

Hospital Authority Convention 2016

Symposium 10

Teamwork & Leadership
BELINDA YEUNG

GOOD AFTERNOON



THANK YOU



BELINDA YEUNG





PRESENTATION OUTLINE

A. Myself



- A. Myself
- **B.** Regal Hotels International Holdings Limited



- A. Myself
- B. Regal Hotels International Holdings Limited
- C. My Roles & Responsibilities as Chief Operating Officer



- A. Myself
- B. Regal Hotels International Holdings Limited
- C. My Roles & Responsibilities as Chief Operating Officer
- **D.** Definition of Teamwork



- A. Myself
- B. Regal Hotels International Holdings Limited
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- D. Definition of Teamwork
- E. Effective Teamwork Criteria



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- F. Teamwork & Leadership in the Hotel Industry



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- D. Definition of Teamwork
- E. Effective Teamwork Criteria
- F. Teamwork & Leadership in the Hotel Industry
- G. Leadership & Greatest Leaders of the World



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- H. Leadership & Most Powerful Women of the World



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- H. Leadership & Most Powerful Women of the World
- I. Inspiring Quotes



A. BRIEFLY ABOUT MYSELF



Briefly About Myself

Member, Hong Kong Tourism Board



- Member, Hong Kong Tourism Board
- Member, Chief Executive Election Committee



- Member, Hong Kong Tourism Board
- Member, Chief Executive Election Committee
- Member, Political Consultative Conference, Huiyang County, PRC



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- Vice Chair, Federation of HK Hotel Owners



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 - Others...

Quality Life &

Living a Balanced Life



B. REGAL HOTELS INTERNATIONAL HOLDINGS LIMITED



Regal Hotels International

- Century City Holdings Limited
- Paliburg Holdings Limited
- Regal Real Estate trust
- Cosmopolitan Holdings Limited



Regal Hotels Portfolio

27 Hotels
9,500 Guest Rooms
100 Food & Beverage Outlets
9,500 Staff



Hospital Authority & Regal Hotels

Similar

Vision

Mission

Core Values



Hospital Authority's Vision

Healthy People
Happy Staff
Trusted by the Community



Hospital Authority's Mission

Helping People Stay Healthy



Hospital Authority's Core Values

Committed Staff
Teamwork
Professional Service
People-centered Care



Regal's Vision

To be one of the leading Hotel Groups in Asia Pacific recognized and preferred by employees and guests worldwide



Regal's Mission

Sustainable Growth
Quality Hotel Management
Best Employment Practice
Innovative Marketing & Operations
Guest Satisfaction
Maximization of Profit



Regal's Core Values

Teamwork
Quality Works
Ownership & Passion
Initiation
Continuous Improvement
Innovation



C. MY ROLES & RESPONSIBILITIES AS CHIEF OPERATING OFFICER



COO's Roles & Responsibilities

- Business
- Operations
- Development

(Corporate & Hotel levels)



D. DEFINITION OF TEAMWORK



Teamwork involves different groups and different people with the groups across the organization working together to maximize their efficiency and to reach a common goal.



Organize Teams

Around a particular product

Around a process (service, manufacturing and research works, etc.)



In the field of health care, Teamwork is a dynamic process involving 2 or more health-care professionals with complementary backgrounds and skills, sharing common health goals and exercising concerted physical and mental efforts in assessing, planning, and implementation of patient care.



Teamwork

assures

quality and safety
in delivering medical services



E. EFFECTIVE TEAMWORK SUCCESS CRITERIA



Effective Teamwork Criteria



- 1. Team Members Share Common Goals
- 2. Balance of Contribution by Team Members
- 3. Team Members Contribute their Best Efforts



- 1. Team Members Share Common Goals
- 2. Balance of Contribution by Team Members
- 3. Team Members Contribute their Best Efforts
- 4. Cohesiveness Throughout the Team



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- 5. Effective Communication



- 1. Team Members Share Common Goals
- 2. Balance of Contribution by Team Members
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- 5. Effective Communication
- 6. Capable Leadership





1. Team Members Share Common Goals

Vision is where the organization like to be



- Vision is where the organization like to be
- Mission makes Vision actionable



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- Core Values are characters/DNA of the organization



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- Strategies are ways and means to achieve Mission



- Vision is where the organization like to be
- Mission makes Vision actionable
- Core Values are characters/DNA of the organization
- Strategies are ways and means to achieve Mission
- Goals & Actions are short term actions to achieve Strategies



Team Defines Goals Together

Shared Vision

Ownership of Vision

Commitment



Different Goals

Different Times

Different Levels of Member Contribution



- 2. Balance of Contribution amongst Team Members

 AND
- 3. Team Members Contribute their Best Efforts



Team members with different experience and skills are brought together to take up their share of responsibilities and contribute to the Team



Concerted Efforts

Successful Team



Different

Ideas & Opinion



4. Cohesiveness Throughout the Team



Cohesiveness is the extent to which Team members stick together and remain united in the pursuit of Team Goal.



Highly Cohesive Team

Focus on the goals and processes, not persons



- Focus on the goals and processes, not persons
- Fully commit to Team Goal and Team decisions



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- Loyal



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- Respect and support everyone in the Team



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- Motivated
- Communicate well



Cohesive Team

Higher Level of Success

Team Members' Self Esteem



5. Effective Communication



Communication is the act of one person conveying intended message to another through the use of mutually understood sign and semiotic rules.



Basic Steps:

> Formulation of communication intent



- > Formulation of communication intent
- Composition of message



- Formulation of communication intent
- Composition of message
- Choosing of communication media



- Formulation of communication intent
- Composition of message
- Choosing of communication media
- Encoding of message



- > Formulation of communicative intent
- Composition of message
- Choosing of communication media
- Encoding of message
- Transmission of signal



- Formulation of communicative intent
- Composition of message
- Choosing of communication media
- Encoding of message
- > Transmission of signal
- Reception of signal by recipient of message



- Formulation of communicative intent
- Composition of message
- Choosing of communication media
- Encoding of message
- Transmission of signal
- Reception of signal by recipient of message
- Decoding of message



- Formulation of communicative intent
- Composition of message
- Choosing of communication media
- Encoding of message
- Transmission of signal
- Reception of signal by recipient of message
- Decoding of message
- M
- Interpretation of the message

➤ Effective Communication helps Team members deepen their connections to each other.

Effective Communication Skills enable Team members to communicate difficult and negative messages.



"2 hands to clap"
for
Effective Communication



6. Capable Leadership



F. TEAMWORK & LEADERSHIP IN THE HOTEL INDUSTRY



Primary Objective of managing a hotel is to maximize financial results



- Primary Objective of managing a hotel is to maximize financial results
- Most Important Criterion ensure positive guest experience



- Primary Objective of managing a hotel is to maximize financial results
- Most Important Criterion ensure positive guest experience
- Quality Products & Services



- Primary Objective of managing a hotel is to maximize financial results
- Most Important Criterion ensure positive guest experience
- Quality Products & Services
- Committed staff working as Team under capable Leadership



The works of a hotel Team

Marketing & Sales Department



- Marketing & Sales Department
- Reservation Department



- Marketing & Sales Department
- Reservation Department
- Housekeeping Department



- Marketing & Sales Department
- Reservation Department
- Housekeeping Department
- Front Office Department



- Marketing & Sales Department
- Reservation Department
- Housekeeping Department
- Front Office Department
- Food & Beverage Department



- Marketing & Sales Department
- Reservation Department
- Housekeeping Department
- Front Office Department
- Food & Beverage Department
- Various Other Departments



The works of a hotel Team

> Accounts Department



- Accounts Department
- Human Resources Department



- Accounts Department
- Human Resources Department
- Procurement Department



- > Accounts Department
- Human Resources Department
- Procurement Department
- Engineering Department



- Accounts Department
- Human Resources Department
- Procurement Department
- Engineering Department
- Security Department



- Accounts Department
- Human Resources Department
- Procurement Department
- Engineering Department
- Security Department
- Executive Office (General Manager)



More About Regal Hotels Management



Guiding Principles

1. 27 Hotels (11 in HK)

2. 3 Key Elements – Committed Staff, Guest Care and Teamwork



Management in 2 Dimensions

1. Corporate Office

2. Hotel Operations

* Matrix System



Corporate Level

1. Corporate Office (HK)/Regional Office (Shanghai)

2. Headed by COO

3. 8 Functional Departments – Vertical Function, Macro View



4. Effective Teamwork

Hotel Level (typical)

1. Headed by General Manager

2. GM reports to COO or to VP – Hotel Operations (China)

- 3. 12 Departments
- 4. Effective Teamwork

Building Effective Team

1. Annual Management Forum



Building Effective Team

- 1. Annual Management Forum
- 2. Monthly Group Business Meeting



Building Effective Team

- 1. Annual Management Forum
- 2. Monthly Group Business Meeting
- 3. Individual Function Heads Meeting



- 1. Annual Management Forum
- 2. Monthly Group Business Meeting
- 3. Individual Function Heads Meeting
- 4. Corporate Function Heads Meeting



- 1. Annual Management Forum
- 2. Monthly Group Business Meeting
- 3. Individual Function Heads Meeting
- 4. Corporate Function Heads Meeting
- 5. Social Luncheons & Gatherings



Building Effective Team

6. Monthly Meeting with individual GM



- 6. Monthly Meeting with individual GM
- 7. Monthly China Hotels Operation Meeting



- 6. Monthly Meeting with individual GM
- 7. Monthly China Hotels Operation Meeting
- 8. VP Hotel Operation (China) Monthly Hotel Visits



- 6. Monthly Meeting with individual GM
- 7. Monthly China Hotels Operation Meeting
- 8. VP Hotel Operation (China) Monthly Hotel Visits
- 9. Corporate Newsletter



- 6. Monthly Meeting with individual GM
- 7. Monthly China Hotels Operation Meeting
- 8. VP Hotel Operation (China) Monthly Hotel Visits
- 9. Corporate Newsletter
- 10. GMs lead their teams similarly



Building Effective Team

11. Regal Staff Orientation Program



- 11. Regal Staff Orientation Program
- 12. Staff Development Program Holistic Training



G. LEADERSHIP & GREATEST LEADERS OF THE WORLD



Frequently Work On

Long Term Growth of Company



The World's

50 Greatest Leaders

(Fortune Magazine)

Government, Commercial &Non-Profit Making Organizations



2014 Top 5 Greatest Leaders

- 1. Pope Frances (78)
- 2. Angela Merkel (60)
- 3. Alan Mulally (69)
- 4. Warren Buffet (84)
- 5. Bill Clinton (69)



Pope Frances (78)

> 1.2 billion Catholics



Bold to reform 2000-year-old organization



Angela Merkel (60)

- Chancellor of Germany
- Capable Leader of European Union
- Practical Speaking
- Leadership role in Europe's debt crisis





Alan Mulally (69)



- CEO of Ford Motor
- Changed Ford's risk-adverse, realtydenying culture
- Saved Ford from bankruptcy
- Made profit



Warren Buffett (84)



- Philanthropist and CEO of Berkshire Hathaway
- Generosity in Charity
- Hands-off & Ownership Leadership style



Bill Clinton (69)

- Former US President & Founder of the Clinton Foundation
- Visionary & Realistic Strategies
- Respects Human Dignity of Every One
- > Trying & Failing is alright
- Every One makes Mistakes





2015 Top 5 Greatest Leaders

- 1. Jeff Bezos (52)
- 2. Angela Merkel (60)
- 3. Aung San Suu Kyi (70)
- 4. Pope Francis (78)
- 5. Tim Cook (55)



Jeff Bezos (52)

- CEO of Amazon & Owner of Washington Post& Owner of Blue Origin
- "Leader of the Leaders"
- Visionary & Long Term Thinking
- Very Focused
- Very Consistent
- Very Persistent
- Very Innovative
- Very Prepared to take risk



Angela Merkel (60)

Chancellor of Germany



Continues to be Capable Leader of European Union & Practical Speaking



Aung San Suu Kyi (70)

- Leader of the National League for Democracy of Myanmar
- Authenticity
- **Boldness**
- Persistency
- Personal Sacrifice

in bringing democracy into Myanmar



Pope Francis (78)



- Leader of Roman Catholic Church
- Continues with his reforms
- Key player in linking the US and Cuban Governments



Tim Cook (55)

- CEO of Apple
- Capable Leadership of International Mega Company
- Persistence in digital privacy tug-of-war with the US Government



"There is no 1 definition and formula for Leadership."

"We all know he or she is a Leader when we see one."



Leaders can be developed

1. Soft Leadership Skill

2. Technical Leadership Skill



1. Learning Soft Leadership Skills

Living a Quality Life

Living a Balanced Life

> And More ...



2. Learning Technical Leadership Skills

- Management of People, Money & System
- Visionary (Strategies, Goals, Actions)
- Form & Lead Effective Team
- Set Example/Walk The Talk
- Intelligence on Changes



H. LEADERSHIP & MOST POWERFUL WOMEN OF THE WORLD



More & More Female Leaders



My 2 Favorite 2014 Most Powerful Women of the World (Fortune Magazine)

Ginni Rometty Sheryl Sandberg





Ginni Rometty (58) – IBM CEO



Ginni's Leadership Traits

- 1. "Regal Air" of Elegence
- 2. Smart
- 3. Confident
- 4. Focused
- 5. Bold



Ginni's Leadership Traits

- 6. Fast & Wastes No Time
- 7. Clear Communicator
- 8. Approachable
- 9. Listens to Feedback
- **10.** Ability to Partner



Ginni's favorite Statements

1. "Actions speak louder than words, work hard every day and set good example"

2. "Do not let other define you, define yourself yourself"

3. "Most of the mistakes I made in my career occurred when I did not take long enough risks"









Sheryl's Leadership Traits

- 1. Real Professional
- 2. Practical
- 3. Efficient
- 4. "Done is better than perfect"



Sheryl's Leadership Traits

- 5. Lives a Balanced Life
- 6. Caring Mother
- 7. Traditional Domestic Life
- 8. "Sheryl never actually played as a child. She really just organized other children's play"



As COO of Regal

Living a Balanced Life

(Family, Work & Myself)



Family

Family Responsibilities

Quality Family Time



Work

Visionary & Strategic

Ensure Effective Teamwork

Set Example/Walk My Talk

Continual Improvement/Changes



Myself

Continual Education/Enhancement
Giving Back to Community
Exercise & Sports
Travels
Appreciation of Fine Thing
Etiquette
Social Life



I. INSPIRING QUOTES



"Talent wins Games, but Teamwork and intelligence win championship"

(Michael Jordan USA Basketball Player)



"There are plenty of teams in every sport that have great players and never win titles. Most of the time, those players are not willing to sacrifice for the greater good of the Team. The funny things is, in the end, their unwillingness to sacrifice only makes individual goals more difficult to achieve. One thing I believe to the fullest is that if you think and achieve as a Team, the individual accolades will take care of themselves. Talent wins games, but Teamwork and intelligence win championship."



As a Leader,

"You shall keep your eyes on the stars, and your feet on the ground" Ω .

"Believe you can and you are half way there"

(Theodore Roosevelt Former US President)



"Life is like riding a bicycle.

To keep your balance,
you must keep on moving"

(Albert Einstein Scientist)



"Live as if you are going to die tomorrow. Learn as if you were to live forever."

(Mahatma Gandhi Indian Politician)



Thank You

