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

The Network for Social Work Management’s 30th Annual Management Conference
31 May 2019
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)
Our Structure as at Sept 2016

Chief Executive Officer
Assistant Chief Executive Director
7 Service Directors
~40 Service Managers
Professional Team

Our Challenges

1 Chief Executive Officer
1 Assistant Chief Executive Director
4 out of 7 Service Directors
8 out of ~40 Service Managers
Professional Team

More than Half of the Senior Management will be retired within 5 years!!
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.

Management Staff Development Program (MSDP)

5 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)

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

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

Mental Health

Training

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

Knowledge and Skills
Application in work
Confidence for higher responsibilities
Commitment to Agency

No Comment  Slightly Agree  Agree  Strongly Agree

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 participant)
✓ 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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#Other Activities: e.g. members of working group, trainer of internal program, contribute to Nanjing Project
# 1 Session = 1/2 Day
Thank you