

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

**INTAKE 5  
(2019)**

*A Joint Collaboration*

Funded by



Part of



Programme Partners



LIEN Centre for Social Innovation  
SINGAPORE MANAGEMENT UNIVERSITY

## ***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 being members of *raiSE* are eligible to attend the programme. Successful applicants will be eligible for funding, subject to the funding principles of Tote Board. The relevant information is available via this link [www.toteboard.gov.sg/grants/funding-principles-strategic-outcomes](http://www.toteboard.gov.sg/grants/funding-principles-strategic-outcomes).

Shortlisted applicants may be scheduled for an interview and will be notified via email.

### **PROGRAMME STRUCTURE: THREE-PRONGED APPROACH**



## ACE Capstone Leadership Programme for Non-Profits

- **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-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.

As part of the Learning Lab Sessions, there will be pre-session e-activities (online) which must be completed, at your own pace and on your own time (asynchronous learning), before the start of each Learning Lab Session. These e-activities would take max an hour to complete.

- **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.
- **Discussion Forum with Senior Policy Maker** provides an exclusive opportunity to discuss your unique challenges and advocate for changes that you would like to see in the social service sector.



**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.

## ACE Capstone Leadership Programme for Non-Profits

Dates	Duration (Days)	ACE Journey
<b>1 Mar 2019, Fri</b>	6 hours (11.30am to 5.30pm)	<p><b>On-boarding Session</b>  <i>Participants will be introduced to the different components of the ACE programme and kick-start of Action Learning Project.</i></p>
<b>End Feb-Mar 2019</b>	Online	<p><b>Completion of Online Leadership Assessment &amp; 180 degree feedback</b>  <i>The online leadership assessment &amp; 180 degree feedback will enable participants to identify their strengths in their personal characteristics and areas of leadership competency.</i></p>
<b>3 or 4 Apr 2019, Wed or Thurs</b>	1.0 day (8.30am to 5pm)	<p><b>Development Centre Session</b>  <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></p>
<p><b>11 Apr 2019, Thurs</b></p> <p><i>Pre-session e-activities to be completed before start of session</i></p>	1.0 day (9.30am to 5.30pm)	<div style="display: flex; align-items: flex-start;">  <div> <p><b>Identifying Changing Dynamics</b>  Esko Aho, Executive in Residence, Aalto University, Former Prime Minister of Finland</p> <p><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> </div> </div>
<b>12 Apr 2019, Fri</b>	1.0 day (9.30am to 5.30pm)	<div style="display: flex; align-items: flex-start;">  <div> <p><b>Design Thinking</b>  Randy Salzman, Lecturer, Darden School of Business, University of Virginia</p> <p><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> </div> </div>

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<p><b>22 Apr 2019, Mon</b></p> <p><i>Pre-session e-activities to be completed before start of session</i></p>	<p>1.0 day (9.30am to 5.30pm)</p>	<div style="display: flex; align-items: center;">  <div> <p><b>Strategic Planning</b> Peter Morgan, Healthcare Strategy and Information Technology Consultant and Director, Gevity, SE Asia Branch</p> <p><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> </div> </div>
<p><b>23 &amp; 24 Apr 2019, Tue &amp; Wed</b></p> <p><i>Pre-session e-activities to be completed before start of session</i></p>	<p>1.5 day (Day 1: 9.30am to 5.30pm Day 2: 9.30am to 1.00pm)</p>	<div style="display: flex; align-items: center;">  <div> <p><b>Data-driven Strategic Decision Making</b> Dr Nick Zubanov, Professor of Organizational Economics, University of Konstanz (Germany)</p> <p><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> </div> </div>
<p><b>8 May 2019, Wed</b></p> <p><i>Pre-session e-activities to be completed before start of session</i></p>	<p>1.0 day (9.30am to 5.30pm)</p>	<div style="display: flex; align-items: center;">  <div> <p><b>Integrated Fundraising</b> Shawn O'Hara, Principal, O'Hara Management Consultants</p> <p><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> </div> </div>
<p><b>9 May 2019, Thurs</b></p>	<p>1.0 day (9.30am to 5.30pm)</p>	<p><b>Strategic Branding</b> Facilitator to be confirmed later.</p> <p><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>

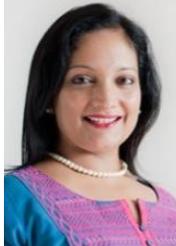
## ACE Capstone Leadership Programme for Non-Profits

<p><b>10 May 2019, Fri</b></p> <p><i>Pre-session e-activities to be completed before start of session</i></p>	<p>1.0 day (9.30am to 5.30pm)</p>	 <p><b>Assessing Social Impact</b> Emily Perkin, Managing Director, Just Cause</p> <p><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><b>21 &amp; 22 May 2019, Tues &amp; Wed</b></p>	<p>1.5 day (Day 1: 9.30am to 5.30pm Day 2: 9.30am to 1pm)</p>	 <p><b>Resource Mobilisation</b> Dennis R Young, Professor Emeritus, Georgia State University</p> <p><i>Non-profit organisations rely on several different sources of income including gifts and grants, fees for service, government funding, in-kind donations, volunteer labour, corporate sponsorships, and returns on investments. Identifying the right resource mix for growth and sustainability is a constant topic of discussion among non-profit leaders.</i></p> <p><i>In this module, non-profit leaders will learn how to customise the mix of resources in order to best support the achievement of their individual organisational missions. The module offers a new framework of non-profit resource mobilisation based on the “benefits theory.” This theory views the support of non-profit organisations as an exchange between these organisations and the groups that benefit from their services and who are able to pay for those services in different ways. This leads to different “income portfolios” for non-profit organisations with different social missions.</i></p> <p><i>The module will explain the principles of benefits theory, discuss its application through detailed case studies, and provide working templates that non-profit leaders can use to analyse and improve the resource mixes supporting their own organisations. Selected sources of non-profit income will be discussed in some depth, including the administrative challenges and transactions costs associated with garnering fee income, gifts and grants, and in-kind and volunteer resources. Finally, managing issues of risk and diversification of non-profit income sources will be considered.</i></p>
<p><b>23 May 2019, Thurs</b></p> <p><i>Pre-session e-activities to be completed before start of session</i></p>	<p>1.0 day (9.30am to 5.30pm)</p>	 <p><b>Cross-sector Collaboration</b> Christy Davis, Executive Director, Asia P3 Hub, World Vision International</p> <p><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</i></p>

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		<i>good stakeholder relations and ascertain the pre-requisites to increase value-added cross-sector collaboration.</i>
<b>4 &amp; 5 July 2018, Thu &amp; Fri</b>  <i>Pre-session e-activities to be completed before start of session</i>	1.5 day (Day 1: 9.30am to 5.30pm Day 2: 9.30am to 1.00pm)	 <p><b>Value-based Negotiation</b>            Michael Benoliel, Associate Professor of Organisational Behaviour and Human Resources (Practice), Lee Kong Chian School of Business, SMU</p> <p><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>
<b>5 July 2019, Fri</b>	0.5 day (2pm to 6pm)	<p><b>Coaching Kick-off Session &amp; ALP Discussion</b>  <i>Arrange 4 sessions of one-to-one executive coaching with designated coaches after the coaching kick-off session.</i></p>
<b>19 July 2019, Fri</b>	1.0 day (9.30am to 5.30pm)	 <p><b>New Funding Models for Sustainability</b>            Patsian Low, Social Impact Consultant</p> <p><i>Developing sustainable funding sources is one of the key challenge that current and future non-profit leaders need to address. Unfortunately, in these tough economic times, the solutions to address this challenge are not readily available.</i></p> <p><i>In this module non-profit leaders will learn about the rapidly evolving social-impact funding landscape and how to navigate it, in order to help their organisations achieve sustainability in operations and impact. Navigating this complex ecosystem starts with the understanding of the diverse types of financing providers and instruments, as well as the related developments in public, private and people sector. An ever-evolving social landscape compels a deeper understanding of how these new funding models impact the internal and external capacity of the organisation to address social problems it cares about. This module explores how innovations in interventions and operating models have emerged as a result of the changing socio-economic landscape.</i></p> <p><i>The key focus of this module is to help participants on how they can prepare their organisations to sustainably engage with various kinds of social impact capital and instruments. Participants will also be equipped with resources to identify suitable models to match different growth needs, and the implications to their operating models and future financial sustainability of their organisations.</i></p>

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<p><b>29 July 2019, Mon</b></p>	<p>1.0 day (9.30am to 5.30pm)</p>	<div style="display: flex; align-items: flex-start;">  <div style="flex-grow: 1;"> <p><b>Risk &amp; Crisis Management</b>            Marc Ronez, Chief Risk Strategist, Knowledge Content Leader &amp; Master Coach, Asia Risk Management Institute</p> <p><i>In today's global and volatile environment, effective risk management is of utmost importance to every organisation including non-profits, as they are exposed to a wide range of risk issues. The risks can be due to:</i></p> <ul style="list-style-type: none"> <li>• <i>Damage to reputation caused by inappropriate behaviours/actions/comments,</i></li> <li>• <i>New difficult regulatory requirements, or</i></li> <li>• <i>Sudden loss of major donors or problems with key suppliers and so on.</i></li> </ul> <p><i>These risks when not managed or when mismanaged will inevitably lead to crises threatening the very sustainability of a non-profit's operations. The purpose of this module is to provide participants with an understanding of the key types of risks that non-profits face and equip them with effective methodologies and tools on how to identify, assess and manage these risks effectively including the all too important crisis management part of the cycle.</i></p> <p><i>This module aims to demonstrate that with an effective enterprise-wide risk management program combining the right dosage of risk management control systems and an ethical risk aware culture, non-profit organisations can protect and more importantly, create sustainable economic and social value. A key element of this module is to help participants reflect on how they are managing risk and crises in their own organisations including discussions on mini cases, bringing in real-life examples to the analytical scrutiny of the participants therefore thereby allowing them to put the provided models and background knowledge into practice.</i></p> </div> </div>
<p><b>30 July 2019, Tues</b></p> <p><i>Pre-session e-activities to be completed before start of session</i></p>	<p>1.0 day (9.30am to 5.30pm)</p>	<div style="display: flex; align-items: flex-start;">  <div style="flex-grow: 1;"> <p><b>Board Effectiveness</b>            Usha Menon, Executive Chairman, Usha Menon Management Consultancy</p> <p><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> </div> </div>

## ACE Capstone Leadership Programme for Non-Profits

<p><b>15 &amp; 16 Aug 2019, Thurs &amp; Fri</b></p> <p><i>Pre-session e-activities to be completed before start of session</i></p>	<p>2.0 days (9.30am to 5.30pm)</p>	<div style="display: flex; align-items: center;">  <div> <p><b>Performance, Talent Management and Succession Planning</b></p> <p>Dr Hertta Vuorenmaa, Post-doctoral Academy Researcher, Department of Management at Aalto Biz</p> <p><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> </div> </div>
<p><b>17 Sep 2019, Tues</b></p>	<p>1.0 day (9.30am to 6.00pm)</p>	<p>Discussion Forum with Senior Policy Maker <i>An exclusive opportunity to discuss your unique challenges and advocate for changes that you would like to see in the social service sector.</i></p> <p>Presentation of Action Learning Project <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><b>By Mar 2020</b></p>	<p>Online</p>	<p><b>Online Leadership Reassessment &amp; 180 degree feedback</b> <i>The online leadership reassessment &amp; 180 degree feedback will provide participants with deeper insights on their leadership development after they have completed the programme.</i></p>

\* SSI may, at any time and at our sole discretion, change the facilitators and topics, with or without prior notice. Any such change will be effective immediately upon SSI's management approval to meet the changing training needs of the sector.

### PROGRAMME FEE

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

\* To be eligible for funding from Tote Board, applicants are expected to complete **all** the activities stated in the **Participant's Journey**, including attendance at no less than 75% for the Learning Lab Sessions. Tote Board does not provide funding for applicants from organisations with religious purposes or carry out activities to promote any religion. The relevant information is found via this link [www.toteboard.gov.sg/grants/funding-principles-strategic-outcomes](http://www.toteboard.gov.sg/grants/funding-principles-strategic-outcomes). SSI reserves the right to charge the full programme fee if applicants did not meet stipulated conditions.

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

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

**Brochure Information is correct as of 20 November 2018**

## ***ACE Capstone Leadership Programme for Non-Profits***

### **PROGRAMME REGISTRATION**

**To register, please complete the following steps:**

1. Download the programme application form from [www.ssi.sg/ACEcapstone](http://www.ssi.sg/ACEcapstone)
2. Complete the following checklist and submit to **Ms Norlisa Sharif** at **Norlisa\_SHARIF@ncss.gov.sg** before application deadline – **30 November 2018**

- 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*