

培養卓越的領導才能

Developing effective leadership

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十名業界領袖根據自己的經驗談論領導才能，並向有志成為領袖的人提出建議。

Ten industry leaders speak about leadership from their experience and give advice for aspiring leaders.

怎樣才算卓越的領袖？他們從哪裡學習技能？對有志成為領袖的人，領袖有甚麼建議？對於正在旅遊業力爭上游的人來說，這些正是他們要重視的一部份問題。這項研究以卓越的領導才能為目標，依據也是上述問題。

本研究在香港進行，從現今業界領袖的角度出發，探索在旅遊業培養卓越領袖的事宜。旅遊業首重服務與經驗，產品優良與否，僱員至關緊要；而為求激勵僱員提供最佳服務，卓越的領袖及經理也必不可少。

作者深入訪問了十名備受推崇的香港業界領袖，並把訪問內容記錄了下來。他們代表的工作領域包括連鎖酒店及酒店商會、旅行社、會議及展覽業等。受訪者有很豐富的業界經驗，由十九年至四十四年不等，都曾在香港和外地工作。他們踏足現職所屬的領域前，一半以上還曾涉足旅遊業的一個或多個其他領域。十名受訪者中有九人是男性。

怎樣才算卓越的領袖？

領袖究竟是天生的，還是可以在課堂中或職場上教導出來的，這至今仍沒有定論。我們的受訪者表明，卓越的領導才能包含很多不同層面。從他們的種種說法，可以歸納出八種明確的特質，那就是：

商業知識：要領導起來得心應手，既要對公司營運的各個方面和層面都瞭如指掌，還要對更廣的營商環境及公司可能承受的衝擊心中有数。要使商業決定下得妥當，並且叫管理層及下屬對領袖的能力有信心，這項特質不可或缺。

決心：這是卓越的領袖必備的特徵；不管困阻

What makes an effective leader? Where do they learn their skills? What advice do leaders have for aspiring leaders? These are just some of the questions important for those developing careers in the tourism and hospitality industry. And it is these questions that provided the rationale for undertaking the current research into leadership excellence.

This study, undertaken in Hong Kong, explores the development of effective leadership in the tourism industry from the perspective of current industry leaders. As the tourism industry is dominated by services and experiences, employees play an essential role in the delivery of a quality product. In order to motivate and gain the best performance from employees, the role of effective leaders and managers is crucial.

Using in-depth interviews, the study recorded conversations with 10 highly respected Hong Kong-based industry leaders. Sectors represented include hotel chains and associations, travel agencies, the conference and exhibition sector, etc. Interviewees had considerable industry experience, both in Hong Kong and internationally, ranging from 19 years to 43 years. Prior to their current position in a specific sector, more than half of the sample had also gained experience in one or more other sectors of the tourism industry. Nine of the 10 interviewees were male.

What makes an effective leader?

There is an on-going debate as to whether being a leader is an innate ability or it is something that can be taught in the classroom and/or workplace. Our leaders stated that effective leadership was the result of many different aspects. From the many comments provided, eight themes were evident. These are:

Business knowledge: thorough knowledge of the various aspects and levels of the particular company's operation in addition to an in-depth understanding of the broader business environment and potential impacts on the company was essential to lead effectively. This is necessary not only to make sound business decisions but also to ensure management's and subordinates' confidence in an individual's leadership abilities.

Determination: a requisite characteristic of an effective leader, ne-

與難關，領袖都要有決心訂立清晰的目的與目標，並且擁有找出方法去達成目標的能力與渴望。

不可固執己見：這表示領袖(一)要有決斷力，但又要聆聽他人的意見，(二)不可固執己見，以及(三)在決策時要採納他人的意見。領袖必定要和團隊並肩努力，不固執己見而又能聽取其他看法的話，對於贏得團隊的支持相當重要，因為那證明了領袖知道獨木不成林，要成功就不能缺乏團隊的支持。

團隊支持、尊重、能夠認錯：這些特質受訪者認為對卓越的領袖至為重要。領袖需要團隊的支持，與此關聯的，是領袖還需要贏得組織之內以及商界之中各種人士的尊重。尊重關乎信任，而信任不管來自上級還是部屬，領袖都需要爭取。受訪者認為，領袖要贏得尊重與信任，有一個方法尤其可取，那就是能夠承認錯誤和失敗。

溝通技巧、幽默感：上佳的溝通技巧、有幽默感、覺得工作大體有趣，這些是受訪者最後覺得卓越的領袖要具備的特質。

領袖從哪裡學習技能？

從訪問中我們得知三個主要範疇。

從個人經驗中學習：所有受訪者都表示，他們由自己切身的經驗學習領導技能。從事形形色色的工作，應付各式各樣的狀況，由此而吸取到的廣泛經驗有助於培養管理和領導技能。受訪者承認從經驗中學習並不輕易，因為難免會邊學習邊犯錯。

向他人學習：與人一起工作並從中觀摩，藉以學習領導技能，受訪者認為這是關鍵。有兩個可行的方法。第一，從事不同的工作時，無須刻意就可以間接學到寶貴的技能。第二，向他人學習較正規的方法，是向導師取經，並且得到他們的支持。

憑藉天生的技能：有幾名受訪者指出，他們相信有些人天生就有當領袖的潛質和技能，因此在事業上較可能出掌領導職位。這種看法是基於領導才能儘管不無可以教授並藉經驗再加磨礪之處，但有些人因為性格使然，比其他人較可能成為行業領袖。

給有志當領袖的人提建議

這裡有三大範疇要注意。

cessitating clear goals and objectives, and an ability and desire to identify ways to achieve them, regardless of the obstacles and challenges posed.

Being open-minded: refers to the need to (1) be able to make a decision and listen to others, (2) be open-minded and (3) have an ability to incorporate the views of others into the decision-making. Being open-minded and listening to alternative views was seen as an important means to ensure the support of the team leaders inevitably work with, as it demonstrates an understanding that a leader cannot work in isolation but can only be successful with the support of his/her team.

Team support, respect and ability to admit mistakes: these themes were identified by our leaders as vital requisites for an effective leader. Linked to the need for support from one's team is the need for a leader to gain respect from the various people in the organisation and the wider business community. The issue of respect is related to that of trust which is essential for leaders to have, whether it is from their superiors or subordinates. One way to gain respect and trust was perceived as particularly important, that is, a leader's ability to admit mistakes and failures.

Communication skills and a sense of humour: excellent communication skills, having a sense of humour and having fun with the work in general were the final themes to emerge for a leader to be effective.

Where do leaders learn their skills?

Three key themes emerged from the interviews.

Learn from personal experience: Each of the leaders indicated that they had learned from direct personal experience. Substantial experience of engaging in a variety of jobs and handling a wide range of situations had all contributed to developing management and leadership skills. Learning from experience was acknowledged as a difficult task, as inevitably mistakes are made along the way.

Learn from others: This was seen as critical, learning leadership skills by observing and working with others. Two possible ways were identified. First, valuable skills may be obtained informally and indirectly when engaging in a range of different jobs. Second, learning from others may be more formalised by drawing on the experience and support of a mentor.

Draw on innate skills: Several leaders stated their belief that there are people who do have innate leadership potential and skills that make them more likely to be in leadership positions throughout their careers. The suggestion is that while leadership skills can to a certain extent be taught and honed further through experience, certain individuals, on the basis of their personality, are more likely than others to become leaders in their field.

Advice for aspiring leaders

Three broad themes emerged here.

對行業要滿腔熱誠：對行業滿腔熱誠兼且充滿幹勁十分重要。旅遊業的工作時間甚長，又必然會碰到種種難題，受訪者因此認為，對工作、對行業絕對要有熱誠，同時絕對要渴望與人打成一片、為顧客服務並使他們開心。以下兩段話進一步解釋這點：

他們 [領袖] 必須喜歡自己的專業……個性要外向，不可內向，要是個「交際好手」。……酒店十分多姿多采，在辦公室裡卻每天都要做文書工作；有些人不喜歡那樣，想整天都在奔走忙碌。

細想想你是不是真的喜歡這個行業。你要是對這個行業沒有興趣，就會覺得工作非常辛苦，也不會有多大成就。

盡可能瞭解行業 / 業務：要當上卓越的領袖，首要條件是對組織和行業瞭如指掌，與這一致的建議，是要從種種渠道，盡可能瞭解業務的方方面面，認識上上下下的人，改進人際技巧，因為旅遊業是以人為先的行業。有兩個受訪者這樣說：

最卓越的領袖，是透徹瞭解他們所領導的公司和人員的領袖。

一有可能就要儘早吸取相關的工作經驗，因為假如這是你想加入的行業，你就要由低層開始，加深自己的認識，去當實習生，找季節性的職位、在暑假或者假期做兼職，從而加深認識。

準備好辛勤工作：辛勤工作意義重大，絕大多數受訪者都加以強調，這從以下兩段話可以證實：

別怕辛勤工作。別想著那麼辛苦的工作，我才不要做。事實上，年輕人剛剛投身一個行業，必須牢牢記住，他們必須非常辛勤工作，願意辛勤工作……務求多點瞭解，甚麼都要試試，這在任何行業都一樣，不光是旅遊業才那樣的。

有一個簡單的準則，那就是你是不是願意為他人服務，有沒有為他人服務的心態，是不是熱愛或

Have a strong passion for the industry: The need for a strong passion and enthusiasm for the industry was crucial. In view of the considerable number of hours spent on the job, and the various challenges that inevitably are to be faced, a passion for the job and the industry, and a desire to connect with people, and serve and make customers happy were perceived as absolutely essential. The following two quotes illustrate this further:

They [leaders] have got to like their profession . . . they have got to be an extrovert, not an introvert, and be a "people person". . . . It's very lively in a hotel, people who work in the office every day have to do paperwork; some people don't like that, some people want to be on their feet all the time.

Think carefully about whether you really like this industry. If you are not interested in this industry, the job will be very hard and you won't be very successful.

Learn as much as possible about the industry/business: Consistent with the key requirement for effective leaders to possess a thorough knowledge of the organisation and the industry is the advice to learn as much as possible about the various aspects of the business, from a wide variety of sources, and also about the people and interpersonal skills, given the industry's people-orientation. According to two of the leaders:

The most effective leader is going to be a leader that truly understands the business they are leading and the people they are leading.

Get relevant work experience as soon as you can because if this is the industry you want to be in, get to know more, get to know through internship, get to know through a seasonal position, work summer or holiday jobs, start from the ground up.

Be prepared to work hard: The value of hard work was emphasised by the vast majority of our interviewees, evidenced by the following two comments:

Don't be afraid of hard work. Don't think that it is hard so I don't want to do it. Actually in any business, not only the travel business, for those who are young and just entering the industry, they have to remember that they have to work very hard, they have to be willing to work hard . . . to know more and be open.

One very simple rule is whether you are willing to serve people, whether you have this kind of attitude to serve people and

者喜歡這種工作，因為你想今後成功的話，你就要付出時間，辛勤工作。

有志在旅遊業成為領袖的話，大多數受訪者異口同聲的建議，是老老實實問自己：在這個以顧客、以服務為先的行業裡，要求高，挑戰大，自己是不是渴望做下去。這個行業的工作時間很長，又非常費勁，不是全心全意就一定不行。

領袖今後的培養

根據本研究所勾勒的業界領袖的觀點，要培養未來的領袖該做甚麼？首先，要學當卓越的領袖，就不得不從經驗中學習。除了從個人經驗學習外，受訪者也認為要向他人學習；不僅向工作出色的人學習，還要向工作差勁的人學習，那樣碰到實在的問題或困難時，就可以知所規避。受訪者還認為，給予鼓勵的導師也很可貴。

其次，領導有本領、有拚勁的團隊，並與他們並肩努力，其重要不言而喻。受訪者認為領袖要果斷而不固執己見，溝通技巧要上乘，能夠辨別並承認失敗和弱點，從而贏得團隊的尊重和支持。此外，領袖還要對組織和整個行業有透徹的瞭解。

再次，不管具體的特點和技能如何，受訪者認為對旅遊業有熱誠、有幹勁，真心真意渴望為顧客提供優良服務，這是絕不可少的條件。因此，剛入行的新人，應當用心細思這個行業是不是適合自己，自己有沒有選對職業，因為欠缺熱誠和幹勁就難以成功，難以成為卓越的業界領袖。

最後，本研究強調，要培養卓越的領導才能，並沒有非此不可的方法，相反，那可能要慢慢養成，要從形形色色的經驗和他人身上學習。有熱誠的人在事業上力爭上游時，放手讓他們從經驗中學習，這或許就是培養未來領袖的最終方法了。📖

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whether you are keen or like this kind of job because if you want to be successful in the future, you have to invest your time and work hard.

The dominant advice for those aspiring to become leaders in the tourism industry is make an honest assessment of the personal desire to work in a demanding and challenging people/service-oriented industry. Given the substantial time and effort required, there is no room for a half-hearted approach to the business.

The future development of leaders

Taking the view of industry leaders outlined in this research, what should be done in order to develop future leaders? First, learning to be an effective leader comes primarily from experience. Apart from learning from personal experience, learning from others was also perceived as valuable; learning not only from those who have done a job well but equally so from those who did not perform well and therefore served as an example of how not to approach specific problems and/or challenges. Supportive mentors were also considered valuable.

Second, the importance of working with and leading a team of talented and motivated staff was apparent. **It was perceived as essential to be open-minded and determined with strong communication skills, and an ability to recognise and admit to failures and weaknesses, thereby gaining respect and support from the team.** These traits were in addition to having a sound knowledge of the organisation and the industry at large.

Third, regardless of specific traits and skills, it was seen as imperative to be enthusiastic and passionate about the tourism industry, and to have a genuine desire and commitment to providing quality service for customers. Thus, **new entrants to the industry should carefully consider whether or not the industry is a good fit and a correct career choice for them, as without passion and enthusiasm it will be hard to succeed and become an effective industry leader.**

Finally, the research has highlighted that there is no one unique formula for effective leadership, but rather it is developed over time and dependent on learning from a range of different experiences and people. **Giving passionate individuals room to learn by experience in their career development is perhaps ultimately how future leaders can be developed.** 📖

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