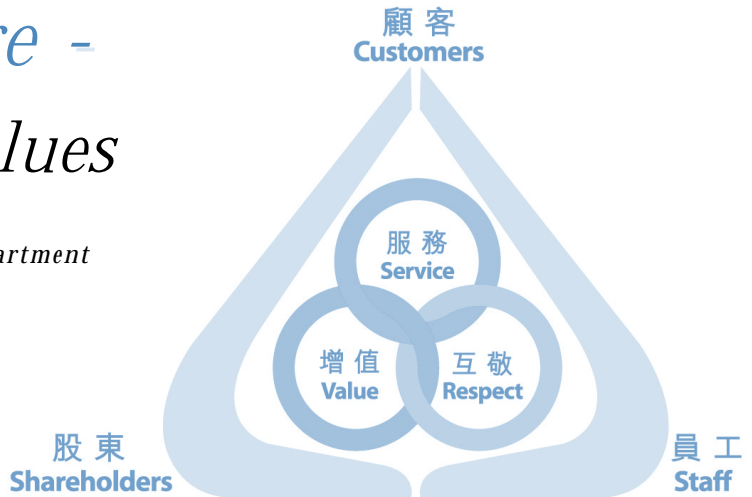


# Building our Future - The New Core Values

By Management Training & Development Department

Quite a number of studies and researches on successful companies showed that a set of clear vision, Mission and Core Values is essential for building a visionary company.



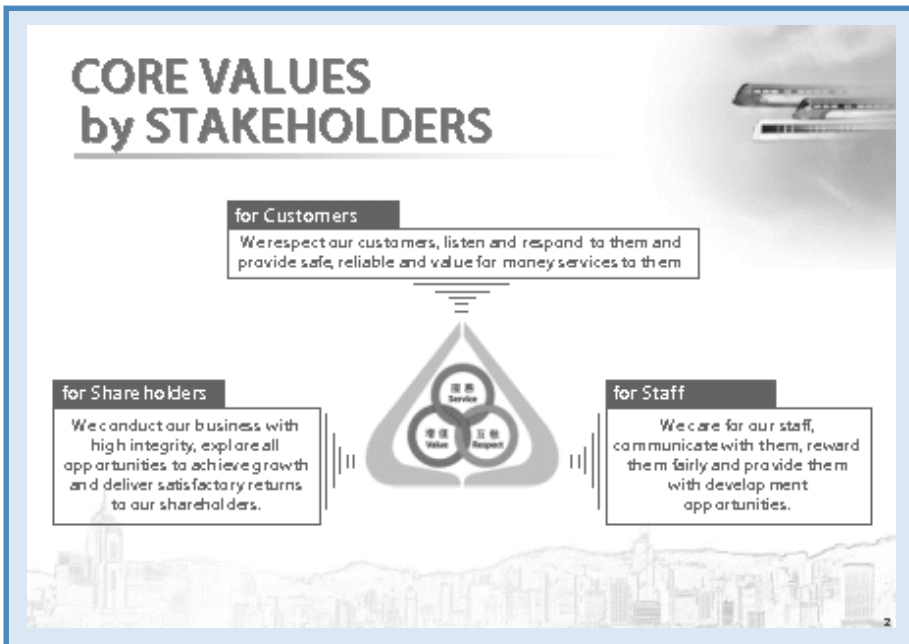
▲ Figure 1 - The new Core Values logo

“Vision provides an indication of the aspiration of the organization while Mission describes the purpose of the company which is in line with the expectations of the stakeholders,” said Mr Phil Gaffney, the Operations Director, during the recent Management Communications Meeting held in March. He also reiterated that Core Values are intrinsic shared beliefs serving as guiding principles at every stage of the strategy implementation within the company.

## Core Values in MTR

MTR adopted the concept of Core Values in 1987 and has been using it for more than 10 years. To align with the Corporation’s public listing, the Vision, Mission, Strategies and Core Values were reviewed and introduced to our staff during Commitment Day Workshops last year.

▼ Figure 2 - Key Stakeholder Statements



The new logo (see Figure 1) contains the new Core Values: Service, Respect and Value in the established 3 rings with our 3 stakeholders: Customers, Staff and Shareholders embracing the Core Values. The concept of this new logo symbolizes the way of balancing the interest among the three key stakeholders.

The new Core Values can be interpreted in many ways. Three Key Stakeholder Statements and a Core Values Interpretation Matrix (see Figures 2 & 3) were worked out based on inputs consolidated from all level of staff. They spell out our commitment to the stakeholders and provide interpretation of how the Core Values are to be implemented and in what way they help contribute to our business success.

Figure 3 - Core Values Interpretation Matrix

		STAKEHOLDERS		
		Customers	Staff	Shareholders
CORE VALUES	Service	<ul style="list-style-type: none"> <li>Safe, reliable and environmental friendly service</li> <li>Efficient service delivery</li> <li>Continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Safe and healthy working environment</li> <li>Open communication</li> <li>Efficient &amp; value added internal customer service</li> </ul>	<ul style="list-style-type: none"> <li>Optimise utilisation of assets</li> <li>Open and transparent</li> <li>Effective management</li> </ul>
	Respect	<ul style="list-style-type: none"> <li>Listen and be responsive to our customers</li> <li>Deliver what we promise</li> <li>Build long term relationship</li> </ul>	<ul style="list-style-type: none"> <li>Mutual trust and respect</li> <li>Share fruit of success</li> <li>Fairness</li> </ul>	<ul style="list-style-type: none"> <li>Care for the interest of shareholders</li> <li>Business Ethics and Integrity</li> <li>Continuously improve corporation image</li> </ul>
	Value	<ul style="list-style-type: none"> <li>Provide value for money service</li> <li>Add value to lifestyle of customers</li> <li>Extend network to improve accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Career development</li> <li>Personal growth</li> <li>Job satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Satisfactory return to shareholders</li> <li>Healthy growth</li> <li>Business diversification</li> </ul>

## Expectations from Staff on Core Values

The Management Training and Development Department (MT&DD) interviewed a range of general staff to solicit their views on the importance of Core Values and how they affect their daily work. From those interviews, our colleagues expressed their desire in seeing the Core Values being promoted consistently and aligned across the Corporation. They all agree that Core Values are one of the most important foundations for business success.

## The Way Forward

In the recent Management Communications Meeting and Operations Management Forum, the Operations Director emphasized the importance of rolling down the Core Values to all levels of staff, with a consistent message brought to them.

To ensure that the Core Values are to be promoted consistently and aligned across the Corporation, a series of corporate promotional activities and supporting activities at departmental level are scheduled for launching later this year.

Departments / Sections are encouraged to conduct a half-day Strategic Workout Session to identify key focus on Core Values and organize activities for staff to promote the Core Values. The MT&DD will help facilitate the workout session upon request.

Furthermore, a "Core Values Leaders" Scheme is also recommended for departments to identify Core Values Leaders from senior supervisory staff who will serve as communication bridge to help Department Heads facilitate the Core Values promotion activities.

*"If we want to be successful in the midst of new challenges, we have to be more dynamic and business-oriented than ever before in running the business. To attain the Corporation's new vision of "MTR - Hong Kong's fast track to a world-class city", let us join hands to live up to the Core Values." - Mr Phil Gaffney, Operations Director.* 