聖雅各福群會
St. James' Settlement

From WHY to HOW

Josephine Lee

Chief Executive Officer

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WHY 1st – Trends & Opportunities

Eye-opening IT Application Insight – EMBA classmates from business sector shared insightful IT application scenarios, e.g. fin-tech, students & schools matching

Started FOOD-CO Project – matching valuable food resources, service users and partners through IT solutions.

i.e. **IT as an ENABLER for service transformation**

- **Go online** (just-in-time service)
- **Connecting the dots** (collaboration & scalability)

More Transformation – Cyber Youth Service Team (CYST), GOODS-CO, “I am …” Youth Portal etc.

WHY 2nd – Learnings

Critical IT System Challenges – during strategic discussions, staff identified that our Finance and HR IT systems are significant hurdles ("fatal") to organizational development.

- **Finance System**: series of unplanned enhancement
- **HR System**: vendor has not met performance expectations

PAINFUL ENOUGH to make us move IMMEDIATELY …

Lack of Funders Interest – many funders are hesitant to invest in upgrading administrative IT systems for individual organizations.

WHY 3rd – COVID-19 & Leadership

Urgent Digital Shift for Service Continuity –

- **Necessity for Digital Transformation**: the pandemic and resulting restrictions compelled us to engage with service users digitally to maintain service delivery.
- **Transformation Insights**: the process, experiences and challenges encountered have prompted a reevaluation and proactive approach toward digital transformation.

Tech Advocates in Board's Leadership – both the Chairman and Vice Chairman of SJS are strongly believe in the transformative power of technology.

HOW – Think through, Plan & Feasibility Study

Connect the Dots, Avoid Silos – projects are primarily led by designated project drivers. Need to assess integration and **leverage with internal resources and external parties**.

Feasibility Studies – to seek support from professional consultant, to conduct feasibility study that provides the agency head with a comprehensive overview of IT system development, offering fresh perspectives, i.e. **informed decision-making**.

HOW – Think through, Plan & Feasibility Study

Be Ready for the Collective Challenge –

- **Beyond Tasks about IT**: both IT system development and IT governance represent collective challenges that require adaptive leadership, i.e. management needs to mobilize different stakeholders to confront the “difficult reality”.
- **Adaptative Work to learn / do by different parties**: management should mobilize diverse parties to address the challenges and coordinate extensive adaptive efforts across stakeholders, e.g. raise or lower the heat; the IT collective challenge as the center, not IT Department as a technical fix.

HOW – Think through, Plan & Feasibility Study

Be Agile, Adjust the Plan –

There is NO all-in-one, definitive method for effectively integrating technology in service innovation and productivity or managing cybersecurity threats.

It might be beneficial to consider……

- **Strategic Investment in IT**: investments in IT development must be carefully considered due to the rapid obsolescence of technologies, e.g. off-the-shelf / SaaS (Software as a Service) model.
- **Continuous Learning**: staff must constantly update their technology knowledge – improve digital literacy, not just skills.

FOOD-CO
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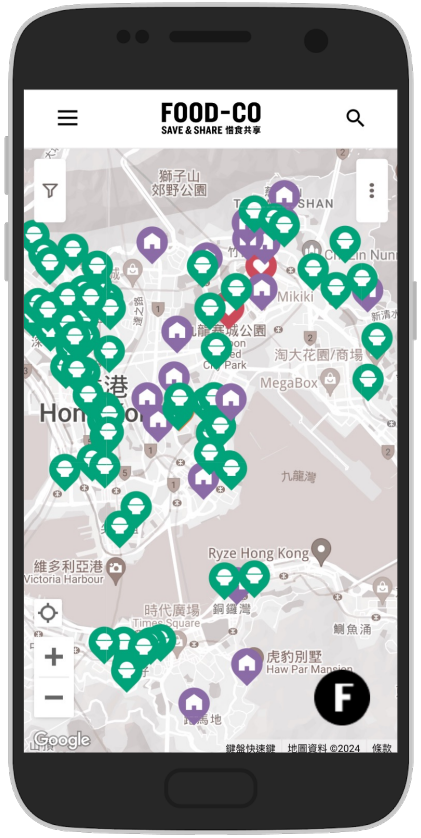

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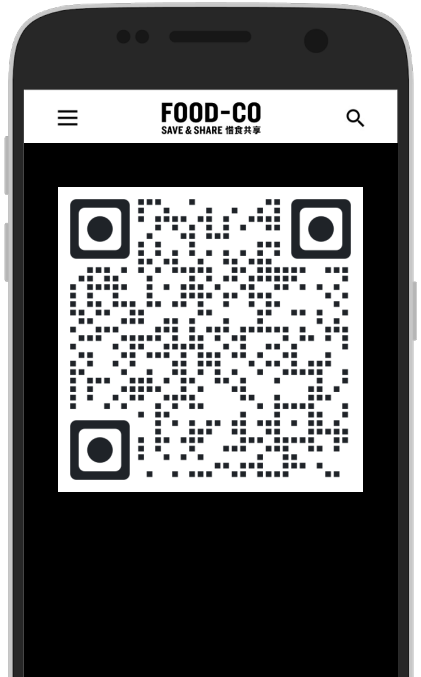

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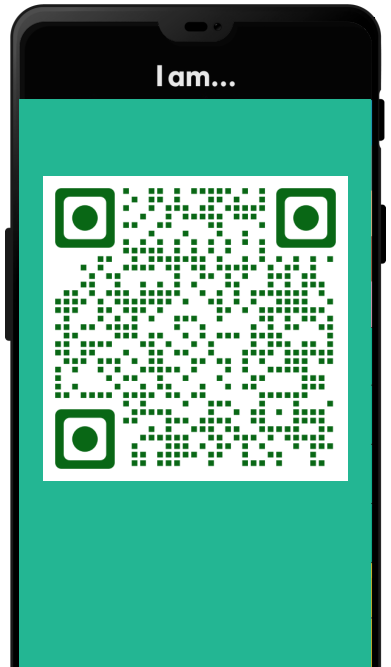

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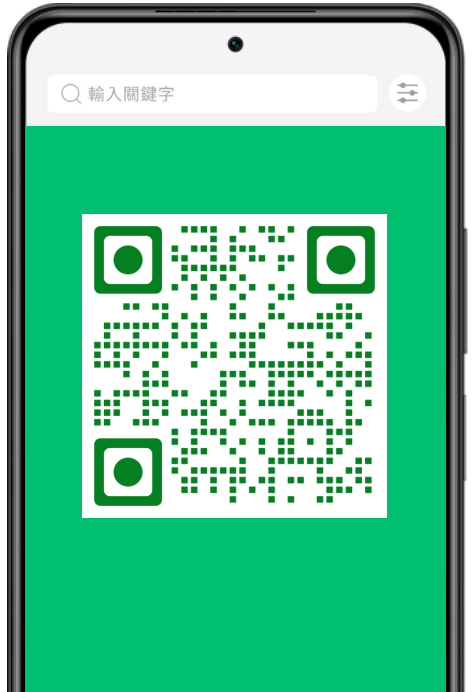

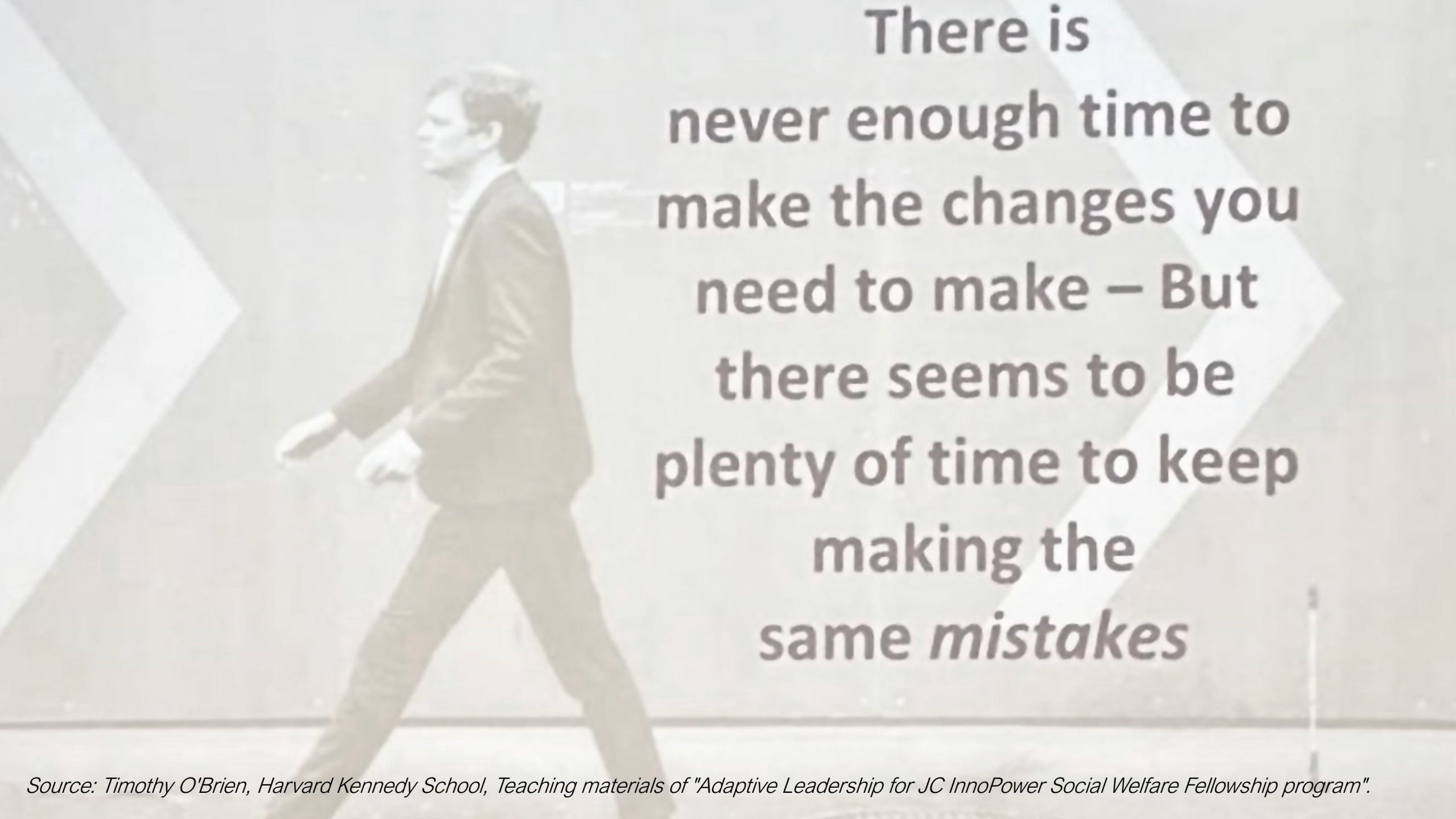

Source: Timothy O'Brien, Harvard Kennedy School, Teaching materials of "Adaptive Leadership for JC InnoPower Social Welfare Fellowship program".

THANK YOU

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