

### Innovation Leadership

We are living in an age of uncertainties in terms of Political, Economical, and Technical environment. As a result of Demonetization, Dematerialization, Democratization, product life cycle is much shorter, companies are rising, and falling, at a much faster pace than ever before. Although it has been proven that leadership is an influencing factor in how innovation occurs in organization, and is one of the most critical factors for determining the degree to which employees strive for innovation, traditional leadership theories may not sufficient to adapt this phenomenon particularly in addressing the “How” which is an art rather than a science. Besides, innovation process is a nonlinear social process that requires complex and nonlinear behaviours. There is no one-size-fits-all leadership style can assure successful implementation of innovation under this uncertain environment. In fact, organizations need the capacity to adapt their approaches, their economic models, their thinking and their leadership in order to survive in the today’s contemporary environment. As such, this study tried to explore the “How” leadership can thrive innovation through an ethnographic approach to a number of successful innovative Companies in Hong Kong, by which best practised can be shared and advocated. On behalf of CAHK, I would like to express our sincere gratitude to all of them. On the other hand, I must thank my fellow EXCO members, Mr. Alex Tam, Gilbert Chan, Sutton Cheung, Vincent Kwok, and Patrick Ng who kindly conducted the interviews, and Ms Irene Kwok, and Mia Ng for the coordination work.

*“We have lost our Crystal Ball. The best way to predict the future is to create it.”*

DR. HUBERT CHAN

### 創新領導力

我們生活在一個不確定性的時代，特別在政治、經濟、技術和環境方面處處反映出來。由於非貨幣化、非物質化及民主化的影響，導致產品的生命週期很短，公司上升與下跌的速度比以往任何時候更快。

雖然已經證明，領導能力是組織內啟動創新的成因，也是最關鍵的因素之一，以確定員工追求創新的力度，不過傳統的領導理論不足以解釋這一現象，尤其是“如何”啟動創新方面，絕對是一門藝術，而不是一門科學。此外，創新的過程也是一個非線性的社會化過程，當中涉及複雜的非線性行為，沒有一體適用的領導風格，能保證在這種不確定的環境下成功實現創新。事實上，企業需要適應不同的領導，包括他們的方法、經濟模式、思想和領導力，才能在今天不確定的環境中存活。

因此，本研究試圖從“如何”領導方面，通過人性化方式來探索多家在香港成功創新的企業，從而分享其中最佳實踐及建議。

在此，我代表香港通訊業聯會，衷心感謝接受訪問的領袖及其公司。另一方面，我必須感謝本會參與企業訪問的下列執行委員，分別是譚永耀先生、陳錦成先生、張悅賓先生、郭榮忠先生、吳仕彬先生，也對郭梁桂卿女士及伍玲君女士的協調工作表示謝意。

**“我們已經失去我們的水晶球。預測未來的最好方法就是去創造它。”**

陳重義博士

## Cover Story – Innovation Leadership

### 封面故事 - 創新領導力

Dr. Hubert Chan 陳重義博士、Mr. Alex Tam 譚永耀先生、Mr. Gilbert Chan 陳錦成先生  
Mr. Patrick Ng 吳仕彬先生、Mr. Sutton Cheung 張悅賓先生、Mr. Vincent Kwok 郭榮忠先生

## Innovation Leadership Interview

### 創新領導力專訪

- Altai Technologies Limited  
奧泰爾科技有限公司  
Dr. Raymond Leung, Chairman and Chief Executive Officer  
主席及首席執行官梁少康博士
- ClusterTech Limited  
聯科集團(中國)有限公司  
Dr. Suen, Wai-Mo, Founder and Chief Executive Officer  
總裁孫緯武博士
- Henderson Land Development Co. Ltd.  
恒基兆業地產有限公司  
Mr. Thomas Lam, General Manager, Sales Department (I)  
營業(一)部總經理林達民先生
- Hong Kong Science and Technology Parks Corporation (HKSTP)  
香港科技園公司  
Mr. Albert Wong, Chief Executive Officer  
行政總裁黃克強先生
- KBQuest Hong Kong Limited (A KBQuest Group company)  
香港知識庫軟件有限公司  
Mr. Eric Moy, Chief Executive Officer  
行政總裁梅力恒先生
- Ngong Ping 360  
昂坪 360  
Dr. Stella Kwan, Managing Director  
董事總經理關敏怡博士
- Octopus Cards Limited  
八達通卡有限公司  
Mr. Sunny Cheung, Chief Executive Officer  
行政總裁張耀堂先生
- SML Group  
SML 集團  
Mr. Ronny Ho, Executive Chairman & Mr. Ignatius Lau, Chief Executive Officer  
集團執行主席何景華先生及首席行政總裁劉嘉慈先生
- The Bank of East Asia, Limited  
東亞銀行有限公司  
Mr. Vincent Hui, General Manager & Head of Personal Banking Division  
東亞銀行總經理兼個人銀行處主管許文森先生
- WiseSpot Company Limited  
斯博有限公司  
Mr. Franky Lai, Chairman & Chief Executive Officer  
主席及行政總裁賴永雄先生