



**G A M E**  
良 管 善 治

Governance and Management  
Excellence for Public Benefit

# Steering functions of NGO Boards

Presented by CK Lo (GAME director)

# Board's role in strategic planning

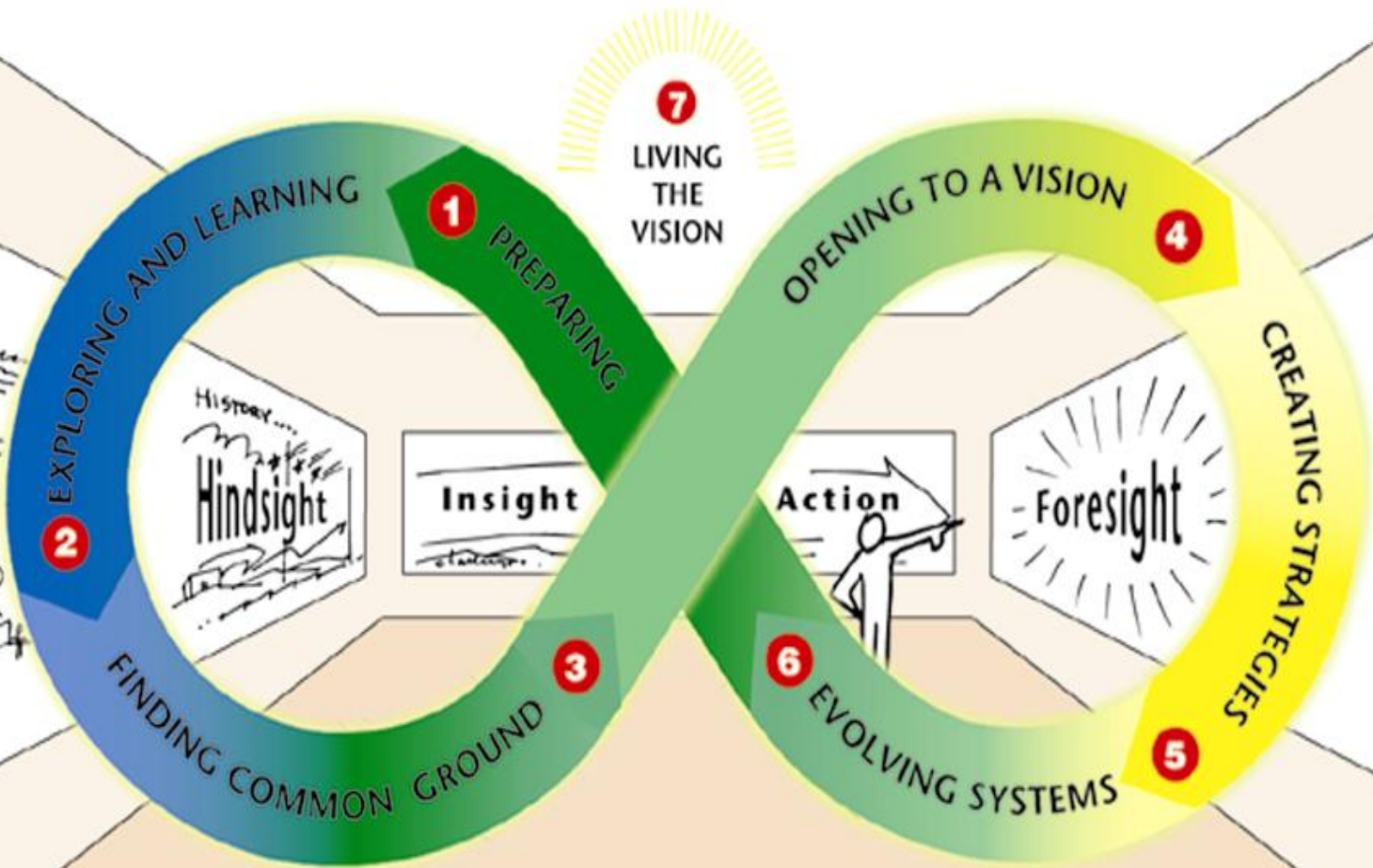
- Approve the final version?
- Steer the process?
- Manage the process?
- Set the directions?
- Set the goals?
- Advise the contents?
- Edit / fine tune the plan?
- Write the plan?

# Factors of considering the level of involvement

- Culture and tradition
- Relative experience and capabilities of Board and Management
- Major changes desired or required?
- Trust, or lack of it?

# Getting prepared for strategic planning

# Strategic Visioning™ Process



**PAST**

**PRESENT**

**FUTURE**

# Past

- Mission & values
- Experience and lessons of current strategic plan

# Present

- Organisational health

Source:

HKCSS Institute Vol.14 課程手冊

機構健康表現範疇	管理實際行為
方向 Direction 1	1. 共同的理念 (shared vision) 2. 清晰的策略 (strategic clarity) 3. 員工參與 (employee involvement)
領導力 Leadership 2	4. 諮詢式領導 (consultative leadership) 5. 權威式領導 (authoritative leadership) 6. 支持式領導 (supportive leadership) 7. 挑戰式領導 (challenging leadership)
文化與環境 Culture and Climate 3	8. 開明和信任 (open and trusting) 9. 有內部競爭 (internally competitive) 10. 有紀律的營運 (operationally disciplined) 11. 有創意及有企業家精神 (creative and entrepreneurial)
推動 Motivation 4	12. 開放和有意義的價值 (open and meaningful values) 13. 鼓舞人心的領導者 (inspirational leaders) 14. 職業發展機會 (career opportunities) 15. 財政獎勵 (financial incentives) 16. 獎勵和表彰 (rewards and recognition)
問責 Accountability 5	17. 角色清晰 (role clarity) 18. 績效合同 (performance contracts) 19. 後果管理 (consequence management) 20. 個人承擔感 (personal ownership)
協調與監控 Coordination and control 6	21. 人才績效檢討 (people performance review) 22. 營運管理 (operational management) 23. 財務管理 (financial management) 24. 專業標準 (professional standard) 25. 風險管理 (risk management)
能力 Capabilities 7	26. 羅致人才 (talent acquisition) 27. 發展人才 (talent development) 28. 流程主導 (process based) 29. 向外擷取專業 (outsourced expertise)
向外取向 External Orientation 8	30. 以顧客為焦點 (customer focus) 31. 具競爭力的識見 (competitive insights) 32. 業務夥伴 (business partnerships) 33. 政府與社區關係 (government and community relations)
創新 Innovation 9	34. 從上而下的創新 (Top-down innovation) 35. 從下而上的創新 (Bottom-up innovation) 36. 知識分享 (Knowledge sharing) 37. 引進外部新意念 (Capturing external ideas)

# Present

- Organisational health
- Vital signs: finance, people, brand
- Stakeholders views



# Future

- Visioning
- Changing social needs
- Changing public expectations

# Common shortcomings of strategic plan

- Document too long; strategies too many
- Lots of aspiration; few specific, measurable and achievable goals
- Lots of activities and output; few well defined target outcome
- Lack of performance measurements
- Resource plan not part of the strategic plan
- Operational plan / annual plan not clearly linked to the strategic plan

# Board's steering functions (simple version)

- Decide
- Set directions
- Monitor
- Advise

**Thank you!**