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# **Talent Development: From Motivation To Inspiration**

Ivy Lau, Director, Talent Engagement  
HR Delivery Summit, Singapore  
18 January 2012

# About City Telecom

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- ❑ Founded in 1992
  - ❑ Fastest growing & Highest profit margin Operator in the Telecom industry, a highly competitive market in Hong Kong
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# About City Telecom

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## □ Our Services:

- IDD – introducing call back and breaking the monopoly
  - Broadband for internet, telephone and pay-TV – own fibre network built
  - Media & TV – challenging the BIG 2 by planning 12-30 channels
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# About City Telecom

**Offering 1000M broadband service at S\$33**



**Best Fixed-Line and  
Broadband Provider in Asia  
(Telecom Asia, 2010 – 2011)**

# HR Delivery Summit

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SO What Does HR deliver??? A pay cheque? A medical scheme?

A challenging and enriching environment offering lots of experiences and exposures which facilitate our talents to grow and learn as an individual

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# What we believe.....

## 2006 Vision Statement

### VISION STATEMENT

#### CORE PURPOSE

To experience the emotion of competition, winning, and crushing competitors

To experience the joy of advancing and applying telecommunications technology for the benefit of the public

To fulfill the desire of Self-Actualization and "to become everything that one is capable of becoming"

#### CORE VALUES

##### 1. Continuous strive for the best as a way of life

- We continuously look for innovative changes/improvement in our life and in our company, including products, services and work processes and ourselves; even though change is painful most of the time.
- We regularly change whatever can be changed after a certain period of time, even though we may not foresee any gain at the moment. We encourage "Attempts".
- We will not rest as long as there is a single outstanding unresolved customer service complaint.
- We discover and elevate individual ability to make the most of their lives.

##### 2. We are People's Leader and Pioneer

- We lead the development of the industry. We don't follow others. We set the norm. We prescribe the standard. We set industry practice.
- We prefer to do the impossible or difficult task, rather than something likely to happen.
- We commit ourselves to big and audacious challenges.
- We appreciate, support and reward risk-taking decisions.
- As a People's Leader, we have the duty to lead the community, put community's benefit before ourselves.
- As a Pioneer, we may be accused of moving too fast, and not being acceptable by the mass, especially at the beginning.
- We never give up. We are never afraid. We are a group of aggressive youth.

##### 3. Direct and Action oriented

- Direct, frank, and transparent communication with our colleagues.
- Action-oriented. After a conclusion is made, whole company works as a single team toward the task.
- We encourage direct communication between the bottom and the top. Kill those who intend to block or cover up.
- We regard office politics. Do not waste our time!

### Core Purpose

"To experience the emotion of competition, winning and crushing competition"

### Big Hairy Audacious Goal (BHAG)

"Be the largest IP provider in Hong Kong by 2016"

### Vivid Description

"My children will say, "Dad I love you as my Father"

### ASPIRATIONAL VALUES

#### Integrity

- Think about "Integrity" before making a decision.
- Delivering our promises.
- Making fair deals.

#### We only work with smart, capable, competent and demanding people

- Human is not the same in every aspect. Some are smarter and more capable at workplace.
- We need a group of staff with similar capability to build "Team Work".

#### BHAG

- Be the largest IP provider in Hong Kong by 2016.
- IP provider means both infrastructure and service. Not only means IIN access, but, also includes all applications Basic and VAS running on IP platform, i.e. VoIP, IPTV, mobile data over IP.
- Be the largest means customers think we are the "best".
- This is why we didn't call ourselves CTI broadband few years ago.
- We will be the dominant IP player in HK, overtaking PCOW.
- It is measured by both number of subscribers and total revenue.

#### Vivid Description

Today, no one believed we could do a better job than PCOW or HGC. They thought we were just crazy and hopeless. They thought we could at most only survive for a short period of time. Then, we would be forced to sell the Company and assets; and HKBN would disappear in the market. But, we have proved ourselves: they are all wrong! By 2016, our results will prove that, the 10-year investment and business strategy is correct. We shall prove that we are right!

Our team will be famous of "turning everything possible". Parents and schools refer us as a demonstration of "Never give up", "Attitude training", "Volition" and "Hao".

We will be the first choice of customers, employees and business partners. They will come to us before contacting other operators.

All our staff will be professionally developed and trained. We offer a career rather than a job. A strong service oriented culture is bred. Our management team will be mature, knowledgeable and experienced, and frequently being invited as speakers to teach and share their experience in university management courses and industry events.

Our families will share our pride on our achievement and contribution to this region. We will be respected by our competitors, customers and governments. The best up-and-coming university graduates will seek to work for us in earnest. They will be willingly to work passionately because they know the value we create for this world. They know besides financial reward, here is the place they will find fulfillment in life.

We will be one of the well known telecommunications companies in this region. Our products and services range from network infrastructure to customer's software and hardware implanted in the human body.

My children would say, "Dad, I love to have you as my Father."

# What we believe.....

## 2006 Vision Statement

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### **Core Purpose:**

- ❑ To fulfill the desire of Self-Actualization and "to become everything that one is capable of becoming"

### **Core Values:**

- ❑ We regularly change whatever can be changed after a certain period of time, even though we may not foresee any gain at the moment. We encourage "Attempts".
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# Customer-IN Management Structure

WE EVOLVED INTO A "CUSTOMER-IN" VERTICAL MANAGEMENT STRUCTURE BY DIVIDING HONG KONG INTO 5 DISTINCT DISTRICTS WITH 5 "MINI-CEOs".





# Customer-IN Call Centre Operation

## Dedicated Customer Engagement Team

Our "Customer Engagement Team" serves all of our residential broadband customers with an innovative One-stop Customer Service.



Dedicated Hotline



Direct Access

One-Stop Service

Personal Account Service



**Customer**  
Engagement TEAM  
個人服務專隊

**Direct-access service hotline**

Dedicated, Committed and Professional

# PowerBar

**X** Not simply job rotation

IT IS..... CAREER

rotation program

Hands-off  
in the Home  
Dept



6-month  
challenge in  
the Attached  
Dept

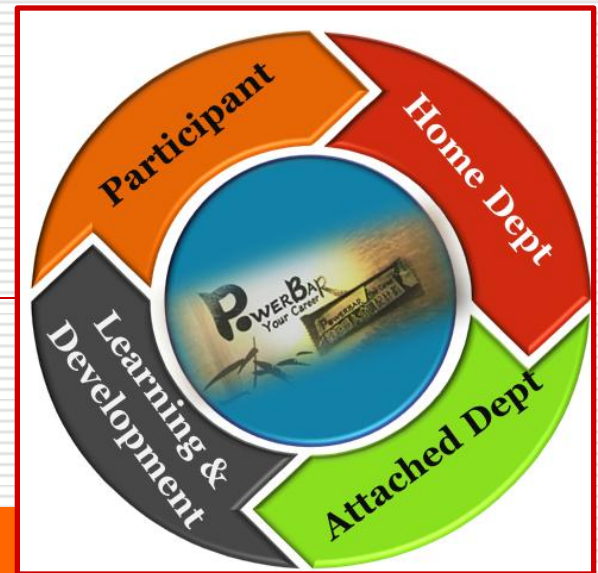


Fast-pass  
development  
program



# PowerBar

Benefits sharing from Cecilia Lo –  
Senior Manager, International Business



## BEFORE

## AFTER

**Left** Brain Dominance

Think **Differently** & **Balanced**  
Thinker

Provide **Training**

Encourage **Development**

**Push** Strategy

**Pull** Strategy

**Routine**

**Challenging**

Subordinates Work  
**Dependently**

Subordinates Work  
**Independently**

**Lack of Backup or Support**

Increase Job **Diversification**

# CSR work during office hours

To fulfill the desire of Self-Actualization and "to become everything that one is capable of becoming" .... 2006 Vision Statement

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Outward Bound with  
children



Visiting Elderly Centre



# Talent Development – Learning, NOT Training

“We discover and elevate individual ability to make the most of their lives”  
.... 2006 Vision Statement

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Management Annual Trip –  
Germany Experience



Annual Marathon Run

“We prefer to do the impossible or  
difficult task” .... 2006 Vision Statement

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# Paint Our Dreams Talent Experiential Trip to Cambodia

- ❑ 94 Talents from Hong Kong and Guangzhou visited Cambodia in Nov/Dec 2011
- ❑ 6-day trip with social service and cultural visit
- ❑ Helped ourselves and others to Dream





# Paint Our Dreams Talent Experiential Trip to Cambodia

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# Paint Our Dreams Talents' Reflection

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*A girl said she wanted to be a lawyer in the future. Asked why, she seriously replied: "...not many people know about law after all the historical incidents. She wants to be a lawyer, so she can [protect] this country and its people". This 10+ year-old girl used the phrase 'protect the country', and it moved me and earned my deep respect.*

**Ivy Lau, Director - Talent Engagement**



*It has inspired me with the strength to move forward and grow as a better individual.*

**May Fung,  
Sales Manager**



*After visiting Scott Neeson at Cambodian Children's Fund, I was inspired by their actions and results, i.e. my thinking changed from just rhetorically asking "What can I do?" to actioning "What will I do to make an impact?".*

**NiQ Lai, Chief Financial Officer & Head of Talent Engagement**





# All Talents Meetings



**'Service with Heart'  
Pledge Ceremony**



**Call to War**

**Corporate Vision  
Statement Day**



# All Talents Meetings

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“Wow”ing our customers ‘2011



# Next Station: University

**“We set the norm. We set industry practice” .... 2006 Vision Statement**



Hong Kong and Guangzhou Diploma Graduation Ceremony



**A platform for 48 talents to realize a degree DREAM and inspire 3000+ talents to go for their DREAMS**



Learning progress reflection and sharing



# IELTS / Global English

As a Learning Organization, all Talents are encouraged to improve their workplace English – to better communicate and effectively absorb information. We made 6.5 IELTS minimum score mandatory for all new management grade positions.



**Matthew, one of IELTS participants, shared with talents on his benefits of joining GlobalEnglish and earning an international IELTS recognition.**



**Top 3 users achieving competitive results**

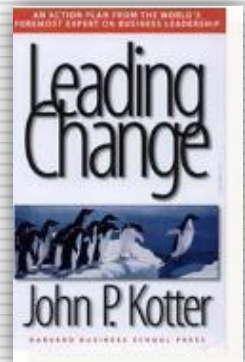
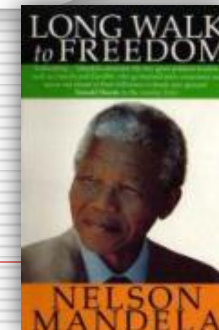
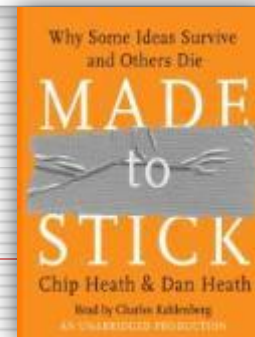
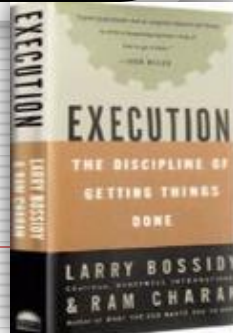
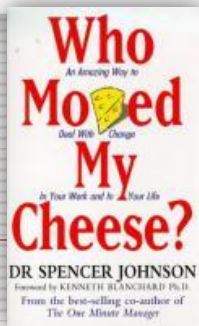
**IELTS™**  
English for International Opportunity

# Reading Day

Talents discussed in group and made presentation about “Leadership Attributes” in City Telecom, after reading Nelson Mandela ‘s biography.

Widen talents exposure by reading more books

Challenge our own range of thinking



# Inspiration by Multiflying Effects

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**We didn't bring 3,000 Talents to Cambodia.  
We didn't have 3,000 Talents joining  
Next Station: University  
.....BUT.....  
When 1 talent inspires 5 others**

$$5 ^ 5 = 3,125$$

# Inspiration > Motivation

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Inspiration	Motivation
2-3x productivity gain	20-30% efficiency gain
Mindset-upgrade	Skillset-upgrade
Talent-OUT	Company-IN

Talents will Want to find their own  
MAGIC WAND.

People will Wait for  
a CARROT.

# Grow for Oneself

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“To teach a man how he may learn to grow independently and for himself, is perhaps the greatest service that one man can do to another.”

-- Benjamin Jowett, Vice Chancellor of Oxford University

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**I Wish All of Us will CREATE more  
Inspirational Talent Development  
stories  
to tell and to celebrate  
in the near future.**

***HAPPY 2012 and Year of  
Dragon.***

# THANK YOU

Photo from All Talent Meeting, 2.00pm, Thursday 22  
Sept 2011

