PANEL DISCUSSION 1

Moderator

Alana LAM

Chief Executive

The Hong Kong Chartered Governance Institute

Panelist

Matthew YOUNG

Council Member

The Hong Kong Chartered Governance Institute

Panelist

Eleanor LAM

Chief Executive Officer/ Secretary General

Hong Kong Red Cross

Panelist

Patricia HUI

Chief Legal, Governance and Compliance Officer

SNH Global Holdings

Board assessment and skills matrix

Board assessment

How well do we work?

Strategy, oversight, culture and board practice

Skills matrix

What capabilities do we need?

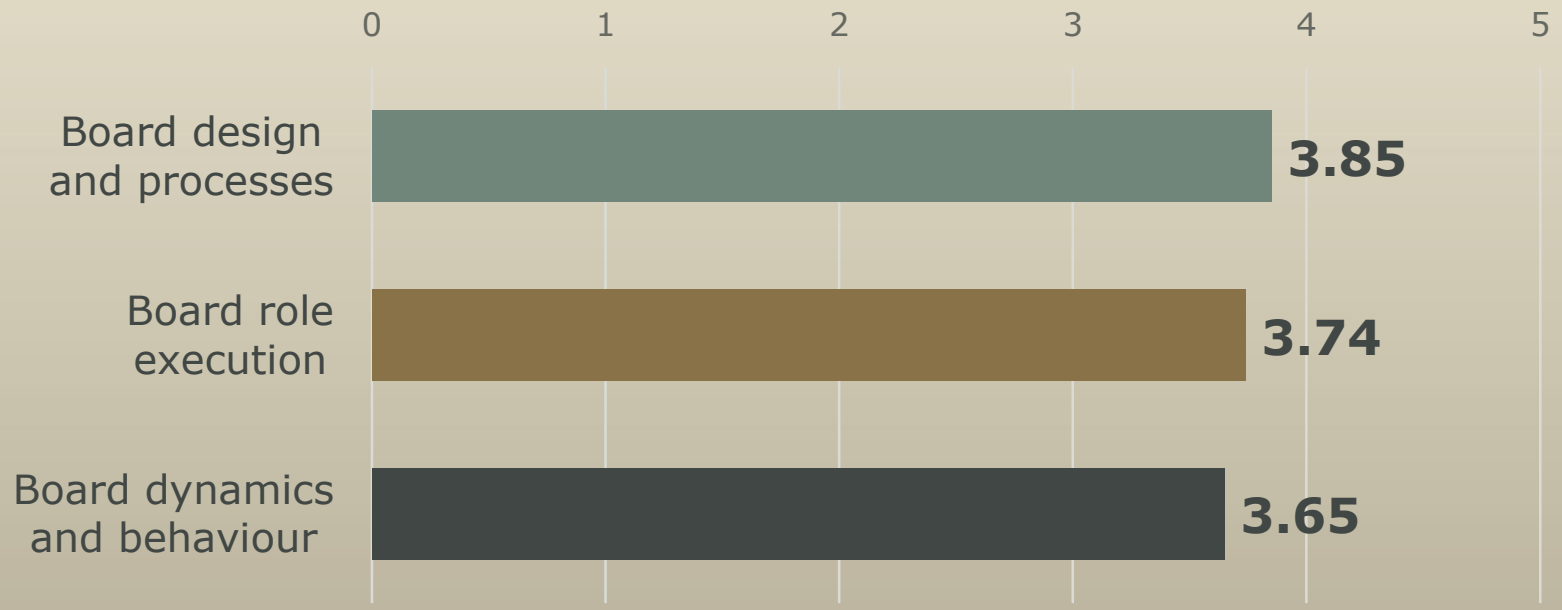
Experience and perspectives for future strategic needs

Agreed development priorities

Development, targeted recruitment and succession

Board dynamics scored below board design

Hong Kong NGO Governance Health Survey 2018: average scores out of 5



3.74

overall health score

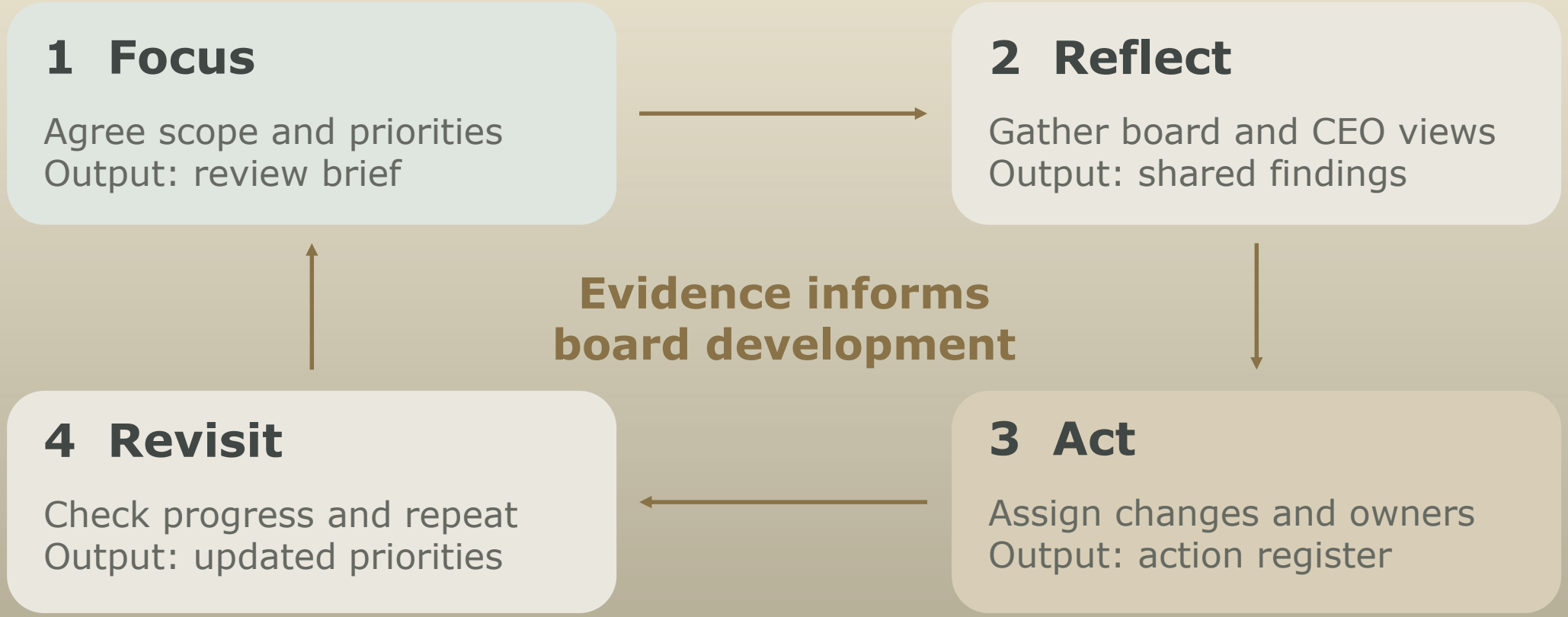
77

participating NGOs

Review structures and behaviours together, then agree actions and follow-up.

Source: HKCSS / HKU ExCEL3 / GAME, 2018 survey, published June 2019. Historical, self-reported sample.

The board assessment cycle



Practical workflow informed by HKCSS board review and governance-health guidance

Psychological safety:
Make constructive challenge safe

"A shared belief held by members of a team that the team is safe for interpersonal risk taking."

Amy C. Edmondson | Psychological Safety and Learning Behavior in Work Teams (1999)

Speak up

- Ask questions and seek clarity
- Raise concerns and admit mistakes
- Challenge assumptions respectfully

Chair inclusively

- Invite quieter and dissenting voices
- Acknowledge uncertainty
- Respond with curiosity, not dismissal

Test the culture

- Can a new director disagree?
- Are difficult issues raised early?
- Does challenge affect decisions?

Safe to challenge—not freedom from accountability or an expectation of agreement.

A skills matrix starts with strategy

It maps collective board capabilities against the organisation’s needs.

Capability	Evidence today	Future requirement
Mission & strategy	Experience and judgment	Strategic priorities
Finance & risk	Expertise and challenge	Emerging exposures
Digital & data	Understanding and oversight	Service and technology needs
Lived experience	Community perspectives	Voices still missing

Illustrative assessment framework, not a scored board assessment

Whose perspective is missing?

Recruit and develop the board to close capability gaps.