



鄭明訓先生
Mr Paul M F CHENG

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Honorary Fellow of HKUST

Paul M F Cheng has accomplished what many of us aspire to, but rarely achieve: a balanced life. In his remarkable business career, he has chaired and sat on the boards of several major Asian companies and chambers of commerce. His outstanding record of public service includes work as an advisor to Beijing on Hong Kong affairs, a legislator and, more recently, an adjunct professor here at The Hong Kong University of Science and Technology. And in his private life, he has carved out time to be a devoted family man and a regular on the golf course and tennis court. Despite all the demands placed on him, he remains cheerful and relaxed, an inspiration to his wide circle of colleagues, employees, students and friends.

A self-described moderate, Mr Cheng has always sought to steer a middle course — to strike the right balance — whether in business or politics. Taking a neutral stance, listening to all sides of a debate and seeking a balanced view; these have been the hallmarks of his approach.

Mr Cheng spent many years in the business world both before and after his involvement in politics, fine-tuning his abilities to listen to and motivate others. His business skills run in the family — his grandfather developed the successful Amoy Canning Company from a small soy sauce business in Fujian. Mr Cheng's parents had aspirations of having a doctor in the family and Mr Cheng attended Lake Forest College in Illinois to prepare for medical school. But, recognizing where his true talents lay, he had a change of heart. With his family's support, he enrolled in the Wharton Graduate School of Business at the University of Pennsylvania and earned an MBA.

From there, he carved out a fast-rising career. He moved to New York and worked for IBM and consumer group Richardson Vicks for four years, before deciding to return to Asia. Working initially from Singapore, he became manager of the Asian operations of pharmaceutical giant, Warner Lambert, and moved on to become head of regional operations with Spencer Stuart. A legendary chance meeting with the head of Inchcape at a London cocktail party, and again on the subsequent flight home to Hong Kong, led to Mr Cheng joining the company and eventually becoming chairman of Inchcape Pacific. He has also been chairman of bankers N M Rothschild and Sons (Hong Kong).

His work experiences in a wide range of industries clarified for him the qualities needed to lead people. Mr Cheng is a believer in being firm and fair, but not authoritarian. He listens to those around him before making a decision. And he lets his staff get on with their work. His role is to motivate and look after his team, so they can provide him with the best possible input.

These are also qualities demanded in the public arena. Hong Kong has been good to Mr Cheng and he has been keen

鄭明訓先生做到我們人人都想卻難以達成的事：擁有均衡的生活方式。在他輝煌的商界生涯裏，曾經出任多間亞洲著名公司及商會的董事會主席和董事會成員。他的公共服務紀錄亦同樣彪炳：他曾擔任北京中央政府的港事顧問、香港立法會議員。到最近，他加入香港科技大學成為兼任教授。在私人生活方面，鄭先生把時間分配得井井有條；既是一位投入家庭生活的丈夫和父親，也是高爾夫球及網球場上的常客。雖然日理萬機，亦依然顯得很輕鬆自在。在他眾多同事、僱員、學生和朋友眼中，鄭明訓永遠是那麼激勵人心。

鄭先生形容自己是一位溫和派。無論是營商、從政，他永遠尋求中庸之道，求取一個平衡。採取一個中立的態度、聆聽每一方的論據，然後尋求一個平衡的觀點，是鄭先生的典型作風。

鄭明訓先生在從政前後，都長時間在商界工作。這個背景訓練了他聆聽別人觀點及激勵別人的能力。鄭先生生於商賈之家，長袖善舞是家族傳統，當年，他的祖父在福建，就一手將一家小醬油工廠，發展為今日的淘化大同公司。鄭先生雙親期望家中有人成為醫生，於是他考進美國伊利諾州的萊福雷大學，準備入讀醫學院。但他認為自己的天份並非在此，於是改弦易轍，在得到家庭的支持下，轉往賓夕凡尼亞州華頓商學院，在那裏取得工商管理碩士學位。

畢業後，鄭先生展開了快速冒升的事業之途。首先，他在紐約IBM及一間消費者集團Richardson Vicks工作了四年。之後，他決定返回亞洲。起初，他在新加坡工作，在藥劑界巨人Warner Lambert公司任職亞洲業務經理，隨後轉往環球人力資源顧問公司Spencer Stuart任地區營運主管。因緣際會，在倫敦一個酒會上，鄭先生遇上英之傑集團主席，其後，在飛往香港的航機上，他們再度碰面。就這樣，他加入了英之傑集團，最後並當上了英之傑太平洋主席。鄭先生也曾擔任洛希爾父子（香港）有限公司的主席。

累積了多年在商界及不同行業的經驗，鄭先生對於用人之道有他獨到的領悟。他相信嚴格、公平，而不獨裁的作風。作出每一個決策之前，他總是細心聆聽身邊的人的意見。他給予職員很大的空間，讓他們的能力得以發揮。他以激勵士氣及照顧團隊為己任，職員自然會盡力而為，作出最好的貢獻。

to give back and help it succeed. In 1987 he became the first Chinese chairman of the American Chamber of Commerce in Hong Kong, and chaired the Hong Kong General Chamber of Commerce from 1992-94. He had the ear of Beijing in the 1990s and became an advisor on Hong Kong affairs. He served as a legislator both before and after 1997, and was a member of the Preparatory Committee that guided the handover. As a moderate, he has always sought to keep sight of the ideals but to take account of the practicalities. His bridge-building approach has also led him to be named a Justice of the Peace, a recipient of the Chevalier de l'ordre de la Couronne from the King of Belgium and an honorary citizen and economic advisor to the city of Nanjing.

Today Mr Cheng leads a somewhat quieter life, in the belief that it is time for a younger generation of leaders to take up the reins. But the theme of balance continues to play out, through what he describes as the “three-legged stool” of family, business and public life. He continues to make time for his family and sport, and is a Steward of the Hong Kong Jockey Club. He remains busy at work, managing private investments and acting as an independent non-executive director of Esprit, Wharf, Sino Land, Kingboard Chemical Holdings and Hutchison Harbour Ring, in which capacity he is keen to promote good corporate governance. And he is continuing to give back to society, especially in the field of education.

Mr Cheng is an advisor to Peking University's China National Committee for Pacific Economic Co-operation and the China Center for Economic Research, as well as a member of the Executive Committee of the PRC-based All China Federation of Industry and Commerce. In Hong Kong, he sits on the Council of The Chinese University of Hong Kong and teaches here at The Hong Kong University of Science and Technology, where he invites his high-powered friends to give lectures and says he enjoys learning from his students.

Undoubtedly, Mr Cheng has much to teach his students about being pragmatic, sticking to your guns and staying positive — all qualities that have stood him well in his dealings in business and politics. He encourages young people to speak their minds and not be shy because the business world is always looking for new ideas. Mr Cheng also likes to stress the importance of commitment, as well as qualifications, to young people. Because he practices what he preaches — by demonstrating a deep and serious commitment to everything he does and being open to new ideas — Hong Kong political and business life is much the richer.

Mr Pro-Chancellor, I have the honor to present to you, on behalf of The Hong Kong University of Science and Technology, Mr Paul M F Cheng, crusader for better corporate governance, for the award of Honorary Fellowship.

鄭先生在服務大眾時亦同樣發揮這種精神。他的事業在香港飛黃騰達，亦熱心於回饋社會。1987年，鄭先生成為香港美國商會會長，也是該會首位華人會長。1992年至1994年，他擔任香港總商會主席。在九十年代，鄭先生以向北京反映港人聲音之能事，獲委任為港事顧問。鄭先生曾任香港回歸前之立法局議員及九七後之臨時立法會議員，亦是安排香港回歸的籌備委員會委員之一。作為溫和派，鄭先生一向不忘理想，但同時顧及實際情況。他那種調和關係、增強溝通的作風廣為人欣賞。鄭先生是太平紳士，並先後獲比利時國王授予皇室武士勳章，被委任為南京市經濟顧問，和成為南京市榮譽市民。

今天，鄭先生已放慢了生活節奏。他認為是時候讓年青的一代接棒。不過，鄭先生仍然不忘堅守均衡的原則，把生活分為家庭、商界，和公共服務；鄭先生將之形容為他的“三腳凳”生活：一部分時間給家庭、運動—鄭先生是香港賽馬會董事；另一部分則仍然是緊湊的工作：管理私人投資、出任思捷環球、九倉、信和置地、建滔化工集團及和記港陸的獨立非執行董事，以這身份積極提倡良好的公司管治。鄭先生亦繼續回饋社會，尤其是在教育事業上。

鄭先生是北京大學中國經濟研究中心及中國太平洋經濟合作全國委員會工商委員會顧問，亦是中華全國工商業聯合會執行委員。在香港，鄭先生是中文大學校董會成員，並在香港科技大學擔任教職。在科大，他邀請具社會影響力的好友到校演說，並樂於與學生切磋學問。

有一點可以肯定的是，鄭先生在注重實效、堅持自己的立場和保持正面、樂觀的心態這幾方面，有很多可以和科大同學分享之處，而這些亦正是鄭先生在商界及政壇成功的因素。鄭先生鼓勵年青人勇於表達自己的想法，不要害羞。因為商界永遠在尋求新思想、新意念。鄭先生所側重，並希望年青人明白的，是資歷與投入精神同樣重要。而鄭先生亦能做到言行一致，行動上做到他本人所宣揚的：做每一件事，都能堅定不移、全心投入，而且對新思想新意念抱著開放的態度。正因他有這樣的貢獻，香港的政界及商界亦更形生色。

副監督先生，本人很榮幸能夠代表香港科技大學，恭請閣下頒授大學學會會士榮銜予大力提倡良好公司管治的先鋒領袖鄭明訓先生。