



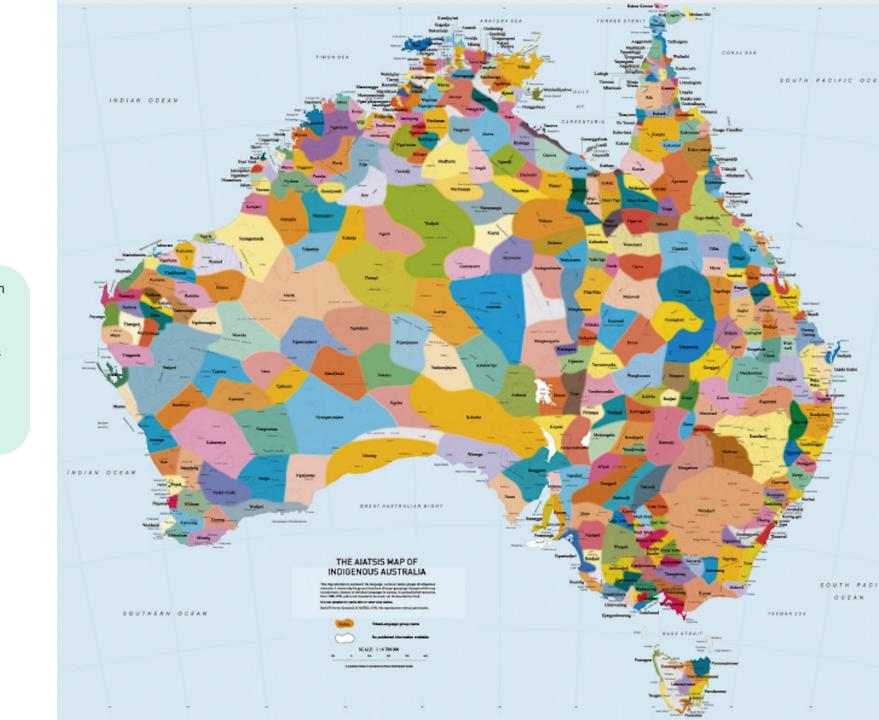
ADVANCED LEADERSHIP FOR CHAIRS

Institute of Community Directors Australia

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

Portal:

https://www.communitydirectors.com.au/training/alcc-participant-portal-stream-july-1







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 (July 17)
- The Chairs relationship with the CEO
 - Sheena Boughen OAM, chair of the Australian String Quartet (July 24)
- Backstage and front of house: using both to make good decisions
 - Jeremy Stowe-Lindner, educator and school principal (July 31)
- Ethical board leadership workshop
 - Sonja Hood, CEO of Scanlon Foundation (Aug 14)
- Strategic funding: developing your case for support
 - Catherine Brooks, lawyer with expertise in strategic fundraising (Aug 28)





55 0 0 0 5 10 45 0 0 15 40 20 35 30 25

Name

Organisation

Place (where you are based)

Your secret weapon as a chair or leader (in a word)





Poll

How confident do you feel as a chair?

- 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
- 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?





Strategic foresight for chairs

Dr Dalia Ben-Galim

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 <u>ICDA's</u> <u>Glossary of Board Terms</u>

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

- ⊠ Beyond capacity to deliver
- □ Certain about the future

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

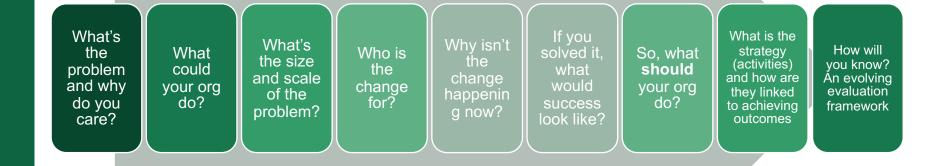
ICDA

"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



INSTITUTE OF COMMUNITY DIRECTORS AUSTRALIA | THEORY OF CHANGE

Activities	Programs				
	Piogranis	Short term outcomes	Medium term outcomes	Long term outc	omes
NSW Crown lands programs	Specialist training for government-related	Participants experience ICDA as credible, supportive, accessible, practical and a safe space	Participants have increased confidence and energy to take up a leadership role or lean in	The reputation and profile of community leaders improves	
Victorian Cemetery Trusts programs	boards		more to their leadership role		
Women Leading Locally			Decision making and behaviour on boards and in leadership		
Women's leadership	Specialist training		teams improves	Board members and community leaders	Stronger
development programs Women's scholarships: Diploma	for priority cohorts	Participants increase connections with like-minded people	Participants have a network or 'tribe' of people to draw on	experience and promote greater cultural and psychological safety	Australian communities
Diploma of Governance			Participants have more insights		
Online self-paced courses	Core content training	Participants re-engage and	into and concerns about issues for NFPs Greater diversity of thought and experience are heard and seen in the sector as a result of more diverse leadership	Thoughtful sector leadership, successful advocacy to government and community	
Tailored training	oole content daming	tell others to engage			
Standard training					
Webinars and lecture series		Participants increase their technical and soft skills and knowledge of how to govern well and where to find information		Strong, inclusive, inspirational, ethical and diverse pool of leaders	
Communities in Control Conference	Public education		Sector leaders are more adaptive and collaborative		
Face-to-face training			71		
Subject matter expert		Participants maintain and increase their motivation	The number of ICDA- qualified leaders in the sector grows		A stronger,
Newsletter	Communication	to participate	NFP leaders have increased resources to draw on	A flourishing and sustainable not-for-profit	more efficient, more effective
Social media - NFPHH and others		Participants have increased		identify with 'the sector' not-fo	Australian not-for-profit
Tools and templates		exposure to relevant issues and information	Leadership within NFPs improves		sector
Publications	Content	and information	Covernance of NFPs improves		
Policy Bank	The second	Participants have an increased desire to learn more	Diversity and inclusion on boards and in leadership teams improves		
Board matching service	Services				
Membership		learn more			

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 action to implement
- One long term action to implement

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
- <u>Platform C</u> 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: <u>Hivos ToC Guidelines</u>. <u>Theory of Change Thinking in Practice</u>.
- <u>Mayday Trust</u> 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 <u>Nesta</u> 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 <u>1-page canvas from the UK's Policy Lab</u>



Feedback



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

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communitydirectors.com.au/membership





