



An Intelligent Lone Wolf's Endorsement  
on Teamwork via Dialectical Thinking  
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# ~~impossible~~

How to lead the team,  
if the objective is  
如何帶領團隊實現

## “Mission Impossible”? 「不可能的任務」?

If we ask ten different managers what leadership is about, we might find ten different answers. However, we might also find a similar one, and that is “to achieve certain objectives”. This is, in fact, very logical. If achieving any objectives are not needed, then there is no need to talk about leadership. Thus, we need to set our objectives by using the SMART principle.

如果我們向十位經理問領導力是什麼，我們可能會找到十個不同的答案。但是，我們也可能會找到一個共通點，就是要「去達成某些目標」。實際上，這是非常合乎邏輯的。如果不需要實現任何目標，就無需談論領導力。有見及此，我們需要運用SMART的原則來設定目標。

SMART stands for Specific, Measurable, Achievable, Relevant, and Time specific. As a leader, setting an objective wouldn't be as difficult if you have all of these elements, but to be frank, having it to be Achievable is sometimes unlikely to happen for certain objectives.

SMART代表特定(Specific)、可度量(Measurable)、可實現(Achievable)、相關(Relevant)和具體時間(Time specific)。作為領導者，只要考慮這些要素，設定目標就不會那麼困難，但坦率地說，某些目標有時不太可能實現。

The key challenge of a leader is how to lead a team to meet some unachievable, or seemingly unachievable, objectives. If the team views that the objective is unachievable, they might lose their drive and morale. People always remark that such unachievable objective is “Mission Impossible”.

There are several groups of leadership theories, such as Trait, Behavioral, Contingency/Situational, and Charismatic/Transformational leadership. Based on my practical experience, complement those leadership theories, we could “borrow” the concept of Kotter’s Eight Steps Change model to manage that leadership challenge. In other words, we can conclude that achieving an objective is to change individual/team’s views, beliefs, and behaviors to make things happen.

As discussed earlier, the biggest challenge of today’s leaders is to lead the team to meet “Mission Impossible”. Kotter’s first step is to “create urgency”. A good leader will interpret the backgrounds and understand the “real” meaning of those “impossible” objectives, then explain to the team why those objectives are important, critical and urgent, especially the benefits and impacts to the team.

The second step is “to form a powerful coalition”. A leader should understand the strengths and weaknesses of each team member, then build a team that best suits the requirements of each objective. According to Belbin Team Roles, there are nine different

team roles that the leader needs to match the team members’ characteristics. This is a crucial process for the leader as he/she would need to delegate the tasks to the team members. During this process, mutual trust should be established between the leader and team members. As the team roles are assigned based on the capabilities of team members, the leader will have better confidence on team achievement, while team members will be more motivated because they have better chances to demonstrate their abilities.

Steps 3 and 4 are to “create and communicate vision”. A leader needs to “define clearly” on the objective. Even for “Mission Impossible”; it could be broken down into “Base” and “Stretch” portions. “Base” is the portion of objective where the team would have high confidence to achieve. “Stretch” is the incremental part where the team would not have confidence. For example, if the team needs to achieve \$120 sales target, but has confidence to achieve \$100 (based on past experiences), then \$100 is the “base”, and \$120 is the “stretch” target. Thus, the leader could formulate two strategies on how to guarantee the team to achieve the “base”, and the “stretch” respectively. That’s a very important step because this will help the team to realize that “Mission Impossible” is not that “impossible”, so as to keep the team’s momentum.

During the execution of strategy, obstacles will be faced normally, especially when the team is working

towards the “stretch” after having achieved the “base”. As stated in Step 5, the leader needs to help the team to proactively remove the obstacles during the execution. With this support, team members will feel that they are not alone, and the leader is on the same boat with them. Thus, this will not only help to achieve the objective, but also help to build trust between the leader and the team.

The next important steps are to “create short term wins” and “build on the change”. A leader should give recognitions continuously to the team on their journey to achieve the objective, even though they have not yet achieved the “base” or “stretch”. This will help the team to keep their momentum by giving them positive reinforcement on their efforts. It will also help create a team spirit of “We can do it!”

The last one is “Make it Stick”. No matter the “Mission Impossible” objective is achieved or not, a leader needs to make the “We can do it!” team spirit stick into the team culture. After all, leading a team is not a one-time job. A good team culture must be established and carried on in order to make the team become more invulnerable to the challenges in the future.

To summarize, a successful leader is the one who can build trust with the team, so that all team members are willing to perform their best to achieving the objective, no matter it is “Mission Impossible” or not! 🍀



#### Author's Profile 作者簡介

##### Mr. Sam Chan

Sam holds a Master of Business Administration from CUHK, specialized in Finance, Marketing and International Business. Sam worked as a senior management in large MNC, with more than 20 years’ sales and marketing experience. He also has extensive people management experience in leading teams through different changes.

擁有香港中文大學工商管理碩士，專注於金融、市場及國際商業。曾於跨國企業任高級管理人員，有超過二十年的銷售及市場經驗；對於不同轉變中領導團隊，具備豐富的人事管理經驗。

領導者面臨的主要挑戰，就是如何去帶領團隊實現某些無法實現或看似無法實現的目標。如果團隊都認為目標無法實現，他們可能會失去動力和士氣。人們總是標注這樣不能達到的目標是「不可能的任務」。

領導理論有幾種，例如特質、行為、應急/形勢，以及魅力/變革型領導。根據我的實戰經驗，輔以領導力的理論，我們可以「借用」科特的八步變革模型來應對那些領導力挑戰。換句話說，我們可以得出的結論是，實現目標就是改變個人/團隊的觀點、信念和行為，以達成目標。

如前所述，當今領導者面臨的最大挑戰是帶領團隊實現「不可能的任務」。科特的第一步是「製造迫切性」。一個好的領導者將理解背景及那些「不可能」目標的「真實」含義，然後向團隊解釋為何這些目標是重要、關鍵和緊急，尤其是對團隊的好處和影響。

第二步是「組成強大的聯盟」。領導者應了解每個團隊成員的優勢和弱點，再因應每個目標要求建立一個最適合的團隊。根據「貝爾賓團隊角色」理論，領導者可運用九種不同的團隊角色來配對團隊成員的特徵，這是領導者委派任務給團員時，至關重要的程序。過程中，領導者需與團隊成員建立互信。由於委派的任務是根據團隊成員的能力而分配，因此領導者將有更大信心令團隊達成目標，同時團隊成員會更有動力，因為他們有更多機會展示自己的能力。

第三個和第四步驟是「創建和傳達願景」。領導者需要為目標設定「明確定義」。即使是「不可能的任務」，仍可分為「基礎」和「延伸」部分。「基礎」是團隊將能高度自信地實現的目標部分。「延伸」則是團隊未有信心能達成的部分。例如，團隊需要實現\$120的銷售目標，但他們有信心實現\$100（基於過去的經驗），則\$100是「基礎」，\$120是「延伸」目標。因此，領導者可以就如何保證團隊達成「基礎」和「延伸」目標而制定兩種相應的策略。這是非常重要的第一步，因為這將幫助團隊認識到「不可能的任務」並非完全「不可能」，從而保持團隊的動力。

在執行策略的過程中，通常會遇到障礙，尤其是當團隊在達到「基礎」後，朝著「延伸」目標努力時。這就如第五步所述，在團隊執行任務的過程中，領導者需要主動地幫忙消除障礙。在這種支持下，團隊成員會感到自己並不孤單，明白領導者與他們同在一條船上。故此，這不僅有助於實現目標，更有助於在領導者與團隊之間建立信任。

重要的下一步是「創造短期勝利」並「從變化中創建」。領導者應該在團隊實現目標的過程中不斷給予認可，即使他們尚未實現「基礎」或「延伸」目標。透過對團隊正面的鼓勵及認可，有助團隊保持動力，更有助於樹立「我們能做到！」的團隊精神。

最後是要「堅持下去」。無論能否實現「不可能的任務」目標，一個領導者都要於團隊文化中，創建「我們能做到！」的團隊精神。畢竟，領導團隊並不是一次性的工作。必需創建並延續良好的團隊文化，讓團隊能在未來的挑戰中，變得更加無懈可擊。

總括而言，一個成功的領導者就是可以與團隊建立互信的人，因此，無論「不可能的任務」是否存在，都能引令團隊的所有成員，盡自己最大的努力去實現目標！🌟





For a part-time lecturer with a self-image of a lone wolf, it is quite a tranquil and isolated life to me recently. The only minor issue: I have been thinking hard of how to reduce usage of toilet paper in a convenient way. Thus, when the university asked me to write an article on teamwork, I came up with this article title: "An intelligent lone wolf's endorsement on teamwork". Conducting this intellectual exercise inevitably invokes my dialectical thinking. This thinking follows three stages: Thesis, antithesis and synthesis.

## An intelligent lone wolf's endorsement on **TEAMWORK** via dialectical thinking

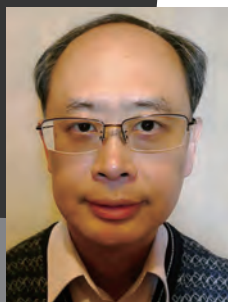
### 通過辯證思維 一個聰明的獨行俠 對團隊合作的支持

對於一個習慣獨來獨往的兼職講師，近來都過著頗為寧靜而孤癖的生活。唯一的小問題就是：我一直在認真思考如何方便地減少使用廁紙。因此，當大學邀請我寫一篇關於團隊合作的文章時，我想到了這篇文章的標題：「一個聰明的獨行俠對團隊合作的支持」。要進行這種智力練習無可避免地會引發我的辯證思維，這種思想分為三個階段：論點、對立和綜合。

#### Author's Profile 作者簡介

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is currently a lecturer at University of Sunderland in Hong Kong. He holds a Ph.D. from the Department of Industrial Engineering, Hong Kong University and a MA Management Systems from the University of Hull, U.K. He has ongoing research interest and publications in the areas of Systems Thinking in Management, Management Accounting, Business Management, Research Methods, and Management Learning. Also, he has over 12 years' of industry experience in the Information Systems, Accounting and Logistics functions.



現職新特蘭大學香港分校講師。持香港大學工業工程博士及英國赫爾大學管理系統碩士。現時的研究及出版範疇包括管理的系統思維、管理會計、商業管理、研究方法及管理學習。於資訊系統、會計及物流界更擁有超過十二年的行業經驗。



To begin with, teamwork is generally considered as the commitment of a group of people (i.e., a team) to work together in order to achieve a common challenging team purpose. Teamwork is not required to a group, which is simply a collection of people who interact with each other such that one person's actions have an impact on the others.

With regards to the management field, I understand why managers are interested in teamwork as a management technology: Organizations comprise groups and teams, which managers need to manage well. Besides, there are business trends that foster managerial interest in teamwork, e.g.,

- i) need for organizational restructuring to cope with increased competition,
- ii) need for better talent utilization, and
- iii) need for more flexibility and responsiveness to come up with changes of all kinds, etc..

This kind of favourable view constitutes the thesis position of dialectical thinking on teamwork.

For a self-proclaimed intelligent lone wolf, I also hold a negative view on teamwork. Such antithesis view is based on the following ideas:

Idea 1: I am not a sociable person, and have a low level of affiliation needs.

Idea 2: As an intellectual with critical thinking, I suspect that teamwork is being used as a coercive tool to force people to comply with illegitimate aims.

首先，團隊合作通常被認為是一群（例如：一個團隊）承諾共同努力，實現一個具挑戰性的團隊目標。團隊合作並非需要一群人，而是一群人的互相交流，一個人的行動影響其他人。

對於管理領域，我理解為什麼經理們視團隊合作為一種管理技術而感興趣：機構由小組和團隊組成，這些都需要經理人們妥善地管理。此外，商業趨勢都激發管理層對團隊合作的興趣，例如：

- i) 需要進行架構重組，以應對日益激烈的競爭，
- ii) 需要更善用人才，以及
- iii) 需要更具彈性和反應性去應對各種改變等。

這種有利觀點便成為團隊合作在辯證思維中的論點。

作為一個自稱聰明的獨行俠，我也對團隊合作持負面看法。這種對立觀點是基於以下想法：

想法1：我不是一個善於交際的人，而且我只需要很低程度的聯繫。

想法2：作為一個有批判性思維的知識分子，我懷疑團隊合作是強迫人們遵從不合理目標的強制性工具。

Idea 3: I am highly concerned that, more often than not, some team members are pig-like (a Cantonese English for stupid people).

Idea 4: Teamwork hampers my personal life experience of liberation as a lone wolf.

Idea 5: Teamwork is not much required for certain professions, e.g. golf players. Again, as an academic, I do not write academic papers with other people as co-authors.

Idea 6: Teamwork, by stressing common purpose, very often promotes a functionalist (thus conservative) sociological view, while, an intelligent lone wolf is fully aware of a more pluralist and coercive view on society.

In the setting of education, the conflict between the thesis and antithesis positions is often at work: Universities set group assignments so that students are able to gain useful teamwork experience (which many students do). At the same time, some students do not enjoy group assignments and have bad experience to work with uncommitted teammates.

Using dialectical thinking, I now try to offer a way to synthesize the thesis and antithesis views on teamwork. The synthesis view is based on two ideas:

Idea 1: The contingency idea: Whether teamwork is effective or not depends on the application situation. The three main application situational factors are:

- i) context (adequate resources,

想法3：我非常擔心有些團隊成員是像豬一樣的隊友。

想法4：作為一個獨行俠，團隊合作阻礙我解放我個人的人生經驗。

想法5：對於某些專業，例如高爾夫選手，並不需要太多團隊合作。同樣，作為一名學者，我不與其他人合作撰寫學術論文。

想法6：為達成共同目標，團隊合作通常會提倡功能主義（因此是保守主義）的社會學觀點，而聰明的獨行俠則充分意識到社會上更多元化和強制性的觀點。

在教育的設定下，論點和對立在實踐時往往出現衝突：大學設置小組任務，讓學生獲得有用的團隊合作經驗（很多學生都會做）。同時，有些學生不喜歡小組任務，與不合作的隊友會發生不愉快的工作經驗。隊精神。畢竟，領導團隊並不是一次性的工作。必需創建並延續良好的團隊文化，讓團隊能在未來的挑戰中，變得更加無懈可擊。

利用辯證思維，我現在嘗試提供一種方法來綜合關於團隊合作的論點和對立觀點。綜合觀點是基於兩個想法：

- leadership and structure, climate of trust, performance evaluation),
- ii) composition (abilities of members, personality, allocating roles, diversity, team size, member flexibility and preferences) and
- iii) process (common purpose, specific goals, team efficacy, conflict levels, and social loafing. If these factors are unfavourable to teamwork effectiveness, then teamwork is an unattractive organizational practice.

Idea 2: The critical idea: the perceived application situation (re: idea 1) is itself a social construct. Thus it is important to maintain high critical awareness in the social construction of such teamwork application situation.

The synthesis view, in this respect, represents this intelligent lone wolf's endorsement of teamwork. More importantly, it makes clear that, an intelligent lone wolf can be a valuable teammate, especially in his/her analytical contribution, on team performance when the team environment is right. 🌟

想法1：權變管理想法：團隊合作有效與否取決於應用情況。三種主要應用情況的因素有：

- i) 景況（足夠的資源、領導力和結構、信任的氛圍、效能評估），組成（各成員的能力、個性、崗位分配、多樣性、團隊規模、成員靈活性和偏好）和過程（共同目的、特定目標、團隊效能、衝突程度和社交態度），如果這些因素不利於團隊效率，那麼團隊合作就是一個沒有吸引力的組織練習。

想法2：批判性思考：感知的應用情況（參考：想法1）本身就是一種社會構建。因此，在社會構建中這種團隊合作的應用情況，保持高度的批判意識是十分重要的。

就這些綜合觀點，代表了這聰明的獨行俠對團隊合作的認可。更重要的是，可確證一個聰明的獨行俠可以成為有價值的隊友，尤其是他/她的分析能力，在合適的團隊環境中，能為團隊效能上作出貢獻。🌟

Artificial Intelligence (AI) is the key to advancement in technology as it enables the programs to make decisions on their own according to their analysis and makes human involvement lesser in the process.

人工智能(AI)可令電腦程式自行分析並決定工序，大大減少對於人力資源的需求，是科技日益躍進的關鍵。

# AI – Should we fear it?

## 人工智能 – 我們要害怕它嗎？



At the Academic Award Ceremony of the University of Sunderland, Hong Kong, we had a chance to speak with the Pro Vice-Chancellor (International), Professor. John MacIntyre, about Artificial Intelligence and the future it beholds.

We released the webinar 'AI – SHOULD WE FEAR IT?' for you so you can take advantage of the wise words and acquire the right information first-hand from Professor. John MacIntyre. He also happens to be the editor of Journal "Neural Computing and Applications". Almost 300 science papers are being sent and 20 are chosen to be published.

The question arises, why is Artificial Intelligence important and what can you learn from this webinar? The answer is pretty simple itself and this webinar is worth 40 minutes being spent on learning.

Professor John MacIntyre sheds light on some interesting facts and that will certainly make you dive deep in the world of AI. According to him, 68% of businesses are applying Artificial Intelligence to make their operations more accurate and precise, reducing the workload on their manpower.

Artificial Intelligence has a wide scope of applications that goes far beyond our imaginations. From Autonomous finance to technology, agriculture, medical, automotive industry, cloud computing, robotics, aerospace and much more! Every field of life is using Artificial Intelligence that is going to change the world as we see it.

Artificial Intelligence has a lot more to offer than just cost-saving and by the end of this decade, 23% of jobs are being replaced by the manual manpower to the people who are good with Artificial Intelligence.

Most hardware designing tech giants are prioritizing Artificial Intelligence. They are investing in it and holding more and more patents for Artificial Intelligence to carve their niche in the future. For those of you who are looking to get their introduction to Artificial Intelligence, this webinar is the perfect opportunity to take the first step in the world of Artificial Intelligence and make sure you are prepared for the inevitable future.

Artificial Intelligence has been wrongly feared through the concept from movies like 'Matrix' and

'Terminator'. That is all just fiction and far from the real world. Professor. John MacIntyre has explained in the webinar that Artificial Intelligence is not an enemy to be feared of, but a tool to help. Those who master it can have a bright future for themselves and help this world re-shape into a better place.

'Adaptive abilities of Artificial Intelligence make it the perfect tool to help you through complex tasks as it can take decisions based on mathematics and statistics that will be helping you with operations. In fact, this is the way forward', explained by Professor. John MacIntyre in the webinar.

International regulations are being set to regulate Artificial Intelligence. Some interesting facts regarding the last US election campaign manipulation and regularizing the ethical AI are being set that are explained in the webinar.

It is simply the best way to learn all about Artificial Intelligence and gather the right knowledge on how it is and going to change the world in the future. 🌟

在英國新特蘭大學於香港舉行的學位頒授典禮當日，我們有幸跟(國際)副校長 John MacIntyre 教授對話，討論人工智能及其未來發展。

MacIntyre 教授是《神經運算與應用》學術期刊的編輯，曾撰寫近300 篇科學論文，當中有20篇已成功發表。我們特地舉辦此網上講座「人工智能 – 我們要害怕它嗎？」，希望大家能獲得相關研究的第一手資訊而有所得著。

是次網上研討會全長40分鐘，主要探討人工智能不可或缺的原因，是不可多得的議題。

在講座上，John MacIntyre 教授揭示了一些關於人工智能的趣聞，讓你能更深入了解這個議題。例如，全球現時已有68%的企業在使用人工智能，以提升整體營運的精確度，並且減輕僱員的工作量。

人工智能可應用的範疇更多不勝數，包括自主金融、科技、農業、醫療、汽車、雲端運算、機械、航天工業等等，很大機會於不久的將來改變整個世界的運作模式。

除了節省成本之外，人工智能的好處數之不盡。在未來10年內，全球有23%的工作機會將落入熟悉人工智能的專才手上。

時至今日，大部份硬件設計科技巨頭已將人工智能納入其業務的主要範疇。它們大力投資並發展各項有關人工智能的專利，以開拓自己的獨有市場。因此，這場網上研討會可說是為想要進一步掌握此新趨勢的人度身訂做，令大家有足夠的知識及眼光為將來積極備戰。

值得一提的是，人工智能被某些媒體（例如《廿二世紀殺人網絡》及《未來戰士》等電影）錯誤地打造了一個與現實不相符的負面形象。MacIntyre 教授指出，人工智能並不是人類的公敵，而是能夠幫助我們解決問題的好朋友。只要正確及精明地運用它，你的前途必定無可限量，更可塑造一個更美好的世界。

人工智能擁有自動調適特性，依循數理運算及數據分析原理自行抉擇工序，令業務運作更加順暢。就算遇到繁複的步驟，難題亦能迎刃而解，是邁向成功的一大步。

另外，國際社會正緊密合作，制訂各種規限人工智能用途的法例，確保此項科技不被濫用；亦會提及最近一次美國總統選舉疑似偽造數據、牽涉不道德使用人工智能的傳聞。

如有興趣全面理解人工智能及其對未來社會的影響，歡迎瀏覽 John MacIntyre 教授的網上研討會！👉

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# A Day in the Life:

## Emeli Sandé, Chancellor of the University of Sunderland

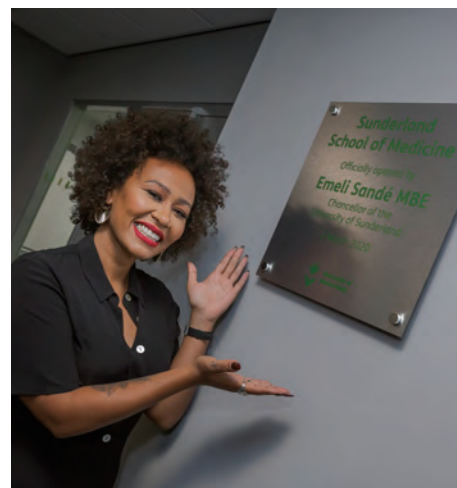
### 生命中的一天: 新特蘭大學校監 Emeli Sandé

Chancellor of the University of Sunderland Emeli Sandé took a break from touring the world as an international music star to spend time with students.

The singer-songwriter spent a day getting a tour of the Sunderland campuses, meeting staff, students and learning about all different areas of University life.

作為要經常於世界巡迴演出的國際音樂巨星，新特蘭大學校監Emeli Sandé抽空到訪，與學生們共渡一段快樂時光。

這位歌手兼作詞人花了一天的時間，參觀了新特蘭(Sunderland)的校園，與職員、學生會面，以認識大學生活的所有不同領域。





9:30am: Emeli arrives at the Sunderland city campus where she is met by Vice-Chancellor and Chief Executive of the University, Sir David Bell, and Chair of the Board of Governors, John Mowbray.

10am: Relaxed, happy, and back on familiar territory, Emeli sits herself down for a series of interviews about her role as Chancellor, following her installation last summer.



10:30am: Students from Spark, the University's official radio station arrive to interview the singer as she expresses her delight at being back in Sunderland to discover more about University life.

11am: Emeli heads down to the Students' Union where she gets the chance to meet staff and hear about the work going on to support the University's 20,000 students from all five faculties. She meets members of the Elite Athlete Squad and is also presented with a UoS hoodie.



11:30am: The party moves over to the Sciences Complex where Emeli is asked to officially open the University's new School of Medicine. The School opened to students last September and aims to address the shortage of doctors currently working in the North East.

11:45am: The Chancellor gets a tour of the new School where she gets the chance to meet Professor of Anatomy, Debs Patten, as well as some of the new medical students. She also tries out some of the cutting edge equipment, including the pioneering Anatomage Table.

12:30pm: After a quick break for lunch, Emeli and her guests move to Helen McArdle House. The building was named after philanthropist Helen who recently donated £2.5million to the University to benefit teaching and research in nursing and care. There the singer was shown state of the art training equipment including a fully-fitted ambulance and mock hospital ward which helps train the University's paramedics.



1pm: Next stop was the University-owned National Glass Centre where many students enrolled on Glass and Ceramics programmes, as well as others from the Faculty of Arts and Creative Industries, are based. Emeli was given a tour of the venue by Dr Cate Watkinson where she got the chance to look at the various exhibitions currently on display, as well as the working Hot Glass Studio.

2.30pm: The day ended with Sir David Bell presenting the Chancellor with gifts including unique pieces of glass from NGC – as well as a special teddy bear for Emeli's young nephew. 🐻



上午9:30: Emeli 到達新特蘭城市校園，與大學校長兼首席執行官David Bell爵士及董事會主席John Mowbray會面。

上午10:00: 輕鬆、快樂，重臨熟悉的地方，Emeli 坐下來接受一系列的訪問，講述她自去年夏天獲得任命後，成為大學校監的職責。

上午10:30: 大學官方廣播電台Spark的學生到達，採訪這位歌手校監，她表示很高興能重回新特蘭，並了解更多新特蘭的大學生活。



上午11:00: Emeli 前往學生會，並能接見該處工作的職員，認識他們支援大學內的五大學系、20,000名學生的工作近況。之後，她亦會見了精英運動員隊的成員，並獲贈一件新特蘭大學衛衣。

上午11:30: 聚會移師至科學館，並由Emeli 為大學的新醫學院正式揭幕。該院校於去年9月向學生開放，以應付目前在英國東北地區醫生短缺的問題。



上午11:45: 校監參觀了新校舍，並在那裡與解剖學教授Debs Patten及部分醫科新生會面。她還試用一些先進設備，包括最新的虛擬解剖桌。

中午12:30: 在午飯的短暫休息後，Emeli和她的賓客到了Helen McArdle House。由於大學最近獲慈善家Helen捐贈了250萬英鎊，以支助大學於護理方面的教學和研究，故該建築以其名字命名。在那裡展示了最先進的訓練設備，包括一輛設備齊全的救護車和模擬醫院病房，有助大學培訓醫護人員。



下午1:00: 下一站是大學擁有的國家玻璃中心，許多收讀了玻璃和陶瓷課程的學生，以及藝術與創意產業學院的其他學生都在此紮根。Cate Watkinson博士為校監Emeli 導覽，參觀目前展出的各種展覽，以及熱玻璃工作室。

下午2:30: 一天結束了，David Bell爵士向校監送上禮物，當中包括來自國家玻璃中心的特製玻璃杯，以及為Emeli的年幼侄子準備的特別版泰迪熊。🐻



Business English

# Negotiation: The One Skill Everyone Needs But Lacks



In life, there will be innumerable situations where getting the best deal is your goal. Most just wing it and try their best and many times, that just leads to falling flat on their faces. Instead, others seem to be able to win many more times than they lose. Is it because they are witty or pretty? Or perhaps because of some hidden secret? We will uncover three of the rules today in this article that will give you a huge advantage the next time you negotiate.

## Factor 1: First Impression

This might seem simple, and yet so many individuals choose to ignore it. The reality is, the way you look and act in the first few minutes, are going to determine whether or not your negotiation will succeed. When you first talk to someone, especially if you don't know them very well or at all, you should compliment them and say nice things. In addition to that, you can add some language in there that can persuade others even before negotiations begin.

Some sample sentences you could use are:

1. Don't worry. I'll give you a good deal.
2. I'm sure we can hammer out a deal that we both like
3. We can work out a fair deal quickly.

## Factor 2 : Ask Big

When it comes to negotiating with others, many people have a price in mind and ask for that. If you're selling your car as an example, you might think you can get \$3000 for it and so you put the ad at that price. Now if you've ever done this, most people would answer your ad quickly in order to bargain and lower the price. They might recommend \$2500. Eventually, you might end up selling the car for \$2700, which is less than what you had in mind.

Well, this situation also works in reverse when you're the buyer and in all situations. Whenever you are buying something, you will also bargain for a good price. Keeping this in mind, you can actually set your price a bit higher than what you actually want. So if you want to get a raise from your boss for maybe \$2 more an hour, you should ask for \$3. Then when the negotiations begin, when your boss tries to bargain you down, you are more likely to get what you've actually wanted than starting the bidding at \$2.

Now, how are some ways you can put out your initial request could be:

- 1) How about \_\_\_\_\_
- 2) \_\_\_\_\_ seems like a fair deal.
- 3) The going price for something like this is about \_\_\_\_\_

If the negotiations last a long time you can say:

- 1) Sir/Maam, you drive a hard bargain so I can offer/accept \_\_\_\_\_
- 2) You're a great negotiator so we not \_\_\_\_\_ and we call it a deal.
- 3) I appreciate what you're saying

## Factor 3: Contrast

At times when you are trying to get a great deal, contrast is possibly one of the most effective ways to persuade others. In the former example of asking your boss for a raise, it would be great to give examples of how much more money it would take to rehire for your position or what competitors are offering. If it would take 4 weeks of training and rehiring for your position to occur, that would be a large strain and consideration for your employer to ponder. If your supervisor is made aware of this, then it looks like a pretty good deal if they simply give you the raise you're looking for. When selling your car, mentioning that a similar ad is \$1,000 more than yours, makes your ad look much better in comparison and would encourage buyers to scoop up your good deal quicker than if that comparison didn't exist. It's like they say, you don't need to run faster than the dog, you only need to run faster than one of your friends.

Hopefully, some of these quick tips on negotiation can help you to land a great deal the next time you are in a negotiation! 🍀





## HKDSE English

# Advanced Linkers:

## avoiding and/but/because



One of the main weaknesses for any language learner has to do with repetition. At times, repetition can be used for emphasis or style.

However in most cases, it has nothing to do with those benefits. Instead, it has everything to do with a limited ability to function with a wide range of language. Depending on your audience, repetition can be a very dangerous thing to employ, especially if you do it without purpose. It can cause boredom and therefore a lack of attention from the very people you are trying to communicate with.

One group of words that are very repetitive in the world of English are connectives or conjunctions.

There are varying terms but you certainly know the three most common: 'And', 'but', and 'because'. 'Flexible', 'quick and easy' use are definitely the hallmarks of these words so you hear them often and repeatedly. Today, this article will focus on just one of them – 'and'.

If you want to grab the attention of those reading your work or those listening to you when you speak, it would be a grand idea if one could minimize the use of this. The question is: How?

One of the banes of any English learner is the fact that English has so many words. This hardship though can be transformed into something beneficial. As there are so many words, this vocabulary can be utilized to impress others.

Firstly, we can look at 'and'. The primary function is to join similar ideas or thoughts together so it becomes more cohesive and easier to understand.

As long as we use other words that have the same function, it can substitute well in the place of 'and.'

- In addition
- Another thing is
- Furthermore
- Moreover

These words can all fill in the role of adding ideas that are comparable. Look at the sample paragraph below.

*People like to buy many different things. These goods can be things that are for entertainment. It can also be for things that are deemed as necessities. Ultimately, the economy and what people want or need is a big part of that. Unfortunately, many people have changed and focus on buying things they don't really need. There is a consumer culture where people buy so many things. Many of them are simply not needed. This has fuelled debt. This has also fuelled dysfunction in our private lives. Our economy is also diverting reasons to the wrong areas such as more products that we don't need while defence or medicine are ignored.*

How can we make it better?

*People like to buy many different things and these goods can be things that are for entertainment and it can also be for things that are deemed as necessities. Ultimately, the economy and what people want or need is a big part of that. Unfortunately, many people have changed and focus on buying things they don't really need and there is a consumer culture where people buy so many things and many of them are simply not needed. This has fuelled debt and this has also fuelled dysfunction in our private lives. Our economy is also diverting reasons to the wrong areas such as more products that we don't need while defence or medicine are ignored.*

We can clearly see how the word 'and', can make the ideas flow better together. Unluckily though, it makes it seem amateurish. So how can it be spiced up? Simply by using the alternatives that were presented before.

*People like to buy many different things. Furthermore, these goods can be things that are for entertainment and it can also be for things that are deemed as necessities. Ultimately, the economy and what people want or need is a big part of that. Unfortunately, many people have changed and they focus on buying things they don't really need. Moreover, there is a consumer culture where people buy so many things. Another aspect is that many of them are simply not needed. This has fuelled debt while also fuelling dysfunction in our private lives. Our economy is also diverting reasons to the wrong areas such as more products that we don't need while defence or medicine are ignored.*

Notice how by simply changing some of the "and" words into alternatives while keeping some of them still intact, can greatly affect the look and feel of your writing. 🌟



### Author's Profile 作者簡介






#### Mr. Walter Lam

Born in Canada, I've taught English for the last seven years in Hong Kong in-person and online. I currently have an IG following of over 5000 followers, and also do streams teaching English to students. In addition, I taught a lot in regards to TOEIC, the HKDSE, and IELTS.





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