

The University of Hong Kong
Faculty of Social Sciences
EXCEL 3

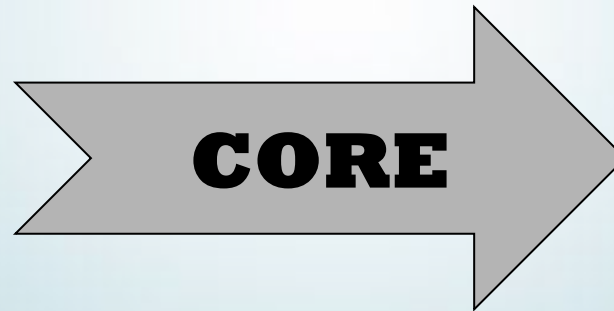
Symposium on Leadership & Sustainability
for NGO
(19th October, 2012)

Discussion Forum 1: “Succession Choices”
“Considerations of the Selection Panel”

MICHAEL LAI
Former Chief Executive Officer,
ST. JAMES' SETTLEMENT



General Electric
(GE)



- ~ Effective Succession Planning
- ~ Executive Talent Development

Consideration by Corporations & NGOs


- ~ Identify talent & leaders within organization (building up data base);
- ~ Provide development resources & opportunities (training, job rotation, external internship, etc.);
- ~ Mentorship programs (top management to provide supports or act as mentor) ;
- ~ Retention policies; Career planning and development of employees



**Internal
Recruitment
(Appointment)**

VS.

**External
Recruitment
(Appointment)**

- ~ Smooth Transition (“Business as usual”);
 - ~ Know about Organizational Culture;
 - ~ Inherit established “Networks” and “Good-wills”;
 - ~ More effective and efficient handover
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However it may:

- ~ Bring stagnation or even hindered Organizational growth;
- ~ “Closed to new ideas and development”;
- ~ Limiting the Choice of leadership (even having queries by staff and others);

External Recruitment (Appointments)

- ~ Adjustment issue (Culture / Practice);
- ~ “Testing” by staff (Acceptance);
- ~ Hinder internal promotion;
- ~ Bringing about new ideas and new networks (or even new resources);
- ~ A more open approach ensuring more talents and choices.

A Few Remarks

- ~ There is no single approach; with comprehensive succession planning, internal talents are as good, but it must be opened & fair;
- ~ NGOs faced with limited choice as many ‘baby-bloomers’ retired during the last five years;
- ~ Whether one should use a “head-hunter” has to be considered;
- ~ “Revolving door” – from other sectors and moving within the sector;
- ~ Ultimately an organization has to create good planning and retain its talents.