INSTITUTE OF COMMUNITY DIRECTORS AUSTRALIA
▸Knowledge ▸Connections ▸Credentials

An enterprise of:
ourcommunity.com.au
Where not-for-profits go for help

ADVANCED LEADERSHIP FOR CHAIRS

Institute of Community Directors Australia

ICDA Membership

Now free! Join today.

communitydirectors.com.au/membership

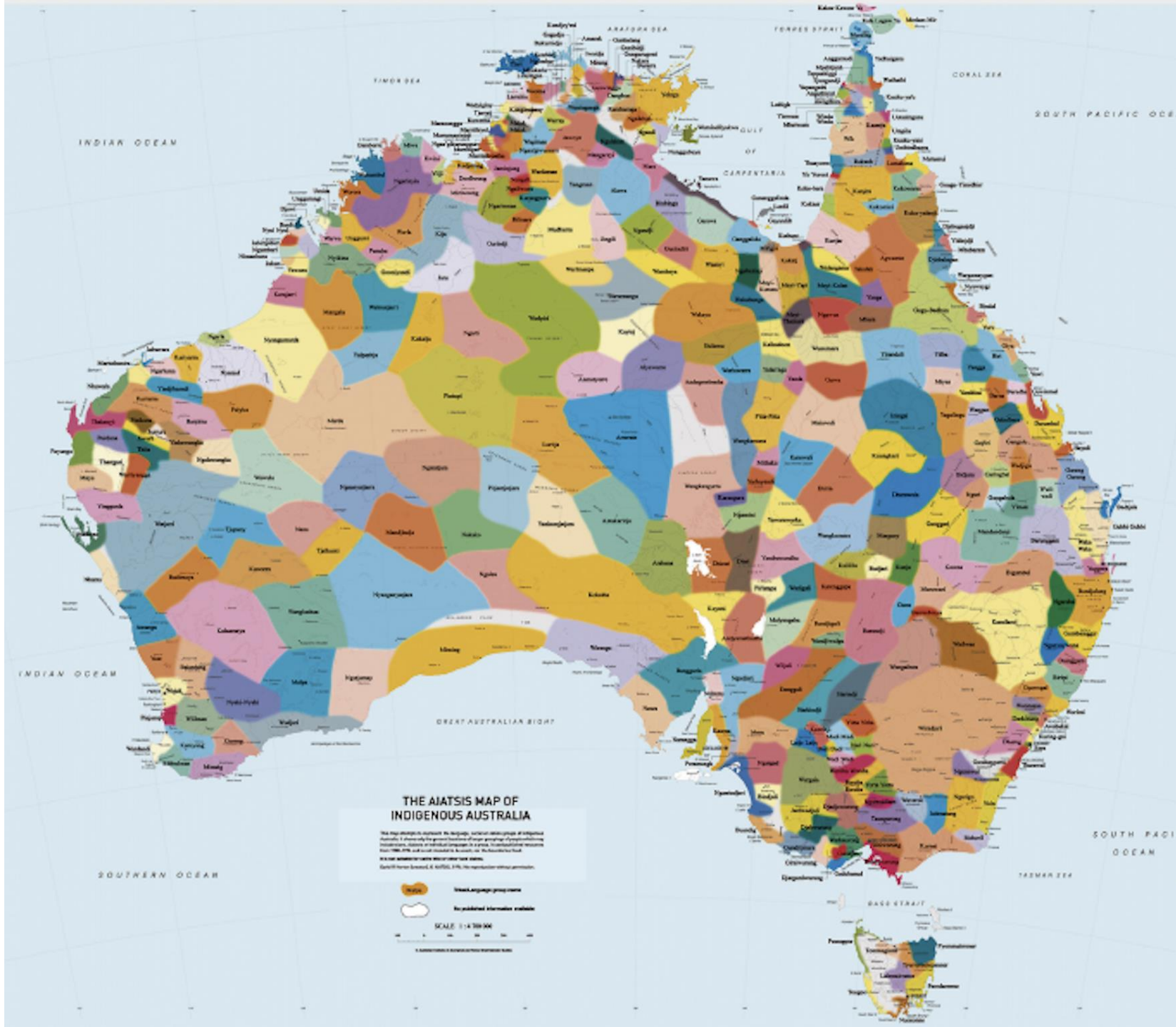
INSTITUTE OF COMMUNITY DIRECTORS AUSTRALIA
Knowledge Connections Credentials

An enterprise of:
ourcommunity.com.au
Where not-for-profits go for help

Acknowledgement of Country

This map attempts to represent the language, social or nation groups of Aboriginal Australia. It shows only the general locations of larger groupings of people which may include clans, dialects or individual languages in a group. It used published resources from the eighteenth century-1994 and is not intended to be exact, nor the boundaries fixed. It is not suitable for native title or other land claims. David R Horton (creator), © AIATSIS, 1996. No reproduction without permission. To purchase a print version visit: https://shop.aiatsis.gov.au/.

First languages interactive map:
https://gambay.com.au/



Aims

To build:

- **knowledge,**
- **skills,**
- **confidence,**
- **and connection**

with an ethical lens.

Join the Linkedin group:

www.linkedin.com/groups/14205581/

OR search Community Chairs Australia in Linkedin.com

What to expect?

- Advice
- Stories
- Information
- New ideas
- Discussions
- Respect

Program overview

- Strategic foresight for chairs: building for a future that's increasingly uncertain
  - Dr Dalia Ben-Galim, policy and strategy consultant
- Backstage and front of house: using both to make good decisions
  - Jeremy Stowe-Lindner, educator and school principal
- The Chairs relationship with the CEO
  - Sheena Boughen OAM, chair of the Australian String Quartet
- Strategic funding: developing your case for support
  - Catherine Brooks, lawyer with expertise in strategic fundraising
- Ethical board leadership workshop
  - Facilitated by Nina Laitala, ICDA Training Lead

- Name
- Organisation
- Pronouns
- Your secret weapon as a chair or leader

INSTITUTE OF COMMUNITY DIRECTORS AUSTRALIA
Knowledge Connections Credentials
An enterprise of: ourcommunity.com.au
Where not-for-profits go for help

Poll

How confident do you feel as a chair?

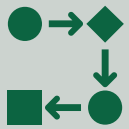
1. Very confident and keen to share everything I know with others
2. Confident but keen to learn more
3. Pretty confident but room for improvement
4. Not very confident and want to know everything I can
5. Feeling completely overwhelmed

How supported and connected do you feel as a chair?

1. Very. I have a great support network, including other leaders
2. Pretty well supported and connected but could like to extend my options
3. I am starting to build a support network for my leadership role
4. Not very, I often feel quite isolated
5. I have no-one to talk to or debrief about any leadership issues

Break out room icebreaker

What do you want to learn and/or experience from this course?



How do you want to feel after this course?

INSTITUTE OF COMMUNITY DIRECTORS AUSTRALIA
▸Knowledge ▸Connections ▸Credentials

An enterprise of:
ourcommunity.com.au
Where not-for-profits go for help

Strategic foresight for chairs

Dr Dalia Ben-Galim

Tuesday 12 March 2024

Objectives

- To support Board Chairs (old and new) to own the vision and be the custodian of it especially in times of change
- To provide some tools for Board Chairs to navigate change
- To share ideas and challenges with peers
- To consider how to apply learning to your organisation

Agenda

Owning the vision

A custodian when navigating change

Identifying gaps and opportunities

Practical takeaways and feedback

1: Vision

Glossary

Although different organisations use terms differently, useful to build shared understanding. Most of these are taken from ICDA's Glossary of Board Terms

Vision	An organisation's picture of the future conditions it is working to bring about
Vision statement	A statement that describes an organisation's picture of the future conditions it is working to bring about.
Mission	The reason for an organisation's existence.
Mission statement	A statement that describes the reason for an organisation's existence
Theory of Change	A way of delivering the mission to achieve the vision
Strategy	The plans or methods for carrying out an organisation's functions

What is a vision?

And what it is not.

- ✓ Compelling articulation of desired future
- ✓ Generating and agreeing desired outcomes
- ✓ Planning for the uncertain and more certain future
- ✓ Organisational core purpose to align priorities and resources
- ✓ Adaptable and flexible to respond to external context
- ✓ Line of sight across organisation and with partners

- ☒ Shoving all existing work into a single initiative
- ☒ A static document
- ☒ Everything that sounds interesting
- ☒ Beyond capacity to deliver
- ☒ Justifying / defending past decisions
- ☒ Certain about the future
- ☒ Just about the organisation
- ☒ The property of the Board and / or CEO

Examples of vision

"A world where systems work for people going through tough times."

Mayday Trust recently moved away from providing accommodation services, now advocating for radical systems change.

Stronger Australian Communities & A stronger, more efficient, more effective Australian not for profit sector

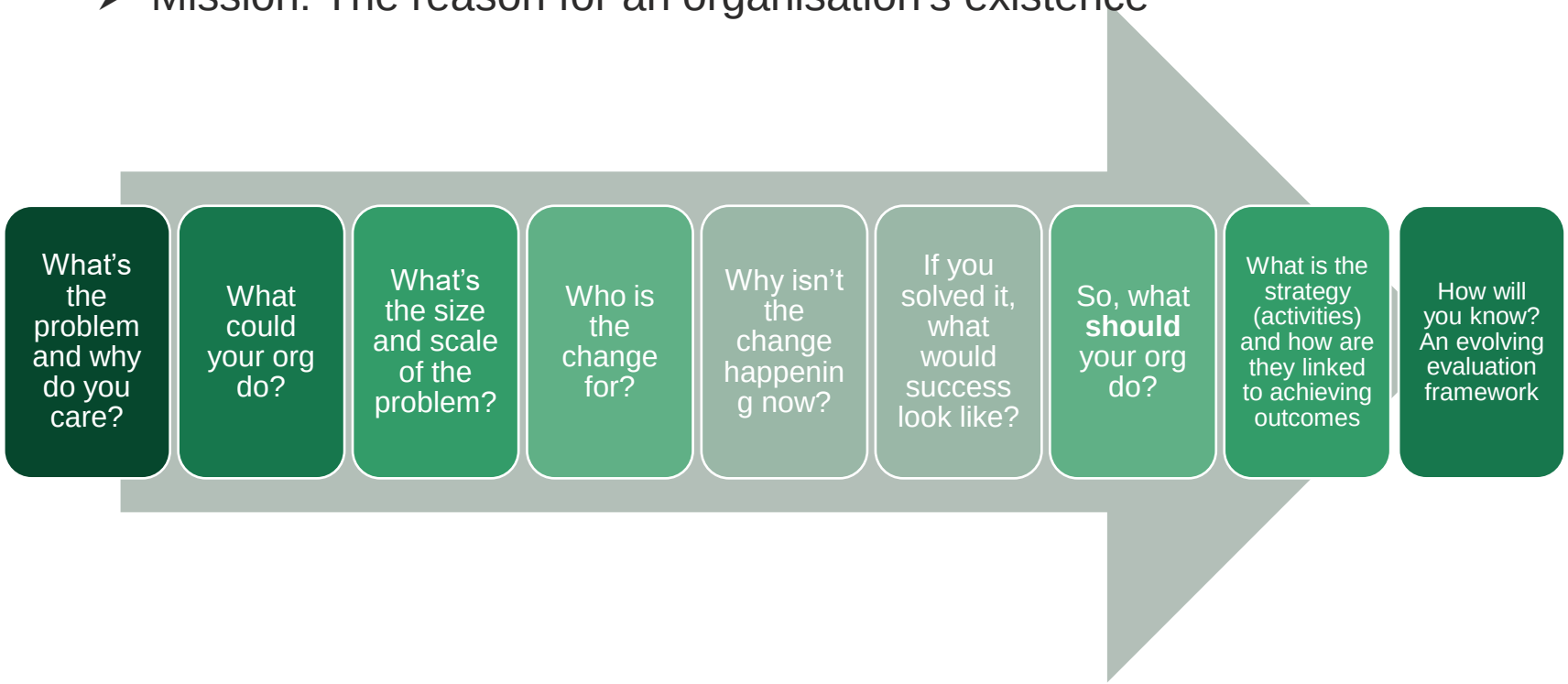
ICDA

"Our vision is a world in which every child attains the right to survival, protection, development and participation"

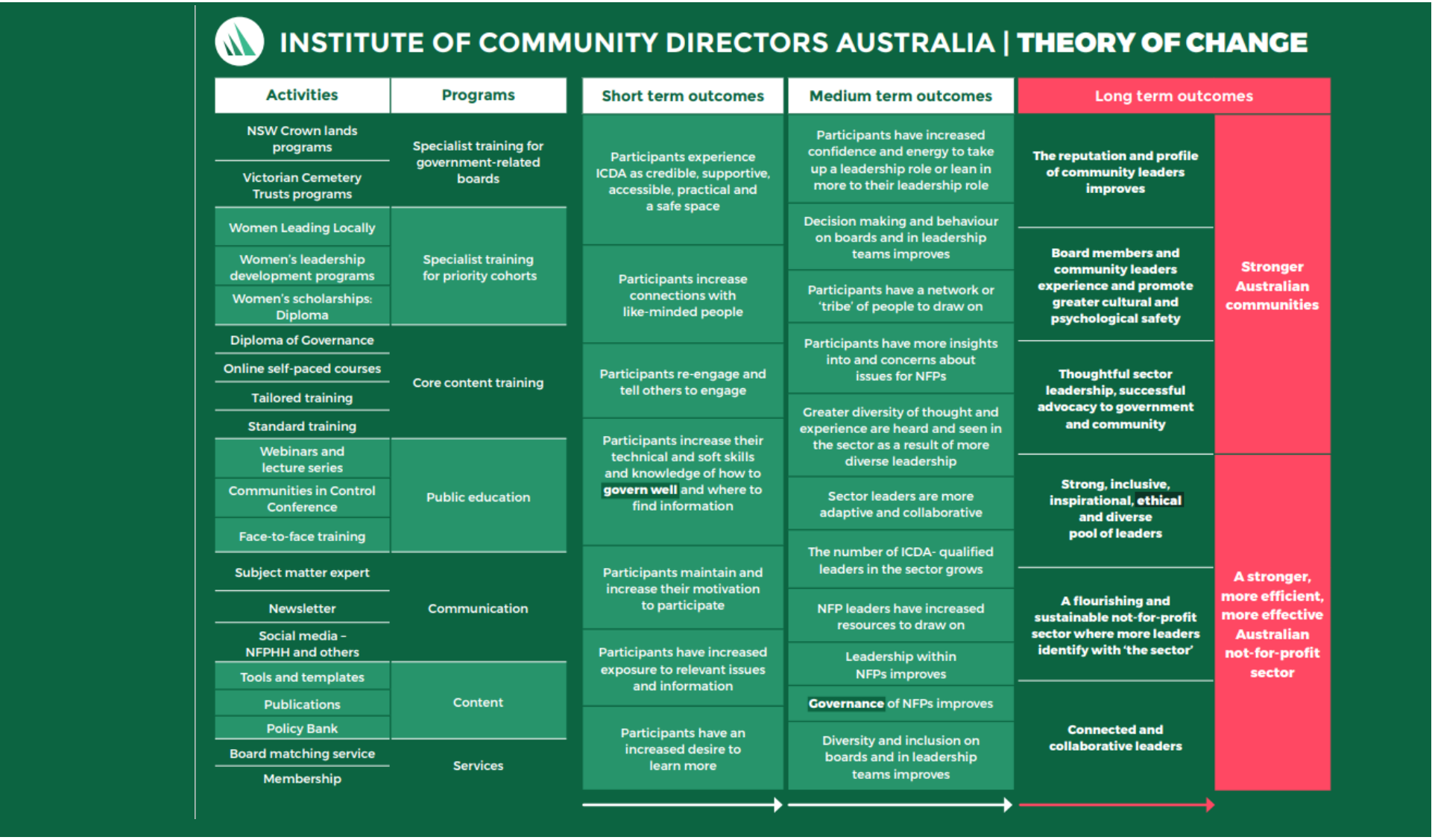
Save the Children

The vision driving a theory of change

- Vision: An organisation's picture of the future conditions it is working to bring about
- Mission: The reason for an organisation's existence



- Strategic planning: The plans or methods for carrying out an organisation's functions



In practice it could look like this

Your role as Board chair in holding the vision.

The Theory of Change is a tool to help you be the custodian you want to be. It helps to maintain the connection between the vision and change

Some of the ways to do this are:

- Support testing and validation of ToC with key stakeholders
- Regular review of ToC
- Being aware of common pitfalls

Questions for breakout discussion

- Do you currently have a Theory of Change? Why / why not?
- If you do, does it help you to own the vision? And how?
- If not, do you think it could help?
- What has been helpful in the process and valuable to share with others - e.g. has it provided clarity; helped to navigate change

2: Navigating change and uncertainty as the Chair

Your role as Chair in navigating change

What challenges are you currently facing?

What challenges do you anticipate in the future?

	Diverse membership	Collaboration and partnership
The scenario	The organisation has had a successful membership drive with new members joining. They are younger than the current membership base and are asking some interesting questions and challenging the way that things have always been done. Some of it is operational; for example about volunteering and fundraising techniques; but some of it is about the vision and whether it needs to be changed given that there are so many new members.	Resources in the not-for-profit sector are tough. Increasingly organisations are being encouraged to work in collaboration with others. An opportunity has emerged for your organisation to bid for funding with another organisation. The potential partner would complement and strengthen the bid; but they are really different to your organisation. They have different values, governance, vision and mission.
The dilemma	Balancing lots of competing tensions including: • wanting to capitalise on the enthusiasm of new members and making sure existing members feel valued • remaining true to the vision and ensuring that the organisation is fit for purpose • responding to members' needs and making changes for the right reasons	On paper it is a strong potential partnership that seems to have a strong chance of winning new funding and being able to deliver to your beneficiaries; but there are a number of differences that need to be overcome
Questions for discussion: your role as chair	How do you lead through the change? What areas are you able to control and what is beyond your / the organisation's control? Are the changes fundamental; what are the pros and cons or making changes vs status quo	Where is there room for compromise and where are there boundaries that your organisation won't cross? What different types of partnerships could be pursued? What is your role as Chair in navigating through this discussion?

Reflection from scenarios breakout

What does your organisation need?

- Developing / revising vision
- Clarity on roles and responsibilities within the organisation
- Opportunities to share opportunities and risks across the organisation
- Identifying external risks and opportunities
- Peer support network

Feedback and reflections

- One key takeaway from this session
- One immediate implementation
- One long term implementation

Resources

General

- Theory of change in ten stepsfrom NPC (toolkit, blog, podcast all available)
- 3-minute video on aligning strategy to impact
- What is a Theory of Change – a short blog with links to resources from the Australian Institute of Family Studies
- Platform C powered by Collaboration for Impact and in partnership with Paul Ramsey Foundation, Dusseldorp Forum, Australian Department of Social Services, The Australian Centre for Social Innovation, and Clear Horizon has a library of resources that are tagged by phase of strategic development; the layer (e.g. leadership, measurement), and the type of tool to facilitate collaboration
- A short blog and video from the Ford Foundation on social change

Some examples of different Theories of Change

- HIVOS an international development organization that is guided by humanist values published: Hivos ToC Guidelines. Theory of Change Thinking in Practice.
- Mayday Trust recently moved away from providing accommodation services, now advocating for radical systems change. They clearly articulate the problem, vision, mission and method.

Templates

- Theory of Change template from Nesta – UK's innovation agency
- A service delivery focus - Reimagining program development and evaluation Center on the Developing Child, Harvard University. Although focused on early childhood education the resources are adaptable especially when delivering services
- Policy development focus - 1-page canvas from the UK's Policy Lab

INSTITUTE OF
COMMUNITY DIRECTORS
AUSTRALIA
Knowledge Connections Credentials

Feedback

https://www.surveymonkey.com/r/2024advancedforchairs