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

工作目標——下午六時三十分之前到家。回家後，他會整理工作資料，準備第二天的應對策略。他認為，對於工作，要有所規劃，有所準備，這樣才能有條不紊地完成任務。

作為社會科學院系主任，趙志裕教授貫穿整體的優秀品格，他總是能以熱誠和積極的態度面對工作，他總是能找到最佳的解決方案，讓工作更為順利地進行。

環境與心境

辦公室選用了柔和的色彩，空間內的書桌、筆記本、電腦等用品都布置得井井有條，使人在工作時能保持平靜的心態。趙志裕教授在辦公室內有一個小書架，書架上擺放著一些古今中外的名著，他認為這些書籍能幫助他保持清醒的頭腦，不斷吸收新的知識。

環境對人的影響不可小觑，良好的環境能讓人在工作時保持平靜的心態，對工作的熱情也能得到提升。趙志裕教授的辦公室內的環境就是一個很好的例子。
Professor Chiu pointed out that a comfortable environment is particularly important for creating a positive working atmosphere. “As different from the traditional office layout, this non-conventional office design was conceived by colleagues together. Their brain work and inputs give them a sense of belonging in the office, the feel of home.” Whenever there were simple job reports to share, colleagues have got into the habit of bringing their cups and notes into the open kitchen, leaned back and listened in a relaxed mood, which was very different from the conventional mode of meeting.

Think Out of the Box. The Courage to Try

Professor Chiu not only did away with the boring office layout, but also subverted the traditional management style. More than two years ago, when Professor Chiu first took up the post of Dean of Social Science, he was aware that work atmosphere here was more conservative, colleagues were afraid of making mistakes for fear of being blamed by the boss. Nonetheless, Professor Chiu, who believed that the Faculty of Social Science should bear an innovative image, began to encourage his subordinates to think out of the box and to pluck up the courage to try.

“TIn this place we put extra emphasis on Empowerment, on the fact that they [colleagues] have the opportunity to grow and to believe they are allowed to try, and that mistakes don’t matter.”

Professor Chiu has repeatedly stressed the importance of “empowerment” through leaders. “When colleagues can immerse themselves in the idea, preparation and execution, they will take this project to be their brain work and there will be a sense of accomplishment on completing the job.” The “Appreciation Achievement Award Celebration (AAA),” which has been held for two years, is a good example. Thinking of a relaxing and innovative way to commend teachers and students, Professor Chiu wanted to have a change in the solemn atmosphere during the award ceremony for Dean’s List commendation and teaching awards. Having given only the general direction during the whole planning process, the Dean let his colleagues dare to try. Colleagues then boldly cut out the boring part of award presentation on stage, instead, designed a groundbreaking happy party which received very positive responses. The number of teachers and students who signed up for the second year of AAA event was twice as many as that of the first year, proving that the Award ceremony has gone viral by word of mouth.

How to build mutual trust?

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

Experiencing growth and playing to the strengths

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

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

Simplify Cumbersome and Lengthy Work Processes
GOAL: Be On Time to Get Off Work

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

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

後記：同事的回應
PS：Colleagues’ response

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Mindset – The New Psychology of Success 心態致勝
By Carol S. Dweck

本書作者 Dweck 女士是世界著名的斯坦福大學心理學系教授，她一直致力研究「心態」這概念。當中，作者發現了一個極重要的概念——心態的影響力。

作者提出 成功與否不單單在於能力與天賦，更重要的是到底我們採取 「固定心態」還是「成長心態」。作者解釋了為何單純稱讚孩子的智慧或能力不能提升孩子的自信心及相應的成就，相反，這樣反而會阻礙孩子成長。建立一個正確的心態，我們可以推動孩子及幫助他們在學校的表現及成功達成目標。作者 Dweck 反映所有出色的父母、老師、管理層及領導層都明白及展示出相同的心態——我們可以創造一個更為積極及能力的氛圍，以達致運用在每個領域上都可以成功達成。

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

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

本書簡介來源 source of description: Mindset – The New Psychology of Success
* 出處：香港教育資訊 Recomended by Professor Chiu Chi-yue