



AWARD CATEGORY: BEST LEADERSHIP DEVELOPMENT

Finalist evaluation will be based on the organisation's commitment to developing leaders, be it departmental or organisational, from within. Specific areas of evaluation and award judging criteria include:

- History of promoting leaders from within
- Leadership development programmes including coaching, training and executive development
- Succession planning and mentoring
- Future needs analysis
- Career planning initiatives
- Performance management
- Selection methods
- Leadership assessment, evaluation and feedback systems

FACT SHEET

Name of your organisation:

Is your company: ☐ Head Office ☐ Asia Pacific Office ☒ Local Office

Total no. of employees in Hong Kong: 1,593 as of 2009/ Jul 2010

Questions:

Company overview (150 words)

Established in 1992, City Telecom (H.K.) Limited provides integrated telecommunications services in Hong Kong via its own self-built fibre network. City Telecom's wholly-owned subsidiary, Hong Kong Broadband Network Limited (HKBN), is the fastest growing broadband service provider in Hong Kong. HKBN offers a diversified portfolio of innovative products that serve over 1,027,000 subscriptions for broadband, local telephony and IP-TV services. The Company has built a solid market position with top-of-the-line applications and practices enabling it substantial growth. The company takes great pride in developing its 3,000 Talent force into a competitive advantage.

For details of our Vision Statement, please refer to Enclosure (1) or
<http://www.ctigroup.com.hk/ctigroup/eng/careers/vision.htm>

1. Please detail future needs analysis systems and policies for identifying future organisational needs and skill requirements from leaders.

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Policy Deployment = Target + Mean

Our CEO, William Yeung, deployed his **4-Level Leader Progression** to all the Management Grade Talents on 22 Jun 2010 as follows:

Level 1 leader instructs subordinate to act because of the ranking.

Level 2 leader engages peer groups to act because of relationship.

Level 3 leader convinces supervisors (the senior ones including the boss) to act because of expertise.

Level 4 leader influences external parties including competitors to support or compromise because of charisma.

The Group conducts Annual Management Retreat, where all the Management Committee Members and the Management Grade Talents will review the Key Performance Indicators (KPIs) of the current year (both financial and non-financial), namely EBITDA, Cash Flow, DOP, APRU, Number of Subscribers, Churn Rate, Talent Satisfaction Ratio, Operation Efficiency, Project Management and etc. These KPIs are benchmarked and scanned internally and externally in order to locate the market positioning of the Group in the telecommunication industry in Hong Kong, Asia-Pacific and also the Global Market. These benchmarking data analysis and leading market indicators serve as the driving force for the Group to go through the Policy Deployment process which includes formulating strategic plan, establishing annual objectives, identifying future organizational needs, establishing task force for high impact action plans, and evaluating the skill requirements from leaders at Group and departmental levels. These deployment processes are vital to ensure the long-term competitiveness or even the survival of the organization.

The year 2010 signifies a harvesting year for the Group with promising financial results that best manifest the accurate and realistic long-term and short-term strategic business objectives set in 2006 and 2009 respectively. The Group is on track to reach our full year guidance of core EBITDA at HK\$477 million despite pushing for record broadband growth of 119,000 net additions to reach 510,000 subscriptions by 31 August 2010. At this level, we expect this will be more than the total subscription of the 3rd and 4th broadband operators in Hong Kong combined. In fact, we believe we might be the only operator in Hong Kong with net growth in broadband subscription over the past 12 months. Four years into our 10-year journey, we are well on track towards reaching our Big Hairly Audacious Goal (BHAG) of becoming the largest broadband provider in Hong Kong by 2016.

Mini-CEO Structure and Leadership Attributes

Organization charts and departmental functions are structured to nurture the leadership development and entrepreneurship via the Mini-CEO structure. The

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Group cascades the organizational challenges and strategies to 45 Mini-CEOs who formulate their departmental KPIs and action plans in order to achieve the BHAG. In April 2010, the Group focuses vigorously to identify the Leadership Attributes for the Management Grade Talents. To cope with the competitive telecommunication market and industry development, it is crucial for the CTI leaders to be equipped with the Leadership Attributes which focus on Strategic Thinking, Business Acumen, Risk-taking, Drive for Results, Role Model and People Development. Please refer to Appendix for the detailed descriptions of the Behavior Indicators.

Organisational Driving Forces & Skills Requirements Mapping – Leadership Attributes

<u>External Driving Forces</u>	<u>Leadership Attributes</u>	<u>Internal Driving Forces</u>
<ul style="list-style-type: none"> ◆ Competitive Service Plan offered by competitors ◆ Lehman Brothers Financial Crisis in late 2009 	Strategic Thinking	Strive for revitalization from a Big Company to a Great Corporation in terms of performance improvement, accomplishment of strategic objectives, innovation, organizational agility and corporate social responsibility
High Bandwidth Demand from Customer	Business Acumen	<ul style="list-style-type: none"> ◆ Nurture entrepreneurship and business focus ◆ Evolve from Customer Service to Customer Delight Experience ◆ Create customer value proposition and drive business results
<ul style="list-style-type: none"> ◆ Insufficient Network Coverage ◆ Denial on Building Access for Network Installation 	Strategic Thinking & Business Acumen	Adopt helicopter view and anticipate future trends
Application for Free TV License	Business Acumen & Risk-taking	<ul style="list-style-type: none"> ◆ Jump out of comfort zone: Lead from the front and forget past glory in broadband and telephone business successes ◆ Discover future skills and sharpen current skills
EBITDA, cash flow, DOP, APRU, number of subscribers, churn rate	Drive for Results	<ul style="list-style-type: none"> ◆ Cascade and Execute Strategic Objectives at the Group and Departmental Levels ◆ Set sketch goals to encourage higher performance



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Lead the development of the industry. CTI Group doesn't follow others. The Group sets the norm and prescribes the standard. CTI Group sets the industry practice.	Role Model	The top 100 CTI management grade leaders lead by example and they "Run the Talk" by leading the 300 mid-level talents and ultimately leading the remaining 2600 talents
War of Talent among the competitors	People Development	<ul style="list-style-type: none"> ◆ Need a group of talents with similar capability to build "Team Work" ◆ Search for CXO/ Successor in 15-20 years' time ◆ Nurture "Promotion from Within" concept

Long-term Strategy (15-20 years): Develop from Within - "Global Search of CXO" Management Trainee Program:

*"We are searching around the World, for Talents that we can groom to become my potential replacement in 15-20 years time", **William Yeung, CEO said**, "We aim at bringing in Talents from different cultural and academic backgrounds. Our belief is that this will bring fresh dimensions and creativity to our business. We are searching for World Class Talents who are passionate about making a positive impact for our home in Hong Kong" City Telecom Global Press Release, 17 March 2010.*

The Group has invested resources and planned the 15-20 year program for up-and-coming Talents to develop into our next generation of upgraded CXO such as CEO, COO, CFO, CTO etc. In short, we are looking for our own upgraded replacements in 15-20 years time. In Year 2009, we have hired 3 Management Trainees out of 400 applicants via a 3-month selection process including aptitude and written testing, group interviews, Outward-Bound Live-in and a final panel interview by our existing CXOs. In Year 2010, we have selected 1 Management Trainee out of 793 applications from 117 universities globally. This year, we aim to search 2-3 2011 Management Trainees and groom them to be the future leaders in 2026 and latest 2031.

Mid-term Strategy (5-10 years): Develop from Within & Promotion from Within - Leadership Development Programme:

Since the Group has invested over 10 years in Management Trainee Programme, some of the once fresh Management Trainees were now "mature" and promoted to Section Head or Department Head. Training and development plan will be implemented in a continuous and sustainable rhythm. Please refer to Question 2 for the detailed description of the Leadership Development Programme.



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2. Please detail leadership development programmes including coaching, training, mentoring and executive development, designed to meet future needs.

Learning Evolution: from Broad Horizon to Thematic Leadership Development Programme

In the past, Management Talents are groomed from broad and general horizon, namely, Master, MBA, EMBA and Education Partnership.

- Talent Infinity Program: to develop multi-skilled business entrepreneurs, we encourage talents to apply for co-investment in EMBA and other Executive Development Courses in world-class recognized universities in order to accelerate their career development.
- Education Partnership: a HK\$300,000 pool of funds available for our Talents to claim for tuition/ professional examination fees and membership fees of professional bodies.

To evolve, **Thematic Leadership Development Programme** is structured according to the organisaiton needs and skills requirements for the Management Grade Talents. It is formulated in a blended learning approach which includes classroom training, action-learning project, experiential training, coaching, and overseas exposures. Details are outlined as follows:

(a) Strategic Thinking & Business Acumen:

- **Executive Coaching by Management Committee Members:** Management Committee Members take the lead in providing opportunities for high potential talents to attend Management Committee Meeting, Board Meeting, Oversea Business Trip, Premium Lunch with CFO, Executive Lunch with Chairman and CEO. These are eye-opening chances where the talents could digest the strategic thinking of the Chairman, CEO and CFO and the underlying rationale for a specific business decision. Most importantly, the talents can navigate the Big Picture of the strategic move on the spot with the guided coach.
- **Investor Engagement Meeting:** CFO of the Group will drive the potential CTI leaders to experience and demonstrate their competence of business acumen and strategic thinking via Investor Engagement Meeting with the presence of the potential external investors, Chairman or CEO and the CFO. This is a live demonstration and real life case sharing of the aforesaid senior management in engaging high level executive conversation that influence the Group's long-term business objectives. In 2010, there were numerous Investor Engagement Meetings held in HK, Asia-Pacific and US.

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(b) Risk-Taking & People Development:

- **PowerBar Career Rotation Program:** In order to proactively develop all-rounded entrepreneurs instead of functional specialists, PowerBar Career Rotation Program aims at offering career rotation opportunities for our Management Talents so that they can have different exposure outside their existing areas of expertise. They could also experience coaching by different Mini-CEOs across the Group. PowerBar rotations range from 3 to 12 months. It is our hope to cultivate triple-win benefits:

- i. Talents: Keeping them challenged, motivated and excited;
- ii. Group: Succession planning and enhancing communications amongst departments;
- iii. Teammates of Home Department: Offering chance of stepping up to “Acting Head” going through a stress test without their leaders.

Since Mar 2009, there have 19 Management Grade Talents completed the program. Starting from Sep 2010, there will be 21 new bloods to join the program.

(c) Role Model

- **Professional Sharing Series:** The Group actively advocates the importance of learning and development initiatives via engaging the talents to share and learn in the Professional Sharing Series. The CFO and Head of Talent Engagement, Mr. NiQ Lai, takes the lead to conduct various speeches and be the honorable guest speaker in various local and international conferences. Having a live role model internally, Mr. Lai motivates the talents to learn by teaching the next generation on functional skills and knowledge while at the same time sharing their hard experience and the successful formula accumulated during their decade(s) long career life. Leaders train potential leaders. You can't be a leader if you don't groom your leaders yourself.
- **Book Reflection:** To keep abreast with the latest leadership showcases and management best practices, Management Grade Talents are required to read management books and share their insights during the Reading Day, which is held in Bi-monthly basis. We don't expect to learn a lot within the limited two hours on Reading Day, rather it is what you do before and afterwards that count. We hope the Management Grade Talent would learn from each other, which is something that we cannot do on our own. “How much we learn” is a function of “How much we are able to learn”. The Management Talents are expected to do their “personal” research and preparation. Then via group interaction, we hope that we can Leverage and Learn from each other.
- **CTI Learning Culture - Migrating from “Learning Point” to “Action**



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Point”: it is the CTI learning culture that all talents who attend external training and conference will share their learning points and transform into action points which is executable in corporate or departmental levels. Continuous learning is a must at all levels.

(d) Drive for Results

- **Executive Task Force:** Internal Branding Task Force was established in Jul 2010 aiming at drawing the internal intelligence from different departments to formulate action-learning project that support the Group to cultivate corporate wide campaign that drives the awareness and deepens the behavioural driver to live the core values of the Group.
- **Action Learning/ WIT Project:** The suggestions and comments made by the talents via the Annual Talent Engagement Survey are followed by respective Mini-CEOs. They will follow through the suggestions by providing written replies or incorporating the ideas into real showcase. It is transparent that all the talent suggestions and replies from the Mini-CEOs are emailed to all talents in HK and in Guangzhou.

(e) People Development - Oversea Learning & Development Opportunity

- **Oversea Conference:** Management Grade Talents could nominate themselves to attend local and overseas conferences with the aim of benchmarking local and global best practices.
- **QuestionPro Questionnaire:** When you comment, criticize, and evaluate, it is easy to use some standard scoring mechanisms, ranging from 1 to 6 or Totally Disagree to Totally Agree. To dig deeper and provide feedback in a constructive and reflective way, you will digest and associate your new learning with old knowledge in order to nurture new and fresh insights for new applications and innovatively integrate of what you have learnt. Otherwise, you will just sit and listen passively. In CTI, we encourage the talents to give immediate feedback after each management meeting, business results presentation, post-learning sharing and in-house training via an online platform, QuestionPro. We are not looking for Score, but the reflective learning process underneath.



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3. Please detail how you evaluate leadership development programme effectiveness including any leadership specific performance management policies.

Programme Effectiveness

To evaluate the program effectiveness, here are the figures:

Leadership Development Programme	KPIs	Results
Talent Infinity Program – EMBA/ MBA Sponsorship by the Group	No. of Management Talents	15
Education Partnership	Education funds	HK\$300,000
Executive Coaching	No. of Coaches from the Management Committee Members	7/8 = 87.5%
PowerBar Career Rotation Program	No. of Participants	19/92 = 21%
Professional Sharing Series	No. of Participants	HK: 490; GZ: 982 Total: 1072
Book Reflection Report	No. of Reports	79
CTI Learning Culture	Response Rate	100%
Executive Task Force	No. of Task Force	1
Action Learning/ WIT Project in 2010	No. of Projects (4 Finalists with significant improvement in quality and financial results)	4

HRM awards

HONG KONG
11 November 2010 JW Marriott Hong Kong

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Happy Talents, Happy Shareholders



The above trend shows that our Happy Talents bring Happy Shareholders. The blue line represents a rising trend of the City Telecom Stock Price (**1137.HK**) from Dec 2008 to Mar 2010. In Mar 2010, it is shown with a **record high stock price at nearly HK\$7**.

Performance Management Policies

(A) Performance Feedback during the Mid-year and Annual Appraisal

Performance feedback serves to harness the Management Talents' strengths and enhancement opportunities for improvement, resulting in accelerating the individual performance and contributions to the Group. The key elements of the CTI Performance Management Framework include 4 stages as follows:

Stage 1 - Performance Planning: The planning process facilitates the cascading of corporate and department objectives/ KPTs to ensure consensus understanding of each talent's accountability. Besides, it also provides an opportunity for the talents to discuss and understand the Group's and the supervisor's expectations of the performance requirement.

Stage 2 - Performance Review: The informal mid-year and formal year-end review enable a regular and structured discussion between the talents and their supervisors on performance.



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They would jointly review and assess the achievement of objectives/ KPIs, demonstration of competencies and leadership attributes as well as areas of development.

Stage 3 – Reward and Recognition: Our Performance Management Philosophy is Pay-for-Performance and Drive-for-Excellence. Talent reward is differentiated by performance achievement. This would incentivize excellence across CTI and reward significantly for those who do most to drive towards our objectives/ KPIs.

Stage 4 – Performance Enhancement: Constructive feedback and insightful coaching on talents' development planning and progress are highly encouraged between the talents and their supervisors on an ongoing basis. Talents are expected to take ownership of their development outcomes supported by the developmental activities offered in-house and opportunities provided in various institutions.

(B) Selection Criteria of Identifying Management Grade Talents

The Group Management takes transitions to Management Grade Talents very seriously as this is an entry into our Talent Pool. Regarding the promotion requirements, below please find the nomination process, evaluation considerations and post-promotion requirements

1. Promotion Nomination

1.1 The Process

1.1.1 Department Head's sponsorship with written justifications

1.1.2 Completion of "MY Brand Portfolio Form"

- ◆ Nominees' self-justifications on their career aspirations.

1.1.3 IELTS

- ◆ Achieve the minimum score at 6.5 in IELTS exam for demonstrating the English proficiency.

1.1.4 Quorum

- ◆ Quorum of at least 3 other Management Committee members, excluding the sponsoring MC member, with unanimous approval in the ***Promotion Assessment Board***.

1.2 Evaluation Dimensions

Managerial competence is not limited to technical, professional development, but also covers corporate leadership and management development.

1.2.1 Actual performance and KPIs achievement

- ◆ It concerns understanding the tools and processes for planning to meet



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specific goals and place efforts in the context of strategic initiatives. We expect our Management Grade Talents will be able to lead the corporation “Think” rather than just “Do”. This includes skills in succession planning, problem solving, project and budget management, information management, change management, organizational performance assessment and many other important dimensions.

1.2.2 Talents’ ability to represent one’s department and the corporation

1.2.3 Alignment with Corporate Vision

- ◆ It involves developing knowledge and understanding of the Group to ensure that unit activities are effective and aligned with the goals of the Group. This pillar includes competencies related to current policies and procedures; the core purpose and core value of the Group.

1.2.4 Leadership Attributes

- ◆ It involves demonstrating the behavior requirements of the Leadership Attributes. These attributes includes *Strategic Thinking, Business Acumen, Risk-taking, Drive for Results, Role Model and People Development*. These are the key attributes of our Management Grade to equip them to strive for the realization of the BHAG. Please refer to the Appendix.

2. Post Promotion Requirements - Continuous Improvement and On-going Learning

2.1 Book Reflection

Periodic reading is indispensable for on-going learning that both develop skills and enable talents to, more clearly, identify with the corporate aims. It is required to finish book reflection report and illustrate how to apply what they have learnt from the book in their work.

2.1.1 4 Management books in the next 12 months

- ◆ 1-page reflection report per book in each quarter

2.2 Action Plan for Career Development

- ◆ Action plan for self-improvement in a continuous basis



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4. How does your organisation identify potential high fliers and future leaders? Please include career development plans and how these enable your organisation to work with employees to create leaders.

To identify potential high fliers and future leaders, the Group applies the following “*Selection Criteria for Identifying Future Leaders*” :

1. **Current Performance** and **Future Potential**

- a) Work Performance (Job-specific Expertise)
- b) Appraisal Rating for the Last 3-5 Year
- c) People Management and Talent Development
- d) Strategy for Driving Department Performance
- e) Competency Proficiency - Competency Rating scored at “Above Average” (*We need a All-rounded Talent as our Future Leader!*)
- f) 360 Performance Rating

2. Proven Track Record in **Leadership**

- a) Showcase in Corporate Project/ Inter or Intra-department Project
- b) Corporate Steering Committee Member for Executive Task Force
- c) 5-10 year Strategic Plan for the Designated Department
- d) Act as Mentor for Cross-departmental Project (i.e. WIT)
- e) Proficiency in Leadership Attributes

3. Proven Track Record in **Continuous Development**

- a) Conference Presentation: Local/ Oversea Exposure
- b) PowerBar Career Rotation Program
- c) Business Case: Presentation in Management Meeting
- d) Learning Reflection: Book Read/ White Paper/ Research
- e) Academic: Degree/ Master/ MBA/ EMBA/ Professional Qualifications or Designations



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Career Development Plans

To monitor the career development progress of our talent, we created the **MY Brand Portfolio Form**, in which we expect our talents to manage their own career in a systematic way. How would we polish ourselves with credential and solid experience in our areas of interests? How do we create value inside the Corporation and prepare ourselves to climbing up to the next level of the career ladder? All start with branding ourselves and managing our career development portfolio. In CTI Group, we create the **MY Brand Portfolio** and set as a benchmark for other talents. All talents are required to manage their Brand Portfolio in order to plan their path according to their career development plan. We Build our **BRAIN**, Build our **BRAND**, and Build our **CAREER**! Please refer to the Enclosure (6).



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MY Brand Portfolio Form (MY = Managing Yourself)

(for Promotion applicant from pt 3a to 4a or from pt 4a to 5a & up)

To: TM _____ Co.: CTI HKB (Please circle one) Date: _____
(Submission Deadline: **Sep 5, 2010**)

Details of Nominee:

Full Name: _____ Current Position: _____
Dept.: _____ Current Point: _____

1. My career goals are.....

2. New things I have learned in the last 24 months include.....

Training/ Conference:

(i.e. I equipped my work-related knowledge in these ways.....)

Experience/ Exposure:

(i.e. The work-based project challenged me/ I "PowerBared" in.... and strengthened my skills in these ways.....)

Academic & Professional Qualifications:

(i.e. I am known for..... now, I have achieved the Designation of....)

Book Read:

(i.e. My reflections were.....)

3. My resume today is distinctively different from my resume for the last 24 months at this time in these ways..... (i.e. My achievements were.....)

4. This promotion will impact my career perspectives in these ways:

(Please add extra sheet if necessary.)

Form No: TM/F052/201007



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5. Please list and detail any other relevant Leadership Development initiatives, strategies or policies not already mentioned?

Leadership Development Philosophy – aligning the Core Values and the Talent Management Roles

Core Values / TM Roles	Continuously strive for the best as a way of life	We are People's Leader and Pioneer	Direct and Action oriented
Identify Talent	<ul style="list-style-type: none"> ● Promote Leadership Development Program to Management Grade Talents and measure the ROI ● Manage and define attractive and competitive remuneration package 	<ul style="list-style-type: none"> ● Identify talents who are embedded with the Leadership Attributes and 4E1P characteristic of a Pioneer Leader (Energy, Energetic, Edge Decision, Execute, Passion) ● Review core competency model, organizational needs and skills requirement on regular basis 	<ul style="list-style-type: none"> ● Measure and fill the Talent Gaps ● Create the visionary road map for career progression and give them direct "line of sight" to corporate goals
Develop Talent	<ul style="list-style-type: none"> ● Invent Best of the Best Learning & Development Interventions ● Appoint talent with BEST-FIT project where his/ her skills are being extensively utilized 	<ul style="list-style-type: none"> ● Coach them be the People's Leader and Pioneer (Current Performance and Future Potential) ● CEO Coaching 	<ul style="list-style-type: none"> ● Work closely with business units to design On-the-job Action-learning Projects ● Measure the "WOW" level of the project results (revenue, customer satisfaction, quality, productivity, cost, cycle time, and market capitalization)
Retain Talent	<ul style="list-style-type: none"> ● Nurture the STARS in the Talent Pool ● Develop the STARS to the Next Level via promotion & inter-department exploration (horizontal/ vertical transfer) 	<ul style="list-style-type: none"> ● Celebrate the success of the leaders ● Share the pioneer projects in cross-department functions for future benchmarking and trigger revolutionary breakthrough 	<ul style="list-style-type: none"> ● Reward & Recognition! ● Reward & Recognition! ● Reward & Recognition! ● Reward & Recognition! ● Reward & Recognition!



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Our CEO, William Yeung, demonstrated as role model in the Group by disseminating his leadership and management practices during monthly management meeting or via email correspondence. Below please find some examples.

Email 1

From: [William Yeung](#)

Sent: Tuesday, Jun 22, 2010 11:01AM

Level 1 leader instructs subordinate to act because of the ranking.

Level 2 leader engages peer groups to act because of relationship.

Level 3 leader convinces supervisors (the senior ones including the boss) to act because of expertise.

Level 4 leader influences external parties including competitors to support or compromise because of charisma.

Email 2

From: [William Yeung](#)

Sent: Sunday, Jun 25, 2010 11:51AM

各位同事：

好想同大家分享我教會一位傳道人的一個簡單比喻。

幾靚的茶葉也好，如果唔用滾水沖及浸，茶的香味便走不出來。

我們是茶葉，如果逃避磨練（滾水）或自己不「主動」去磨練，結果如何自己知。

共勉之。

楊主光
行政總裁

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Email 3

From: [William Yeung](#)

Sent: Friday, Oct 13, 2006 12:29PM

Dear All,

I find the 6 things about leadership from the book "The Servant LEADER by James Autry" useful as reminder for our daily operations.

1. Leadership is not about controlling people; it's about **caring for people and being a useful resource for people** (If we do coaching well and proactively, there is nothing called monitoring. If our team members do not come to us as a useful resource, something is wrong on us)
2. Leadership is not about being boss; it's about being **present** for people and building a community at work (We should be easily accessible by my team members. We should let them feel proud of being a member in this team, this community)
3. Leadership is not about holding on to territory; it's about **letting go of ego**, bring your spirit to work, being your best and most authentic self. (Put company interest before personal interest, be your true self— no need to change your character in order to please someone except getting rid of bad working habits)
4. Leadership is less concerned with pep talks and more concerned with creating a place in which people can do good work, **can find meaning in their work**, and **can bring their spirits to work**. (How good it is if we are not just coming to CTI/HKBN for money-making only? If we can have fun, balance of life, learning beyond job-related knowledge, make good/true friends.....it will be much better)
5. Leadership, like life, is largely a matter of **paying attention**. (In our operations, if we just pay more attention to details and ask why it is like that, then we may make change for better ways of work)
6. Leadership requires **love** (Most difficult to do, but at least we should not have hatred, right?)

Those in brackets are my own views/comments. We are not perfect. We will make mistakes, but it's good for us to use these as reminder. Everyday when we are about to leave our office, use these 6 points to see if we are close or distant to this, match or contradict to this. It may help.

**** [You may like to share with your leaders in your words.](#)**

Tks.
William Yeung