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

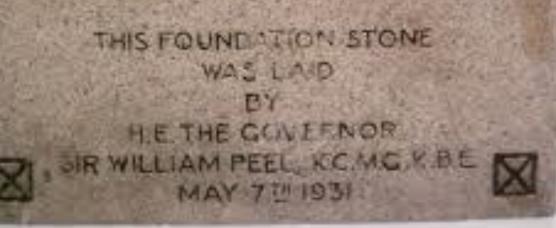




New Territories Centre -a new leader makes changes set up rules and regulations delegation of power move herself into the staff office • "get the main key and you will get all keys" • create win-win situation

Kowloon Club

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Kowloon Club

•shift the serving target group from youngsters to golden age group (金齡 人十 •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



