

 **ACE** CAPSTONE LEADERSHIP
PROGRAMME FOR NON-PROFITS
ACCELERATE • CONNECT • EMPOWER

INTAKE 3

A Joint Collaboration

Funded by



Programme Partners



ACE Capstone Leadership Programme for Non-Profits

OVERVIEW

ACE Capstone Leadership Programme for Non-Profits is the pinnacle leadership development programme that sets out to groom strategic leaders in the non-profit sector. This unique programme for current and potential Executive Directors adopts a practical and highly experiential form of learning, enabling them to test out different approaches and ideas while receiving coaching and feedback.

The programme provides you with the opportunities to network with senior leaders in the sector for possible collaboration and to work on innovative solutions that can influence policies at national level through the Action Learning Project. Such initiatives will also help to raise the overall capabilities of the non-profit sector to improve the lives of beneficiaries.

Jointly developed by the Tote Board and the Social Service Institute (SSI), the programme combines the strengths of three leadership programme providers, namely, Aalto University (Finland), Singapore Management University (Lien Centre for Social Innovation, SMU) and the Centre for Non-Profit Leadership (CNPL). On the foundation of this strategic alliance and collaboration, you can expect a high level of active experiential facilitated learning in the Learning Lab modules, executive coaching sessions and evaluations, and the opportunity to work on a practical issue facing the non-profit sector.

WHO SHOULD ATTEND?

ACE Capstone Leadership Programme for Non-Profits is specially designed for current and potential executive directors, and officers of equivalent responsibilities, in non-profit organisations and social enterprises.

Representatives of registered charities AND applicants from social enterprises that are members of *raiSE* are eligible to attend the programme and entitled to Tote Board's subsidy.

Applicants may be shortlisted for an interview and will be duly notified via email.

PROGRAMME STRUCTURE: THREE-PRONGED APPROACH



- **Executive Coaching & Development Centre** personalises the learning journey for every participant. Through CNPL's **COMPass** programme, you will be better able to understand, the key competencies needed to become a high performing non-profit leader. The pre-and-

Brochure Information is correct as of 30 May 2017

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post Leadership Surveys and Development Centre will enable you to identify strengths and receive feedback on your developmental areas. There will be 4 sessions of one-to-one executive coaching by credentialed coaches from the International Coach Federation (ICF) to assist you in designing an action plan to further your professional development.

- **Learning Lab Sessions** enable you to discuss cases and best practices of functional competencies needed to lead your organisations. These specially designed sessions are delivered by a strong and experienced suite of international and local industry experts and faculty members.
- **Action Learning Projects (ALPs)** facilitate real-time, real-work opportunities for you to practise and apply what you have learnt and to work in groups on projects that may lead to sector wide impact and influence policy at national level.



Note: To be awarded the certificate for ACE Capstone Leadership Programme for Non-Profits, you must fully complete all the activities stated in the Participant's Journey within the stipulated time frame.

| Dates | Duration (Days) | ACE Journey |
|---------------------------------|-----------------------------|---|
| 12 Jul 2017, Wed | 6 hours (11.30am to 5.30pm) | On-boarding Session <i>Participants will be introduced to the different components of the ACE programme and kick-start of Action Learning Project.</i> |
| July 2017 | Online | Completion of Online Leadership Assessment & 180 degree feedback <i>The online leadership assessment & 180 degree feedback will enable participants to identify their strengths in their personal characteristics and areas of leadership competency.</i> |
| 27 or 28 Jul 2017, Thurs or Fri | 1.0 day (8.30am to 5pm) | Development Centre Session <i>The Development Centre is a full day experiential programme. The participants will go through different simulation activities reflecting a possible workday. As they go through the activities, assessors will be on hand to observe and in some cases, role-play with them. The assessors prepare a report which includes robust feedback on the behaviours observed during the day.</i> |

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| <p>4 Aug 2017, Fri</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Design Thinking Jason Leow, Founder, Outsprint Design <i>Design thinking provides non-profit and social service organisations a way to deeply understand the unmet needs of the community they care about, dream about new and creative ideas and to co-create solutions with them. Both local and overseas examples of design thinking has shown time and again how it can unlock collaboration between unlikely stakeholders to create real social impact on the ground. Design thinking is versatile – its tools and techniques can be applied in service delivery, fund-raising, marketing, talent attraction, and in situations where budget, manpower or resources are limited. This one-day course provides an appreciation of how design thinking can help you innovate new ways to better serve your community.</i></p> |
| <p>14 Aug 2017, Mon</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Strategic Planning Peter Morgan, Healthcare Strategy and Information Technology Consultant and Director, Gevity, SE Asia Branch <i>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.</i></p> |
| <p>15 & 16 Aug 2017, Tue & Wed</p> | <p>1.5 day (Day 1: 9.30am to 5.30pm Day 2: 9.30am to 1.00pm)</p> |  <p>Data-driven Strategic decision Making Dr Nick Zubanov, Professor of Organizational Economics, University of Konstanz (Germany) <i>Our increasingly complex society brings more and more challenging policy and resource deployment issues for various social service programmes that are not easily solved. Forecasting is one tool that provides the ability to project the results and resource requirements and is an important part of the performance management process. Forecasting blends marketplace and operational data to project what is most likely to happen based on different scenarios. This module will introduce the principles of qualitative and quantitative methods of forecasting. Participants will learn the different ways data is captured, cleaned and visualised, as well as various quantitative techniques that can be used to make a forecast.</i></p> |

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| <p>25 Aug 2017, Fri</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Strategic Branding Dr Wilson Chew, Partner (Strategy), Entrepreneurial & Private Clients, PwC <i>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, delves into how stakeholders should be managed so that buy-in and partnerships are established over the longer term with strong positive perceptions.</i></p> |
| <p>30 Aug 2017, Wed</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Identifying Changing Dynamics Esko Aho, Executive in Residence, Aalto University, Former Prime Minister of Finland <i>The module looks at how changes in the global economic landscape impact regions and organisations. Participants will learn about the link between economy and society, and will be introduced to central concepts of macro-economics. The module combines central literature on the topic with the most up-to-date economic data.</i></p> |
| <p>11 Sep 2017, Mon</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Assessing Social Impact Emily Perkin, Managing Director, Just Cause <i>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.</i></p> |
| <p>14 Sep 2017, Thurs</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Integrated Fundraising Shawn O'Hara, Principal, O'Hara Management Consultants <i>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.</i></p> |

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| <p>21 & 22 Sep 2017, Thurs & Fri</p> | <p>1.5 day (Day 1: 9.30am to 5.30pm Day 2: 9.30am to 1pm)</p> |  <p>Resource Mobilisation Dr Pekka Mattila, Professor of Practice, Aalto University, GMD Aalto EE <i>The module focuses on how resources – be they people, funds, or something else – are acquired and subsequently mobilised for the benefit of a desired cause. At the heart of the module is looking at how people become motivated around a cause and how their energy is managed and directed in the most optimal way. During the module, participants will learn the various ways to maximise the use of current resources and how to attract and mobilise the new ones.</i></p> |
| <p>22 Sep 2017, Fri</p> | <p>0.5 day (2pm to 6pm)</p> | <p>Coaching Kick-off Session & ALP Discussion <i>Arrange 4 sessions of one-to-one executive coaching with designated coaches after the coaching kick-off session.</i></p> |
| <p>4 & 5 Oct 2017, Wed & Thurs</p> | <p>1.5 day (Day 1: 9.30am to 5.30pm Day 2: 9.30am to 1.00pm)</p> |  <p>Value-based Negotiation Michael Benoliel, Associate Professor of Organisational Behaviour and Human Resources (Practice), Lee Kong Chian School of Business, SMU <i>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.</i></p> |
| <p>6 Oct 2017, Fri</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Cross-sector Collaboration Christy Davis, Executive Director, Asia P3 Hub, World Vision International <i>A non-profit leader interacts and engages with a multitude of constituents who represent a rich source of knowledge, experiences and resources. This module explores the critical elements of this collaboration process in the areas of alignment of mission and strategy, collaboration management, as well as value creation. This will provide participants with the ability to evaluate organisational readiness for good stakeholder relations and ascertain the pre-requisites to increase value-added cross-sector collaboration.</i></p> |

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| <p>25 Oct 2017, Wed</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Financial Management Mr Ang Ser Keng, Senior Lecturer of Finance, UOB-SMU Asian Enterprise Institute <i>This module is designed to help non-profit leaders and non-financial managers to understand important aspects of financial management and revenue forecasting with the aim of ensuring fiscal accountability. It is also meant to equip them to manage an organisation by interpreting financial indicators and streamlining respective flow, investment, reserve and risk management processes.</i></p> |
| <p>27 Oct 2017, Fri</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Risk & Crisis Management Dr Brian McGarrie, Senior Lecturer, Birmingham Business School, UK <i>The module shows how organizations around the world manage risk and respond to crises, focusing on practical techniques in project based organizations with several stakeholders. A comprehensive framework for risk management will be introduced, along with practical examples of its application to a non-profit context. Participants will learn the various tools for identifying risks, analyzing and controlling them. In addition, the course will emphasize the importance of leadership in a crisis and will introduce tactics for addressing various types of crises in non-profit organizations. A key element of the module is having participants reflect on their own contexts as well as deploying the presented methods into practice.</i></p> |
| <p>10 Nov 2017, Fri</p> | <p>1.0 day (9.30am to 5.30pm)</p> |  <p>Board Effectiveness Usha Menon, Executive Chairman, Usha Menon Management Consultancy <i>An effective non-profit leader must build a productive relationship with his/her board, as well as to 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.</i></p> |

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| <p>20 & 21 Nov 2017, Mon & Tue</p> | <p>2.0 days (9.30am to 5.30pm)</p> |  | <p>Performance, Talent Management and Succession Planning Dr Hertta Vuorenmaa, Post-doctoral Academy Researcher, Department of Management at Aalto Biz <i>This two-day module will provide the participants with an overview of Strategic Talent Management and its components, as well as attracting, identifying, deploying, developing and retaining talent. The participants will become familiar with Talent Management systems and the role of Talent Management in the overall organisational structures and processes. Performance management tools and succession planning will be looked at through case examples and role plays.</i></p> |
| <p>10 Jan 2018, Wed</p> | <p>1.0 day (9.30am to 5.30pm)</p> | <p>Action Learning Project Presentation <i>Deliver an elevator pitch of 20 minutes presentation for Action Learning Project to advocate and interact with key stakeholders of the sector to bring about the change intended.</i></p> | |
| <p>April 2018</p> | <p>Online</p> | <p>Online Leadership Reassessment & 180 degree feedback <i>The online leadership reassessment & 180 degree feedback will provide participants with deeper insights on their leadership development after they have completed the programme.</i></p> | |

PROGRAMME FEE

| | For Singaporeans/PRs | For Foreigners |
|--|---|---|
| <p>Fee Excludes GST (After funding from Tote Board)</p> | <p>\$1,975.00* <i>(After 90% funding from Tote Board)</i></p> | <p>\$3,950.00* <i>(After 80% funding from Tote Board)</i></p> |

Other funding schemes to defray programme fee after funding from Tote Board:

- SkillsFuture Study Award for Social Service Sector - find out more [here](#)

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PROGRAMME REGISTRATION

To register, please complete the following steps:

1. Download the programme application form from www.ssi.sg/ACEcapstone
2. Complete the following checklist and submit to **Ms Gina Ng** at **Gina_NG@ncss.gov.sg** before application deadline
 - Completed and signed application form
 - Completed Annex A of application form
 - A copy of your NRIC
 - Your CV
 - A recent photo

Note:

1. *Only completed applications will be considered.*
2. *For complete applications, applicants may be shortlisted for an interview and will be notified via email*