

Future Leadership Competencies Demonstrated by Sir David

- 1 Standing up and championing something new.** Lead where no one has gone before.

In 1949, the People's Republic of China was founded and the political situation and relationship with Hong Kong was tense. Sir David and his wife were one of the first foreigners allowed to enter into China, partly to pave way for eventual dialogue with Great Britain and partly to help China to regain the qualification to take part in the FIFA World Cup. Sir was there to mediate the membership of FIFA as China was excluded from FIFA at that time. The rest is history as they would say.

- 2 Leveraging others to do the work by showing them a burning platform.**

Invotech

Sir David saw an urgent need of innovation and technology in Hong Kong as under-investment in these areas could prove detrimental to the healthy growth of Hong Kong. He led disconnected parties to support and to bring real innovation to Hong Kong and founded Invotech, with a handful of visionaries along the way. At a one-day conference in Spring of 2013 called "Tipping Point", more than 300 enthusiastic participants from families, start-ups, government, university, venture capitalists, and students came together for the first time. A week later, he stood up at the Hong Kong Club and asked the 100 or so who had attended the thank-you cocktail, to help bring true innovation to Hong Kong by establishing Invotech... and they all said yes. Invotech, his last NGO, became a new reality in 2013, and Dr G. was asked to be the first chairman.

Yuen Long Stadium

Sir David saw that there was a team in the first division of Hong Kong soccer's league in Yuen Long but no soccer field in the district, so he mobilised community leaders in Yuen Long to organise fund raising activities to build a soccer pitch on land provided by the Government. The pitch, now known as Yuen Long Stadium, was the first one built in the New Territories' new towns. Many others would follow. To honour his work, he was asked to be the President of the local sports association and subsequently the European Vice-president of the Hong Kong Football Association.

Wu Zhi Qiao

Sir David brought charity work to China, for not only the bridges to places, but also the bridges to hearts. In "Bridge to China", volunteers and university student volunteers from Hong Kong and Mainland China would build sustainable footbridges and village facilities in remote and poor villages in the Mainland in order to improve the lives of the villagers. This initiative would also inspire university students to help the needy and the less fortunate. The students would give villagers tools and materials then would teach them the skills needed to build bridges, so that the villagers would know how to build their own bridges themselves. This project also helps volunteers to better understand and appreciate

the life in the rural and remote areas in Mainland China.

3 Demonstrating courage. Daring to learn by doing and through mistakes. Experimenting and trying out something completely new.

New Territories

Sir David was the chairman of the Housing Authority from 1987 to 1992. He took up an instrumental role in the development of “new towns” from small villages in the New Territories. He was able to do this in the New Territories by communicating with the local farmers and helping them to evolve, and involve, in the development of the city. He was the first British official who had successfully reached out and maintained a relationship with the ‘remote’ areas of Hong Kong and his style with people allowed him to smoothen the later development of Shatin, Tai Po, Yuen Long, Tuen Mun and Fanling, which are now the New Towns.

Discovery Bay

Sir David proposed developing parts of the Lantau South Country Park as a "Parkland City" with nature trails, bicycle tracks and flats which is now collectively known as Discovery Bay. Hong Kong's country parks could be enlarged at that time because government exchanged the loss of ecology when Chek Lap Kok airport was built. Sir David brought up the idea that the extra land should be left for the future development; part of the country park could be developed as a parkland city. Being a nature lover, Sir David wanted to build housing in an enjoyable environment with for example, all the trees and nature trails, as well as with a Hong Kong orchid garden - something new for Hong Kong at that time.

Outward Bound

Sir David founded, with a team of visionaries, Outward Bound Hong Kong in 1970. As the former Chief Secretary, Sir realised there is a need to provide opportunities for young people in Hong Kong, to remain connected with their natural environment and use this outreach to nature as a means to push their personal limits. His kind intention had benefited our young people, many whom had little opportunity in this crowded city to unleash their potential through outdoor activities. Young people becoming leaders has always being at the heart of his efforts.

4 Communicating frequently and effectively.

Sir David continually wrote commentaries for the SCMP, even after his retirement, to urge others to reach out and communicate. Dialogue was his message. He would speak directly with people, students, villagers, and wasn't afraid to speak honestly and openly to power. For instance, he would converse in their local dialects, with the villagers in rural areas like Tsuen Wan and Yuen Long. One concept then was turn farm areas into a New Town. He would engage and worked together with the Heung Yee Kuk, not against them. He built bridges and trust, and knew what the villagers wanted. So when the government needed to take possession of some piece of land in exchange for reasonable compensation, these government proposal were viewed favourably.

Moreover, in the early days of Hong Kong's election system, he introduced various means of dialogue. From green papers to white papers, the barrage of communications between the government and the people was constant and continual. Earlier system of democracy was co-introduced by Sir David in the first election of the Legislative Council and the District Council election.

5 Solving complex problems.

Housing

Sir David has always been committed to improving the lives of the poor. Sir David was a district officer in Tsuen Wan in 1959. He took up this vital position in the development of new towns in the New Territories and actively implemented a wide range of new housing policies. As an example, he daringly worked with owners of factories and apartment blocks to resettle slum-dwellers from the hillsides of Hong Kong Island. At one time, the government needed to acquire land and move villagers out of their homes to widen the road which is now the Castle Peak Road that runs from Kowloon through the New Territories. That was made possible by the amount of goodwill on hand. Sir David also help to build the temporary market in Tsuen Wan, as there was no proper market at that time.

Establishment of HKUST

The government anticipated a growing demand for university engineering graduates to fuel the economy in Hong Kong during the run up into the 1980s. A new university, HKUST, was therefore established and which became a highly ranked global university. Sir David supported and pushed for the new establishment of HKUST; he later quietly became an Honorary Member of the HKUST.

6 Thinking critically.

Sir David helped to found the Business and Professionals Federation of Hong Kong (BPF) in the 1990's. He saw a need to establish new think tanks in Hong Kong, particularly in enhancing the quality and quantity of policy making. Thus, BPF till this day has served as a pioneering think tank; it has offered valuable policy level ideas and views on major social issues to the Government over the years. It is comprised of members of the Basic Law Consultative and Drafting Committee. His team introduced new tax policies, new housing policies, and even helped to introduce Reverse Mortgage and Captive Insurance.

7 Adaptable.

In 1954, Sir David joined the Malaysian colonial civil service where he learned to read and speak Hakka. He was transferred to Hong Kong in 1957 and here he learnt to speak fluent Cantonese. The language skills he mastered would enable him to speak with and understand local sentiments. He could speak with residents directly and hear their anger

and displeasures. In total, he spoke three Chinese dialects - Hakka, Cantonese and Mandarin – more than the average resident in Hong Kong.

8 Rolling up the sleeves.

Sir David was a regular and attentive mentor to village students and university students. He was a long-serving mentor in the CUHK Mentorship Programme and had nearly 50 mentees just in this program alone. Nearly every Saturday, he would spend his morning debating with students on how to improve the livelihood of residents in Hong Kong.

Sir David's quote, "Let's get on with it!", rang true when Sir David and five other new directors walked down to a bank and set up a new bank account for Invotech on some Saturday morning. Another good quote is: "Get your hands dirty." Sir David said this quote in an interview and reminded that people should not feel superior to others by being bystanders. Real leaders lead upfront. They get their hands dirty.

9 Digitally proficient.

Sir David would use his Blackberry and responded directly to his mentees, on WhatsApp, despite having difficulty typing. Sir was functional on a Smart Phone while many his junior were unable to use them. He embraced digital technology with zeal and was willing to learn and keep up with new trends. When asked why, he said he wanted to be in touch, to stay connected, and to be in tuned with new thoughts.

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