

iLEAP 2014

Lead. Experience. Activate. Propel.

Professional Course for Non-Profit Leaders



Our Mission

Catalyse innovative responses to social needs through applied research and capacity building in collaboration with the public, private and social sectors.



WHAT IS iLEAP?

iLEAP is a professional course for non-profit leaders tailored to address the specific opportunities and challenges of running a non-profit organisation in Singapore. It has been a key capacity-building programme for the social sector since 2009.

WHY iLEAP?

Integrated Approach

This course provides a comprehensive approach to understanding the core competencies needed to run a high-performing social sector organisation.

Translational Learning

Reflect. Re-examine. Rethink. Participants will learn to translate new research findings, insights and experiences into practical advances in non-profit management utilising critical reflection and innovative learning tools.

Practical Application

The participation of our community partners provides a rare opportunity to take a closer look at selected non-profit organisations in Singapore and to examine what makes them excel, through in-depth case analysis and cooperative learning.



“The mission of social organisations is to change the world for the better; sometimes, we have to change ourselves first.”

Willie Cheng, author of *Doing Good Well*

PARTICIPANT PROFILE



New CEOs / Executive Directors

Non-profit leaders who are new to their management roles, or have crossed over from the private sector, would benefit the most from this course.

High Potential Middle Management

Middle managers who are being groomed for greater responsibility will value this opportunity to understand skillsets beyond their traditional roles.

Registered Charities

Singapore Citizens and Permanent Residents, who are full-time staff or board members of registered charities, are eligible to apply for the VWOs-Charities Capability Fund to cover 80% of the course fees (to be shortly confirmed).

SCHEDULE

Time commitment needed is 10 working days, spread over 3 months.

| Date | Module |
|-------------|------------------------------|
| Tues 25 Feb | Launch Module (½ day) |
| Thur 6 Mar | Board Effectiveness |
| Thur 13 Mar | Leadership with Heart & Guts |
| Thur 20 Mar | Strategic Planning |
| Thur 3 Apr | Assessing Social Impact |
| Thur 10 Apr | Impactful Branding |
| Thur 17 Apr | Social Innovation |
| Wed 30 Apr | Values-Based Negotiation |
| Thur 8 May | Integrated Fundraising |
| Thur 15 May | Effective Advocacy |
| Thur 29 May | Closing Module (½ day) |



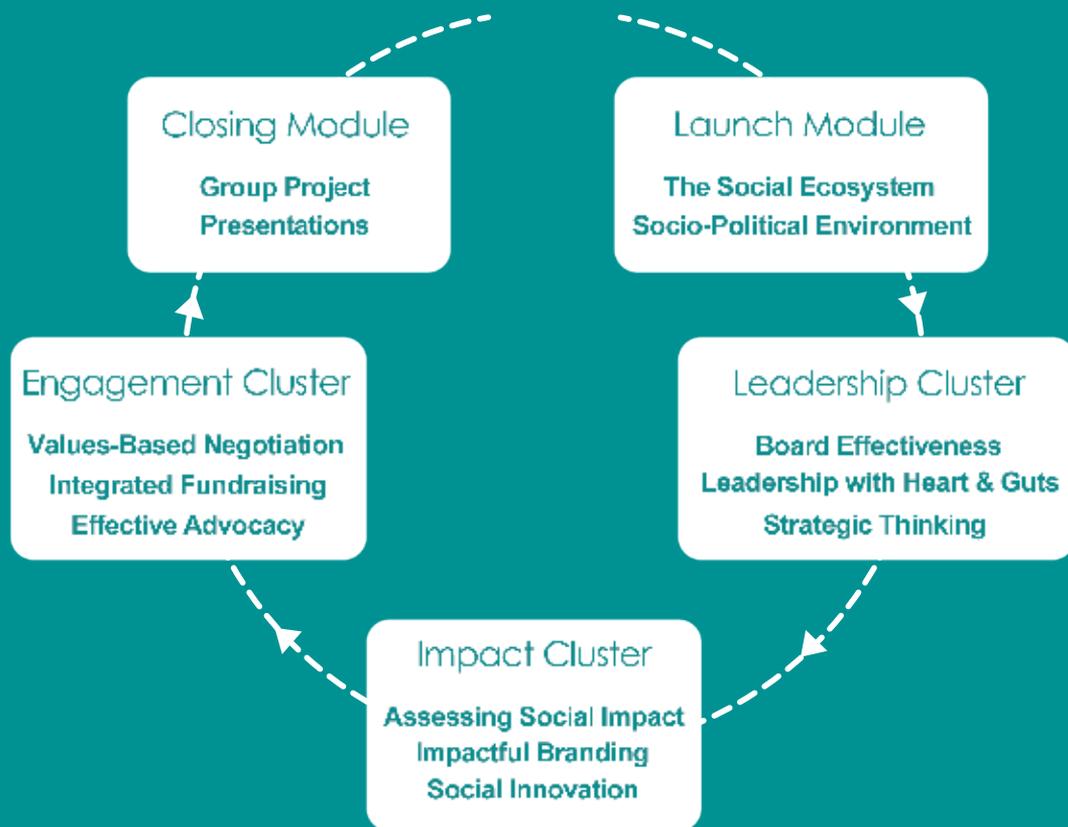
Public holidays: Good Friday (18 Apr),
Labour Day (1 May), Vesak Day (13 May)

Multi-Venue Experiential Approach

Each module takes place in a different location, the location of the community partner being studied. Site visits are incorporated into each module, and you will hear firsthand from the protagonists in the case studies.

CURRICULUM ARCHITECTURE

iLEAP emphasises the clusters of competencies which enable leaders to adapt to a constantly evolving environment in the non-profit sector.



LAUNCH MODULE Tues 25 Feb, 2pm-6pm



The Social Ecosystem

The ecosystem paradigm provides a framework for understanding and influencing the forces of change facing the non-profit sector. Apart from social organisations that help beneficiaries, there are also capacity builders, corporations, the media, and the government who all play a role in shaping the social landscape.

Socio-Political Environment

To function effectively in the Singapore context, non-profit leaders need to be cognizant of the policy environment within which they are operating. This interactive session will help participants understand the historical underpinnings to some of the policies that inform Singapore's social service sector, such as the many helping hands philosophy, as well as emerging trends that will influence social policy.

BOARD EFFECTIVENESS

Thur 6 Mar, 9am-5.30pm



Module Outline

An effective non-profit leader must build a productive relationship with his/her board and as well as ensure compliance with the Charity Council's Code of Governance. The issues and challenges faced by both non-profit board and management teams, in ensuring the effectiveness of those who jointly oversee the activities of the non-profit, are at the core of this module.



Facilitator: Nancy Frohman

- 10 years of experience in consulting on non-profit governance, strategy formulation and partnership development.
- Consultant on sustainability, community investment, responsible business for companies, governance and capacity building for social enterprises and non-profits.
- General manager, non-profit healthcare foundation overseeing governance and policy formation, asset allocation and fund administration.
- Board Member, Exco member for several community and non-profit organisation.

LEADERSHIP WITH HEART & GUTS

Thur 13 Mar, 9am-5.30pm



Module Outline

Visionary management, empowerment, diplomacy, feedback etc. represent major tasks of organisational leaders. Together with competence, optimism, integrity, personal energy, etc, they represent essential leadership components of a successful leader. This module features essential leadership concepts and components applicable to nonprofit leaders. Participants reflect on their own leadership dimensions with the help of a proven assessment instrument and develop a personal action plan for further increasing their effectiveness.



Facilitator: Thomas Menkhoff

- Professor of Organisational Behaviour and Human Resources, Lee Kong Chian School of Business, SMU.
- Fellow of the Salzburg Seminar.
- Academic Director of Centre for Emerging Markets (SMU).
- Recipient of the university-wide 'Most Innovative Teacher Award', SMU (2009).
- Co-editor of "The Power of Knowing: Studies of Chinese Business in Asia (Triple Issue by Journal of Asian Business, 2008)" and "Beyond the Knowledge Trap – Developing Asia's Knowledge-based Economies (World Scientific Publishing 2011)".

STRATEGIC PLANNING

Thur 20 Mar, 9am-5.30pm



Module Outline

Alignment with the vision of the organisation is vital for effective strategy development. This module equips non-profit leaders with useful frameworks, methodologies and tools to identify the right pathways and to evaluate crossroads on the strategic roadmap towards organisational sustainability and success

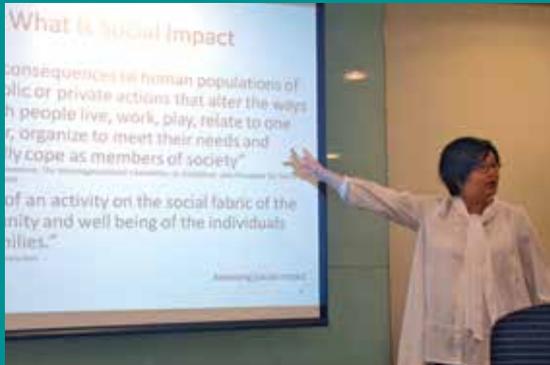


Facilitator: Adel Dimian

- Associate Professor of Strategic Management, Lee Kong Chian School of Business, SMU.
- He has applied his consulting knowledge and teaching skills to non-profits such as aidha (a non-profit for the advancement of migrant workers).
- He is a certified six sigma black belt and master black belt.
- Served 19 years with 3M in varied and increasing responsibilities in technical and business management worldwide.
- As a scientist he was awarded 9 patents for novel chemistry solutions.

ASSESSING SOCIAL IMPACT

Thur 3 Apr, 9am-5.30pm



Module Outline

Understand the context and methodology of how impact is assessed, the different applications between projects, organisations and sector, and new ways of using the assessment of impact. This module will teach you how to communicate social impact to the stakeholders in a simple, precise and compelling manner, and to use social impact assessment as a tool for organisational growth.



Facilitator: Patsian Low

- Director of Philanthropy division at National Volunteer & Philanthropy Centre, responsible for initiatives that promote and engage effective philanthropy.
- Provided independent research and consultation in microfinance and social finance, worked on white papers on Microfinance in Asia, Non-Profit Media Strategies, Social Finance, Venture Philanthropy, among others.
- Mentor/trainer for the UNITAR Afghan Fellowship Programme, actively involved in Afghanistan's redevelopment; accredited United Nations Capital Development Fund / Asian Development Bank Institute Microfinance Trainer of Trainers.
- Treasurer for Social Venture Partners (Singapore), a venture philanthropy society; founding member of the Microfinance Society, the first Singapore-based microfinance interest group.

IMPACTFUL BRANDING

Thur 10 Apr, 9am-5.30pm



Module Outline

A differentiated brand identity creates an imagery of associations, memories, and the satisfaction of participation. This module will help participants appreciate and apply the principles which strong brands adopt. It expounds upon the concept of cause-branding as a strategy and within this framework, delve into how stakeholders should be managed so that buy-in and partnerships are established over the longer term with strong positive perceptions.



Facilitator: Dr Wilson Chew

- CEO of Strategicom, a brand strategy consulting firm.
- Business Strategist with more than 10 years of experience in corporate strategy and brand positioning.
- Singled out as a thought leader in brand strategy by The Edge Weekly and a regular guest on Positive Business Minutes and Channel NewsAsia.
- Co-author of three sell-out books: "Transforming Your Business into a Brand" (2007); "Killer Differentiators – 13 Strategies to Grow Your Brand" (2008); & "B2B – 10 Rules To Transform Your Business Into A Brand" (2012)

SOCIAL INNOVATION

Thur 17 Apr, 9am-5.30pm



Module Outline

The forces of globalisation and innovation have provided the impetus and momentum for great social change. This module highlights various emerging social models, stretching the participants' paradigm to strategically consider how to deliver their mission by bridging the "for profit" –"non-profit" dichotomy.



Facilitator: Jared Tham

- Worked on all the major projects at the Lien Centre for Social Innovation in the past 5 years.
- Managed projects like the iLEAP Professional Course for Non-Profit Leaders, Social iCon conference, and Social Space publication. Also served as research assistant for the Contextualising CSR in Asia study.
- Previously worked at the Singapore International Foundation, Child Right and You (Mumbai), Halogen Foundation, and the National Council of Social Service.
- Candidate for the Masters in Tri-Sector Collaboration, from Singapore Management University.

VALUES-BASED NEGOTIATION

Thur 30 Apr, 9am-5.30pm



Module Outline

The aim of this module is to enhance the non-profit leader's ability to reach agreements in a context of trust and transparency that advances the interests of all parties involved and in line with the organisation's strategic vision and core values. It is tailored for working in cultures which see relationship issues as central to negotiations in addition to rational, cost-benefit approaches.



Facilitator: Don Ferrin

- Professor of Organisational Behaviour and Human Resources, Lee Kong Chian School of Business, SMU.
- Conferred Lee Kwan Yew Fellowship for Research Excellence at SMU in 2006.
- PhD in Organisational Behaviour from the Carlson School of Management, University of Minnesota.
- 7 years as Senior Consultant with Deloitte Haskins + Sells, (Los Angeles), and Audit and Technical Manager with Deloitte Touche Tohmatsu (Hong Kong).
- Member of the editorial review boards of the Journal of Applied Psychology, Journal of Management, Organisational Behaviour and Human Decision Processes, and the Asia-Pacific Journal of Management.

INTEGRATED FUNDRAISING

Thur 8 May, 9am-5.30pm



Module Outline

Fundraising is the lifeblood that strengthens the non-profit organisation. This module will demonstrate how an integrated approach towards fundraising is highly effective and sustainable, encompassing various strategies and methodologies, as well as concepts such as the donor pyramid and the psychology of giving.



Facilitator: Usha Menon

- Executive Chairman, Usha Menon Management Consultancy (Asia), one of few consultancies working exclusively on non-profit management, leadership and fundraising across Asia.
- Considered an international authority on non-profit leadership and fundraising. Author of the Singapore chapter in the book "Global Fundraising: How the World is Changing the Rules of Philanthropy" (2013).
- 26 years experience in the non-profit sector having held leadership positions at national and international organisations.
- Lectured and trained in 27 countries on non-profit insights, emerging market fundraising experience, global leadership exposure and cross-cultural expertise.

EFFECTIVE ADVOCACY

Thur 15 May, 9am-5.30pm



Module Outline

Government regulations have a significant impact on non-profit organisations and the beneficiaries they serve. This makes it necessary for NPO staff to engage with policymakers, in order to effectively serve their constituents, and advocate for more sustainable outcomes at the national level, in the process creating “space” for the essential work that they do.



Facilitator: Braema Mathi

- Vice-President of Action for Aids and established MARUAH, also known as the Singapore Working Group for ASEAN Human Rights Mechanism.
- Founded Transient Workers Count Too Singapore, a migrant advocacy group.
- Volunteer, journalist, researcher and former Nominated Member of Parliament.
- Regional President (South East Asia and Pacific Rim) of the International Council of Social Welfare.

CLOSING MODULE Thur 29 May, 2pm-6pm



Group Project Presentations

The group project presentations are the capstone exercise for the iLEAP course, providing an opportunity for participants to demonstrate their understanding and application of what they have learnt. In four-person teams, participants work together to develop an action plan to address a real need in one of their organisations. Judges assess the teams' presentation for a range of prizes.



TESTIMONIALS



**Katherine, Assistant Director,
Society for the Physically Disabled**

“I somehow didn’t expect to get as much as I did from iLEAP. I’m glad I signed up for it. Besides giving me the opportunity to get to know a wonderful bunch of people, I find my perspective widened through the course. I’ve resolved to committing time to developing myself more.”

**Siew Lai Keun, Director,
Singapore Children's Society**

“Every module in iLEAP provides a systematic framework for reflection, evaluation and planning.”

**Devi, Head,
Centre for Social Responsibility, SMU**

“Readings given were very useful. It was also interesting to have different facilitators for each module so that we can learn more from different subject matter experts.”

**Nuryasmin Hannah, HR Manager,
Asian Women's Welfare Association**

“The branding module gave me a greater understanding of how a clear & positive corporate brand enables a VWO to stand out amongst the crowded sector, vying for the same donor dollar.”

ORGANISATIONS TRAINED



A P Ventures / A & G Home / ActionGood Pte Ltd/ Adrenalin Events and Education Pte Ltd / aidha / Ain Society / Archdiocesan Commission for the Pastoral Care of Migrants & Itinerant People / Asian Women's Welfare Association / Assisi Hospice / Association for Persons with Special Needs / Assumption Pathway School / Beyond Social Services / Boys' Town / Campus Crusade Asia Ltd / Care Corner Singapore Limited / CARE Singapore / Catholic Welfare Services Singapore / Centre for Fathering / Centre For Non-Profit Leadership / Caritas Humanitarian Aid & Relief Initiatives, Singapore (CHARIS) / Chinese Development Assistance Council / Community Foundation Singapore / Council for Third Age / Dyslexia Association of Singapore / Grace Care Centre/ Grace Methodist Church / Halogen Foundation Singapore / HELP Family Service Centre / Infant Jesus Homes and Children's Centres / IRRI Fund / Islamic Theological Association of Singapore (PERTAPIS) / Lakeside Family Centre / Law Society of Singapore / Learning Society (Singapore) Ltd / Lien Foundation / Lutheran Community Care Services Ltd / Majlis Ugama Islam Singapura (MUIS) / Morning Star Community Services / National Volunteer & Philanthropy Centre / National Youth Council / NTUC Eldercare / O'Joy Care Services / PAP Community Foundation / Pasir Ris Family Service Centre / Persatuan Pemuda Islam Singapura (PPIS) / Rainbow Centre / REACH Community Services Society / Ren Ci Hospital / Restroom Association (Singapore) / SAGE Counselling Centre / SATA CommHealth / Singapore Anglican Community Services / Singapore Anti-Narcotics Association / Singapore Cancer Society / Singapore Children's Society / Singapore Management University / Singapore National Committee for UN Women / Singapore National Eye Centre / Singapore Polytechnic / Singapore Silat Federation / Singapore Symphonia Co Ltd / SingHealth Foundation / Social Enterprise Association / Society for the Physically Disabled / St Luke's ElderCare Ltd / Straits Times School Pocket Money Fund / Student Christian Movement of Singapore / Thye Hua Kwan Moral Charities Limited / TRANS Family Services / Transient Workers Count Too / United World College of South East Asia / Women's Initiative for Ageing Successfully (WINGS) / World Toilet Organization / Yayasan MENDAKI / Yong-en Care Centre

INFORMATION

For details on course fees and registration, or to indicate your interest in participating, do contact us.

Contact details

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The Lien Centre for Social Innovation team

From left: Sanushka Mudaliar, Jenny Huq, Mumtaz Md Kadir, Shirley Pong, Jared Tham



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Running a
high-performing
non-profit just got
a little easier.



LIEN Centre for Social Innovation
SINGAPORE MANAGEMENT UNIVERSITY