

突破框框

不一樣的正向領袖 趙志裕教授 A LEADER WHO MAKES A DIFFERENCE WITH A POSITIVE ATTITUDE PROFESSOR CHIU CHI-YUE



甫踏入社會科學院院務室，就覺這裡與眾不同，無論環境佈置、設計和氣氛都有別於大學裡傳統的辦公室。直到訪問社會科學院院長趙志裕教授，由他親身介紹這辦公室的設計由來和他的正向領導理念，頓然明白這裡所有的「不一樣」，都是理所當然的。

環境與心境

辦公室選用了柔和的色調，空間感充足，呈現著清新的現代感。接待處設有一個方便同學取籌號排隊等候的取票機，感覺猶如銀行優先理財的貼心服務。接待處旁的會客室更設置3D打印機，方便打印出最個人化又貼心的紀念品送贈予外來賓客。辦公室內的書架上整齊地放置著色彩鮮艷的文件夾，散發著青春活力。最令人印象深刻的，要數到那設計簇新清雅的開放式廚房——雲石枱上還放滿了悅目可口的糖果和咖啡沖劑，窗前還擺放了一列同事們栽種的盆栽，讓人不其然感到輕鬆寫意，彷彿置身家裡般悠然自得。

趙教授表示舒適的環境對建立正向工作氛圍尤其重要。「有別於傳統的辦公室佈局，現時辦公室的非一般設計都是由同事共同構思，有他們的心思和參與在當中，令他們對辦公室更有歸屬感，彷彿他們的家。」當平日要進行一些簡單的工作匯報，同事們都很自然地拿著水杯和筆記，輕倚在開放式廚房範圍內細聽，氣氛輕鬆自然，與以往傳統的開會模式截然不同。

跳出框架思考，勇於嘗試

趙教授不只推翻辦公室沉悶的佈局，而且顛覆了一般傳統的管理風格。兩年多前，趙教授初上任社會科學院院長一職，發現這裏的工作氣氛較為保守，同事都很怕犯錯，擔心被上司責怪。然而，趙教授覺得社會科學院應具有創新的形象。於是，他便鼓勵下屬跳出框架思考（think out of the box），勇於嘗試。

「這裡很強調Empowerment（賦權），讓他們（同事）有機會去成長。領袖敢於讓他們嘗試，不介意他們犯錯。」

趙教授多次強調領袖「賦權」的重要性：「當同事能全情投入構思、準備和執行工作時，他們便會覺得這個項目是自己的心血，完成後就對工作有一份成就感。」舉辦了兩年的「祝節」（Appreciation Achievement Award Celebration）便是一個好例子。趙教授希望打破以往一般院長嘉許名單（Dean's List）和教學獎頒獎禮的嚴肅氣氛，嘗試用輕鬆新穎的方式嘉許師生。院長在整個過程中只給予大方向，放手讓同事放膽嘗試。同事於是大膽刪減以往上台領獎等沉悶環節，設計出一個別開生面的開心派對，結果反應非常熱烈。第二年報名出席「祝節」的師生人數比首屆足足多了一倍，可謂贏盡口碑。

如何建立互信？

趙教授在擔任院長的短短幾年間，已獲得同事深深的信任。趙教授分享了兩個小秘訣：「首先領袖要言行一致，說到做到。領袖要相信自己的同事，切忌一方面說放權給同事，另一方面控制慾強，指責同事不守規矩。管理方式亦需要一致，否則就欠缺說服力，難以建立互信。此外，合作經驗亦很重要。」

成長與發揮 最為重要

趙教授認為正向工作的核心是強調同事在工作中有所成長，發揮所長。「正向工作間並不是單單要令同事每天上班都開開心心，嘻嘻哈哈過一日；重點在於讓他們能發揮所長，工作上有所成長。」

作為正向員工服務獎的評委之一，趙教授表示他對得獎團隊之一和聲書院團隊，特別是同時兼獲個人獎的和聲書院院務主任羅霍玉卿女士（Alice）印象尤其深刻。Alice 是一位能夠洞察及激發同事內在潛能的正向領袖，她能因應同事的長處，給予他們不同的工作，讓同事發揮才華。Alice 彷彿成為了團隊共同價值的象徵，給予團隊一個清晰而一致的使命目標，再身體力行帶領團隊一齊盡力打拚。而且她做到真正的放權，令同事們成長和擁有成就感，所以和聲書院團隊能展現出不分彼此、互相扶持的團隊精神。

簡化繁瑣冗長工作 目標準時放工

作為院長固然要為學院院務室每年定下工作目標。在過去一年，趙教授卻為社會科學院院務辦公室定下了非常不一樣的

工作目標——下午六時三十分或之前下班回家。他表示過往很多時間都花了在不必要的行政規條習慣上。其實只要重整工作流程，剔除不必要的繁瑣工作，用更聰明的方法處理事情，便可以減省不少工作時間。記者追問同事們是否都能達標？趙教授一臉滿足地表示，除了一些特別的活動或工作安排，其餘大部份時間都可以達標。

趙教授以行動展示如何成為一個正向領袖，言談間充滿對同事的關愛。正向領袖不代表每天要對同事笑面迎人，而是由心而發地希望同事從工作中有所得著和成長、開心地享受工作，樂活中大。

Entering the office of the Faculty of Social Science, there was a feeling that the interior layout, design and atmosphere were all different from the traditionally styled offices in the university - a feeling of uniqueness. Following a visit to Professor Chiu Chi-yue, Dean of Social Science, who personally made an introduction to the background of the office design and his philosophy of positive attitude in leadership, whatever that "made a difference" in this place began to make sense to me.

Environment and Frame of Mind

The office, softly toned and spacious, displays a sense of modernity. A ticket machine was installed at the reception area for students to take a number and wait in the queue, somewhat like priority banking's friendly service. There is even a 3D printer in the guest room next to the reception for printing out the most personalized and heart-warming souvenir for an external guest. Brightly coloured folders line up neatly on the bookshelves in the office, bursting with youthful vitality. The yet most impressive is the newly and elegantly designed open kitchen - candy and coffee granules lie appealingly on the marble tabletop, a row of colleague-owned pot plants sit in front of the windows - that makes people feel light-hearted and relaxing and leisurely as if staying home.

Professor Chiu pointed out that a comfortable environment is particularly important for creating a positive working atmosphere. "As different from the traditional office layout, this non-conventional office design was conceived by colleagues together. Their brain work and inputs give them a sense of belonging in the office, the feel of home." Whenever there were simple job reports to share, colleagues have got into the habit of bringing their cups and notes into the open kitchen, leaned back and listened in a relaxed mood, which was very different from the conventional mode of meeting.

Think Out of the Box The Courage to Try

Professor Chiu not only did away with the boring office layout, but also subverted the traditional management style. More than two years ago, when Professor Chiu first took up the post of Dean of Social Science, he was aware that work

atmosphere here was more conservative, colleagues were afraid of making mistakes for fear of being blamed by the boss. Nonetheless, Professor Chiu, who believed that the Faculty of Social Science should bear an innovative image, began to encourage his subordinates to think out of the box and to pluck up the courage to try.

"In this place we put extra emphasis on Empowerment, on the fact that they (colleagues) have the opportunity to grow and to believe they are allowed to try, and that mistakes don't matter."

Professor Chiu has repeatedly stressed the importance of "empowerment" through leaders, "When colleagues can immerse themselves in the idea, preparation and execution, they will take this project to be their brain work and there will be a sense of accomplishment on completing the job." The "Appreciation Achievement Award Celebration (AAA)", which

has been held for two years, is a good example. Thinking of a relaxing and innovative way to commend teachers and students, Professor Chiu wanted to have a change in the solemn atmosphere during the award ceremony for Dean's List commendation and teaching awards. Having given only the general direction during the whole planning process, the Dean let his colleagues dare to try. Colleagues then boldly cut out the boring part of award presentation on stage, instead, designed a groundbreaking happy party which received very positive responses. The number of teachers and students who signed up for the second year of AAA event was twice as many as that of the first year, proving that the Award ceremony has gone viral by word of mouth.

How to build mutual trust?

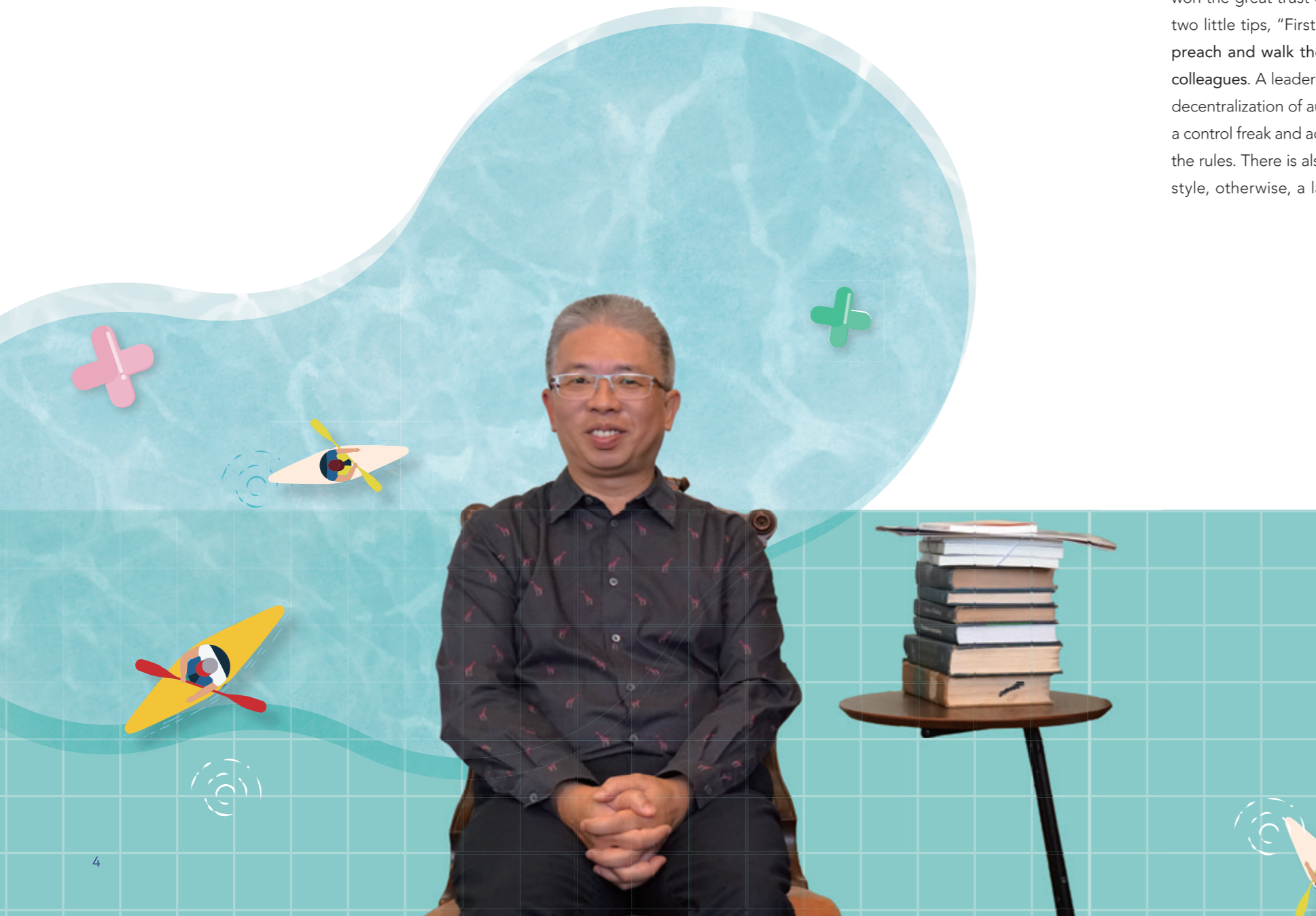
Professor Chiu has, within a few years of deanship, won the great trust of his colleagues. Professor Chiu shared two little tips, "First of all, leaders must practise what they preach and walk the talk. Leaders have to trust their own colleagues. A leader should not, on the one hand, talk about decentralization of authority, but on the other, shows signs of a control freak and accuses colleagues for not complying with the rules. There is also the need for a coherent management style, otherwise, a lack of persuasiveness can hardly build

mutual trust. Furthermore, co-operative experience will also be very important."

Experiencing growth and playing to the strengths

Professor Chiu believes that the core of positive work lies in the emphasis that colleagues experience growth and play to their strengths in their work. "Positive workplace is not simply the case of making colleagues come to work happily and merrily every day; the main focus is to let them play to their strengths and experience growth in their work."

As one of the panel members for the Positive Workplace Service Award, Professor Chiu said he was deeply impressed by Lee Woo Sing College, one of the winning teams, and in particular Mrs. Alice Law Fok Yuk-hing, College Secretary of Lee Woo Sing College, who at the same time won the Individual Award. Alice is a positive leader who can discern her colleagues' intrinsic potential and inspire them to unleash such potential. To put their talents to good use, she will give her colleagues different types of jobs according to their strengths. Alice seems to be a symbol of the common value of the team, giving them a clear and consistent mission goal, and personally sets an example by leading the team to strive toward its goal. And, she really decentralizes authority to



make colleagues grow and have a sense of accomplishment. This is the reason behind the Lee Woo Sing College team's display of team spirit through sharing a sense of togetherness with mutual support.

Simplify Cumbersome and Lengthy Work Processes

GOAL: Be On Time to Get Off Work

As Faculty Dean, he naturally needs to set annual work targets for the Faculty Office. In the past year, however, Professor Chiu has made a major difference by setting this work target for the Faculty Office of Social Science – go home at or before 6:30 p.m. Professor Chiu pointed out that in the past a lot of time was spent on redundant practices of administrative rules and regulations. Actually, simply reorganize the work process and remove unnecessary cumbersome jobs; working more intelligently can save a lot of working time. The reporter wanted to know whether



colleagues could all achieve this target. Professor replied with a look of satisfaction: Apart from some special activities or work arrangements, goal achievable mostly the rest of the time.

Professor Chiu demonstrated in action how to become a positive leader. During our conversation, his words were filled with love and care for his colleagues. A positive leader does not only go about greeting colleagues with a smiling face every day, but carries a hope from the heart that colleagues can experience gains and growth in their work at CUHK, happily enjoying themselves while doing so.

後記：同事的回應 PS: Colleagues' response

✦ 辦公室新佈局： New office environment:

Sherman表示新裝修的設計讓同事有更多空間可以互動傾談，令同事間的關係更融洽。
Sherman remarked that the newly renovated design allowed colleagues to have more space to interact and chat, building up a more harmonious relationship among colleagues.

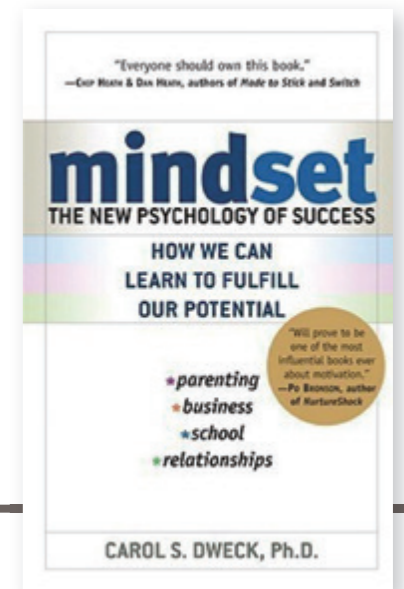
✦ 「祝節」： Appreciation Achievement Award Celebration:

Christy：「趙教授了解年青人的喜好，建議很『貼地』，他給我們很大的自由度和彈性，讓我們可以發揮無限創意」。
Christy said, "Professor Chiu understands young people's preferences and makes suggestions that are 'down to earth'. He gives us so much freedom and flexibility that we're able to exercise unlimited creativity."

好書推介 BOOK RECOMMENDATION

Mindset – The New Psychology of Success 心態致勝

By Carol S. Dweck



本書作者 Dweck 女士是世界知名的史丹佛大學心理學系教授，她一直主力研究「致勝之道」。當中，作者發現了一個重大的概念——心態的影響力。

作者提出成功與否不單在乎能力與天資，更重要的是到底我們採取「定型心態」還是「成長心態」。作者解釋了為何單單稱讚孩子的智慧或能力不能提昇孩子的個人形象和自信，令孩子成功。相反，這樣反過來會防礙孩子成功。建立一個正確的心態，我們可以推動孩子及幫助他們在學校的表現，成功達成目標。作者 Dweck 反映所有出色的父母、老師、管理層及運動員都明白及顯示出相同的概念——腦部可以創造一個喜愛學習及抗逆力的狀態，以達致運用在每個領域上都可以成功致勝。

World-renown Stanford University psychologist Carol Dweck, in decades of research on achievement and success, has discovered a truly groundbreaking idea – the power of our mindset.

Dweck explains why it's not just our abilities and talent that bring us success – but whether we approach our goals with fixed or growth mindset. She makes clear why praising our children's intelligence and ability doesn't foster self-esteem and lead to accomplishment, but may actually jeopardize success. With the right mindset, we can motivate our kids and help them to improve in school, as well as reach our own goals – personal and professional. Dweck reveals what all great parents, teachers, CEOs, and athletes already know, and shows how a simple idea about the brain can create a love of learning and a resilience that is the basis of great accomplishment in every area.

書本簡介來源 source of description: Mindset – The New Psychology of Success

* 由趙志裕教授推薦 Recommended by Professor Chiu Chi-yue