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Certified Entrepreneurial Manager for Social Enterprises -- *A brand new program to develop a new breed of manager* Jointly offered by Education for Good and St James' Settlement

'Entrepreneurial Manager' might sound a contradiction in terms. Normally if someone is an entrepreneur, he is not a manager; and if he is a manager, he is hardly expected to be entrepreneurial. But consider this: a social enterprise has been set up and it requires someone to run it, what kind of person would you like to have to do the job? There are two sets of circumstances under which this situation would arise:

- When an NGO has applied for government funding to set up a social enterprise and is successful in obtaining the grant. They would need someone to head and operate the social enterprise. Previously they usually assign a social worker to do the job, with dubious chances of success;
- When someone has raised funds from somewhere and sets up a social enterprise, and he needs to find someone to serve as the manager.

In both cases, the manager concerned has to be very entrepreneurial. But unlike an entrepreneur, this person is a salaried employee. Where do we find such a person?

Frankly, we simply don't know. We even wonder if such a person exists. Here lies one of the greatest challenges in launching social enterprises. And here also lies one of the most common causes of failure in social enterprise operation. And here lies an opportunity to break through the apparent vicious circle....

A Brand New and Unique Program

Education for Good has come up with a brand new and unique program to address this challenge: finding the right person to successfully start and operate a social enterprise.

The program is not a training course as such. It is designed to attract candidates who already possess most of the qualities required to do the job and they could come from both the social and business sectors. The program offers above all an intensive orientation for them to appreciate the nature and challenges of the job so that they could better leverage their expertise and experience to excel themselves in this challenging role. In addition, there will be a 3-person mentoring team to support those graduates who would be offered a job as an entrepreneurial manager.

There are four integrated elements in this year-long program:

- Self-selection of participants
- Six 3-hour intensive workshops
- An appointment to head a social enterprise (with competitive salary and incentive payments), and
- Support from a 3-person mentoring team for the first 12 months of appointment

Self-selection of participants

Why do we need self-selection? For one reason only: we want to attract the most promising candidates for the role of ‘entrepreneurial manager’. Specifically we are looking for people with the following attributes:

- A good education (not necessarily a university graduate) with a commitment to continuously learn new things
- At least five years working experience (in any field; supervisory experience will be an advantage but not essential)
- Highly motivated to make a difference in society through the successful operation of a social enterprise
- Have some knowledge of social enterprises in HK, either through reading books or direct involvement as staff or volunteer
- Dare to dream and be prepared to do whatever it takes to make the dream come true

It is apparent that we are not looking for those who are just curious about the subject or happen to be able to afford the time and money to attend the program. We have designed a self-assessment questionnaire for the prospective participants to fill out so that they could judge for themselves if they should take part in the program. We would only admit those who we think would stand a good chance in becoming an ‘entrepreneurial manager’.

Six 3-hour Intensive Workshops

We would like to emphasize that these are not intended as ‘training’ as such. They are highly interactive and participative workshops facilitated by experienced social entrepreneurs to cover such topics as:

- Setting the scene: the promise and challenges of social enterprise development in Hong Kong
- A matter of definition: social enterprise, social entrepreneur, and social entrepreneurship
- Social entrepreneur Vs entrepreneurial manager – similarities and differences
- The 8 dimensions of a successful social entrepreneur – what about the entrepreneurial manager?
- Knowing is not enough, doing is the ultimate test – An ‘intrapreneurial project’ for everyone to complete
- Business model design: the greatest challenge for an entrepreneurial manager
- Harnessing guerrilla marketing and social marketing (as distinct from social media marketing)
- Basic skills in financial planning and cash flow management
- Building the winning team: ‘Nobody’s perfect, but a team can be’
- The uses and misuses of volunteers – best and innovative practices
- How to build an entrepreneurial board
- Evaluating the performance of the entrepreneurial manager: a balanced scorecard

We expect the participants to be well prepared for the workshops. At least three hour preparation (reading, assignments, self-reflection, etc) are required by the participants for each workshop. At the end of the six workshops, we expect the participants will be fired up and well equipped to take up the job of an entrepreneurial manager.

Placement as head of a social enterprise

A unique, ambitious and integral feature of this program is the placement of outstanding graduates as heads of social enterprises. There is simply no shortage of vacancies. A lot of social enterprises are looking for competent and passionate managers. So much so that Education for Good is thinking of setting up a unit to be called EFG Recruit to provide matching services for social enterprises and good candidates of entrepreneurial managers. At the last of the six workshops, we will facilitate a self-assessment of the participants in terms of their readiness to take up the challenge of becoming an entrepreneurial manager. For those who are most prepared, we will arrange interviews for them with prospective employers.

An important note on this placement exercise should be added here. For those participants who are sent to the

program by their employer (NGOs or otherwise), we will only place them within their own organizations. For those participants who join the program on their own initiative and do not have any organizational affiliations, we will place them in social enterprises run either by NGOs or privately funded. In any case, this is a mutual selection process and the participant has the ultimate decision making on which social enterprise he or she likes to work with.

We will be advising the employing organization to design a compensation package that is competitive and reasonable and consistent with the mission of the social enterprise concerned.

A 3-person mentoring team for a 12-month period

Another important feature of our program is the year-long mentoring support to be provided to the graduates placed by us. We are committed to supporting the entrepreneurial manager in their new role and to ensure they would apply what they have learned from the workshops in an effective manner. The three-member team comprises of experienced and passionate individuals with a mix of business background, expertise and social enterprise exposure. The chief facilitator of the program, K K Tse, has committed to be a member of the first 10 teams and will also provide coaching to fellow mentors to ensure effective and timely support to the entrepreneurial manager.

At the end of the 12-month period, the mentoring team will undertake a review of the performance of the entrepreneurial manager using the tool of a 'Balanced Scorecard'. They will decide whether or not to grant the 'Certified Entrepreneurial Manager' status to the manager concerned.

Program Director and Facilitators

K K Tse will be the Program Director. The facilitators include: K K Tse, Catus Lee, and Rebecca Yung. In addition, a number of entrepreneurial managers with proven track record will be invited to share their experience with the participants.

Summing Up

We are offering a program that has not been conceived or available in HK before. But all the elements of the program have been practiced by the facilitators in a variety of forms in the past few years. We are able to draw from the successes and lessons of our effort and distill what will be useful and practical for the benefits of the participants. We feel not only the need but the urgency to nurture a new breed of manager for social enterprises, without whom it will be difficult to take the development of social enterprise to the next level.

*To find out more about the program for yourself, or for your organization to consider sending your potential entrepreneurial managers to the program, please come to our free **Briefing Session** with details as follows:*

Date and time: Friday, October 5, 2012, 7pm – 9pm

Venue: Room AV, 9/F, St James' Settlement, 85 Stone Nullah Lane, Wanchai

Admission: free of charge

Registration and enquiries: please contact Mr. C K Tse at Tel. 3994 8630 or

ck.tse@education-for-good.com

The Directors and Founding Members of The Good Lab
Ada Wong Patrick Cheung Francis Ngai KK Tse



request the pleasure of
your company at the opening of

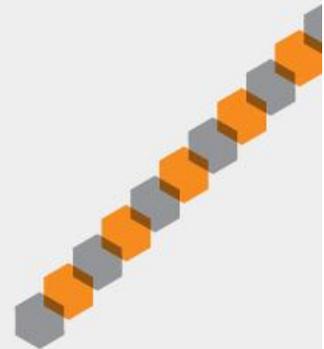
The Good Lab

on Thursday, 20 September 2012
4:00pm to 5:30pm

The Hon Mrs Carrie Lam GBS JP
Chief Secretary of the HKSAR

And

Mr Martin Lee
Vice Chairman of Henderson Land Group



will officiate at the opening

Founding Patron



恒基兆業地產集團
HENDERSON LAND GROUP

Sponsor



RSVP

Ms May Lo
on or before
18 September, 2012

2867 1306
maylo@goodlab.hk

The officiating ceremony will
commence at 4:45pm.

Cheung Sha Wan Rd 長沙灣道

Hang Cheung St 幸祥街

Fortune St 幸福街

Lai Chi Kok Rd 荔枝角道

Yee Kuk St 醫局街

Tung Chau St 通州街

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