



香港復康會
The Hong Kong Society
for Rehabilitation
社區復康網絡
Community Rehabilitation Network

Symposium on Leadership & Sustainability for NGOs

ExCEL3

Faculty of Social Science

The University of Hong Kong

19 October 2012



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Personal challenges after taking up the role of CEO

當上總裁的內心掙扎

NG Hang-sau 伍杏修

The Hong Kong Society for Rehabilitation

香港復康會

hs.ng@rehabociety.org.hk

Outline of the sharing

- **Achievements of the HKSR**
我的驕傲
- **Live under the protection of former CEO**
我活在前總裁的庇蔭下
- **Challenges after taking up the role of CEO**
我在機遇前感受到的挑戰
- **What should I do?**
我應該做些甚麼？

Background of HKSR (1)

- **Established in 1959.**
成立於**1959年**
- **Role model in patient empowerment and self-management for persons with chronic health conditions**
病人自強和自我管理工作的典範
- **Established the first patient self-help clearinghouse**
成立全港第一所病人自助組織集散中心(資訊中心)
- **The third largest public bus operator in HK providing specialized transport for persons with mobility difficulty**
全港第三大巴士公司為行動不便人士提供便捷無障礙運輸服務

Background of HKSR (2)

- **Designated by WHO as Collaborating Centre for Rehabilitation for Asia and Western Pacific since 1986**
獲世界衛生組織委任為復康協作中心
- **Integrate active rehabilitation into elderly residential care service in Mainland China and HK**
在國內和本港將積極復康元素融入長者院舍服務



Live under the protection of former CEO

- **Former CEO had worked in HKSR since 1986, she retired in June 2011**
前任總裁自**1986**年起擔任香港復康會總裁至**2011**年**6**月退休
- **Former Chairman served as Board Chair since 1980, dedicated and committed**
前主席擔任主席超過**30**年，是一位極度投入和願意承擔的領袖，深得委員和同事愛戴
- **Competent and possessed almost every skills**
前任總裁是一位能幹和擁有多方面才能
- **Willing to take on responsibilities**
願意承擔和替同事揸「鑊」
- **Board: Minimally intervene, hand off**
委員會很低度(適度)介入

As a result

- **Rely on DCEO / CEO/ Board**
我學會了依賴
- **Lack of motivation**
我缺乏成長和學習動力
- **Lack of a sense of crisis**
我缺乏危機意識
- **Seems not necessary to plan for succession**
我看不到機構有承傳的需要



Challenges (1)

- **Not prepare to succeed, strong sense of withdrawal**
沒有準備，有強烈退縮感
 - **Do not want to apply** 不打算申請
 - **Approach vs Avoidance** 接近 vs 逃避
 - **Afraid to work with so many bosses** 害怕太多老板
- **Forced to grow up**
被逼成長
 - **The tender of resignation of Deputy CEO (Corporate Development) before I take up the new role**
原副總裁(企業發展)在我上任前提出請辭



Challenges (2)

- **Fear of inadequacy 擔心力有不逮**
 - **Do not possess skills related to corporate development which most of the Board members are expected a CEO must have**
沒有太多企業管理的知識和經驗，而這些都是大部份委員認為一個稱職總裁應該具備
 - **Afraid to be compared with former CEO**
害怕與前任總裁比較
- **Lack of confidence to work with Board members**
沒信心與執行委員合作
 - **Law of pendulum 會否出現鐘擺效應**
 - **Do they support me? Am I happy?**
委員「撐」我嗎？我會感到開心嗎？



Why me?

- **Good communication skills, strong support from colleagues**
有良好溝通技巧，獲同事支持
- **Leadership style meets the development need of HKSR**
領導風格配合當時機構的發展需要
- **In-depth understanding of the service**
對服務有深入認識
- **Familiar with the culture and people of HKSR**
對機構文化和人事有認識
- **Helpful and willing to take on responsibilities**
「抵諗」和願意承擔



What should I do?

- **CEO² (Chief Executive Officer x Chief Entertainment Officer)**
 - **Happy staff, Happy Team** 開心工作，健康團隊
- **Team work and share leadership**
相信團隊，以團隊帶領，分享權力
- **Role model** 以身作則
- **Manage project and Care people** 管事、理人
- **ASK (Attitude comes first, Skills, then Knowledge)**
事處對人以態度為先
- **Ask and seek help when get lost and don't understand**
不恥下問
- **Seeking to be replaced: Succession**
尋求被替代：「傳」與「承」

Succession Plan

- **Learn from past experience**

總結過往經驗

- **Set up Committee in Board level to formulate strategy on succession**

執行委員會成立相關委員會制定策略

- **Set up Task Force in staff level to:**

成立工作小組

- **Organize executive training programme for managerial grade staff**

有計劃為經理和高級經理級別員工組織接班人培訓



THANK YOU

謝謝

