



# Leadership Enhancement for Serving Principals

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# YMCA



Christian organization which provides:

- hostel services
- local & international social services
- different kinds & stages of education











# Hostel Service - Cityview

- Change hostel's image
- change from backpack stay to hotel service
- no tour stay
- green hotel
- cost almost the same but have increased profits
- quality service is important





# New Territories Centre

## 新界會所





# New Territories Centre

- a new leader makes changes
- set up rules and regulations
- delegation of power
- move herself into the staff office
- “get the main key and you will get all keys”
- create win-win situation



# Kowloon Club





# Kowloon Club

- shift the serving target group from youngsters to golden age group (金齡人士)
- Change one squash court to another adventure (歷奇) activity room
- Aware of changing environment



# Conclusion 1

## Organizational Leadership

- Well structured organization chart
- Clear mission and vision
- Clear division of labour
- Internal auditing, both financial and management auditing
- Exit interview





# Conclusion 2

## Instructional Leadership



- Retreat camp and day camp for staff development and to facilitate the building of a learning organization
- Train the middle managers as trainers to train their own department staff



# Conclusion 3

## Strategic Leadership

- Find the right person and put him/her to the right place
- Shared leadership
- Surplus from hostel service supports other services of YMCA





## Conclusion 3

### Strategic Leadership (conti.)

- Awareness of changing environment
- Building on its strength
- provides quality service
- Create win-win situation





# Conclusion 4

## Community Leadership

- Community centres serve nearby schools
- Global citizenship





# Some useful words

- Get the main key and you will get all keys
- Put the right person in the right position
- Serve the community with partners
- Sensitive to the changing environment



# School Setting 1



- Staffing is the most important element
- Sensitive to the changing environment
  - catering for learning diversity
  - e-learning
- Enhancement/development vs change



# School Setting 2

- Build a new image to attract new serving groups
- Retreat camp to clarify the mission and vision
- Exit interview
- Internal auditing





END

