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## 顧問 Advisors

- 李道豫先生  
中國國際公關協會會長  
Mr Li Dao-yu  
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- 陳祖澤先生  
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(1933) Ltd
- 張樹槐先生  
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企業傳訊主管  
Mr Walter Cheung  
Assistant General Manager  
Head of Corporate Communications  
Hang Seng Bank
- 朱培慶先生  
廣播處長  
Mr Chu Pui-hing  
Director of Broadcasting
- 林黃碧霞女士  
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- 梁樹賢先生  
義務核數師  
Mr William Leung  
Honorary Auditor
- 黃鎮南先生  
義務法律顧問  
Mr Duffy Wong  
Honorary Legal Advisor

## 執行委員會

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## 會長的話

譚彩鳳

第十一屆周年大會已於三月二十三日順利舉行。本人十分榮幸能獲委任為2007-08年度的會長，並深慶新一屆執委會能保留上屆的中堅成員。本人與各執委定將竭盡所能為協會及會員效力。

本人由衷感謝上屆會長崔綺雲於在任期間帶領協會衝出香港，邁向世界，令本會得以成功與亞洲區及海外多個公關專業團體交流及合作，為公關界帶出新的國際視野。

回想於一九九六年與其他創會會員共同創立香港公共關係專業人員協會，轉眼間，協會已成立了十一年。過去，一直獲得創會會員的奮鬥、各顧問的指導、執委會的努力及各會員之支持，協會方能孕育及成長。

香港於過去十年亦經歷了幾許風浪，同時為公關業帶來不同機遇。由梁錦松買車事件引發特區管治問題至今年特首選舉，由星展銀行銷毀客戶保險箱至近期百佳出售「油魚」事件，無論在政治公關、政府管治、企業操守、危機管理等等，不單誘發公眾的關注，更加強政府及企業對此等問題的重視。此外，傳媒業的蛻變，包括免費報紙的推出、網上新聞、廿四小時新聞台等的全天候新聞報導模式均為公關業帶來新的挑戰。☒

## 本會顧問張樹槐圓五大洲夢

本會顧問，恒生銀行助理總經理張樹槐繼今年初聯同恒生同事一起奪得綠色力量環島行50公里銀行盃亞軍後，他再於三月三十一日完成42公里的廈門國際馬拉松賽，隨即於短短一星期後（即四月七日），出戰在南非開普敦（Cape Town）舉行的56公里超級馬拉松賽事（Two Oceans Marathon）。

自二零零二年至今，張樹槐在五大洲完成了二十個長跑比賽，包括在紐約、倫敦、馬拉松發源地希臘、兩岸五地（包括北京、台北、廈門、澳門及香港），以及悉尼參賽，共跑畢約900公里。



南非開普敦馬拉松被譽為全球景色最美的馬拉松賽道，比賽途經印度洋及大西洋沿岸。賽道山路頗多，加上當日萬里無雲，烈日當空，氣溫高達攝氏三十度，增添了比賽的難度。

今次第卅八屆南非開普敦超級馬拉松賽，吸引了來自45個國家及地區接近8,000名運動員參加，而張樹槐更是唯一來自大中華區的長跑健兒。☒



# 第十一屆周年大會 選出新一屆執委成員

**香**港公共關係專業人員協會第十一屆周年大會於三月廿三日舉行，會員踴躍出席。會上，2006/07年度會長崔綺雲博士匯報會務，並展望未來發展，大會隨即選出2007/08年度執行委員會成員。會後聚餐，台灣國立政治大學廣告學系教授兼香港中文大學新聞與傳播學院訪問教授黃懿慧博士應邀演講，全人共聚一堂，氣氛融洽。

大會選出新一屆執行委員會，成員及分工如下：

- 會長：譚彩鳳
- 副會長：葉衛國
- 義務秘書：譚錦儀
- 義務司庫：高玉桂
- 培訓及活動：黎淑芬、張家荃
- 會員事務：林文鵬、陳志豪
- 傳媒關係及出版：趙栢豪、譚錦儀

由於義務核數師何鐵文先生榮休，大會並通過委任梁樹賢先生接任。而黃鎮南先生則繼續為本會義務法律顧問。

2006/07年度會長崔綺雲博士在周年會員大會上回顧過去一年工作，並展望未來發展路向，包括提升協會的知名度和公共關係專業的地位、加深與國內及其他國家公關協會的合作、繼續作為業界喉舌、擴大會員組織等等。

周年會員大會上，2006/07年度會長崔綺雲博士匯報過去一年工作。



去年本會會務繁忙，籌辦的會員活動達十多項（包括研討會、講座、參觀、興趣班等等），此外又繼續獲中國國際公關協會（CIPRA）委任為港澳地區徵集案例，結果本港七家公司及機構共奪得兩金六銀獎，成績驕人。✕



2006/07年度會長崔綺雲博士卸任，顧問林黃碧霞女士特別感謝崔綺雲多年來對會不離不棄，作出重大貢獻。



會員聚餐，氣氛熱鬧。



除林黃碧霞女士送出紀念品予每位出席會員外，中銀（香港）並送出兩個大獎（中銀同號碼鈔票一套及Visa奧運信用卡系列套裝）供聚餐抽獎，結果分別由資深會員林文鵬（上）及石嘉麗（右）獲得。



## 黃懿慧教授應邀演講 談兩岸四地公共關係

**台**灣國立政治大學廣告學系教授兼香港中文大學新聞與傳播學院訪問教授黃懿慧應邀在聚餐會上演講，為在座會員揭示了一些兩岸四地公共關係行業鮮為人知的現象。她的講題為「To the West and Back: An overview of public relations in the West and Greater China」。

黃懿慧教授把西方公共關係理論學派歸納成三個層面：Managerial、Rhetorical及Integrative marketing communication，並就不同角度作一比較，如對公共關係定義的看法、面對有待解決問題的性質、公共關係工作的內容、目標及社會責任等等。

黃教授再把西方的一套理論套入東方兩岸四地（台灣、香港、上海及北京）作一探討，經過兩年多的研究，她發現東方的公共關係存在著第四個層面「Relational Perspective」，即面子、人情與人脈的關係。這對企業在釐定大中華公共關係策略時起著關鍵作用。

黃懿慧教授在聚餐會上演講。



崔綺雲博士頒贈紀念旗予黃懿慧教授。

黃教授指出，四地在釐定公共關係策略時主要考慮四個因素：資訊、關係（面子、人情與人脈）、情感及經濟誘因，而每一地方對上述因素均予以不同比重，如香港及台灣首重資訊，北京及上海則側重人情和經濟誘因。在公共關係實踐上，四地亦有不同特性，香港注重傳媒關係、市務及財經公關；北京首推政府關係；台灣專攻傳媒及政府關係；上海則偏重品牌建立及一般公共關係事務。✕

## 資深會員張林森獲學評局 委任為行業/學科專家

**創**會會員兼資深會員張林森先生生前獲香港學術評審局（Hong Kong Council for Academic Accreditation）委任為行業/學科專家，任期三年。他將為香港公共關係行業之專業發展，向該局提出制定「資歷架構」之專業意見，並協助相關之評審工作，以及參與定期舉辦之研討會及工作坊。

港大學、香港中文大學等教育機構策劃及講授相關課程及工作坊。目前擔任香港中文大學專業進修學院商業及管理學部顧問，並專責策劃有關高級專業文憑課程。

此外，他以從事公共關係工作所累積之經驗，一直以來出任社會服務、工商企業及半政府機構義務顧問。✕

後註：  
PRPA會員或同行友好，如對公共關係行業專業發展有任何建議，歡迎與張林森先生聯絡（電郵：forrestcheung1984@yahoo.com.hk）。

張先生早年從事公共關係顧問工作，餘暇積極參與公共關係人材培訓，先後在香港管理專業協會、香

## 出席「媒體關係管理」會議 國際公關專家探討新媒體威力

譚彩鳳

《時代雜誌》本年度選出的風雲人物「你」，帶出了主宰數碼年代的真正主人翁。上月在上海舉行由Marcus Evans主辦及本會支援為期兩天的「媒體關係管理」會議上，邀請了公關專家引證數碼年代新媒體的威力及其重要性。

數碼媒體泛指互聯網、流動電話、個人手賬、網上電視、IPOD等，這些互動媒體正衝擊固有的傳統媒體及改變大眾的閱讀習慣及消費模式。

萬博宣傳（中國）董事總經理劉希平在會上指出，新媒體與傳統媒體具有不同特質，除了免費、無地域限制、容易搜尋外，互動多媒體更擁有龐大的數據庫。最重要者在數碼世界裡，每一個人都可以是記者，消息流傳之快、流傳之廣，難以控制。

偉達（中國）公共關係顧問有限公司的客戶總監張玉芳引述了Forrester Research所作的消費者調查，消費者的評語是「無論我在電視、電台、雜誌或報章所得的資訊，我均可在互聯網上查證」，這正好帶出互聯網的威力及口碑的重要性。根據調查指出，超過百分之八十五的消費者認為口碑較可信，而只有百分之七十的被訪者認為公關及廣告較為可信。

兩位講者都認為公關專業人員應為新媒體作好準備，切勿停留於傳統媒體的階段，必需更新處理媒體的手法，包括重新媒體的獨特性、聆聽與參與新媒體發放的消息、無懼與消費者直接溝通、利用新媒體的工具與你的受眾溝通。最後，便是把新媒體計劃揉入於現有的市場策略中。



新聞晚報總編輯壽光武指出要媒體刊登你的稿件，你必須像記者一樣思考及寫作，才能掌握媒體要的是什麼。



Humphreys Communication Group 總裁 Brian Humphreys 提出有效地計算媒體關係投資回報率，有助創出最佳效益和成果的公關活動。

會議上另一個重要課題是如何有效量度公關媒體計劃的投資回報。此題目邀得 Humphreys Communication Group 的主席 Brian Humphreys 主講。企業聲譽一直是企業的最寶貴資產，如何透過有效的推廣策略建立良好的企業及產品品牌成為公關要員的首要工作。Humphreys 指出許多企業在衡量投資回報時只集中於一些直接或有形回報上，而忽略了間接或無形回報。

事實上，公關計劃可有效地提升企業的形象，企業大部份只會計算廣告對品牌收益，從而調整其廣告預算，但絕大部份企業均沒有計算公關計劃為品牌帶來的無形收益，故對公關的投放往往缺乏一個指標。他建議企業領導及公關從業人員應有效量度公關計劃的投資回報，包括進行媒體報導分析、調查、小組討論、網上投票等工具測試受眾對企業或產品品牌的評價，從而決定所需投放的資源以制定更有效的公關策略。當然，他同意並非所有的公關活動均可有效計算其投資回報。但他認為媒體關係的投資應可衡量，故公關人員應進行定期分析。

「紅包文化」或稱「勞務費」或「交通費」一直是中國傳媒界的既有文化。但第一財經日報總編輯秦朔和新聞晚報總編輯壽光武均指出，這種以報酬把新聞報導及廣告混淆的做法，並不是有效地發放企業新聞的正確途徑。企業與傳媒建立互相尊重及互諒的「我你關係」，提供及時或適時的新聞予傳媒。首先，新聞故事必需是值得報導及具備新聞要素。其次是有情節、人物、衝突和結局，並需透過自然不造作的傳遞過程，以加強新聞的可信性。

在福布斯（亞洲）出任副主編的 Russell Flannery 於內地工作超過十年，對「紅包文化」另有一番體會，他呼籲企業及公關從業員不要因為內地的「紅包文化」而不邀請國際傳媒出席其記者招待會。當年，他就曾有被拒諸門外的一個不快經歷。他對此記憶猶新，認為是內地機關或企業對外國傳媒的歧視，令他一直耿耿於懷。

國際傳媒並無收取「紅包」的習慣，但被派駐中國，當然希望能採訪新聞，所以盼望企業要邀請外國傳媒出席記者會，但他認為卻不必特意為外國記者安排翻譯。此外，他指出企業如答應為某傳媒安排獨家採訪，必需能堅守承諾，不要因報導未能於短期內刊登，便輕易接受其它傳媒的訪問，此舉會破壞誠信，必定影響彼此日後的關係。



本會前督導委員會主席譚彩鳳向與會者闡釋香港傳媒界的蛻變及介紹近年衝擊香港報業的免費報紙。

## 兩岸四地公共關係學術研討會

陳致平局長與講者及代表在台上合照

由澳門大學社會科學及人民學院舉辦的兩岸四地公共關係學術研討會於三月三十日在澳門大學圖書館舉行。

澳門特別行政區政府新聞局局長陳致平先生、澳門大學校長姚偉彬教授、澳門大學社會科學及人民學院院長郝雨凡教授、澳門大學社會科學及人民學院傳播系主任 Timothy Simpson 教授、中國國際公關協會學術委員會各委員、本會前任會長崔綺雲博士等出席了會議。

會議內容豐富，澳門特別行政區政府新聞局局長陳致平先生作了「澳門的傳媒與公共關係操作：現況與前瞻」的報告，重點介紹了澳門特區政府與傳媒的關係，新聞局如何擔任澳門政府的公關職能。

研討會邀請了美國波士頓大學著名公關學者 Otto Lerbinger 教授主講「公共關係如何能幫助中國管理危機」。Lerbinger 教授由危機定義、特性及類型開始，並闡述了危機管理的四個步驟，進而講述中國在經濟蓬勃發展的情況下容易出現的各種危機。

研討會在下午的論壇，由兩岸四地公共關係專家、學者主講兩岸四地公關實務發展的趨勢。廣東方圓公關管理顧問有限公司謝景芬總經理、本會前任會長崔綺雲博士、台



灣政治大學黃懿慧教授及澳門大學陳怡如助理教授分別介紹中國內地、香港、台灣及澳門的公關現況和發展趨勢。兩岸四地政治、經濟、環境各異，公共關係專業發展各有特色，論壇為與會者進一步瞭解各地公共關係現狀和未來趨勢提供了一個很好的討論和交流的平台。☒

## CIPRA 學術工作委員會 召開年度工作會議

中國國際公共關係協會（CIPRA）學術工作委員會於三月二十九日在珠海召開了該會二零零七年年度工作會議。學術工作委員會委員、本會前任會長崔綺雲博士參加了會議。

會議報告了該會去年工作和明年世界公關大會的籌備情況。各委員並在多個公共關係學術課題上互相交流，並提出了研究方向和內容，對學術委員會今後的工作及如何提高公共關係學術水平提出了很多有用的建議。☒



CIPRA 學術工作委員會會議情況

# Organizational Factors Encouraging Ethical Decision Making: An Exploration into the Case of an Exemplar

- Prof Shannon A Bowen

*This is an extract of a paper authored by Professor Shannon Bowen, focusing on a case study on factors encouraging ethical decision making in a top pharmaceutical company.*

What factors in the organizational culture of an ethically exemplary corporation are responsible for encouraging ethical decision making? This question was analyzed through an exploratory case study of a top pharmaceutical company that is a global leader in ethics. The participating organization is renowned in public opinion polls of ethics, credibility, and trust. This research explored organizational culture, communication in issues management and public relations, management theory, and deontological or utilitarian moral philosophy as factors that might encourage ethical analysis.

## Methodology

A qualitative case study of the leading pharmaceutical manufacturer was conducted. The company is referred to here with the pseudonym "Pharma Inc".

Data were collected through interviews, participant observation, and document analysis. The research design was intended to include contextual conditions. A total of 23 interviews were conducted and transcribed. Multi-site observation over a 4-month period and document analysis of 128 documents augmented interview data.

## Findings

### Organizational culture in the exemplar

Pharma Inc. has a widely held reputation for ethical decision making. Pharmaceuticals and medical devices comprise the bulk of the organization's issues requiring public relations and issue management. The organizational culture is one in which issues management is given a top priority in helping the organization adapt to an ever-changing industry. The issues managers argued that ethics plays a role in every issue decision

made at the organization, and that the clear ethical mission of the company is their guide.

The values and ethics of the organization are defined in an ethics statement that participants referred to frequently during interviews and researcher observation of issues management meetings. Organizational decisions are made based on the responsibilities outlined in the ethics statement and ethics training materials.

The issues managers in the organization regarded ethics as a chief factor in their decision making. They were certain that deciding an issue ethically was their goal, and that the organization would stand behind them on an ethical decision, even if it were not the easiest solution to enact.

New employees and those joining the organization through mergers and acquisitions are socialized into the organizational culture through a series of employee training programs emphasizing the values and mission of the company.

*Authoritarian versus participative organizational culture.* The organizational culture in the study organization was participative rather than authoritarian. Participation and input from employees on the ethics of issues was sought and expected by senior management. The organizational culture of this company was one that valued ethical deliberation, as evidenced through what the participants discussed in the interviews. The most-senior person interviewed for this research confided:

*We try to establish a climate here where it's okay to debate the ethics of a decision, to sit around and think about it and argue it out. We think that will give us better decisions and help us do the right thing in the long run. These are not easy issues ... and it makes sense to think carefully if we are following the mission set out in the ethics statement when we do these things.*

This type of commitment to group discussion and examination of ethical

*The issues managers in the organization regarded ethics as a chief factor in their decision making*

dilemmas is indicative of a participatory organizational culture. This organization's participatory structure encourages innovation by allowing individual reflection and demanding input into group decision making on ethical issues.

*Management and worldview in the exemplar organization.* Theory Y management was found to be the predominant type of management at Pharma Inc. Communication managers told the researcher that the organization prided itself on its decentralized and collaborative management style. One executive explained, "Reporting out of lines is not only allowed, we encourage it". Another participant added, "Everyone's opinion counts here. If you have an idea we want it, and if you have an opinion we want you to put it out on the table" The openness of communication, encouragement of dialogue, and valuing the input of others, even those outside the organization, endemic to a symmetrical worldview were all found by the researcher.

The communication managers argued that the participative organizational culture and Theory Y management style allowed them to make more ethical decisions than if they had been constrained by an authoritarian system.

The researcher observed that each person is allowed the moral autonomy to make her or his own decision regarding ethical issues. Observation yielded that employees' opinions are respected by others in the issues management process, encouraging autonomous moral analysis based on a collaborative worldview valuing innovation and dialogue.

Further, the researcher discovered that the organization was committed to encouraging ethical analysis through providing ethics training for employee. Issues managers were trained in making

*Training employees in the values and identity of the organization is encouraged by the CEO*

ethical decisions through official, in-house employee communication documents. Employee communications were said to be a priority of the organization and were directed by a vice president of communication. He emphasized that communication to senior management was of highest importance to the organization, because its leaders believed that a top-down flow of communication on ethics and values would instill those beliefs in middle management and further down the line, with everyone working to create an ethical organization.

Training employees in the values and identity of the organization is encouraged by the CEO. The highest levels of the organization make a commitment to represent, in the words of one issues manager, "How things should be done" so that subsidiary executives look to them as a positive example. The CEO and the executives interviewed view their positive organizational identity as an asset worthy of support at the highest level.

These findings emphasize the organizational support given to ethical decision making. Executives at the participating organization gave credence to the idea that ethical decision making must be supported at the highest organizational level and that such support permeates the culture of the organization. The dominant coalition valued ethics enough to invest resources in training employees to make decisions based on the ethics statement so that resulting decisions will be consistent with the organizational goals, mission, and culture. These findings show that an organizational culture purposefully emphasizing ethics is a primary factor in ethical decision making at the exemplar organization.

### Organizational philosophy

The researcher sought to determine whether the organization exhibited a preference for utilitarian or deontological philosophy through observation, interviews, and document analysis. A preference for deontological ethics was expressed in the participating organization at both the organizational level and as the preference of individual issues managers. The ethics statement of the organization

was clearly deontological, based on the duties and obligations the organization holds toward various publics and stakeholders. The ethics statement is a highly developed expression of what is valued in the organization, primarily the trust of publics and maintenance of those relationships. The statement provides a guide to issues managers of what is important in ethical decision making.

The deontological ethics statement commands that decisions be made that hold moral worth, without being based on the specific consequences of the decision. This view is a classic nonconsequentialist view. The ethics statement obligates all employees in the organization categorically to make the morally right decision according to their obligation of duty to publics and through their use of rational decision making.

Business at Pharma Inc. is conducted in a highly ethical manner because the leaders of the organization believe it is the morally right thing to do, not from a sense of altruism to a greater good but from a sense of duty. Issues managers in this case study spent a great deal of time contemplating the rightness of wrongness of decisions. One issues manager confirmed that ethical consideration was a normal part of issues management's responsibilities, and that was exacerbated by the fact that the organization is in the field of health care. Many participants expounded on the gravity of some decisions they must take as being "life or death decisions". One vice president indicated that in her job, managing issues is really a question of doing the right thing. All but one of the issues managers interviewed maintained that doing what is right always took precedence over the consequences of an action.

When asked about where consequences fall in the process of the participants' issue decision making, most said that they think about consequences but - true to a deontological paradigm - do not decide what is right or wrong decision based on consequences. All but one participant said the consequences of an action were a secondary determinant to whether an action is morally right or wrong. The one participant who did not concur maintained that she always tried to do the right thing but the order of her considerations varied according to the issue at hand.

Most participants explained that weighing decisions based on the greater good is a subjective concern, and a few argued that utilitarianism is too flawed an approach to be useful in the health-care field. Perhaps the most outspoken advocate of a deontological approach to ethics was

the most senior public relations practitioner in the organization. This member of the dominant coalition said that he and the CEO "are in agreement that the morally right decision should always take precedence over other factors".

A strong deontological framework was asserted consistently by the issues managers at the participating organization, who used the ethics statement as a rationale for their reasoning. Furthermore, the issues managers themselves are highly motivated by their own deontological ethical frameworks, as discussed below.

### Individual dedication to ethical decision making

Individual ethical frameworks are an important part of making issue decisions because they allow autonomous moral analysis. These ethical belief systems in the individual affect everything from the organization for whom one chooses to work to the identification and managing of issues. In the study organization, the issues managers' conceptualizations of ethics were based on dual frameworks: their own values and those taught in the ethics training of the organization. The participant's own values were those that they said they held before joining the organization or those they identified as uniquely their own. Participants often cited these values as having a root in childhood or in a religious tradition.

The ethics training of the organization is discussed in light of the ethical values it taught the decision makers. Autonomous, individual ethical analysis is stressed by the ethics training in an attempt to confirm the ideal that each issues manager should be a sound decision maker. The participants explained that the ethics training reinforced their own belief systems and served to help clarify issues, rather than introducing new ethical guidelines.

Every participant responded to questions probing the origin of their ethical belief system by stating that they had a strong sense of personal values and ethics before joining the organization.

The participants agreed that deontology is the basis for their own personal ethical belief systems as well as the foundation of the organization's ethics statement. The individual ethical belief systems of the participants are of importance in public relations and issues management because decisions are made on a daily basis that can have a significant impact on the organization. The striking finding in this research is the consistency between the deontological ethical paradigms of

# 前會長崔綺雲應邀主持 南華早報就業研討會

南華早報Classified Post月前(三月十七日)舉辦就業研討會,介紹銀行及財經行業。本會前會長崔綺雲博士應邀出席研討會,並主持第二節討論,題為「面試秘訣與溝通技巧」。

在崔博士的專業引導下,兩名嘉賓講者——高盛(亞洲)有限責任公司執行董事周綺華小姐及凱旋先驅公共關係有限公司副總裁岑浩宗先生,娓娓說出他們的工作經歷和體會,為在座二百多名參加者上了寶貴的一課。

綜合主持及兩位講者所言,應徵職位,先要衡量自己的條件是否符合招聘廣告的要求。見工前,如能對未來僱主的公司文化有所了解,定

必大大加強自信。而這方面的資料搜集,可透過與朋友傾談達成。

面試時,僱主除考慮應徵者的學歷、專業資格和工作經驗外,內涵、談吐和溝通技巧亦佔一重要席位。如應徵的是金融行業,創意和領導才能亦不可或缺。

及至受聘後,「怎樣才能做好這份工呢?」兩位講者異口同聲說,溝通至為重要,因它影響著個人與上司、同輩和下屬的關係。周綺華表示,溝通是要成功地把訊息傳達對方,令對方「信服」,所以必須從對方著眼,態度要誠懇。岑浩宗則認為,無論是工作或溝通,必須先



本會前會長崔綺雲博士(右一)與南華早報呂文淇小姐(左二)及兩名講者合照

問自己「如何對事有所增值」,故宜先要定下目的,然後才決定行動或發送甚麼訊息。

主持崔綺雲不斷提出有趣問題,帶動研討會進行;在座參加者亦踴躍發問,把研討會推向高潮。✕

## ► individual issues managers and the ethical paradigm of the organization as a whole.

A decentralized organizational structure combined with the deontological framework apparent in the organization's ethics statement allowed for a high degree of autonomy in decision making. The issues managers said that their ethics training strengthened their personal values systems and one person articulated that it allowed the communicator to know that the organization would "stand behind them in doing what is right".

### Conclusions

The exemplar in this case study is well known for the premium it places on ethical decision making and open communication. Pharma Inc. considers its reputation for ethical decision making an asset as well as a duty to society. By studying this case, it is hope that the factors enhancing ethical communication and analysis at this exemplar can be illuminated so that other organizations might employ similar methods of fostering a deep commitment to ethics. Additionally, by encouraging high ethical standards, the communicator is responsible not only to the organization but also to the publics and stakeholders who evaluate those decisions from their vantage points in society.

The exploratory research question posed

was: What factors in the organizational culture of an ethically exemplary corporation are responsible for encouraging ethical decision making? Scholarly literature associated with the question revealed many factors that encourage ethical analysis and decision making. These factors were supported by the empirical data in this exploratory case. Factors that encouraged ethical analysis at the exemplar organization were: a strong organizational culture that emphasizes the importance of ethics, a collaborative, Theory Y management style, a symmetrical worldview that values innovation and dialogue, a counseling role for issue management or public relations

in the dominant coalition, rewarding ethical behavior, and a commitment to ethical analysis using one of the rigorous approaches of moral philosophy – in this case, a deontological approach consistent with the organization's ethical statement. Empirical study added two new factors that also were found to encourage ethical consideration: a consistency between individual ethical values and organization philosophy, and ethics training provided by the organization. All of these factors, and perhaps others as yet unidentified, worked together to create an environment that encouraged ethical decision making at the exemplar organization. ✕

## 會員午餐聚會



本會於二月九日假灣仔皇悅酒店舉辦第二次會員午餐聚會,出席會員及友好包括(前排左起)譚錦儀、黎淑芬、盧子安、張林森、崔綺雲; (後排左起)韓風、葉衛國、趙柏豪、林文鵬、盧孟坤及莫淑儀。