

Admission Criteria

The applicant must fulfil the following eligibility criteria:

- a) be currently employed at senior managerial position of a HKCSS agency member
- b) with at least 5 years of working experience in the NGO sector
- c) with board recommendation

Selection Committee – Members of HKCSS Institute

- 3 members from HKCSSI Steering Committee
- Admission interview by Zoom may apply

The 3rd Executive Leadership Development Programme

Briefing Session	: 18 December 2020
Application Deadline	: 15 January 2021 (12 noon)
Tuition Fee	: HK\$35,000 (camp fee not included)
Admission Announcement	: Week of 1 February 2021

Programme Schedule

March to October 2021

Venue

Duke of Windsor Social Service Building, 15 Hennessy Road, Wanchai, Hong Kong

The Hong Kong Council of Social Service 香港社會服務聯會 HKCSS Institute

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香港社會服務聯會
The Hong Kong Council of Social Service

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Lead • Network • Influence 3.0

**The 3rd Executive Leadership
Development Programme**

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Development Programme for Senior Management

LEAD • NETWORK • INFLUENCE 3.0

INTRODUCTION

The 1st and 2nd cohort of NGO Executive Leadership Development Programmes were held in 2010 and 2017 respectively. Participants found the programmes very practical and relevant to the challenges they were encountering, such as the increasing complexity of social problems, rising public expectation in governance, planning of strategy and system of management, etc. The peer network built has also been treasured by participants of the 1st and 2nd cohorts. This “enhanced 3.0 version”, which is refined with the adaption of the NGO CEO Competency Model developed together with HKU ExCEL3, is designed to prepare new leaders of the sector to work effectively with different stakeholders to exert influence for good of society and become the engine for development.

This 108-hour leadership development programme will bring together 25-30 top executives to the same platform to share, learn and exchange ideas with cross-sectors, government, policy makers and opinion leaders.

Objectives

- To develop new leadership of the sector
 - Horizon spanning
 - Inspire new insights
 - Build sensitivity to social issues of concerns
- To strengthen affiliation, sharing and mutual support network
- To provide problem-focused activities to enhance management capacity
- To facilitate sustainable development of both the sector and agencies through nurturing leaders for the sector

Benefits

The programme is designed to help new NGO leaders to build a solid foundation for success:

- Yield greater leadership and management skills through the all-rounded and professional management programme especially designed for NGO
- Broaden the professional network with different sectors
- Improve the problem-solving ability via the problem-focused activities
- Complete the programme in a flexible and non-intensive pace

Method and Approach

The leadership development programme is not about a single training event but a 8-month process that incorporates a range of problem-focused activities including:

- Leadership development assessment and coaching
- Workshops and seminars in 3 modules
- Peer group learning and support - NGO and business cases analysis & own case sharing and analysis
- Networking luncheons and/or visits with stakeholders
- Group projects

Who Should Enrol

- NGO leaders occupying senior executive positions. In order to ensure high-quality experience, the enrolment is limited to 30 participants with one quota for one agency. Nomination by Board of Directors is required. (Priority will be given to applicants who have board-level engagement, e.g. sit in board meetings from agencies size of 30 or above, and have greater span and impact of control.

Key Programme Components

- **Reflective Assessment and Individualised Action Planning**
 - A self-assessment test related to attitudes, tendencies and behaviours to evaluate the leadership attributes.
 - Two one-on-one coaching sessions to give development recommendations derived from the assessment report. An individualised action plan would be devised with the support from an experienced professional coach.
- **Transferral and Synthesising Knowledge from Different Sectors**
 - Guest speakers and resource persons coming from the government, corporations and professional bodies will be invited to share their valuable visions and experience with participants.
 - Knowledge and practice wisdom generated will be presented and discussed with reference to their application in the NGO sector.
- **Peer Learning & Group Project**
 - Participants are invited to prepare and present a case and lead sharing on workshops on different NGO management issues. Breaking into small groups, peers will work together on the challenges presented.
 - Participants will also work on a group project.
- **Community Networking & Meet-the-people Talks**
 - Talks in the format of luncheons and visitations will be organised to meet government officials, community and opinion leaders to address common challenges, exchange ideas and share remedies.
- **Mentors and Resource Persons**
 - Senior and experienced executives from the NGO sector would be invited.

The Programme

- 📅 **10+ Workshops**
- 📅 **Six Meet-the-people Talks**
- 📅 **One 2-day Camp**

PROGRAMME SCHEDULE (TENTATIVE) (Mar to Oct, 2021)

MODULE 1

Lead with Purpose (PEOPLE – Social and System Intelligence)

- Influential and Effective Leadership
- Decision Making
- Strategic and Sustainable Management of Organisations and People
- Strategic Thinking and Visioning
- Working with Board & Governance Health

MODULE 2

Organisational Health and Growth (ORGANISATION – Operation and Development Savvy)

- Improving Organisation Health
- Service Portfolio Management
- Technology Management
- People Development and Succession Planning
- Leading and Managing Change

MODULE 3

Network and Influence (COMMUNITY – Boundary Spanning)

- NGO Branding and Stakeholders’ Management
- Risk and Crisis Management
- Working with the Government at Policy Level

REFLECTIVE LEADERSHIP CAMP

- Reflective learning and sharing

Certificate and Course Requirement

Certificate will be conferred by HKCSS Institute to participants who fulfill the course requirement.

- 80% attendance of the whole programme including workshops, camp, meetings, luncheons, visits AND
- Participate in the Leadership Assessment and Individual Action Plan AND
- Write a case on a selected management topic and lead a discussion session AND
- Participate in a group project

Course Fee and Subsidy

- HK\$35,000, excluding the 2-day camp, including lunches and visitation specified in the programme. A studentship of HK\$5,000 will be offered to participants who can successfully fulfill the programme requirements.
- Special grants for NGOs which are of no Social Welfare Development Fund support–3 quotas on 50% of tuition fee support