



**SE.LE.CT** PROGRAMME

Social Enterprise  
Ecosystem **LE**adership  
for **C**hange and  
**T**ransformation

In Partnership with



Executive  
Development

Supported by



Giving Hope  
Improving Lives

# Unleashing Sustainable Change & Transformation Through Ecosystem Leadership

In the current climate of economic, social and environmental challenges, leaders are tasked to take on a proactive role in navigating and spearheading initiatives into these uncharted areas. The increasing difficulty in solving these challenges has unveiled significant gaps in skills necessary to lead impactful innovation and systemic transformations in business, society and the environment.

The rise of social entrepreneurship and social enterprises has played an increasingly significant role in alleviating challenges through social impact while seeking financial sustainability. In Singapore, an ecosystem had developed around social enterprises that indicates a heightened interest from corporations, intermediaries, academics, government, public and social service agencies. Through raiSE's efforts as an ecosystem champion and developer, we have recognised the need for leaders who can operate effectively and be successful in creating meaningful impact. The aim is to raise a new type of ecosystem leader that has a social entrepreneurial mindset, eco-centric leadership skills and behaviours as well as networks for tri-sector collaboration to create change and transformation.

Hence, this programme aims to equip emerging and existing leaders from the private-public-people sectors with the necessary skills to cultivate them as advocates and supporters of the social enterprise ecosystem, and to inspire them to take greater initiative in the sector.

## Programme Highlights

- **Experiential learning focused on change & transformative leadership**
- **Strong focus on scalable and adaptive eco-centric leadership skills and behaviours**
- **Innovative and interactive delivery of modules**
- **Hands-on project-based experiences that harness theory into practice**
- **Connections to the social enterprise ecosystem and network of resources in Singapore**

## About the Programme

This bespoke signature leadership programme aims to:

- Equip emerging leaders from the public, private and people sectors for the social enterprise ecosystem with new leadership skillsets. Moving away from ego-centric skills and antiquated leadership behaviours to make way for a fresh set of eco-centric ones, where personal and other-centred leadership models are being reimaged and practiced.
- Inspire them to take greater initiative in innovating and implementing ideas through collective intelligence, ecosystem collaboration and leadership mastery through a social entrepreneurial mindset.

## Programme Objectives

To support emerging leaders in implementing change and transformation initiatives within the social enterprise ecosystem by:

- Developing skillsets for strategic clarity, effective execution of initiatives, and tri-sector collaborative leadership
- Instilling a culture of diversity and innovation
- Creating a support network of like-minded leaders in their journey of change and transformation

## Who Should Attend

This programme is ideal for:

- Social entrepreneurs
- Key managers and representatives from government agencies working with social enterprises, businesses or communities
- Community leaders spearheading social innovation and social enterprise programmes.
- Socially responsible business founders and key managers
- Corporate leaders in strategy, marketing, human resources and sustainability tasked with championing sustainable business practices and community development from within an organisation

“ raiSE aims to be the driving force behind inspiring a generation of recognised leaders who not only possess impactful ideas but command influence in the social enterprise ecosystem in Singapore and beyond. ”



**Alfie Othman**  
CEO, raiSE

### SELECTION CRITERIA

Participants will be selected for their track record in social entrepreneurship, community projects, innovative work and thought leadership (not specific to any industry or social cause) and may be required to go through an interview process before confirmation of participation.

# Programme Timeline

This is a multi-modular programme and participants are required to attend **all** modules and complete a collaborative action project.



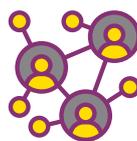
## Programme Details

<p><b>Strategic Pathways for Successful Transformation</b></p> <p>Gain new knowledge about new innovation pathways leading to better strategy formation and new skills for effective intrapreneurship through experimentation methods.</p>	<p><b>Experimental Design and Prototyping Change</b></p> <p>How might leaders make better decisions to be more strategic and perform more effectively in their ventures? Learn to identify the best steps and resources available to plan, execute and adjust your business direction.</p>	<p><b>Innovation for Impact and Leading Agile Teams</b></p> <p>Social enterprises operate in a number of outcome areas not purely measured by conventional methods; measuring their true value needs to be redefined from an impact perspective. Learn new ways to lead and create impact through agile teams.</p>
<p><b>Embedding Values and Diversity into the Culture of your Social Enterprise</b></p> <p>It is important for leaders to reflect on how culture serves to guide their organisations. Harness the diversity and potential not just of talent, but of the entire social enterprise ecosystem. Learn to lead others by building and emboldening lean and agile teams.</p>	<p><b>Dialogues for Transformation: The Leader's Role, from Isolated Winners to Champions of Change</b></p> <p>Social enterprise ecosystem leaders must broker and develop win-win collaborations among many across sectors in order to effectively address social challenges. It's not enough to have a great idea - it almost always requires effective partnerships to get started and grow sustainably.</p>	<p><b>Collaborative Projects: Change and Transformation in Action</b></p> <p>This interactive learning journey is designed so participants will benefit from all elements of the curriculum. To increase individual impact, market validation action projects have been built into the programme that pulls together theory with hands-on practice that resonate with participants' interest areas.</p>



### Fireside Chat and Founders Talk

Learn from conversations with thought leaders who have successfully navigated and spearheaded change and transformation.



### Networking Opportunities

Networking sessions build and expand on reliable networks participants can tap on and contribute to among like-minded social entrepreneurs, mentors and investors.



### Online Learning Component

Access learning materials and engage with your fellow participants and facilitators throughout this six month leadership journey.

## Faculty Profile

**// To build sustainable enterprises, business and social objectives need to operate in concert rather than in conflict. This signature programme instigates a fundamental shift in how we think, strategize, organize, and lead so that we can use our skills and resources in new ways to make an impact. //**



**Professor Kenneth Goh**  
Programme Director



**Professor Abhijeet Vadera**

Associate Professor of Organisational Behaviour and Human Resources, SMU  
Ph.D., University of Illinois



**Professor Tan Hwee Hoon**

Associate Professor of Organisational Behaviour & Human Resources, SMU  
Ph.D. in Management, Krannert School, Purdue University



**Professor Reddi Kotha**

Associate Professor of Strategic Management, SMU  
Ph.D. in Entrepreneurship, London Business School

This programme will also include participation from industry experts and social enterprise leaders for the fireside chats, presentations and networking sessions.

## Application

### Requirements

- Participants are expected to complete all modules and activities of the programme#. There shall be no postponement nor refunds for unattended modules.
- Individuals who are nominated or sponsored by their employing organisations must present a supporting letter from their organisation

### Process

- To register for this multi-modular programme for yourself or on behalf of your organisation, please apply online at [www.raise.sg/select](http://www.raise.sg/select)
- All applicants will go through a nomination or selection process before confirmation to attend the programme. Application to the programme does not constitute guaranteed admission.
- The closing date for applications is **1 June 2021**.
- For more information, visit [www.raise.sg/select](http://www.raise.sg/select)

### Programme Fees

**SGD 3,000** nett

(raiSE Social Enterprise Members - **SGD 1,000** nett)

### Payment Methods

Cheque made payable to **"Singapore Centre for Social Enterprise, raiSE Ltd"**

For further enquiries about this Programme, please contact:

**Dr Erwin Chan** at [erwin@raise.sg](mailto:erwin@raise.sg) or **Serene Tay** at [serene@raise.sg](mailto:serene@raise.sg)

#. Absence from any module and activity will constitute non-completion and participant will not be entitled to receive the Certificate of Completion.

**raiSE**  
SINGAPORE  
Centre for Social Enterprise

### About Singapore Centre for Social Enterprise, raiSE

raiSE is an ecosystem builder and membership body for aspiring social entrepreneurs, existing social enterprises and other individuals and organisations that are interested in contributing to the development of a vibrant social enterprise sector. raiSE was set up to raise awareness on social entrepreneurship and raise support for social enterprises in Singapore. Through activities like advisory services, capacity building programmes, events, financing options, networks and mentorship, the social enterprise ecosystem has significantly grown in its value and positive impact to our society.

 **SMU**  
SINGAPORE MANAGEMENT  
UNIVERSITY

### About Singapore Management University

Highly regarded for excellence in management practice, SMU is one of Asia's leading universities. SMU offers an unparalleled wealth of expertise in issues of business and management in Asia, distributed across its six schools). The SMU city campus is a modern facility, enabling a technologically integrated learning experience in the heart of the Singapore business district.

SMU's Office of Executive Development is dedicated to international talent development in a contemporary Asian setting. Integrating the best of Asian and Western practices and theories, our Public and Customised Corporate Programmes deliver outstanding returns on investment for individuals and organisations, leveraging meticulously-designed curricula which address business challenges in the unique Asian context.