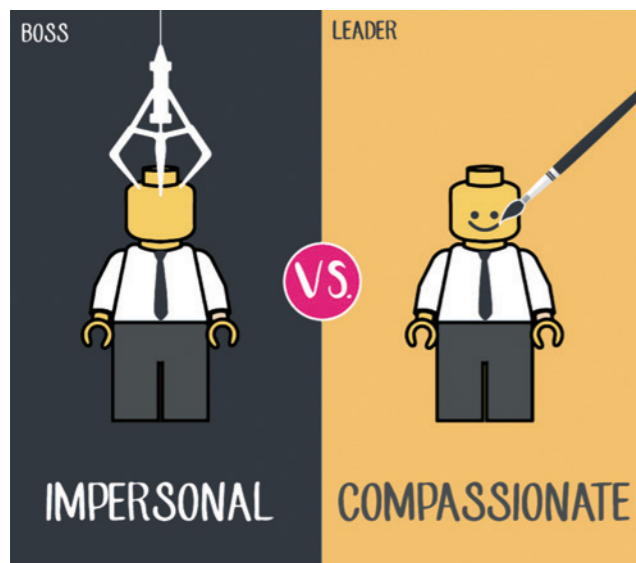
細閱以下的信息圖，相信你從此可以分清誰是老闆與領袖。

There's a huge difference between what makes a boss and what makes a leader. They act very differently in a whole number of ways — they adopt different management styles, build different relationships and make different decisions.

A boss is always a manager who has his subordinates, whereas a leader is the essence of the group who inspires it and motivates each colleague individually.

Take a look at the following infographic, and you'll never mix up a boss and a leader again!

節錄自EXTRACTED FROM : <https://www.officevibe.com/blog/difference-between-a-boss-and-a-leader-infographic>



冷漠客觀 VS 人性化同理心



說：「我」 VS 說：「我們」



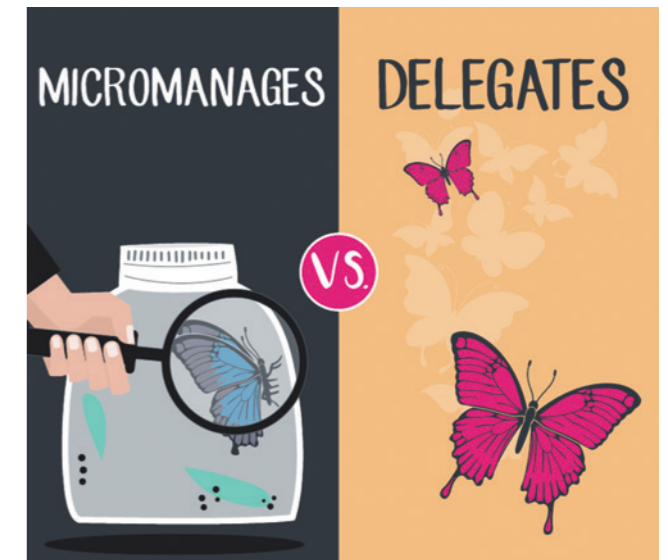
差遣下屬 VS 栽培下屬



是你的老闆 VS 是你的同事



自己領功 VS 歸功稱讚下屬



微型管理 VS 放權

延伸活動 Extended activity :

歡迎繪圖投稿——在你而言，你認為老闆與領袖有什麼不同呢？請於2018年11月30日前將你的作品電郵至 hro-staff.dev@cuhk.edu.hk。你的作品有機會於下期刊登，並獲得紀念品一份。

Your artwork welcomed: what is the difference between a Boss and a Leader in your view? Please send to us via hro-staff.dev@cuhk.edu.hk on or before November 30, 2018. We shall share your artworks at the coming issue of PWSD Newsletter. As a token of appreciation, there will be a small souvenir for you too!



PWSD 2018/19 活動FUN享 Sharing of PWSD FUN 2018/19



Let us join hands to cultivate a Positive Workplace at CUHK!

Animation introducing the upcoming PWSD initiatives

PWSD 2018/19活動預告卡通短片

正向工作間及員工發展委員會在2018/2019新學年向全校職員送上生氣勃勃的動畫，希望在開學之始為同事注入正能量和打打氣。短片輕鬆有趣，不容錯過。歡迎瀏覽<https://vimeo.com/282636564>重溫卡通短片。

Don't miss the greetings from the Committee on Positive Workplace and Staff Development and start the new 2018/2019 academic year with a lively animation. Follow this link: <https://vimeo.com/282636564>. Enjoy!



午間茶聚 2018.9

目的:

1. 介紹正向工作間2018-19年度活動
2. 介紹正向績效管理 (PPM) 文化
3. 專家分享COACHING技巧

參加者: 各部門/書院及工會同事

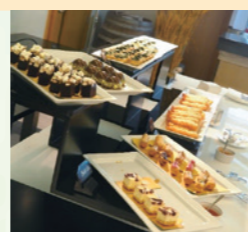


PWSD Get-Together Session (September 2018)

Objectives:

1. Introduce the PWSD initiatives & activities in 2018/19
2. Introduce the Positive Performance Management (PPM) culture
3. Have an expert sharing coaching skills

Participants: Colleagues from faculties, colleges, units and staff association/ union



2018年度員工感謝日

本年度員工感謝日訂於2018年12月14日(星期五)。得到正向工作間及員工發展委員會的全力支持，當日將會派發小禮物以表示大學對員工盡心工作的感謝，詳情請留意稍後有關公佈。

Staff Appreciation Day* 2018

December 14, 2018 (Friday) will be the Staff Appreciation Day this year. With the support of the Committee on Positive Workplace and Staff Development, souvenirs will be distributed to staff members as a token of thanks for colleagues' dedication and contribution. More details will be announced in due course.

* Renamed from Staff Thankful Day

正向領導意見調查 2019

大學於2017年以試行性質推出了首次「正向領導意見調查」(註)，以問卷形式收集和了解同事對於工作間領導行為及工作文化的意見。問卷結果反映中大同事對有關概念不太熟悉，有待推廣。大學將於2019年再次推出「正向領導意見調查」，是次的調查對象將涵蓋所有教學、專業及行政服務部門、書院和研究單位的非教學同事，問卷內容亦會更新，加入有關員工福祉及正向績效管理的元素並加以分類，期望能更有效地推廣正向工作間及正向領導等概念。正向工作間及員工發展委員會呼籲同事積極參與是次調查，一同為建立中大的正向文化提出寶貴意見。有關詳情將稍後公佈，同事密切留意。

註：正向領導意見調查2017報告刊登於正向工作間及員工發展第8期通訊內

Positive Leadership Survey 2019

The pilot run of the Positive Leadership Survey was launched in 2017 (note), to collect colleagues' views towards their leaders' management style and office culture. The survey outcome reveals the concept on positivity was still new and elusive to the target respondents. More education and promotional efforts were needed. The University will launch the second Positive Leadership Survey in early 2019. The survey will cover all non-teaching staff members of the teaching, professional and administrative units, as well as colleges and research units. Opportunity is taken to revamp the survey questionnaire, putting emphasis on staff well-being and incorporating the elements of the Positive Performance Management culture by categories. The objective is to promote colleagues' understanding of the term 'positive workplace and leadership'. The PWSD Committee appeals for colleagues' active participation in the upcoming survey. More details will be announced later.

Note: Report on the Positive Leadership Survey (2017) is promulgated at PWSD Newsletter (Issue no. 8).



中大成為勞工處 《好僱主約章》簽署機構

勞工處推出《好僱主約章》，旨在鼓勵僱主建立開明的企業文化，推行關愛僱員的僱傭措施，讓僱員平衡工作與家庭/個人生活，並與僱員或其組織建立良好的溝通，以達致和諧的勞資關係。香港中文大學本年度並有參與此計劃，並簽署《好僱主約章》以示支持。

Subscription to the Good Employer Charter

The Good Employer Charter launched by the Labour Department, aims to develop an enlightened corporate culture and promote employee-caring employment measures, work-family/ work-life balance, as well as maintain harmonious labour relationships. CUHK is one of this inaugural Good Employer Charter signatories.



中大榮獲家庭議會 「家庭友善僱主獎勵計劃」三個獎項

中大連續兩屆參與由家庭議會舉辦的「家庭友善僱主獎勵計劃」，本年度共獲得三個獎項——「優秀家庭友善僱主」、「特別嘉許獎」及「支持餵哺獎」。有此佳績，既肯定了大學關懷員工及其家庭所作出的努力，更鼓勵各同事未來繼續攜手共建家庭友善的工作間。



Continuous Participation in the Family-Friendly Employers Award Scheme

This is the second year CUHK participates in the Family-Friendly Employers Award Scheme. This year, the University has been awarded the "Distinguished Family-Friendly Employers", "Special Mention awards" and "The Awards for Breastfeeding Support". These awards affirm the University's efforts as a caring employer and encourages her employees to join hands together in building a family-friendly workplace.

正向員工服務獎 2018/19

第二屆正向員工服務獎 2018/19現正接受提名。
截止提名日期延後至2018年11月16日，請切勿錯過。

Positive Workplace Service Award 2018/19

The second Positive Workplace Service Award is now open for nomination. Deadline of nomination is extended to November 16, 2018. Please don't miss.



目標一致，歡笑體現！期待你的提名！
LOOKING FORWARD TO YOUR NOMINATION!

截止日期
Closing Date:
31.10.2018

提名 Nomination

中大學生及員工皆可提名，團隊獎項(非個人獎)亦接受自薦
Nomination can be made from CUHK students and staff, self-nomination is applicable to Team Award only

參選資格 Eligibility

中大全職僱員(教學或非教學，個人或團隊)
CUHK full-time staff (teaching or non-teaching) on an individual or work team basis

評審準則 Assessment Criteria

- 工作間的正向表現與態度
Positive Manners and Attitude in the Workplace
- 持續學習
Continuous Learning
- 對部門/大學的正面影響與貢獻
Positive Impact and Contribution to Department and/or University
- 正向回饋與成果的例證
Evidence of Positive Feedback and Outcome

- Positive Communication 正向溝通
- Teamwork Relationship 團隊關係
- Mutual Trust and Respect 互信與尊重
- Safety at Work 工作安全
- Positive Leadership 正向領導

獎品 Prizes

個人獎：獎座 + 港幣伍千元
Individual Award: A trophy + HK\$5,000

團隊獎：團隊獎座 + 港幣壹萬元
Team Award: A team trophy + HK\$10,000

由「正向工作間及員工發展」委員會贊助
Sponsored by Committee on Positive Workplace and Staff Development (PWSD)

查詢 Enquiries:
3943 7876 or 3943 1987
人力資源處 Human Resources Office

詳情及提名表格
Details & Nomination:
<https://www.hro.cuhk.edu.hk/pwsa201819>



香港中文大學
The Chinese University of Hong Kong



心理資本

Positive Psychological Capital

如果發現有些同事整天都愁眉苦臉的樣子，情緒起伏很大，工作表現也受影響，作為主管應如何支援他們，幫助他們投入工作呢？

其實有不少學者提出『積極心理資本』（POSITIVE PSYCHOLOGICAL CAPITAL）概念，並延伸到人力資源管理領域（Luthans, Avolio, Avey, & Norman, 2007）。所謂心理資本，就是能促進個人成長和績效提升的心理資源，借用資本一詞來比喻人的心理資本存在盈虧，如果正面情緒多於負面情緒便是盈利，反之就是虧損。主管可以在「心理資本」的四大範疇支援同事，包括：希望（Hope）、自我效能感（Self-efficacy）、樂觀（Optimism）、抗逆性（Resilience）。

主管不妨參考以下步驟：

1. 邀請員工訂立積極的個人目標：邀請員工重新釐定目標並以「我想要...」作為個人的方向；例如：把「減輕壓力」改為「我想要更多的放鬆時間」。
2. 主管和員工一起討論及腦力激盪（Brainstorming）各種可行的行動來實現目標，包括各種可能性。
3. 選擇3個最好的方法，並寫下其潛在障礙及困難。對於每個障礙，列出對應的行動。主管也提供他/她能力以內的支援。
4. 最後也是最重要的：善用你的強項坐言起行，執行實踐目標的第一步！

When there are colleagues who go about their work with frowns, sullen faces or frequent mood swings, their performance at work will be at stake. How can a supervisor support and engage them?

Many researchers have been advocating the concept of 'Positive Psychological Capital' and applying the concept in the domain of human resources management (Luthans, Avolio, Avey, & Norman 2007). The term 'Psychological Capital' refers to psychological resources that can be developed and have positive impact on the desired employee performance. Using the term 'capital' and 'profit and loss' to illustrate the measures of positive psychological states – it is considered a 'profit' if there are more positive emotions than negative emotions and vice versa. In this connection, supervisors may invest in supporting their colleagues in the four components of psychological resources namely, Hope, Self-efficacy, Optimism and Resilience.

Supervisors may refer to the following tips:

1. Invite employees to set out their personal targets positively: Invite employees to re-define their targets using 'I want to...' For example: paraphrasing 'Reduce stress' into 'I want to have more time to relax'.
2. Work together with employees to brainstorm the possibilities and practical ways of achieving these targets.
3. Identify the 3 best pathways and list out the possible inherent obstacles and difficulties; propose the solutions too. Supervisor may also offer their support in this process within their best efforts.
4. Last and most importantly: Make best use of one's strengths and pluck up courage to kick-start the plan!



資料來源：僱員發展服務「躍動」（2017年冬季）

Sources: Employee Development Services, "LEAP" (Winter 2017)