



# *Reading Report Summary*

*A Collection of Reading Reports from Jul-Mar 2010*

*Updated 2<sup>nd</sup> Edition*

*Thomas Chow, Tommy Kwan, Zoe Wong*

*CXO of the Future – Vintage 09*

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**Dear Friends of City Telecom,**

“CXO of the Future” is our Elite Management Trainee (MT) program designed to nurture our future generation of CEO, CFO, CTO etc, i.e. we are developing our own future replacements in 10-20 years time.

For our 2009 Vintage, we hired the top 3 of 400 applicants. Minimum requirement for the program, include:

- 1) CFA Level 1
- 2) Standard Chartered Half Marathon in Feb 2010
- 3) 36 Management Books.

We intentionally hire from a diverse academic background, with preference for social sciences and arts, but require the CFA Level 1 qualification so that we can all speak the common language of business.

In return, our MTs over an 18 months customized program, are given access to our entire business process, will shadow our CEO for one month and are partnered with a personal executive mentor from our Management Committee. In this booklet, we have compiled the MT Book Reading Reflections, ordered chronologically, to show the growing maturity of the authors. At the beginning of their careers, our MTs start off almost 100% theory but we hope that over time, with on-the job experience and senior mentor guidance, they will develop into well rounded senior executives.

Far from confining to list of management books, we encourage all our Talents to challenge the books. In short, we hope through via extensive reading and other learning avenues, our Talents will stretch the boundaries of their knowledge beyond what we develop in house. Our 36 book list consists of about ½ recommended and ½ open choices by the MTs themselves.

Cheers from City Telecom

NiQ Lai  
CFO and Head of Talent Engagement  
9 Apr 2010

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## **2009 MT Program - Reading Booklist**

**As of 5 Feb 2010**

### **Reading Objectives:**

- 1) DON'T blindly believe everything you read, rather CHALLENGE EVERYTHING.
- 2) Objective of this reading list is to stretch your thinking rather than conform your thinking.
- 3) Separate the learning factors, i.e. look for what makes a company successful and what makes a company fail... not all successful companies are Great.
- 4) If you find something valuable, practise it in real life or work; and share with others

In short, we hope that wide reading will strengthen your foundation for learning and accelerate your career maturity.

Title		Author	Remarks
<b>Core Reading</b>			
(1)	Winning	Jack Welch	Our 5% Talent Upgrade plan comes from this book
(2)	Blue Ocean Strategy	W. Chan Kim and Renée Mauborgne	Big influence on marketing positioning
(3)	The 7 Habits of Highly Effective People	Steven R Covey	Personal development
(4)	Good to Great: Why some companies make the Leap ... and other don't	Jim Collins	Big Influence on how we refined our Vision Statement
(5)	Sun Tze - The Art of War - New Limited Edition	Samuel B Griffith	Strategic Thinking 101
(6)	The Goal - A Process of Ongoing Improvement	Eliyahu M Goldratt and Jeff Cox	eMBA reference book - great way to learn about process re-engineering
(7)	Made to Stick	Dan Heath and Chip Heath	Improve effective communications
(8)	Predictably Irrational	Dan Ariely	Learn about how consumers think
(9)	Steve Jobs Stanford Commencement Speech <a href="http://www.youtube.com/watch?v=D1R-jK-Kp3NA">http://www.youtube.com/watch?v=D1R-jK-Kp3NA</a>	Steve Jobs	Creating dots first and then joining them later
(10)	The Articulate Executive: Learn to Look, Act, and Sound Like a Leader	Granville N. Toogood	Leadership basics
(11)	BRAG!: The Art of Tooting Your Own Horn without Blowing It	Peggy Klaus	Especially recommended for shy and humble people

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**Recommended Readings by Alphabetical Order (Can be substituted by other books of your choice)**

(1)	Awaken the Giant Within	Anthony Robbins	Colonel Sanders of Kentucky Fried Chicken at age 65, failed 1009 times before selling his first secret recipe ... puts into perspective getting 30 investor, customer, boss etc rejections
(2)	BLINK: The Power of Thinking Without Thinking	Malcom Gladwell	How experts absorb and react to information
(3)	Broken Windows - Broken Business	Michael Levine	Why toilet cleanliness is a indicator of management quality
(4)	Built To Last	Jim Collins	Managing for the long term
(5)	Chasing Daylight	Gene O'Kelly	Making the most of life
(6)	Execution	Larry Bossidy, Ram Charan, and Charles Burck	Walking the talk
(7)	Fooled by Randomness - The Hidden Role of Chance in Life and in the Markets	Nassim Nicholas Taleb	What is luck, what is skill?
(8)	Freakamomics	Stephen J. Dubner	Real life economics
(9)	Leading Change	John P. Kotter	Leadership
(10)	Leaving Microsoft to Change the World	John Wood	Follow your passion rather than wallet
(11)	Matsushita Leadership - Lessons from the 20th Century's Most Remarkable Entrepreneur	John P. Kotter	250 year planning
(12)	Outliers - The Story of Success	Malcom Gladwell	Changes they why you think about drivers of success
(13)	Presentation Secrets of Steve Jobs	Carmen Callo	Consumer-IN effective communications
(14)	The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization	John C. Maxwell	
(15)	The Black Swan: The Impact of the Highly Improbable	Nassim Nicholas Taleb	Shock proof your business and personal profile
(16)	The Dance of Change - The Challengers of Sustaining Momentum in Learning Organizations	Peter M. Senge, Art Kleiner, Charlotte Roberts, George Roth	
(17)	The Innovator's Dilemma	Clayton M Christensen	Why market leadership in a legacy business and be a disadvantage for innovation.

(18)	The Last Lecture	Randy Pausch	Making the most of life
(19)	The Leadership Pipeline: How to Build the Leadership Powered Company	Ram Charan, Stephen Drotter, and James Noel	
(20)	The Long Tail	Chris Anderson	How internet can service a wider range of demand
(21)	The One Minute Manager	Kenneth H. Blanchard and Spencer Johnson	
(22)	The Power of Feedback: 35 Principles for Turning Feedback from Others into Personal and Professional Change	Joseph R. Folkman and John H. Zenger	Work on your strengths rather than your weakness
(23)	The Return of Depression Economics and the Crisis of 2008	Paul Krugman	
(24)	The Starbucks Experience: 5 Principles for Turning Ordinary into Extraordinary	Joseph A. Michelli	Service with a passion
(25)	The Ten Faces of Innovation - Strategies for Heightening Creativity	Tom Kelly with Johnathan Littman	Why some companies consistently innovate
(26)	The Tipping Point - How Little Things Can Make a Big Difference	Malcom Gladwell	Better understanding for what drives trends
(27)	The Toyota Way	Jeffrey K. Liker	Efficiency built over time
(28)	The World Is Flat 3.0: A Brief History of the Twenty-first Century	Thomas L. Friedman	Macro View of how the world is changing
(29)	Three Cups of Tea - One Man's Mission to Promote Peace ... One School at a Time.	David Mortenson and David Oliver Relin	You don't have to be rich to improve the world

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### The 3 Management Trainees:



**Thomas Chow** has graduated from the University of Hong Kong with a B.SocSc in Politics and Public Administration, and Social Work and Social Administration. As a student, Thomas had participated actively in various student activities. He did an research project in Grameen Bank, Bangladesh in Summer 2008, an internship of promotion in the Sun Hung Kai Properties Ltd between 2008- 2009, and a political assistant intern in Mr. Alan Leong, Legislative Councilor's Office between 2007- 2008.



**Tommy Kwan** is inherited from BBA Marketing of City University of Hong Kong, who proactively applied his learning to practical cases. With passion driven, Tommy achieved outstanding results in various marketing competitions like HKIM Youth Marketing Communication Award; remarkably showing professional practices in Marketing Consultancy Projects with Swire Coca-Cola HK Ltd. and Wyeth HK Ltd.; broadening working exposure in Philips HK as a summer internship in 2008.



**Zoe Wong** has graduated from the University of Hong Kong with a French major and a European Studies minor from the Faculty of Arts (BA(Hon)). She embraced various overseas working experiences and learning opportunities, notably the CTI Japan Investment Engagement Tour in December 2009; studying one month in Dijon, France upon the scholarship from the General Consulate of France in August 2005. Besides, she gained working exposure in mass media communication from Radio 2, Radio and Television Hong Kong as Summer Internship for 2 months in 2008.

*“Reading without reflecting is like*

*eating without digesting” - Edmund Burke*

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## Words from our “CXO of the Future”...

**Do not read too much** - as suggested by Albert Einstein, “any man who reads too much and uses his own brain too little falls into lazy habits of thinking”. Reading should be always accompanied by thinking. Through reading one book in every two weeks, those ideas always flash through my mind- that STICKY statements are always MADE to be simple; that we should always keep an eye on the appearance of “BLACKSWANS”; and that DAYLIGHT is not there for granted but should be treasured and CHASED in our every minute and second.

**Thomas Chow, MT Vintage ‘09**

**What I learn from books shake and correspondingly shape** my mode of thinking and together with behavior. Cited from Malcolm Gladwell’s “Outliers”, knowledge and business philosophy accumulated can lead to small incremental differences that set apart the STARS from the normal people. The road to CXO would be tortuous but I understood “Success is a function of Persistence”. If I don’t read, how can I steepen my learning curve by learning from great leaders, companies and business cases? In addition, what I know from books can magically open a topic in a business talk. In short, we never know when it applies, but one day afterwards, it would be bright if our created dots can be joining together.

**Tommy Kwan, MT Vintage ‘09**

**It does not matter if I did not read these 36 books in 1.5 years’ time** – if I work as a normal staff in a company, perform daily routine work with the same workflow and follow the instructions from Managers. BUT I would not know how to react when coming across an exclusive business model or a market that never been touched by anyone called *Blue Ocean Strategy*; I would not get the art of co-ordination of people if I did not read *One Minute Manager*; I would not understand how today’s actions affect a company’s operation and financial position in 10 years if I miss out Jack Welch’s *Winning*. In short, today we never know what we come across, but to read these books is to equip myself to deal with scenarios that require mature mindsets and theories.

**Zoe Wong, MT Vintage ‘09**

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## MT 2009 Book Report - Summary

### Thomas Chow

- 1 [Good to Great](#) (July 09)
- 2 [Winning](#) (July 09)
- 3 [Made to Stick](#) (Aug 09)
- 4 [Execution](#) (Aug 09)
- 5 [The Long Tail](#) (Sept 09)
- 6 [Blue Ocean Strategy](#) (Sept 09)
- 7 [The Black Swan](#) (Oct 09)
- 8 [The World is Flat](#) (Oct 09)
- 9 [Blink](#) (Nov 09)
- 10 [The One Minute Manager](#) (Nov 09)
- 11 [Predictably Irrational](#) (Dec 09)
- 12 [The Dance of Change - The Challengers of Sustaining Momentum in Learning Organizations](#) (Dec 09)
- 13 [The 7 Habits of Highly Effective People](#) (Jan 10)
- 14 [How to Talk to Anyone, Anytime, Anywhere](#) (Jan 10)
- 15 [BRAG!: The Art of Tooting Your Own Horn without Blowing It](#) (Feb 10)
- 16 [Who Moved My Cheese?](#) (Feb 10)
- 17 [The Search: How Google and Its Rivals Rewrote the Rules of Business and Transformed our Culture](#) (Mar 10)
- 18 [Chasing Daylight](#) (Mar 10)

### Tommy Kwan

- 1 [Leading Change](#) (Jul 09)
- 2 [Made to Stick](#) (Aug 09)
- 3 [Winning](#) (Aug 09)
- 4 [From Good to Great](#) (Sept 09)
- 5 [Our Iceberg is Melting](#) (Sept 09)
- 6 [The 7 Habits of Highly Effective People](#) (Oct 09)
- 7 [Outliers: The Story of Success](#) (Oct 09)
- 8 [Execution: The Discipline of Getting Things Done](#) (Oct 09)
- 9 [The One Minute Manager](#) (Nov 09)
- 10 [Blue Ocean Strategy](#) (Nov 09)



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11	<a href="#">The Present</a>	(Jan 10)
12	<a href="#">The Long Tail</a>	(Mar 10)
13	<a href="#">The One Minute Sales Person</a>	(Apr 10)
14	<a href="#">Peaks and Valleys</a>	(Apr 10)

### **Zoe Wong**

1	<a href="#">Leading Change</a>	(Jul 09)
2	<a href="#">Winning</a>	(Aug 09)
3	<a href="#">Who Moved My Cheese</a>	(Aug 09)
4	<a href="#">Made to Stick</a>	(Sept 09)
5	<a href="#">From Good to Great</a>	(Oct 09)
6	<a href="#">Execution</a>	(Dec 09)
7	<a href="#">Blue Ocean Strategy</a>	(Dec 09)
8	<a href="#">BLINK: The Power of Thinking Without Thinking</a>	(Dec 09)
9	<a href="#">BRAG!: The Art of Tooting Your Own Horn without Blowing It</a>	(Jan 10)
10	<a href="#">The Articulate Executive</a>	(Jan 10)
11	<a href="#">The Tipping Point</a>	(Jan 10)
12	<a href="#">5 Essential People Skills</a>	(Feb 10)
13	<a href="#">Awaken the Giant Within</a>	(Feb 10)
14	<a href="#">The Effective Executive</a>	(Apr 10)
15	<a href="#">The Black Swan</a>	(Apr 10)
16	<a href="#">The Starbucks Experience</a>	(Apr 10)
17	<a href="#">The One Minute Manager</a>	(Apr 10)

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: Good To Great Author: Jim Collins

Submission Date: Jul 2009

### Content:

'Good is the enemy of Great.' This is the notion with which this book starts. 11 companies identified do not settle for being only good but pursue greatness. By comparing the 11 Good-to-Great companies with other 17 companies in the same industry, the book has suggested three stages and six key concepts which contribute to the leap of companies from good to great. In short, the conclusion of the book is that, Good-to-Great companies get disciplined people who engaged in disciplined thought and who then take disciplined action. By having Level 5 leaders and the right people, a company which confront brutal facts and meanwhile remain an absolute faith, can evolve in an organic and cumulative process towards greatness in its core business. In the following, some concepts from the book would be employed to make some opinions on our company's business.

In my last week's reflection, I have expressed my idea that other than sales and network development, online applications should be another strategic direction of our company's development. Based on it, I have suggested a website which offers advertisement-supported streaming video of popular TV shows and movies, like 'Hulu' in the USA. Nonetheless, considering this thought with the concepts proposed by 'Good to Great', an entirely opposite conclusion can be drawn.

In the book, the research team has built the Hedgehog Concept. According to the concept, the Good-to-Great companies are more like hedgehogs which always win in foxes' various attacks as they know one big thing (whenever dangerous, to become a sphere of sharp spikes) and stick to it. The essential strategic difference between the Good-to-Great and comparison companies is that the Good-to-Great companies would found their strategies on deep understanding along three key dimensions. They are namely 1. 'what you are deeply passionate about', 2. 'what drives your economic engine', and 3. 'what you can be the best in the world at'. Along these three dimensions, the intersection is conceived as an understanding of what one can be the best at, i.e. the Hedgehog Concept. On this basis, I would say that in our company's case, what we come to understand we could become the best at is our high-speed and stable broadband network connection with symmetrical bandwidth. The key question about any opportunities is whether the opportunities fit

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directly with one's Hedgehog Concept. Concerning a Hulu-like commercial video website, I am not able to tell if our company's talents are passionate about it or not. However, I am able to answer that it is not going to be our economic engine (only auxiliary to subscriber increase), nor what we can be the best at (to be compared with 'Now' and 'TVB PAY VISION'). For this reason, our company would better stick to providing the best broadband network connection, and benefit from supporting other 'hedgehogs' which are best at offering online streaming videos. By the way, the assumption that a website which offers popular videos could be auxiliary to the increase of our broadband internet subscribers is still in doubt. It is because such websites do not raise customers' need for a symmetrical bandwidth (since mainly downloading), which is one of our distinctive selling points.

Besides the above, traces of other concepts in the book can be found in our company, like 'confront the brutal facts' vs our intranet forum, 'flywheel pusing' vs our perseverant and consistent effort in network building. All in all, this book enables me to understand our company more from the angle of management.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: Winning Author: Jack Welch with Suzy Welch

Submission Date: Aug 2009

### Content:

Read through the book, it is found surprisingly ordinary. Not many new ideas are given from the CEO of CEOs, Jack Welch. Yet, the book still manages to deliver a fair amount of wisdom as captured below.

First, Jack has emphasized the importance of candor in a company. With candor, ideas can become rich as it involves more people in discussion. Candor is also a way to generate ideas quickly. This reduces costs of generating ideas as meaningless meetings and fancy PowerPoint slides can be eliminated. To achieve candor, Jack has only recommended leaders to role-model it.

Second, Jack has set out 8 rules for a good leader. One of them is to push borders on skepticism, making sure their questions are answered with action. Otherwise, problems may happen and leaders would seem to provide only hindsight. Another interesting rule is that leaders would celebrate as some moments of achievement ought to be recognized anyways. Again in this part, Jack has skipped some concrete measures for leaders to realize the eight rules.

Third, Jack has listed out his criteria for hiring staff as well as leaders. The first three screens are to test candidates' integrity, intelligence and maturity. After that, the 4-E, 1-P framework would be in use. The 4-E are positive energy, ability to energize others, edge and execute respectively and the 1-P is passion. As regards hiring leaders, four characteristics would be assessed and they are authenticity, ability to see around corners, penchant to surround themselves with smarter people and resilience to get going again after fall.

My last learning point is that a company can be viewed as consisting of three groups. They are the top 20, middle 70 and bottom 10 percent. Jack has pointed out that well-managed companies would make sure managers spend at least 50 percent of their people time on their biggest constituency, i.e. the middle 70, evaluating and coaching them. It is because some individuals in this group are almost stars but when they are not managed attentively, they would leave in frustration and it would be a real loss.

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All in all, this book focuses on strengthening ordinary concepts instead of giving new ideas. Warren Buffett's blurb is exaggerated. Other management books will still be needed certainly.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: Made to Stick Author: Chip Heath & Dan Heath

Submission Date: Aug 2009

### Content:

#### **Curse of Knowledge**

Have you ever heard the saying that, the more knowledgeable a teacher, the less able the teacher to teach? This notion is theorized in the book as the Curse of Knowledge. We would be 'cursed' by knowledge in the way that after we know something, it is hard to imagine what it was like not to know it. Since a knowledgeable teacher cannot readily re-create the state of mind of a new learner, it becomes difficult for him to share knowledge with others. To overcome the curse, the book provides us with six principles, which would make our ideas sticky to one's mind.

#### **'Gap Theory' of Curiosity**

It is not a new idea to equip our speech with some surprises, but do you know such surprises should be 'postdictable'? To make our ideas sticky, we should break our audience's 'guessing machine' and then fix it. We break their machine by giving unpredictable surprises, and fix it when they make sense of our twist with clues exposed all along.

Actually, this can be explained by the 'Gap Theory' of Curiosity. Its important implication is that, we need to open knowledge gaps before we close them in every speech. We obtain audience's interest in our speech simply because gaps would cause pain.

#### **Internal and External Credibility**

Credibility does not come from convincing statistics only, but from both external and internal sources. External sources include authority as well as antiauthority, while internal sources rely on details, human statistics and one significant past achievement of the idea.

For example, in order to express our advantage of high bandwidth connection on online game experience in a credible way, we can construct our idea like this. First, to draw on external credibility, we can invite university professors from faculty of electronic communication engineering (authority) or an online-gamer who has changed his network from low to high bandwidth (antiauthority) to share their knowledge and experience respectively. Second, to draw on internal credibility, we can mention

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our use of optical fiber to build our network (details), the doubled speed of 'spell casting' against enemies (human statistics), and our provision of servers to 'ChineseGamer', one of the largest online game providers in China, for hosting games for millions of players (past achievement).

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: Execution Author: Larry Bossidy & Ram Charan

Submission Date: Sep 2009

### Content:

#### **Execution is not Tactics, but a Discipline**

In the most fundamental sense, execution is a 'systematic way of exposing reality and acting on it.' It is a process of rigorous questioning, tenacious following-through, and ensuring accountability. By rigorous questioning, a leader sets a candid environment which retains only best strategies and brings everyone involved. By following-through, a leader energizes and coaches everyone. And by ensuring accountability, a leader makes the link between people, strategy and operation, the three core processes of execution.

#### **Social Operating Mechanisms- Framework for Cultural Change**

Social Operating Mechanisms are anywhere that dialogue takes place. They are also anywhere an organization's beliefs and behaviours are practiced consistently and relentlessly, across the whole organization without barriers among units or functions. In other words, a leader drives its culture by cascading beliefs and behaviours from top to bottom through this mechanism. In the case of General Motors, the beliefs driven by former CEO Jack Welch, was being honest and reality-based.

#### **Execution is beyond Numbers**

The book has included a situation that, among three managers, Sue was the only one who failed to reach her target last year. Apparently, Sue would not get a bonus. But when the situation is examined closely, it is found that one of the other two managers could actually beat the projections by 20 percent in a stronger-than-expected market while another actually borrowed from the future to make his numbers today. The situation tells that in a good evaluation, a leader would look closely at how people under review meet their commitments, beyond just numbers. The poor decision made by the latter manager in the situation also discloses two common flaws in the budgeting process which highly focuses on numbers. They are the lack of robust dialogue on the plan's assumptions and specific action programs.



## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: The Long Tail Author: Chris Anderson

Submission Date: Sep 2009

### Content:

#### **Abstract**

Against the traditional wisdom of the 80/20 rule, the author suggested that so many niche products (other 80%) collectively can comprise a market rivaling the hits (the 20%). The demand for these niche products is called as the 'Long Tail' as exhibited in a graph of sales vs products. With the help of three forces, namely democratization of production, democratization of distribution, and connection between supply and demand, the Long Tail has emerged as a focus in our economics.

#### **Business Review with the Long Tail Concept**

Applying the concept to our business, both 'head' and 'tail' can be identified. As the bb25 broadband service with a gift of \$300 cash coupon or a D-Link router has long been a hit, it can be identified as the head. Other less popular plans such as those with gifts of online games' credits or netbooks can be regarded as the tail. The lately launched online registration system plays the role of aggregator, collecting and providing information of our plans to all interested browsers. Probably, they would choose a plan according to their preferred monthly fee, bandwidth as well as gifts. Such a system helps forming the Long Tail of our business.

#### **Insight for Promotion of bbTV Youtube Channel**

What included in the Tail is not necessarily to be noise. It gives such an impression only due to the higher probability of obtaining something unsuitable from a larger base of information. In fact, the best stuff is in the Tail for many people, provided that they have a good filter to find out what they want. Regarding our Youtube Channel of bbTV news, there is no need to go for popular videos but keep our focus on the blue ocean of 'innotech' industry. This is our Long Tail as long as interested internet browsers could find out these videos by a search engine. Improvement in videos titles, tags and comments are therefore advantageous to the formation of this Tail.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: Blue Ocean Strategy Author: W. Chan Kim, Renee Mauborgne

Submission Date: Oct 2009

### Content:

#### **Abstract**

'Winning by not competing' is the main idea suggested by the book. Ever since the Industrial Revolution, enterprises and companies compete by raising efficiency while cutting prices. Within their highly competitive, day-after-day shrinking 'Red Ocean', all enterprises and companies actually suffer from revenue drops. According to research of 30 enterprises' 150 strategic changes in 100 years, authors of the book have discovered that the real lasting winning does not come from competing, but from creating 'Blue Ocean'.

Creating Blue Ocean means making use of 'Value Innovation' to generate greater values. It agrees with that customers' demands are not to be found but to be created. This strategy enables enterprises and companies to form 'Alternatives' towards customers and get ahead of other competitors.

#### **Competition is anyway needed**

'Winning by not competing' is only partly true, in the aspect of long-term strategic planning. As suggested by the book, many large markets nowadays have been once neglected in the past. Being Blue Ocean in the past, but they are Red and Red Ocean currently. Once a Blue Ocean is created, others competitors will follow and soon turn the Ocean red. To stand out above the rest and earn the most for the journey to another Blue Ocean, we cannot get rid of any competition.

#### **Blue Ocean and our BHAG**

I bet no one would deny that we are competing in a very Red Ocean. If so, why we still bother to compete in it and set our BHAG? In my opinion, Our Blue Ocean is to be the next generation network incumbent. As suggested in the last paragraph, in order to earn enough for the journey to a new Blue Ocean, competition is anyway needed. I believe we are on the right track that we extend our network all around with the support of services' revenues. After our arrival, our next Blue Ocean will be one with great possibilities.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: The Black Swan Author: Nassim Nicholas Taleb

Submission Date: Oct 2009

### Content:

#### **Abstract**

Since the first black swan was found in Australia, the 'theory' that all swans on earth were white had been knocked down. The author makes use of this example to inform us the limit of our observation and experience, and the fact that 'we just can't predict'. He recognizes three attributes of such an event. First, they are outliers lying outside the realm of regular expectations. Second, they have extreme impacts. Third, human nature would try to make concoct explanation for their occurrence afterwards.

#### **Be an Anti-turkey**

A turkey is fed for 1,000 days, and being lulled more and more into the feeling that the human feeders are acting in its best interest. Except that on the 1,001st day, the butcher shows up and there is a great surprise. On the contrary, the anti-turkeys would get themselves ready for any surprising incidents. Unlike turkeys always looking for grounds to prove their actions, anti-turkeys propose audacious plans and keep finding defects to disprove them. Coming back to our company, are we proving our technology of broadband service too much and neglecting the possibilities of any surprising incidents? Shall we go aside from it and do something as the anti-turkeys?

#### **Fated Ingratitude**

The author makes an assumption that if there was a legislator with courage, influence, intellect, vision and perseverance who managed to enact an universal law to impose continuously locked bulletproof doors in every cockpit, the disaster of 9/11 could be avoided. Even if the legislator succeeded, it is a pity that she succeeded imperceptibly- how can one prove her law worthwhile without the occurrence of 9/11? This same principle applies to a company. Without prompt effects, many preventive measures would be considered as trivial, and encounter huge obstacles before their implementation. In order to carry them out for the general benefit of a company, all talents should think 'out of the box' and long-term, with the perseverant drive by our leaders.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: The World is Flat Author: Thomas L. Friedman

Submission Date: Nov 2009

### Content:

#### **Abstract**

In this book, Friedman has suggested three stages of globalization. Globalization 1.0 was about how much power a country had and how creatively she could deploy it. Globalization 2.0 was about how multinational companies could fit into the global economy. Globalization 3.0 is about how empowered individuals from everywhere will drive the world. To explain the globalization, Friedman has given ten world flatteners, which include the collapse of Berlin Wall, Netscape, uploading, workflow software, outsourcing, etc..

#### **Flattening, but not Flat yet**

Friedman's thought originated from his visit to call centres in India. This would easily lead us to think whether the way between HK & GZ is flat as well or not. If some of the ten world flatteners of Friedman are taken into consideration, it seems persuasive to give a positive answer. Instead of Netscape, we use Internet Explorer; emails or MS Outlook are widely used as our workflow software; What's more, for uploading, we have Oracle or ICES in future. All of these are solid flatteners that no one could deny.

Yet, I agree more to the notion that the way between HK & GZ are being flattened rather than it is already flat. Moreover, the flattening process has just started.

To me, flattening is something more than a physical change of better information management, but also a social and psychological change. Before claiming that the way between HK & GZ is flat, two aspects have to be modified. First, the position gap between GZ and HK talents should be withdrawn. It should be made possible that capable GZ talents could have the chance to manage HK talents. The second aspect is about the inevitable geographical limitation, which makes our GZ talents unable to use the services they sell every day, and to have more feeling about the places they are serving than only names they have memorized. Just try to imagine if you are managed by officers from a

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remote country, serving customers of that country towards which you have no feeling, and selling services which you have never used. You would probably tell no one that you feel the world is flat.

### Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: Blink Author: Malcolm Gladwell

Submission Date: Nov 2009

Content:

#### Abstract

If you have only 2 seconds to choose 1 internet service provider out of 4, which factor is the most important in your mind? Described as 'thin-slicing' or 'adaptive unconscious' professionally, the author of the book has revealed our ability to gauge what is really important from a very narrow slice of evidence. He considers both the ability's strengths (expert judgment) and its pitfalls (stereotypes).

#### Accurate decision in a blink

Using many examples of regular people's experiences with 'thin-slicing', the author has tried to show that spontaneous decisions are often as good as, or even better than carefully planned and considered ones.

At most time before making a decision, a large proportion of time would be spent on gathering all related information and data, trying to make the best decision out of them. However, if the one or two determining factors can be distinguished beforehand, the time for making a decision can be reduced.

Take selling our broadband services as an example. If the preference of our customers is known, such as price, speed, or others, the presentation and plans given to them can be more tailor-made at only a blink's time. This can reduce the chance of losing a potential customer during the time of irrelevant presentation.

Another example is making a decision whether having our network access into a building or not. Obviously, the expected penetration rate and the cost per home-pass are two determining factors to

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be considered. Meanwhile, above these two factors, the marketing effect of a building access should be considered as the thinner slice of evidence for making the decision.

With many examples of making accurate decisions in a blink, this book can increase one's confidence to rely on the 'thin-slicing' ability.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: The One Minute Manager Author: Kenneth Blanchard & Spencer Johnson

Submission Date: Nov 2009

### Content:

### 3 Learning Points

#### Number one motivator

In the book, the authors have suggested one analogy. When a bowler goes to roll the ball, she notices that there is a sheet across the pins. So when she rolls the ball, and it slips under the sheet, she hears a crack but doesn't know how many pins she has knocked down. Although she may feel good enough with the sound, she will soon get bored with the game. It is all because the number one motivator of people is feedback on results. Feedback keeps us going. Concerning management, feedback on results should be provided regularly and clearly to every talent in order to keep them well performing. Compared to frontline talents, backend talents have relatively less immediate and substantial feedback on results. This explains the importance for them to set concrete KPIs.

#### One minute praisings

Using the same analogy above, if there is a supervisor behind the sheet across the pins, he may tell the bowler that she has missed eight. This is what most managers usually do instead of telling the bowler that she has knocked down two pins! This example helps explaining the importance of praisings. The book suggests that the key to training someone to do a new task, in the beginning, is to catch them doing something right by praisings until they can eventually learn to do it exactly right. This is true for training animals, children, as well as adult talents.

#### Tough on poor performance, not person

To make fair and persuasive reprimands, a manager should better focus on one's performance, instead of the person herself. This is easier for the person not to become defensive to the reprimands, and not to rationalize away her mistake by fixing blame on other persons.



## Learning Reflection

From (Talent's name):	<u>Thomas Chow</u>	Dept:	<u>MT</u>
Book Title:	<u>Predictably Irrational</u>	Author:	<u>Dan Ariely</u>
Submission Date:	<u>Dec 2009</u>		

### 3 Learning Points

#### Judging by Comparison

The author indicates that, with comparison, a consumer would make her choices more readily. By the same logic, a consumer's choice can be manipulated if a comparison, or a 'decoy', is given as one of her choices. Looking back on our business, while our salespersons are showing our marketing plans to customers, this technique can be applied to help upselling. One concrete example is using the plan of broadband plus home telephone services with IDD minutes to 'upsell' the plan of broadband plus home telephone services with 6 value-added services. Although both are costing a customer \$139 a month, the latter appears more attractive to the customer under the comparison.

#### Effect of an Anchor Price

According to the results of several experiments, the author suggests that a high 'anchor price' would raise consumers' tendency to consume at higher prices. This gives one of the reasons for us to issue our premium bb1000 broadband services. Moreover, this concept also gives us ideas about what we should do as a follow-up after the MGM campaign. After the MGM, we may begin to shift our selling focus to bb200 and set a higher price for it. According to the concept above, this high 'anchor price' would help raising the price of bb100 and our ARPU could be raised to the previous level then.

#### Market Norms VS Social Norms

With experiments, the author illustrates that the two norms are actually difficult to coexist. Once monetary rewards are given, market norms would dominate and voluntary effort would become rare. Members of an organization would become independent and selfish. This notion urges us to keep up talent engagement, which would maintain and emphasize social norms among our talents. To our customers, social norms should be well-preserved also as only one unfavourable monetary issue is enough to ruin our relationship which has been built with long-term effort.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: The Dance of Change Author: Peter Senge

Submission Date: Dec 2009

### Content:

Certainly, this is a really great book. After identifying the ten challenges faced while carrying out changes, the book gives plenty of substantial measures to specific challenges with some real-life examples. There is no doubt many people would regard this book as a precious reference of management.

### 3 Learning Points

#### **Community Builders**

According to the book, changes are not brought by one leader but a number of them who are able to create and maintain tension. Among which, community builders belong to one big group. These people are regarded as the seed carriers of the new culture, helping create the capacity for sustaining change. They move freely to find those who are predisposed to change and aid in the diffusion of new learning. Actually, we MT are taking such a role in our company. While we are writing reflections after attachment to each department or CEO, and reflections after reading each book of management, we are sustaining changes either by maintaining the practice of reflection, or diffusing the results of our learning. We should keep improving the way we are acting this role.

#### **Capabilities for Eliminating Busywork**

As indicated by the book, having not enough time is usually the first challenge faced while carrying out changes. Therefore, managers should be equipped with the capabilities to eliminate busywork, which has no obvious return of results. To make this happen, General Electric's RAMMP model can be utilized and the characters respectively mean reducing time and effort in 'reports', 'approvals', 'meetings', 'measures', and 'policies and procedures'. Actually such thinking is quite in line with our WIT program. As a continuation, this practice can be done in each department's own departmental meetings.

#### **Appreciative Inquiry**

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Suspicion and mistrust usually come when another party has done something unaccountable. Through appreciative inquiry, others' impressions and intentions are understood with empathy. Therefore, each of our departments should have this capability, especially while working with one another.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: The 7 Habits of Highly Effective People Author: Steven R. Covey

Submission Date: Jan 2010

Content:

### **3 Learning Points**

#### Treat Staff as Customers

The book has influenced my previous thinking about management, that realism is the number one emphasis. As suggested by the book, most employers would depreciate their staff due to their easy replacement; meanwhile, they would value their customers highly. However, this is actually putting the business into a bad way. Without staff's satisfaction and loyalty, their performance would be ceilinged or even worsen. Therefore, in order to have a good relation with customers, another one with staff should be built in advance.

#### Circle of Influence

A concept of circle of concern and circle of influence is suggested by the book. For circle of concern, it includes things which can affect us while circle of influence includes things which we can affect. As suggested, by perseverance, keeping focused on the circle of influence would lead us to a brighter future. No matter how poor the current situation is, instead of blaming on the circle of concern, focusing on the circle of influence and influencing different targets would enlarge our chances to success.

#### Principle Centred Leadership

According to the book, all people are centred on nine different matters, including family, spouse, money, etc.. Among them, centring on principles is suggested to be the most comprehensive and long-headed approach. It is because as compared to the others, principles can remain unshakable as

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time goes by, and they can lead us to make decisions based on a wider consideration. Drafting individual mission statements is a recommended method to help keeping ourselves principle-centred.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: How to Talk to Anyone, Anytime, Anywhere Author: Larry King

Submission Date: Jan 2010

### Content:

#### **Some Good Exit Lines**

In order to leave a good impression to someone you have met in a cocktail party, besides having good contents in the chat, how you get out of the conversation is another key for it. Instead of ending with 'dead air' and embarrassment, the book has suggested some 'exit lines' which are practical and sound natural. Besides the most common one telling someone 'excuse me, I would like to visit the restroom', you can also excuse yourself by expressing your intention to get some food or saying hello to the host or other figures. Actually, as long as you sound as though you do enjoy the conversation, a pause with 'it was really nice to meet you' afterwards can be graceful and natural enough.

#### **Explore beyond Profession**

It is quite an inertia for us to talk about his/ her profession when we meet a professional, like the education system with a teacher, or the stock market with an investor. However, so as to have a more interesting conversation to both you and the other, talking about his/ her 'extracurricular' interest would be a better choice of topic. Actually, it is a common mistake to stereotype professionals who know nothing else but only their professions. If you can find out his/ her 'extracurricular' interest and talk about it, you will be happy to see that he/ she will talk with you about it more freely. This would certainly help you leaving a better impression in his/ her mind.

#### **Avoid Using Inflated Words**

If you are careful enough, you may notice that there is a trend that people tend to use some 'inflated' words for daily communication. For example, instead of simply saying 'please tell me', people may say 'please advise me'; instead of simply saying 'use your own equipment', people may say 'utilize your own equipment'; instead of simply saying 'can you see any difference', people may say 'can you perceive any difference'. The book has pointed out that, in fact such words cannot do anything to improve your ability to communicate, but on the other hand making others more difficult to understand your original ideas. Fundamentally, simplicity is a key for good communication.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: BRAG! The Art of Tooting Your Own  
Horn Without Blowing It Author: Peggy Klaus

Submission Date: Feb 2010

### Content:

Learning to brag is not about becoming something you are not, but bragging is an art about becoming more of who you are and bringing forward your best parts with authenticity, pride, and enthusiasm. This will help you building a bridge to others and to better opportunities.

### **Brag Bag Ready**

The book has suggested 12 questions, namely the 'Take 12' questions, helping you to build your own 'brag bag'. A 'brag bag' is filled with brag bites and 'bragologues' which you can make use of anytime, anywhere. Among the questions, some examples include 'what obstacles have you overcome to get where you are today', 'how do you spend your time outside of work, including hobbies, interests', 'what new skills have you learned in the last year', or etc.. Certainly, as long as you can tell other more of who you are and bringing forward of your best parts, any other questions can be added. The key is you ought to have the brag bag always ready.

### **Brag Bomb**

Use your brag bag carefully or it may become a 'brag bomb' instead. There are examples quoted in the book that some brags would finally come back to haunt you if they are not carefully used. One of them is spamming business emails with one-size-fits-all self-promotion which would just make your targets feel they you're your business contacts only instead of personal friends, and bring about their repulsion against such self-congratulatory emails. Another example is misrepresenting accomplishments, or not giving credit to where credit is due. Nowadays, as easy as it is to send an email, it is just as easy for a recipient to forward your over-brags and which will come back to bite you one day.

### **Don't Let Only Your Numbers Speaking**

To expose yourself to more opportunities, you should place more importance on making personal connections with your boss or senior management, while revealing something more about yourself

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and your story, other than your sales numbers. Given the fact that your boss would take most of the credit of good sales when she faces your higher-ups, your side strengths may gain you a more comprehensive impression and otherwise more precious opportunities.



## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: Who Moved My Cheese Author: Spencer Johnson, M. D.

Submission Date: Feb 2010

### Content:

#### Help 'Soft-changing'

Although Haw and Hem should "smell" the changes happened to their cheese and get prepared for its disappearance, in reality, the ones who actually "moved the cheese" should also try to facilitate those influenced to experience "soft-changing", making it more acceptable. Practical examples include giving out rumours of lay-offs beforehand and making references for those leaving afterwards; arranging job rotation so as to equip staff with knowledge and experience of working in other fields, namely other potential routes to find other cheese stations if necessary.

#### Give No "Free Lunch"

Unless something is obtained by self-effort, one would seldom value it if it is entitled conversely, and would be less prepared for its disappearance in future. In the book, as Haw and Hem had been provided with cheese for a long period of time, they started taking its provision for granted and did not value it, that at least they had no idea about the dwindling of the cheese. Therefore, for management who wish for their staff's quick adaptation to change, they ought not to give any "free lunch" to their staff, but more opportunities for them to strive for themselves. For that reason, staff would value the things they have, and possess methods to find any replacement in future.

#### HKBN Ready to Change?

If we put the analogy into our business, the cheese would be our broadband market and I suppose it remains there mainly due to PCCW's mismanagement, or her "leak of cheese". Are we ready for the changes if one day PCCW would refresh itself and retain all their customers? Or are we ready for the changes if one day HGC would acquire a new method which would enable her to reach the cheese every day earlier than us and take all the cheese? In these years, it has taken a long time for us to

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adapt to our Pay TV business other than our core broadband one, does it suggest some improvement should be done in our company's adaptability to changes?

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: The Search- How Google and Its Rivals Rewrote the Rules of Business and Transformed Our Culture Author: John Battelle

Submission Date: Mar 2010

### Content:

#### Business Helps Business

While “Googling” for desired information becomes a inevitable habit for every netizen, the patterns of netizens’ searching behaviours are of great values for Google’s business expansion. Holding a search engine is like Google putting a finger on the pulse of our modern culture, that it understands the public’s interest and demand at the highest rate and in the greatest convenience. With the help of this valued information, Google can react to the market promptly and benefit prior to any other competitors. Talking back to us, we are holding similar valued information as well, like the viewership of our bbTV channels, the destinations of our customers’ internet surfing, etc.. Hopefully, there are still much to do utilizing this information.

#### Google VS Hedge Concept

In the book “Good to Great”, Jim Collins has raised the “Hedge Concept”, which tells us in order to always win, a “Good-to-Great” company should know one big thing (like whenever dangerous, to become a sphere of sharp spikes) and stick to it. Concerning this, Google has brought this concept to a fuller play. Besides sticking to its core business of providing internet search engine, it discovers, or creates related business opportunities like ad posting on the pages of search results as well as the interfaces of its acquired YouTube, participating in the development of Android system for mobile and the construction of international carrier network. Google has given us the lesson of continuous innovation as well as the courage to face new challenges.

#### Our Strategic Partner

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No one could predict how this creature of Google would become in future. Its involvement into the mobile phone market as well as that of international carriers gives some hints but is not restrictive to Google's continuous innovation. In whatever way it will develop, our network support is essential for its reach to netizens. As long as our network bandwidth is enough to support its "whatever-on-demand" in future, it will always be our strategic partner to advance our businesses.

## Learning Reflection

From (Talent's name): Thomas Chow Dept: MT

Book Title: Chasing Daylight: How My Forthcoming Death Transformed My Life Author: Gene O'Kelly

Submission Date: Mar 2010

### Content:

#### Death makes a better Life

"Every decision would be weighed with an eye toward making the best of each of his remaining days." No creatures on earth can escape from death. If one and her beloved are wise and optimistic enough, death can change the way they live, to a more fruitful side most probably. Actually, death is always there acting like a magical lens which gives you a clearer view about what should be treasured and what really matters. Once you have had your minds open towards death, you would find your life much more meaningful, at least there would be more smiles on your face.

#### Art of forgoing

Ending should be part of a complete cycle and is followed by another beginning. With this understanding, one should feel easy towards losing and forgoing, giving way to much more possibilities beyond. Normally, people would stick to status quo and resist changes, wrongly expecting something to last forever. Anyway, as an old Chinese proverb said, inconstancy remains forever. To keep something long-lasting, we comically need changes, even if the changes may alter the original from the ground up.

#### Being rich spiritually

We are all passers-by in this world. While we are passing, what are we searching for? Definitely, money should not be the answer. Being the well-paid CEO of KPMG, what Gene were running for during his last months of life was his peace of mind as well as other spiritual fulfilment, things that we could easily find if we could explore enough into ourselves and the people and books around us.

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Within this capitalist society, we should keep our mind fresh and not congested with materialistic goals.

## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: Leading Change Author: John P.Kotter

Submission Date: Jul 2009

### Content:

Nowadays, dynamic environment demands active change. Despite past success, companies must proactively confront change, change and change. The U.S. new president, Obama, also raised one's arms and shouted for "change" even U.S. is such a well-developed country in the world. As a company, it should always implement change no matter it is a giant or not. The book called "Leading Change" implies the meaning of leading the change in the market for better performance and improvement instead of only managing the change.

As for reflection, it should be noted that this meaning doesn't solely applied on companies, but also on a human being. Once I can go through the 8 stages well for the transformation, I can eventually change myself to strike for the success. To be a future business star, it is necessary to create the crisis for myself so as to establish a sense of urgency and ultimately to develop my personal growth and competitive edge. Interpersonal competition also works with the same formula. The one who change comfortably with the pace of the external environment can easily identify the internal problems (weaknesses) and external opportunities. Hence, he or she can improve accordingly in order to create a more successful story.

In company's perspective, creating a guiding coalition with enough power to lead the change is extremely critical. Strategic vision and relevant strategies can be brought and communicated by this group of people with high influencing power. To question, this guiding coalition should only involve the Chairman, CEO and senior management? The answer should be No. Because everyone who is visionary and adapted to change with corporate culture can implement the 8 stages for the transformation or change. For say, the mini-CEO in different hierarchy and departments will also be responsible for the leading the change rather than only focus on the management level. Remember 360 degree leader? The same concept applies meaning that people who are willing and persist to change with the vision are all leaders who lead the change in the company. Moreover, this action greatly depends on the level of delegation throughout the entire company. Title is nothing but the action relies on what you will think and perform. For consolidating the change efforts, the guiding

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coalition should communicate the change vision in multiple channels and even “Walk- the talk” with appreciated behavior. Last but not least, I think one of the most important steps is to generate short-term wins which keep on high morale to continue the change. Additionally, these wins can allow the change agents to visibly recognize their sacrifice and to continuously fight for the future vision. Simply speaking, short-term wins acknowledge the direction of change and the efforts sacrificed while lowering the doubt or hesitation for other passive followers and motivating more peers to act in the change stages.



## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: Made to stick Author: Chip and Dan Heath

Submission Date: Aug 2009

### Content:

#### **Put Yourself into Others' Shoes**

When you are communicating a message to audience, did you find it difficult to attract their attention, to send them the core message and to make it sticky? This is what I am also experiencing in various scenarios, whatever. Each of us should know the underlying magic in making the ideas and message sticky. After reading this impressive book of "Made to Stick", the key is concluded as one sentence: "Put Yourself into Others' Shoes". While communicating your idea, you should know well about your audience and utilize the 6 principles of SUCCESs in the perspective of the audience.

First of all, we should realize our audience hear and remember something simple. For say, "Simple" means core and compact. This made a good reflection on me as my idealism always force me to capture all ideas at once. The concept of "Forced Prioritization" reminds me the importance of using one core message in which people find it easy to understand and remember. It is not surprising that the more simple the idea, the more effective the message can communicate to others. No matter we are having a presentation or doing business, this formula undoubtedly works. For instance, HKBN decided to put all effort and investment in the Residential market first instead of the Commercial market. This "Focus strategy" not only fully utilized the limited resources, but also simply convincing all talents in the company to strive for this goal. All internal value internalization and external marketing communication such as the 18 Districts campaign advertisement are synchronized to convince the message to the public about the Fibre network we got and the residential market we targeted. All of these are simple but meanwhile strategic. Of course, it made to stick in all internal and external customers. As shared, the concept of "Simple" is simple but not superficial; meanwhile it is inspiring for me as it is smart not to include everything for making ideas sticky.

Again, understanding audience's mindsets are critical. That's why some ideas can be effectively communicated to audience with high stickiness. In a macro view, we should bear in mind the fatal effect of "Curse of Knowledge". Knowledge we have may be an obstacle for making ideas sticky. It is

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because we can't imagine what the ideas are like for the listeners to hear. Once we know something (knowledge/ new ideas) , we do not exactly know the lack in listeners' state of minds. So, the action of "Put Yourself into Others' Shoes" will let you know what are the audience needs and wants as well as the gap of curiosity and knowledge. This can surely help to construct a sticky presentation with the help of the six principles.

## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: Winning Author: Jack Welch

Submission Date: Aug 2009

### Content:

In the business world, there is a new question or problem every day. All of these can be simply concluded as this: **“What does it take to win?”** The book gives a very simple message to all readers. Every company has different **“strategies”** to achieve and pursue their goals. It seems that strategy is critical in making success. In spite of having some high-brain scientific methodology, strategy should be simple and straightforward. **“Ponder less and do more”** inspires that we sometimes think and plan a lot before implementation. Some factual information like theories and statistics are something we should consider in order to understand the real situation we faced at that moment. This acts as a foundation which can be integrated to provide insights for further strategy development.

First step for setting the strategy is to come up with a **big corporate aha** in order to gain sustainable competitive advantage. For developing a strategic direction, we should have a thorough **market analysis** which allows us to understand positioning of our company and competitors, the fierceness of competition, the market opportunities and threats in the past and in the current scenario. In my point of view, this step is really critical for setting company's direction and strategy as we can explore something **game-changing** during the process. Competitors will change according to the dynamic business environment. It is important to keep our eyes on competitors and find out our winning move. After we have a thorough market analysis, we can somehow understand what will be our corporate direction as well as our strategy.

**Running new venture** would be decisive in developing our competitive advantage. The new venture should be synchronized with the company aha and the strategy. To explore and even implement the new venture, company should **put best people** in this mission rather than the most available. To be watchful, this should be **laser-like focus** in which the team should find out something new, meaning the market opportunity. **De-commoditizing** can make our company distinctive in the market so that we can ultimately develop our own **unique selling point**. For say, HKBN developed our differentiated fibre network with the advanced technology and the best team in the previous Singapore NGN project. All of these actions are aimed at developing differentiation as well as our brand image in the market.

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We do something new and unique. And, this is so-called “Winning” in the playing field. Therefore, no matter you belong to which department, the strategy is something headed in the right corporate direction. With relentless learning, company can find out its new venture/ profitable opportunity and seek out best practices to achieve the big aha.

## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: Good To Great Author: Jim Collins

Submission Date: Sep 2009

### Content:

#### **Road to our BHAG – 2016**

The book illustrates the scientific research about the key success of the Good to Great companies. Six principles are mentioned to be critical in the transition era of a company. How HKBN can undergo the process from “good” to “great”?

#### **Hedgehog concept**

This concept talks about the deep understanding about three key dimensions. More important, we should focus on **“what” HKBN can be the best in the world at**. It should be noticed that the concept is not a goal/ strategy/ plan to be the best. It is all about “what” is our potential to be the best. For say, our self-built fiber-to-the-home network makes us highly differentiated to our competitors; even leading as a technology model in the NGN all over the world. To think deep into our company, are we really having an entire “best” throughout the company? As said in the book, the most effective investment strategy is highly undiversified. All core business should fit within its Hedgehog concept.

Applying on HKBN, is bbTV potentially best enough for HKBN to invest at this moment? The answer seems to be controversial. Thinking laterally, the meaning of “best” is not only defined as the best in the world but potentially to be the best. In my point of view, it should also about a company's positioning which ought to be unique in the marketplace. The unique positioning of bbTV explicitly illustrates its Blue Ocean at this moment. Positioning itself in HK InnoTech of News, it will be the best in the near future. That's why bbTV performs its unique function in the market, continuously running the flying wheel from good to great.

One more question to be reflected, is the wireless LTE development a great opportunity for us to be the best? As mentioned in the book, areas within the Hedgehog concept should be fully funded. As a technology leader, HKBN should strive to bid the LTE. Nevertheless, down on earth, we consider our budget and the so-called cost-and-benefit analysis. The current market trend somehow tells us the rising trend of “cocooning” in HK and people utilize multimedia with high bandwidth, mainly at home. The LTE seems not to be the best service in the perspective of HKBN. Not surprisingly, HKBN did

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greatly not only in technological aspect, but also customer-oriented. A great company is willing to give up the “once-in-a-lifetime” opportunity if it fails to fit within the Hedgehog concept. This gives the answer why we give up the expensive bidding of the LTE.

## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: Our Iceberg is Melting Author: John Kotter and Holger Rathgeber

Submission Date: Sep 2009

### Content:

#### **Iceberg is melting in reality**

The book is the first version of "Leading Change". As we know, every company should develop a sense of urgency and crisis no matter how successful the company is. We should not stay at the happy moment; instead, we ought to be watchful that our "Iceberg" is melting. Sustainable growth would be the final result that we aim at.

#### **Challenge - obstacles hindering the change**

It should be noticed that there are couples of reasons why a company does not dare to change even it is obviously beneficial enough. For say, the monopoly scenario seems to give a bright future and stable environment. PCCW is one of the examples showing their failure in the IDD market in the past. The monopoly advantage is somehow the threat of itself. Moreover, most companies enjoy their good status quo and some of them refuse to change owing to the costs and risks incurred. The emperor penguin colony mentioned in the book is fully describing this challenge.

#### **CEO – a stopper**

John Kotter always highlights the crucial role of "Leadership" in the changing evolution. The top management can be the ones who initiate, communicate, motivate and lead the action of change throughout the organization. Most of us think that CEO initiates the vision as well as the strategic direction of the company; the bottle neck would be the implementation part which involves the middle management and the frontline employees. Nevertheless, CEO would be a stopper hiding the needs of change instead of exploring and leading. This thought is based on what I experienced in the investor meeting with William, our CEO of HKBN. To achieve and change, a CEO should have passion and commitment to the goal of the company. CEOs, who age above 50, would be more likely to have retirement in the near future. As shared with William, they may not have the passion to pursue the coming goal. Meanwhile, they are not willing to change something which will indicate his or her faults in the past years. Some of the telecom operators in HK may be one of these real cases. Simply speaking, CEO may be a stopper for the change.

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**Being a curious and detective adventurer**

To tackle the problem mentioned above, “Corporate Culture” and “Delegation” would be the critical points in developing the “continuous-improving attitude”. Leadership matters for the change. Therefore, the role of driving change should not solely depend on the top management or MC members. In contrast, it is important to have a certain degree of delegation so that 360 leaders would take the responsibility to drive the change in every business unit. Everyone has a say. This corporate culture gives a great platform for all staff to initiate the change including the top or bottom layers of employees. Our company, HKBN, emphasizes much on our corporate value like “Strive for the best” and “Direct and Action oriented”. All of these encourage us to take the action of changing the company towards our BHAG in a fast-changing industry.



## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: 7 Habits of Highly Effective People Author: Stephen R. Covey

Submission Date: Oct 2009

### Content:

#### **Road to CXO...**

Starting my career in HKBN, it sounds really great and invaluable here. The past and on-going success, company culture and well-developed MT program act as evidence of proving that it will be an appropriate platform for me. But sometimes, in an outlier's perspective, we need to ask the following question: is it really what I want and where I can grow? The Habit 2 principle of the book mentioned something about "empty victory" which made me reflect again for my career. Working as a MT here is not merely an empty victory after my graduation. Meanwhile, it further wrote down as a map which provides the route to my destination (Road to CXO).

#### **True-north**

In my point of view, there would be no standardized route to the destination. Living with the same "blood" in the company, in a certain extent, each of us is indeed aligning our personal vision with the organizational one every day. Simply speaking, we have our own routes on the map so as to attain our destination. Every day, we are pursuing, doing and finishing many things; but, we should align with those valuable and aspiring to each of us instead of all of us. Each of us is unique; same for our routes. We need to continuously explore who we are and what we want to be in life. This "gap analysis" can clearly tell and guide us how to move forward to the final goals. For instance, to be a future CXO, I understand what I lack is the proactive involvement in operation level and the mental thinking in CXO-view after office hours. Moreover, I need to mark down all the points telling how a CXO thinks and acts in certain situation; more importantly, I should internalize those mental and behavioral gains as well as implementing them during daily practices. Absolutely, this iterative process must well equip me at this growing stage. By doing so, I am sure I am pointing to the north step-by-step. Critically, keep revising our own "gap" in success.

## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: Outliers : The Story of Success Author: Malcolm and Gladwell

Submission Date: Oct 2009

### Content:

Many people have been puzzling about the story of success. In this book, the writer tries to utilize various concrete examples and cases to explain how much of a group project success is. Outliers mean something or somebody lying out of the ordinary experience. The main message of the book is that when outliers become outliers it is not just because of their own efforts. It's because of the contributions of lots of different people and lots of different circumstances. External factors matter in tones of real successful people such as Bill Gates, Bill Joy and even a typical sports player.

### **Demographic luck**

As mentioned in the book, success is something that outside of an individual's control. The success of Bill Gates is partially contributed by the opportunity that he had in the past. Moreover, geniuses usually get more attention once they are recognized to be intelligent in their kid stage. Afterwards, knowledge would be accumulated due to this special chance and "initial difference". In addition, cultural trait would be also one of the determinants of being success. Up to this moment, we may ask is it too passive to be an outlier? Absolutely NO! The author mentioned many uncontrollable factors but he did describe a case of Rice Paddies, meaning success is not so much ability as attitude. The bright point comes out as we are going to know the importance of after-born development. The "10,000 hour" Rule is the evidence of it, proving the magic of 10,000 hours people have practiced in their particular expertise.

### **Success is a function of persistence**

Take geniuses with high IQ as an example, it should be noted that successful people needs only enough IQ. The inborn talent is actually having a threshold value which means people with IQ over this threshold value is no big difference when compared with geniuses like Einstein. The hidden rationale of success would be the after-born development which provides a platform for us to endeavor. To be a MT here, the operation knowledge is somehow like the IQ one in which I only need to know some of it rather than all. Other soft skills and managing skills would be the "main dish" of my attachment. One very inspiring concept is, I have to "learn how to learn" in such a short period of time

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in every department. Meanwhile, the time should be fully utilized in exploring how to be a CXO and what a CXO does in certain situation. It is vital starting to develop the business mindsets of a great leader. Reading books, gaining external exposure, involving in action-learning projects, attending internal meetings and anymore of it are all the opportunities provided for me to become an outlier. The critical point is whether I can persist to involve, think and contribute continuously like the lesson of Rice Paddies describing the willingness to wake up and work hard every day before dawn to make family rich. One last thing, this kind of persistence of success can ultimately develop on-going cultural trait and legacy for our company and our offspring.

## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: Execution Author: Larry Bossidy and Ram Charan

Submission Date: Oct 2009

### Content:

#### **Leadership in Execution – “Run the Talk”**

Some leaders in the world argue the point of standing on the mountaintop, thinking strategically and inspiring the staff with visions. Instead of performing the role of leadership and management, a great leader should be on the playing field and experience the operation of the middle and even low-level of the company.

Applying the same concept on HKBN, we are not satisfying in the practice of “management by walking around” but “Run the Talk” with all staff in different levels of the company. As we all know the telecom industry is extremely dynamic, our top-management executes programs and strategies promptly while gathering the feedback from colleagues out of the office. Simply speaking, we are not executing “Walk the Talk” anymore. This kind of execution requires the top management to actively involve in the playing field reviewing the operating plans of the company’s various units instead of sitting in his or her office. But it should be noted that leaders should gather information from frontline level, encourage back-and-forth dialogues and constructive debates, probe and question, listen and express CEO-level of views, and even develop personal connections with them. Eventually, you will find the underlying realities and brutal facts which will be beneficial to the company once you confront and solve the problems accordingly. This firsthand approach can help in identifying the room for improvement throughout the company as well as showing the care to the low-level staff.

#### **Social software of execution – corporate culture**

The fieldwork of the CEO in the operating level improves the “hardware” of the company, that is, the structure/ strategy/ operation of the company. By the effort of the above leadership in execution, we can also figure out how to change and reinforce the corporate culture. As described, social software includes the values, beliefs and norms of behaviors. At this point, we should notice that behaviors are beliefs turned into action and the personal behaviors are in turn contributing to the corporate behaviors and ultimately the corporate culture. Therefore, we should highly focus on the beliefs which are the source of our company culture.

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The newly developed “Internal Branding Department” is the social software driver of execution within our company, which would be undoubtedly a critical role in reinforcing our talents’ beliefs throughout the entire company. It creates the opportunity of exchange views, facilitates the spreading of corporate culture and integrates various departments into a unified whole so as to reinforce our culture. However, we may bypass the critical barrier of executing this social software, which is the question of asking the appropriateness of our corporate beliefs and culture. The concern is rooted in staffs’ minds as they may ignore or even blow it off when facing the uncertain merit and outcome in the time-consuming projects and our BHAG. One of the solutions to drive the social software, which has been mentioned in the book of “Leading Change”, is to create some short-term wins so as to boost the morale and to acknowledge our corporate beliefs and culture.

## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: The One Minute Manager Author: Kenneth Blanchard and Spencer Johnson

Submission Date: Nov 2009

### Content:

In business world, managers are always busy with their day-to-day tasks. It is not easy to spend much time on guiding their subordinate. However, one minute manager have set game rules with his people so as to inspire talent's ability and heart.

### **Tailor-made management styles**

The 3 Secrets of people management should not be generic, but customized. For say, the so-called motto of "everyone should be treated equally" will not function well for implementing the 3 secrets: one-minute goal-setting, praising and reprimands. In my point of view, each "talent" is unique and they perform collaboratively with each other. Within a team, we all react differently to goals, praising and reprimands. That's why a one-minute manager ought to tailor the management styles to individuals.

Therefore, time should be managed well for every talent in the team. We can, accordingly, observe different kinds of thought and behaviors of our talents. However, there is some difficulty to execute the "empathy" towards different individuals, developing the know-how to effectively set goals, praise and reprimand. Once you know well about people, you know how to apply the 3 secrets of personalized people management.

### **One-minute reprimand**

Originally, I was thinking the reason why the reprimand should be last within one-minute. Is it due to the time limitation or the insignificance of having reprimand? The answer is NO. It is surprising that we need to immediately tell people what they did wrong; followed by the bad feeling of the mistakes and creating a short uncomfortable silence. More important, we need to show our trust and honest on them with the expectation of better performance. This can give employees the time to reflect the committed mistakes and retrieve the courage to improve in the future. The concept seems easy but requires ongoing practice. And, as reminded, it should be personalized.

### Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: Blue Ocean Strategy Author: W. Chan Kim, Renee Mauborgne

Submission Date: Nov 2009

#### Content:

#### **Value innovation**

The essence of “Blue Ocean Strategy” is to differentiate from the intense competition with value innovation. In this sense, value innovation is more than an innovation. It is about a strategy that embraces the entire system of a company's activities, orienting the whole system towards achieving the leap for consumers and company itself. Hence, it is important to find a favorably action which affects its cost structure and value proposition towards consumers.

#### **Nintendo Wii – customer engagement**

Within the game industry, Nintendo outperforms other strong competitors like Sony and Microsoft in the marketplace by its new motion-control devices. It grabs customers emotionally by creating an intrinsic association between their lifestyle aspirations and the product. Nintendo created its blue ocean which is highly differentiated. After endeavors of Sony and Microsoft in motion-sensing controls, the advantage of Nintendo is they always try to do things that other competitors don't do. This is what HKBN should pursue and achieve so as to create a blue ocean. Not to be content with things as they are, Nintendo strived its best and launched its innovation, Wii Vitality Sensor which can sense the user's pulse and body signals. Information can be generated to users about their body's inner world. By this excellent engagement and experience in playing game, Nintendo Wii enjoys an ample result in the blue ocean.

How can HKBN create this blue ocean so as to establish strong emotional pull to our customers? Instead of focusing on our fire network, it is critical to engage our customers by giving them a Wow experience while using our service. Maybe we can create cost-effective online automation and kiosks for acquisition, retention and CS. During my last visit in Cisco, I remember that the innovation of technology by using WebPax and video conference can instantly gather and discuss information for solving end-users' problem. In later future, this kind of one-stop service must undoubtedly enhance

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interaction and engagement between customers and our company, as well as the customer satisfaction. Customers don't need to wait from day to day, from SDU to backend talents. All of the enquiries can be solved at one moment with the effort of collaboration of all relevant parties. Indeed, we are selling service but not product.



## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: The Present Author: Spenser Johnson

Submission Date: Jan 2010

### Content:

#### **My Present in HKBN**

In the state of CXO program, it is undoubtedly a tough and far-reaching journey. We are continuously encouraged to learn and contribute proactively; the entire process is indeed not just lasting for 18 months. To be a future great leader in a GREAT company, it is crucial to grab "The Present" tightly. In order to achieve bliss in life, it's important to pay attention to the past (learn from the mistakes), the present (live and enjoy in the moment) and the future (plan for it as best as possible). I believe a widely-knowledgeable and successful leader must continuously focus on these three aspects, from time to time.

#### **To be Happy and Successful, Be Present?!**

The book seems put a large proportion on "The Present" as it involves enjoying the moment, reviewing the past and plan for the future. Surely, what you do today contributes your tomorrow. However, in my point of view, the last mentioned word in the book is what readers should concentrate. This is the "ultimate goal" of each of us, which is similar to what we call the Hedgehog Concept mentioned in the book of "From Good to Great". All of our action plan in the present time should not distract from this concept or determined personal goal. That's why the whole CXO program requires MTs learn to be all-rounded by various exposures, trainings and action-learning projects. I should point out that the goal should be directing us in every decision making and action. Before any action, we should first think deep about our own goals so as to give a clear road for us to plan for the future and to act at the present moment. In short, the way to set the goal is another lesson to learn; but the book puts less focus in it.

One more thing, we should at least do something every day so as to make a small step for achieving our pre-set goals. This may require a comprehensive planning as every step contributes the future. This applies on many perspectives such as company business objectives, department KPIs and personal career goals. This entire process, involving the "past", "present" and "future", must be repeatedly practiced as they are all the constituent parts of a success and the definition of our "success" always changes.

### Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: The Long Tail Author: Chris Anderson

Submission Date: March 2010

#### Content:

##### **Long tail leads to Blue Ocean?!**

Throughout the years, the business model shifts from retailing to online “virtual” stores; the cost structure becomes lower and it undoubtedly creates more rooms for targeting niche market which generates more small revenues. Meanwhile, it reduces the **barrier of entry**. This indeed favors both the niche segments and new entrants in the market.

The lesson of Long Tail additionally explains that more niche segments can be easily targeted; nevertheless, no matter in which industry, competition tends to be fiercer. Remarkably, “**Positioning**” seems to be another critical factor because it’s too easy for all players to target the fragmented segments in the platform.

Again, thanks to the low cost structure, different players in the market are actually squeezing the profits from the same “Tail”; the difference is which parts of the “Tail” they are fighting for. In short, the long tail may not be a Blue Ocean when times flies.

##### **Key success factor – A “Platform”**

Benchmarking from successful players like iTunes and Salesforce.com, they utilize a cost effective approach (an integrated system) for small developers to contribute on their platform so as to meet all specialized needs of customers. By doing so, “Tail” can be well targeted; meanwhile, more resources can be put on the “Head” which is on the common needs of the major segment. In other words, tails can reinforce the head; and, in company perspective, we can see the trend is to “**Defend the Head**” and “**Invade the Tails**”.

Applying the same Long Tail concept in INC, instead of only selling pure FTTO up to 1G, 200M, 100M, 50M and 25M, we can aggressively build up a “**one-stop solution platform**” for meeting all segments with specialized needs, by partnering with more powerful **System Integrator (SI)** such as e-Cop and BroadSoft. PCCW has its subsidiary acting as a SI, with high range of products. May be we should also head up on this total solution service in order to invade the tails in the market.

## Learning Reflection

From  
(Talent's name): Tommy Kwan Dept: MT

Book Title: The One Minute Sales Person Author: Spencer Johnson

Submission Date: April 2010

### Content:

It is a common saying that majority of Fortune 1000 CEOs come from sales and marketing field. Truth speaks for itself, but, I am sure there is no fixed formula of success. The book indeed gives me some insights to think of the raised question. In spite of management and analytical skills, CEOs should somehow behave like a **“One Minute Sales-Person”**.

### **Why “One Minute”?**

This concept is so simple that all of us are doing every day. “Do the First things First.” We should put 20% of our time to get 80% result or performance. Like every salesperson or CEO, they treat profitable customers or important tasks first instead of spending 80% of time doing something unnecessary. A great salesperson should simply talk and identify customers’ needs; and then tell them how the product can bring value to them. If not, just let them go and even refer others’ products to them. Another reason why great salesperson can achieve better performance is they are not “Salesman”, but “Sales-Person”.

### **Why “Sales-Person”?**

The book mentions one point that behind every sale is a Person. Person means involving the buyer and seller; the focus is on the buyer side and that’s why great successful salesperson always probes for customers’ needs and wants and works with a consultative approach. Remarkably, customers can feel the benefits which should be, in customers’ perspective, “Simple as ABC”. Success is actually doing the simple well. Back to the discussion, Fortune 1000 CEOs are good at exploring and sensing customers’ benefits wisely. In other words, they can feel what internal customers (staff) and external customers feel; moreover, they put their personal interests aside. They are the real “One Minute Sales-Person”.

## Learning Reflection

From (Talent's name): Tommy Kwan Dept: MT

Book Title: Peaks and Valleys Author: Spenser Johnson

Submission Date: April 2010

### Content:

#### **At Work & In Life**

Whatever at work or in life, we all have Peaks & Valleys surrounding us. The book clearly gives a simple message, that is peaks and valleys are connecting with each other; most importantly, is how you lengthen your good times and how you get out of the bad times wisely. It depends on how you manage it; it may not always work as a pattern of a pulse.

#### **Sensible Vision**

When we plan to go for a peak, we should set a sensible vision; the image of getting there pulls you through your valleys. More important, this guides you towards a right direction instead of only depending on your guts and feelings. The vision can act as short-term wins like new subscriber target in MGM campaign or even long-term wins like our 2016 BHAG. Simply like we can imagine how beautiful it is when we climb up to the next peak.

#### **Put your ego aside**

The book cites a sentence as "You can control your personal peaks and valleys by what you believe and what you do." This is because you can shift the valleys to the peak by seeing things differently in bad times. But, let's wonder what the standard is in judging my performance in bad times? What if I am masquerading as comfort in the valleys by just depending on what I believe and how I see things? So, it's the most common reason why we stay in a valley too long. Probably, it will set brakes on my growth. To tackle this, it would be better in determining the real situation if consulting great leaders at work or a senior in life.

#### **Avoid comparison?!**

The book cites a sentence as "Find and Use the Good that is hidden in the bad times. And, Avoid Comparison." From my point of view, it is too passive and nonsense for only improving yourself by your own learning points; better benchmarking to see what means "GREAT" in the reality. And, all of these should align with the ultimate sensible vision.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: Leading Change Author: John P. Kotter

Submission Date: Jul 2009

### Content:

Few years ago, I took a course which taught me always to ask “why” and “how” when coming across to any issues. This time, after reading Leading Change, I throw the same questions out.

Given that changes are inevitable in the globalizing and merging business world nowadays, it is undoubtedly that change is needed. So, the first question is why the author uses the verb “leading”, but not others like “managing” or “creating”? Leading is crucial in a corporate as a leader has vision, in other words, the one does not only “creates” change, but also creates a direction, just like an Airline Company, while they have got a brand new aeroplane model ready on the runway, but still they need someone to construct or to provide a destination for them to land – this is the difference between creation and leadership. Similarly, to “manage” a marvelous trip is different from giving an instruction (leading) of how to make up a wonderful journey for customers.

The second question that I come up to is how to lead change. In my opinion, there are 2 important elements; the first one is to give a sense of mission to staffs. In addition of the author's says that sense of urgency is required for a change, people will deal with sense of mission more comfortably that it embraces a dream or a need for them – such as hitting enemies down hardy or fulfillment. So if there is a mission for staffs, they know what he or she is working for. The other element is “never settle for less”. If people are comfortable with what they get and where they are, they cannot see any improvement and therefore, their enemies can surpass them easily.

Everyone fears of stepping out the comfort zone as uncertainty is everywhere that upsets a person. Yet, if one refuses changing, there will be no improvement. It is harmful for a company which needs to survive in this ever-changing business world. So last few words: be open-minded and dare to try!

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: Winning Author: Jack Welsh with Suzy Welsh

Submission Date: Jul 2009

### Content:

#### **Winning= A Cookery-Book?!**

A good cookery-book can enlighten a person to discover the joy of cooking; similarly, a good management book can make an ordinary person from forging into the lead of a crowd: Winning, certainly can be the one.

#### **From cake to sake**

An experience sharing about baking a cake: mix eggs, flour and sugar, beat it and bake it. It looks simple but why does everyone get a different result? Obviously, it depends on the techniques used during the process; likewise, it is the same in workplace.

There are 3 indispensable techniques: right proportion, right effort and right moment. Without one of these components, a great outcome (or a great man) could hardly be worked out. Firstly, work-life balance refers to time management on work and family. One needs to adjust the proportion of time so as to maintain an ambitious attitude towards life. Besides, everyone definitely wants to be "CXO" in the future instead of an "ox". So to work smart is one of the keys to victory. Also, a person has to identify when to 'fight like hell' and when to stop – things are not always achievable but there is a critical moment. Take text messages of mobile phone as an example, a decade ago, we've had this technology but it was not widely used. Yet, in these few years, people are using this as a major communication tool.

#### **Toppings – how we ingratiate customers**

To be a winner in business means to outdo competitors. So, we first have to know very well about what customers' desire and expectation. To provide an impressive service is just like an ecstatic cake toppings – a value-added service for clients. Also, to investigate rival's upsides and downsides is crucial and it should be carried out time to time. Internally, it is ideal to facilitate outspoken atmosphere in workplace in order to get more ideas for the betterment of the company.

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### **KISS=?**

Lastly, for every strategy we use or message we convey, we should **Keep It Simple and Straight-forward**, which is to keep everything clear.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: Who Moved My Cheese? Author: Dr. Spencer Johnson

Submission Date: Aug 2009

### Content:

The content of this book can be divided into 2 parts: the first part is about the 4 categories of people when coping with change, in terms of ability and psychological conditions. The second part is about how these kinds of people should deal with change.

Besides, this book emphasizes that change is a must, no matter in workplaces, careers and daily lives in order to get a higher standard of quality. Similarly, technological products are invented every day, in which every moment they are improving. As in the telecommunication industry, we must find the best way to cope with change – not only to adapt but to also reach the change as fast as possible.

There are 2 big obstacles that make people reluctant to change. It is uncertainty and failure. Frankly speaking, these are the consequences if one fails in a process of change. To help people to overcome these fear, 3 ways are suggested. The first one is to create even a bigger fear which motivates a person to change. The second one is to create a dream for them. The last and the most difficult one is the thought. If one has guts, thinks optimistically when facing failures and learn from that, he or she will succeed someday because they keep on improving after each Waterloo.

Who Moved My Cheese also mentions some people are good in defining directions while some are good at managing and working it out. This also highlights the importance of division of labour. An appropriate division maximizes the team efficiency and success rate. Thus, managers should arrange right people in right place, so as to yield the highest benefits for the person, the team and the company.

According to Darwin's theory of "The Survival of the Fittest", the species that accustom to a new environment survive at the end. The elimination of the weaker ones in the nature is also applicable in human kinds. To simplify, that is to adapt to changes in order to be the last one stands.



## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: Made to Stick Author: Dan Heath

Submission Date: Sep 2009

### Content:

The book is about principles to create ideas that stick to people's hearts, with good or bad examples demonstrating as evidence.

In here, "sticky" refers to changing people's thoughts or behaviour as well as understandable and memorable. It is suggested that there are six key points that come to a "sticky idea": "SUCCEs" which stand for Simple, Unexpected, Concrete, Credible, Emotional and Stories. There are many convincing examples, for instance, charities use stories to make people act or health organization uses simple and common metaphor to tell scientific statistics so as to change residents' eating habit.

Back to Hong Kong, we can also find tons of sticky ideas. Personally, I find the recently released Cadbury's Chocolate's TV commercial amazing. When the one-minute version was shown on TV near midnight, it did attract my eyeballs to stick with the screen for one minute because of its *unexpectedness* and *simplicity*. There are two children dressing in purple, sitting still and shaking their eyebrows unnaturally. The acts of the two children successfully create a gap of knowledge to audience, making us guess what they are doing and more importantly, what this TV commercial is for. Its simplicity works with the impressing and simple music that we can still hear many people using this as mobile ringtone; also the appearance of the tablet of chocolate at the end.

Yet, those elements are so impressive that it weakens the message of the advertisement. Furthermore, this commercial can be considered as successful if the aim is to make the brand's name stick to audience's mind. Nevertheless, it fails in attracting people to buy and fails in changing people's habit to purchase Cadbury's regularly. It's because in the commercial, we just cannot get the message!

Recently, bbTV has put some contents on the Youtube Channel (HKBN News). To yield maximum number of views, the ultimate goal is to make checking the page as a habit for the internet users. In my opinion, we can follow the six principles. Simple and concrete refer to a clear emphasis of the

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channel. We should choose only one specific and special category content as main selling point and build up a sharp brand image. Unexpectedness can be explained by the uniqueness and something new to audience, which makes the “wow” effect to them. Credible simply means professionalism of our team and to convince the public how professional we are. Last but not least, we can click audience’s emotion by stories, especially those stories relative to local community.

All in all, this book is a good guideline for preparing presentations, advertisements and promotional campaigns.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: Good to Great Author: Jim Collins

Submission Date: Oct 2009

### Content:

#### **1. Hedgehog concept – explanation to our BHAG**

The concept of our BHAG comes from this book. There are some parts overlapping among three circles and the mutual part at the centre is the place of BHAG. There are three elements consolidating a BHAG. The foremost thing is to find out what a company really passionate about – it should be a general direction rather than concrete goals as a company should have many departments with different functions. What comes next is to discover what a company can be the best at in the world. This has to be unique and make employees feel proud of. The last thing is to decide an index (or an indication) for decision making factor.

#### **2. Importance to get to know company's financial condition**

In this book, a company's performance is reviewed by share price, yes, neither company's assets nor equity. Share price can reflect the market's confidence on our company. Investors also take this into account if they will invest on us. Then it influences our company's actions, take network building as an example, if we do not have enough capitals from investors, we could not build up such a large-scale fibre network.

Furthermore, knowing competitors' financial performances are also important as through financial reporting, we can deduce their direction and what next steps they would be likely to take.

#### **3. Level 5 CEOs need to be humble: I do not totally agree with it.**

In this book, it mentions about how humbleness is important as a Level 5 CEO. In fact, it should depend on the situations which determine our attitude. Take our fibre network as an example, when someone praises on it, we should not be too humble because IT IS REALLY TERRIFIC that it is a world-class network. On the other point of view, we can be humble on it because we still have rooms to improve, such as penetration rate. Thus, we should be smart on deciding when to be a humble person and when to have pride.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: Execution: The Discipline of Getting Things Done Author: Larry Bossidy and Ram Charan

Submission Date: Dec 2009

### Content:

#### 1. Execution: Strategy in action of people management

I got this message from 2 ways: one is from this book and one is from William Yeung, our CEO. This book gives me the keys to how a CEO must have when running a company.

If one wants a strategy working, it is important to know oneself and competitors' strength and weaknesses. Thus, frontline promoters, telesales and Marketing colleagues need to know competitors' offerings and strategic campaigns before setting goals for themselves, teams and the company. Always keep an eye on the media and on the streets to know more about PCCW, I-Cable and HGC.

People management refers to getting right people in right place which the book has mentioned. Communication plays a large part in this case. This is also essential for managerial levels to have this skill to facilitate messages passing from bottom up and top down.

Operation requires people to work out the plan. Either the people are willing or not, rewarding system is necessary for them, in tangible and intangible system. In CTI, we have the year-end bonus system (in terms of money) which works with departmental ranking. Intangible rewards are memories or acts that show care from the company, such as free zone, vaccination, mooncake coupon and annually management trip.

#### 2. Reviews is as important as execution

Taking MGM campaign as an example, we have done massive preparation for ourselves and have been ready to give a hard punch to competitors. Yet, there are still uncontrollable factors that may hinder our way to the goal. Here we see the importance of reviewing. Use the 6Ws (Why,How,What,When,Where,Why) to be the framework for the review and execute it at right time.

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### **3. In the 3&7 highlights in the book, “knowing yourself” is insightful & useful**

Knowing about the strength and weaknesses of oneself is important no matter what your position is. For junior talents, if you are eager to stand out from the crowd, you have to know your strength, add value to the team or company and to show your boss that you worth for a promotion. For managerial level ones, getting teammates to remedy your weakness is essential for a team's better performance (this is also the art of people management). For senior management level, it is a must to get to know what you lack and get for the talents in the entire company.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: Blue Ocean Strategy Author: W. Chan Kim and Renee Mauborgne

Submission Date: December, 2009

### Content:

This book is controversial in which some would buy-in its theories; while some would challenge them. In this reflection, I would like to look into some arguing topics, to express my opinion and to cite some examples.

### **1. Blue Ocean Strategy(BOS) is assertive or passive?**

Some view BOS as a passive act as they quit the current market and go to another one; while some may say it is an act of what a pioneer will do. I definitely buy the latter one. I cannot see what keeps a company stay in a low profit margin market with vigorous competition. Every company is with limited resources. It is not reasonable to invest in majority to such a market – we are not pugilist, we do not need to fight till we die but we can withdraw

Let's take Amazon's Kindle as an example. The worldwide online purchasing webpage, which sells books on the Internet, starts to offer customers an "e-book" starting from this year. It is a big success that becomes a popular Christmas gift in the US. Recently it has been enjoying the new revenue channel in the Blue Ocean. Yet, competitors would not sit and did nothing – we can see Sony has released Sony Reader in August 2009. In this case, as the blue ocean is "turning red", I expect Amazon will develop another model of Kindle or another brand new product for creating a blue ocean.

### **2. Value innovation – I prefer foreseeing market values.**

In the book it mentions value innovation is one of the keys to successful BOS.

But it ignores a fact that it is not the company who only decides what should be popular. Consumers' needs and desires should also be considered. Take Amazon again as an example. Before the release of Kindle series, they must have done researches or surveys on customers' behavior. In this case, they foresee if their value innovation exists and estimate the market value.

### **3. BOS does not help a company to generate sustainable profits.**

In my opinion, this is the hottest and the most debatable topic. I agree with this statement, yet, is it necessary to consider "sustainable trend" for profits? I do not think so. It relates with the change of

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market's choice. Except commodities, people's demand on a certain product is very elastic. Thus, a product's profitability's lifespan should have a dead date.

But for sustainable profit-making, BOS can surely help in which a company plays as a monopoly in a particular market in which a high entering barrier disappoints potential competitors and the monopoly can enjoy the revenue exclusively.

Apple is a good example that it keeps on going into a blue ocean where competitors are not fast enough to follow and cannot enter the market easily.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: Blink: The Power of Thinking Without Thinking Author: Malcolm Gladwell

Submission Date: Dec 2009

### Content:

#### **1. Comprehensiveness of Information is not proportional with accuracy**

In the book, it gives examples of giving different amount of information to a person and then carries out 3 tests. The result is quite amazing that the 3 tests show similar accuracy of about 30%. In this case, it gives an important hint that some information or data are excess for deduction. If we spend a lot of time on reviewing excess and minor data, we waste our time for immediate action, in which our competitors may act before we can respond.

Thus, it is not the fact of information gathering, but thin-slicing, or the term we can hear in our company, gut feeling.

#### **2. Before thin-slicing, common sense is the prerequisite**

Many examples of thin-slicing are shown in the book, but what the similarity do they share? It is the COMMON SENSE that leads to thin slicing. For example, if we do not know the building density in Hong Kong, it is not possible for us to work out the technology of fiber network building. Moreover, it is just a COMMON SENSE that we know residential areas in Hong Kong are normally packed with thousands of households, we do not have to carry out a research or find an accurate figure to support our justification.

So, where does our common sense come from? Are we born with or without common sense? Certainly we can acquire it.

#### **3. The most important and the root factor of successful fist or thin slicing – learn whatever comes to you**

Most of us may neglect some information or refuse to learn new things as those are regarded as irrelevant to their works or lives.



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However, we have a common saying in Chinese that “書到用時方恨少”(One regrets lacking erudition when needed). Let's say, a person working in technological-related department may think he or she does not need to care about customer services quality, as the working natures are totally different.

But if one day, the person needs to construct something for improving customer services, he or she needs to know what is lack of and how to eliminate it.

In all, the formula of success “blink” is to learn as much as possible, to augment common sense and to skim information.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: BRAG! The Art of Tooting Your Own  
Horn Without Blowing It Author: Peggy Klaus

Submission Date: Jan 2010

### Content:

I feel so pissed off that I did not come across this book earlier! It is a very good one and I would highly recommend it not only to CTI talents, but friends around me.

After reading it, I've got plenty of inspirational messages from it (personally like the real examples very much); yet, I am not going to talk about it as I guess many of us can get similar messages. In this reflection, I will make it more like a personal sharing rather than praising or questioning this book. Let me pick the 3 most impressive insights I got.

### 1) **Humility – sometimes it is not a merit.**

I discover that sometimes I am too humble in a sense that if I am not the best, I will not show others I acquire certain skills. But this is far too wrong. Firstly, if my teammates do not know my ability, we probably cannot work out the synergy to maximize the effect of teamwork. Moreover, my boss will not know how good I am and how much I can offer. Opportunities may flee away in this case. So, self-promoting is not the opposite of humility but letting others know your value.

### 2) **Brag - the art of networking**

Recently I chatted with a Department Head about what is important to get from departmental attachments in one-year's time. What I answered is networking. The reason why I said that is because the most important part in the company is people. Technology, operational flows, company structures and even company strategies would change – but what determines these are by people. Thus, knowing the accountability of colleagues is crucial in workplace and this is the reason why we go here and there to meet almost all colleagues.

In my opinion, the importance of networking is to brag in a more personal way but not a diplomatic or one-for-all style, for example, bear in mind about the interests or hobbies of a person and then talk according to that.

### 3) **Develop sense of humour from daily lives to workplace**

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In recent reading from *Made to Stick*, it talks about stickiness and how we can make it. In CTI, some techniques used are acronyms or metaphors. In this book, it mentions about humour, in which only few can make good use of it. We have to acquire it as it can help others remember you and can ease the tense sentiment in formal meetings. The best way to sharpen this skill is to try it in daily lives – in casual chatting with family and friends first

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: The Articulate Executive Author: Granville N. Toogood

Submission Date: Jan 2010

### Content:

The content is about communication – negotiation and persuasion. Within the book is also abundant with principles like CVA (Communication Value-Added), Hi-Cs, P.O.W.E.R. formula, Rocket Structure...etc. It helps us consolidate how a quick and effective communication can be done in every circumstance, such as internal or external talks, meetings or negotiations.

### 3 highlights:

#### 1) **Fuzzballs and Hardballs – no vacuous content please!**

I like this theory particularly the hardball that gives punches to audience. We have learnt thousands of grammar items from schools, which help us write piles of elegant essays. Yet, only few of them are useful for hard punches to audience.

Very often we see hardballs follow “**KISS**” approach – **Keep It Stupid, Simple**. Let me quote one example from HSBC – The World’s Local Bank. The slogan carries meaningful and easily understand message that HSBC is world class and it serves locally. It also uses a technique called **oxymoron** – a contrast of “world (large scale)” and “local (small scale)” which is quite eye catching.

Pay attention to more advertising slogans and you would find it easy to make sexy and impressive contents.

#### 2) **Power of Words – the 50% principle**

This principle shows that it is not the content which attracts audience; it is the power of wordings that let audience bear the things in mind. It is absolutely useful in workplace: promotions, public speaking and investor meetings. Instead of saying “we have reduced CAPEX by...”, better say “we have cut our CAPEX by...”. The word “cut” is definitely punchier than “reduce”. In this sense, simple and common wordings are stickier in people’s mind.

#### 3) **Practice! Practice! Practice!**

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After getting these useful tools, we should practice to internalize these skill sets. Departments should give more chances for talents to speak, for example, a team can have a weekly morning assembly or daily briefing on company information update or base on a theme. Every talent can talk in these situations and practice the techniques. Inter departmental presentations are also good, like WIT, to give a platform for talents to work out some issues together.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: The Tipping Point Author: Malcolm Gladwell

Submission Date: Jan 2010

### Content:

It is my second reading of Gladwell's book, after *The Blink*. Different from the last book I read, *The Tipping Point* embraces many examples showing how little things cause BIG changes.

### **1) How to let the wheel fly high – the idea, the context and the people**

To make a plan being well implemented, we have to get 3 things right. Make sure the idea is sticky, the environment and the timing is right and get the right people in right place.

### **2) The Right People – Connectors, Mavens and Salesmen**

I especially recommend this theory as it relates to people management. Before asking people to carry out their work, we have to define their strengths. Connectors are the points gathering people (the environment that we should take action. Mavens are people who take cares of our targets. Salesmen are those who tell interesting and marvelous stories to attract targets. Lacking one of the parties probably make our plans go Waterloo.

### **3) 20-80 Principle – magic of word-of-mouth**

Again the power of people. When passing a message, we have to find the 20% of people who are working for 80% of working, which can maximize the efficiency of our plans. Like the MGM Program we have been running for months, we have been encouraging the 20% of our existing customers to draw new customers to use our services.

I find it a quite useful and tactical approach in business world – what the targets' friends or relatives say is much more convincing than what a stranger tells them.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: The 5 Essential People Skills Author: Dale Carnegie Training

Submission Date: Feb 2010

### Content:

The book gives suggestions on effective and successful communication skills and focuses into 5 areas, namely rapport building, curiosity, communication, ambition and conflict resolution.

3 highlights from the book:

### 1. **Hard skills and Soft skills**

This book points out the importance of soft skills than hard skills in terms of time. Take using computer as an example. One year ago we were still using keyboard and mouse as tools to use Window Vista; but now, more and more people CHANGE to use touch screen to process Window 7.

We can see that we have to acquire new hard skills from time to time. But on the other hand, soft skills like communication skills stay true, consistent and important at all times. Whenever you are not alone, you have to communicate with people and this is why we have to find a way to express ourselves and to receive messages effectively.

### 2. **Assertiveness – be smart**

This word may appear in the book for over a hundred times – at least you can find over ten from the chapter titles. So what's so important about assertiveness is that it refers to a positive attitude without bringing harmful effects to others.

To explore more, let's discuss it with one of our core values - being direct and action oriented. This is undoubtedly our corporate culture, yet, it does not mean we should be totally direct. Sometimes we have to think and listen to others before taking action. In other words, we should be direct and action oriented also in considering others.

### 3. **Assertive Listening**

In the book, it refers to empathetic listening.

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However, we have to pay attention WHEN we should perform this in a team. Sometimes we have to make decision in very short time that we cannot cater all people's feelings. And all we should do is to comfort and to listen to them afterwards.

In my opinion, assertive listening should come after things related to business importance.



## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: Awaken The Giant Within Author: Anthony Robbins

Submission Date: Feb 2010

### Content:

This book suggests us ways to personal success from the scope of mentality. Instead of pointing out some crucial features, he illustrates all the aspects that we have to put efforts on. In all, it is a very useful, practical book for easy reading but it is somehow not too focused. Better personally cherry-pick some topics to drill in for individual needs.

3 highlights from the book:

#### **1. Management of Mind**

We all bustle and hustle in our work as time is money especially in business world. We may hardly find a pause to make ourselves clear, but we should do it everyday in order to make ourselves clear for tomorrow.

Just a very simple daily self-reflection can help a lot – one useful way is by asking ourselves questions, particularly those what/how/why questions. Mark on a board or a paper as a record to see our progress or improvement. It surely can help to reinforce our minds of what we want to achieve and what we want to be.

#### **2. Unleash our 100% Potential – is it possible?**

The book aims at helping people to discover and to unleash their potentials. I doubt how much I can put forward if I have done all the things he mentions in this book. 100%? 120% or how much?

In my opinion, we all have unlimited power (the name of another Anthony Robbins's publication). It is impossible to fully utilize our potential but what is the key is that how and where we use our potential. In this sense, manage well what we want to get is more important than asking ourselves to improve and to be great.

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Taking people from Wall Street as an example. They all work like hell for more money. But it is impossible to earn ALL the money which they desire for. Instead, they should discover how much they want to earn, for self-actualization or to achieve their dreams or other goals by money.

**3. The reason why this book succeeds and is sticky**

The reason is that this book does not only provide information for success, but it is also an energizing and encouraging book to read. It cheers people up that it caters also people's feelings on top of practical rules.

This is useful when getting prepared for briefings or presentations. Think what the concerns the targets may have and try to answer their questions with both useful and humanized solutions.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: The Effective Executive Author: Peter F. Drucker

Submission Date: Apr 2010

### Content:

#### **Prioritizing and multi-tasking, they are the same.**

The author praises prioritizing while telling us only few people can do well under the style of multi-tasking.

But they can be the same because the tasks can have different urgency and importance against time. This change can turn us from doing task A to doing task B. Continuous shifts of task handling result in multi-tasking from apparently prioritizing.

What we need is still flexibility – prioritizing or multi-tasking are just frameworks to us.

#### **Effective executive = simultaneous interpreter**

SI in this sense refers to speaking a language that staffs from various departments can understand.

This is not only related to Management or Executives only, everyone has to be SI. It is highly important as it is the tipping point the effective communication among departments. For example, an engineer must be able to tell a product salesman how a product's function is beneficial to the company or to the customers, but not how amazing a product function is.

A useful tool for translation of jargons is metaphor. Just try more and practice makes perfect.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: The Black Swan Author: Nassim Nicholas Taleb

Submission Date: Apr 2010

### Content:

#### **Are prediction or forecasting fake?**

The author criticizes them - excel spreadsheets, analysts or stockbrokers, which are regarded as amateurs but tend to be expertise.

If the answer is yes to the question, why are the mentioned professionals or tools are still valued by the business world?

We should not justify if they are absolutely right, but we should focus on their usefulness. I will not take a very serious critique on the reliability, but to take it as a helping tool before decision making.

#### **IQ question of 2,4,6,9,11**

I got this from one of my teachers, which taught me what means by think out of the box and which I associate some elements from this book.

After having the first glance of this question, most of us would think of some calculations reflexively, thanks to the mathematical education that we received for decades. Yet, little children who go to pre-school will not. So what will they associate with these numbers that they've just learnt? This is the key how they get the right answer while we adults cannot.

We can find the answer from a calendar – these numbers are the number of months that we 30 days. It means that we can get it right if we get rid of the numerical reasoning. This is the essence of “think out of the box”. This also relates to the “curse of knowledge” mentioned in Made to Stick. When we are too focusing on the numbers, our direction is narrowed down.

#### **Keeping “blah blah blah” with whoever**

It helps keep our minds open like a kid and allows flexibility in workplace.

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Never get blind by our own expertise and ignore others' words. A talk with a taxi driver worths a lot which we cannot measure or predict because they may get the information we cannot reach.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: The Starbucks Experience – 5 Principles for Turning Ordinary into Extraordinary Author: Joseph A. Michelli

Submission Date: Apr 2010

### Content:

We can find a lot of inspiration from the business model of Starbucks such as staff development, customer service, management, marketing...etc. To further tell how accurate the book says, let me incorporate my experiences at Starbucks and another coffee shop, Caffe Habitu, to test how effective Starbucks makes differences.

Here was my experience that I regularly go to the 2 coffee shops:

- 1) Greetings – a warm “welcome to Starbucks” runs into my ears vs a standardized “Hello, may I help you?”
- 2) At cashier – while waiting for credit card transaction, I chat with Starbucks staff vs dead air silence
- 3) Observation – Starbucks barista reminds me to use non-fat milk (as usual) vs the Habitu staff used whole fat milk

My experiences allow me to understand how the principles are carried out to frontline staffs.

### **A) Customer Engagement – Emotional tie-ins**

Emotional (Psychological) connections are made with customers to achieve the goal of customization service – asking names, providing personalized drinks or casual chatting.

Customer have loyalty to them as they can feel they are valued by the company and as they have a unique experience there.

### **B) Staff Development – simple actions are taught**

There are 2 aims to teach staffs simple actions: 1) to control the quality of service and 2) to build sharp and strong brand in customers' eyes.

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Staffs work out simple customer service techniques in which those are the tipping points for extraordinary service - chatting while waiting for credit card transactions, asking customers' preferred names instead of surnames or observing when customers come.

**C) Core Value implementation – direct relation of frontline staffs' performance with company's revenue**

Companies like Starbucks rely a lot on frontline staffs to raise sales revenue and to build strong and sharp brand in customers' hearts.

The emphasis of the value and the importance of frontline staffs are crucial. Starbucks Management use the direct relationship of frontline staffs' performance and company's revenue to explain how and why frontline staffs are valued.

## Learning Reflection

From (Talent's name): Zoe Wong Dept: MT

Book Title: One Minute Manager Author: Kenneth Blanchard, William Oncken Jr., Hal Burrows

Submission Date: April 2010

### Content:

Sometimes, we find that we have **piles of jobs (wanted) to be done but time is a scarcity to us**. Hence, we will face the **dilemma** which can be perfectly interpreted by a saying from Zhuang Zi(莊子) – **it is fatal to try to get all things with limited resources** (以有涯隨無涯，殆矣)。

The book suggests some hints for avoiding the problem we may encounter. Below are some points I find quite interesting that I would like to share here:

### 1) **Concentration of efforts: do not take too many monkeys on your back!**

Even an extremely capable person cannot perform well if the one has too many tasks on hand at a time. Thus, it is **the art of picking the most attractive monkey** to carry.

**This is the reason why HKBN focuses on FTNS business for years**, while most people have been asking why we do not extend our business to Mobile Industry. It relates to the theory of *Blue Ocean Strategy* when picking the most favorable business (monkey). In Hong Kong, the profitability of mobile industry is too low but the fiber network service was certainly a blue ocean. Therefore, we have been putting the biggest effort on building a comprehensive fiber network for ten years.

**Recently, CTI has submitted an application for a Free-to-Air TV license**. From one point of view, we aim at diversify our business; from another point of view, we are **making good use of our existing infrastructure** – the fiber network, which helps keeping our investing cost relatively low. In this sense, we are still working hard on developing our fiber network.

### 2) **The importance of teamwork – charisma of leadership**

I believe that every talent in CTI is competitive and smart enough to perform multi-tasking. However, **what above the excellence is the ability to align talents to the same direction**. It involves coaching that **one should spend time on observing the people's characters and abilities** so as to put them into right places. **Do not think it is a waste of time to observe**, but



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this intangible work done is more important than finishing the tasks on your own – it does not only help your teammates to acquire certain ability; but also builds teamwork in this case.