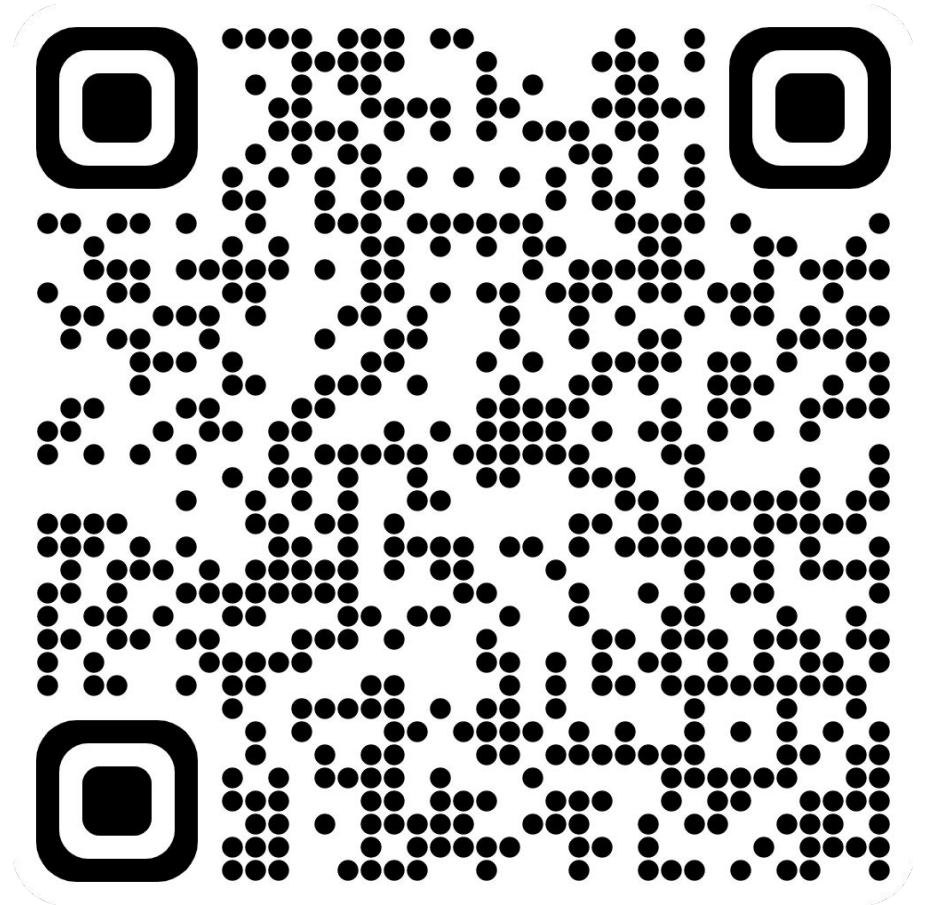




# **NGO Governance Health Programme**

**Practice Tools & Tips:  
Reinventing Stakeholder Engagement and Collaborative Leadership**

Please scan following QR code for quick user's guide video





# Users' Brief

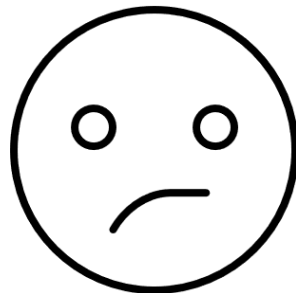
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# The lowest Two Satisfaction areas

1. Stakeholders Representation & Accountability

2. Community Relations & Outreach

- Over 24% and 35% of the participating NGOs were not satisfied in these two areas respectively.
- The finding echoes the low adoption (66%) of good practices among board members acting as effective ambassadors for the organization, despite 90% deemed it to be important or very important



# Two important elements



## COLLABORATION:

Shared goals and objectives

A mutual understanding of what each entity brings to the partnership and their responsibility

有共同目標及理念  
明白互相願意貢獻機構的角色及互補



## STAKEHOLDERS ENGAGEMENT:

The process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions

對與機構有重要關連的團體或人士，引入他們的參與

# Stakeholder Representation and Accountability

## 持份者代表性及問責

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- Board ensures that stakeholders' interests are addressed and balanced, that the organisation has the legitimacy in representing its beneficiaries and stakeholders; and that its work and impact are appreciated by all its stakeholders
- 持份者利益是否得到充份關注、機構的工作能充份反映和回應持份者的期望和得到他們的認許

# Community Relations and Outreach Efforts

## 對外關係維繫

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- Board embraces its role as the ambassadors for the organisation to reach out to and build networks with stakeholders and the public for the organisation
- 為機構擔任大使角色，並建立良好有效對外關係

**BOX 1**

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**An effective board functions as a high-performing team.**

**In the *Wisdom of the Team*, Jon R. Katzenbach and Douglas K. Smith(2015)**

defined such team as “a group of people with **complementary skills** who are **equally committed** to a **common purpose**, performance goals, and approach for which they **hold themselves mutually accountable.**”

**Collaboration**

**互補的長處、共同投入  
擁抱共同目的、互相砥礪**

# Attributes And Skills Identified as Successful Collaborators:

## Individual attributes

- Open mind 開放
- Patience 耐性
- Self-confident and risk-oriented  
自信並願意冒險
- Flexible 彈性
- Unselfish 以大局為重
- Persistent and diligent 堅毅及勤奮
- Diplomatic 懂得交際
- Honest 誠實
- Empathetic 具同理心
- Trustworthy 可依靠
- Respectful 值得尊重
- Goal-oriented 目標為本
- Self-aware 高自我醒覺
- Decisive 果斷
- Friendly 友善
- Sense of humor 具幽默感

# Attributes And Skills Identified as Successful Collaborators:

## Interpersonal skills

- Good communicator  
善於溝通
- Excellent listener 善於聆聽
- Works well with people  
易於合作

## Group process skills

- Facilitation 引導能力
- Negotiation 協商能力
- Collaborative problem solving 協作解難能力
- Skill in group dynamics, culture, personalities 融納  
不同文化、價值人士一同合作
- Compromise 妥協能力
- Conflict resolution 調解糾紛
- Consensus building 能促成共識
- Mediation 調解分歧

# BOX 2

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# Tips For Better Collaboration

- ✓ Mentorship 師徒制
- ✓ More Gathering 多聯誼 / 聯繫
- ✓ Develop a mission statement for the board itself 董事會的使命宣言
- ✓ Determine your board's annual goals and create a work plan 年度計劃及執行方案
- ✓ Address chronic noncollaborative behavior 直接面對削弱協作的情況
- ✓ Work with or revise your board size, structure, and processes 檢視協作及溝通架構
- ✓ Assess how well you are working together 恆常檢視會議協作成效

**BOX 3**

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# Guiding Question For Meeting Evaluation

1. Did the meeting focus on the right strategic issues?
2. Did the meeting agenda allow adequate time for discussion?
3. Did you feel free to express your ideas and share your opinions?
4. Did all board members actively participate in the meeting and discussions?
5. Were you comfortable with how all board members interacted with each other and the staff?

# Ground Rules for Giving And Receiving Feedback:

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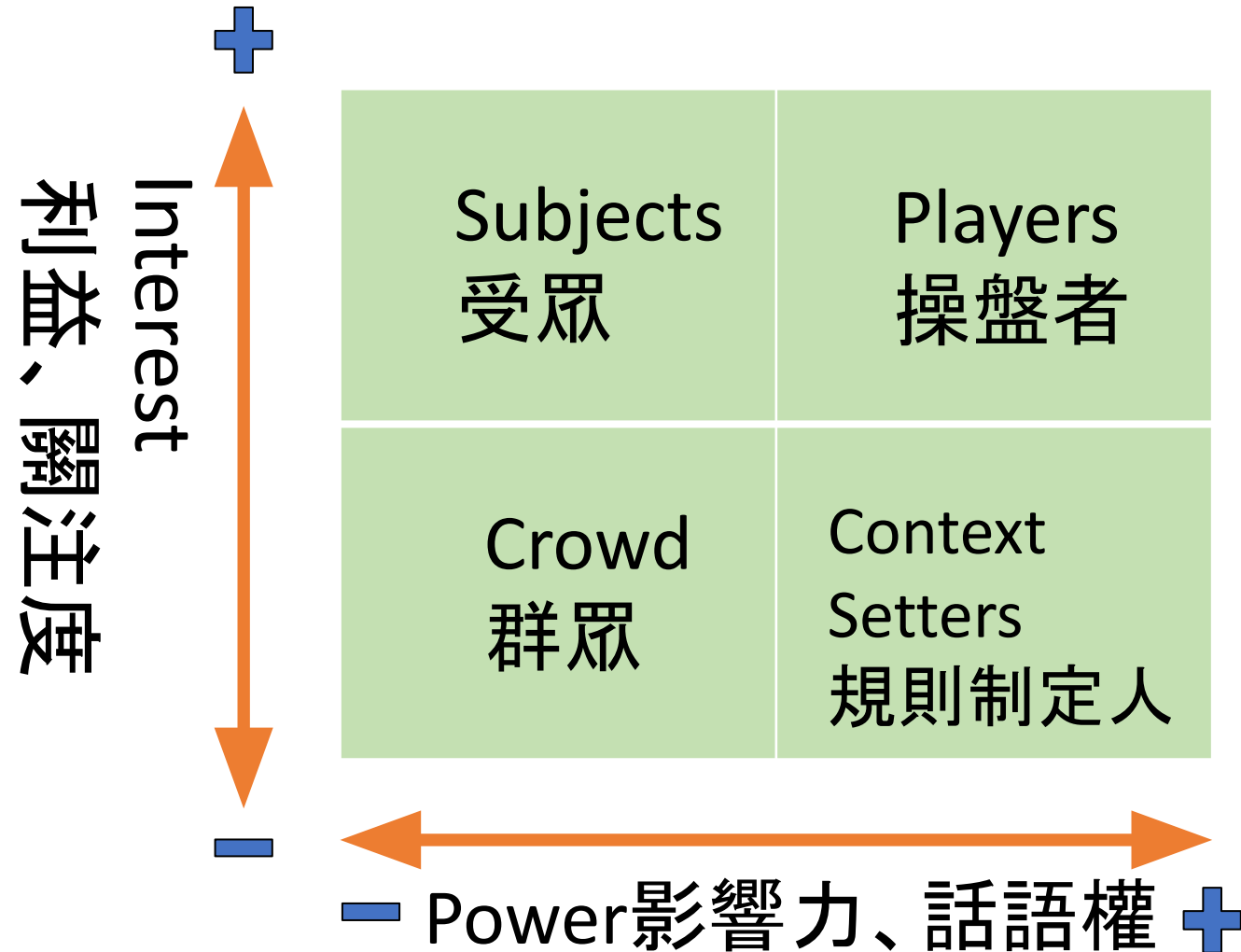
- State your intention as to why you wish to give feedback.
- Be descriptive rather than evaluative. Provide specific examples of the behavior.
- Direct the conversation at elements the board member can do something about. Suggest specific ways he can demonstrate changed behavior, such as intentionally working on improving his or her listening skills.
- End the conversation with a summation that ensures that you have made your point clearly and that the board member understands how his or her behavior affects the group and the collaborative process.
- Ask if the person has any questions or responses and then listen.



**BOX 4**

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# Stakeholders mapping – Stakeholder analysis 持份者分析架構

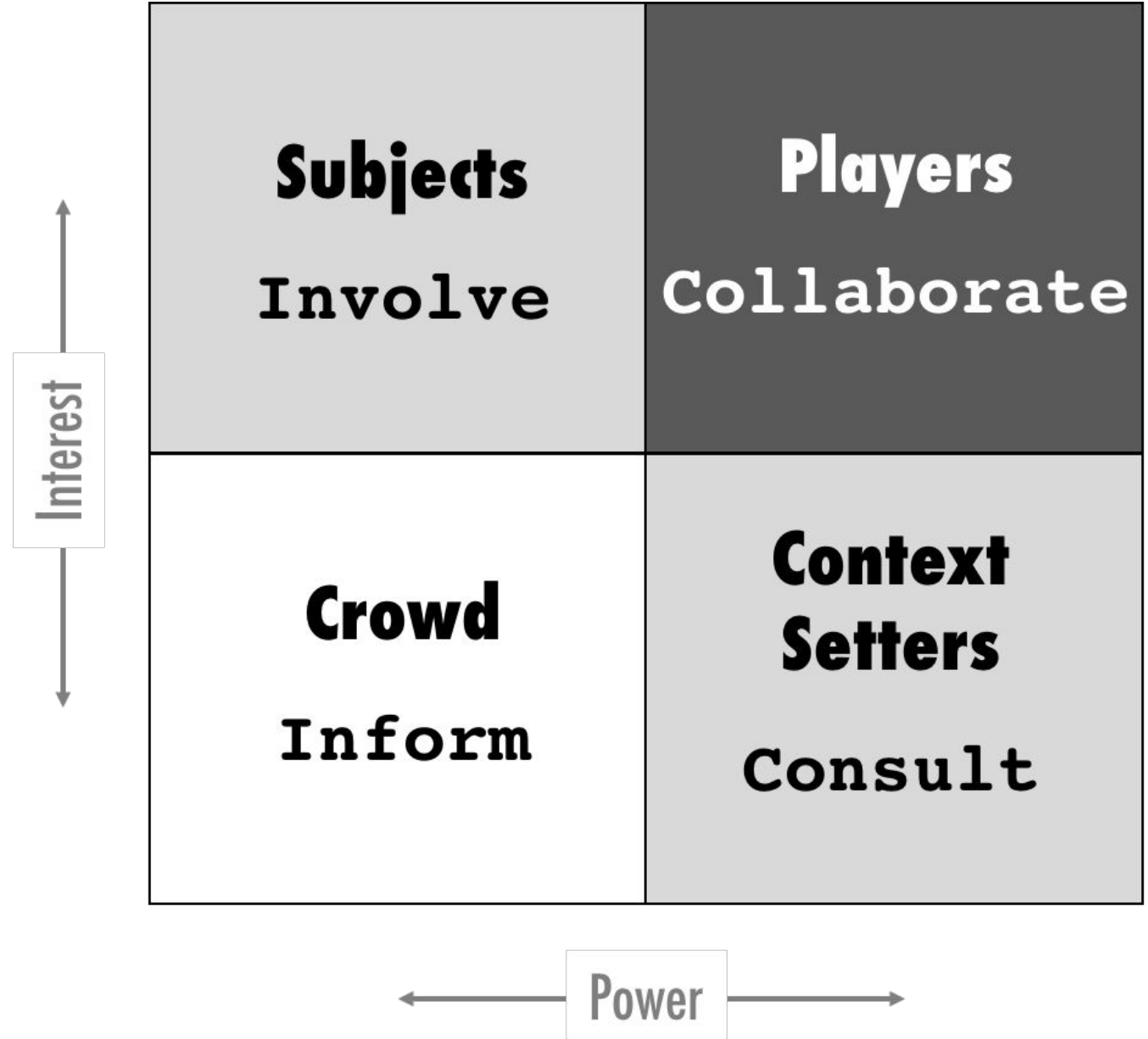


# Engagement

## strategy

## 引入持份者參與的策略

- Involve 保持訊息靈通 (or How might we grow their influence?)
- Inform 最小的努力
- Collaborate 主要參與者 (How to foster engagement)
- Consult 保持滿意 (or How to foster buy in?)



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