



Dr the Hon Moses Cheng challenges members to contributing their fair share

鄭慕智博士誠邀會員為學會出一分力



Best known to Hong Kongers as an outstanding public service leader, Dr Moses Cheng is, in 2017 terms, an undisputed KOL¹ in bringing together the city's criss-cross of influencers spanning public and private sectors. In recognition of his many services and contributions to Hong Kong, Moses was granted the Grand Bauhinia Medal, the highest award under the city's honours and awards system, last year. At the Institute's 20th anniversary, *The 21st Century Director* had the pleasure to speak to our Founder Chairman on HKIoD's future and tap into the KOL's intelligence on some of the most coveted issues to our members – the opportunities and challenges faced by Hong Kong and his secret of success.

To HKIoD members, Moses is the father of the Institute, raising it up from brick-and-mortar to hearts, minds and hands throughout the past twenty years. Established in 1997, the HKIoD, starting with a member base of 100 plus inherited from the then Hong Kong branch of IoD (UK), was dominated by expatriates, as Moses recalled. Today, the Institute has more than 2000 members, who come from a much wider spectrum representing the cosmopolitan city's diversity. In addition to local leaders, the Institute is also increasingly joined by entrepreneurs and professionals from the Mainland who have an interest in the city.

"IoD was the first professional body I joined after my service at the Legislative Council between 1991-1995. It has a grand mission to promote professionalism of company directors, which I think is very critical to Hong Kong as an international financial centre," said Moses.

"Whether a business is well managed is largely subject to the leaders' qualities. To survive and compete, all businesses are equal in a way that they give their best to go to the market and make profit. However, a company, especially a listed company, is in

many ways different from a sole proprietor or partnership, where making a profit is not the end of the story. Directors owe weighty fiduciary duty to shareholders and the community, and as such, there are certain management qualities they'd need to master. To name a few, regulatory compliance, financial management, risk control and succession planning, which might be completely new to some accomplished businessmen," he added.

In the IoD era, western directors were already quite active, but there were only a handful of Chinese counterpart in the organisation. In addition to localising and broadening the membership, figuring out a structure that makes sense to the post-1997 era had become a clear priority. Shortly after joining the IoD, Moses was given the important task to found the city's own professional body that represents company directors here. His hard work did pay off well and the establishment of HKIoD took place on 1st July 1997, the most important day in Hong Kong's history since then.

He led the negotiation with the UKIoD which was highly supportive, according to Moses, and has extended much goodwill to HKIoD and its members until today. In addition to high-level information exchange and cooperation, HKIoD's members continue to be able to enjoy IoD's resources and facilities in the UK. "HKIoD, albeit becoming a separate entity after the handover, still maintain its link with the UKIoD," said Moses.

"I stepped down from the chairmanship after six years of service to honour good corporate governance in a way, but the Institute is still very close to my heart. In fact, I never left the organisation. I am still contributing my fair share, just in a slightly different way. And I am really glad to see the Institute grow to such an established scale, blessed by every one of my successors who has done their fair share to build the organisation to success," added Moses.

Contribute our fair share

At the Institute's 20th anniversary, Moses

has posed a challenge to all members, "An organisation is just a null entity without its members. If you see the importance of the Institute's work, I cordially invite you to contribute your talent and skills in leading the organisation. Join us at the council and executive committee or the various advisory groups and subcommittees. We need your leadership to drive the long-term success of the Institute."

Looking ahead, Moses hopes that Hong Kong, as an international financial centre, can take the lead to develop corporate governance best practices that are uniquely applicable to Asia, "This region's stock markets are characterised by the presence of a controlling shareholder in most of the listed companies. The corporate governance best practices based on a widely dispersed share ownership in the West do not necessarily fit for the region squarely."

According to Moses, HKIoD has also been contributing its fair share to support the development of corporate governance on the Mainland, "Not only do directors of mainland companies listed here benefit from our training, the Institute also proactively answer the needs of mainland authorities in experience and resources sharing. It has been aspired by many to establish an internationally recognised Institute of Directors on the Mainland. I am longing for this day to come as China continues to open and liberalise its capital markets."

Learn, Read and Go

Speaking of the future of Hong Kong, Moses singled out the Belt and Road Initiative as a new direction for the city's growth and development in the coming two decades, "With China's new ambition to develop the Belt and Road economic zone and Mainland corporates' increased appetite to go overseas, Hong Kong must grasp the golden opportunity to be the super connector. On HKIoD's part, we are seeking to help equip our members and expose them in the various ways and means as to how Hong Kong can play this role."

“To succeed, Hong Kong people must not be apprehensive of change. In the past two decades, many people have accumulated considerable wealth from the economic boom in Hong Kong, which may be the reason why they become complacent and less adventurous. We must regain the entrepreneurial spirit of Hong Kong in the old days, and be prepared to go into new territories that are not fully known to us,” he added.

The Belt and Road economic story may be evolving more dynamically than many of us expect, thus different sectors shall seek to interpret what the changing implications and opportunities are there for them. Our Founder Chairman urged members to ‘learn, read and go.’ 

¹ KOL: Key Opinion Leader

Born and raised in Hong Kong, a city where the East meets the West, Moses received his primary and secondary education from local Christian schools, and later found that his Christian beliefs and the traditional values inculcated by his late father turned out to be the lamp lighting up his path of life.

I reckoned active management of time has a lot to do with Moses’ success. Over my visit to him at his office, Moses had not taken out his phone once, even he knew many emails were going into his mailbox during that space. “To everything there is a season, and a time to every purpose under the heaven.” I would not let my computer or phone dictate me. I only use them when I choose to,” said Moses citing Ecclesiastes of *The Bible*, which launched a perfect start to our tête-à-tête on success.

C: What advice would you have given to yourself when you first started your career?

M: There is no fast track to success, no substitution for hard work and efforts. You got to be prepared to be humble and learn, especially to learn from your failures. In one’s life, most would see failure much more often than success, except the few exceptionally lucky ones. Winners are those who can learn from their failures, improve themselves and work hard towards their goal persistently. Opportunistic victories do exist but usually won’t last long.

C: What advice would you give to someone who wants to start a business?

M: Benjamin Disraeli, a former British Prime Minister, once said the secret of success is to be ready when your opportunity comes. To succeed in today’s world, firstly, you’ve got to have bright ideas. And then you’ve got to be able to turn these ideas into plans, put these plans into actions, convince your investors to believe in your grand scheme, and finally be prepared to work very hard to realise it.

Moreover, new and changing technology is something we all need to embrace.

C: How did you win your earliest network of influence?

M: Christian beliefs form the core values I’ve held my whole life. My late father also taught me to believe in one thing before I went to the University, which is to maximise your friends and minimise your enemies. That’s what helped me built up my network, I believe. If you can manage people well, they will work together with you to achieve the goal.

C: What do you think is the best decision you have made in your life?

M: The best decision I have made in my life is definitely to marry my wife Betty. My parents totally agreed with me on that. My wife is so supportive of me and take care of the family so well that I have nothing to worry when I am pursuing my career. Our common faith in Christianity makes our bonding even stronger. Betty is equally serving the community and devoting herself to helping the church and those in need.

C: How do you manage stress throughout your highly successful career?

M: I take breaks amongst my busy schedule. During these breaks, I would pull myself away from the day-to-day routine and look at what I was doing from a fresh perspective. This helps me land on a more eclectic position and adjust myself quickly.

I also believe in the art of delegation. Far different from passing the buck, putting an important job in the hands of the best candidate in the team requires a leader to let go and appreciate others’ talent.

My hobbies help me to de-stress too. I like singing, cooking, exercising and traveling. But most importantly, I will never let myself bring worries at work home.

C: What do you read first thing in the morning?

M: *The Bible* and newspapers.

VISIONS & DYNAMICS FOR TOMORROW 前瞻未來 驅策動力

DIRECTORS' CONFERENCE 董事論壇 2017

日期：22 - 09 - 2017 (星期五) | 時間：09:00 - 17:30 | 地點：香港會議展覽中心君爵廳

現已接受報名

論壇詳情或報名參加，可瀏覽 www.hkiod.com/dirconf.html

主辦組織：



香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997



協辦組織：



財經事務及庫務局
Financial Services and the Treasury Bureau



SECURITIES AND
FUTURES COMMISSION
證券及期貨事務監察委員會



香港交易所

主禮嘉賓

香港特區政府財經事務及庫務局局長 劉怡翔先生

講者

賴顯榮律師
香港董事學會主席

馮國經博士
馮氏集團主席

李躍先生
中國移動有限公司
執行董事兼首席執行官

Jean du Plessis 教授
澳洲迪肯大學法律學院法律系教授
(公司法)兼比較企管中心主任

陳昌華先生
瑞信中國宏觀研究主管

阮國恒先生
香港金融管理局副總裁

鍾麗玲女士
公司註冊處處長

何賢通先生
證券及期貨事務監察委員會
執行董事

戴林瀚先生
香港交易所集團監管事務
總監兼上市主管

李潔琳女士
維達集團副行政總裁

韋安祖先生
國際培幼會(香港)董事局主席

黃紹基先生
周大福珠寶集團有限公司
董事總經理

趙子翹先生
創奇思行政總裁

梁穎宇女士
啟明創投主管合夥人

王紹恆先生
金城營造集團執行董事
兼副行政總裁

黃宓芝小姐
科勁國際(控股)有限公司
營運總裁兼執行董事

黃嘉傑先生
奇華餅家有限公司
執行董事兼總經理

葉碩麟先生
超凡網路(控股)有限公司主席

陶榮博士
香港董事學會副主席、
論壇籌辦委員會主席

贊助組織

鑽石贊助



公司註冊處
COMPANIES REGISTRY



企管基金
FOUNDATION

白金贊助



STRATEGIC PUBLIC RELATIONS GROUP
縱橫公共關係顧問集團

媒體贊助



Investor Relations



黃金贊助



中國港橋控股有限公司
China HKBridge Holdings Limited
(SEHK Stock Code: 2212)
(Incorporated in Bermuda with limited liability)



Grant Thornton
致同



其他贊助



鄭

慕智博士 (Moses) 最廣為香港人熟悉的，是其出色的公職服務事業。以2017年的說法，其於團結政商兩界核心人脈方面，是毋容置疑的

KOL¹。Moses去年更獲頒大紫荊勳章——香港特別行政區授勳及嘉獎制度下的最高榮譽，以表揚其對香港的眾多公職和貢獻。在香港董事學會慶祝二十周年之際，《廿一世紀董事》樂與創會主席Moses對談，了解其對學會未來的期盼，以及藉此向這位KOL探討會員最感興趣的話題——香港當前所面臨的機遇和挑戰，以及其個人的成功之道。

在香港董事學會的會員眼中，Moses是學會之父，由建立學會的一磚一瓦、組織行政團隊以至招攬會員，過去二十年來一直扶植學會茁壯成長。Moses憶述，1997年學會成立之時，由英國董事學會香港分會承接的100多名會員，主要是在港工作的外籍人士。時至今日，學會已有超過2,000名會員，他們來自更廣泛的領域，充分反映香港這個國際都會的多元化。除了本港領袖，學會更日益吸納更多涉足本港市場的內地企業家和專業人士。

Moses表示：「英國董事學會是我於1991-1995年服務立法局後，加入的第一個專業團體。學會的首要使命是推廣公司董事的專業化，我認為這對作為國際金融中心的香港至關重要。」

他續稱：「企業管理的優劣取決於領袖的素質。所有企業在生存和競爭面前均為平等，其必須竭盡所能迎合市場和賺取利潤。然而，一家公司，尤其上市公司，與獨資或合夥模式的生意則大有不同，其不能止步於賺取利潤。公司董事身負重大的受信責任，必須對股東及社會負責。因此，公司董事必須掌握一定的管理能力，例如合規、財務管理，風險管控和傳承規劃，這些對不少成功商人來說可能是完全嶄新的領域。」

在英國董事學會的年代，外籍董事已相當活躍參與學會，但當年的華人會員則比較少。除了將學會在本港推而廣之及吸納更多會員外，覓出學會在回歸後最合適的架構亦成為首要任務。加入學會不久後，Moses便獲委以此重任，目標是創立一個專屬於香港、代表本港公司董事的專業團體。通過他的努力，香港董事學會成功在香港歷史最重要的一天1997年7月1日創會。

Moses主導與英國董事學會商談交接的事宜，形容英國董事學會對香港董事學會相當支持，時至今日仍十分關顧本會和本會的會員。兩者除了維持高層次交流和合作，英國董事學會亦向香港董事學會的會員開放其資源及在英國會址的設施。Moses表示：「回歸後的香港董事學會雖為獨立個體，但仍一直與英國董事學會保持友好的聯繫。」

他續稱：「服務學會六年後，我退下主席之崗位，貫徹優良的企業管治守規，但仍心繫

學會。事實上我從未離開過學會，只是以稍為不同的方式獻出我的力量。對於學會發展至現有規模，我感到非常欣慰，今天的成果實有賴繼任的每一位主席，其多年來盡心盡力帶領學會邁向成功。」

各展所長

二十周年之際，Moses誠邀一眾會員為學會出一分力：「沒有人積極參與的組織只是一具空殼。若你認同學會的工作，我誠意邀請你獻出你的才能領導學會，參與理事會和執行委員會，或不同的委員會和諮詢小組。我們需要你的領導，帶領學會繼續創出長期成功。」

展望未來，Moses希望作為國際金融中心的香港，能帶頭建立一套切合亞洲地區的企業管治最佳守則。「亞洲地區市場的一大特點，是大部份上市公司都有控權股東。由於歐美的企業管治最佳常規主要建基於廣泛分佈的股權，因此不能完全符合亞洲市場的情況。」

Moses又認為學會一直為內地企管發展獻出所能：「不但在港上市內地企業的董事受惠於學會的培訓，我們亦積極回應內地有關當局的需求，分享我們的經驗和資源。一直致力為在中國內地創立一個國際認可的董事學會而努力，我非常期盼這一天隨著中國資本市場持續開放而來臨。」

學習、解讀和親身前往

談及香港的未來，Moses指出一帶一路將會是重大新方向，主導香港未來二十年的發展和經濟增長：「隨著中國矢志開拓一帶一路經濟區，以及內地企業大力擴展在海外市場的板圖，香港必須把握成為超級連繫人的黃金機遇。學會方面正積極協助會員作好準備，開通不同渠道予會員親身接觸及了解香港如何在不同層面扮演超級連繫人這個角色。」

他續指：「香港人要成功，必須無懼改變。過去二十年，不少人因為香港經濟茂盛增長而積累了可觀的財富，這可能是令他們固步自封、不願冒險的原因。我們必須重拾香港舊日的創業家精神，並作好準備涉足未知的新領域。」

一帶一路的發展或比大部份人所預期的變化得更快，因此不同行業均需解讀有關變化將帶來怎樣的影響和機會。創會主席Moses各寄語會員應積極「學習、解讀和親身前往」。



¹ KOL: 意見領袖 (Key Opinion Leader)

出

生並成長於香港這個中西文化匯聚的城市，Moses從小就讀於本地的基督教小學和中學。後來，他發現其基督教信仰及先父所灌輸的傳統價值，已經成為了指引他人生道路的明燈。

我發現，積極的時間管理亦是Moses達至成功的一大要素。在他的辦公室訪談期間，他從未掏出過手提電話，即使他知道收件箱肯定已湧進了不少電郵。Moses引用《聖經》傳道書的章節道：「凡事都有定期，天下萬事都有定時」。「我不會讓電腦或電話支配我，這些工具是我決定用時才會用到的。」這正好為我們就成功之道的對談，劃上一個完美引子。

C：若你能提點剛踏足社會的自己，你會對他說些甚麼？

M：成功從來沒有捷徑，而勤奮和努力亦是不可取代的因素。要保持謙虛和不斷學習，特別是從失敗中學習。一個人的生命中，挫折往往比成功多，除非你是少數非常幸運的人。成功者能從錯誤中學習、改進自己、朝著目標努力不懈。僥倖的成功即存在亦不會長久。

C：對有意創業的人士，你有甚麼對他們說？

M：前英國首相 Benjamin Disraeli曾說，成功的秘訣在於你在機會來臨時已準備就緒。在今天要取得成功，首先要有獨到的主意，然後要有能力將這些好主意轉化成計劃，將計劃付諸實行，說服投資者相信你的宏圖大計，最後準備好非常勤奮地將其落實。此外，我們所有人均應迎接日新月異的科技。

C：你最初是如何經營重要的人脈網絡？

M：基督教信仰成為了我一生謹守的核心價值。我亦一直繫記先父在我進入大學前對我的教誨：盡量跟每一個人成為朋友，並避免與任何人為敵。我相信這些就是助我建立良好人際關係的根本。若你可管理好人事，這些人會成為與你攜手達到目標的力量。

C：你認為自己在一生中作出的最佳決定是甚麼？

M：我所作的最佳決定肯定是娶得妻子Betty。我的父母也非常認同這說法。我的妻子非常支持我，亦把家庭照顧得非常好，讓我在發展事業時毫無後顧之憂。我們共同的基督教信仰亦令我們的關係更為緊密。Betty同樣熱衷服務社會，致力支持教會和幫助有需要的人。

C：建立成功的事業背後，你如何管理工作壓力？

M：無論如何忙碌，我都會抽時間短暫休息。在休息期間，我會把自己抽離工作，從新的角度思考。此有助我回到一個較中庸的位置，迅速調整自己。

我亦相信分工是一種藝術。把重任交托團隊中的最佳人選，需要領導者放開胸懷和欣賞他人的才華，絕不等閒於隨意假手於人。

不同的嗜好也有助我舒緩壓力。我熱愛歌唱、烹飪、運動及旅遊。但最重要的是，我永遠不會讓自己將煩惱帶回家。

C：你每天早上第一時間閱讀的資訊是甚麼？

M：《聖經》及報章。