

## CPCE Associate Dean (QA) — Leading with a People-focused Philosophy

On the wall inside the office of Prof. Warren Chiu, Associate Dean (Quality Assurance) of CPCE, a painting in rich, earthy colours brings a sense of tranquility. The painting is fulfilling an important purpose – the creator of this soothing landscape, Prof. Chiu himself, is enjoying it every day.

“I love painting,” said Prof. Chiu, who also enjoys sharing his passion for painting with colleagues. The process of building something from scratch, then perfecting and appraising it, is a creative journey. Since joining CPCE in late August 2016, Prof. Chiu has started channeling his creativeness to the College’s development.

At CPCE, Prof. Chiu oversees areas of work including quality assurance of academic programmes, staffing, research as well as marketing and branding. He views that these important roles have given him many opportunities to get creative. “Academic programme design is an area where creativity can be employed. We have to be creative and flexible, and make timely adjustments to ensure that our programmes stay relevant to market trends,” he said.

Managing such a wide spectrum of responsibilities requires sound leadership. Incidentally, leadership is

one of Prof. Chiu’s long-time research interests. He publishes papers on leadership, organisational behaviour, employee well-being and other human resource management issues. With his doctoral degree directed towards industrial and organisational psychology, it is no wonder that when asked about his management philosophy, Prof. Chiu gave one simple answer: “People”.

“People are often called a top asset to corporations and societies,” Prof. Chiu agrees, but he offers a deeper perspective: “Management is about getting jobs done through other people. However, the key here isn’t just about delegation. People must be respected, treasured, and listened to.”

Believing that positive workplace relationships breed progress, Prof. Chiu came up with new plans to build connections among staff. Items on his agenda include fostering a research culture, as well as facilitating social bonding and scholarly exchange among academics.



Prof. Warren Chiu, Associate Dean (Quality Assurance) of CPCE  
CPCE副院長（質素保證）趙之琨教授

With so many commitments, Prof. Chiu admits that he rarely has time to pick up his paintbrushes these days. Nonetheless, it is clear that his creative talent is being aptly applied on the much bigger, more complex canvas — the CPCE. And the outcome is poised to be just as vibrant as the painting hanging in his office.

### CPCE 副院長（質素保證） 以人為本的領導哲學

踏進CPCE副院長（質素保證）趙之琨教授的辦公室，會見到牆上掛上一幅色彩鮮明、混入大地色調的油畫，予人平靜之感。這幅畫發揮著重要的作用——畫中平和的景緻，為其創作人即趙教授本人，每天都帶來享受。

趙教授說：「我熱愛繪畫。」他亦享受與同事分享繪畫的熱誠，從零開始創作，力求完美，最後欣賞作品，是一段充滿創意的歷程。自2016年8月加入CPCE，趙教授便開始將其創意，注入學院的發展中。

趙教授在學院的管轄範疇包括：學術課程的質素保證、人力資源、學術研究、市場推廣及品牌管理。這些重任帶來不少發揮創意的機會，趙教授表示：「設計學術課程時，需要運用靈活創意，對課程作出適時的調整，才能夠緊貼市場的發展。」

要管理範圍廣泛的工作，便需要良好的領導才能。領導能力恰巧是趙教授向來熱衷的研究範疇。他的研究論文涵蓋領導能力、組織行為、員工福祉以至其他人力資源範疇；由於趙教授以研究工業及組織心理學為博士論文，因此被問及其管理哲學時，他扼要地回答：「人」。

「人往往被視為企業和社會最重要的資產。」趙教授不但贊同此觀點，而且有更深入的看法。「管理是透過眾人的力量，把工作辦妥。可是，員工獲委任任務後，更需要獲得尊重、肯定，並希望意見受到關注。」

趙教授相信，正向的工作關係是進步的原動力，故此他希望以新舉措加強員工關係，包括推動教員的研究文化，並促進社交聯繫及學術交流。



Prof. Chiu's drawing of the scenery in Mosque Street, Central.  
趙教授畫筆下的中環摩羅廟街景緻。

面對忙碌的工作，趙教授坦言要騰出時間繪畫並不容易。然而，趙教授已把其創意巧妙地發揮在CPCE這幅更寬大、更複雜的版圖上，眼前的景象與辦公室內的掛畫相比，同樣充滿朝氣。