

# Capelle FOCUS

A Social Service Sector eNewsletter by Capelle Consulting

## Enabling through Empowering

Over the past 7 years, we have had the privilege of partnering with NCSS, as well as working with over 50 SSAs on diverse projects including Organizational Development, Role and Process Redesign, Technology Implementation and Adoption. Through it, we were able to have a glimpse of the complexities and challenges faced by the Social Service sector, and recognized the exponential need to build relevant capabilities.

With a vision to Touch Lives, and Transform Organizations, we aspire to be a key enabler that helps to empower the individuals through the work we do with the SSAs. We hope you will be inspired through the sharing of our key learnings and insights in **Capelle Focus**, a newsletter to the Social Service sector.

Claire Lim  
Deputy Head of Consulting



# WHAT'S TRENDING IN THE SOCIAL SERVICE SECTOR IN SINGAPORE

2 initiatives launched during the Social Service Summit 2021

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## A Transformative Digitalization Journey

<https://go.gov.sg/idpss> 

### Industry Digital Plan for Social Services (IDPSS)

#### 3 Strategic Directions



Building a Digital Foundation



Empowering Service Users & Delivering User-centric Digital Services



Strengthening the Social Service Digital Ecosystem



Enhanced Service User Experience



Secure, Integrated Solutions & Infrastructure



Connected Community and Partnerships



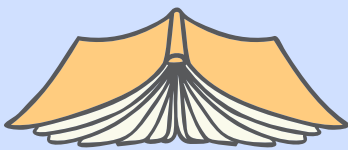
Data Proficiency



Digital Talent & Leadership

5 Focus Areas

## Empowerment Guide



Offers practical tools & approaches to break down the concept of empowerment

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## Empowering Individuals through Person-Centric Solutions

### Empowerment Circle

A pioneer group of SSAs in adopting empowerment practices

# Adaptive Action to Aspirations: Bridging the Dynamics of Strategizing and Organizational Learning

By Dr. Yee Lai Fong



## Part 1

In a volatile and uncertain environment, it is clear that we needed to move away from traditional approaches to strategic planning that assumes a stable and knowable future...

[Read Here](#) →

## Part 2

In the part 2 article, we complete the integration by stringing the third frame together in bridging the dynamics of strategizing and organizational learning...

[Read Here](#) →



## Sustained Learning through the 70:20:10 Learning Model

The 70:20:10 Learning Model has become one of the most adopted by organizations for sustained effectiveness. Using this model as a base, Capelle has designed an Action Learning solution to facilitate our work with NCSS.

[Read Here](#) →

## People-Side of Change

In building capabilities, the need for change management is critical to align and support the important work needed to bring effectiveness.

[Watch Here](#) →



## Consultant in Focus:

# Jasper Pandyan



“We often hear that it is important to empower people to achieve the best outcome. But, empowering cannot be done by just being told, it must be accompanied by enablement. To empower someone, you need to enable them.”

Jasper, an OD Consultant that works with the Social Service sector shares his key takeaways on how he helps empower the clients through enabling:

1. Focus on what the clients want to do rather than what they do not want to do. In other words, take what they are willing to do and push it a few steps further.
2. Do not try to convince the clients of something you want them to do; rather, have a dialogue on what might be helpful to them.
3. Shift the relationship role of being an expert to being a colleague.

It is important to get comfortable working in the client space, see every interaction as an opportunity to intervene and enable the clients to accomplish their outcomes. As a consultant, it is key to have clarity; otherwise, you will not bring clarity that will help enable the clients.

“

*To empower someone, you need to enable them.*



# Our Success Story: Improve Productivity for Sustainability



In the Social Sector, productivity is about reducing time spent on indirect work (e.g. administrative work), and optimizing time for direct work (e.g. quality time spent with clients). With the aim to increase productivity for the Social Workers, we partnered our client to review and brainstorm on possible opportunities to mitigate their challenges and meet their needs.

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## Key Concern

A huge portion of their time at work is spent on calling and/or texting clients to remind them of their appointments

## 12 Months of Diagnosing, Designing and Deploying

- Conducted **baseline assessment** of workflows and roles through interviews, observations, time motion studies and document reviews
- **Identified** key focus areas in the organization for productivity opportunities
- **Designed** an IT system with a tech vendor to automate sending of reminders to clients
- Conducted a **pilot** of the IT system with a small user group to ensure features meet the needs of the stakeholders' requirements
- Facilitated **change management discussions** to articulate the burning platform, as well as to understand the impact, interests, needs and fears of each involved stakeholder
- Designed appropriate **change communications** to administer the change

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## Impact

Our client is delighted to share that this tech implementation **made a difference** to the Social Workers by **improving their work efficiency and effectiveness**.

# Testimonials

"Capelle has been an invaluable partner in the last 2 years as we looked into improving the efficiency and effectiveness of our work through technological adoption. They have been very attentive and took care to fully understand the needs of our team as they sourced for vendors with solutions that could match our needs.

They were also a bridge between vendors and our staff. They ensured the roll out of our projects was well paced and ensured that the initiatives were sustainable in the long run through careful questioning and development of manuals. It has been an enjoyable journey with Capelle and we look forward to more partnerships in the future."

**See Toh Huixia, Deputy Director  
AWWA Family Services**

"The trainer is very knowledgeable and excellent in delivering the content of the course. The small group discussions were manageable, interesting and applicable to our current work processes. The trainer also helped me to think out of the box and I learned many interesting tips for application in design thinking. I thoroughly enjoyed the course and would strongly recommend it to others."

**Debbie Wee, Assistant Manager (Admin)  
Care Corner Family Service Centre,  
Family and Community Services**

# Upcoming Workshops

In Collaboration with SSI



## 3-D People Development

21 & 22 March 2022

Register Now

## People Leadership Program

4 - 5 & 11 April 2022

Register Now

## Group Excellence

9 & 10 May 2022

Register Now

## Innovation and Change Management

26 & 27 May 2022

Register Now

For any enquiries, please contact:  
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**Capelle**

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