

Programme for Leadership Enhancement for Serving Principals 2017-18

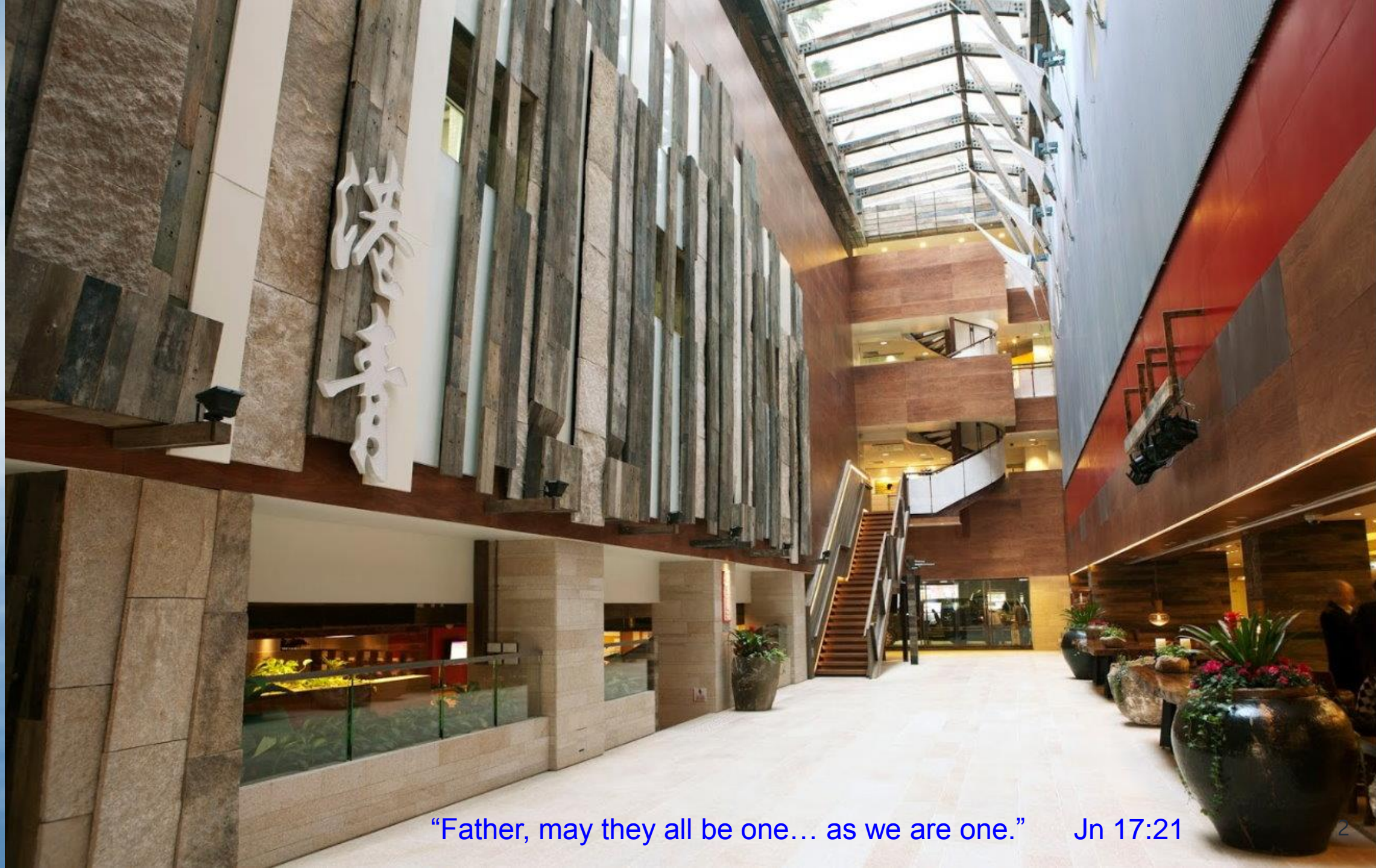
The Education University of Hong Kong
Department of Education Policy and Leadership

Instructor

Dr. Chu Kai Wing Alex

Presented by

Chau Suk Man, Eva
Yick Ho Kuen, Victor



“Father, may they all be one... as we are one.” Jn 17:21

VISION STATEMENT

The YMCA of Hong Kong **promotes and practices Christian values**, and is committed to the furtherance of justice, peace, truth and hope with love and integrity, both locally and globally. We are dedicated to:

- **Enabling personal growth** and **fulfilling our social responsibility** to the community, especially focusing on the youth;
- **Ascertaining social needs** and offering services to improve the quality of life in a sustainable environment for all people;
- Fostering intercultural harmony through **respect and understanding**.

MISSION STATEMENT

The YMCA of Hong Kong, with its long history and depth of experience in providing services that cater to the social, educational, physical and spiritual **needs of the people** in our community, looks to the future with confidence and commitment. It will faithfully endeavour to fulfil its **mission as a Christian association** dedicated to the furtherance of equality, justice and peace in our society through the provision of life enriching activities to all persons in our community who desire to participate.

As an organization founded to be an integral part of the Hong Kong community, the YMCA will express its mission by adopting an integrated, indigenous approach to identify with the hopes and aspirations of the people of Hong Kong and work to serve the unique needs of a multilingual and multicultural community especially those of the young people.

In so identifying our vision of service and further defining our target publics, our YMCA desires to actively continue to make a positive contribution to the social tapestry, harmony and international understanding within a great city. Moreover, in its role as an **"International YMCA"**, it will further strengthen its **network with the Chinese YMCA of Hong Kong, the YWCA of Hong Kong** and other local social service agencies to ensure that all persons in our community regardless of age, gender, race, religious conviction, or ethnic background are being provided service, and otherwise afforded opportunities, to improve the quality of life for themselves, their families and the community at large.



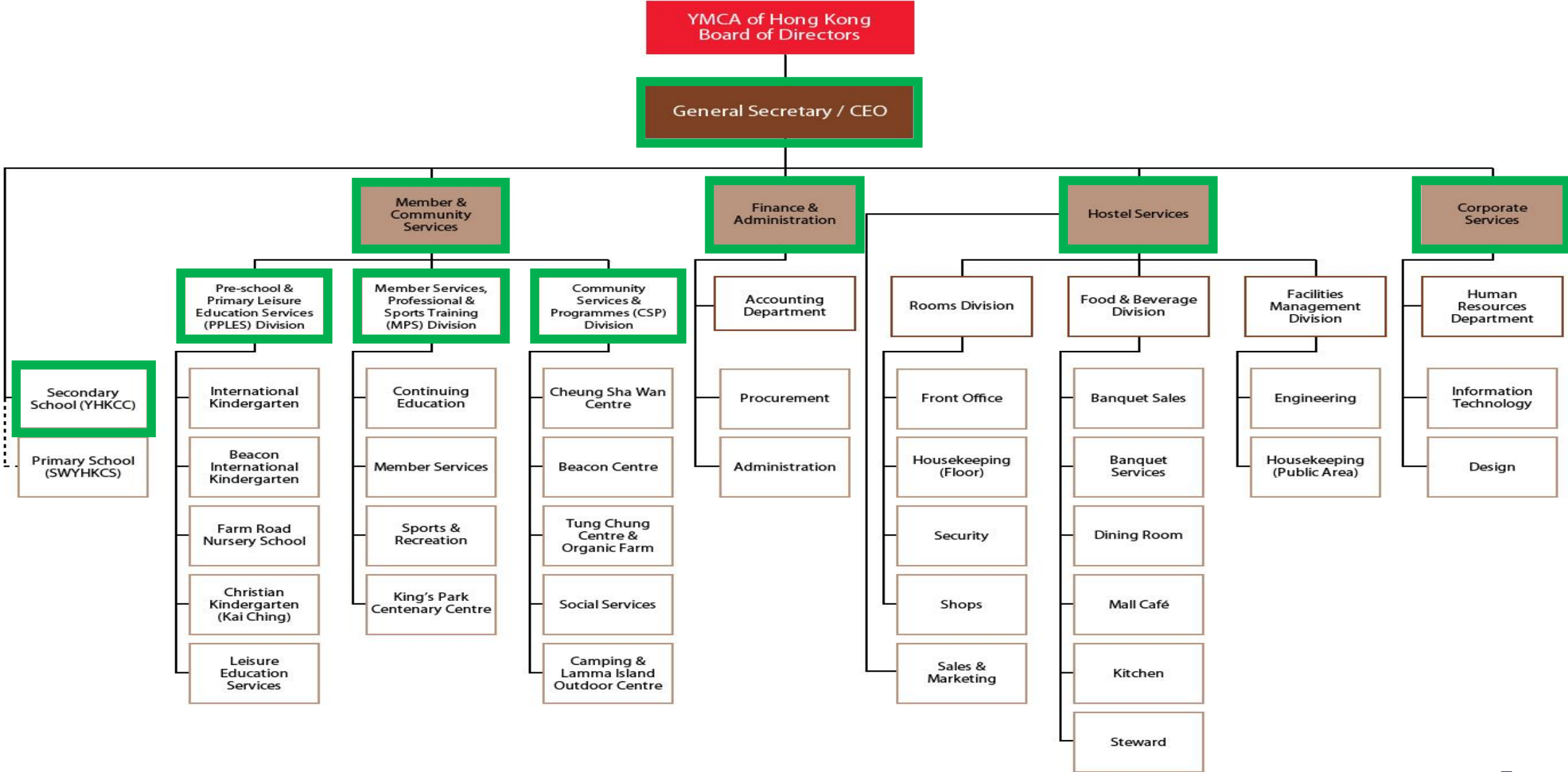
“Father, may they all be one... as we are one.” Jn 17:21

Attachment Programme 2018

Date	Meeting	Person I/C
5 Feb	Introduction Session	Mr. Peter Ho, CEO
26 Feb	YHKCC SMC Meeting	Mr. Dion Chen, Principal
9 Mar	Community & Services Programs Meeting	Mr. Eric Yeung, Director of CSP
13 Mar	Meeting and Evening Devotion	Mr. Peter Ho, CEO
11 Apr	Managerial Group Meeting	Mr. Peter Ho & Managers
11 Apr	Hostel Meeting	Mr. Kenneth Young, GM of Hostel Services
12 Apr	Corporate Services Meeting	Ms. Kwan Kin Mei, Director of Corp Services
12 Apr	Finance Meeting	Ms. Corinia Chan, Sr. Director of F&A
16 Apr	Pre-sch & Pri Leisure Edu Services Meeting	Ms. Vivian Shan, Director of PPLES
16 Apr	Member Services, Prof & Sports Training Meeting	Mr. James Choi, Director of MPS
23 Apr	Farewell Session	Mr. Peter Ho, CEO

“Father, may they all be one... as we are one.” Jn 17:21

Organization Structure



"Father, may they all be one... as we are one." Jn 17:21

INTRODUCTION SESSION (1 HOUR)

What have we learnt?	What can be applied to school?
<ul style="list-style-type: none">- Mr. Peter Ho has served in international corporations for many years and YMCA is the first NGO that he works with. He is also the first Chinese in the position of CEO in YMCA.- Mr. Ho admits that he does not know the work of all departments; but he understands the philosophy of empowering others to do their job well.- Mr. Ho understands the mission and vision of YMCA very well and guide his direct reports to work towards the same mission and vision.- Mr. Ho is a man of faith and his strength to combat challenges is rooted in his spirituality.	<ul style="list-style-type: none">- Experience and exposure to different fields of work can help us do a better job.- As Principals, the ability to empower and monitor is far more important than being able to do all ourselves.- A Principal should understand the mission and vision of the school inside out so as to lead his/her staff in forming the character of the school.- Same applies to Principals, especially those serving in schools with a religious background.

YHKCC SMC MEETING (2 HOURS)

What have we learnt?	What can be applied to school?
<ul style="list-style-type: none">- Good governance of a school relies on check and balance in different areas of management. Although YMCA of Hong Kong Christian College has not yet formed its own Incorporated Management Committee, the way they manage the school is a very good illustration of the spirit of IMC.- The managers of the school are very positive. They show appreciation and support to the work of the school and the achievements of students. The management meeting is not just about business.	<ul style="list-style-type: none">- Most schools in Hong Kong have their own IMC but still need to improve on the practice of check and balance.- While we might wish that our managers are as positive as those of YHKCC, we as Principals should appreciate and support the work of staff and students as much as we want our work to be appreciated.

COMMUNITY & SERVICES PROGRAMS MEETING (2 HOURS)

What have we learnt?	What can be applied to school?
<ul style="list-style-type: none">- The range of community and services programs is very wide and the workload is very heavy. However, Mr. Eric Yeung accepts new challenges to open up a new farm and takes extra steps to ensure everything is done to the best.- Mr. Eric Yeung understands the heart of young people very well and put their needs in top priorities of his work.	<ul style="list-style-type: none">- The workload of principals is always heavy, but to keep our heart and mind open for new challenges is important to maintain the development of the school.- No matter how busy we are, we must never forget whatever we do, we do it for our students.

MEETING AND EVENING DEVOTION (2 HOURS)

What have we learnt?	What can be applied to school?
<ul style="list-style-type: none">- The monthly evening devotion welcomes any staff who are interested to join, irrespective of their rank and work nature.- Mr. Ho assures the organizers of the devotion that if they cannot get a speaker for sharing, he is always ready to help.	<ul style="list-style-type: none">- To create room for spiritual nourishment and growth in the workplace helps to build and maintain the religious dimension of the school.- A good example of servant leadership

MANAGERIAL GROUP MEETING & LUNCH (2 HOURS)

What have we learnt?	What can be applied to school?
<ul style="list-style-type: none">- Some 30 direct reports of Mr. Ho gather every 2 months to share the work of their departments. An opportunity for all direct reports to get a clear picture of what's happening in other departments.- There is obviously a strong mutual support among managers and all expressed their trust in the leadership of the CEO.	<ul style="list-style-type: none">- We can also arrange for such departmental exchanges to facilitate communication and collaboration.

HOSTEL MEETING (2 HOURS)

What have we learnt?	What can be applied to school?
<ul style="list-style-type: none">- Although the occupancy rate could be well above 90%, they reserve rooms every month for career exposure programs for students.- They still maintain 6 dormitory rooms in the hostel as a service to the youth although they can get more revenue if they change them all to hotel rooms.- In employing staff, they grant special preference to the disabled.	<ul style="list-style-type: none">- Students' needs and benefits always come first. This is the most fundamental reason for the existence of schools.- A good way to teach students to love and care for people with special needs through our actions.

MEMBER SERVICES, PROF. & SPORTS TRAINING MEETING (2 HOURS)

What have we learnt?	What can be applied to school?
<ul style="list-style-type: none">- Mr. James Choi works with a team of 8 full-time staff members plus a large number of part-time workers and volunteers. Many of these part-time workers and volunteers were participants of programs at the beginning and gradually developed long-term relationship with YMCA.- The training they provide always responds to the needs of the youth. Though their team is small, it gives greater flexibility in adjusting the mode and pace of their work.	<ul style="list-style-type: none">- Could this also be a way to maintain relationship with alumni and parents?- The organizational structure of a school must allow flexibility to deal with students' emerging needs.



Farewell Lunch
on 23 April 2018 at
Salisbury Dining Room

“Father, may they all be
one... as we are one.”

Jn 17:21

THE CEO'S LEADERSHIP STYLES OBSERVED

Organizational	Instructional	Strategic
To lead staff forth in vision and mission (e.g. evening devotion)	To promote a positive and effective working climate (e.g. sharing in managerial group meeting and appreciation)	To empower young men in serving the community (e.g. volunteer workforce)

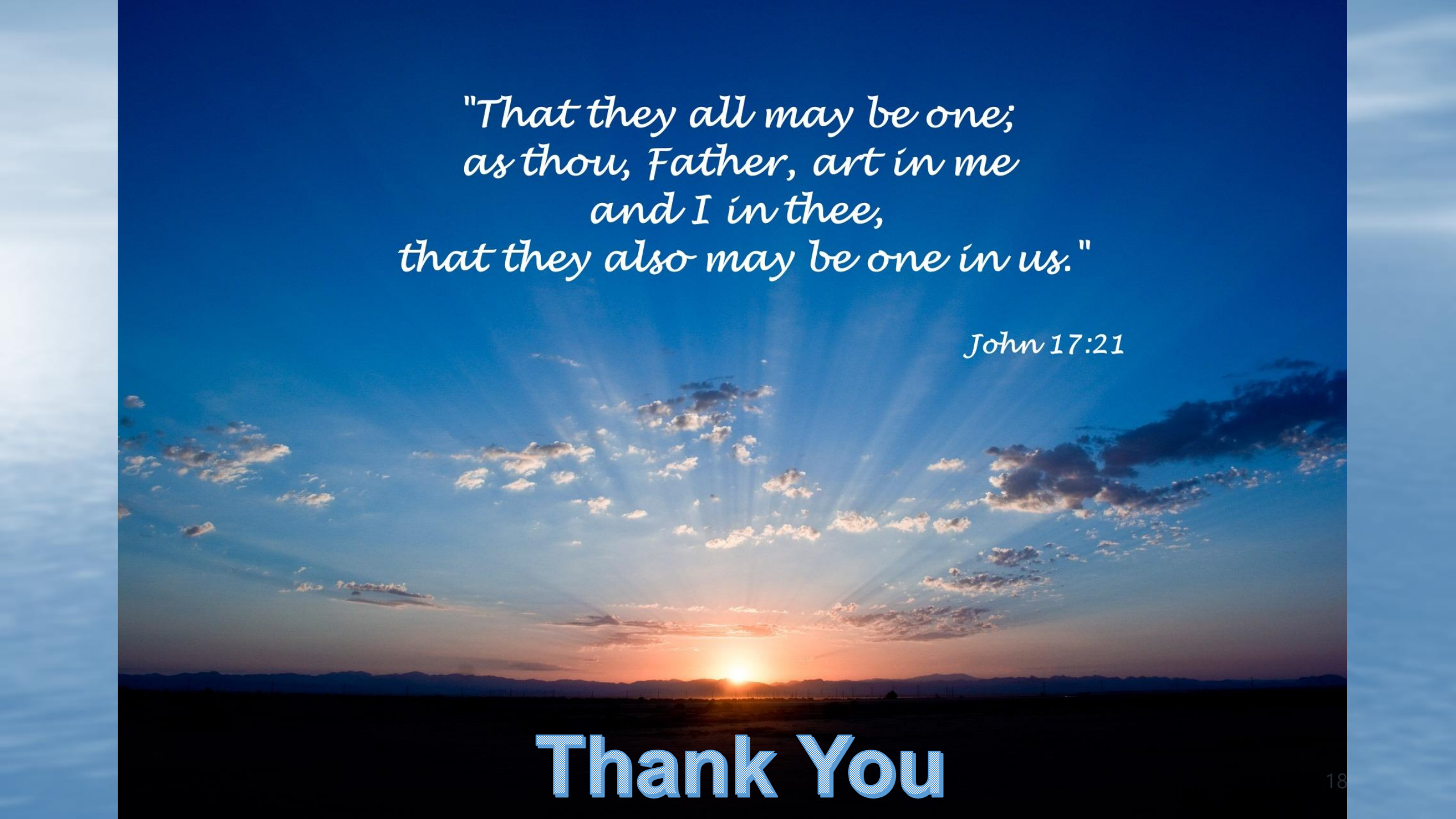
Community	Servant	Charismatic
To outreach through wide ranges of community and services programs (e.g. the Open House)	To serve those who are in need (e.g. he knows his staff and their needs)	To infect staff with the CEO's personal charisma (e.g. passion, trust.....)

“Father, may they all be one... as we are one.” Jn 17:21

ACKNOWLEDGEMENT

Mr. Peter Ho, CEO of YMCA
Ms. Elizabeth Lo, Assistant to CEO
Mr. Dion Chen
Mr. Eric Au Yeung
Mr. Kenneth Yong
Ms. Kwan Kin Mei
Ms. Corinia Chan
Ms. Vivian Shan
Mr. James Choi
and all the good people we met at YMCA

Education Bureau
The Education University of Hong Kong
Dr. Chu Kai Wing Alex
Dr. Hui Wai Tin



*"That they all may be one;
as thou, Father, art in me
and I in thee,
that they also may be one in us."*

John 17:21

Thank You