

卓越領航 共建企業健康

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躍動 LEAP



FOUR DIMENSIONS Consulting Limited
富達盟信顧問有限公司

Headline

Is Your Organization a Positive Organization?

Since the emergence of Positive Organizational Scholarship (POS) in 2003, there have been evidence-based researches that facilitate us to understand the positive qualities of some excelling organizations and the performance of employees as well as organizations from a new perspective. To enable organizations achieving sustainable excellence, Employee Development Service (EDS)/Four Dimensions Consulting Limited (FDC) has drawn reference from international studies on POS and developed a set of Positive Organization Index (POI).

You can log onto our Positive Organization Index website to know how your organization does in view of POI. Here are two sample questions: (<http://fourdimensions.org/po/index.html>)

Does your organization take the following measures in maintaining employees' positive emotions?	Not at all										A great deal
	0	1	2	3	4	5	6	7	8	9	10
Energize employees by providing sufficient resources and measures such as time breaks, green zone and human resources											
Generate and consolidate collective positive emotions and experiences through various activities											

In support of the importance of building a positive organization to corporate sustainability, the theme for our Annual EAP Forum this year, was "Positive Organization: A Gateway to Sustainable Excellence". The Forum was held on 28 September and was attended by over 160 managers and HR professionals to share on theories of positive organization, leadership and case studies. We are honoured to have Dr. Wing-Fu Szeto, Executive Director of Hung Fook Tong Holdings Limited to share with us how to build the positive organizational culture through leadership by improving employee engagement and sense of belongings. Prof. Ho Mun Yin from Department of Applied Social Sciences, City University of Hong Kong taught us how to enhance employees' hope and psychological capital. Then, there was a salon brought together Ms Chan Hoi Wo, Consultant of OKIA Optical Company Limited, Ms. Cindy Wong, Head of Human Resource Performance and Planning of Jardines Matheson Group, and Ms Natalie Cheung, our Senior Manager to share about their ideas and experiences, and exchange with participants in moving towards an outstanding organization.

The Forum was such a great success and was highly commended by participants. We look forward to seeing you next time and promoting positive organizations with you and your organization in creating a positive workplace!

- L** eading Personal Effectiveness
- E** nhancing Family Cohesiveness
- A** chieving Team Success
- P** romoting Corporate Wellness

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Hong Kong Christian Service (HKCS) is the first organization pioneering Employee Assistance Programme(EAP) in Hong Kong. Since 1991, it has launched its Employee Development Service (EDS) to serve employees in their workplace. Over the years, EDS has built up extensive experience in EAP services including professional personal consultation and counseling, employee development and training, management consultation as well as critical incident stress management. In order to further develop its services, HKCS has established a subsidiary company, Four Dimensions Consulting Limited in 2005, dedicated in building strategic alliance for corporate wellness.

In Focus

Positive Leadership - The Key to a Positive Organization

Dr. Wing-Fu Szeto, Executive Director of Hung Fook Tong Holdings Limited (Hung Fook Tong) shared his ideas on how to build a positive organization at FDC EAP Forum 2012.

According to Dr. Szeto, the interaction among organizational leaders, employees and the team is the key to building a positive organization. Leaders are important because changes in organizational culture or organizational transformations are often initiated top down. Building a positive organization must start at the top from people with power. Studies showed long standing companies have been able to introduce new initiatives because their leaders allow employees to innovate and create new brands or products from failures.



Dr. Szeto believes that a positive leader must love his job first. Otherwise, he cannot perform well or attract passionate people to join the team. Employees' engagement can be improved by helping employees to appreciate what they have been doing.

With a passion to share his vision with his staff, Dr. Szeto insists on producing 'promo' to convey his own ideas to all staff in order to highlight his and the corporate values of being 'True and Natural'.

Good leaders should also be good listeners. Employees are welcome to make suggestions and they are well informed about the progress of changes. At Hung Fook Tong, different communication channels such as chat rooms, working groups, breakfast meetings and forums for Gen Y are held for employees to make suggestions on increasing work efficiency and effectiveness.

It is also crucial to build a successful work team. Hung Fook Tong has also organized teambuilding camps for staff, and regularly sent middle-management staff to work at frontline shops every year to gain more understanding of the business as a whole.

Dr. Szeto concluded that it is employers' job to provide employees with the environment to actualize themselves by maximizing their potentials since he truly believes that happy employees make happy, satisfied and loyal customers. At work, employees would provide them with a clear career ladder. Outside work, they encourage their employees to develop a healthy lifestyle by organizing regular inspirational seminars and volunteering services for them.

Happy Workplace -

OKJA Optical Company Limited



People often assumed that “business profits”, “happy employees” and “social responsibilities” are the privileges of large conglomerates. As a matter of fact, small and medium companies can achieve those as well. We had invited Ms Chan Hoi Wo, Founder of **OKJA Optical Company Limited (OKJA)**, winner of Outstanding Corporate Citizenship Award - SME Category of the First Hong Kong Corporate Citizenship

Award to speak at our Forum and share with us their philosophy of creating a four-way winning relationship between customers, suppliers, staff and the business.

Ms Chan believes that quality customer service is the key to success. She also adheres to the philosophy of people-oriented management. Ms Chan regards every employee as Okian (which sounds like family member in Cantonese). She and her management team have been implementing the diversified initiatives of 3C1S happy elements in OKIA.

1. Continuous Learning:

OKIA offers holistic training to its staff including hard skills on glassware manufacturing and technology as well as soft skills on positivity, leadership and mindset of staff.

2. Communication & Trust:

Different communication channels are created to maintain transparency and enhance communication with staff like Management by Eating, Inspiration Camp and afternoon tea break.

3. Care & Satisfaction:

Children-education allowances, leisure programme subsidies, and the annual family day programme are provided to encourage work-life balance.

4. Share & Self-Actualization:

The Eyeglass Vision Friendly Foundation Limited is founded to involve employees in volunteering by providing a one-stop eye care services to the underprivileged.

Ms Chan concluded that by investing more in her “Okian” and society, the employee turnover rate has reduced. Staff has become more engaged, productive and passionate. Customer testimonials are achieved. This is the four-way winning relationship they strive for!

Maximizing the Outstanding Performance of a Cat

A super cat lover has four cats.

One day, his neighbour Mr Cheung came home from overtime work and saw his four cats at the door, three were asleep and one was enjoying its dinner. Mr Cheung sighed, "What a life does the cat have while I have been working so hard to earn my living!"

Filled with tears, Mr Cheung vaguely heard the cat saying to him, "Mr Cheung, I have just got off from work as you did, but the difference is I am having a wonderful meal!"

"What?! A talking cat?!", exclaimed Mr Cheung.

"Besides talking, I'm good at catching mice too. My owner realizes my competitiveness and thus has sent me to catch mice. 'Whichever cat that can catch mice is a good cat!'," my master said. "You see, that's why I'm rewarded with such a big delicious fish!"

"But how about the other three sleeping cats? Are they being lazy?", asked Mr Cheung.

"It's their rest time. That's how we resume our energies after hard work.", the cat clarified.

A positive organization is an organization with "positive deviance and resilience".

The home of this cat lover is an example of positive organization. In order to sustain positive deviance, employers recognize the achievements of its employees. That's why the cat was rewarded with a big fat fish. Apart from performance, employees' well-being has been given priority as well. That is the reason why the cats have work-life balance in having enough rest to recuperate and continue to achieve outstanding performance.

Chicken Soup for the Soul

"Nice Language" in the Workplace

EAP! Tip

Caring for and communication with colleagues are essential parts of our work lives. How can we use "Nice Language" more often so as to enhance our relationships at work? "Nice Language" in the workplace includes 7 elements:

1. Appreciation

Fill the workplace with bliss by expressing your appreciation to colleagues, using sentences like "You are so efficient that I can always count on you!".

2. Encouragement

Try to encourage your colleagues more by saying, "You have done a good job!".

3. Gratitude

A simple "thank you" would bridge up the distance between you and your colleagues.

4. Expectation

Clarify your expectations so as to reduce misunderstandings.

5. Consolation

Rendering assistance or consolation to your colleagues whenever they most need it will help them bounce back.

6. Understanding

Acknowledge other people's feelings by saying, "We all know you have done your best!".

7. Apology

Don't forget to apologize for your mistakes appropriately.

Let's practise one element in a day from today to express your concern to your colleagues as well as enhance care and communication through these 7 elements of "Nice Language".