



正向績效管理文化 Positive Performance Management (PPM) Culture

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怎樣做一位好上司? Corinna 表示「我們需要同理心去體諒下屬的需要，並反問自己給予下屬的工作指示又是否足夠和清晰? 同事是否有能力應付? 有否鼓勵及協助同事改善或進步?」

How to become a good boss? Corinna responds, 'We should have empathy to understand the needs of our subordinates, and should ask ourselves whether the instructions given are sufficient and clear enough. Furthermore, is your employee capable of handling the task? Have you encouraged and supported your colleague's efforts to improve?'

「這樣很有距離感，坐近一點吧。」與 Corinna 初次見面，她沒有官式接待架子或是立時派發卡片，而是親切地自我介紹，再微笑著邀請大家靠近一點，拉近彼此距離。如此一來，原本嚴肅拘謹的訪問頓時變得輕鬆自在起來。

領袖、上司、老闆?

身為人力資源處處長，掌管著大學裏大大小小的人事決定，被問到如何看待自己的角色時，Corinna 說：「我希望自己是一個具親和力的 (approachable) 上司。同事不必稱呼我為老闆，他們叫我『Corinna』就可以了。」她認為同事之間不必拘泥於階級，人人都可以擔當領袖的角色。「我希望可以建立同事的信心，讓他們放膽地工作，但當他們遇到困難時，也會放心樂意地找我商量，共謀對策。」

不論對內還是對外，Corinna 都十分重視溝通，並認為正向的溝通，可以避免不必要的誤會，往往亦是化解衝突的良藥。她分享平日工作最常遇到的難題就是要處理上司和下屬之間的衝突和不同。在處理申訴個案的過程 (Grievance Procedure) 中，經常聽到上司埋怨下屬表現不理想，也有下屬投訴上司的工作指示不合理，或不願意聆聽別人的意見。Corinna 感嘆這些矛盾衝突大多源於彼此欠缺信任和體諒。「如能坦誠溝通，及早對症下藥，相信大部份的問題均能較易找到合適的解決辦法，

關係就不會破裂。」她更強調「如果有 PPM，同事的工作關係就不會陷於這樣的窘境。」

正向績效管理

Corinna 口中的 PPM，就是大學新近宣傳推廣的正向績效管理 (Positive Performance Management)。Corinna 說，正向心理學和正向的管理模式在坊間流行已久。在正向工作間及員工發展委員會倡導下，大學提供一系列多元化的培訓課程和活動以營造正向工作間。「正向績效管理」文化旨在將正向工作間的核心元素於日常工作上實踐出來。

Corinna 表示現有的非教學員工評核制度已沿用了十年，發現部分員工已漸漸忘掉初心，讓績效評核和發展制度 (Performance Review and Development 簡稱為 PRD) 流於填寫表格、滿足行政要求的層面。有些上司甚至誤解了相關制度，以為只可在一年一度的績效評核會議中評價同事的工作表現。然而，PPM 所主張的正是鼓勵上司在同事工作開展前先訂立目標，過程中給予意見、調整和改善，雙方攜手並肩達成工作目標。由此看來，PPM 其實是 PRD 之延續，並藉此完善 PRD。另外，大學年初在僱員手冊中詳載了正式紀律處分程序，提高相關行政程序的透明度，當中對部門和同事更息息相關的，正是現時提倡的 PPM，希望藉此建立互信溝通的工作氣氛，處理日常工作表現未如理想的情況，減低發展至需要執行正式紀律處分程序的機會。

Corinna 形容，提倡正向績效管理其實是想營造一種文化 (culture)，鼓勵工作團隊的成員、上司和下屬均以正向積極的態度來面對工作間的不同意見和衝突，達至政通人和。PPM 強調上司應讓下屬清楚了解工作的遠景和大方向，並與下屬共同訂立工作目標。雙方知道明白彼此的處事方法和工作期望，向著共同的目標努力。過程中，上司需要主動地給予正面的意見回饋，讓同事嘗試改善、再給予意見、再一次修正……務求不斷改進，力臻至善。

稱讚與鼓勵的溝通模式

Corinna 認為正向的上司要注意說話的語氣態度，更要避免對下屬使用負面的語句，例如：「你真的不濟!」、「為何做成這樣的?」這些通通都要避免。相反，上司要欣賞員工的付出和工作成果，給予適當的鼓勵和支持。Corinna 表示：「就好像教小孩子一樣，多使用正面的字眼，例如『Well done (做得好極了)』、『Thank you for your dedication (感謝你的盡心)』等。」Corinna 補充，表達讚賞的程度也要有「層次」。譬如當同事的工作表現未如理想時，可以表達「謝謝你的努力」，但同時也要坦誠向他真實地反映他的工作表現和上司的期望，並給予下屬具體建議如何達致工作期望。而且，同事在啟動新工作任務之前，彼此必須認同工作的方向。Corinna 強調，即使是存在已久的工作範疇或工序，也應該清楚講解。

最後，Corinna 指出大學積極鼓勵的 PPM 說到底不過是一些人所共知的道理或管理技巧而已，只要大家能做到「知而又行」，在忙碌的工作中仍把 PPM 實踐出來，便可以建立正向關懷的工作文化和激發每位員工的潛能，促進員工的發展。當每個員工都能由心而發，認同自己的工作意義，自然會積極快樂地工作，並在崗位上盡忠努力，發光發熱。

'There's such a distance between us all sitting in this way, come sit closer.' From the first moment we met Corinna, we were not greeted with an official reception nor a presentation of business cards. Instead, she smiled and personally introduced herself, inviting us to move in and close the distance between us all. In doing so, the initial formality and solemnness of the atmosphere gave way to a more relaxed and comfortable one.

Leader, Supervisor, Boss?

As the Director of Human Resources, Corinna is managing all HR related matters in the University. When asked about how she viewed her role as director, she says, 'I hope that I'm viewed as an approachable figure. Colleagues don't need to call me 'Boss', calling me 'Corinna' is fine.' She believes that matters of position and class should not divide colleagues, and that everybody should have a chance to take the lead. 'I hope that we can build self-confidence in our colleagues, to allow them to work independently. I also hope that in times of trouble, they will also be trusting enough to share their worries with me, and that we can find a solution together.'

甚麼是 PPM?

PPM 是 Positive Performance Management 的縮寫，中文翻譯為「正向績效管理」，意指一套以正向方式的管理技巧，用以達成有效的工作表現。當中的核心元素包括：

1. 訂立工作目標及雙方認同的期望

- 在新工作項目啟動之前，先訂立清晰具體的工作目標及時間表，工作過程中彈性和適時地調整目標和方向
- 以開放的心，樂意聆聽和接受同事的意見，尋求雙方共識
- 委派工作時給予清晰的指示和講解，就工作的期望及表現水平多交換意見
- 為團隊各人訂明清晰的職責和分工

2. 團隊關係和溝通

- 留意團隊中有特別需要的同事，鼓勵同事間多接納、關懷和支持
- 盡早了解和介入團隊中的問題
- 重視溝通和定期溝通，鼓勵分享意見和良好工作習慣
- 互相尊重信任；培育欣賞、感謝和寬恕的文化

3. 坦誠的工作評價和回饋

- 公平開放的思維和目標
- 著眼於處理與工作相關的事宜 (或問題)，而非被評者本人

- 真誠及持續的評價和交流，及時的建議和回應
- 面對工作表現不達標或不合作的同事，仍願意保持有效的回饋溝通

4. 鼓勵和引導同事持續學習改進

- 視不如意的事件為一次學習的機會，鼓勵改善修復
- 提供足夠和適切的指導
- 提供足夠的學習資源，讓同事持續發展成長
- 保持耐心、親切的態度、給予支持，鼓勵改善進步

5. 締造舒適及安全的工作環境

- 工作間的設備足夠合用，環境清靜舒適
- 提供安全的工作環境及足夠的工作安全資訊



Corinna attaches great importance to communication, whether it be internal or external. Moreover, she believes in the power of positive communication to help avoid unnecessary misunderstandings as well as being a good tool for conflict resolution. A common workplace issue that she manages is resolving conflicts (or differences) between superiors and their subordinates. In dealing with grievances, she often hears the boss complaining that the subordinate's performance has not been satisfactory, while the subordinate complains that the boss' instructions are unreasonable, or that they overlook the opinions of others. Corinna feels that most of these conflicts stem from a lack of trust and understanding between the two parties. 'If we all communicate honestly and address the issue timely, most of these problems could have been solved much easier and relationships would not have broken down.' She stresses that 'With PPM in practice work relationships between colleagues will not fall into such a predicament.'

Positive Performance Management

As mentioned, Corinna's 'PPM', refers to Positive Performance Management, a new endeavour promoted by the University. Corinna notes that Positive Psychology and Positive Management Models have been popular for a long time. Advocated by the Committee on Positive Workplace and Staff Development, the University has initiated a series of training workshops and activities to foster positive working environments. The 'PPM' culture calls for putting into practice the core elements of positive workplace day-to-day.

Corinna said that the current non-teaching staff performance review system has been in use for ten years. She discovers that some employees have since forgotten the initial objective of review, resulting in the Performance Review and Development (PRD) forms to be cursorily filled out to meet administrative requirements. Some supervisors have even misunderstood that the performance review of colleagues only takes place in the annual performance assessment meeting. What the PPM promotes is to encourage supervisors to set goals before colleagues begin their work, give feedback and advice during the process, offer support for improvements, so that both can work side by side to achieve the work goal. As such, PPM can be considered as a continuation as well as an improved version of PRD.

In addition, at the start of the year, the University promulgated a formal disciplinary procedure, now available in the staff handbook, in order to improve the transparency of the relevant administrative procedures. But the more relevant message to departments and colleagues is PPM, as this will help establish a working atmosphere founded on communication and mutual trust. This will hopefully address the issues of unwanted workplace conflicts as well as reducing the chances of these situations developing into serious problems requiring formal disciplinary intervention.

Furthermore, Corinna elaborates that PPM has been promoted to cultivate a workplace atmosphere for members of the team, supervisors and subordinates alike, that addresses differences (conflicts) with a positive attitude without damaging its harmonious relationship. PPM emphasises that supervisors should provide the bigger picture and missions and visions to the teams, work together with their subordinates to set/define the work goals clearly and understand each other's methods of working, as well as align the expectations on both sides. This way, the team can work towards a common goal. During the process, supervisors should proactively offer positive feedback, allowing the colleagues to make corrections and changes, and the cycle can repeat continuously, making improvements and striving towards the best result.

Praise and Encouragement: A Mode of Communication

Corinna believes that supervisors must be positive and pay attention to the tone of their speech and attitude when speaking with the colleagues. More importantly, supervisors should avoid speaking negatively, such as 'You really can't do this' or 'How could you do this?' – These should all be avoided. Conversely, supervisors need to acknowledge and appreciate team members' efforts and work results by giving out the appropriate praise and support. As Corinna illustrates, 'It's just like teaching young children. Use more positive reinforcement such as 'Well done', 'Thank you for your dedication' etc. She also highlights that there are different levels of expressing praise and appreciation. For example, when a colleague's work has not met expectations, the supervisor may express his/her appreciation 'Thank you for your effort'; however, at the same time, the supervisor

must also give his or her genuine feedback regarding the colleague's unsatisfactory performance, clarify the expectations and advise on how to achieve those .

Finally, Corinna points out that this university-endorsed 'PPM' simply employs nothing new but good common sense and management skills. As long as everyone is able 'To know and to act', they can put PPM into practice during the hectic environment of the workplace and help build a positive and supportive work culture in which employees are inspired to work to their full potential and develop professionally. When employees are able to express themselves freely and recognise the true meaning of their work, they will naturally be happier at work, thus engaging to the best of their efforts and flourishing.



大學重視員工的工作生活平衡，在家庭友善政策方面下了不少功夫，因而獲得社會各界嘉許的獎座。

CUHK's winning the 'Family-Friendly Employer's award is testament to the value the University places on employees' work-life balance and their efforts into establishing family-friendly policies.

What is PPM?

PPM stands for Positive Performance Management. It is a set of positivity-oriented management skills aimed to achieve the most effective performance at work. The pillars of PPM include the followings:

1. Goal setting and expectation alignment

- Set specific work targets at the start of the project or task and flexible, timely adjustment of goal and objectives
- Be open-minded, listen first and willing to exchange and accept others' opinion. Seek agreement and accommodate small differences
- Give clear instruction on the job assignment and detailed information and exchange views on the expected level and quality of work outcome
- Maintain appropriate and fair division of work and job allocation

2. Team building and communication, teamwork relationship

- Beware of team members in need, encourage understanding, care and support
- Understand and intervene team issues in early stage
- Encourage sharing of views and good practices and treasure communication and communicate regularly
- Have mutual respect and trust; cultivate culture of appreciation/gratitude and forgiveness

3. Genuine assessment and feedback

- Be fair minded and objective
- Focus on the issue/work rather than the person in the review
- Give genuine and consistent assessment
- Willing to explore and maintain effective feedback to encourage under-performing, unproductive and uncooperative staff

4. Encouragement / Coaching for continuous improvement

- Take unsatisfactory incidences as learning opportunities, encourage recovery
- Offer sufficient and appropriate guidance
- Provide appropriate learning resources for continuous growth
- Be patient, maintain accommodating attitude, give support, encourage improvement

5. Physical well-being

- Ensure the resources and facilities at work are functional and adequate, and that the environment is quiet and comfortable
- Provide a safe working environment as well as sufficient work-safety information

