



ExCEL3 19 Oct 2012

# Succession

how new principals are prepared

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## Context

- ◆ 1999 Reform Launched
- ◆ 2002 New Curriculum
- ◆ 2003 Principal License introduced
- ◆ 2005 Schools Prepared
- ◆ 2009 New Curriculum Started
- ◆ 2012 First Cycle completed



# Schools vs NGO

- ◆ Schools
  - ◆ Common Platform
  - ◆ Institutionalized
- ◆ NGO
  - ◆ Diverse Platforms
  - ◆ Common Passion

**Questions:**

**Does a community matter?**

**Is NGO leadership a profession?**



# Capacity building

- ◆ Vision
- ◆ Knowledge
- ◆ Skills

**A matter of Learning!**  
**Learning by Doing!**



# Vision Development

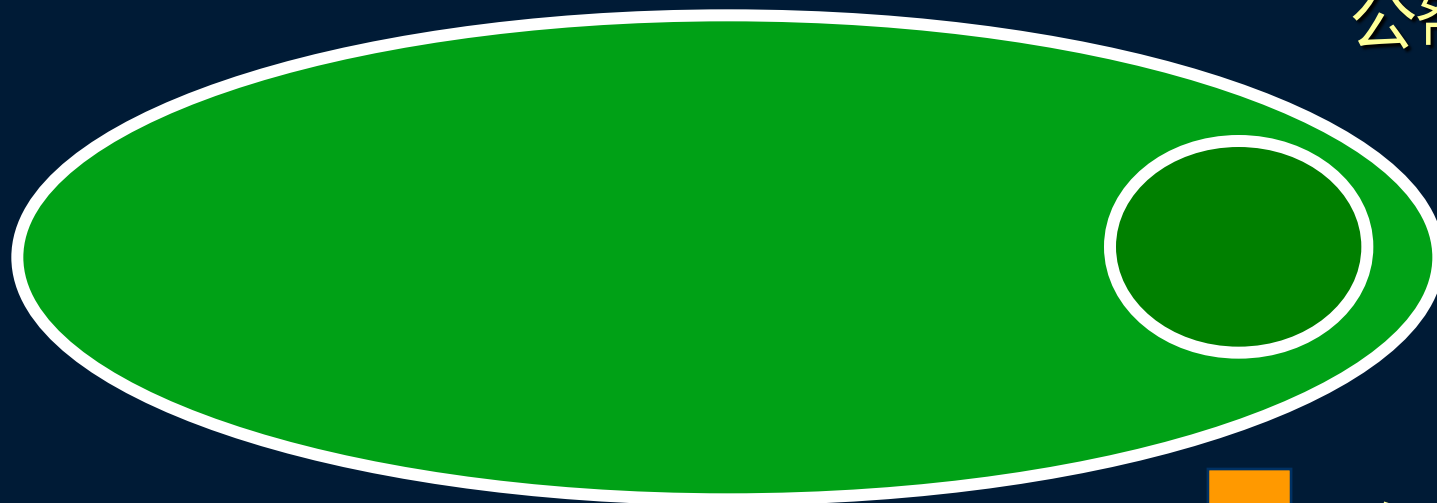
- ◆ The larger context
- ◆ Think Big!
- ◆ Strategic thinking

# The Larger Context: Resources Strategy

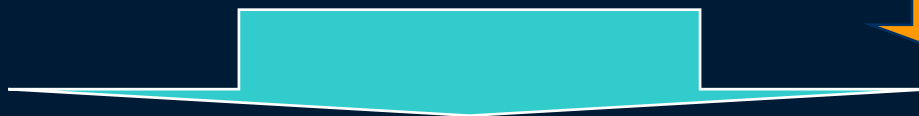


社會資源

公帑



NGO



政府部門



# Think big!



## Example: Case Statement for Fundraising

- ◆ What are we doing?
- ◆ Why are we so great?
- ◆ Where would we be five years down the road?
- ◆ How much money would make a difference?
- ◆ Why us?
- ◆ What are the deliverables?
- ◆ Is it sustainable?



# Think big!



For aspiring principals:

- ◆ What is your dream?
- ◆ What is there that you would like to do but cannot?
- ◆ If you are given a big sum of money, what would you do?
- ◆ What is there that you hate doing, but you have to do every day?

# Strategic Thinking



# Strategic thinking



- ◆ 輕重 Importance
- ◆ 緩急 Urgency
- ◆ 先後 Sequence
- ◆ 取捨 Give and Take





Thank you!

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