

# Kum Shing's Two Generations Believe in Learning for Life

## 金城兩代人深信學無止境

### Interviewees 受訪對象

Ir Dr KK Wong, FHKIoD – Group Chairman and CEO, Kum Shing Group

王國強博士工程師 - 金城營造集團主席兼行政總裁，香港董事學會資深會員

Mr Rex Wong, MHKIoD – Executive Director and Deputy CEO, Kum Shing Group

王紹恆先生 - 金城營造集團執行董事兼副總裁，香港董事學會會員

It is not unusual to find members of the same family joining The Hong Kong Institute of Directors (HKIoD). Although their occupation, position and seniority as company directors may differ, they all share the passion of striving towards director professionalism while sharing and passing on good values and high standards. We can learn from their stories. Below is our interview with one such family.

學會的會員不少來自同一家庭，雖然他們所處的行業、崗位、董事年資並不一定相同，都各自為董事專業而努力，彼此分享，傳承良好的價值，他們的故事值得我們借鏡。

**As chairman, you have been at the helm of the Kum Shing Group for decades. You were a winner of the Director Of The Year Awards 2014. Can you share with us your insights in leading a company?**

**Dr KK Wong:** In the Kum Shing Group's 50-plus years of existence, I played a transitional role to instil the spirit of corporate governance into a traditional entrepreneurial company.

Founded by my father (Mr Wong Kam Fai), Kum Shing is a rather typical Chinese family business. It started out as a contractor specialising in laying power lines underground. Father's managing style was hands on; he was the one to make all business decisions, big and small. When I took over from Father 30 years ago, I saw that the company was expanding. To manage effectively, a system would have to be put in place especially in areas such as work safety, finance and human resources. To be honest, in the Chinese culture, the boss usually has the last say in family-run businesses. To implement decentralisation and accountability, however, I introduced a system to engage all staff in helping run the company.

A system is indispensable in the running of any business. I must confess, however, that having worked shoulder to shoulder alongside so many of my employees, I harbour relatively strong personal feelings towards them. When an employee makes a mistake, I can't help being a bit lenient. But from a corporate governance standpoint, this is far from ideal. A company must execute firmly a system of rewards and penalties. In this respect, my son Rex is doing a better job. Where I err in being too lenient, I leave it with his generation to make amends.

**Rex, your father is publicly recognised as an outstanding company director and entrepreneur. What have you learned from his knowledge and experience in running a business? As the next generation in senior management, how do you introduce new ideas to the company?**

**Mr Rex Wong:** Dad is indeed an outstanding executive director. In maintaining a long-standing relationship with quality clients such as the CLP Group and the MTR Corporation, he managed to transform Kum Shing from a small sub-contractor into an established

engineering group. I have always looked up to him in terms of personal charisma, leadership ability and spirit of integrity. As chairman of the board, he ensures that board members work as a team to put their best foot forward. At meetings, board members bring to the table their specialised opinions and ideas to contribute to running the company.

When it comes to introducing new ideas, I come into play by adjusting the group's business scope and strategy to cope with a changing operating environment. In the past, Kum Shing's business was Hong Kong focused. But as times change, relying solely on Hong Kong would restrict the growth of our business. As I got involved in management, I made it a priority to analyse and understand the group's background and its strengths and weaknesses. Having worked in an overseas company, I have some international experience and a geographically broader perspective. Hence, I could compare our group with competitors both on Mainland China and overseas to position Kum Shing better and to seek out expansion opportunities. For instance, we are looking to the "One Belt One Road" policy being promulgated by President Xi Jinping to try entering overseas markets.

Our objective is to transform Kum Shing from a Hong Kong-based construction company into a regional construction play and power-generation equipment installer.

**Rex, to the amazement of many, your dad just obtained his doctorate degree in business administration after spending three years attending classes part time. He highly values education and sets an example of learning through life. How does this attitude affect your learning and career?**

**Mr Rex Wong:** I really admire Dad's stamina. At first I even cautioned him not to tell others that he was studying for this degree. What if he couldn't complete his studies? Wouldn't that have been embarrassing? Little did I realise that he spread the word to give himself no excuse to fail. Well, he did it!

Since Dad highly values education, he gave us not just every opportunity for the usual schooling but also set example in spirit and action. Since childhood, my two siblings and I often accompanied Dad to construction sites where he carried out inspection. While every child in Hong Kong probably visited Ocean Park to watch marine animals perform, we went there to check on the progress of a Kum Shing project. He wanted us to know how the family business was run, that every cent was hard earned. During our trips overseas, while a normal family would go sightseeing, we would be taken to university campuses. He harbours a special sentiment for institutions of higher education and is fond of buying campus souvenirs. I think it was largely because of his influence that I pursued and obtained a degree in architecture. He believes that through their specialised knowledge, professionals provide society the core strength to develop. Given this exposure – a sort of like osmosis – and my own interest, I chose to study architecture and became an architect.

**Dr KK Wong:** I took a relatively “laid-back” attitude towards the education of my children. The only bottom line I drew was that they must complete college. All three

of my kids finished junior high school locally so they do have a certain level of command of the Chinese language. Then they were sent to boarding schools overseas to learn how to be independent and to interact socially. I never specified which faculty they should enter at university. I simply discussed with them what each profession would offer career wise to help them make a choice that would allow them to live up to their potentials. I am glad that each of my children has different talents.

me about this organisation advocating corporate governance in Hong Kong. I've always been a believer in governance. That was why I deployed listed company governance rules for my own company, even though it was unlisted. Given that HKIoD champions something I believed in, I decided to become a member.

**Mr Rex Wong:** My older brother and I decided to join HKIoD because it can set standards in corporate governance and




▲ Ivan (left), Rex (right) and Ann present their father Dr KK Wong with a special gift – the certificate of “Doctor of Family Administration.”

▲ 王紹基先生(左)、王紹恆先生(右)及王沛芝小姐頒授「家庭管理學博士」證書予父親王國強博士。

Ivan (Fellow of HKIoD), my eldest, now runs non-construction business and focuses on leading social and community organisations; Rex is taking over my work and role at Kum Shing; Ann is in charge of finance.

**Continuing Professional Development is what company directors need to keep informed on new know-how and events. It is also a key task of the Hong Kong Institute of Directors. Please share your views on both HKIoD and CPD.**

**Dr KK Wong:** I first learned about HKIoD through a friend. HKIoD Deputy Chairman Edmund Leung Kwong Ho is a long-time friend. He was the one who told

director professionalism for companies. CPD courses offered by HKIoD are a valuable resource for us. Through taking such courses, board members and senior executives can enhance their corporate governance knowledge and other technical skills. We look forward to participating in more HKIoD-organised courses and events. 

**KK (王國強博士的英文小寫, 是他愛用的稱號名), 你擔任金城集團主席多年, 並曾贏得學會的「傑出董事獎」(2014年), 請你分享領導公司方面的心得?**

**王國強博士:** 在金城五十多年的歷史裡, 我想我擔當了推動轉變的角色, 把企業管治的精神帶入傳統企業。



金城是一家華人家族企業，始創於我父親(王錦輝先生)，以從事電線壕坑工程起家。父親的做事風格是事必躬親，事無大小都會過問，公司的所有事都由他一人決定。三十年前我從父親手中接過金城，我看到公司業務規模越大，越需要制度，譬如安全工作安全、財務、人事管理的制度等，才能實施有效管理。坦白說，華人家族企業始終難免老闆一人話事，但我實行「放權問責」，為公司訂下制度，放權讓員工通過制度營運公司。

制度是企業管理中不可或缺的，但我跟金城員工一起奮鬥數十年，對他們有較強的私人感情。下屬犯錯，我不免比較寬容，但站在企業管治角度，這不是理想做法，公司需要確切執行賞罰分明的制度。這方面 Rex (王紹恆先生) 這一代做得比我好。我的管治有些太過寬鬆之處，就有賴他們替我糾正過來。

**Rex，你的父親是公認的出色董事和企業家，你從他身上學到甚麼領導企業的知識與經驗？你作為公司新一代領袖，如何為公司帶來新思維？**

**王紹恆先生：**父親是出色的行政總裁，他與中電和港鐵等優質客戶締結長期合作關係，讓金城由小型分包公司，成長為具規模的工程集團。他的個人魅力，領導能力，講求誠信的精神，都一直是我的學習目標，作為集團主席，他確保董事會能發揮團隊精神，每位成員都能在會議發揮自己的長處，為公司作出貢獻。

說到給公司帶來新思維，我想是協助公司作業務和策略調整，以配合經營環境變遷。過去金城的業務集中於香港，時移勢易，單靠香港市場反而成為公司發展的局限。我接手金城業務，第一件事便是先了解我們作為本土公司的背景和強弱。我從前於外國企業工作，有比較國際化的經驗和視野，可以比較金城與國外和內地的企業，為金城找到更好的定位和發展機遇，例如借助「一帶一路」概念拓展海外市場。我們希望把金城由一家本土的基建工程公司，發展成區域性電力設備建設集團。

**Rex，你父親剛以三年時間完成工商管理博士學位課程，為人津津樂道。他重視教育，身體力行終身學習，對你的學習和事業有何影響呢？**

**王紹恆先生：**我很敬佩父親的魄力，當初我



▲ The Wong Family celebrate Ann's graduation from the University of Toronto in Canada.  
▲ 王氏一家在加拿大慶祝王沛芝小姐於多倫多大學畢業。

還勸他先別跟人說讀書的事，不然完成不了課程就尷尬了。沒想到他反而把這事說開去，以之作為進修動力，結果真的成功了。

父親非常重視教育，除了給我們接受常規學校教育的機會，還有身教。我們三兄妹從小就跟隨視察工程的父親前往工地，譬如每個香港小孩都去過的海洋公園，人家的孩子去看動物，我們則是跟父親去看金城項目的工地。他要我們知道家裡的生意是怎樣做的，每一分錢都得不來不易。又如出國旅遊，人家去的是旅遊景點，父親就總是帶我們去看人家的大學校園。他對大學有種很特別的情懷，還特別喜歡買大學的紀念品。我取得建築師的專業資格也可說是受他影響。他相信專業人士是社會發展的中堅力量，耳濡目染下，加上自身的興趣，我在大學選擇了建築學，成為了建築師。

**王國強博士：**我對兒女的教育還是比較「寬鬆」的，唯一的底線是必須完成大學教育。我三子女都在香港完成初中教育，確保有一定的中文水平。高中便去外國的寄宿學校，學如何自立，如何跟人相處。我倒沒要求他們大學要讀哪一科，但會跟他

們分析不同專業有何出路，引導他們選擇最能發揮所長的一科。我很慶幸三位子女有不同的專長。大哥Ivan(王紹基先生，香港董事學會資深會員)主要負責在建造工程以外，繼承我在社會及公共事務領域的工作，Rex繼承我在金城的工作和職務，而女兒Ann(王沛芝小姐)則管理財務。

**董事專業發展是董事所需的持續教育，也是香港董事學會的主要工作。請兩位分享對學會和董事專業發展的看法。**

**王國強博士：**當初認識香港董事學會是經同行朋友介紹的，我跟學會副會長梁廣灝是多年朋友，正是他跟我介紹香港有這一個提倡企業管治的組織。我同樣追求企業管治，才會以上市公司的規則管治非上市公司。因為學會提倡我相信的理念，我便加入學會成為會員。

**王紹恆先生：**學會可以為企業管治和董事專業水平訂下標準，所以我和大哥都成為了學會會員。學會的培訓課程是企業的重要資源，能增強董事會和管理層在企業管理和其他方面的知識和技能。我們期望能參加更多學會的課程和活動。