

經緯青年商會 • 2026 年度會訊

經緯青年商會會訊 2026

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封面人物敖嘉年：嘗試，不是盲衝，而是在準備與行動之間找到下一步。

敖嘉年：青年不必一次找到答案，先走出去，方向才會出現

從迷惘、準備與嘗試，談青年如何走出自己的方向

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目錄 | 中文版

- 1 封面專訪 | 敖嘉年
- 2 國際事務 | 2026 亞太大會
- 3 社會發展 | 眼睛健康及戈壁慈善行
- 4 商務發展 | 飛越品牌大獎三城交流
- 5 會員事務 | 會員旅程
- 6 領袖發展 | 領袖實踐
- 7 月會精華

1 | 封面專訪



敖嘉年坦言資深表演者同樣會緊張，關鍵是把注意力放回準備。



一條職涯未必由完整藍圖開始，也可以由一次又一次嘗試累積而成。

敖嘉年：青年不必一次找到答案，先走出去，方向才會出現

導語

很多青年不是不願意向前，而是暫時看不見方向。敖嘉年在 2026 年 7 月 15 日接受經緯青年商會專訪時，沒有用成功者的口吻要求青年「立即找到夢想」，反而由自己的經歷說起：喜歡畫畫，因同學一句話認識時裝設計；投身設計工作後，因朋友提起香港電台招考節目主持而去應考；其後再接受前輩邀請試鏡，逐步走進電視主持及演出。這條路沒有預先畫好的地圖，只有一次又一次接觸、準備、嘗試與修正。他給青年的信息很直接：迷惘不是懶惰，害怕也不是失敗；先把眼前能做的事做好，再走出去看多一點，方向才有機會出現。

青年不是不想走，而是還未看見方向

談到這一代青年的迷惘，敖嘉年首先做的不是批評。他在訪問中說，自己看到很多青年「不是不想走」，而是不知道有甚麼方向、可以做甚麼，甚至看不見希望。經歷疫情、社交斷層與工作環

境快速轉變後，部分青年由校園走進社會時缺少了原本應有的接觸與過渡；面對未來感到空白，不應被簡化成懶惰或不肯努力。

這個判斷很重要，因為成年人給青年的建議，常常由答案開始：選哪一科、找哪一份工作、怎樣才算成功。但當一個人連自己可以走向哪裡也未看見，最需要的未必是另一份標準答案，而是增加接觸世界的機會。敖嘉年建議青年做義工、看展覽、接觸藝術、聽不同人的故事，也可以試做原本沒有想過的工作。每次接觸未必立即變成職業，卻會增加一個人理解世界及認識自己的材料。

他特別提醒，青年暫時找不到方向「不是你們的錯」。這不是替任何人逃避責任，而是把責備轉化為行動：既然未知來自看得不夠多，下一步就不是困在原地否定自己，而是有意識地擴闊所見、所做和所認識的人。

他的職涯不是一條直線，而是一連串願意嘗試

敖嘉年在專訪中回憶，自己年輕時喜歡畫畫。一次，同學提到時裝設計，他便到圖書館找資料，了解這個自己原本不熟悉的領域，後來亦從事設計工作。這段經歷的起點，不是一個宏大的十年計劃，而是一句偶然聽到的話，以及他願意主動查下去。

其後，朋友告訴他香港電台正在招考節目主持，他選擇去試，並加入香港電台第二台。再後來，一位前輩問他是否願意試鏡，他又踏出一步，進入電視台參與主持，之後逐漸獲邀拍戲。他在訪問中坦言自己不是經由演藝訓練班入行，許多能力都是在一次次工作、觀察與修正之中累積。

設計、電台與演出之間，看似跨度很大，放回他的敘述卻有同一條線：先接觸一件新事物，了解它，再給自己一次真正嘗試的機會。不是每一扇門都保證通往成功，但不推開，就無法取得下一步所需的經驗。對仍在選科、求職、轉行或尋找定位的青年而言，這種探索比「一次選對」更貼近真實人生。

「年輕人最重要是去嘗試一些新的東西。」（00:14:23-00:14:31）他隨後補充，嘗試未如理想並不要緊，下次再改。這不是盲目衝動，而是一個可以重複的循環：先了解、去做、看結果、再調整。方向不一定由單靠思考得出，也會在行動留下的證據中逐漸清晰。

恐懼是真實的，但不要「怕定先」

即使累積多年工作經驗，敖嘉年仍會在重要任務前感到恐懼。唱歌時會擔心忘記歌詞，拍戲或主持時也會想到現場可能出錯。他沒有把這種反應說成軟弱，而是把問題分成兩部分：一部分是尚未發生、甚至未必發生的想像；另一部分是今天已經可以開始的準備。

當恐懼出現，他會提醒自己，事情還沒有發生，不值得先「怕定先」（00:04:58-00:05:12）。接着，他把注意力放回可控制的工作：唱歌便練習；拍戲便分析劇本及角色；主持便預先了解活動內容、嘉賓與重要資料；遇到不常讀的詞語，就反覆讀到熟悉為止。

準備不能保證現場沒有突發情況，卻能把人由失控的想像拉回下一個具體動作。這一點對青年尤其實用：面試、公開演說、第一次帶領項目、第一次獨自出發，都可能令人不安。勇氣不是完全沒有恐懼，而是在恐懼存在時，仍知道今天可以完成哪一項準備。

想過放棄，不代表這段路沒有價值

被問到演藝工作中是否曾想過放棄，敖嘉年回答得很直接：有，而且不只一次。角色未如預期、工作出現高低、對自己產生懷疑，都可能令人想離開。這份坦白拆掉了「成功的人從不動搖」的想像。堅持不是永遠充滿信心，而是在動搖時重新判斷，眼前還有甚麼值得做好。

他說，很多事情控制不了；自己能控制的，是把手上的工作盡力做好（00:09:06-00:09:21）。結果、評價、下一次機會及行業變化，都不完全由個人決定；準備、投入、守時、與人合作及完成當下任務，則仍然是自己的選擇。對青年而言，這是一種比「只要努力便一定成功」更可靠的心法：不要把自我價值全押在一次結果上，而要把每一次工作變成能力與信用的累積。

百多公里以後，才知道自己可以走多遠

訪談中，他談到自己完成百多公里戈壁徒步的經歷。過程辛苦，但到達終點時，他哭了，因為出發前沒有想過自己能夠走完這段距離（00:15:15–00:15:31）。那一刻的意義，不只是完成一項體能挑戰，而是取得一項無法只靠想像得到的證據：原來自己能夠承受、調整並走到最後。

這段經驗與他給青年的建議互相呼應。很多能力不是坐在原地想清楚才出現，而是在過程中由身體、時間與伙伴共同證明。一次社區服務、一個陌生崗位、一場跨境交流或一段艱難路程，都可能讓青年重新認識自己的耐力與可能。先行動，不是因為已經百分百確定；正因為尚未確定，才需要用真實經驗找答案。

看見無常，更要把選擇放回今天

敖嘉年亦在專訪中談到主持《關於·快樂的死亡 2》所得的生命提醒。生死與告別是沉重題目，但正因人生會變，今天的選擇、關係與行動才更值得認真對待。他以「緣起緣滅」形容自己的理解：世上沒有永恆不變的事，人未必能改變自然規律，卻可以在經歷之中調整面對它的心態（00:26:41–00:27:14）。

對青年來說，這不是要求任何人忽略挫折或強迫自己樂觀，而是提醒自己：一個結果不等於整個人生，一段低潮也不會永遠固定。人可以在失敗中學習，在環境改變後重新選擇，也可以在需要時向伙伴求助。希望不是等待所有問題消失，而是在未完成的處境中仍看見下一步。

給青年的五個行動提醒

- **迷惘時先增加接觸**：做義工、看展覽、參與活動、聽不同人的經歷，讓選擇不只停留在想像。
- **恐懼時把事情拆成準備**：列出今天能完成的資料、練習、聯絡與時間安排。
- **嘗試後一定回看**：成功便理解甚麼做對了，未如理想便調整方法，而不是立即否定自己。
- **只承擔自己能控制的部分**：把手上的工作做好，但不要把所有外在結果都變成自我責備。

- **在團隊中尋找新角色：**服務、國際交流、項目崗位與公開分享，都可能成為發現能力的入口。

敖嘉年的經歷沒有提供一條人人照走便成功的路線。它提供的是一個更誠實的次序：不必一次找到完整答案；先接觸、先準備、再嘗試；在每次行動中修正；遇到高低時，仍把可以做好的部分做好。方向未必在出發前完整出現。有時候，是人先走出第一步，方向才逐漸看得見。

拉頁引句

- 「年輕人最重要是去嘗試一些新的東西。」
- 「很多事情控制不了，控制得到的，是把自己手上的事盡力做好。」
- 「嘗試，還有看多一點東西，讓你發掘到自己的希望。」

封面人物資料框

- 香港演員及主持。
- 曾於香港電台第二台主持節目，其後進入電視台參與主持及演出。
- 2009 年《萬千星輝頒獎典禮》「飛躍進步男藝員」。
- 本文主要內容來自 2026 年 7 月 15 日經緯青年商會專訪。

2 | 國際事務



十四位經緯青年商會代表走進 2026 亞太大會，把國際會議變成跨文化學習現場。



大會舞台讓代表看見亞太各地分會如何以項目回應社會需要。



一枚徽章是交流的開場，更重要的是交換彼此分會的故事與方法。



國際交流由主動介紹自己開始，再把一次相遇延伸成長期聯繫。

2026 亞太大會：十四位代表，把新鴻變成一間沒有圍牆的國際課堂

導語

亞太大會不是一趟把行程填滿的海外旅程，而是一場密集的跨文化練習。十四位經緯青年商會代表在新潟的大會舞台、香港之夜、姊妹會午餐與每一次主動交談之間，學習如何介紹自己、理解別人，並把一面之緣轉化成可以延續的分會關係。

從出發前開始的國際事務

國際交流真正開始的時間，往往早於登機。2026年6月，經緯青年商會14位代表前往日本新潟參與亞太大會。出發前的代表團簡介會，不只是核對交通與時間，更是協助團員理解大會節奏、分會代表角色、跨文化禮儀，以及如何在短時間內清楚介紹香港、經緯青年商會和自己的項目經驗。

在大型國際會議中，機會通常不會自動走到面前。會場可能同時有多場論壇、交流環節、頒獎與社交活動；一位代表要先知道自己想學甚麼、想認識甚麼人、能分享甚麼，才能把密集行程轉化成真正的收穫。團前準備因此不是行政附件，而是整趟學習的第一部分。

亞太大會舞台：看見亞太項目如何回應共同問題

大會舞台提供的是一個比較框架。來自不同地方的分會，以各自社區的需要設計項目，再在同一平台呈現成果。議題可能不同，資源規模也不一樣，但代表可以觀察到共同問題：如何確認真正需要？如何動員青年？如何與政府、企業、學校或社福伙伴合作？如何把一次活動變成可延續的影響？

當舞台上出現項目獎項與分享，經緯青年商會代表看到的不只是一個結果，而是一套方法被公開檢視。這些觀察會反過來影響分會自己的工作：哪些成果應該被記錄？哪些數據可以證明服務真的到達需要？哪些伙伴關係值得在項目結束後保留？亞太大會因此既是國際交流，也是一次項目管理與分會治理的外部參照。

香港之夜：文化展示也是協作訓練

香港之夜由經緯青年商會與沙田青年商會合作參與。對外看，它是一個向亞太會員介紹香港文化的熱鬧場合；對團隊而言，它同時考驗分工、現場溝通、物資安排和臨場反應。如何讓參加者在短短幾分鐘內願意停下來？如何用容易理解的方式介紹香港？如何讓其他分會記得經緯青年商會，而不只記得一件紀念品？

答案往往不在最完整的台詞，而在真誠互動。主動邀請、簡短介紹、交換徽章、聆聽對方分會故事，再在會後記下名字與聯繫，這些微小動作共同構成國際關係。徽章不是終點，而是一句「我們可以再談」的開場。

由正式會議走到姊妹會餐桌

6月13日，經緯青年商會與姊妹會及友好分會舉行午餐交流。餐桌上的對話未必有會議議程，卻常常更接近長期關係的實際基礎。大家可以談分會近況、會員培訓、項目難題與下一次互訪，也可以在輕鬆場景中了解彼此的工作方式。

這份連結早在5月已有延伸。沖繩青年商會前會長 Taishi 訪港期間，經緯青年商會會員以晚宴、足球活動及香港行程接待。接待工作讓「姊妹會」不只是一個歷史稱謂，而是一個需要持續投入的人際網絡。每一次到訪有人迎接、每一段關係有人跟進，正式簽署的情誼才會在年份之間繼續生長。

把國際經驗帶回分會

一次國際會議的價值，不應只留在14位同行代表身上。亞太大會後，團隊於6月月會完成分享，將大會觀察、交流故事與出行經驗帶回會員之間。分享使未能同行的人也可以提出問題、理解國際會議的節奏，並考慮下一次是否參與。

這個回流過程亦讓代表重新整理所學。旅行中的感受可能很多，但當要向分會解釋「最值得帶回來的是甚麼」，便要把照片和片段轉化成可用的觀察：一個項目方法、一種接待細節、一個伙伴聯繫，或一項可以在香港試行的做法。

下一站沖繩：由一次相遇走向可持續合作

國際事務組團隊計劃於 2026 年 9 月 21 日至 24 日前往沖繩，並籌備與沖繩青年商會舉行正式聚會。對經緯青年商會而言，下一站的重點不只在增加一個目的地，而是回應前一段關係：哪些議題可以共同分享？哪些會員可以配對交流？如何令互訪不止於合照，而能沉澱成明年仍可接續的合作？

新潟之旅讓十四位代表站進一個更大的青年網絡。真正的成果不只是去過亞太大會，而是回來以後，分會更懂得怎樣向世界介紹自己，也更願意聆聽世界怎樣做事。

亞太大會重點數字

- 14 人 | 最終代表團人數
- 6 月 13 日 | 姊妹會及友好分會午餐
- 香港之夜 | 與沙田青年商會協作參與
- 9 月 21 至 24 日 | 沖繩交流計劃

3 | 社會發展



青年參與由準備場地、整理物資到現場協作開始，服務讓會員把關心轉化為具體行動。



會員把健康資料轉化為容易理解的宣傳內容，為社區服務準備清晰一致的訊息。



服務桌把健康資訊、現場解答與關懷包連結起來，讓參加者帶走可以實踐的護眼提醒。



由健康資料講解到關懷包交付，清晰溝通與耐心陪伴讓參加者掌握服務流程。



檢查流程由專業支援人員負責，團隊同時照顧秩序與參加者感受，讓服務安心有序。



專業人員使用儀器進行檢查，參加者以背面入鏡，兼顧服務紀錄與私隱。

視界・無界：由一次眼睛檢查，建立一條更安心的社區路徑

導語

眼睛健康項目的價值，不只在完成多少項檢查，而在於把專業知識、友善流程與後續理解帶到社區參加者面前。兩場篩查讓經緯青年商會會員看見：真正的人本服務，是讓每一步都容易明白、有人陪伴。

眼疾在早期未必有明顯徵狀，長者亦可能因交通、資訊、成本或對檢查流程不熟悉，而把關注一再延後。2026年，經緯青年商會以眼睛健康為社會發展旗艦項目，從接洽專業及地區伙伴、設計參加者流程、安排場地，到訓練義工和準備心意包，逐步把概念轉化成社區可以接觸的服務。

首場篩查於 5 月 19 日舉行，錄得逾 60 名參加者；第二場於 7 月 3 日舉行，共有逾 50 名參加者。兩場活動由專業視光人員支援，涵蓋青光眼、黃斑病變及白內障等常見風險的多項檢查，並在完成後向參加者解釋結果。

專業流程以外，參加者需要的是安心

對籌辦者而言，活動可以被拆成登記、輪候、檢查、解說與離場；對第一次接觸相關設備的參加者而言，每一步都可能帶來疑問。器材會否疼痛？結果代表甚麼？是否等於已經確診？下一步應該找誰？

因此，義工的角色不只是維持隊伍。清楚說明流程、放慢語速、協助參加者閱讀資料、留意行動需要，都是把專業服務變得可接近的重要部分。照片中的交流往往沒有宏大場面：一位義工坐在參加者身旁解釋單張，一名會員確認下一個檢查位置，一個心意包在完成後交到手上。正是這些細節，讓活動由「做檢查」變成「有人陪我完成檢查」。

與明愛合作，把服務帶到真正的社區場景

項目與明愛合作接觸社區參加者。地區伙伴了解服務對象、場地節奏與溝通需要；專業視光人員提供檢查與解說；經緯青年商會會員則負責把不同環節串連。三者的分工說明社區項目不能只靠熱心，也不能只靠專業。真正有效的服務，需要有人理解社區、有人把關專業、有人讓整個流程可運作。

對會員而言，這也是一場實戰學習。活動前要核對物資、人手與時間；現場要處理臨時變動；面對參加者要以尊重、耐性和清晰語言溝通；活動後還要整理數據、檢視流程和確認後續教育方向。服務對象得到一次更容易接近的健康檢查，會員則得到一次以人為本的項目管理訓練。

由篩查走向健康理解

篩查不是診斷，也不應被描述成一次活動便解決眼睛健康問題。它更像一個入口：讓參加者知道常見風險、理解檢查結果，並在有需要時尋求合適的專業跟進。

「視界・無界」真正希望跨越的界線，是專業資訊與日常生活之間的距離。當知識說得清楚、流程做得友善、參加者有人陪伴，一次篩查就可能成為更長遠健康行動的第一步。

服務重點

- 5月19日 | 首場逾 60 名參加者
- 7月3日 | 第二場篩查共有逾 50 名參加者
- 專業支援 | 視光檢查及結果解說
- 社區協作 | 與明愛合作接觸社區

戈壁慈善行完滿結束：陳栢韜 Zachary 代表經緯青年商會完成挑戰



戈壁慈善行在終點留下完成的共同見證；經緯青年商會亦以實際參與支持慈善行動。

經緯青年商會亦支持本屆戈壁慈善行。這項慈善徒步以長距離行程連結毅力、團隊互助與公益關注；活動已完滿結束，陳栢韜 Zachary 代表經緯青年商會完成行程，讓分會的支持不只停在名義上，而是由會員親身走進行動。

對社會發展而言，完成長距離挑戰不是個人成績的終點，而是把慈善議題帶回會員與公眾的起點。沿途的協作、補給、照應與堅持，呈現公益項目如何由共同承諾累積成可見成果。經緯青年商會的參與亦為日後支持相關慈善及社區項目建立經驗。

這次完成亦呼應敖嘉年專訪中對戈壁徒步的體會：人未必一開始便相信自己可以走到終點，但每一步的準備、同行者的支持與在困難中繼續前進，會把原本抽象的勇氣變成真實經歷。慈善行完結，關注與行動不應隨之停止；真正值得延續的，是會員如何把這份堅持帶回日常服務。

4 | 商務發展

飛越品牌大獎：三座城市，一條由品牌認知走向跨區合作的路

飛越品牌大獎不只把企業帶到頒獎台前，也把品牌放進不同城市的產業、創新與市場語境。南沙、杭州、三亞三段交流各有焦點：南沙看大灣區產業協同與智慧出行；杭州看創新、科研與品牌升級；三亞看海南自由貿易港、旅遊消費與跨境商務。三站共同回答一個問題：香港品牌如何被更多市場理解，並找到下一位合作伙伴？

4.1 | 南沙



南沙站由開幕、企業交流到實地參訪，為全年跨境商務平台揭開序幕。



國際青年商會中國香港總會會長連冠鴻在正式場合介紹國際青年商會中國香港總會與飛越品牌大獎對未來的願景。



實地走進產業場景，讓企業交流由名片交換進入具體問題與合作語境。

由開幕走進產業現場：合作要先建立共同語言

4 月的南沙開幕暨交流活動，為全年飛越品牌大獎商務發展工作揭開序幕。國際青年商會中國香港總會會長連冠鴻在正式場合介紹國際青年商會中國香港總會與飛越品牌大獎對未來的願景；其後的企業交流及實地參訪，則把「合作」由台上概念帶到產業問題。

南沙身處粵港澳大灣區的重要位置，對香港企業而言，吸引力不只在地理距離，更在於產業鏈、交通、創新應用及面向內地市場的接口。交流團走進智慧出行相關場景時，會員不再只聽一組宏觀名詞，而可以觀察技術如何落地、企業如何與城市需要對接，以及一個品牌若要進入新市場，需要回答哪些營運問題。

開幕不是宣告完成，而是建立承諾

一場開幕最容易留下的是台上照片；最難留下的是會後仍有人跟進的工作關係。經緯青年商會在南沙站的角色，是同時向內地伙伴介紹青年商會青年領袖網絡及飛越品牌大獎平台，並讓香港企業理解行程不只是考察，而是一次建立共同語言的機會。

當兩地參加者對「品牌」、「創科」或「出海」的理解不完全相同，交流需要由具體例子開始：企業解決甚麼問題？產品服務誰？目前市場障礙在哪裡？希望找到渠道、技術、資金、人才還是政策理解？只有把問題說清楚，名片交換才可能進一步成為合作配對。

對會員而言，跨境項目是一場協調訓練

南沙站同時鍛鍊會員在多方伙伴之間工作的能力。行程需要兼顧主辦、企業、場地、交通、時間與對外表述；台上致辭要準確，現場轉場要流暢，參加者問題要有人接住，活動後照片、成果與聯繫亦要整理。跨境項目的難度，往往不在一個大決定，而在很多小細節必須同時正確。

正因如此，南沙不是全年工作的單一事件。它建立了飛越品牌大獎的第一個實體場景：品牌被介紹、伙伴開始對話、會員累積執行經驗，並為杭州與三亞的不同主題留下可以延伸的方法。

4.2 | 杭州



杭州站匯聚企業、青年領袖與伙伴，建立跨城市對話的共同場域。



杭州站以正式致意開啟伙伴對話，讓跨城市交流由認識彼此走向後續聯繫。



走進高校與研究場景，讓會員理解人才、科研與企業出海之間的連動。

在創新城市追問：品牌如何把技術變成被理解的價值？

5月24日至27日，飛越品牌大獎交流團前往杭州。若說南沙站讓代表觀察產業協同與城市應用，杭州站則把焦點拉向創新平台、高校科研、人才與品牌升級。杭州的數字經濟與創業氛圍，為香港企業提供一面鏡子：技術可以很先進，但真正進入市場之前，仍要被清楚解釋、被使用者理解，並被合作伙伴放進可運作的商業模式。

交流會：先說清楚自己，才能找到對的人

杭州交流會集合企業、青年領袖及伙伴。全體合照記錄了參加者同場，但真正重要的工作發生在自我介紹之後。企業要在有限時間說明核心價值，不能只列出產品功能；參加者也要學會提出能推進對話的問題，而不是停留在禮貌寒暄。

一個有效的品牌介紹，至少要讓對方理解三件事：服務對象是誰、解決甚麼具體問題、為何這個團隊值得合作。對準備進入內地或海外市場的香港企業而言，還要補充現有驗證、所需資源與希望建立的伙伴類型。這些內容不一定在一段簡報內全部完成，但應足以讓對的人知道下一次談話可以由哪裡開始。

走進創新平台：技術、應用與商業之間需要翻譯

代表團走進杭州當地的創新與科研交流場景，從成果轉化、人才連結與市場應用角度，理解技術如何由專業團隊走向企業合作。對品牌工作者而言，科研成果的挑戰往往不是缺乏內容，而是缺乏跨語境翻譯：研究團隊談性能、方法和突破；企業談市場、成本與落地；使用者談是否容易理解、是否願意改變原有習慣。

飛越品牌大獎的角色，可以在這些語境之間建立橋樑。品牌不應掩飾技術限制，也不能把專業內容簡化成空泛口號。好的品牌敘事，是把複雜價值組織成可以驗證的承諾：產品做甚麼、不做甚麼、目前證據在哪裡、合作後可以改善哪一段流程。

走進西湖大學：企業的長期競爭力也來自知識網絡

西湖大學導賞讓代表團由企業場景轉向科研與人才。品牌出海通常被理解為營銷、渠道與銷售，但一間企業能否持續成長，也取決於是否接近新的知識、人才和研究伙伴。高校並不是行程中的文化景點，而是一個提醒：市場競爭的背後，是企業吸收新知、建立跨專業團隊和持續迭代的能力。

對青年會員而言，杭州站亦拓闊了「商務發展」的定義。商務不只是成交，它包括把問題說清楚、理解不同持份者的語言、連結技術與應用、記錄可以跟進的關係。當會員把這些能力帶回香港，不論未來主持企業項目、建立伙伴網絡或管理自己的職涯，都有一套更具體的觀察框架。

4.3 | 三亞



三亞站從海南自由貿易港出發，觀察旅遊、消費、物流與跨境商務的新連結。



經緯青年商會把飛越品牌大獎的品牌平台帶進跨區交流，介紹香港青年組織與企業合作的可能。



產業參訪把政策名詞轉化為企業可理解的營運場景與市場問題。

由海南自由貿易港出發，看見旅遊、消費與跨境商務的交叉點

5月26日至28日，20多位香港代表參與三亞交流。活動由香港生產力促進局主辦，經緯青年商會及飛越品牌大獎擔任支持單位。經緯青年商會會員林晨光 Hugo Lam 以飛越品牌大獎2026年度主席代表身份出席。行程內容涵蓋海南自由貿易港、免稅消費、跨境電商、貿易物流、醫療旅

遊、企業分享及海南—香港交流晚宴。三亞站與南沙、杭州不同：它把品牌放進一個旅遊流量、政策安排、消費場景與服務體驗高度交織的市場。

政策不是背景，而是企業營運條件

自由貿易港對企業的吸引力，常被濃縮成稅務、免稅或政策機遇。但對真正準備進入市場的企業而言，政策不是一張宣傳海報，而是一組會影響供應鏈、合規、物流、定價與客戶旅程的營運條件。交流的價值，在於把宏觀概念拆回企業問題：產品怎樣進入？資料和貨物流向如何安排？哪些政策適用、哪些不適用？合作伙伴需要具備甚麼能力？

因此，三亞站的學習不在於記住最多政策名稱，而是建立提問能力。企業若只聽見「機遇」，容易高估市場；若只看見「複雜」，又可能錯過新的路徑。較成熟的做法，是先釐清目標客群與商業模式，再逐項核對政策、渠道與執行成本。

免稅消費與旅遊場景：品牌在現場如何被選擇

三亞的免稅與旅遊消費，使品牌競爭發生在高度流動的場景。顧客的停留時間、語言、支付習慣、行程安排和對信任的判斷，都可能影響購買。品牌不只要「被看見」，還要在短時間內被理解：產品有何差異？品質和售後如何證明？是否符合旅客攜帶、使用或送禮需要？

對香港品牌而言，熟悉國際市場與服務標準可以是優勢，但不能假設同一套表達自動適用於所有城市。三亞站提醒參加者，市場進入是一項在地化工作。語言、渠道、合作方式、體驗設計與法規理解，需要共同調整。

跨境電商與物流：成交以後，承諾才真正開始

跨境電商容易令人集中於流量、內容與轉化；三亞交流亦把注意力帶到成交以後的履約。貨品能否穩定到達？庫存如何安排？退換貨和售後由誰承擔？顧客資料、付款與跨境流程如何符合要求？品牌在宣傳中作出的每一項承諾，都要由營運系統兌現。

這一點與飛越品牌大獎的品牌理念互相呼應。品牌並非一套視覺包裝，而是企業反覆做到的行為。當供應、服務與溝通一致，市場信任才會累積；若前台承諾與後台能力分離，再漂亮的故事也難以長久。

醫療旅遊：高信任服務更需要清楚邊界

醫療旅遊是三亞站其中一項觀察議題。這類服務同時涉及健康、旅程、家庭決策與高額支出，對專業、透明與風險溝通的要求特別高。企業不能只描述美好體驗，亦要讓顧客清楚知道服務範圍、專業責任、可能限制與後續安排。

對參加者而言，這是一個很好的品牌倫理案例：當產品影響愈大，品牌責任也愈大。可信任的表達，應協助顧客作知情選擇，而不是利用資訊差距放大期待。

把飛越品牌大獎帶進跨區對話

經緯青年商會會員林晨光 Hugo Lam 以飛越品牌大獎 2026 年度主席代表身份出席三亞分享會，向當地伙伴介紹經緯青年商會及飛越品牌大獎。作為活動支持單位，兩個平台把香港青年領袖網絡、品牌案例、企業申請、伙伴支持與跨區交流帶進同一場對話，讓合作由組織介紹延伸至具體需要。

交流晚宴則為較深入的對話留下空間。白天參訪建立共同材料，晚餐讓企業和伙伴可以回到具體需要，討論合作是否值得下一次會議。對跨區項目而言，最有價值的成果往往不是現場宣布，而是有人在回港後仍願意整理聯繫、發出補充資料、安排後續對話。

三亞站使飛越品牌大獎的城市路線更完整。南沙展示大灣區產業連結，杭州展示創新與知識網絡，三亞則把品牌放進自由貿易港、旅遊消費與跨境履約的複合場景。三座城市共同證明，品牌走出去不是把同一句話說得更大聲，而是學會在不同市場回答不同問題。

4.4 | 飛越品牌大獎平台與下一階段

城市交流之外，飛越品牌大獎的數碼基建亦持續整理。截至 2026 年 7 月，公開網站已收錄 98 個歷屆得獎品牌、39 項新聞及活動、55 個支持機構紀錄及 4 位評審資料。申請系統支援企業提交、補充文件與影片、嘉賓登記及資料匯出。截至 7 月 5 日，首輪企業邀請共 72 封。

下一階段計劃包括 8 月 13 日至 15 日「灣區聯動賦能，人工智能聚力出海」內容，以及 8 月 15 日結合品牌展覽、頒獎與嘉賓交流的典禮。

飛越品牌大獎的長期價值，不應只以一晚典禮衡量。歷屆案例能否被搜尋、企業資料能否被妥善整理、伙伴聯繫能否持續、城市交流能否產生下一個合作，才決定平台是否真正幫助品牌走得更遠。

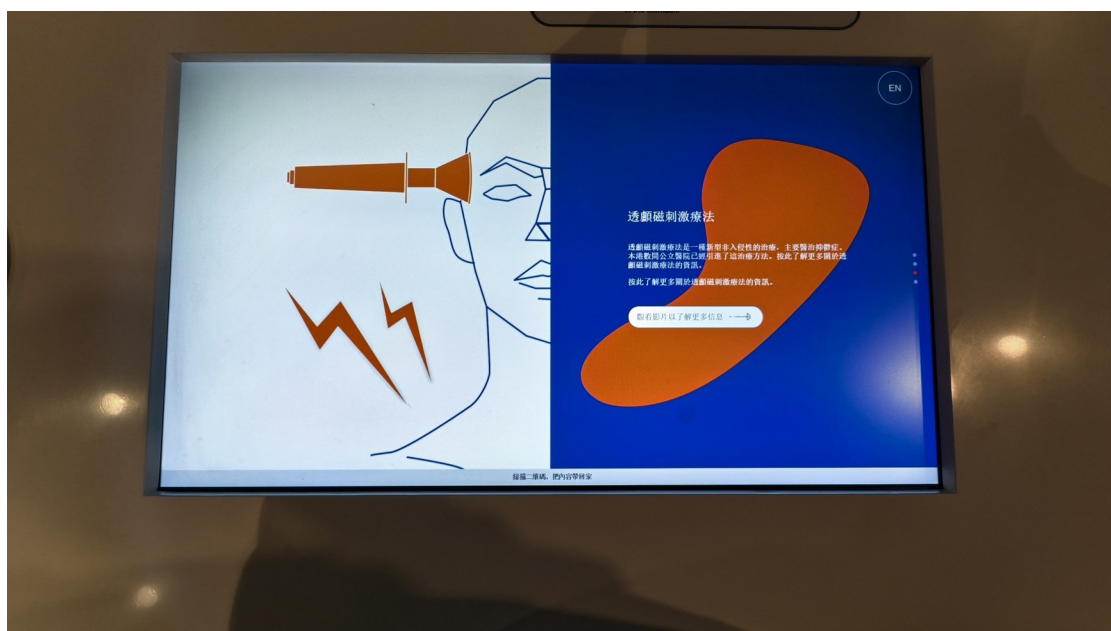
飛越品牌大獎平台數字

- 98 個 | 歷屆得獎品牌紀錄
- 39 項 | 新聞及活動內容
- 55 個 | 支持機構紀錄
- 4 位 | 評審資料
- 72 封 | 截至 7 月 5 日首輪企業邀請

5 | 會員事務



共同挑戰讓會員在比賽以外建立默契，也讓新朋友看見團隊精神。



會員活動不只社交，也透過體驗與知識拓闊對健康議題的理解。



由送行、探班到畢業後相聚，會員支援把訓練旅程變成共同記憶。

從第一次到場，到願意承擔：會員旅程不是一張招募表

人決定加入青年商會，往往不是因為讀完一份組織介紹，而是在某一次活動中看見一群人如何合作，並開始想像自己也可以成為其中一份子。2026 年，經緯青年商會會員事務組以準會員迎新活動、會員訪談、輕鬆聚會、活動支援及「1+1」邀請概念，建立一條由認識、參與、被跟進到開始承擔的會員旅程。

多元活動，讓不同性格的人找到入口

會員活動刻意保持多元。新春遠足適合在戶外慢慢認識；精神健康體驗館讓參加者在知識與感受中交流；運動日把合作放進身體挑戰；匹克球以輕鬆運動降低第一次參與的壓力；杭州分享則讓未有跨境經驗的新朋友，從會員親身故事理解經緯青年商會的國際與商務面向。

這些活動不是互相競爭的節目，而是不同入口。有些人喜歡比賽，有些人較願意在小組對話中開口；有人被社區服務吸引，有人對國際交流或企業項目有興趣。會員事務的工作，是讓新朋友不必先符合某一種「理想會員」形象，也能在合適場景找到第一個角色。

運動日：成績值得記錄，同行更值得保留

2026 年運動日共有 11 位經緯青年商會參加者。Allen Po 在跳高取得亞軍，Anson Ho 在 3000 米取得季軍。個人成績值得祝賀，但照片中一名會員獨自在跑道前進的畫面，也提醒人們：團隊支持不代表每一步都有人代走。有人在場邊打氣、有人協助安排、有人完成自己的項目，再一起回顧整天，個人挑戰才成為共同記憶。

運動活動亦自然呈現會員性格。願意練習、按時到場、照顧隊友、在結果不如預期時仍完成比賽，這些行為比自我介紹更快建立信任。對新朋友而言，看到組織在非正式場景如何互相支持，往往比聽一段招募說話更有說服力。

精神健康體驗館：會員連結也可以從理解健康開始

3 月的精神健康體驗館活動，把會員帶進較少在日常聚會中主動討論的主題。展項涉及精神健康知識及治療方法介紹，參加者可以一邊體驗、一邊提問。活動的價值不在於把會員變成專家，而是建立較有知識、較少標籤的對話起點。

一個健康的會員組織不只追求活躍，也要理解人會有壓力、界線與不同狀態。當活動文化容許參加者表達不熟悉、提出問題及選擇自己的投入程度，歸屬感便不再等於必須永遠表現外向。

五星訓練營：支援是一連串具體行動

Anson Ho 與 Constantine Kwan 完成第 46 屆五星訓練營。經緯青年商會會員透過送糖水、接放學及聚餐等方式支持參加者。這些行動看似細小，卻把一句「支持你」變成可以被看見和感受的陪伴。

訓練營提供密集學習，分會的角色則是在前後接住會員：出發前讓他知道有人同行，進行中關心實際需要，完成後邀請他把經驗帶回。當學習能被分享、被使用，個人訓練才會變成組織能力。

由準會員到會員：每一步都需要清楚跟進

5月準會員迎新活動後，Constantine Kwan 成為新準會員；6月月會後，Aria 加入會員旅程。這些節點不應只被寫成新增數字。第一次活動後是否有人問候？對方是否明白下一個機會？是否有人根據他的興趣介紹合適組別或項目？能否在不施壓的情況下保持聯繫？

好的會員旅程不是把每位來賓推向相同路徑，而是提供清楚選項。有人先再參加一次輕鬆聚會，有人願意加入服務，有人適合在後勤開始，有人很快希望承擔項目。經緯青年商會要建立的，是一個讓人可以由小到大逐步投入的結構。

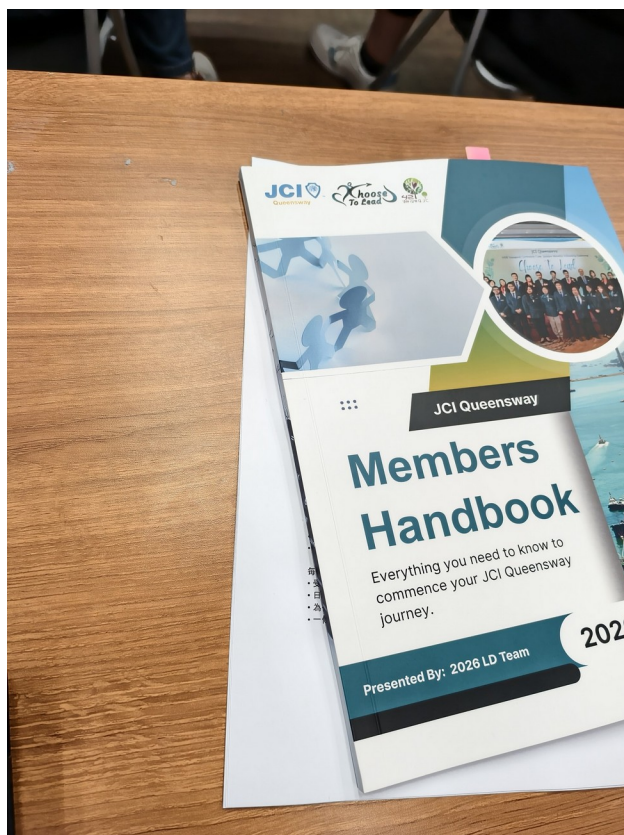
會員重點

- **11 位** | 經緯青年商會運動日參加者
- **跳高亞軍** | Allen Po
- **3000 米季軍** | Anson Ho
- **兩位會員** | 完成第 46 屆五星訓練營

6 | 領袖發展



把前人經驗放進可討論的框架，讓新主席知道如何開始、如何修正。



手冊把會務、項目與協作方法整理成會員可以隨時查閱的工具。



真實崗位讓領導力離開課堂，在秘書、物流、司儀及臨場協作中接受檢驗。

領袖實踐：把領導力拆成可以練習的動作

領導力不只是一個職銜，也不只在站上台時才出現。它存在於一個人如何整理模糊任務、分配時間、讓伙伴明白下一步、在突發情況下作出決策，以及完成後願意檢討。2026年，經緯青年商會領袖發展組以「領袖實踐」為主軸，把手冊、工作坊、月會短講與行政人員訓練營連成一條由工具到實戰的學習路徑。

手冊：先把隱性經驗寫下來

會員手冊及項目手冊已完成並作出更新，以及上載至經緯青年商會網站供會員下載；手冊亦曾分批印製供工作坊使用。手冊最重要的價值，不只是展示經緯青年商會擁有充足的文件資源，而是把資深會員腦中的隱性經驗轉化成新人可以查閱、提問與修正的共同工具。

一位第一次參與項目的會員，未必知道會議如何準備、時間線怎樣建立、誰需要被通知、活動流程如何安排，以及活動後有哪些收尾。若每一代都由零開始，組織便需要把大量精力用在重複犯

錯。因此，手冊提供一個基線：不是要求所有項目完全相同，而是先讓基本程序、角色與風險可見，再由項目團隊按情況作出合適調整。

2 月工作坊：從主席經驗學習如何拆題

2 月 7 日首場領袖實踐工作坊共有 8 位經緯青年商會會員參與。在前會長 Heidi Chong 的帶領下，工作坊內容聚焦項目規劃與執行，並由具經驗的項目主席分享實戰。照片中，講者站在「傑出項目主席分享」畫面前，說明領導學習不是抽象理論，而是把做過的決策、失誤與修正公開給下一位負責人參考。

項目開始時常見的困難，是期望達成的目標看似很大，團隊卻未能辨認下一步。工作坊協助會員拆解預期成果：需要哪些伙伴、各項決策之間有甚麼先後關係、甚麼時候必須鎖定決定，以及哪些風險可以預先準備。當任務變得清晰，工作才可以分配；當分工被寫清楚，團隊便不再需要依賴少數人記住所有事情。

3 月工作坊：禮儀規程其實是讓人知道如何互相尊重

3 月 7 日第二場工作坊共有 12 位參加者，由前會長兼參議員 Terry Chan 講解青年商會禮儀規程。禮儀規程容易被誤解為繁複儀式，但核心是讓正式場合的角色、次序與尊重有共同標準。當主持、嘉賓、會長、講者與參加者都知道自己在流程中的位置，活動可以更順暢，也減少因資訊不清造成的尷尬。

桌上的 2026 會員手冊，讓領導力訓練不只停在一場分享。參加者可以在日後主持會議、接待友會或籌辦活動時回看手冊，並在實際使用中發現需要修訂的內容。手冊並非終點，而是一份可以持續改進並作出更新的文件。

說服的藝術：表達不是贏過別人，而是讓思考可被檢驗

3月27日月會以辯論與模擬法庭呈現「說服的藝術」。說服常被理解成口才，但有效表達其實要有一個更完整的思路：先辨識主張、整理證據、理解反方疑問，再以對方可以跟上的方式說明。模擬場景讓會員練習臨場反應，也學習分辨「聲音大」與「具說服力」的差別。

這項能力會直接回到項目現場。主席要向項目團隊成員解釋方案、爭取時間、在資源不足時提出優先次序；會員亦要在不同意見之間找出可行決定。領導者不是永遠有答案的人，而是能夠把問題說清楚，讓不同人仍願意一起走向下一步的人。

行政人員訓練營：當角色真實，學習也變得真實

5月16至17日，2026行政人員訓練營在珠海完成。經緯青年商會會員參與活動流程、秘書、物流、司儀等崗位。真實項目會同時帶來時間壓力、團隊溝通和活動期間的突發變動。每一位會員不只要處理眼前的工作，還要理解相關動作對下一個環節的影響。

活動流程要妥善安排活動日的細節，使活動可以順暢進行；司儀需要掌握現場氣氛；秘書要記錄決定和資料；物流要確保人員、物資與場地在正確時間就位。當一個項目需要團隊成員互相依賴，領導力訓練便走出課堂；可靠、清楚、主動回報與願意補位，亦成為實際的訓練經驗。

四個快速步驟，把模糊任務變成可管理工作

6月短講分享四個快速項目管理步驟：以思維導圖拆解問題；把準備內容轉成清單；按緊急與重要程度排序；建立時間線。方法看似簡單，價值在於能立即應用於項目工作。很多項目不是缺乏創意，而是沒有把創意翻譯成誰在何時完成甚麼。

經緯青年商會2026年的領袖發展主線已很清楚：手冊保存共同方法並作出更新，工作坊提供安全的練習環境，月會拓闊表達，行政人員訓練營檢驗真實執行。領導力由此不再只是抽象形容詞，而是一組可以反覆練習的動作。

領袖發展重點

- **8 位會員** | 2 月 7 日工作坊
- **12 位參加者** | 3 月 7 日工作坊
- **手冊** | 會員手冊及項目手冊已完成並作出更新
- **5 月 16 至 17 日** | 珠海行政人員訓練營

7 | 月會精華



月會以每月不同主題，讓會員、新朋友與友會在同一空間重新連結。



傳統文化成為跨會交流的新語言，也讓參加者在輕鬆場景中認識彼此。

每月一次，把分散的經驗重新帶回同一張桌

月會是經緯青年商會每月重新連結的節點，也是許多新朋友第一次走進分會的入口。它的價值不只在每月有一場活動，而在於把不同組別、不同資歷和不同興趣的人帶回同一空間：分享上月發生的事、認識下一個機會，也讓學習、文化與友誼在固定節奏中累積。

1月：由承諾開始

2026年1月17日就職典禮暨1月月會，讓會員、嘉賓與友會見證新一屆會務展開。典禮的正式感，提醒每一個組別的計劃都不是獨立活動，而是分會對會員與社會作出的年度承諾。對新朋友而言，這亦是一次看見組織結構、傳承與伙伴網絡的機會。

2月：新春氣氛中的國際連結

2月月會結合新春交流與國際事務內容。節慶場景降低了陌生感，讓會員和友會可以在較自然的氣氛中建立聯繫。國際事務不一定由大型海外會議開始，也可以由接待一位訪客、認識另一個分會和主動聽一個不同地方的故事開始。

3月：把說服放上舞台

3月27日「說服的藝術」以辯論與模擬法庭呈現表達、論證與臨場反應。舞台形式增加觀賞性。

4月：把專業知識帶進輕鬆場景

4月24日月會加入健康與個人領導力內容。講者和台下參加者在相對輕鬆的空間交流，使專業議題不必以課堂方式出現。月會的彈性正在這裡：同一個固定平台，可以承載不同組別的題目，亦可以讓新朋友在不承擔項目責任之前先認識分會。

5月：麻雀文化成為跨會交流語言

5月23日，經緯青年商會與北區青年商會、沙田青年商會合辦麻雀館沉浸式體驗。活動由行業歷史、文化問答到實戰學習，讓香港常見文化被重新放進交流場景。麻雀枱天然需要四個人同坐，規則、觀察與互動使陌生人很快有共同話題。

文化活動的價值不只在娛樂。當參加者理解行業歷史、用語與社會脈絡，一項熟悉活動會變成重新認識城市的入口。跨會合作亦讓會員走出原有朋友圈，建立下一次項目或友誼的連結。

6月：亞太大會回流，讓十四人的旅程成為全會學習

6月26日月會把亞太大會分享與項目管理短講帶回會員之間。國際代表團分享照片、觀察與交流故事，讓未能同行的人也能理解亞太大會的節奏；領袖發展組短講則以四個快速步驟，把項目管理變成當晚即可使用的方法。

這種內容組合展示月會的核心功能：它是組別之間的交換站。國際事務組把海外經驗帶回來，領袖發展組提供整理方法，會員事務組讓新朋友容易加入，其他項目亦能在這裡尋找參加者與伙伴。月會因此不是日曆上的重複會議，而是一個讓分會知識持續回流的系統。

2026 年月會時間線

- 1月17日 | 就職典禮暨 1 月月會
- 3月27日 | 說服的藝術：辯論及模擬法庭
- 4月24日 | 健康與個人領導力交流
- 5月23日 | 麻雀館沉浸式體驗
- 6月26日 | 亞太大會分享及項目管理短講

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Cover personality Ngo Ka Nin: trying is not blind movement, but the next step between preparation and action.

Ngo Ka Nin: Young People Do Not Need Every Answer Before Taking the First Step

On uncertainty, preparation and discovering direction through action

BILINGUAL EDITION | JULY 2026

Contents | English Edition

- 1 Cover Interview | Ngo Ka Nin
- 2 International Affairs | JCI Asia and the Pacific Conference 2026
- 3 Community Development | Eye Health and the Gobi Charity Walk
- 4 Business Affairs | Nansha, Hangzhou and Sanya
- 5 Membership Affairs | The Membership Journey
- 6 Leadership Development | Leadership in Practice
- 7 Monthly Fellowship Gathering Highlights

1 | Cover Interview



Ngo Ka Nin says that experienced performers still feel nervous; the key is to return attention to preparation.



A career does not always begin with a complete map; direction can emerge through repeated attempts.

Ngo Ka Nin: Young People Do Not Need Every Answer Before Taking the First Step

Standfirst

Many young people are willing to move forward but cannot yet see a direction. In JCI Queensway's interview recorded on 15 July 2026, Ngo Ka Nin does not tell them to discover a perfect dream immediately. He begins with his own experience: an interest in drawing led him to explore fashion design; a friend's comment about an RTHK presenter recruitment opened a door to radio; a later invitation to audition led gradually to television presenting and acting. There was no completed career map at the beginning. There were encounters, preparation, attempts and adjustments. His message is practical: confusion is not laziness,

and fear is not failure. Work on what can be done now, step into a wider world and allow direction to become visible through experience.

Young People May Be Willing to Move but Unable to See the Road

Ngo begins his discussion of this generation without blame. In the interview, he says that many young people are not unwilling to move. They simply do not know which direction to take, what they want to do or where hope can be found. The disruption of recent years has also weakened some of the contact and transition that normally help a student enter working and social life. Uncertainty should not automatically be read as laziness or a refusal to work.

Adults often begin by giving young people answers: which subject to study, which job to take or which definition of success to follow. Yet when a person cannot see the available roads, another answer may be less useful than a new encounter. Ngo recommends volunteering, visiting exhibitions, encountering art, listening to people with different experiences and trying work that was not part of the original plan. Every experience does not need to become a career. It may instead provide another piece of evidence about the world and about oneself.

He also tells young people that this temporary lack of direction is not their fault. This does not remove personal responsibility. It replaces blame with a workable next step. If uncertainty grows from limited exposure, the response is to expand what one sees, does and understands instead of remaining in the same place and turning uncertainty into self-rejection.

His Career Grew Through a Series of Attempts, Not a Straight Line

Ngo recalls that he enjoyed drawing when he was young. A classmate once mentioned fashion design, prompting him to visit the library and learn what the unfamiliar field involved. He later worked in design. The beginning was not a grand ten-year plan. It was a passing comment followed by his decision to investigate further.

Later, a friend told him that RTHK was recruiting programme presenters. He applied and joined RTHK Radio 2. A senior colleague subsequently asked whether he would like to audition, opening another step into television presenting. Acting assignments followed gradually. Ngo notes in the interview that he did not enter through an acting training programme; many of the skills were accumulated through work, observation and repeated adjustment.

Design, radio and performance may appear to be distant fields, but his account connects them through one consistent habit: encounter something new, understand it and then give himself a real opportunity to try. No door guarantees success. Yet without opening it, a person cannot obtain the experience needed for the next decision. For a young person choosing subjects, entering work, changing direction or looking for an identity, exploration is more realistic than the demand to make one permanently correct choice.

“The most important thing for young people is to try something new,” he says at approximately 00:14:23–00:14:31. If an attempt does not work, adjust it next time. Trying, in this sense, is not impulsive movement. It is a repeatable cycle: understand, act, observe and revise. Direction does not always come from thought alone. It also emerges from evidence created through action.

Fear Is Real, but Do Not Fear the Event Before It Happens

After years of work, Ngo can still feel fear before an important assignment. He may worry about forgetting lyrics or about something going wrong while acting or presenting. He does not treat the reaction as weakness. Instead, he separates the problem into two parts: an imagined event that has not happened and may never happen, and preparation that can begin today.

When the fear grows, he reminds himself that the event has not yet happened, so there is little value in suffering it in advance. He then returns attention to the controllable work. A singer rehearses. An actor analyses the script and the character. A presenter studies the event, its guests and important information. Unfamiliar words are spoken repeatedly until they become natural.

Preparation cannot remove every surprise, but it moves a person from uncontrolled imagination to a concrete next action. This is especially useful for a young person facing an interview, a public speech, a first project appointment or a first independent journey. Courage does not require the complete absence of fear. It means knowing which preparation can still be completed while fear is present.

Wanting to Give Up Does Not Erase the Value of the Journey

When asked whether he has wanted to give up performing, Ngo answers directly: yes, more than once. An unsatisfying result, changes in work or self-doubt can all make a person consider leaving. His honesty challenges the myth that successful people never waver. Perseverance is not permanent confidence. It is the decision to reassess what remains worth doing whenever confidence falls.

Many things cannot be controlled, he says. What he can control is doing the work in front of him as well as possible, a point he makes at approximately 00:09:06–00:09:21. Reviews, future opportunities, audience response and industry conditions do not belong entirely to one person. Preparation, commitment, reliability, collaboration and completion remain personal choices. For young people, this is more dependable than the promise that hard work always guarantees success: do not place all self-worth on one result; use each assignment to accumulate ability and trust.

The Desert Walk: Capability Becomes Real Through Action

Ngo also describes completing a desert walk of more than one hundred kilometres. The process was difficult, but he cried at the finish because he had not expected himself to cover the distance, as he explains at approximately 00:15:15–00:15:31. The significance went beyond a physical challenge. It gave him evidence that imagination alone could not provide: he could endure, adjust and continue to the end.

The experience reinforces his advice to young people. Many abilities cannot be discovered while sitting still. They become visible through the body, time, difficulty and the support of companions. A community service assignment, an unfamiliar project role, an international exchange or a demanding journey can all change a person's understanding of personal capacity. Action begins not because certainty is complete, but because real experience is required to answer what imagination cannot.

Impermanence Makes Today's Choices More Important

Ngo also discusses lessons from presenting *About a Happy Death 2*. Life, death and farewell are difficult subjects, but change is precisely what makes today's choices, relationships and

actions matter. He describes his understanding through the Buddhist idea that conditions arise and pass. Nothing remains unchanged forever. Natural law cannot always be altered, but a person can continue learning how to meet it, as he explains at approximately 00:26:41–00:27:14.

For a young person, this does not mean ignoring pain or forcing optimism. It means remembering that one result is not an entire life and that a low period is not permanently fixed. A person can learn through failure, choose again when circumstances change and ask companions for support when needed. Hope is not the absence of every problem. It is the ability to see a next step inside an unfinished situation.

Five Practical Reminders for Young People

- **Increase exposure when direction is unclear** | Volunteer, visit an exhibition, join an activity and listen to lives beyond one's usual circle.
- **Turn fear into preparation** | List the research, practice, conversations and timing that can be completed today.
- **Review every attempt** | Understand what worked, adjust what did not and resist turning one result into a verdict on personal worth.
- **Own the controllable part** | Do the current work well without accepting personal blame for every external outcome.
- **Discover ability through a team** | Service, international exchange, project appointments and public speaking can reveal capacities that were previously unnamed.

Ngo's experience does not offer a route that guarantees the same success for everyone. It offers a more honest sequence: a young person does not need every answer at once; encounter, prepare and try; revise through each experience; and continue doing the

controllable work through both high and low periods. Direction may not appear before departure. Sometimes taking the first step is what allows the road to become visible.

Pull Quotes

- “The most important thing for young people is to try something new.”
- “The controllable part is doing the work in front of you as well as possible.”
- “Try, see more, and give yourself a chance to discover hope.”

Cover Profile

- Hong Kong actor and presenter.
- Joined RTHK Radio 2 before later moving into television presenting and acting.
- Recipient of the Most Improved Male Artiste award at the 2009 TVB Anniversary Awards.
- This feature is based mainly on JCI Queensway's interview recorded on 15 July 2026.

2 | International Affairs



Fourteen JCI Queensway delegates turned the 2026 conference into a live cross-cultural classroom.



The conference stage showed how chapters across the region use projects to respond to community needs.



A pin exchange opens the conversation; the lasting value comes from sharing chapter stories and methods.



International connection begins with a deliberate introduction and continues through follow-up.

JCI Asia and the Pacific Conference 2026: Fourteen Delegates in a Borderless Classroom

Standfirst

Fourteen JCI Queensway delegates turned Niigata's conference stages, Hong Kong Night, a sister-chapter lunch and daily conversations with delegates from across the region into an intensive exercise in cultural exchange, networking and chapter learning.

International Affairs Begins Before Departure

International affairs begins well before a delegate boards a plane. For JCI Queensway's 14-member delegation to the JCI Asia and the Pacific Conference 2026 in Niigata, preparation began with an ASPAC briefing day and included far more than transport details. Members needed to understand the conference programme, the responsibilities of representing their chapter, the etiquette of cross-cultural exchange and how to introduce their project experience, JCI Queensway and Hong Kong in a clear and welcoming way.

At a large regional conference, opportunities rarely come to a delegate automatically. Forums, ceremonies, award presentations and social events all compete for attention. A delegate who has considered what to learn, whom to meet and what to contribute is more likely to turn a packed programme into purposeful development. The pre-trip briefing was therefore the first stage of the international experience, not simply an administrative formality.

Learning from the Asia-Pacific Conference Stage

The Asia-Pacific Conference stage offered a valuable comparative view. Chapters from different places presented projects shaped by their own communities, partners and

resources. Their subjects varied, but the underlying questions were familiar: how was a need identified, how were young people mobilised, how did the chapter work with institutions, and how was impact sustained beyond a single event? Award presentations enabled Queensway delegates to observe how other chapters framed their work and evidenced results.

Those observations can travel home. They encourage a chapter to ask what should be measured, which stories deserve to be documented, and how a partnership can outlive the activity that first created it. In this sense, the Asia-Pacific Conference is both an international gathering and an external classroom for project management, organisational learning and chapter governance.

Hong Kong Night: Turning Cultural Presentation into Live Collaboration

Hong Kong Night turned cultural presentation into a live collaboration exercise. Queensway worked with JCI Sha Tin to share Hong Kong culture with members from across the region. Behind the festive atmosphere were practical questions of teamwork: how to divide responsibilities, attract attention respectfully, explain something local to an international audience and create an interaction people would remember. A pin exchange or a brief introduction mattered because it opened a conversation, not because it completed one.

From Formal Sessions to Sister-Chapter Relationships

The delegation continued building relationships away from the main stage. On 13 June, Queensway members joined sister and friendly chapters for lunch. Without a formal conference agenda, the table created room for honest conversations about chapter life,

membership development, project challenges and future visits. Long-term partnerships are often strengthened in precisely these less formal settings, where people can listen to the realities behind official presentations.

The friendship with JCI Okinawa had already been reinforced in May, when Past President Taishi visited Hong Kong. Queensway members welcomed him through dinner, football and a member-led local programme. Hospitality is a form of organisational memory: when each visit is received with care and each relationship has someone willing to follow up, a sister-chapter connection becomes more than a title inherited from the past.

After the Asia-Pacific Conference, the delegation shared its experience at the June Monthly Fellowship Gathering. This step ensured that learning did not remain within the travelling group. Members who could not attend were still able to understand the conference, ask questions and imagine participating in a future international event. The process also required returning delegates to turn many impressions into useful lessons: a project method, a hosting detail, a new contact or an idea worth testing in Hong Kong.

Bringing International Learning Back to the Chapter

Queensway is planning an Okinawa exchange from 21 to 24 September 2026, including an official gathering with JCI Okinawa. The important question is not simply where the chapter travels next. It is how the next visit responds to the relationship already built: which subjects can be explored together, which members can learn from one another, and what can remain after the final group photograph?

The Asia-Pacific Conference placed 14 Queensway delegates inside a much larger network of young leaders. The most meaningful result is not that they attended an international

conference. It is that the chapter returned better prepared to introduce itself to the world, more curious about how others work, and more capable of turning a first encounter into a sustained connection.

Conference Snapshot

- **14 delegates** | Final JCI Queensway delegation.
- **13 June** | Lunch with sister and friendly chapters.
- **Hong Kong Night** | Presented in collaboration with JCI Sha Tin.
- **21-24 September** | Planned Okinawa exchange.

3 | Community Development



Youth participation begins with preparing the venue organising materials and working together on site turning concern into practical service.



Members translated health information into accessible materials so the community service team could communicate with clarity and consistency.



The service table connected health information personal explanations and care packs so participants could take practical eye-care reminders home.



Explaining health information and handing over a care pack helped the participant understand the service journey through clear communication and patient companionship.



Professional staff conducted the screening while the team cared for service flow and participant comfort.



Showing the participant from behind creates an accurate service record while respecting privacy.

Vision without Boundaries: From Screening to Community Confidence

Standfirst

The value of an eye-health project is not measured only by completed checks. It also lies in bringing professional knowledge, a considerate participant journey and clearer next steps into an accessible community setting.

Designing a Service People Can Approach with Confidence

Eye conditions may develop without obvious early symptoms. Older adults can also postpone attention because of transport, information, cost or uncertainty about unfamiliar procedures. In 2026, JCI Queensway made eye health the focus of its Community

Development flagship project. The team worked from the ground up: identifying professional and district partners, designing the participant journey, arranging venues, preparing volunteers and assembling care packs.

The first screening took place on 19 May and recorded more than 60 participants. A second session followed on 3 July with more than 50 participants. Eye-care professionals supported multiple checks related to common risks including glaucoma, macular degeneration and cataracts, followed by explanations of the results.

Reassurance beyond the Technical Process

For organisers, the programme can be divided into registration, waiting, screening, explanation and departure. For a participant meeting the equipment for the first time, every stage can produce a new question. Will the test be uncomfortable? Does a result mean a confirmed diagnosis? What happens next? The volunteer's responsibility is therefore larger than queue management. Clear instructions, patient listening, help with printed information and attention to mobility needs all make a professional service more accessible.

The strongest service photographs are often quiet. A volunteer sits at eye level with an older participant. A member points out the next step. A care pack is handed over at the end. These gestures turn “undergoing a test” into “being accompanied through a test”. They also demonstrate that dignity is created through the design of the entire experience, not through a single ceremonial moment.

Community Partnership and Member Learning

Working with Caritas helped Queensway reach community participants in a setting informed by local experience. The district partner understood the participants and environment; eye-care professionals protected the technical quality of the screening; Queensway members connected the many operational stages. Effective community service needs all three: knowledge of the community, professional responsibility and the coordination required to make the experience work.

Members also developed practical skills. Before each session they needed to confirm materials, people and timing. Onsite, they had to respond to changes without increasing anxiety for participants. Afterwards, the team needed to consolidate information, review the flow and consider what education should follow. The service delivered a more reachable health experience to the community while giving members a demanding lesson in humane project management.

From Screening to Better Health Understanding

Screening is not diagnosis, and one activity does not solve a person's eye-health needs. It is an entry point that can improve awareness, explain common risks and encourage appropriate professional follow-up.

The boundary this project seeks to cross is the distance between professional information and daily life. When knowledge is explained clearly, the process is designed with care and participants feel supported, one screening can become the first step towards more confident health action.

Service Snapshot

- **19 May** | More than 60 participants at the first session.
- **3 July** | More than 50 participants joined the second screening session.
- **Professional support** | Eye checks and explanation of results.
- **Community partnership** | Collaboration with Caritas to reach local participants.

Gobi Charity Walk Concludes Successfully: Zachary Chan Completes the Challenge for JCI Queensway



The finish line records a shared achievement; JCI Queensway supported the charity walk through direct participation.

JCI Queensway also supported this year's Gobi Charity Walk. The long-distance charity journey connected perseverance, teamwork and public-service awareness. The event concluded successfully, with Zachary Chan representing JCI Queensway and completing the walk. The chapter's support was therefore expressed not only through its name, but also through a member's direct participation.

For Community Development, finishing a demanding route is not simply the end of an individual achievement. It is a starting point for bringing the charitable purpose back to members and the wider public. Cooperation, supplies, mutual care and the decision to continue despite difficulty show how a shared commitment becomes a visible result.

The completion also echoes Ngo Ka Nin's reflection on desert walking. People may not know at the beginning whether they can reach the end. Preparation, support from companions and the discipline to continue can turn an abstract idea of courage into a lived experience. The walk is complete, but the spirit of service should continue through future community action.

4 | Business Affairs

Excellence Brand Award: Three Cities and One Route towards Cross-Regional Collaboration

The Excellence Brand Award does more than bring companies to an award stage. It places brands inside different industrial, innovation and market environments. Nansha examined Greater Bay Area industry connections and smart mobility; Hangzhou focused on innovation, research and brand development; Sanya explored the Hainan Free Trade Port, tourism consumption and cross-border business. Together, the three visits asked how Hong Kong brands can be understood in new markets and find the right partners.

4.1 | Nansha



The Nansha programme combined an opening, business exchange and site visits to begin the year's cross-border work.



JCI Hong Kong National President Koon Hung Lin presented the future vision of JCI Hong Kong and the Excellence Brand Award in a formal setting.



Industry visits moved the exchange from business cards to practical questions and collaboration contexts.

From Opening Ceremony to Industry Context

The Nansha opening and exchange programme in April marked the first physical chapter of the Excellence Brand Award. In the formal session, JCI Hong Kong National President Koon Hung Lin presented the future vision of JCI Hong Kong and the Excellence Brand Award. The business exchange and site visits that followed moved collaboration away from the stage and into practical industrial questions.

For Hong Kong companies, Nansha's relevance lies not only in geographic proximity. It is connected to Greater Bay Area supply chains, mobility, innovation applications and routes into the Mainland market. A visit related to smart mobility enabled delegates to observe

how technology interacts with city needs and what a company must understand before entering a new operating environment.

An Opening Must Create Commitments That Continue

An opening ceremony can easily produce a photograph. The more difficult result is a relationship that someone continues to follow after the event. Queensway's role was to introduce both the JCI young-leaders network and the Excellence Brand Award platform to partners, while helping Hong Kong participants understand that a visit becomes valuable only when it generates a shared language for further work.

Terms such as “branding” , “innovation” and “going global” do not always carry the same meaning for every participant. Productive exchange begins with more specific questions. What problem does the company solve? Who is the customer? Is the next barrier a channel, technology, capital, talent or policy understanding? When those questions are clear, an exchange of business cards has a better chance of becoming a useful introduction.

Cross-Border Coordination as Member Training

The Nansha programme also trained members to coordinate across organisations. The experience required accurate public communication, reliable logistics, careful transitions between programme segments and a system for preserving photographs, outcomes and contacts afterwards. Cross-border projects are rarely difficult because of one spectacular decision. They are difficult because many small details need to remain correct at the same time.

Nansha was therefore not an isolated event. It established the first live environment of the Excellence Brand Award: brands were introduced, partners began conversations, members

developed execution experience, and the chapter created methods that could be adapted for the different themes of Hangzhou and Sanya.

4.2 | Hangzhou



The Hangzhou programme brought companies, young leaders and partners into a shared cross-city dialogue.



A formal gesture of friendship opened the way for partner dialogue and future follow-up.



The university setting connected research, talent and the long-term capabilities behind business growth.

How Can Technology Become Value That People Understand?

From 24 to 27 May, the Excellence Brand Award exchange delegation visited Hangzhou. If Nansha highlighted industrial collaboration and urban application, Hangzhou directed attention towards innovation platforms, university research, talent and brand development. The city's digital economy and entrepreneurial environment offered a useful mirror for Hong Kong companies: technology can be sophisticated, but it still needs to be explained clearly, understood by users and placed inside a workable business model before it creates market value.

The Exchange Conference: Clarity before Connection

The exchange conference brought companies, young leaders and partners into one setting. The group photograph records attendance, but the more important work begins after introductions. A company must explain its value within limited time without merely listing features. Participants must learn to ask questions that move the conversation forward rather than stopping at polite interest.

An effective brand introduction should help another person understand at least three things: who the company serves, what specific problem it solves and why the team is credible as a partner. A company preparing for Mainland or international markets should also be ready to discuss existing validation, the resources it needs and the type of relationship it hopes to build. A first presentation does not close every gap; it should make the next useful conversation possible.

Translating between Technology, Application and Market

Visits to Hangzhou innovation and research exchange settings placed technology transfer, talent and market application in the foreground. Research teams naturally speak about performance, method and breakthrough. Businesses focus on market, cost and implementation. Users want to know whether something is understandable and whether it is worth changing an established habit. Innovation needs translators between all three contexts.

This is where a brand platform can add value. It should neither hide technical limitations nor flatten expertise into empty language. Strong brand communication organises complexity into a promise that can be tested: what the product does, what it does not yet do, where the evidence stands and which part of a process can improve through collaboration.

Westlake University and the Long-Term Knowledge Network

A guided visit to Westlake University shifted attention towards research and talent. Going global is often described through marketing, distribution and sales, but sustainable competitiveness also depends on access to knowledge, people and research networks. A university visit is therefore more than a cultural stop. It reminds companies that long-term brand strength is connected to how quickly an organisation can learn and how effectively it can work across disciplines.

For Queensway members, Hangzhou broadened the definition of business affairs. Business development includes framing a problem, understanding the languages of different stakeholders, connecting technology with application and preserving relationships that

deserve follow-up. These are portable skills. They remain useful whether a member later manages a corporate project, builds a partnership network or directs a personal career.

4.3 | Sanya



Sanya placed brands inside the combined setting of a free trade port, tourism, logistics and cross-border business.



The sharing introduced Hong Kong's young-leaders network and brand platform to local partners.



The site visit translated policy language into operating conditions and market questions for companies.

Starting from the Hainan Free Trade Port

From 26 to 28 May, more than 20 Hong Kong representatives joined the Sanya exchange programme. Hosted by the Hong Kong Productivity Council, with JCI Queensway and the Excellence Brand Award serving as supporting organisations, the programme explored the

Hainan Free Trade Port, duty-free consumption, cross-border e-commerce, trade and logistics, medical tourism, business sharing and a Hainan-Hong Kong networking dinner. JCI Queensway member Hugo Lam attended as representative of the 2026 Chair of the Excellence Brand Award.

Policy as an Operating Condition

Sanya placed brands inside a market where tourism flows, policy arrangements, consumer behaviour and service experience overlap. Free-trade-port opportunities are often reduced to tax or duty-free headlines, but a company preparing to operate must treat policy as an operating condition. It affects supply chains, compliance, logistics, pricing and the customer journey. The useful questions are therefore practical: how does a product enter, how do goods and information move, which policies apply, and what capabilities must a local partner provide?

The objective is not to memorise the largest number of policy terms. It is to improve the quality of questions. A company that hears only “opportunity” may overestimate the market. A company that sees only complexity may miss a viable path. A more disciplined approach begins with the target customer and business model, then tests policy, channel and execution costs one by one.

Duty-Free Consumption and Localised Brand Choice

Duty-free and tourism consumption also create a highly mobile brand environment. A visitor's available time, language, payment habits, itinerary and trust decisions all affect purchase. Visibility is not enough. A product must be understood quickly: what makes it

different, how are quality and after-sales support demonstrated, and does it fit the practical needs of travel, personal use or gifting?

Hong Kong companies may benefit from international experience and service standards, but the same communication cannot be assumed to work automatically in every city. Market entry requires localisation across language, channel, partnership model, experience design and regulation.

Cross-Border Fulfilment and High-Trust Services

The cross-border e-commerce discussion extended the focus beyond traffic and conversion to fulfilment. Can goods arrive reliably? How are inventory, returns and after-sales service organised? Who is responsible when an expectation is not met? Every marketing promise must eventually be delivered by an operating system. Brand, in this sense, is not a visual wrapper. It is the behaviour a company is able to repeat.

Medical tourism added an important high-trust case. Such services touch health, travel, family decision-making and substantial expenditure. Professional scope, transparency, limitations and follow-up must be communicated with particular care. The greater the consequence of a service, the greater the responsibility of its brand communication. Trustworthy language helps a customer make an informed decision rather than exploiting an information gap.

Taking the Excellence Brand Award into Cross-Regional Dialogue

At the Sanya sharing session, JCI Queensway member Hugo Lam attended as representative of the 2026 Chair of the Excellence Brand Award and introduced both JCI Queensway and the Excellence Brand Award to local partners. As supporting organisations,

the two platforms connected Hong Kong's young-leaders network, brand cases, company applications, partner support and cross-regional exchange within one conversation. The networking dinner then provided time to move from general introductions towards specific needs and possible follow-up.

Sanya completed an important three-city learning route. Nansha highlighted Greater Bay Area industry connections. Hangzhou emphasised innovation and knowledge networks. Sanya placed brands inside the combined environment of a free trade port, tourism consumption and cross-border fulfilment. Together, the three cities demonstrate that going global is not a matter of saying the same message more loudly. It is the ability to answer different market questions with clarity and credibility.

4.4 | Platform Development and the Next Stage

Beyond the city exchanges, the Excellence Brand Award's digital infrastructure continues to develop. As of July 2026, the public website contained 98 past-winner records, 39 news and event items, 55 supporting-organisation records and four judge profiles. The application system supports company submissions, supplementary documents and videos, guest registration and data export. By 5 July, 72 first-round company invitations had been issued.

The next stage is planned to include content from 13 to 15 August under the theme “Greater Bay Area Collaboration, Artificial Intelligence Empowerment and Global Expansion” , followed on 15 August by a ceremony combining a brand exhibition, awards and guest exchange.

The long-term value of the Excellence Brand Award should not be measured by one ceremony alone. Its usefulness depends on whether past cases remain searchable,

company information is handled responsibly, partner relationships continue and city exchanges create new opportunities.

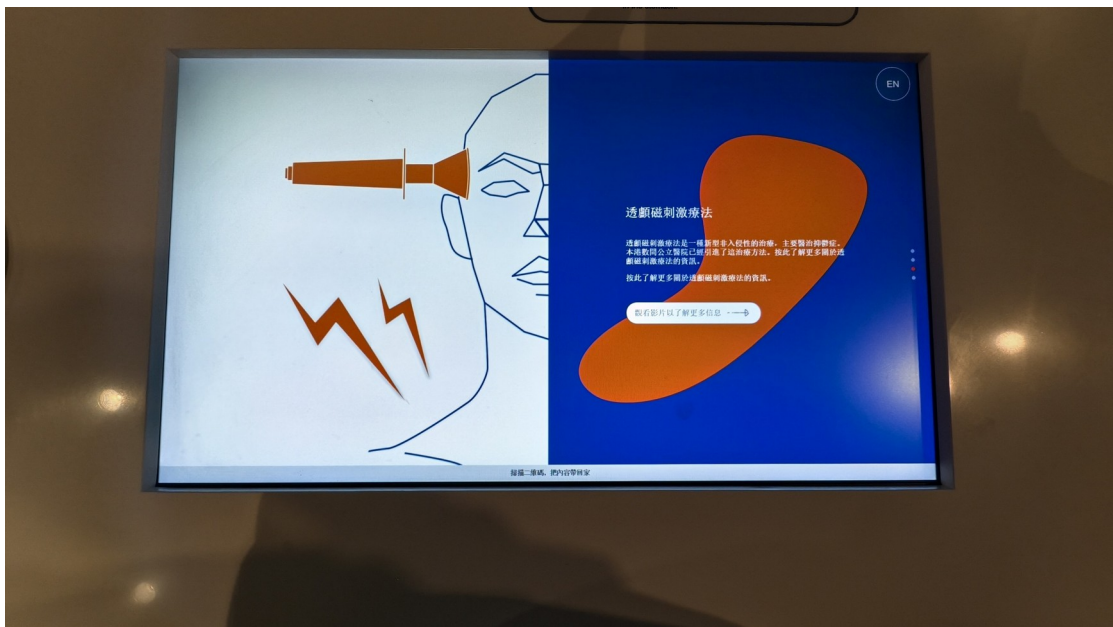
Platform Snapshot

- **98** past-winner records.
- **39** news and event items.
- **55** supporting-organisation records.
- **4** judge profiles.
- **72** first-round company invitations by 5 July.

5 | Membership Affairs



Personal challenge became a shared memory through preparation, encouragement and team support.



Membership activities also create informed and less stigmatising conversations about well-being.



Practical support before, during and after training turns an individual learning journey into chapter capacity.

From a First Visit to Real Responsibility

Different Activities Create Different Entry Points

People seldom join a young leaders' organisation because they have finished reading an organisational introduction. More often, one activity allows them to observe how a group works and to imagine that they could become part of it. In 2026, Queensway's Membership Affairs team has been developing a journey from discovery to participation, personal follow-up and responsibility through prospective-member orientation sessions, interviews, casual gatherings, activity support and member invitations.

The programme is deliberately varied. A Lunar New Year hike makes room for slower outdoor conversation. A mental-health experience centre creates discussion through knowledge and reflection. Sports Day places teamwork inside physical challenge. Pickleball lowers the pressure of a first visit through informal play. A Hangzhou sharing

session allows someone without cross-border experience to understand Queensway's business and international dimensions through member stories.

These are not competing events. They are different doors. Some people are energised by competition; others speak more comfortably in a small group. One newcomer may be drawn to community service, another to international exchange or corporate projects. Membership development should not require everyone to resemble a single ideal personality before they belong.

Sport, Well-Being and Practical Support

Eleven Queensway participants joined Sports Day. Allen Po earned first runner-up in the high jump, while Anson Ho took second runner-up in the 3,000 metres. The results deserve recognition, but the deeper value lies in how individual effort becomes shared memory. Team support does not mean someone else can run the race. It means that preparation, encouragement, logistics and reflection connect individual challenges to a larger group.

Sport also reveals character naturally. Members practise, arrive, care for team-mates and respond to results that may not match expectations. For a new friend, seeing how a chapter behaves outside a formal presentation can be more persuasive than any recruitment speech.

The Mind Space visit in March opened discussion around mental health and treatment information. The purpose was not to turn members into specialists. It was to create a more informed and less stigmatising starting point. A healthy membership culture does not value activity alone. It recognises that people carry pressure, boundaries and different levels of energy. Belonging should not require permanent extroversion.

Anson Ho and Constantine Kwan completed the 46th 5-Star Training Camp. Fellow members supported the journey through practical actions including refreshments, transport and a meal after the experience. These gestures translate “we support you” into something visible. The camp provides intensive development; the chapter helps members prepare, remain connected during the process and bring learning home afterwards.

From Prospective Member to Chapter Participation

Constantine Kwan became a new prospective member following the May prospective-member orientation, while Aria entered the membership journey after the June Monthly Fellowship Gathering. These should not be treated merely as additions to a count. The quality of follow-up matters. Did someone check in after the first event? Was the next opportunity explained? Was a suitable project introduced based on genuine interest? Could the relationship continue without pressure?

A good membership journey does not push every visitor through the same sequence. One person may attend another casual gathering. Another may join a service project, begin in logistics or volunteer for responsibility quickly. Queensway's task is to make those options visible and to create a structure in which commitment can grow step by step.

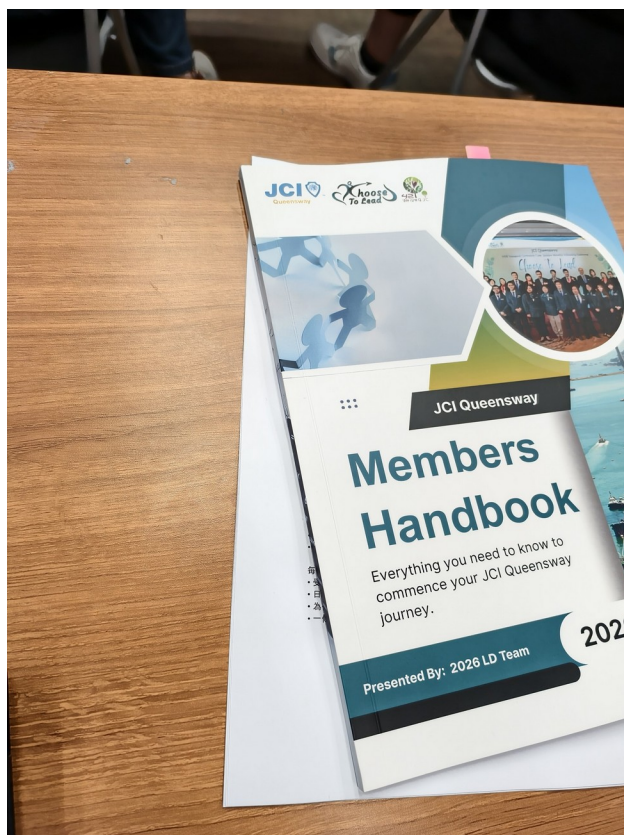
Membership Snapshot

- **11 participants** | JCI Queensway members at Sports Day.
- **High jump first runner-up** | Allen Po.
- **3,000-metre second runner-up** | Anson Ho.
- **Two members** | Completed the 46th Five-Star Training Camp.

6 | Leadership Development



Making previous choices and lessons discussable gives a new project chairman a clearer starting point.



The Handbook turns Chapter and project experience into a useful resource where members can consult, question and improve.



Testing leadership outside the classroom through programme, secretarial, logistics, emcee and live coordination work.

Leadership in Action: Turning Leadership into Repeatable Practice

Preserving Tacit Experience through Handbooks

Being a leader is not simply holding a title, and leadership does not begin only when someone steps onto a stage. It appears in the way a person organises an unclear assignment, manages time, helps partners understand the next step, makes decisions under pressure and reviews the work afterwards. In 2026, JCI Queensway's Leadership Development team connected Handbooks, workshops, Monthly Fellowship Gathering Mini-Sharing Sessions and the Executive Academy into a pathway from tools to practice.

The Members Handbook and Project Handbook have been completed and updated, uploaded to the JCI Queensway website for members to download, and printed in batches for workshop use. The Handbooks demonstrate that JCI Queensway has an abundance of documentary resources. More importantly, they convert experienced members' tacit knowledge into a useful common resource where newer members can consult, question and improve.

A first-time project member may not know how to prepare a meeting, build a timeline, identify stakeholders, plan the event flow or close an activity properly. If every generation starts from zero, an organisation will have to spend unnecessary energy repeating avoidable mistakes. The Handbooks therefore establish a baseline. They do not require every project to be organised in an identical format; they make basic roles, procedures and risks visible so that a team can adapt appropriately.

February Workshop: Learning from Project Chairmen

The first Leadership in Action Workshop on 7 February was attended by eight JCI Queensway members. Led by Past President Heidi Chong, the Workshop focused on project planning and execution, supplemented by experienced project chairmen sharing real-life lessons. By making previous decisions, mistakes and corrections available for the next person to refer to, leadership training becomes much more concrete than abstract theory.

A common difficulty at the start of a project is that the desired goal appears large while no one can identify the next steps needed to achieve it. The February Workshop helped members dissect the desired outcome: identify the partners required, understand how decisions relate to one another, know when a decision must be locked in, and prepare for foreseeable risks. Once a task becomes visible, work can be assigned. Once the assignment is clear, the team no longer has to depend on a few people remembering everything.

March Workshop: Protocol as a Shared Language of Respect

The second workshop on 7 March brought together 12 participants, with Past President Senator Terry Chan sharing JCI protocol. Protocol can appear ceremonial, but at its best it establishes a common language of roles, sequence and respect. When hosts, guests, presidents, speakers and participants understand the flow, an event becomes easier to navigate and less vulnerable to avoidable confusion.

The Handbooks allow leadership training to become much more than a single sharing session. Participants can refer to them during meetings, while hosting other chapters or when organising events. Through practical experience, participants may also identify

revisions that should be made. The Handbooks are not the endpoint, but documents that can be continuously improved.

The Art of Persuasion

The March Monthly Fellowship Gathering explored “The Art of Persuasion” through debate and a mock Court performance. Persuasion is not merely an expression of verbal confidence. It requires a more complete structure, including an argument, evidence, awareness of objections and a sequence another person can follow. The simulated environment allowed members to practise their spontaneous reactions and understand the difference between “being loud” and “being persuasive” .

Those skills return directly to project work. A chairman explains a plan to the organising committee team members, negotiates time, proposes priorities when resources are limited and helps a team move through disagreement. A leader is not necessarily the person who always has the answer. Leadership can mean making the problem understandable so that different people remain willing to take the next step together.

Executive Academy: Learning through Real Roles

The Executive Academy took place in Zhuhai on 16–17 May. JCI Queensway members served in functions including programme, secretary, logistics and emcee. An actual project involves interdependence between roles, time pressure, communication across the team and unexpected changes during the event. Each member must not only handle the task at hand, but also understand how it affects the next step.

The programme team must plan the details of the event so that it can run smoothly; an emcee manages the atmosphere; a secretary records decisions and information; and

logistics ensures that people, materials and the venue are ready at the correct time. When a project requires interdependence among team members, leadership training moves outside the classroom. Reliability, clear reporting, initiative and the willingness to cover for one another become practical training experience.

Four Quick Steps for Managing an Unclear Assignment

A June Mini-Sharing Session introduced four quick project-management steps: map the problem, convert preparation into a list, prioritise tasks by urgency and importance, and build a timeline. The method is simple enough to use immediately. Many projects do not lack ideas; they lack the translation from an idea into who completes what by when.

JCI Queensway's leadership development plan for 2026 is already visible. Handbooks preserve shared methods and are updated through experience. Workshops provide a safe environment for practice. Monthly Fellowship Gatherings expand communication. The Executive Academy tests execution in a live environment. Through these opportunities, leadership is no longer simply an abstract adjective, but a set of actions that members can repeat and improve.

Leadership Snapshot

- **8 members** | Leadership in Action Workshop on 7 February.
- **12 participants** | Leadership in Action Workshop on 7 March.
- **Handbooks** | Members Handbook and Project Handbook completed and updated.
- **16-17 May** | Executive Academy in Zhuhai.

7 | Monthly Fellowship Gathering Highlights



Changing monthly themes reconnect members, new friends and fellow chapters within a reliable rhythm.



A familiar tradition became a language for inter-chapter exchange and new relationships.

A Monthly Place Where Experience Returns to the Chapter

January and February: Commitment and International Connection

The Monthly Fellowship Gathering is where Queensway reconnects each month and where many new friends first enter the chapter. Its value is not simply that another activity appears on the calendar. Monthly Fellowship Gathering brings different Areas, levels of experience and interests into one room. Members can share what has happened, discover the next opportunity and allow learning, culture and friendship to accumulate through a reliable rhythm.

The 2026 series began on 17 January with the Inaugural Ceremony cum January Monthly Fellowship Gathering. Members, guests and fellow chapters witnessed the start of a new

board year. The formality of the occasion reinforced that each Area plan is part of a larger commitment to members and the community. For a newcomer, it also made the chapter's structure, continuity and partner network visible.

February combined Lunar New Year fellowship with international-affairs exchange. A festive environment reduced the pressure of unfamiliarity and gave members and fellow chapters more natural opportunities to connect. International affairs does not always begin with a major overseas conference. It can begin by welcoming a visitor, meeting another chapter and listening carefully to a story from a different place.

March and April: Persuasion, Health and Personal Leadership

On 27 March, “The Art of Persuasion” brought debate and a mock Court performance onto the Monthly Fellowship Gathering stage. The format was entertaining, and the learning went beyond performance. Participants could observe how an argument is structured and how questions are answered. For someone not yet comfortable with public speaking, watching may itself be the first step towards future participation.

The April Monthly Fellowship Gathering introduced health and personal-leadership perspectives in an accessible social setting. This flexibility is one of the platform's strengths. The same recurring gathering can carry subjects from different Areas and allow a new friend to understand the chapter before accepting a project role.

May: Mahjong Culture as a Language of Exchange

On 23 May, Queensway co-hosted a Mahjong Parlour Immersive Experience with JCI North District and JCI Sha Tin. Industry history, a cultural quiz and hands-on play placed a familiar Hong Kong tradition inside a new exchange setting. A mahjong table naturally

creates a small group with shared rules, observation and conversation. The cultural context added another layer, turning play into a route for understanding the city and its social memory.

June: Asia-Pacific Conference Learning Returns to the Chapter

The June Monthly Fellowship Gathering brought the Asia-Pacific Conference learning home and paired it with a short project-management sharing session. Delegates organised their photographs and observations for members who had not travelled. Leadership Development then offered four quick steps that participants could use immediately. The combination demonstrated the Monthly Fellowship Gathering's central organisational function: it is an interchange between Areas. International Affairs returns international experience, Leadership Development provides methods, Membership Affairs helps newcomers enter, and projects can find participants and partners.

The themes change each month, but the purpose remains consistent. Monthly Fellowship Gathering helps people walk in, understand the chapter, reconnect with one another and decide on a next step. Repetition is not the weakness of a monthly gathering. When designed well, it is what allows trust and organisational knowledge to compound.

2026 Monthly Timeline

- **17 January** | Inaugural Ceremony and January Monthly Fellowship Gathering.
- **27 March** | The Art of Persuasion: debate and mock court.
- **24 April** | Health and personal-leadership exchange.
- **23 May** | Mahjong Parlour Immersive Experience.
- **26 June** | Asia-Pacific Conference sharing and project-management Mini-Sharing Session.