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Making your first move

The Management Trainee Career Guide offers invaluable advice to those starting their careers.

Moving from tertiary education into the world of work is never completely straightforward, even if you've got a good academic record, and have gained experience from internships, exchange programmes, and volunteer work.

One of the best ways to ensure a smooth transition is to achieve a place on a management trainee (MT) scheme.

These programmes are tailor-made by leading companies to give recent graduates an introduction, some practical training, and some broad insights to get their careers off to a flying start.

Demand for places on the schemes is high and the competition can be intense. As a result, candidates must be fully prepared, and ready to give their best if they want to impress at each stage of the application and interview process.

To stand out, it's important to highlight your strengths, and to find something special to talk about that will make an impression. That means recognising the specific qualities and attributes different companies are looking for. But it also means having a good understanding of the major trends affecting key sectors, and being able to converse about developments taking place in the wider business world.

With that in mind, this year's *Management Trainee Career Guide* takes a closer look at the contemporary issues that are impacting career options and actual hiring decisions.

For example, one article considers the path less travelled. Many MT opportunities are to be found with multinationals, and in more traditional industries like

banking and finance, marketing, retail, and insurance. But an increasing number are also offered by companies in the fast-moving hi-tech and new media sectors. Employers in these fields have an eye for creativity and innovation, are keen to recruit graduates from a diverse range of disciplines.

The guide also examines how blockchain technology is revolutionising the world of finance, and how it will soon start to have a similar impact on many other sectors. The consensus is that blockchain offers management teams all kinds of opportunities, but also plenty of challenges. Either way, it will play an increasing part in decisions about business operations and IT investment in the years ahead, and therefore can't be ignored.

We also look at ways that executives find inspiration and, in turn, manage to inspire their teams. Some take a systematic approach, learning from industry leaders and consulting the works of popular management gurus. Others make a point of looking beyond the more obvious figures to find inspiration in the pages of history, or in less well-known personal profiles.

With all this, plus extensive listings of current MT programmes, the team at *Classified Post* is confident that the *Management Trainee Career Guide* offers valuable information, ideas and talking points for students and recent graduates preparing to find their first full-time role in the workplace.

And, of course, we wish them all the best, not just with that search, but also for each future step they take on their individual career journeys.

Editorial team, *Classified Post*



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EXPERT ADVICE

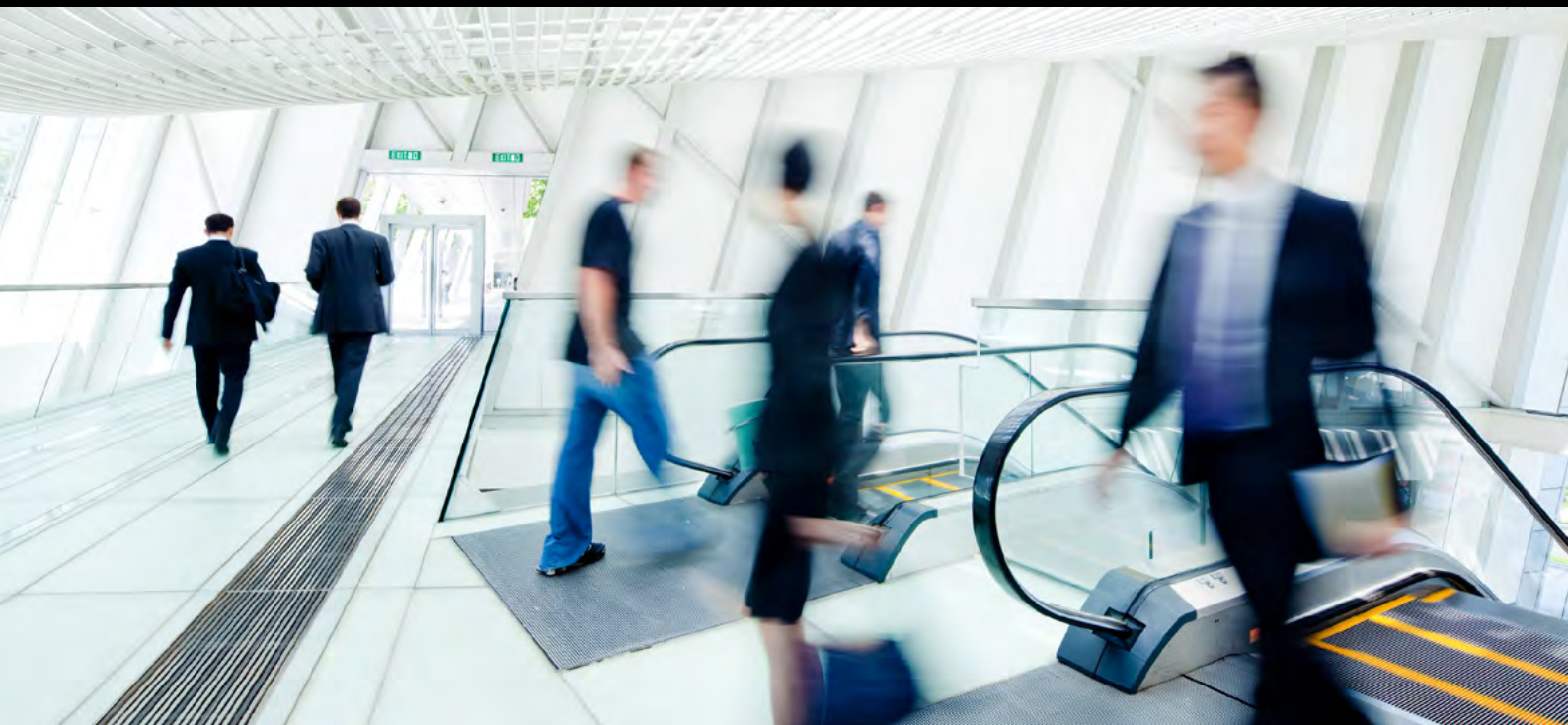


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Brave new working world • Bridge the generation gap • Rebound from a false start

Mentoring matters • The importance of lifelong learning • Staying relevant in an age of automation

The roads less travelled

Those wishing to learn something different during management training should look beyond the classic sectors, writes **John Brennan**



Photos: Getty Images

Although many management training programmes are run by businesses in ‘classic’ sectors such as finance, marketing, and retail, it is possible to do something different. But as with any career choice, there is a balance to be struck between personal passions and practical concerns.

Some organisations offer the opportunity to work in the world of entertainment, take an overseas post, or help improve the lot of those less fortunate, along with the prospects of professional advancement and financial rewards. If employers are engaged in a broad enough range of activities, these options may open up after the completion of

a training programme.

Swire is a global group with its roots in Hong Kong and the mainland. Its interests range from property, aviation, food and beverage, and marine services, to the trading and industrial sectors. Hong Kong’s flag carrier airline, Cathay Pacific, is the centrepiece of Swire’s aviation operations.

Participants in Swire’s three-year management trainee programme are employed by John Swire & Sons (HK) and then seconded to Swire Group companies such as Cathay Pacific, where, for instance, they can develop the skills and experience required for a career in the airline industry.

“The Swire Management Trainee Programme is a lifelong, generalist option

that aims at nurturing trainees to become our future senior executives,” explains Karen Kwan, manager recruitment, staff director’s department, John Swire & Sons (Hong Kong). The company looks for well-rounded students from any discipline, who are academically strong and who embody the Swire values of excellence, endeavour, humility, continuity and integrity, she says.

Swire has established two sub-programmes within the programme’s overall structure to serve different business purposes and fit different personal aspirations. “The Group Staff programme typically focuses on one of five Swire industries, and centres around Hong Kong and mainland China,” Kwan points out. “By

contrast, the House Staff programme takes place across different industries, and across wider geographical locations.”

As well as learning on the job, trainees receive advanced management training at business schools such as INSEAD. Trainees also have access to senior management, and benefit from the tailored coaching and mentoring services which will be available throughout their career.

“Each trainee has a unique career path within Swire, due to the diversity and growth of the businesses,” Kwan says. While a trainee posted to Cathay Pacific’s airports department in 1997 would probably have worked on the new Hong Kong International Airport rollout, she adds, today’s trainees focus on, for instance, the self bag drop process, or on improving customer experience. For a more specialised focus, Cathay Pacific also runs IT and engineering management trainee programmes.

There is a consistent element to the many unique career paths within the Swire Group. “We want to ensure a broad and balanced spectrum of operational and commercial exposure that nurtures all aspects of leadership competencies, such as business acumen, problem solving, and people skills,” Kwan notes.

Geographical and cultural mobility and exposure are integral to the management

trainee programme, Kwan says. A chance to work overseas, or in a different industry, is possible at any point during a career with Swire. “We encourage continuous learning, and the development of our talent, and we also encourage movement inside Swire Group. The doors are certainly open for them to explore opportunities within the Swire context,” Kwan says.

Diversity is also a part of programmes offered by Hong Kong Disneyland Resort (HKDL), which has been providing local and international visitors with themed holidays, rides, and live entertainment, since 2005. HKDL consists of three hotels – Disney Explorers Lodge, Disney’s Hollywood Lodge and Hong Kong Disneyland Hotel – as well as the Hong Kong Disneyland Park. The park is home to rides such as Hyperspace Mountain and Big Grizzly Mountain Runaway Mine Cars, and also features parades and live shows, including the popular Moana: A Homecoming Celebration.

“HKDL employs about 7,000 ‘cast’ members, ranging from frontline staff to those in the back office, including services teams and professional support,” explains a Hong Kong Disneyland Resort spokesperson. “In 2018 to 2019, over seven departments, including Commercial Strategy, Human Resources, Operations and Experience Integration and Technology, offered

graduate positions.”

The first HKDL graduate trainee programme was launched in 2014. The two-three scheme is open to new university graduates or those with less than two years of work experience. Trainees are provided with professional and structured training, and the department they join for their placement depends on their abilities and background.

“Our human resources department has set up Disney University specifically to conduct training programs for cast members,” the spokesperson says. “These include workshops and training sessions about communications, languages, and professional techniques for staging a good show for guests.” The Festival of The Lion King, which includes music, acrobats and fire dancers, is one of the big entertainment shows at HKDL.

HKDL is a people-oriented organisation, the spokesperson points out. “Our cast members are friendly, talkative and helpful to our guests. We respect the various ideas and cultures within the team, and cast members are encouraged to share their views freely for discussion in an open environment.”

Four key qualities are emphasised at HKDL: safety, courtesy, show, and efficiency. These are geared to bringing “happiness



“The rapid pace of change in the global and local economy has led to the contraction of some industries, and the emergence of others. So having an open mind when making career choices can only be a good thing.”

and magical moments to our guests from all over the world,” the spokesperson says.

Promotions are based on performance and personal qualities. Trainees also have the chance to transfer to different departments to explore alternative career paths. “More new and exciting attractions and theme areas will open in the coming years. As part of HKDL’s multi-year expansion project, which runs from 2018 to 2023. These will create more career and development opportunities for graduates,” Kwan says.

All graduate trainees have the chance to work their way up to the position of Director at HKDL, via successive promotions to associate specialist, specialist, associate manager and manager.

As well as schemes for customer-facing staff, HKDL has a specialist programme for graduate engineers. Engineers gain work experience with different facility services teams over a two-year period. “They will also have a chance to be sent to The Walt Disney Company for 10 weeks of training to enrich their professional knowledge and skills.”

A career at the Hong Kong Jockey Club (HKJC) might be worth considering for anyone interested in either horse racing or helping good causes. Founded in 1884, the HKJC is one of the city’s oldest institutions, as well as one of its biggest employers. A non-profit organisation, its business model comprises of horse racing and racecourse entertainment, sports betting, the Mark Six lottery, a membership club, and support for charitable and community projects.

Horse racing meetings are held most

weeks of the year at the HKJC’s two tracks, at Sha Tin and Happy Valley. Crowds at these events can number in the tens of thousands, and the average prize money per race in Hong Kong is reputed to be the highest in the world.

The money raised from the HKJC’s horse racing and betting activities funds its philanthropic efforts. In 2017/18 a total of HK\$4.2 billion was donated to 222 charitable and community projects. Over the years, these donations have helped pay for the building of Ocean Park, the establishment of the Hong Kong University of Science and Technology (HKUST), and the revitalisation of the Central Police Station on Hollywood Road. Every year, large sums of cash go to a range of areas, such as medical research, support for the elderly, and youth-related community projects.

The Club’s two-year graduate trainee programme is now in its fourth year, and comprises of training, structured work experience, and participation in the HKJC’s active projects. The aim is to support the trainees’ development of their management and leadership skills.

The programme is built around a 4Es learning and development framework, in which the 4Es stand for education, experience, exposure and evaluation. The trainees take part in a range of courses and seminars aimed at enhancing their understanding of the business and their specific area of operations. They also receive professional coaching on all the key strengths and abilities that future leaders require, such as communication and presentation, critical thinking, business

etiquette and team-working, skills. Finally, rotation through the different departments in their assigned divisions, is intended to give them a broad perspective on their area of HKJC.

Depending on their abilities and interests, trainees can join one of three streams: technology, business functions, or corporate functions. Divisions under business functions include customer and international business development, charities and community, and membership. Corporate functions includes the people and organisational division, the property division, and the security and integrity division.

University graduates with less than three years of full-time work experience are eligible to apply for a place on the programme. Apart from impressive academic results and credentials, the Club looks for qualities such as strong interpersonal skills, an eagerness to learn, and a proactive personality.

The HKJC, HKDL and Swire management trainee programmes are just three of many such opportunities for graduates. The rapid pace of change in the global and local economy has led to the contraction of some industries, and the emergence of others. So having an open mind when making career choices can only be a good thing.



Karen Kwan, manager recruitment, staff director’s department, John Swire & Sons (Hong Kong)

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CHAT

BRIGHTER GEN SOCIETY

Belinda Au, General Manager, Distribution & Marketing (front row, left fourth); Steven Lam, Vice President, Business Training & Development (front row, left third) with 12 SEED Directors

Elite Training & Development Programme has far-reaching impact

Sun Life Financial has developed a special programme to expedite a group of committed and aspiring agency managers to become agency leaders within 3 years. Known as the SunElite Executive Directors (SEED) Programme, it is designed to accelerate career progress and help in recruiting talent and building teams. As a result, SEED members are building to be the "Most Respected Advisors (MRA)" and best practicing the 4 core values of Caring, Professional, Inspiring and Winning.

Launched in January 2017, the initiative currently involves 12 ambitious SEED Directors looking to take the step up to Agency Director. It provides targeted guidance, tailor-made advice and comprehensive support in showing how best to manage and motivate teams in a structured and sustainable manner. The programme also aims to instill the concept of entrepreneurship, which is seen as a key feature of today's business world.

"One of the goals is to help each of these SEED Directors grow their teams from around 30 up to 130 within three years," says Mrs Belinda Au, General Manager, Distribution and Marketing at Sun Life Hong Kong. "We call this a "Racing with Time" challenge because it usually takes a regular district director around nine years to achieve this size of team."

The SEED started with six directors, with another six enrolled in January 2018. During the selection process, candidates were asked about their vision and business plans, and there was an open discussion about expected outcomes. Each candidate had to commit to the concept of "Race with Time".

"We made it clear that SEED Directors need to be driven and willing to put in the extra effort to motivate their teams to achieve goals together," Mrs Au says. "Our experienced internal SEED Consultants help them to formulate strategies and align goals so that their respective teams make concerted efforts towards the common targets."

All SEED members have received transformative guidance and holistic support from the company. This runs the gamut from professional brand-building to improving team cohesion and effectiveness. Over the past 20-plus months, the programme has become a "growth engine" for Sun Life Hong Kong.

"We are encouraged to see those involved have shown remarkable improvement against most key performance indicators," Mrs Au says. "This includes increases in headcount, productivity, and case size. The total number of SEED members has grown from 230 to over 500 so far."

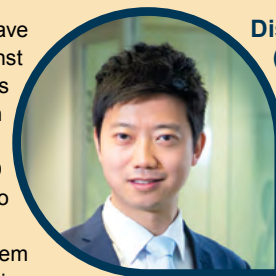
The programme also inspired them to apply the principles of "Effective Process and Result Management". And since the initial group was willing to share their insights and experience, that made it easier for the second group to make a flying start.

The internal SEED Consultants, using a "District Needs Analysis" approach, have conducted a thorough review for each individual director and then recommended "Work-Life-Learning Integration" solutions to meet specific needs and requirements. In this way, it has been possible to identify particular problems and optimise outcomes. "The directors get inspired because they can see the company's efforts in helping them improve their skills and attract new talent for their teams," Mrs Au says. "This is a source of motivation and positive thinking, which cascades down through the organisation. SEED is also an

open platform for the directors to share their success strategies, which makes for a great mutual learning experience."

Indeed, the pioneering scheme has received numerous accolades. For instance, the Hong Kong Management Association honoured Sun Life with their "Award for Excellence in Training and Development", a sign that the SEED programme has impressed many among all leading business sectors in Hong Kong.

The programme's key elements have helped the directors in different ways. Here, they highlight some of the main benefits.



District Needs Analysis (DNA)

Together with the DNA, the SEED sharing sessions helped Corey Hui, Agency Director, identify his own strengths and weaknesses and to understand the perspectives of his team members and peers.

"SEED Consultants recommended solutions to meet my needs, which helped to align my goals with the company's" Hui says. "The DNA is powerful because it requires SEED applicants to do honest self-evaluation & 360 degree Leadership Survey to identify the strengths, weaknesses, opportunities and threats of their own districts. My team grew rapidly in 2017 after joining SEED Program. I achieved the SEED's 3-year target in promoting to Agency Director in just a single year."

"From the DNA conducted with Sarah Wong, District Director, SEED Consultants suggest



forming sub-groups to handle specific functions in order to empower SEED members with leadership skills and further enhance team spirit. A case in point is Sarah has designated her team to organise activities and help new recruits integrate quickly.

"We regularly hold activities to foster team spirit," Wong says. "Food-tasting parties are always a favourite as they get conversations going." Wong also sees benefits in developing future leader in her team.

Amy Schwarting, Regional Director, her approach takes it to another level. After identifying development needs within her team, she used the "Leadership by Task" method to effect change.

"From the SEED DNA, I learnt that the best way to change mindsets is to engage people in a task and let them lead and I also want to build a sustainable culture in the team," she says. "We also look

to align the goals of new recruits with those of more experienced advisors. We encourage fruitful interaction by getting them to participate in an array of activities together."

Work-Life-Learning Integration

Duncan Lee, Agency Director, believes this unique concept of the SEED programme is the key to taking individuals outside their comfort zone. Most of his team are very experienced, but they need to keep learning.

"Sometimes I can't differentiate playing, working or learning from one another. Finally, I learn a lot when I am working or playing in the activities of SEED program. SEED organizes lots of activities for our clients, agency managers and advisors. I joined playing basketball and running though I rarely did these for the last 30 years. Besides, it was my first time to join Dragon Boat! It was so hard to play Dragon Boat but I enjoyed all possible learning especially building of team spirit from it."

For Monic Guo, District Director, applying the "Work-Life-Learning Integration" concept has inspired a new sense of self-discipline among the younger members of her team.

"I asked them to come to the morning meetings each Monday to Friday, and attend SEED activities and business events. We

arranged themed morning sessions covering training, experience sharing, and case studies. This has provided more structured learning. Throughout the SEED events in the other business hours or even night time, all team members agree that meetings and events have become more



rewarding and infused with positive energy interdependently."

Kent Tai, District Director, leads by example and has made full use of the concept to encourage his team.

"After training in personal branding, I was convinced of the need for change. My team agreed and, for example, they have now started to use social media to build business relationships and connect with younger clients." Tai also feels excited to join the fun, engaging, healthy and charitable activities which are organized by the SEED's Brighter Gen Society. "I can easier to invite young potential recruits through this platform and successfully arouse their interest to consider joining this Work-Life-Learning environment."

Effective Process and Result Management

Alison Leung, District Director, applied what she had learned to identify steps and solutions for monitoring the performance

management. "Many team members were motivated by the tool invented by SEED, and the SEED Consultants gave advice on setting targets. For both recruitment and sales, as an example, we use the "Business Builder App" and to get everyone involved by setting monthly targets, keep tracking the progress daily. We started to build momentum in our recruitment and sales drive in early 2018 and have begun to see positive results."

Chester Chu, District Director, takes a step-by-step approach.

His team initially conducted an analysis of their strengths and weaknesses. They then set targets and developed solutions, communicating and explaining these during the implementation phase.

Sun Life also provided support with training for recruitment.

"We organised a briefing beforehand to optimise results and did a detailed follow-up after the event," Chu says. "The SEED Consultants showed how important these steps could ensure success can be copied, not by luck, but by repetition of tasks look like trivial but important."

Arve Leung, Regional Director, took feedback from SEED program that his team was required to strengthen process management. He strengthened the communication with his managers and promote the importance of process

management in his team. "One area for improvement they mentioned was my style of communication. I'm too analytical and recommends that I express more feelings when communicating with my team," Leung says. "As a result, I now have more one-to-one meetings with individuals. This helps to motivate them, and it has enhanced mutual understanding and team bonding."

Race with Time

With the mindset of "Race with Time", Jason Chu, Regional Director, believed that everyone in his team can grow even faster than expected. One way to achieve this is by attracting good new recruits, and lessons from the SEED

programme have helped him do just that.

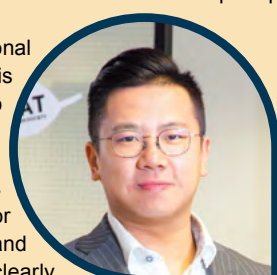
"Friends have decided to join us. They can feel the vibrant energy of the team and respect Sun Life's corporate values. The results have been very positive," Chu says. "I appreciate the SEED's slogan of Level Up this year. It creates the sense of urgency. The message is direct but challenging that we can repeatedly motivate all team members from time to time."

Susanna Chan, Regional Director, discovered that the significant growth of her team was a result of the change of attitude of her majority of team members. The change also brought Susanna two job promotions since she joined SEED.

"I started with the junior members of the team who are driven and committed. They formed a group of 'Enthusiasts' and were assigned specific tasks. When positive results began to emerge, the senior team members saw what was happening and were keen to get involved. This has formed a synergy from new & experienced team member and everyone is more committed to deliver the prompt results," Chan says.

Brian Ng, Regional Director, made his team commit to moving "one level up".

"I have used the goal of promotion as an incentive for individual managers and made sure they clearly understand the benefits. That has certainly motivated them. After joining SEED, I have observed that my team members are more willing to leave their comfort zone and challenge themselves to go a higher level," Ng says. "As for myself, I have improved my time management skills to lead by example. The team now has a more structured schedule for group meetings and we all now become more focus."





New kid on the block

Although it's a relatively new technology, students should start to consider a career involving blockchain, writes **Chris Davis**

Underpinned by blockchain technologies, the financial world has been closely watching the prodigious rise and subsequent fluctuations surrounding cryptocurrencies. But blockchain technology has a lot more to offer than the framework on which Bitcoin and other cryptocurrencies have been built.

In layman's terms, as the name implies, blockchain cryptographically connects algorithms, or "blocks", to form a chain

of digital records. This allows multiple stakeholders to have access to the same information at the same time. Because of its structure and versatility, blockchain offers transparency, almost tamper-proof security, and heightened efficiency for processing and recording transactions, while tracking assets across a business network using a secure database. Blockchain can only be updated by agreement between participants in the system, and when new data is entered, it can't be erased.

Less than a decade ago, blockchain resided mainly in the world of finance. But its ability to retool processes cost-effectively, and reduce or eliminate time-friction pain-points, has seen blockchain technology gradually edging its way into a broad scope of industries. For example, a World Economic Forum survey predicts that by 2027, about 10 per cent of GDP will be stored on blockchain. The report, called "Deep Shift Technology: Tipping Points and Societal Impact" also highlights that

blockchain technology is already being used to redefine the way that anything from property titles to organic vegetables are authenticated, tracked and traded. In the academic field, meanwhile, Sony Global Education has developed an educational platform in partnership with IBM that uses blockchain to secure and share student records.

As blockchain technology takes its place on the world stage, Henri Arslanian, PwC Fintech and Crypto Leader for Asia says while blockchain frameworks represent a cost-effective method for automating processes and exchanging data, he expects adoption by mainstream companies to be gradual. “It is not so much a question of if, but rather a question of when,” says Arslanian. In spite of extensive proof of concept trials, due to a combination of time and cost factors, candidate organisations that could consider using blockchain applications to transform back-end data processes, are not rushing to facilitate changes, he says. “Their back-end systems may not be perfect, but they work,” says Arslanian who expects the fastest take-up of blockchain usage to be in the crypto asset space, which includes the broader universe of cryptocurrencies and initial coin offerings (ICOs).

But Arslanian stresses that now is the time that graduates and future graduates should be paying attention to blockchain-related career opportunities. “As the blockchain and crypto pie continues to grow, there are so many possibilities,” he says. “We are only scratching the surface,” adds Arslanian, who believes that the scope of career options is ripe with opportunities for motivated individuals prepared to work hard. Due to the nascent evolution of blockchain technology, Arslanian notes that anyone with even just two years’ experience in the crypto asset space can be considered experienced although you should run away from anyone calling himself an expert due to the ever changing landscape. Importantly, he also makes the point that career opportunities exist beyond the blockchain design and technology space. For example, as crypto asset services become more commonplace, professionals with traditional accounting expertise are needed to develop the spectrum of skills needed to brindle the gap between traditional accounting principles and the new reality of cryptoassets.

While it is unnecessary for accountants to have detailed technical knowledge of how blockchain works, they do need to know how to advise clients on blockchain adoption, and consider the impact of blockchain on their businesses activities. Alongside blockchain engineers and developers, the embryonic sector also needs legal and marketing professionals. “What the blockchain industry needs is people who are continually developing their skills, and staying up to date with the industry’s advancement,” notes Arslanian.

The good news for those interested in pursuing a career in the blockchain environment is that online education platforms such as MOOCs (Massive Open Online Courses) offer comprehensive business-scale blockchain and cryptocurrencies programmes. “There are steps anyone interested in blockchain can take to start developing their career without having to sign up to a traditional university programme,” says Arslanian, an adjunct associate professor at the University of Hong Kong (HKU), where he teaches graduate courses on entrepreneurship in finance as well as Asia’s first FinTech programme. Taught by a combination of academic and practitioners, as well as featuring prominent guest speakers to illustrate the content with practical business examples, HKU’s recently launched Fintech

MOOC has already attracted more than 30,000 registered students from more than 190 countries.

As a globally recognised financial hub, Hong Kong is in a prime position to expand the use of blockchain, initially through applications in the finance and insurance sectors, according to Hui Kai-Lung, chair professor at the department of information systems, business statistics, and operations management at the Hong Kong University of Science and Technology (HKUST) School of Business and Management.

Blockchain technologies are tipped by some to have the same impact on the business world as the arrival of cloud technology did in the mid-2000s. Hui says even though blockchain technology is in its infancy as a skill set, now is the time to start building a toolbox of blockchain-related skills to prepare for career opportunities in the future. “As blockchain technology continues to evolve, so will the career opportunities it creates,” says Hui who cites examples of how blockchain technology provides a new and secure way to execute financial transactions.

Facilitated by the Hong Kong Monetary Authority (HKMA), in October HSBC successfully completed its first batch of live pilot trade finance transactions on eTradeConnect – a newly launched blockchain platform co-funded by seven



banks. The digitised process means that application-to-approval times can be reduced from about one-and-a-half to roughly 4 hours, making trade simpler and swifter. Hui also believes that Hong Kong's recently expanded Faster Payment System (FPS) System, which uses next-generation technology to provide a round-the-clock interbank real-time payment platform, will help to further boost the use of technologies including blockchain.

To help Hong Kong meet demand for the uptick for talent with blockchain technology skills, in September 2019, HKUST will launch a one-year full-time or two-year part-time Master of Science (MSc) Fintech programme, which will focus on blockchain, fintech, artificial intelligence (AI) and compliance and regulation. Offered through collaboration between the HKUST schools of engineering, science and business, Hui says it is the first time the three schools have worked in partnership to offer an MSc programme.

"With the need for blockchain education increasing, we decided to offer a more comprehensive view of the industry by bridging the science, engineering and business fundamentals that blockchain consist of," explains Hui. While the students currently being recruited for the MSc programme tend to have a background in technology or finance, Hui says that once they have completed the programme, they will be able to apply their knowledge and skills anywhere within the blockchain and fintech sectors.

It's the first time the HKUST schools of engineering, science and business have worked together to offer such a programme. Hui says the MSc will deliver the multi-disciplinary skills required to equip participants to pioneer blockchain solutions across the Hong Kong finance and business sectors. "With the need for blockchain

"What the blockchain industry needs is people who are continually developing their skills, and staying up to date with the industry's advancement."

education increasing, we decided to offer a comprehensive programme by bringing together the strengths and disciplines of the three schools, Hui says. While the students currently being recruited for the MSc programme tend to have a background in technology or finance, Hui says that once they have completed the programme, they will be able to apply their knowledge and skills anywhere within the blockchain and fintech sectors.

Acknowledging that blockchain technologies hold multi-application potential across a broad spectrum of business sectors, Steve Brown, managing director at global human resources firm ChapmanCG, says human resources (HR) practitioners are focusing on the skillsets their future workforces will need. These include those relating to blockchain and AI. With technologies including blockchain rapidly evolving, Brown says today's graduates need to be agile, flexible, and creative, and have a global mindset to propel their career options and opportunities. "It's the ability to innovate, quickly learn new skillsets and apply these to a deep understanding of business and consumer needs such as those involving blockchain that will be critical to future careers," notes Brown.

As a serial entrepreneur, Ray Horan, CEO of Emotics, a regtech company that provides proprietary browser and facial recognition analytics to analyse employee behaviour during online compliance training, says blockchain and fintech technologies are creating opportunities

for individuals who are prepared to take on a challenge. But Horan, stresses that graduates should not expect instant success without a commitment to hard work and perseverance. Like many entrepreneurs that have taken the initiative to setup start-up companies, Horan believes a long-term career in one job or industry no longer exists. Instead, he says today's graduates and postgraduates should be open to life-long learning, and constantly keep an eye on market shifts as to where they should up-skill to stay relevant.

This way, every few years they can shift from one industry to another, or one career to another, embracing opportunities that emerging technologies such as blockchain are likely to offer. "The most important thing is making sure you are staying up-to-date with what is happening in the world of technology, society and culturally, and along the way, acquiring new skills that stay in touch with changing trends," advises Horan. "The person who puts their neck on the line to hire you needs to know that the rest of the company is going to be impressed with you once you start your role, otherwise their job could be at risk," he adds.

Originally skeptical about the aphorism, "It's not what you know, but who you know", Horan says he has come to realise the cliché holds some truth. "It's just the world we live in," notes Horan. If you have the drive, the passion and single-minded determination to go to networking events week-in and week-out, then the opportunities present themselves, he says.

Airport Authority Hong Kong

Management Trainee Programme

The Management Trainee will undergo a three-year intensive development programme which is designed to develop high potential talents into future leaders of the Airport Authority (AA). The programme incorporates rotations in core departments, participation in cross-functional projects and assignments, functional and leadership training. Through our structured curriculum, our future leaders develop the problem-solving capabilities, leadership skills and internal network necessary to forge successful careers in airport management.

Requirements

- Final year university students in any discipline; or
- Recent university graduates with less than three years of working experience
- Team players with strong leadership potential, self-motivation and drive to achieve excellence
- Excellent command of written and spoken English and Chinese including Putonghua
- Passion to develop careers in the aviation industry

Career Progression

The Management Trainee Programme provides fast track career development for airport management professionals. Upon completing the 3-year programme, proven Management Trainees who meet AA's expectations and requirements will be appointed to supervisory/ managerial positions – and are encouraged to progress as far as their potential takes them.

Application Method

Please visit our website, complete the online application form and attach your CV on or before **3 December 2018** (<http://www.hongkongairport.com/en/careers/introduction.page>). A confirmation email will be sent to you once your application is submitted successfully. Shortlisted candidates will be notified within eight weeks after the application deadline.

Data collected will only be used for job application processing. Applicant not being contacted by the Authority within eight weeks from the application closing date may assume that his/her application is unsuccessful. All personal data will be kept for a period of 12 months from the application closing date and will be destroyed afterwards.





From Left to Right: Eric Kwan, Management Trainee, AAHK; Queena Pun, General Manager, Organisation Development and Rewards, AAHK; Christy Lau, Management Trainee, AAHK

Sky's the limit for Management Trainees at Airport Authority

As a hub for more than 70 million passengers arriving and departing for numerous destinations annually, Hong Kong International Airport (HKIA) offers a rewarding and stimulating place to work. Designed to nurture and groom future leaders, Airport Authority Hong Kong's (AAHK) Management Trainee (MT) Programme enables motivated individuals with a passion for the aviation industry to build a successful and fast-tracked career in management.

"The AAHK MT Programme offers unique working experience tailored around job-related skills and knowledge obtained through rotations in core departments, participation in cross-functional projects and assignments, and functional and leadership training," explains Queena Pun, General Manager, Organisation Development and Rewards, AAHK.

"Through our structured curriculum, our future leaders develop complex problem-solving capabilities, leadership skills and build internal networks necessary to forge successful careers in airport management," says Pun who explains upon completing the programme, MTs that meet the AAHK's expectations and requirements will be appointed to supervisory or managerial positions. "MTs are encouraged to progress as far as their potential can take them," she says, adding that career progression typically takes the route from Management Trainee, Assistant Manager, and Manager to Senior Manager.

Pun believes MTs will have even more career development opportunities with the addition of the construction of the Three-runway System of HKIA, which is predicted to create new jobs to more than 120,000 in total on the airport island, and

development plans such as the expansion of Terminal 1, smart airport and SKYCITY, one of the largest commercial projects in Hong Kong.

Restructured in 2015 from a two-year to a three-year roster, the enhanced MT programme, which includes a two-month familiarisation process, enables MTs to participate in three job rotation experiences instead of two, as was previously the case, allowing them to build a stronger and more solid understanding of the business and operations. "Each MT has a rotation learning curriculum specifically designed for them to ensure their learning is targeted and solid," Pun says.

MTs also benefit from mentorship opportunities through one-on-one meetings with senior management, which provides them valuable industry insights and tips on managing their career. During each rotation,

MTs are also paired with a “buddy” to provide informal support and guidance.

Eligible MT candidates include final-year university students from any discipline and recent graduates with less than three years of work experience. The AAHK looks for curious, creative and adaptable fast learners with strong leadership potential, who are also team players.

Applicants also need to demonstrate strong analytical and presentation skills, plus an excellent command of written and spoken English and Chinese, including Putonghua. In addition to fulfilling the academic criteria, MT applicants should familiarise themselves with the AAHK’s activities and responsibilities and build an understanding of the aviation industry through desktop research or by attending aviation-related seminars or workshops.

Eric Kwan, from the 2017 MT intake, says a broad exposure to diverse business functions ranging from operations to retail and advertising attracted him to the programme. “This is definitely a great experience not available elsewhere in Hong Kong,” says Kwan, who studied at the University of Hong Kong where he gained a bachelor of arts, double majoring in English studies and translation. With his first year of job rotation experience living up to his expectations, Kwan has been assigned to coordinate projects to improve business process and enhance operation efficiency in the Airfield Department. He also has opportunities to attend various training and exposure for enhancing his understanding on the airport operations during the rotation. A particular highlight, says Kwan, was waving

the orange pads marshal an arriving aircraft to a parking stand. “Where else could you get such an experience?” asks Kwan, who concedes that it initially took a bit of effort to familiarise himself with engineering and technical concepts. However, fuelled by genuine curiosity and passion, he soon became conversant with the terms. “You need to step outside of your comfort zone to learn and apply new knowledge, It is also important for me to be humble, such that others would be willing to share their knowledge,” says Kwan.

Describing a typical day in his current second rotation in the Facilities Planning Department, Kwan says his work includes desktop research and analytical studies related to facilities planning on the airport island, as well as attending meetings with various government departments and project consultants. It enables him to understand the airport management from a more macroscopic and planning perspective.

Currently working in her final year of the programme, Christy Lau says her MT experiences are providing her with a “big picture” perspective of the aviation industry. “You have to bring all the stakeholders together in the airport community for the projects,” says Lau, who graduated from the Chinese University of Hong Kong with a major in sociology and an integrated BBA.

So far, as part of her first rotation in Smart Airport Department, Lau has conducted research on the technological development of airports around the world to create a fast, joyful and seamless travel experience. She also actively supported the organization in a range of conferences and events, such as the

annual Hong Kong Technovation Conference and Exhibition to promote technology and innovative culture. Assigned to the Terminal 1 Department during her second rotation, Lau helped with the planning works on terminal expansion and other terminal operation projects. “As an MT, you are valued and given opportunities to take part in projects where you are able to make a meaningful contribution, so you get a sense of ownership,” says Lau.

Now in her third job rotation, Lau is working on promotion and marketing campaigns and developing business to business partnerships in Retail & Advertising Department. Lau says the training and support she has received, including valuable advice from her mentor, has prepared her to take on larger responsibilities. However, she is quick to stress that, while it is important to be proactive and to seek new challenges, there is an equal requirement to be humble and ask for help when facing challenges. “Working in the aviation industry requires experience, expertise and good collaboration with colleagues and various work partners,” says Lau.



**Queena Pun,
General Manager,
Organisation
Development and
Rewards, AAHK**



Your Success, Our Future

HK Electric commenced operations in 1890 and is one of the longest-established utility companies in the world. It has supported the growth of Hong Kong for the past 128 years.

HK Electric provides promising and long-term career opportunities for our employees who are the Company's most important assets. Inspired by the core value of pursuing excellence, our people share a vision of delivering excellent services and supply reliability to our customers and their unwavering dedication has ensured the continued success of the Company. We are committed to enabling them to grow with the Company, developing their talents and meeting their aspirations.

A Purposeful Career

Electricity is essential for many aspects of daily life, which is why I am so proud to work for a company that provides a stable electricity supply for large parts of Hong Kong. I began by joining HK Electric's graduate trainee programme in 2010, and it provided a comprehensive introduction to the Company and the sector, putting me on the part to being a qualified engineer.

After completing the graduate trainee programme, I went into the Construction and Maintenance Department of the Transmission and Distribution Division. I worked my way up and am now a construction and maintenance engineer.

There have been many highlights along the way, such as helping to provide a temporary power supply for the Hong Kong Formula-E event. I was also involved in a challenging project to replace transformers at the Admiralty MTR station. I like the fact that we get to work as a team, solving problems and assisting each other. That is a big plus of the job.

What I also love about HK Electric is how the Company supports and encourages me to stay involved with other parts of the industry. Every year, I help The Hong Kong Institution of Engineers organise a motor design contest. This is great because, in my spare time, I love building electronic products, doing woodwork, and making home decorations.

I also like to spend time looking after my aquarium. I love watching the fish and plants grow and doing research into the different species. It takes a lot of time and patience, but helps me to relax and live a balanced life.

Fred Lee

Construction and Maintenance Engineer



Ideals and Aspirations

Ever since I applied to university, my personal motto has been to work for the betterment of my community. I have now made this my lifelong goal.

As a young person, it took years of study to earn my degree, so having the chance to develop my career as an engineer is a major achievement. I feel blessed in being able to realise my dreams by working for HK Electric.

It is a highly respected reputable utility company that has been powering Hong Kong for more than a century. I applied for the Company's graduate trainee programme, seeing it as a unique opportunity to work with and learn from people of the highest calibre. I also thought it would be an ideal starting point if I was to work constructively for the betterment of society.

For young people, it is important to have opportunities like this. I gained a lot from the programme and had the chance to hear different perspectives from being in a large group of capable engineers, beside meeting leading professionals in Hong Kong and overseas.

The Company is very supportive of graduate trainees. During the training period, I was nominated to take part in delegations to Malaysia and the UK which were organised by The Hong Kong Institution of Engineers and the Institution of Civil Engineers respectively. It was a good chance to appreciate the development of infrastructure and civil engineering practice in those countries and get insights from senior professionals, government officials, Cambridge professors and postgraduates, and technical consultants. The chance to attend overseas conference and give presentation to the professional bodies there about Hong Kong's infrastructure is rewarding and has given me a sense of mission.

These experiences have shown me the skills and qualities needed to be a professional engineer and, as importantly, strengthened my ideals and aspirations.

Phoebe Chan
Graduate Trainee

Opportunities and Excitement

After graduating in mechanical engineering from HKUST, I wanted to start my career in the right way. That meant joining a well-rounded graduate trainee programme which would teach professional and technical skills, as well as best practice management and leadership. If possible, I also wanted to get overseas experience and coaching to help with areas of individual development.

HK Electric's graduate programme offered all that, so I was eager to join in 2007. My colleagues there shared their technical knowledge and practical experience, and my supervisor gave me opportunities to lead projects during the annual "unit outage" drill. I am now a mechanical maintenance engineer, heading up a team in my section.

There have been many interesting and exciting challenges in my career to date. For instance, last year we implemented an innovation project under my remit. In the past, we used suspended working platforms to inspect the internal condition of on-site chimneys, but that is an expensive and time consuming way of doing things. Therefore, we decided to use unmanned aircraft vehicles to carry out the work. After several meetings with the consultants and a number of modifications to the "vehicle", we carried out the inspection successfully despite limited time and a tight budget.

After six years in HK Electric, I was registered as a chartered engineer and a registered professional engineer. In addition, this year the Environment Bureau appointed me as a member of the Appeal Board Panel for the Gas Safety Ordinance.

Two key things I learnt from the Company's training programme were the importance of achieving high standards at all times and the need to be proactive in terms of meeting the challenges and achieving career goals.

Simon Lam

Mechanical Maintenance Engineer





HK Electric, a power utility that has supported the growth of Hong Kong for the past 128 years, provides promising and long-term career opportunities for our employees. We are committed to enabling them to grow with the Company, developing their talents and meeting their aspirations.

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- Strong technical knowledge, analytical and interpersonal skills
- Good command of English and Chinese, both spoken and written

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From left to right: Horace Hon (2018MT) City University of Hong Kong; Tiffany Law (2018MT) University of Cambridge; Janet Poon (General Manager - Human Resources); Shirley Yung (2017MT) The University of Hong Kong; Michael Wong (2017MT) The Chinese University of Hong Kong

Management opportunities abound for MTs, in both Hong Kong and mainland China

As a leading property developer that builds, manages and owns world-class commercial complexes in Hong Kong and across mainland China, Hang Lung Properties has designed a Management Trainee (MT) Program that is meticulously crafted to nurture high-caliber individuals who are fully qualified to become the future leaders, ones who are ready and willing to take up challenges and excel in any of the many and varied operational areas in which the Company is involved.

A key characteristic of the 18-month MT program is that it provides trainees with a thorough grounding in virtually every facet of Hang Lung's business. Thus, there is on-the-job training across a wide variety of functions within the Company in Hang Lung's Hong Kong and mainland China property

portfolios. A further strength of the program is its customised training curriculum, which includes personal advancement courses to bolster the MTs' management skills and business acumen. Furthermore, throughout the duration of the program, Senior Executives and Managers from different Hang Lung departments, provide direct guidance and coaching to trainees, the goal being not just to enhance their learning experience but also to enable them to leverage their full potential. To help MTs embrace the Hang Lung business philosophy of "We Do It Right", MTs also receive training in business etiquette and professional image building, effective presentation skills, business writing in English and Chinese, and compliance training. In addition they attend training courses in Mandarin and development

property management and undergo outward bound training. To develop their communication, leadership, and event planning skills, MTs are handed the responsibility of organising a broad range of leisure, social and corporate responsibility events that Hang Lung provides for all its staff.

Hang Lung firmly believes that, for MTs to develop their career potential effectively, it is important for them to interact with colleagues at different levels of seniority so they can obtain a broad range of advice and experience. In line with this policy, Hang Lung Directors take on the role of MT mentors to offer guidance and facilitate growth and learning. At the same time, Heads of Section and Senior Managers assume the role of coaches and trainers. These Mentor-Mentee

and Coach-Coachee schemes provide opportunities for young talent to receive practical and constructive feedback from corporate role models during meetings, communication sessions, luncheons and business trips with senior management. To make sure that MTs are “future ready” to play management roles in Hang Lung’s growing Mainland property portfolio, they spend about six months on the Mainland finding out about market trends in the world’s second largest economy and gaining hands-on, Mainland-style organizational experience.

Hang Lung welcomes university graduates from any discipline provided they are passionate about developing a career in the property industry and prepared to work in Hong Kong and mainland China. Upon completion of the program, MT graduates are provided with ample opportunities to continue developing their careers. The usual career path for MTs takes them progressively through the levels of Officer, Senior Officer, Assistant Manager, Manager and up to Head of Section in four to eight years before then moving up to General Manager rank.

Hang Lung MT Shirley Yung, after undertaking five rotations with different departments and visiting three cities in just over a year, says that among the best things about her work are the variety of opportunities available and the fast pace of learning. “Property development and management is a diverse industry that spans many disciplines,” notes Yung, who graduated from The University of Hong Kong with a bachelor’s degree in Politics and Public Administration. For Yung, who is currently attached to Hang Lung’s Fashion Walk marketing and promotions team, a typical day include liaising with tenants, attending meetings with different departments and agencies, and analysing the latest marketing trends.

She also has the opportunities to attend events such as press conferences, product launches and tenant store openings. “Hang Lung MTs are trained as generalists, which means it is necessary to familiarise ourselves with various corporate functions through multiple job rotations and self-initiated learning,” explains Yung, who believes in the importance of planning ahead, reflecting on one’s learning experiences, and being prepared to apply maximum effort and commitment to every situation. A good example of the need for such qualities, she

says, has been in the planning and preparing for Fashion Walk’s Halloween Styloween 2018 marketing campaign, which involves the participation of a number of celebrities. “It was fun, yet challenging,” says Yung, who helped to prepare the website content and promotion materials for the campaign and liaised with tenants on collaboration and sponsorship issues. “It was an eye-opening experience for me to learn about marketing, public relations and digital marketing all in one go,” says Yung.

Embracing the challenge of each job rotation, a key part of his 18-month Hang Lung MT program, Michael Wong says accepting all challenges as they arise is the fastest way to learn and advance. “The structure of the MT program is clear and direct. Plus there are numerous opportunities to learn from Senior Management through the mentor-mentee program,” says Wong, who graduated from the Chinese University of Hong Kong, majoring in biochemistry. Explaining that when he joined the MT program he lacked familiarity with industry jargon, Wong says he quickly caught up with the support of professional development programs and opportunities that arose to interact with clients. He adds that his passion

for the property industry also keeps him motivated. Moreover, he has also taken up the role as Chairperson of the Hang Lung Social Club, which organizes activities that the Company encourages to help colleagues maintain a proper work-life balance. His typical work day includes consolidating reports and liaising with external parties. He may also find himself planning and managing events such as an annual dinner or a family day out. These responsibilities equip him with management skills at a variety of levels. As Wong says, such tasks may not always be easy, but with his desire to provide nothing but the best for colleagues and the Company, they are satisfying and enjoyable. Like Yung, Wong has completed job rotations on the Mainland where he was able to put his communication and presentation skills to good use as the Master of Ceremonies at the annual dinner of Hang Lung’s Parc 66 in Jinan. “To speak in Mandarin in front of hundreds of staff with a touch of a southern accent was a memorable experience,” notes Wong. His advice to trainees is simple: be humble and enthusiastic learners, but also chase your aspirations. “When you think big, you will be big,” says Wong.



We can be heroes

It's difficult to be an inspiring leader. Choosing the right heroes is a good start, writes **John Cremer**

In today's workplace, it takes many skills to become an effective manager and a decisive leader - and some are harder to acquire than others.

For instance, the ability to inspire is often mentioned as a characteristic that executives are keen to possess, and employees expect to see this quality in those in positions of authority.

But developing the right combination of intellectual insight, experience, self-confidence and interpersonal skills needed to be an inspiring leader is hard for any individual.

Proof of that can be found in the number of self-improvement books that touch on the

subject, and the clamour for seats at TED talks, and similar events, where renowned speakers share some of their secrets.

Such sources certainly present plenty of ideas and examples. But they also show up-and-coming managers and students of the genre that, although people regarded as inspiring leaders have certain traits in common, that doesn't entirely explain their success. There has to be something more.

These individuals can think big, communicate a message that resonates with their audience and, in many cases, touch the emotions. From the outset, they have a clear objective and know what they want others to do. When it comes to the realm of

business, they understand the importance of listening, empowering, and being ready to impart knowledge.

"Technical proficiency definitely matters, but employees also look for leaders they can learn from," says Dr Shipeng Yan, assistant professor in the Department of Management at the City University of Hong Kong. Young people want to find a sense of purpose in their work, so managers must help them see the big picture and consider what's beyond their immediate task environments."

To illustrate, Yan cites the example of former US president John Kennedy, who motivated NASA staff working on the space



Photos: Getty Images

programme. Rather than viewing their daily activities as a series of smaller, short-term tasks (“I’m building electrical circuits”), employees instead saw themselves as playing a key part in realising NASA’s long-term objective (“I’m putting a man on the moon”). That way, every day’s work became more meaningful.

In-depth studies, such as the Deloitte 2016 Millennial Survey, have confirmed those principles, while also highlighting expectations that are prevalent among the younger generation. For instance, there is a widespread hope that corporate leaders can represent a consistent set of values and create a work environment that instils a sense of passion for the work at hand.

Yan suggests this is possible within any organisation. There is no need to look outside for larger-than-life figures who have an extensive media presence, and there’s no reason to accept success stories, which are largely shaped for public consumption, as the basic standard of merit.

“Instead of learning from a few well-known ‘heroes’, it can be more useful to take a fresh perspective and discover inspirational figures in our everyday life,” Yan says. “No one is perfect, yet everyone has the potential to inspire others in their industry or niche area.”

Yan mentions Zhang Ruimin, CEO of Chinese home appliances firm Haier Group, who decided to learn from leaders who focused on running successful businesses, rather than sought out the media spotlight.

Ruimin also put his trust in frontline employees, convinced they knew the most about consumer preferences since they were closest to the market. He empowered staff to use their individual creativity by inventing a novel management system – *rendan heyi* – which allowed employees to form nimble “micro enterprises” to react more quickly to changing consumer needs.

Yan emphasises this is a good way to inspire, because it encourages staff to learn continuously, bring out the best in themselves, and keep improving. It also contains an element of thought leadership, as it ensures employees focus on more than defined tasks and standard data.

As respected management guru Peter Drucker once said, “There is nothing quite so useless, as doing with great efficiency, something that should not be done at all.”

At times, Yan worries that students and young managers in Hong Kong spend too



much time absorbing new things, and not enough time digesting and reflecting on them. It’s essential to digest and reflect to gain a genuine, critical and realistic understanding of how the world works – and being able to convey that to others.

“The coming age of artificial intelligence (AI) has both moral and ethical aspects,” Yan says. “So we will need inspiring leaders more than ever. To teach what’s necessary, we immerse students in various scenarios, asking them to reflect on the moral implications and consequences of different decisions. Often, the lack of ethical leadership results from a deficiency in comprehending others’ interests and perspectives.”

According to Ivy Kwan, recruitment manager with specialist consultancy Morgan McKinley, the first priority for any boss who aims to inspire is to have a clear goal and vision for their team. With that, it becomes easier to set intermediate objectives, steer everyone in the same direction, and get the buy-in needed to build unity and purpose.

“The best managers lead by example, living and breathing the values they share with their teams,” Kwan says. “In terms of acquiring the necessary skills, I believe the most effective way is through hands-on, practical experience. Challenges faced are a valuable chance to learn, and so are

mistakes, provided you don’t make them more than once.”

Kwan adds that regular feedback, highlighting both the good and not so good areas of performance, is vital for anyone looking to climb the management ladder. Finding suitable role models can also be a useful spur in helping individuals reach higher, strive harder, and overcome perceived barriers.

“Nowadays, as social media becomes a bigger platform, young people find heroes and role models there. But they only see what’s on the surface,” Kwan says. “Overall, it’s better to look for examples among the people around you, observe them, and see what’s helped them succeed. It also makes sense to learn from the history books, and from inspirational figures like Steve Jobs. A lot of people can relate to what he did, his background and his speeches, and can admire how he started something from scratch.”

Kwan further notes that if managers at any level want to make the most of their own talents – and push their teams to excel – they must take the time to explore different concepts and expand their own mindset. In this respect, she often recommends *The Power of Now: A Guide to Spiritual Enlightenment* by Eckhart Tolle, especially for young people just starting out.

“He is a German-born Canadian author who shows the power of living in the moment and how to achieve more,” Kwan says. “The book changed my perspective by reminding me that you should not be absorbed by your ego, and should be more observant of what’s happening around you.”

Professor David Ahlstrom, of the Department of Management at the Chinese University of Hong Kong, says no one can expect to become a respected manager and a genuine leader without adequate training in the technical aspects of their role, and the softer skills. Ideally, that should include emotional intelligence, mindset, influencing and selling, motivation, decision making, and working in groups and teams.

There must be a period of conscientious study and practice to learn facts and evidence relevant to the field of leadership. Without that grounding, no one in a position of authority is fully equipped to direct or

inspire subordinates, he says.

“There is a lot to understand in order to be a good boss and colleague,” Ahlstrom says. “Just like learning programming, these skills take time to acquire. There is good evidence about best practices and students need to learn what those are,” he says.

When it comes to young people finding their own heroes to emulate, he expresses a degree of concern. All too often, it seems that little effort is made to look beyond the world of pop culture and media favourites. Those types of recycled personal stories seldom convey the difficulties and the trade-offs and constraints business leaders face. As a result, the impressions gained from superficial news items and entertainment-style videos can provide a very limited view of modern leaders and the world of business.

“Students today don’t read anything longer than a web page,” Ahlstrom says.

“We assign reading in school for them, and some of the short stories and cases about real leaders and their problems are helpful. Unfortunately, I think students do not always understand the importance of biographies and the problems that past leaders faced. Some students believe history started when they were born, and that there is nothing to learn before the iPhone appeared. We have to work to change that attitude,” he says.

Ahlstrom’s recommended starting point is that students should learn about the seven virtues: faith, hope, charity, fortitude, justice and prudence. Usually, they only hear about one or two, perhaps just prudence. In addition, students should learn about making difficult decisions. “Reading about the people, learning the theories and evidence, and following the best practices are the way to understand the principles of ethical, inspiring leadership,” Ahlstrom says.

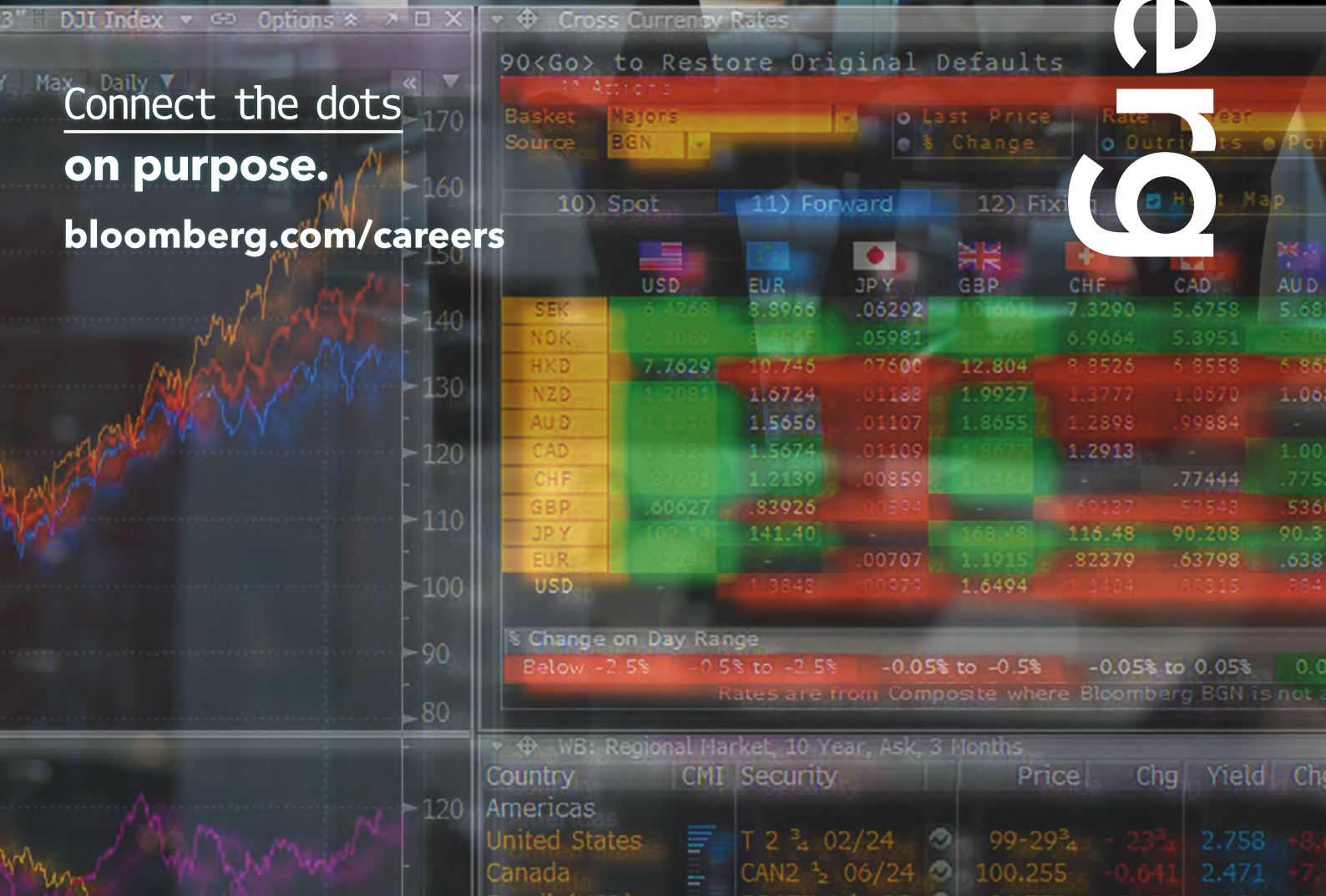


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Opportunities

for bright young talent in Bloomberg's graduate opportunities

From left to right: Camille Wong, Bloomberg Customer Support Representative; William Hau, Market Data Analyst; Fiona Lui, Head of Sales in Hong Kong; Ting Ting Chiang, Analytics Representative

Fresh graduates looking for a well-rounded work experience are in for a treat as one of the world's leading international firms has opened its doors for graduates to join its teams.

Bloomberg, a global business and financial information and news company is now inviting graduates to apply graduate opportunities in its financial products analytics and sales department, its global data department, as well as Bloomberg customer support department.

According to Fiona Lui, head of sales in Hong Kong, the company has been increasingly operating in a more complex and interconnected financial market where Asia has been the strongest growth region for the business.

"Simply having the best people, service and technology is no longer enough," she says.

Running such a dynamic organisation needs a diversity of talent and ideas, because it is only through channelling the different ideas and experiences of employees that the company can solve all the critical needs of a client, Lui says.

"And all this requires the brightest minds, providing the quality of support our clients deserve," she adds.

In recent years, Bloomberg has been working hard to localise and expand to meet client demand locally and this has in turn opened up opportunities for fresh graduates to join.

Bloomberg employs more than 19,000 people in 192 locations around the world, and is responsible for connecting influential decision-makers to a dynamic network of information, people and ideas through innovative technology solutions. Its clients include leading banks, corporations, central banks, financial institutions and universities.

As such, graduates from any background who are motivated and determined to hone a career with an exciting and global company can choose to join any of the three departments that are taking on graduates.

"Our people come from a diverse range of backgrounds, with the common denominators being having a passion for finance, client service and sales, as well as the ability to communicate effortlessly to a wide variety of people," Lui says.

The company, however, prefers to hire lateral and creative thinkers because of the way the industry is evolving. It prefers candidates to have bold ideas, have the ability to execute them quickly, to work hard and be capable of collaborating across departments, industries and geographies.

"Those who excel and bring this all together and who are passionate in making a mark at the company or even the industry," Lui adds.

That said, roles will vary according to department needs.

Anyone applying in the financial products analytics and sales department must be

articulate, knowledgeable and brilliant at building relationships quickly.

The role will start in the analytics department where the graduates will interact directly with financial clients regarding the Bloomberg Professional service. The



**Fiona Lui,
Head of Sales in
Hong Kong**

graduates will then get to work across asset classes, deep-diving into Asia's financial markets and gaining exposure to a diverse range of clients, from hedge funds to large corporates.

After this, graduates will get the opportunity to move into the sales department, where they will become the primary contact point for Bloomberg's clients. This would require an in-depth understanding both of the client's businesses and Bloomberg's solutions.

Ting Ting Chiang, a graduate from the University of Hong Kong working as an analytics representative says that she chose the role because it allows her to interact with different people, working in a team and helping other people.

"The work itself sounded very challenging and fast-paced and that was why I chose this position," she says. "The most valuable lesson I learned in the last year is to always have a positive attitude and take on challenges in order to generate opportunities. This requires a mix of teamwork, wisdom, knowledge and experience."

For those interested in building a career that helps to expose the deep wealth of data at Bloomberg, Lui says the market data analyst role is the one to go for.

Graduates will get to develop product knowledge, learn about clients and their needs and build relationships throughout the company. The icing on the cake is that the role offers extensive classroom training in financial concepts, data, and the functions of the Bloomberg Professional service, as well as the opportunity to gain hands-on experience in market sectors such as equities, fixed income or derivatives.

The person should therefore have a keen interest in technology, be able to work as part of a global team and deliver on new initiatives.

Lastly, for someone looking to build a journey for clients and are particularly good at connecting the business to people should be looking at a role in the Bloomberg customer support department. As part of a 500-strong global team, you will be helping to collectively support Bloomberg's clients in more than 18 languages.

"This is a very exciting entry level position for recent graduates seeking a challenging, customer-focused opportunity," Lui says.

Camille Wong, a graduate of the Chinese University of Hong Kong who works as a Bloomberg customer support representative, says that the role has given her a great deal of international exposure by working in a truly international firm.

"There is a lot of collaboration between departments and across regions," Wong

says. "It helps to broaden my career opportunity in Bloomberg and widen my interests and knowledge."

Indeed the opportunities at Bloomberg are highly sought after for this reason - the multiple exciting career paths that they can lead to.

"Because of the nature of our industry and the entrepreneurial spirit of the company, we have a very unique corporate culture and a relatively flat organisation. This means employees can have many different career pathways and possibilities at Bloomberg across departments, specialities, geographies and business areas," Lui says.

Another key advantage of the programme is that graduates are regularly given feedback and coaching by their mentors. Mentors are assigned to all new hires at Bloomberg and their responsibility is to support and help them be successful in their career.

"They act as a facilitator to expand a new hire's network of professional contacts and find resources that can help them to grow within the company," Lui says. "They are there to explore your ideas with you and provide next steps."

Indeed, this is what makes graduate roles at Bloomberg so attractive and current graduates couldn't agree more.

"Bloomberg is a truly global business and I get to work with people in different functions across many regions. The company trusts in us and supports the ideas and work that we produce," says William Hau, a finance graduate of the Hong Kong University of Science and Technology, who works as a market data analyst.

He says that the mentoring and experiences that he gained from Bloomberg allowed him to be an expert in an asset class. He also says that this knowledge has helped him to solve highly complex problems. In addition, he feels good that nearly all the firm's profits go to philanthropic programs that are dedicated to saving and improving lives around the world.

He strongly advises that anyone who has the drive to work in this type of industry to apply.

"You will be working for a truly visionary financial technology company that also gives back to society - who wouldn't want to do that?," he says.


**Camille Wong,
Bloomberg Customer
Support Representative**



**Ting Ting Chiang,
Analytics Representative**



**William Hau,
Market Data Analyst**



From left to right: Bonnie Liao, Engineer of EMC; Felix Fung, Assistant Manager of M&R; Vincent Tam, M&R Engineer; Sally Li, Senior Engineer of M&R.



Jardine Engineering Corporation

JEC programme graduate engineers a head start

By motivating outstanding young engineers to realise their full potential, The Jardine Engineering Corporation, Limited (JEC) shows its commitment to the all-round development of future company leaders.

A member of the Jardine Matheson Group (JM), JEC HK has a 1,500-strong workforce in three core business units: maintenance and renovation (M&R); electrical and mechanical contracting (EMC); and building equipment and products (BEP).

A holistic management trainee (MT) programme aims to equip future high-flyers with engineering expertise, management skills and a thorough understanding of finance. There is also practical support to help trainees attain the chartered engineer qualification through the Scheme "A" programme overseen by the Hong Kong Institution of Engineers (HKIE).

In this way, new recruits build a solid foundation which allows for steady career advancement. Job rotations let them establish useful personal relationships through working for various business units. And while gaining exposure to all aspects of different types of project, they are also encouraged to take the lead, where appropriate, in driving innovation. In other respects, the MT programme also broadens horizons by giving the chance to participate in JM's corporate social responsibility initiatives.

Making connections

Felix Fung, assistant manager of M&R, confirms that all JEC business units share an enthusiasm for nurturing and guiding each intake of MTs. He began his career with the company by joining as an MT in 2010 and found the initial rotation period was important for getting a thorough understanding of how

individual units operate and building relationships with key personnel.

That view is shared by Sally Li, senior engineer of M&R.

"The rotation helps us develop our personal networks at JEC," says Li, who joined the MT programme in 2012. "Later, when we approach business units for their input on projects, they are always willing to help and give advice, thanks to the initial relationship building."

Fast-track careers

During his first three years at JEC, Fung significantly improved his level of technical knowledge and, since his promotion to senior engineer in 2015, has had responsibility for all aspects of different projects, including costing.

"In my current role, I lead a project team and assist my supervisor," he says. "I also go out to meet clients, develop business proposals, and

work on the bids. Doing all that, I have come to realise the paramount importance of delivering quality, maintaining adequate cost control, and completing projects on schedule.”

Bonnie Liao joined JEC as an MT in 2014 and has always been encouraged by the company’s faith in her ability. She was asked to specialise in environmental projects for the EMC division in 2016 and became fully involved in several large-scale pilot projects from the initial tendering stage.

“I acted as the site agent leading a team that worked on everything, including costing and design,” Liao says. “It was an enormous responsibility, which put me under pressure, but I received plenty of guidance from senior engineers.”

Being given early exposure to diverse aspects of interesting projects helped M&R engineer Vincent Tam see he could have a long-term career at JEC.

“After sharing work experiences with former classmates, who now work for other companies, I realised my assignments had much broader scope than theirs,” says Tam, who entered the MT programme in 2015.

“Most of them only focus on the engineering part of their projects, but I have been fully engaged in the entire process, from costing to execution. On a regular day at the site, I take care of anything from site cleaning to dealing with contractors and their staff. As part of my duties, I also need to draft designs, compile progress reports, and recommend ways to cut costs and improve profits.”

Most young JEC engineers also note that the profession has become less of a male domain. Ability and competence are the basis of success, as Sally Li confirms. “I prepare well, and when I’m able to answer the foremen’s queries clearly, it inspires their confidence,” she says.

Leading innovation

Regarding future prospects, JEC has established an “Innovation Circle”, or IC, to drive sustainable growth and development and to make innovation a key part of the corporate culture. Business units nominate representatives to join the IC, and each is encouraged to adopt the principle of “ideation”. As an IC member, Liao has been tasked with identifying possible improvements in operations and processes.

“I have suggested enhancing the Asset Management System to unleash its full benefits,” she says. “I have already learned about the best process for making suggestions and I’m now developing ways for implementation.”

As part of the M&R’s process transformation, Fung has been involved in the digitalisation of job assignments. To enhance efficiency, a cloud-based job dispatching tool has been adopted, along with e-scheduling. This has helped to eliminate the need for morning briefings and manual form-filling, meaning employees have more time to focus on work. Certain reports can also be generated and sent to clients, and the improved processing time and accuracy are much appreciated.

Fung’s involvement has been a chance to innovate and equipped him with new skills in leadership, coordination, engaging with others, and team building.

Helping the community

Despite their hectic schedules, young engineers at JEC also make time to volunteer for work-related events and community activities. For instance in 2016, as one of eight HKIE President’s Protégés selected from over 200 candidates, Tam helped to organise activities for the HKIE, which also enhanced his understanding of the many specialisations within the profession.

“I organised visits to local secondary schools to promote awareness of engineering and get more students to consider undergraduate engineering programmes,” Tam says. “Inspiring the younger generation gives us a great sense of achievement.”

As a corporate social responsibility initiative, in 2002 JM founded MINDSET, a charity providing financial support for mental health-related projects in Hong Kong. Fung participated for two years as a Jardine Ambassador, interacting with a number of the group’s top executives.

“I was involved in promoting mental health issues in the community and dealt with professionals from other sectors,” Fung says. “It was an eye-opening experience, which increased my understanding of society’s different needs. It is my pleasure to work in a company which provided me with development in such wide spectrum.”



Jardine Engineering Corporation

Together We Engineer a Better Asia



Management Trainee

The Jardine Engineering Corporation (JEC) Management Trainee Programme trains young engineering graduates to become professional engineers and future business leaders.

The two-year programme offers:

- Extensive job rotations
- Intensive and structured training
- Senior management coaching and mentorship
- HKIE Scheme A
- Attachments to challenging and inspiring projects

For application, please visit our website at www.hk.jec.com

Application Deadline: **31 December 2018**



A member of the Jardine Matheson Group

Join Conpak
Conpak empowers
your success!

Company introduction

Conpak CPA Limited

Founded in Hong Kong, Conpak is a practicing accounting firm providing "one-stop" professional services. With support and trust from our clients, Conpak currently has offices in Hong Kong, Beijing, Shanghai and Shenzhen. The quality and standard of our professional services are highly recognised.

Focusing on the long-term growth of enterprises, we endeavor to devise the best tailor-made solutions for our domestic and overseas clients for the following businesses:

- Accounting
- Audit & Assurance
- Tax Advisory
- Management Consulting
- Patent Application

We also actively participate in community services such as charity, environment protection and voluntary works to fulfill our social responsibilities.

Job openings

- Audit associate
- Accountant
- Administrative assistant
- Corporate secretarial clerk

Employee benefits:

We offer year-end discretionary bonus, medical benefits, trip allowance, study and education leave, education subsidy, and good career prospects.

How to apply?

Interested parties please send your resume at hr@conpak.com
For enquires, please call 2666 2888.

FOR THOSE WHO LOVE GOING BEYOND BOUNDARIES.

Are you interested in developing your abilities in an international environment? Help us shape the future of global logistics. At DACHSER you'll benefit from excellent career prospects and a unique company culture. Are you ready to join us?

For our Regional Head Office Asia Pacific we are currently looking for a:

Management Trainee Asia Pacific

The position:

Our two-year Management Trainee program aims to develop future business leaders and talents for DACHSER in the Asia Pacific region. Management trainees will rotate through various departments and take up different projects in close cooperation with the Asia Pacific management and assigned mentors. Upon completion of the program, management trainees will be assigned to suitable positions at the Regional Head Office Asia Pacific or branches in the region.

Who are you?

- Bachelor degree in any discipline with less than three years working experience; fresh graduates will also be considered
- Keen on building a career in the logistics and shipping industry
- Excellent presentation and interpersonal skills; flexible, and able to work under pressure
- Independent, self-motivated, confident, and mature; willing to travel for extended period
- Excellent mathematical skills and attentive to details; strong MS Excel analytical skills
- Excellent command of written and spoken English; additional languages are welcome

What we offer:

- A targeted program that provides the necessary skills and experience for future leaders
- Close, direct contact with Asia Pacific management; international working environment
- Working for a Germany-based, family-owned company with profound values

Are you interested?

Please send your detailed resume with present and expected salary via e-mail to the HR Department: hr.apac-asl@dachser.com. All information provided by applicants will be treated strictly confidential and used for recruitment purposes only. Applicants may be considered for other suitable positions within the company. Applicants not receiving a reply within three months should consider their applications unsuccessful. The personal data of unsuccessful applicants will not be retained for more than one year.

WELCOME TO THE FAMILY.

www.dachser.hk

Global career at your doorstep: Management trainee programme DACHSER Asia Pacific

Fresh graduates keen to develop an international and long-term career with a sizeable logistics firm are invited to apply to DACHSER Asia Pacific as it opens its doors for another intake of management trainees this year.

In its second year running, the DACHSER management trainee programme is highly coveted because of its huge focus on preparing fresh graduates for a career in a fast-evolving supply chain environment spurred by the digitalization of its processes.

"For the company, the goal of the programme is to develop graduated high potentials to be our future business leaders within APAC," said Edoardo Podestà, Managing Director Air & Sea Logistics Asia Pacific. "For our management trainees, the goal is to kick-start their career by providing all the necessary experience, knowledge and network to become successful in DACHSER," he added.

The DACHSER programme is not only specialised and customised to each management trainee's strengths, prior experiences and needs. It also gives international exposure to the trainees who can expect to be fully involved in all air and sea freight as well as warehousing and value-added services thereby learning about the business from scratch.

Management trainees do this by rotating through the major functions within the company's Asia Pacific offices in locations such as Hong Kong, China and Thailand. This allows them to gain valuable insight, experience and international experience. The trainees will also get to spend up to two months at the company's head office in Kempten, Germany where they will get to work on various global functions and to build a network on global scale.

"Training opportunities are boundless," said June Chung, Head of HR & Administration Air & Sea Logistics Asia Pacific. "Besides being able to sign up for our list of training courses from IT to leadership training, they will also get to be engaged with site visits arranged by our air and sea freight teams."

In fact, the most recent cohort got the rare opportunity to visit an ocean carrier vessel, which is usually restricted.

"Through these programmes, they will gain all the necessary skills in a relatively short period of time, which help them perform in their current task and build a foundation for future assignments," Chung said.

But it doesn't stop there. Once the two-year programme is completed, management trainees are

placed into a single department to develop their expertise in a dedicated area. This function will be determined based on the management trainee's performance during the job rotation as well as their personal preference. Within the job-placement period, management trainee graduates will get promoted to a supervisor level.

So, there is a clear career path for those who

are interested in working in an international company in one of the most exciting industries with clear prospects for the future. Indeed, the company is now calling on graduates who are open minded and have a willingness to learn to start applying.



Edoardo Podestà,
Managing Director Air & Sea
Logistics Asia Pacific



Q&A with Sherry Liang, Management Trainee Asia Pacific

“

Why did you apply to DACHSER?

DACHSER's reputation in the logistics industry was certainly a significant factor. What piqued my interest most was the company's structural and comprehensive career development. Beyond the systematic career scheme, I was drawn to the programme's promise of regional exposure. Not only does this strengthen our understanding of the Asia Pacific market on a macro level, but the opportunities to experience different locations also help me to understand different markets.

What do you love most about your job?

What I like most is that the learning never stops. I'm constantly improving and discovering my strengths as a trainee. I'm also able to gain valuable exposure through other external business training.

What are some of the challenges that you faced and how did you handle it?

In addition to class training and support from my mentor, what I do to lessen the stress is to make notes of what I should understand, and ask a lot of questions. Moreover, I would always voice out my opinions during discussions and actively participate in the regular team meetings or any events that I could help out. The results are great. Not only do I expand business knowledge, but I also gain the trust of my team members and managers.

”

PROGRAMME FACTSHEETS



Photo: Getty Images

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Securities and Futures Commission **p45**



WHO WE ARE

- Airport Authority of Hong Kong (AA) is committed to managing and operating a safe, secure and efficient international airport, providing passengers with top-notch customer services and a memorable airport experience. Riding on Hong Kong's strategic geographical location and HKIA's world-class facilities, the AA is extending the airport's home market to the Pearl River Delta area and beyond.
- As a responsible corporate citizen, the AA initiates and takes part in a wide range of programmes and activities that promotes environmentally friendly practices, people development and community betterment.

The MT programme

The Management Trainee will undergo a three-year intensive development programme which is designed to develop high potential talents into future leaders of the Airport Authority. The programme incorporates rotations in core departments, participation in cross-functional projects and assignments, functional and leadership training. Through our structured curriculum, our future leaders develop the problem-solving capabilities, leadership skills and internal network necessary to forge successful careers in airport management.

Application details

Deadline of application: 3 December 2018

Commencement date: 2 July 2019

Requirements

- Final year university students in any discipline; or
- Recent university graduates with less than three years of working experience
- Team players with strong leadership potential, self-motivation and drive to achieve excellence
- Excellent command of written and spoken English and Chinese including Putonghua
- Passion to develop careers in the aviation industry

Contact details

Email: mtrecruitment@hkairport.com

Website: <http://www.hongkongairport.com/en/careers/introduction.page>





WHO WE ARE

Born in 1981, Bloomberg is the world's primary distributor of financial data and a top news provider of the 21st century. A global information and technology company, we use our dynamic network of data, ideas and analysis to solve difficult problems. Our customers around the world rely on us to deliver accurate, real-time business and market information that helps them make important financial decisions. At Bloomberg, we are guided by four core values that are the foundation of our continued success: innovation, collaboration, customer service and doing the right thing. We harness the power of data and analytics to organize, understand and improve our world. It's our purpose. Come find yours.

Graduate Opportunities

We offer three key graduate programs:

Financial Products Analytics & Sales

Analytics Representatives are integral to the Bloomberg Help Desk, taking questions from clients who use our state-of-the-art Bloomberg Terminal (Bloomberg Professional Service). Whether you are helping construct a relative comparison sheet for a research analyst, advising a portfolio manager on our risk management tools, or providing liquidity analysis solutions to a trader, you will continuously create innovative solutions for our clients.

Global Data - Market Data Analyst

With a keen interests in technology, you will play a key role in our data acquisition, processing, and publishing workflows. You will further be immersed in all aspects of Bloomberg, building and managing relationships with internal stakeholders, working as a part of a global team to deliver on new initiative, with an opportunity to grow into a myriad of career paths.

Customer Support Representative

As a customer support representative, you're professional and personable, intelligent and love to help people out. You're a solution-provider, with a real passion for providing platinum customer service and thrive being on front-line handling customer calls. You'll work as as part of our 500 strong global team, supporting our clients collectively in more than 18 languages day in day out.

Requirements

We are not looking for graduates from a particular discipline for this role. If you have a strong passion in Finance, the desire and flexibility to learn and grow in a fast-paced environments., then you might have what it takes to be successful in this role.

Contact details

Website: www.bloomberg.com/careers

Bloomberg®



WHO WE ARE

Hang Lung Properties Limited (stock code: 00101), a constituent stock of the Hang Seng Index, Hang Seng SCHK High Dividend Low Volatility Index, Hang Seng Low Volatility Index, Hang Seng Corporate Sustainability Index in Hong Kong, and the Dow Jones Sustainability Asia Pacific Index, is a leading real estate developer operating in Hong Kong and mainland China. Boasting a diversified portfolio of investment properties in Hong Kong, the Company has progressively branched out into the Mainland since the 1990s, with our distinctive footprint now fully established in Shanghai, Shenyang, Jinan, Wuxi, Tianjin, Dalian, Kunming, and Wuhan, with all the Mainland projects carrying the “66” brand. In May 2018, Hang Lung won an auction for a prime plot of land in Hangzhou, marking the Company’s expansion to its ninth Mainland city. As Hang Lung’s business continues to grow, the Company is set to develop into a highly admired national commercial property developer in China.

The MT program

Our 18-month program provides Management Trainees with abundant learning opportunities to gain all-round exposure. The Management Trainees will receive on-the-job training in various business functions within the Group including our Mainland China portfolios. The customized training curriculum, project presentations and business case competition will strengthen their professional development and business acumen. Throughout the program, Top Management of Hang Lung, Senior Executives from different departments and Human Resources pilots will offer strong guidance and coaching to Trainees, facilitating their learning and bringing their potential into full play.

Requirements

We welcome top-notch university graduates with the following attributes and competencies to join our program:

- Passionate for a long-term career development in the property industry
- Eager to gain solid work experience in our Group’s property development and management in Hong Kong and the Mainland
- Enjoy job rotations to different business functions within our Group
- Strong people and leadership skills with excellent analytical thinking
- Excellent communication skills with proficiency in English, Cantonese and Putonghua

Contact details

Email: mt@hanglung.com

Website: www.hanglung.com





Graduate Trainee Programme

WHO WE ARE

HK Electric, a power utility that has supported the growth of Hong Kong for the past 128 years, provides promising and long-term career opportunities for our employees. We are committed to enabling them to grow with the Company, developing their talents and meeting their aspirations.

The GT programme

To nurture future leaders for the Company, HK Electric offers a two/three-year structured and all-round training programme to Graduate Trainees in engineering, who will undergo job rotation for acquiring different technical knowledge. The trainees will also be able to develop their general competence through targeted learning programmes and project work, supported by one-on-one coaching by experienced mentors.

Compensation/Benefits

We offer competitive remuneration packages and fringe benefits.

Requirements

University graduates in Civil/Electrical/Electronic/Mechanical Engineering

Career development within 5 years

Our GT programme provides a solid career path for graduates with high potential to assume a leadership role within 5 years.

Contact and application details

Email: recruit@hkelectric.com

Website: www.hkelectric.com/en/our-people/job-opportunities



香港背後的動力
The Power behind Hong Kong



WHO WE ARE

The Jardine Engineering Corporation Limited (JEC) specialises in the provision of facilities management, operations & maintenance services; design, supply and installation of electrical & mechanical systems; as well as sourcing of electrical, mechanical and architectural fitting products. JEC provides one-stop solutions assisting its customers in operating their facilities to a world class standard. JEC is a member of the Jardine Matheson Group.

The MT programme

During the 24-month structured and all-round training programme, you will gain knowledge of different business areas through rotation and you will be registered to the HKIE Scheme "A" Programme. You will have support from senior management through coaching and mentoring.

Compensation/Benefits

We offer an attractive salary and fringe benefits package, including medical coverage and non-contributory retirement plan to successful candidates.

Application details

Opening: 1 November 2018

Deadline: 31 December 2018

Requirements

University graduates in the Engineering discipline; strong interest and enthusiasm in developing a career towards engineering and/or business development.

Career development within five years

Our MT programme provides a solid path for engineering graduates with great potential to assume managerial roles within five years.

Contact details

Email: mt.recruitment@jec.com

Website: www.hk.jec.com



Jardine Engineering Corporation



WHO WE ARE

Sun Life Financial is a leading international financial services organization providing insurance, wealth and asset management solutions to individual and corporate Clients. Sun Life Financial has operations in a number of markets worldwide, including Canada, the United States, the United Kingdom, Ireland, Hong Kong, the Philippines, Japan, Indonesia, India, China, Australia, Singapore, Vietnam, Malaysia and Bermuda. Sun Life Financial Inc. trades on the Toronto (TSX), New York (NYSE) and Philippine (PSE) stock exchanges under the ticker symbol SLF.

Business Management Associate

Sun Life's Business Management Associate (BMA) programme is specially designed for university students and graduates who are interested in gaining knowledge of Hong Kong's financial services industry. We offer on-the-job training in communication skills and comprehensive financial planning knowledge for lifelong personal and career development.

BMAs will be given experience in a wide array of individual life products, including protection, health and wealth management as well as retirement products.

Compensation/Benefits

A competitive remuneration package with various bonuses and benefits will be offered. Outstanding performers will be invited to join overseas conventions as part of the recognition.

Requirements

Fresh graduates from all disciplines of tertiary education, or graduates with less than two years' full time working experience.

Career development within five years

1st contract year - Business Management Associate
2nd - 3rd contract year - Team Manager
4th - 5th contract year - Unit Manager

* Promotion track is dependent on individual performance

Contact details

Email: Irene.wy.chan@sunlife.com

Website: www.sunlife.com.hk

Important Note:
Successful candidates will be recruited as independent contractors and not employees.
Please also refer to the advertisement on Page 11 for details.



Achieve greater things in your professional and personal life

As Hong Kong's securities regulator, we have a unique, complex and important responsibility. That's why, whatever the financial climate, it's critical for our people to develop a greater depth of specialist expertise. Join them and enjoy the exposure and the support to achieve greater things in your career and your life.

Where you can do more.

WHO WE ARE

The **Securities and Futures Commission (SFC)** is an independent statutory body set up to regulate the securities and futures markets in Hong Kong. It derives a broad range of investigative, remedial and disciplinary powers from the Securities and Futures Ordinance and a subsidiary legislation. The SFC works to ensure orderly securities and futures market operations, to protect investors and help promote Hong Kong as an international financial centre and a key financial market in China.

Graduate Trainee Programme 2019

Our GT Programme is a custom-designed three-year talent development programme which consists of:

- **Experience Based Learning** to expose Graduate Trainees to broad-based work experience in various regulatory functions.
- **Education Based Learning** to assist Graduate Trainees to acquire technical, management and relationship skills through a comprehensive and structured training curriculum.
- **Relationship Based Learning** with coaching, multi-source feedback as well as networking.

Application details

Opening: 2 November 2018

Deadline: 23 November 2018

Commencement date: Early July 2019

Online Application: <https://www.sfc.hk/web/EN/career/why-the-sfc/join-us-as-a-graduate-trainee/>

Requirements

University graduates with a sense of purpose and a strong academic record who are passionate about serving the community. Individuals with interest in and understanding of the application of technology in Financial Services such as Regtech will be an advantage.

Career development within three years

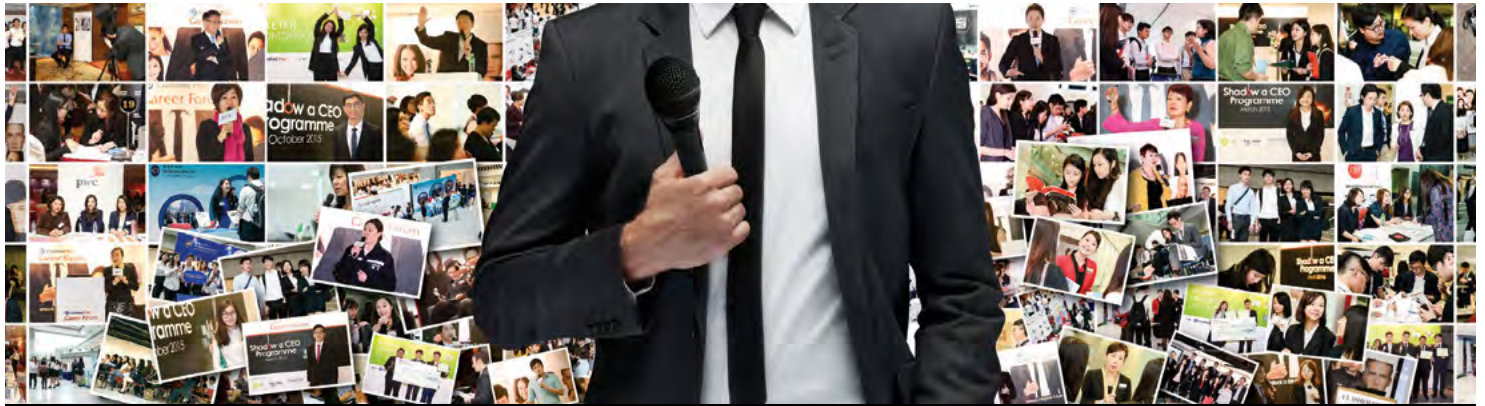
The three-year programme offers merit-based progression, from trainee contract right through to the long and successful careers in the Commission, subject to the availability of appropriate headcount within the Commission.

Contact details

Email: hr@sfc.hk

Website: <http://www.sfc.hk>





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2019

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