

Making Succession Possible: The Experience of Fu Hong Society in Hong Kong

**The Network for Social Work Management's
30th Annual Management Conference
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Loyola University Chicago**

**Dr. Steve Fong Fu Fai
Service Director**

Our Background

- **Established in 1977 (42 years)**
- **Service Users: around 3,600 Persons with Intellectual Disabilities; Persons with Autism Spectrum Disorders; Persons in Mental Recovery etc.**
- **40+ service units (Vocational Services, Hostels, Community Centre, Social Enterprise etc)**
- **Employees: 1,100**
- **Yearly Consolidated Expenditure: around HK\$400M (US\$ 51M)**





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Our Structure as at Sept 2016



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Our Challenges



Emerging Need for Succession Planning

- Identify potential leaders, strengthen their capacities, and transmit the responsibilities smoothly.
- Ensuring the vision, mission and values of the organization are carried out by the well-equipped second generation leaders.

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Management Staff Development Program (MSDP)

Sept 2016 – Mar 2018

5 Sept 2016

Kick-off

**21 High Performing Professional Staff
(Service Director, Service Manager,
Social Worker) in 18 months program**

Principled Leadership Development Model

- Prof. Bliss, D. L. (School of Social Work, University of Georgia, Athens, Georgia, USA)
- Prof. Pecukonis, E. (School of Social Work, University of Maryland, Baltimore, Maryland, USA)
- Prof. Snyder-Vogel, M. (Kennedy Krieger Institute, Baltimore, Maryland, USA)

Source: Bliss, Pecukonis, & Snyder-Vogel (2014).
Principled leadership development model for
aspiring social work managers and
administrators: development and application.
*Human Service organization: Management,
Leadership & Governance*, 38, 5-15.



Principled Leadership Development Model



1. Underpinning Ethical Principles

“Leadership doesn’t depend on a job title, a salary level, or supervising others.”



Dr. Elizabeth Clark (Ex-Chief Executive Officer of NASW)

Becky S. Corbett (Ex-Chief Operating Officer of NASW)



“You may not always have social work in your job title, but it will always be part of your professional persona and training.”

2. Core Leadership Competencies



Holosko (2009):
A review of 70
academic journals



3. Domain-Specific Leadership Competencies

Mental
Health

Training

Leadership
Knowledge and Skills
specific to the
particular practice
domain and setting

Children

Residential



4. Integrative Practice Opportunities and Mentoring Support

- ✓ Opportunities to practice their competence
- ✓ Enhance their level of development
- ✓ Receive appropriate feedback from mentors



5. Ongoing Self-Reflection and Continues Growth

- ✓ Ongoing self-reflection about their leadership development
- ✓ Structured mentoring relationships
- ✓ A commitment to continued exposure of leadership development content and skills development



Program Content

Retreat/ Regular
Reflective Gathering

Workshops and Seminars

Presentation Skills
Training

Local/ Overseas Study or
Conference

Exchange Program with
other NGOs

Contribution to Agency
Strategic Planning

Specific Task/
Project Bidding

Leadership Practicum
(Internal & External)

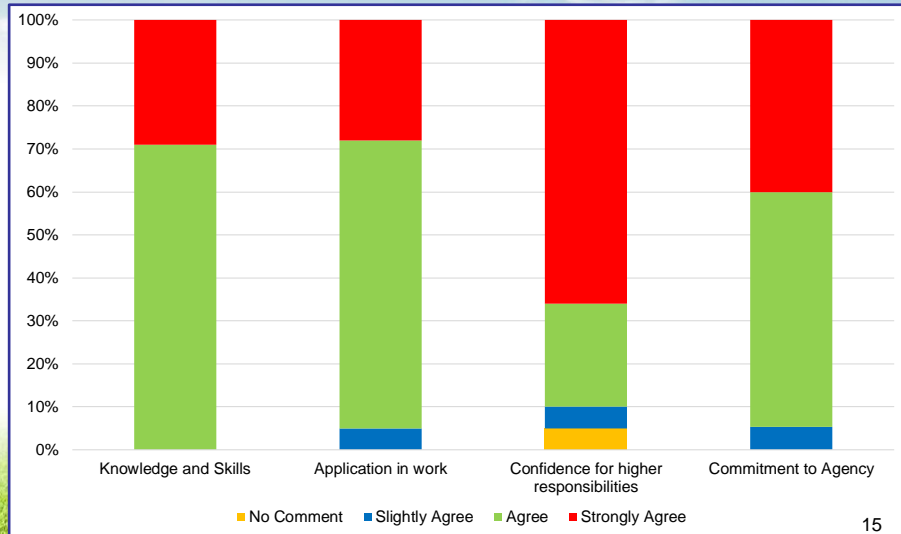
Mentoring Program

Subject-matter Experts

Coaching (2nd Batch)

Reflective Note and
Gathering/ Evaluation

Evaluation



Achievement

- ✓ Zero drop out
- ✓ Enhancement of Staff Competencies and Morale
- ✓ 5 participants already promoted through open competitive recruitment
- ✓ Transmission of Mission, Vision, Values and Good Practice to New Generation
- ✓ Recognition from other NGOs in Hong Kong/ Sharing of our experiences



Key Success Factors

- ✓ Contribution of CEO, Ms. Becky Luk (Our Principal)
- ✓ Commitment of the Participants
- ✓ Investment of Extra Resources (Manpower, US\$ 3,800 for each participants)
- ✓ Support from internal staff
- ✓ Strong Networking (Excellent speakers and 3 collaborating NGOs)



What's Next

- ✓ 2nd Batch of MSDP Program in September 2019
- ✓ New Principal (Yes, I am)
- ✓ 19 participants (More Social Workers)
- ✓ Potential candidate of Service Managers
- ✓ Extra 6 sessions of individual coaching
- ✓ Collaborating NGOs increase to 8 (external placement)





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Program of 2nd Batch of MSDP

Activities/Season	10-12/2018	1-3/2019	4-6/2019	7-9/2019	10-12/2019	1-3/2020
Retreat/Sharing Expectation	✓					
Workshops and Seminars	✓	✓	✓	✓	✓	✓
Reflective Gathering	✓	✓	✓	✓	✓	✓
Internal Leadership Practicum		10 Sessions				
Mentoring		1.5 hr x 6 times				
Inter-agency Practicum				6 Sessions		
Oversea Study			5&6/19		11/19	
Subject Matter Expert						
Coaching				1hr x 6 times		
Innovative Project/ Project Bidding						
#Other Ad Hoc Activities						
#Other Activities: e.g. members of working group, trainer of internal program, contributed to Ningling Project # 1 Session = 1/2 Day						



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