

**better  
boards**<sup>®</sup>  
*conference 2014*



# 8<sup>th</sup> Australasian Better Boards Conference

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# Message from the Conference Chair



A warm welcome to the 8<sup>th</sup> Australasian Better Boards Conference, being held for the first time in its history in South Australia at the Adelaide Convention Centre.

This year’s Conference brings together a number of pre-eminent speakers who will unpack the theme “Re-Think, Re-Invent, Re-Launch: Regenerating your organisation... the board’s journey”.

Throughout the Conference, presentations will allow you to reflect upon the very significant re-engineering or reinvention of your organisation that your board and chief executive officer may be currently leading, or need to lead.

As many boards, CEOs and senior management teams are aware, the Commonwealth and State Government reports and reforms, the shift to a consumer driven market paradigm and the consolidation of industries and/or sectors in which NFPs operate are but a few key drivers of the need to “Re-Think, Re-Invent and Re-Launch” one’s organisation.

Features of every Better Boards Conference are the opportunity to network, make new contacts, gain new or enhanced learnings and understandings, have a laugh and return to your boardroom or senior management team meetings with renewed enthusiasm.

Keynote speakers and plenary presenters will provide conference delegates with sound practical frameworks, processes and tools, ideas or specialist information.

I would also like to take this opportunity to thank our sponsors, trade exhibitors and partners for supporting this event and helping to enrich the experience for delegates.

It is with great excitement and enthusiasm that I once again welcome you to be part of the 8<sup>th</sup> Australasian Better Boards Conference and its associated CEO’s Day, Board Innovation Tour and Gala Dinner. The knowledge and opportunities on offer form a unique event, not to be missed.

I look forward to meeting you, connecting with colleagues and welcoming returning conference participants.

Yours sincerely,

  
Michael Goldsworthy  
Conference Chairman



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## Welcome from the Lord Mayor



"I warmly welcome the delegates of the Better Boards Conference 2014 to Adelaide, South Australia.

Adelaide is undergoing an exciting period of revitalisation, with new infrastructure underway that supports the creation of a vibrant city on all fronts. I hope you take the opportunity to experience our new developments during the course of your conference, and see what parallels can be drawn between rejuvenating this city and the theme of your

conference 'Re-Think, Re-Invent, Re-Launch'.

Adelaide is known for its superb food and wine. Rundle Street visitors can enjoy great coffee while people-watching or browsing high-end boutiques. Alternately, Gouger Street offers a multicultural mix of affordable high quality cafes and restaurants, while also being adjacent to China Town.

Adelaide's North Terrace is a national winner in urban design, showcasing Adelaide's heritage with memorials and important institutions including the Art Gallery, Museum and State Library of South Australia. Another of Adelaide's 'must visit' attractions is Australia's largest fresh produce markets, the Adelaide Central Market, which is full of colour, character and diverse cultures.

Beyond the city, delegates are able to experience many spectacular regions of South Australia. Visitors can taste world famous wines in the Barossa Valley, cruise on a houseboat down the Murray River, or fly over the rugged Flinders Ranges.

I am sure you will enjoy your time in Adelaide, and that your conference proves stimulating and valuable."

Stephen Yarwood

Lord Mayor of Adelaide





# Program, Board Innovation Tour

## FRIDAY AUGUST 1

9:00am



### Quick overview:



## TOUR OVERVIEW

The Board Innovation Tour will take delegates on an excursion to several diverse organisations around Adelaide, where strategies and innovations employed to address organisational challenges will be discussed in the frame of the 2014 Better Boards Conference theme: Re-Think, Re-Invent, Re-Launch.

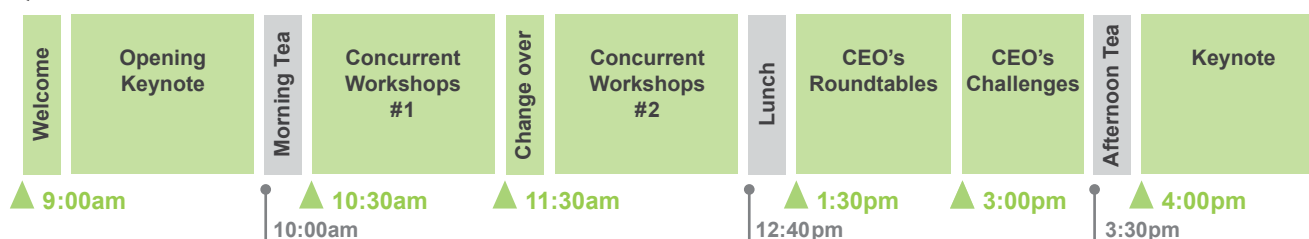
Lunch will be held at the National Wine Centre where you will be free to network with tour participants and representatives of the innovation tour venues. This is a unique opportunity to get out and about with your 'board member' hat on, and hear ideas, innovations, strategies and experiences with a range of other directors.

The Tour will depart from and return to the Adelaide Convention Centre.

# Program, CEO's Day

## FRIDAY AUGUST 1

### Quick overview:



## Speakers

### OPENING KEYNOTE

9:00am



### Re-Think, Re-Invent, Re-Launch: A New Paradigm in Corporate Partnerships



●●● Dr David Cooke – Managing Director, Konica Minolta in Australia

This keynote will focus on a new paradigm of interaction between the non-profit sector and the corporate world. One not based on an appeal to altruistic support, but on a mutually rewarding partnership where the corporation and the non-profit organisation receive an equal and clearly demonstrable return on investment.

Dr David Cooke was awarded a doctorate in 2009 for his study entitled *The Philanthropic Contract: building social capital through corporate social investment*. This study dealt with Australian companies who have successfully developed corporate social investment programs as a means of building social capital. Valuable evidence emerged for non-profit organisations that in order to maximise support from the corporate sector a business case needs to be developed that focuses

on a return on investment for the corporation, not on an appeal to altruism. He is also the Managing Director of Konica Minolta in Australia, a global Japanese technology company, and he has applied his learnings to this organisation with extremely positive results.

Morning Tea

# CEO's Concurrent Workshops #1

## SELECT ONE

10:30am



### ● Staff + Volunteers – Managing the Tension



**Joanne O'Brien – Partner, CRH Law**

There has always been a tension between paid staff and unpaid volunteers. Traditionally, in resource strapped organisations, engaging volunteers to perform functions made a lot of financial sense – they were cheap. In addition, their role was seen as supplementing paid staff not supplanting them, especially in the area of facilitating frontline service delivery by skilled staff. Non-profit organisations are at a crossroads in developing and managing the workplace tension between these two essential human elements of organisations. It is time that they accepted that there are some strategic policy decisions to address and an increasing challenge to managing the tension. This presentation will examine how important it is for organisations to assess and determine the appropriate role of staff and volunteers and discuss the adoption of policies on the subject.

### ● Strategically Relevant Culture Change – Your Optimal Workplace Culture and How to Create It



**Philip Oude-Vrielink – Creator & Educator, Philip Oude-Vrielink Pty Ltd**

An organisation's culture is one of the most critical and yet unclear aspects of organisational performance. One of the CEO's primary responsibilities requiring board oversight therefore, is the culture of their organisation. By understanding cultural regeneration and how it can be strategically relevant, it is possible to work with culture more reliably and intentionally. Culture is an understandable and workable aspect of your organisation. This session presents a new way of clarifying culture, how it is created, and therefore how to change it, and the factors that those working to change culture need to work with skilfully.

### ● Surviving and Thriving: Adapting Your Business Model to Compete in a Market-driven Environment



**Wayne Turner – General Manager, CBB Community Consulting, CBB *the not4profit people***

The rapidly changing marketplace in which non-profit organisations operate demands that organisations regularly adapt and reinvent. Using real-world case studies, this presentation will focus on the themes of thinking more commercially, understanding your market, focussing on services that add value and converting barriers to opportunities. This presentation will provide delegates with practical tips for reviewing and adapting their business model using a market-driven framework. It will also address the impact that political reform can have on the realities of running and sustaining a non-profit organisation and how these organisations can reinvent themselves to thrive in a new market. Wayne will provide an action plan to guide delegates in implementing changes within their organisation.

### ● What the Tech? Using the Latest Trends in Technology for Better Outcomes



**Anne Gawen – CEO, Connecting Up**

Cloud, mobile, social, telework, broadband — technology feels like it's racing ahead. How do we keep up and harness its potential to produce better outcomes and give our organisation a leg up? In this session, Anne will explore some of the latest technology trends and their implications for the non-profit workplace using practical examples of non-profit organisations that are already using new technology for better service delivery. This session will also cover outcomes-focused questions that every non-profit organisation should ask before adopting new technology and that will help guide implementation decisions.

# CEO's Concurrent Workshops #2

## SELECT ONE

11:40am



### ● The Neuroscience of Trust: Creating an Environment to Re-Invent, Re-Think and Re-Launch



**Corrinne Armour – Director, Extraordinary Future**

**Belinda Cohen – Performance Consultant & Coach, Inspired Reality**

As your organisation regenerates, will your people, clients and stakeholders trust you and follow your lead? For any Board team to succeed, trust must be developed and maintained. The question becomes, how do we do create trust and why does it matter? Neuroleadership is an emerging field of study connecting recent advances in neuroscientific knowledge with leadership

development, and is beginning to answer this question and more. The brain is 'social' and the better we understand how to lead people's brains; the more likely we are to create an environment where regeneration is possible. This session will introduce delegates to the concepts of neuroleadership and demonstrate how this knowledge can be used to build a trusting and effective Board.

### ● Untangling the "Not" in Not-for-profit: Advice on Commercialising Your NFP



**Vera Visevic – Partner not-for-profit, Mills Oakley Lawyers**

Are NFPs being held back by their name? Are they reluctant to make profit? With the Government's announcement that it will not be proceeding with the measure to 'better target' NFP tax concessions (at this stage), but will explore simpler alternatives to address the risks to revenue, we review what NFPs can actually do. Increasingly NFPs are embracing the idea of participating in the market to maximise their revenue, but they need to know what kinds of commercial activities they can pursue and what proportion

of their activities can be devoted to pursuing those commercial activities. The objective of this session is to give clear guidance on the law for NFPs around commercialisation. Vera will also discuss reputation issues, restructuring and partnerships, threats to tax exemptions and the practicalities of implementing commercial plans.

### ● The Changing Funder Landscape: Do You Know Your Audience?



**Grant Hooper – Manager Grant Programs, Equity Trustees Limited**

Non-profit organisations are facing a tougher funding environment with governments around the country cutting back funding, and philanthropic trusts implementing more targeted grantmaking strategies. At the very same time, many non-profits are also facing increased demand for their services. As a result the boards and executives of many organisations are being forced to consider re-examining their traditional funding bases and their approaches to fundraising, in order to ensure their future sustainability. This workshop will help

delegates to recognise the characteristics of different types of foundations so that they can strategically consider how best they can frame and represent their work to attract philanthropic funding as well as how well their organisation is set up to manage relationships with philanthropic foundations.

### ● "Passive, Pushy or Persuasive?" How to Influence Others to Action



**Sharon Ferrier – Director, Persuasive Presentations**

Today the business world is flat – we type our own letters, make our own calls and send our own emails. The days of management by 'command and control' have passed. Job roles have become more flexible and we no longer have the authority to make people do anything.... Generation Y has quickly become Generation 'Why?' As a leader if you're passive, nothing gets done. If you're pushy you may get results – once. But you will end up killing their trust as well as the relationship. In this presentation, Sharon will cover how to

develop rapport, how stories can engage and inspire people, and provide delegates with a guide to developing their own persuasion plan.

//////////////////////////////////// Lunch //////////////////////////////////////

# CEO's Roundtables

## CHOOSE FOUR TABLES

1:30pm



The CEO's Day round table session aims to create an open environment to meet other leaders from the non-profit sector and discuss ideas, issues and solutions with reference to the conference theme.

Informal discussions stemming from the topic starting points listed below will be hosted at facilitated tables. There will be **three** rotations of 25 minutes each.

- Table 1. Welfare Paradigm to Market Paradigm – What does this really mean for leaders?
- Table 2. Strategic Challenges, Strategic Opportunities for NFPs 2015/2020
- Table 3. Engaging your Board in the Big Picture, Big Discussions & Big Decisions
- Table 4. New Service/Business Models for a New World
- Table 5. Leading Technological Change: What does new technology mean for your organisation/board?
- Table 6. Re-Inventing your Strategy, Structures and Systems
- Table 7. Re-Inventing your Board: Trust between CEO/Board & CEO/Chair
- Table 8. Heads, Hearts & Hands: Turning talk to action
- Table 9. Engaging Management/Staff/Volunteers in your Organisation's Re-Invention/Re-Launch
- Table 10. Transitioning your Skills, Transitioning your Culture
- Table 11. Amalgamations/Mergers, A Way to Grow

# CEO's Challenges

## CROWDSOURCING FOR CEOS

3:00pm



The CEO's Day challenges session aims to open the conversation and unleash the problem solving powers of the greater group. This highly interactive session will kick off with a live vote on pre-determined challenges, and continue with an open mic brainstorm and discussion facilitated by the conference MC Dr Keith Suter and conference chair Michael Goldsworthy.

//////////////////////////////////// Afternoon Tea //////////////////////////////////////

## CLOSING KEYNOTE

Imagine the Future and Do It Now!

4:00pm



●●● Malcolm Rands  
– CEO, ecostore

Hear Malcolm's story of an organic farmer and non-profit worker from provincial NZ. During his journey to create a global eco-brand using the principles of permaculture, transparency and authenticity Malcolm also invents a new way of looking at capitalism and funding non-profit organisations.

Malcolm started ecostore in 1993. ecostore provides NZ's leading range of plant and mineral based household cleaners, body care, and baby products looking after the health of people and the planet. ecostore is in every NZ supermarket plus over 1800 supermarkets in Australia and throughout USA and Asia. Malcolm received the Green Ribbon Award from the Ministry for the Environment, New Zealand. ecostore was the NZ Sustainable Business of the Year in 2010. Malcolm has been active in the sustainable scene for over 33 years. He co-founded NZ's first permaculture eco-village in 1986 and has been added to the World Class NZ International Network. Malcolm is the chair of the Fairground Foundation.





# THE GREATEST ENEMY OF KNOWLEDGE IS NOT IGNORANCE, IT IS THE ILLUSION OF KNOWLEDGE

DANIEL J. BOORSTINI

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# Program

## SATURDAY AUGUST 2

### Quick overview:



## Speakers

### OPENING KEYNOTE

9:00am



### Kodak Moments: Leading Through Disruption



●●● Rachel Botsman – Founder, Collaborative Lab

Despite knowing that ‘change is the only constant’, so many industries seem to be struggling with adapting fast enough or getting it wrong. Rachel dives into the four common drivers that make an industry ripe for change, exploring whether it is indeed possible for traditional organisations to transform themselves to the new market realities.

Rachel Botsman is a global thought leader on the power of collaboration through technology to transform the way we live, work and consume. In 2013 Rachel was named a Young Global Leader by the World Economic Forum, and in 2014 she was named by Fast Company as one of the ‘Most Creative People in Business’. Rachel is the founder of Collaborative Lab, the leading source of expertise for companies and governments that want to embrace the collaborative economy to

revolutionise business and society.

//////////////////// Morning Tea //////////////////////

### KEYNOTE

#### On Your Marks, Get Set, Go!

11:00am



●●● Michael Goldsworthy – Principal, Australian Strategic Services

Never in the history of NFP organisations has such a massive paradigm shift been experienced... the need for a significant regeneration of the way NFPs see themselves and operate is more vital for success than ever. Some boards and CEOs have commenced this journey, others are considering the journey and still more are wondering what all the fuss is about. In this presentation Michael will provide unique insights and powerful frameworks, processes and tools to Re-Think, Re-Invent and Re-Launch your organisation.

Drawing on his 25 years of working with boards, CEOs and senior management teams of over 6000 NFPs, Michael’s profound knowledge of NFPs and extensive experience in facilitating and delivering governance, strategy and amalgamation/merger requirements assists community businesses to “recognise their past, understand their present and create their future”.

### INTERACTIVE PANEL DISCUSSION

#### Re-Think, Re-Invent, Re-Launch: The Realities, Practicalities and Processes

11:30am



Cynthia Payne – CEO, Summitcare  
Michael Goldsworthy – Principal, Australian Strategic Services  
Philip Oude-Vrielink – Creator & Educator, Philip Oude-Vrielink Pty Ltd  
Chaired by Dr Keith Suter

The theories, frameworks and concepts are one thing,... the realities, practicalities and processes of developing and delivering these strategic and organisational processes are another. This highly interactive and informative panel discussion will draw on the realities, insights and practical experiences of expert panel members to assist you and your leadership team in regenerating your organisation.

# Concurrent Workshops #1

## SELECT ONE

1:00pm



### ● Vision Driven – Why traditional vision statements don't work and what you can do about it



**Kerri Tilby-Price – CEO, Exult**

A strong vision is essential for the success of any organisation. Not only does it provide direction in decision-making, a great vision statement motivates teams and inspires donors to get involved. Unfortunately for many non-profits, their professionally drafted vision statement does none of the above. It might sound good on paper, but unless it is a living, breathing driver in your organisation, it's not doing its job. In this workshop delegates will discover why they need to re-think their vision statement before it's too late. Through a range of real-life examples and interactive exercises, participants will begin to re-think the effectiveness of their current vision statement and learn how to craft one that actually does its job.

### ● Unleashing the Power of Purpose



**Elise Sernik – Founder, Leadership Space**

**Melissa Macpherson – Executive Director, People for Purpose**

Personal purpose is the underlying reason why board members choose to be on a 'for-purpose' board. The question is, what is the relationship between personal, and organisational purpose and why is this so crucial to board performance? Our personal purpose is the hidden 'why' that drives behaviours, decisions, and interactional styles. This session provides a practical and effective approach to unpacking personal purpose so that it can start to work hard at being the foundation for relational success in the boardroom. It will allow you not only to better identify your own purpose, but also appreciate the positive impact on board dynamics that can result from understanding and respecting each individual's purpose, perspective and story.

### ● Where are we up to in Charity Regulation?



**Murray Baird – Assistant Commissioner General Counsel, ACNC**

**Vera Visevic – Partner not-for-profit, Mills Oakley Lawyers**

**Paul Ostrowski – CEO, Care Connect**

Join Murray and a panel of experts to hear the latest on where we are up to in charity regulation in Australia.

In his role at the Australian Charities and Not-for-profits Commission (ACNC), Murray is responsible for the areas of Legal, Policy & Education, Compliance & Strategic Intelligence, Reporting & Reduction of Red Tape. Murray joined the ACNC in June 2012 following a career in private legal practice in non-profit and charity law and governance.

### ● Challenging Your Organisation's Strategy and Spotting the Fakes



**David Buley – CFO, Association of Independent Schools**

For for all the currently accessible information and potential expertise available, most organisations still use a guiding document that falls short of being truly strategic. This session will explore the gap between what many organisations think is strategy and what strategy should look like. It will identify the four key elements of bad strategy that you can assess your organisation's strategy against. It will arm you with some tools that you can take back to your boardroom and engage your fellow board members in a discussion that truly seeks to dig deeper, to define a future strategy for your organisation that all board members can articulate.

### Delivering Service Value in a Complex Environment



**Steve Mav – CEO, Gumala Aboriginal Corporation**

Gumala Aboriginal Corporation (GAC) is based in the Pilbara region of Western Australia and has become one of the largest Aboriginal corporations in Australia. The presentation will explore how legal requirements, at times are challenging to the social and cultural priorities of our directors and our organisation. In order to effectively manage within a political and socially complex structure we explore how an "evolving" and unique governance model works best. GAC faces greater governance challenges than other not-for-profit organisations, nonetheless, GAC is pioneering in the area of Indigenous governance and is developing a governance model that other Aboriginal Corporations will be able to adopt in the future.

Theme Key: ● Re-Think ● Re-Invent ● Re-Launch

# Concurrent Workshops #2

## SELECT ONE

2:10pm



### ● Brand in the Boardroom



#### **Michel Hogan, Independent Brand Analyst**

A strong brand is one of the biggest competitive advantages an organisation can have. Achieving a strong brand is the result of the promises you keep and those promises start in the boardroom. Boards don't often think about the role they play in building and driving the brand. The success and failure of brands begins with the decisions boards make with respect to purpose, strategy, structure, values and the ability of the organisation to follow through and do what it says it will do. This presentation will explore the role the board plays in

building brand; the importance of purpose and alignment of promises, the shaping influence of strategic decisions and key board functions and the opportunities that come from actively including the brand in board deliberations.

### ● Professional Insurgency – A Guide to Achieving Step Change in Governance



#### **Clive Blunt, Principal, Greenstream Pty Ltd**

Boards often fall into behavioural patterns – good and bad, effective and ineffective. They will gravitate towards a zone of comfort that allows maximum harmony and minimum disruption. But what if there was tolerance of courteous and purposeful disruption, or professional insurgency? The role of the insurgent (or CDO — Chief Disruption Officer) in this process is to create space for change. What happens is that you start to have conversations that develop transformational capacity for improving service, defending market

share and securing your future through innovation. In this presentation, Clive will address the ways in which fierce and fearless conversations can be used to achieve transformational governance capacity.

### ● Boardroom Dynamics Workshop: What is Your Director Personality?



#### **James Beck, Managing Director - Effective Governance**

There is a growing understanding that board behavioural dynamics are a central driver in producing strong organisational outcomes. However, boardroom dynamics are often a difficult area for boards to address when they go awry. This workshop will discuss ways in which boards and directors can deal with dysfunction in the boardroom as well as discussing the 10 key dimensions of what may be termed 'director personality'.

Attendees will be asked to complete a questionnaire to discover their own director personality and contribute to discussions by giving examples of behaviours they have seen that resulted in poor boardroom dynamics.

### ● Directors' Toolkit



#### **Sally Freeman, National Managing Partner, Risk Consulting, KPMG**

Today's non-profit boards are operating in an increasingly challenging climate. More than just overseeing strategy and governance agendas, directors also have to navigate through an increasingly complex regulatory environment. Directors of non-profit organisations need to know that critical information is reaching the boardroom in a timely manner and they have the capacity and skills at the table to deliver effectively. This presentation will provide a walkthrough of KPMG's free resource The Directors' Toolkit and demonstrate how

it can be used to align governance, mission and performance in the non-profit environment. Sally will also discuss case studies of two boards' journey to better corporate governance and key success factors to implementing change.

### ● Digital Leadership and Governance of IT in the Third Sector



#### **Mark Toomey, Managing Director, Infonomics Pty Ltd**

Today's information technology marketplace abounds with buzzwords such as big data, analytics, social media, mobility, cloud, the Internet of things, BYOD and SaaS. Individually, these concepts are significant, but they are all part of a much more fundamental change that is affecting every corner of society. Digital transformation does not happen by accident. It requires strong, persistent and focused Digital Leadership at the highest levels of the organisation. Digital Leadership requires understanding of what organisations can

achieve through intelligent use of information technology, and of the changes taking place in the broader marketplace. This workshop will explore the essential skills and capabilities of a Digital Leader and how non-profit organisations can successfully navigate the externally driven change over which they have no control, while maximising their own performance and opportunity.



## KEYNOTE

### R.I.P. the NFP Member?

3:40pm



#### ●●● Brian Herd, Partner, CRH Law

"Members" of for profit corporations (or its shareholders or equity holders) have traditionally been active in asserting their rights. Members of non-profit organisations, however, seem to have gone into a state of hibernation and recession, if not descended into the realms of irrelevancy in terms of their power and influence. Their relevancy and functionality has been subsumed to the increasing role of paid staff and volunteers. This presentation will examine the makeup and trends of membership of non-profit organisations, including asking whether a healthy membership has any nexus with a healthy organisation. Brian will leave attendees with a new found challenge, to work out what their membership really means to the organisation.

For over 10 years, Brian and his firm have assisted and acted for non-profit organisations across Australia, extending to the full spectrum of their needs including establishment and operational issues, conversions to companies, mergers and acquisitions, structural change, employment issues, corporate governance training and implementation, Constitutional review, Board due diligence and legal compliance.

## Gala Dinner

### ADELAIDE CONVENTION CENTRE

7:00pm

#### Join us for dinner and entertainment.

The Gala Dinner is a great way to unwind after a day packed full of knowledge, ideas and inspiration. Relax with your colleagues and friends, meet new contacts, enjoy a meal and be entertained.

Please ensure you have your dinner ticket with you as the Gala Dinner is ticketed separately. If you would like to attend but don't have a ticket, please visit the conference info desk to ask if any tickets are available to purchase.

This year's Gala Dinner and entertainment is proudly supported by CBB *the not4profit people*.



*CBB the not4profit people believes in enhancing the capacity and sustainability of the Not for Profit sector. They work with NFPs Australia-wide to help them be better at what they do, by delivering personalised and cost effective consulting and salary packaging services. They're a Not for Profit themselves and pledge their surplus profits back into the sector through their Community Development Program.*

# Program

## SUNDAY AUGUST 3

### Quick overview:



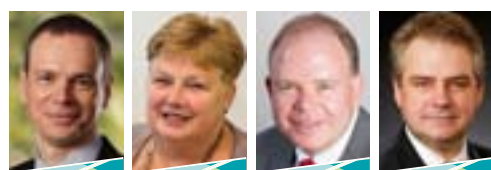
## Speakers

### OPENING INTERACTIVE PANEL DISCUSSION

9:00am



#### Strategic Relationships, Amalgamations, Mergers & Partnerships



**Paul Ostrowski** – CEO, Care Connect  
**Catherine Daley** – CEO, integratedliving  
**Bill Filmer** – Board Chair, Orana Inc.  
 Chaired by Dr Keith Suter

As the “New World Order” emerges for non-profit organisations, many boards, CEO’s & senior managers are coming to realise that a significant client and customer focus and a market approach is, and will, continue to drive consolidation and intense competition.

Growing or developing existing services or products can help sustain your organisation. Amalgamations, mergers and partnerships provide another viable option, one that is built on strategic relationships, effective and open communication as well as agreed principals, processes and outcomes.

We have gathered a panel of experts who have hands-on experience, and know what it takes to successfully lead an organisation through a time of significant change. Hear unique insights, powerful strategies and practical processes that can assist your board to re-engineer and reposition your organisation.

//////////////////////////////////// Morning Tea //////////////////////////////////////

## Information for plenary Q&A Sessions

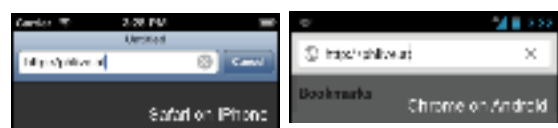


This year we are running an alternative way to ask questions during Q&A times in the plenary sessions. The aim is to allow more people to participate and influence the session by voting up questions of interest.

You do not need to download anything, it works on the web browser on your smartphone, tablet or laptop.

#### How ask or vote for a question during Q&A:

1. Launch your web browser on your smartphone, tablet or laptop.
2. Enter <http://phlive.at> into the address bar.

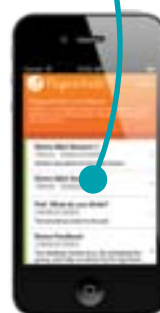


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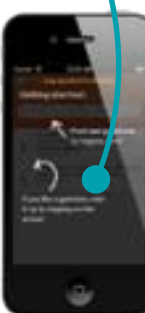
**BBC2014**



**Event Agenda:** Tap to enter each session



**Q&A Overlay:** Tap anywhere to dismiss



#### Q&A Session:

Post questions  
Vote by tapping on the arrow  
Tap on the back arrow to go back



Remember to keep your phone on silent when in session.

# Concurrent Workshops #3

## SELECT ONE

11:00am



### ● Re-Thinking Leadership: Growing Leadership Capacity in the Face of Continuous and Complex Change



**Peter Kaldor – Director, New River Leadership**

**Ian Pollard – Chairman, Billabong**

Leadership is fundamental to dealing with change, growing vision, facing challenges or living out new directions. But how do you create or contribute to “good” leadership? This session will highlight the importance of leadership capacity building and involving people widely in the leadership journey. Delegates will be encouraged to consider ways of creating quality learning

organisations that can innovate creatively and safely, and then build on what has been learnt in order to safely navigate change, uncertainty or possibility. Peter and Ian will open up important conversations about growing the kinds of leadership and leadership capacities that are needed in the world of the future.

### ● Disposing of a Property Asset



**Russell Martoo – Managing Director, RCP**

There are many reasons why a non-profit organisation may find it has assets in its property portfolio that are surplus to current or planned future requirements. When this occurs the organisation has a number of decisions or choices to make about this situation. This presentation will provide some guidelines about assessing the current capacity and scope for a property asset and how these assets may be significantly improved to deliver an increased financial return for the organisation.

### ● Relaunch Your Engagement with Finance; 10 Key Questions to Promote Open Dialogue



**Michael Corry – Director, CFO Clarity**

It can be hard for the board and CEO to gauge how closely to be involved with the finance function. On the one hand, it is fundamental to the organisation’s success and even survival. On the other hand, it can be an esoteric area with its own jargon and conventions that is hard to penetrate. In this workshop, Michael will cover topics as diverse as investment of surplus cash, to technology opportunities and fixed asset management. The questions, and what we do with the answers, will enable directors and CEOs to gain a better understanding of key financial issues, and will promote ongoing dialogue.

### ●● Sharing Power with the People:

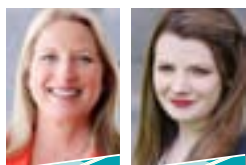
#### How Boards Can Use Dialogue and Deliberation with Stakeholders to Make Better Decisions



**Randall Pearce – Managing Director, THINK: Insight & Advice**

Is your board representative of the broad constituencies impacted by your organisation? Most CEOs would admit that their boards are not representative of anyone but themselves since most directors today are recruited for the contribution they can make rather than for the constituency they represent. Local governments have long used deliberative techniques to enhance community consultation. However, it is just as easy for NFPs and NGOs to apply the values of public participation within their own organisational contexts. In this highly interactive session, delegates will see deliberative techniques in action and come away with a practical understanding of how best to employ a range of these techniques.

### ● Passion & Professionalism; Managing the Performance of a Volunteer Board



**Sabine Phillips – Principal, Russell Kennedy**

**Sophie McNamara – Associate and Migration Agent, Russell Kennedy**

Many non-profit organisations are reliant on volunteer directors who each bring a mix of passion and professionalism to the board. This presentation will discuss the unique challenges and opportunities of having volunteer directors who are connected to the cause, but inexperienced or disinterested in running an organisation. Sabine and Sophie will also address the value and

limitations of a board consisting of consumers, community members and stakeholders as well as how to attract skilled, unpaid directors. This presentation will provide a legal framework for managing the conduct and performance of problematic board members and discuss how non-profit organisations can make the most of their volunteer board.

Theme Key: ● Re-Think ● Re-Invent ● Re-Launch

# Concurrent Workshops #4

## SELECT ONE

12:05pm



### ● The Data Driven Charity



**Chris O'Neill – Co-General Manager, BATS Theatre**

We live in a world where we are surrounded by big data. Corporations and governments mine this data to grow profits and allocate spending. Why aren't more non-profits following the trend? Over the next decade, organisations that make use of data will far outperform those that do not. It is imperative that non-profits learn to navigate this new world, in which data and an organisation's ability to demonstrate impact are key elements of their future success. This session will provide an introduction to the current state of play, a road map of where we are going, and a guide to developing a strategic plan that focuses on data driven results. Delegates will be presented with case studies of organisations that have excelled in this area, and hear a few cautionary tales.

### ● Increasing Board Opportunities for Young Women: A Case Study



**Nicole Swaine – President, YWCA Adelaide**

**Caralyn Lammas – Training Officer, YWCA Adelaide**

This presentation will tell the story of how YWCA of Adelaide's SHE Leads Board Training Program was developed and implemented and addresses how such an approach can be tailored to achieve similar objectives for other organisations. Nicole and Caralyn will describe how the program supports government targets and objectives and contributes to gender diversity by

increasing women's participation in leadership roles. Delegates will learn how an innovative approach to sourcing quality board directorship candidates can increase the aspirational quality of participation on their own board and increase women's board participation generally.

### ● Trade Marks and Branding for Not-for-Profit Organisations



**Jason Watson – Partner, FAL Lawyers**

**Saioa Echevarria Idianez – Trade Marks Attorney, FAL Lawyers**

The protection of trade marks and brand are often an element of companies that tend to be overlooked. This presentation has been prepared to bring an awareness of this issue to non-profit organisations. Jason and Saioa will demonstrate why trade marks are valuable assets and an integral part of the structure of an organisation that, as with other assets, should be utilised to their fullest potential. This workshop will cover trade mark and branding strategies, best practices to maximise the value of trade marks and brands within organisations, and outline key points and ideas to follow and implement in order to achieve this aim.

### ● Dealing with Damn Difficult Directors

**Robert Gordon – Director of Programs, Board Accord**



The clash of 'egos', inability to read people and situations, poor communication capability and ineffective people skills can result in dysfunctional interpersonal dynamics that seriously stress everyone and restrict the realisation of the organisation's mission. Even one director, or executive, unfit for purpose, negatively engaged, or out of step, is both a success inhibitor and an unacceptable and a massive loss of potential and contributing talent. This presentation will include case studies, difficult director profiles, tested strategies to modify unacceptable behaviour - and challenging group dynamics, and reliable pathways to realign the team members with each other and with purpose.

//////////////////////////////////// Lunch //////////////////////////////////////



## CLOSING KEYNOTE

### Regenerating Your Organisation – The Board's Journey, Next Steps



●●● Dr Keith Suter, MD Global Directions

Drawing on the themes, strategies and practicalities of the 2014 Better Boards conference, Keith will use his extensive experience to create a dynamic platform that will inspire you and your board or CEO to “Regenerate your organisation”.

Dr Keith Suter is an economic and social commentator, strategic planner, author and broadcaster. As a broadcaster, he appears on Australian radio an average of once per day. He is the TV Channel 7 “Sunrise” foreign affairs editor appearing on weekday mornings. He is also a foreign policy analyst for Sky TV Australia, which also broadcasts to New Zealand. He is also Director of Studies, International Law Association (Australian Branch) and was for many years the Chair of the Environment Committee of the Australian Institute of Company Directors. He has been a member of the international think tank The Club of Rome since 1993. In 1986: International Year of Peace, he was awarded the Australian Government’s Peace Medal. In 1994, he was voted “Australian Communicator of the Year”.

*“If skills diversity is what you’re after, I can also juggle cats and hold my breath for 5 minutes...”*



**Better Boards Resources** features a growing collection of books, tools and resources with a specific focus on governance and leadership in the non-profit sector. Visit the bookstand during your break where a selection of popular titles will be available.

Further titles are available online, visit [www.betterboards.net/resources](http://www.betterboards.net/resources) to look up the titles of interest. Your orders can be processed with no fuss, online through the website.



## **The Book of the Board, 2nd Edition**

This Australian handbook explains the purpose of a board in a non-profit organisation, the board's formal and legal responsibilities and areas where a board can add to the organisation's effectiveness.

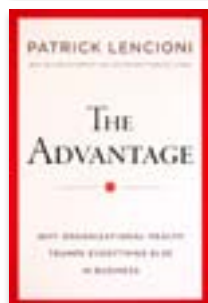
**\$60.00** inc. GST



## **Financial Statements Demystified, 4th Edition**

A detailed, user-friendly introduction to financial statements. A reference for everyone in business and a tool to assist in preparing and interpreting financial statements.

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## **The Advantage: Why Organizational Health Trumps Everything Else In Business**

Learn how to develop a true culture of peer accountability, arriving at firm commitments after a meeting, aligning an entire organization around one top priority, and much more.

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## **The Nonprofit Board's Role in Mission, Planning, and Evaluation, 2nd Edition**

All too often, nonprofit boards look at mission, planning, and evaluation in isolation. This book, however, offers an integrated approach. Keep your mission fresh, lively, and relevant.

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## **Nonprofit Asset Management: Effective Investment Strategies and Oversight**

A practical guide for fiduciaries of nonprofit funds – board members and internal business managers – a much-needed, step-by-step guide to the effective investment management of nonprofit assets.

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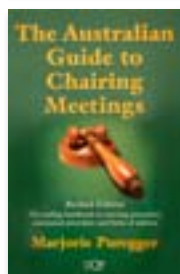
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## **Directors at Work: A Practical Guide for Boards**

Practical and specific, this book is based on extensive research and discussions with Australian directors. If you are looking for a practical handbook for directors, and will only buy one book, then this is the book for you.

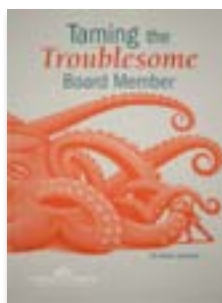
**\$130.00** inc. GST



## **Australian Guide to Chairing Meetings**

An invaluable reference companion, revised and updated, it covers every aspect of meeting procedure, instruction for office-bearers and forms of address.

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## **Taming the Troublesome Board Member**

This clever book explores the root of 25 types of troublesome behaviours and helps identify and address problems quickly and with as much grace as possible.

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## **Chief Executive Transitions: How to hire and support a nonprofit CEO**

Designed to help boards navigate the hiring process and also oversee a successful leadership transition. It includes checklists, key questions board members will need to answer as they go through the process, and practical real-life examples.

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# Why Corporations Need the Not-For-Profit Sector

DAVID COOKE | PARTNERSHIPS

**Historically the objectives of the corporation have been seen as somewhat opposite to those of the not-for-profit sector; specifically self interest as opposed to community interest. So it is ironic that we are now seeing closer relationships developing between the two, with partnerships now a growing trend and a common feature of the corporate landscape.**

So can we attribute this upswing of corporate interest in the community to a sudden outburst of altruistic thinking on the part of the modern corporation? Have they abandoned their previous drivers of bottom-line profits and increased shareholder value? Far from it. In fact it is these very drivers, which have remained the cornerstones of profit-making corporations for decades, now underpinning the growth in partnerships between the two sectors.

Corporations by necessity are pragmatic beasts and boards by law must act in the fiduciary interests of the company that they represent. The hallmark of the profit makers tends to be commercial astuteness while those of the not-for-profit sector are genuineness, compassion, and commitment. How can these two sectors initially engage with each other? The cold hard reality is that it is precisely because the not-for-profit world offers tangible benefits for the corporate world, via an association with them, that corporate giving is on the rise.

These benefits include enhanced reputation, branding and marketing benefits, community and governmental support for commercial undertakings and increased capability to attract and retain high calibre staff. Differentiating your brand from that of your competitors, making a statement that you stand for something other than simply profit generation and finding the key to building staff loyalty have all proven elusive for many corporations. The fact is that partnering with the not-for-profit sector has proven to be the solution to these and many of the problems faced by companies today.

Within this new paradigm corporate giving becomes an investment decision, more about value creation than the old unidirectional philanthropy, fuelled by moral imperative. In the past it has been a one-way street; that is, not-for-profit organisations going cap in hand to the wealthy corporates.

Therefore, this paradigm shift does require a new approach for any not-for-profit organisation seeking to capitalise fully on this new opportunity. They need to develop a different type of skill in order to engage effectively with the profit makers if maximum corporate support is to be gained. The key to unlocking corporate wealth is in the development of a partnership framework which serves the needs of the corporation not just the not-for-profit partner.

Many organisations have also discovered that once differing skill sets are shared after a partnership has formed, there can be considerable mutual benefit for both sectors that goes well beyond simply being financial in nature. Some of these transferable skill sets are outlined in the table below:

## Skill Set and Potential Benefit to the Other Sector

Corporate Skill Set	Benefit to Not-for-Profit
Strong commercial focus	Financial growth and stability
Short-term results focus	May be necessary and appropriate at times
Managerial expertise	Knowledge, experience, and potential pro bono assistance
Negotiating ability	Secure better outcomes for the organisation
Marketing strategies	Knowledge facilitating growth of public awareness
Sophisticated PR strategies	Potentially valuable contacts in press / media
Strong networks	Tap into to secure increased support
Technology infrastructure	Share knowledge and potentially even infrastructure
Not-for-Profit Skill Set	Benefit to Corporate
Strong societal focus	Growth of genuine respect from domain
Tireless long-term focus	Ability to not lose focus during adverse cycles
Staff commitment	Experience in maximising employee contributions
Ability to influence	Knowledge and skills to achieve outcomes
Unsophisticated PR strategies	Ability to attract genuine prestige without "spin"
Marketing strategies	Ability to operate effectively on shoe-string budgets
Strong networks	Potentially valuable contacts in government and Society
Maintenance of core values	Viewed by others as trustworthy and reliable
Maintenance of reputation	Brand management expertise



Notwithstanding this, there is still a strong requirement for charities to make an approach to corporates to establish these partnerships for day-to-day funding or funding for specific projects. As regards the not-for-profit sector, the Economist.com points out that it is important that organisations do not compromise their own characteristics even though, at the same time, they need to 'become more like them,'—i.e. more like the corporations that they are seeking support from. This is particularly true with the corporates demanding ever-increasing professionalism from their potential partners.

It would seem that any debate about whether social investment is beneficial or not for a corporation, has been somewhat eclipsed by the wealth of positive experiences from the Australian corporate landscape and from overseas. It is now simply a matter of whether a corporation wishes to choose the development of partnerships with the not-for-profit sector as one of its key business strategies for building

social capital, goodwill and staff pride and loyalty.

In essence it is suggested that an appeal based on doing good work and helping others, an appeal driven by the moral imperative, is unlikely to be as effective as one based on assisting your potential partner to overcome many of the commercial challenges that they face today. What not-for-profit organisations have to offer a potential partner is of immeasurable value in securing the success and corporate sustainability that they so desire. Once a strong relationship is formed then the two become a powerful force for social change.

*The hallmark of the profit makers tends to be commercial astuteness while those of the not-for-profit sector are genuineness, compassion, and commitment. How can these two sectors initially engage with each other?*



**David Cooke**  
**Konica Minolta Australia**  
David is presenting the opening keynote at 9:00am on CEO's Day (Friday)

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# Why Good Boards Behave Badly: Improving your board's performance through best practice boardroom behaviours

BELINDA COHEN | BOARD DYNAMICS

**High-performing boards know that organisational sustainability is reliant upon vigilant monitoring of key performance indicators. Similarly, boards need to review their performance against best practice governance frameworks.**

However, one critical corporate governance indicator of best practice is often overlooked.

## The unexpected board performance indicator

In 2009, Sir David Walker (Walker, 2009) reviewed corporate governance in UK banks in light of corporate collapses. The terms of reference for the review were broad with the government seeking recommendations for a framework for best practice corporate governance. Walker's unexpected finding was that "principal deficiencies in boards related much more to patterns of behaviour" than to their organisation. This was supported by a report prepared by the Institute of Chartered Secretaries and Administrators (ICSA), which found that "appropriate boardroom behaviours are an essential component of best practice corporate governance". (ICSA, 2009)

Many boards review their performance – against best practice governance frameworks – yet review of behaviours is less common. It is easier to assess board compliance with governance frameworks as there is limited guidance on best practice boardroom behaviours. (ICSA, n.d.)

Best practice boardroom behaviours are integral to positive board dynamics, efficiency and sound decision-making. It is the people, whose behaviours are influenced by personal values, motivators and group dynamics, which create and drive the processes. The processes only work when those responsible for them perform well.

## Emotions play a positive role in the boardroom

Decision-making was considered a skill founded solely in left-brain logic, until neuroscientist Antonio Damasio's groundbreaking study prove that emotions are critical for sound decision-making (Damasio, 1999). Damasio studied people who suffered injuries to areas of the brain governing emotions and found that, although appearing normal, they were unable to make the simplest of decisions. They could describe logically what they should do and highlight the pros and cons, but were unable to choose wisely from the available options.

In relation to the board: emotions play a key role in assisting a director to move beyond logical analysis and make their ultimate decision.

## Why good boards behave badly

**Perceived threat:** Neuroscientific studies attest the brain perceives a threat five times faster than a reward (Coleman, 2006). A perceived threat generates a fight or flight response. Biochemical changes limit a person's ability to regulate emotions and think rationally. The result is confusion, less effective decision-making and negative group dynamics.

Directors' responsibilities and potential liabilities prime the brain for probable threat. While directors should not reduce their focus on risk minimisation, they should avoid irrational emotional responses. Highly emotional outbursts inhibit the

director's own cognitive performance and decision-making; can trigger a fight or flight response; and cause sub-optimal cognitive performance in others. To foster peak performance, directors need to create a climate of respect, trust and candour where constructive open challenge and dissent is accepted and encouraged.

*Damasio studied people who suffered injuries to areas of the brain governing emotions and found that, although appearing normal, they were unable to make the simplest of decisions. They could describe logically what they should do and highlight the pros and cons, but were unable to choose wisely from the available options.*

## Different approaches to decision-making

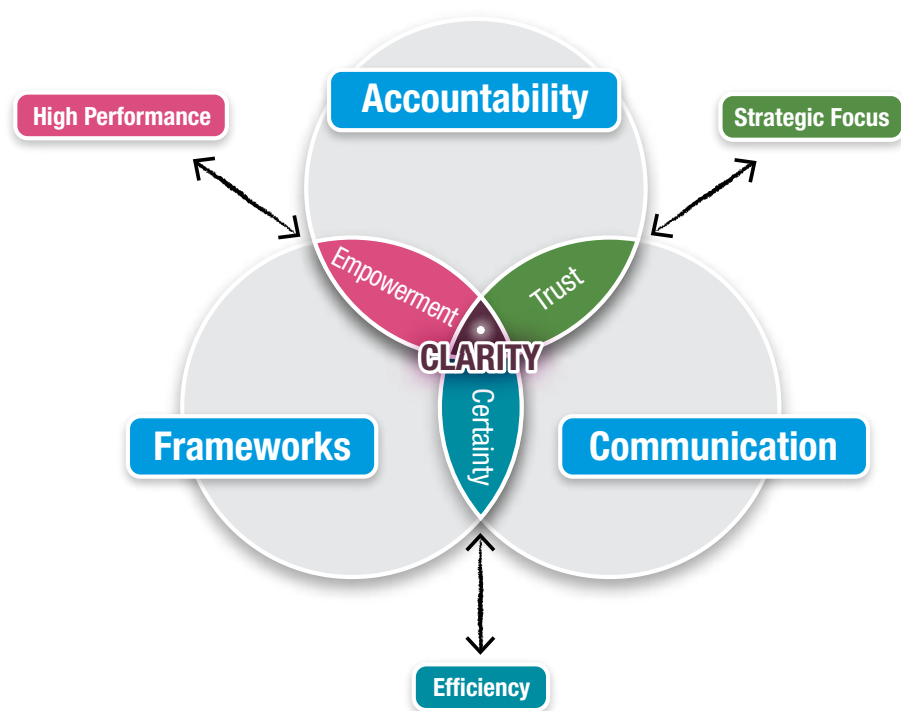
Each of us has a strategy for making context-specific decisions. In the boardroom, some directors need additional information to make decisions 'comfortably'. A director, who requests more information, may be perceived as incompetent or obstructive, when in fact they are adhering to the cognitive process they require to understand the issues and make a decision. Unfortunately, a lack of understanding about decision-making strategies can adversely impact the board dynamic.

## Executive failure to deliver the basics for 'safe' decision-making

Through situational analysis of past challenges in board dynamics, it is possible to identify essential criteria for efficient decision-making. Consider this case study:

A well-performing board identified that occasionally directors were defaulting to undesirable behaviours. This was having an impact on board efficiency, organisational productivity and the interface between the executive and the board. Analysis revealed that poor boardroom behaviours were triggered consistently when the executive failed to deliver clarity in three fundamental areas:

**1. Communication** – all communications with the board needed to be 'in time', provide appropriate context and be transparent.



**2. Frameworks** – the issue before the board needed to be housed within or clearly linked to an established or future framework.

**3. Accountability** – the board needed to be clear regarding the expectations of future actions and delivery timeframes, as well as who held ultimate accountability.

The board had no conscious awareness that they collectively referenced these criteria. When the executive failed to meet one or more criterion, it generated varying levels of threat response in the directors, which lead to poor boardroom behaviours.

### Integrating best practice

So how can boards integrate best practice in boardroom behaviours?

### Develop a best practice model for behaviours

Reach an agreement on acceptable behavioural standards—the behavioural framework should be specific and measurable, and where possible reference the organisational values. There should be clear agreement on the evidence frame for achieving the desired standard and agreed processes for ongoing assessment through individual reflection, group reflection and external review.

### Build self-awareness and benchmark performance against the model

Directors must be aware of how their emotions influence

board dynamics and the interface between the board and the executive. With increased self-awareness, a director is better positioned to modify their behaviours—improving their individual performance and the performance of the board (motivational profiling and 180/360° feedback are highly effective tools for increasing director self-awareness).

### Individual and collective accountability

Individual and collective accountability for boardroom behaviours is essential. Directors must regulate personal behaviours and seek feedback. Similarly, the board as a whole must honour their commitment to best practice behaviours.

### Identify your board's basics

Situational analysis of behaviours can help identify your board's ideal decision-making environment. In times of discomfort, conscious awareness of these basics will enable your board to reference these criteria and determine the best way forward.



**Belinda Cohen**  
*Inspired Reality*

Belinda is presenting a workshop with Corrinne Armour at 11:40am on CEO's Day (Friday)

(ICSA) 2009. *Boardroom behaviours*, UK

Coleman, D., 2006. *Emotional intelligence: why it can matter more than IQ*. 10th anniversary ed, New York: NY Bantam Books.

Damasio, A., 1999. *The feelings of what happens: body, emotion and the making of consciousness*, New York: NY Harcourt Brace & Company.

ICSA, n.d. *Ibid.* p. 4.

Walker, D., 2009. *A review in corporate governance in UK banks and other financial industry entities*, [www/hm-treasury.gov.uk](http://www/hm-treasury.gov.uk).

# Distressed Balance Sheets – the Board's role

MICHAEL CORRY | FINANCIAL KNOWLEDGE

**“Things are pretty tough in the market these days”. How often do we hear that? I've rarely heard anyone say over the years, however, that conditions are ideal right now. Staying in business, whether you are a commercial or NFP organisation is tough, almost always. Cash is hard to come by, whether from government, donations or trading activity. It's inevitable then that financial challenges arise from time to time in many organisations.**

In some cases this can be an isolated hiccup, but in others it is the sign of a more serious structural failing of the organisation's finances. So what should the board do if it knows or suspects it is in this position?

Before we even get there, there are two key steps to look at. First, can you rely on the integrity of the underlying financial information? This is a whole separate topic that we can't do justice here but there are warning signs that all may not be right. These include auditor discomfort, a high incidence of adjustments and corrections after month end, high staff turnover in finance and, more bluntly, if you just feel the finance person doesn't know what's going on, or is shielding the hard truths from you.

*...there are warning signs that all may not be right. These include auditor discomfort, a high incidence of adjustments and corrections after month end, high staff turnover in finance and, more bluntly, if you just feel the finance person doesn't know what's going on, or is shielding the hard truths from you.*

Assuming you are comfortable with the accuracy of the financial reports you receive, the second step is to identify if the balance sheet is indeed “distressed”. There's no clear definition of what this means, but there are some good pointers to be considered. The first port of call is to look at net assets, the other side of the balance sheet to equity. Your organisation's net assets must be positive and should contain a buffer. Ideally, net assets should be sufficient to cover operating expenses for a period somewhere between 3 and 24+ months. I like a year's expenditure buffer in the bank.

Now we turn to cash, or lack thereof, which has been the downfall of many profitable businesses throughout time. Even if total net assets are healthy, too many of them may be tied up in fixed assets such as equipment, vehicles and so on. So now put the spotlight on the current ratio. This simply divides current assets by current liabilities. The answer should be more than 1. Preferably a good bit more. If it's not, you may well not have funds available to meet financial obligations as they fall due. There are several other ratios and tables that can help you understand the health of your balance sheet, and a range of experts who

may be able to help you implement and interpret them.

If you feel your balance sheet may be in difficulty, action is required. Burying your head in the sand or keeping fingers crossed for improved profitability won't do it. Depending on your legal structure, most organisations' directors can be held personally liable for trading while insolvent, so take this seriously.

Get help. Bringing someone else in to review the situation can be informative and even cathartic – acknowledging that there is an issue. The first step is often the hardest.

Try to understand how the issue has arisen. Look at trend analysis. Tracking the movement of key figures over time can be very illuminating. Compare month on month or year on year.

Has staffing increased on the back of unfulfilled grant income expectations? Perhaps your organisation has a favourite operational activity, which fits well with its aims but that everyone knows can't come close to covering its costs. If the rest of the organisation isn't generating enough cash to cover this division, then maybe some hard decisions have to be made about whether to continue it. Perhaps the environment in which your organisation operates has changed and it is simply no longer viable under the current structure. Do you

need to think about merging with a like organisation? Such a move will inevitably rouse strong reactions and emotions among the board and within the organisation, but giving it serious consideration is a whole lot better than doing nothing as you slide into insolvency.

If there is a director with financial skills, by this stage they are generally itching to roll their sleeves up and get involved. It's not generally a good idea. The Board's role is to govern and getting involved in day-to-day management compromises that role. It is usually better for the Treasurer or other directors with financial skills to continue to contribute his or her expertise at a board level.

Although the challenges caused by a distressed balance sheet can be daunting, recognising the issue and taking action is undoubtedly the best way forward.



**Michael Corry**  
**CFO Clarity**

Michael is presenting a workshop  
at 11:00am on Sunday





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# Passion and Professionalism: Legal Duties of a Volunteer Board

SABINE PHILLIPS & SOPHIE MCNAMARA | LEGAL RESPONSIBILITIES

## Identify what you're missing... and then work out how to get it!

Effective not-for-profit boards possess a winning combination of passion and professionalism. It is crucial that all board members understand the personal legal responsibilities they assume when they become a director of a board. Regardless of their connection to the cause, a person should not accept a directorship or remain as director without the appropriate skills and competence to perform their role.

Boards can assist their directors in meeting their legal obligations by having clear policies, conducting regular training and reviews of their board, and identifying any gaps in knowledge and skills. This process is usually led by the secretary and the chair of the board.

All directors should be familiar with the basic director's duties, some of which we will discuss in greater detail below. These duties apply to each director, whilst office holders such as secretary and treasurer attract additional duties.

### Duty of Care, Skill and Diligence

Directors have a legal duty to apply a standard of care and diligence that is expected to be applied by a reasonable person in the circumstances. This duty applies regardless of whether a person is a volunteer, new to the board, or temporarily filling the position.

Each director must ensure that they understand the affairs of the organisation, particularly in relation to its financial management and its capacity to meet contractual obligations. This duty can be particularly challenging for directors who lack financial literacy. Similarly, those directors on health or aged care services boards with little if any clinical knowledge must be aware of their obligations in relation to clinical governance.

### Duty of Good Faith

Directors are obliged to act honestly and not recklessly in discharging their duties. Misappropriation of the organisation's assets, a misuse of power or a failure to avoid a conflict of interest can result in a court finding that a director has contravened the law. This can result in large fines, an order to pay compensation and in some instances time served in jail.

### Conflicts of Interest

Board members have a fiduciary obligation to act in the best interests of the organisation that they serve. A conflict of interest arises where a director's duties clash with their personal interests. Volunteer board members often have social, family or business relationships related to the organisation's cause and therefore some conflicts of interest should be considered inevitable. In smaller and community based organisations with volunteer boards, it

can be more difficult to manage conflicts of interests due to the often interconnected personal ties between the volunteer directors and the organisation.

#### The following are examples of potential conflicts:

- Awarding a contract to an organisation that employs them;
- Employing a family member;
- The sale of corporate assets to a friend; and
- Making use of information acquired through the board in the course of their employment or business.

It is important that boards take a strong stance in recognising any conflicts of interest and react accordingly. The board should adopt policies and procedures that include methods used to identify conflicts and procedures to be followed when a conflict arises.

#### The organisation's policies and procedures should address:

- How and when board members should disclose their personal interests (for example, a standard agenda item inviting members to disclose);
- Under what circumstances relatives, friends, or employers of directors can be hired or considered for contracts;
- How gifts and offers of gifts should be dealt with; and
- Efforts to ensure diversity on the board.

Where a board is concerned that there may be a risk of a real or perceived conflict of interest, legal advice should be sought to assess the situation and provide advice on how to avoid the conflict. A board may also decide to obtain legal advice in relation to the drafting of their policies and procedures.

### Gaps in Knowledge and Skills

It is important for boards to identify what they do not know and also how to fill these gaps in their knowledge. We recommend that all boards have a skills matrix identifying the skills they need and recruit in accordance with those needs. If your board has identified a knowledge gap, make sure to take appropriate steps to address it.

#### Has your board considered any of the following?

- Including a standing annual agenda item requiring the board to identify any skills that their board is lacking.
- Actively seeking diversity; in age, gender, background, ethnicity, skills, experience.
- Co-opting skilled directors where your rules allow it.
- Advertising for a director with specific skill set.
- Actively targeting an individual with a specific skill set

and inviting them to join your board or be co-opted onto a specialist sub committee.

- Allocating an annual budget for training of the board.
- Applying for scholarships in governance training for the board.
- Creating a proposal about your organisation and approaching a commercial organisation (for example, an accounting firm) that possesses the skills set you require, and asking for a volunteer director.
- Inviting a governance expert to present to your board
- Investing in written and online materials regarding governance.

### Alternative Roles for Would Be Volunteer Directors

Directorships are not for everyone – but don't discard the ideas and input of enthusiastic volunteers!

A person who is unable or unwilling to meet the legal standards and demands placed on directors is by no means unable to contribute to an organisation. Boards wishing to utilise the thoughts and opinions of community members,

stakeholders and consumers should examine other ways to allow non-directors to inform the direction of a not-for-profit organisation.

Consider adopting a structure successfully used by many not-for-profit organisations; create stakeholder or community 'think tanks' or working groups which report to the board and provide their own assessment of how the organisation is being run.

### In Summary

There are significant personal consequences for directors who fail to properly discharge their legal obligations. Ignorance and good intentions are insufficient excuses for directors who are found to be in breach. Each director has a personal obligation to understand the legal duties they assume when joining a board.



**Sabine Phillips & Sophie McNamara**  
**Russell Kennedy**  
Hear Sabine & Sophie's workshop  
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# Digital Transformation: A challenge for governing the use of information technology.

MARK TOOMEY | GOVERNANCE OF I.T.

**Just twenty-five years ago, Tim Berners-Lee published the specification for the World Wide Web, and in doing so laid a keystone in the foundation of what is now widely described as the Digital Era.**

Only five years later, one of the iconic companies of the new digital era was founded. Amazon.com is known by everybody as a company that rewrote the rule book for how a long-established industry should operate. Amazon has been joined by numerous startups since then, but startups are not the only phenomena of the digital era. Equally important when discussing governance, technology and the digital era are the digital catastrophes such as Kodak, HMV and Blockbuster, for whom the pointers were obvious, but studiously ignored by their leaders. But more important than any are the digital transformers – the pre-digital era companies that have tackled the opportunity to reinvent themselves – companies like Burberry and Australia's Commonwealth Bank.

Prior to, and on the path into the digital era, organisations used information technology to add speed, volume, reliability (though not always), convenience and (sometimes) brilliant insight to what were long-established business models. It's not just that business has gone online. Rather, the nature of business is changing. Smart organisations are not just updating practices to take advantage of new technology, they are changing their business to move into spaces that they would not previously have contemplated, simply because technology enables such radical moves and gives them access to new competitive advantage. Such transformational change is equally possible in the not-for-profit sector.

## Governance of Information Technology

From an early stage, it was intuitively clear that investment in the use of information technology should result in significant improvements in the capability and performance of the investing organisation. However, it also became clear that achievement of these capability and performance gains was rarely an automatic process, as many larger and more complex undertakings ran over budget and out of time. In parallel, organisations became increasingly dependent on fragile and complex technology systems which sometimes failed to work properly, leading in some cases to significant financial and reputational damage and in the worst cases to the complete failure of the organisation. To limit the potential for such failures, diverse organisations invested in building methodologies for developing, installing and running IT systems and infrastructure.

These methodologies became known as "IT governance", yet were in reality just evolved versions of established IT management disciplines. They focused predominantly on the supply aspects of IT – from planning and building of the technology through to maintaining, running and, when

necessary, decommissioning the technology. They gave insufficient attention to how the organisation would gain real value from, and be highly successful in its use of the technology.

Fixing this problem did not need more methodology. It needed a shift in the focus of organisation leaders toward achievement of business outcomes arising from, rather than the technical detail of, investment in information technology. This need became the core driver for development of the Australian Standard for Governance of Information and Communication Technology, AS 8015:2005 and its international equivalent, ISO/IEC 38500:2008.

In the digital era we see new challenges to established management methodologies for information technology. They are geared to careful planning of work required to achieve a specified goal, and limitation of activities that consume expensive resources. Yet already in the digital era, it has become clear that experimentation and innovation are essential and in many such cases, the only goal that can be expressed is "to see what happens or what is possible". On the other hand, resources that were once prohibitively expensive are frequently now cheap and accessible. It's not that the practices in these management systems are inherently bad, but they are often anchored on assumptions that are no longer correct. It has become essential to step back and rethink the context for governance and management of IT as a key enabler of business in the digital era.

## Governance of Digital Era Business and Transformation

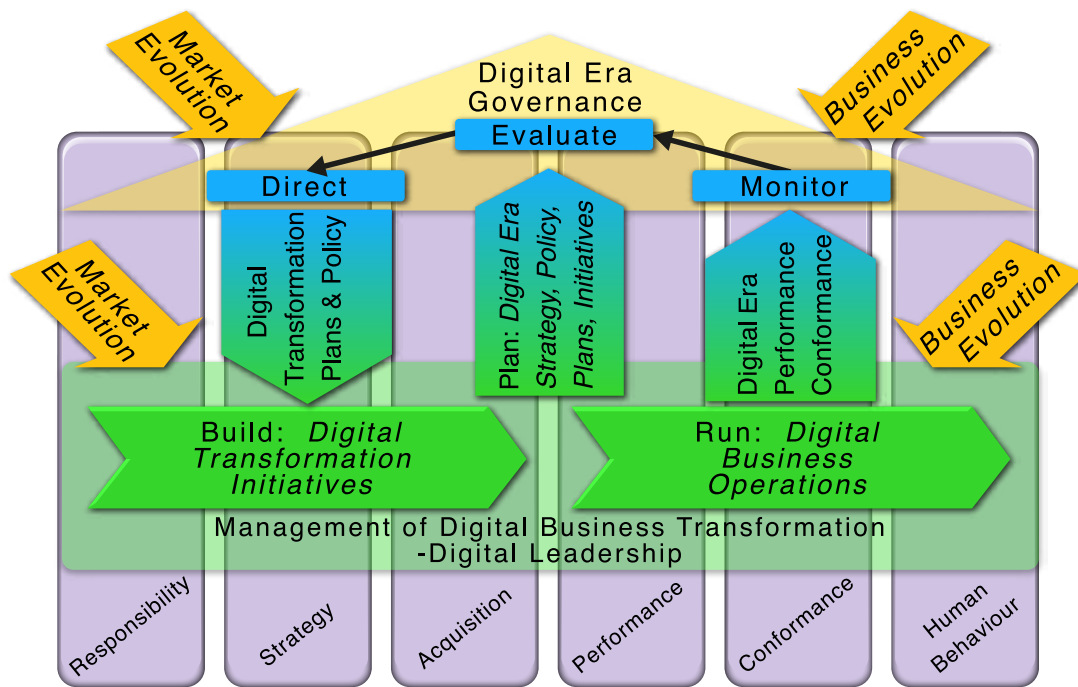
The model for governance of IT laid down in AS 8015 and ISO/IEC 38500 positions governance of IT as oversight of management activity for planning, building and running the IT-enabled enterprise, with the system for governance of IT including management systems for planning, building and running the IT-enabled enterprise.

Now as we see more and more organisations turning to grapple with the opportunities and realities of the digital era, we can further re-express the model for governance of IT, so that it becomes a valuable model for governance of transition into the digital era.

**Figure 1** presents a fresh interpretation of the guidance in ISO/IEC 38500, framed in the context of the digital era and, specifically, for digital transformation. There are several key messages inherent in its design.

Success demands digital savvy business leaders. These are the people who will plan the future business and its use of technology. Plans include strategy, policies, investment proposals, detailed plans for initiatives, operational plans and so on. Pre-digital, we sought highly developed and rigorous plans, with strong justification for big, high-risk investments that were heavy on technology development and integration. In the digital transformation space, there may well be immense investments, such as Commonwealth Bank's billion dollar replacement of 45 year old accounting





systems, but there will be many smaller, more experimental and innovative initiatives. Governing bodies should evaluate proposed strategies, policies and plans in the context of the external pressures exerted on, and the needs of, the business. The delivery of some plans and policies will be subject to continuous risk and uncertainty as boundaries of technology and organisational capability are tested and at the same time other players in (or sometimes outside) the market make their own plays to gain new capability and performance through their own innovative uses of technology.

Governance oversight of the organisation and its management through the transitional stages and on into the digital era will continue to pay close attention to performance and conformance. However, with new approaches to planning and investment that come with lower cost technologies and increasing business ownership of the agenda for use of technology, there will be new performance metrics and measures, and probably different people reporting on key items. As technology becomes more fundamentally a business utility, more reporting should come from the business that is exploiting the technology for advantage. At the same time, conformance is likely to become a significant arena for risk awareness and control, as digital era technologies, techniques and initiatives open the door to areas where prior conformance arrangements are either onerous and needlessly restrictive, or completely irrelevant to the new way of doing things. The challenges of prior-era conformance will be compounded by emergence of fields in which the lack of rules leads to inappropriate behaviour and unacceptable risks, such that there is a need to develop new conformance arrangements.

The six principles expressed in ISO/IEC 38500, dealing with Responsibility, Strategy, Acquisition, Performance, Conformance and Human Behaviour are eminently adaptable to the digital era and provide a framework for rethinking the models for management and governance

to focus on the use of technology, rather than its supply. The clarity that comes from such rethinking will help many organisations put in place arrangements for driving future business change enabled by technology with much lower levels of risk than previously imagined.

### Conclusion

Organisations can use ISO 38500 to help develop top level policies and practices that enable them to move confidently forward in their essential digital transformation programs, in which we are likely to see continuous change over an extended period. They are likely to have a variable mix of small projects focused on quick wins, innovation and experimental learning as well as a few major projects that are re-engineering the business and the technology that underpins its day by day activities. All this will take place within a framework of strategy that sets longer-term goals while anticipating that the path to those goals is dynamic and requires continuous, well-developed capability to deal with uncertainty and risk. Responsibility and accountability for the achievement of digital strategy, digital transformation and digital business operational goals will be properly distributed among business and technology executives, while achievement of goals and performance targets will be measured and reported in business language that is highly relevant to the digital era.



**Mark Toomey**  
**Infonomics**

Mark is presenting a workshop  
at 2:10pm on Saturday

# Rethinking Leadership: Growing capacity in the face of continuous and complex change

PETER KALDOR & IAN POLLARD | LEADERSHIP

**There is so much talk about the need for “leadership”. Whenever things get difficult, up goes the call – “someone please help us get out of this mess” (at no cost to ourselves)!**

In an ever faster, more complex world, organisations face difficult change and uncertainty. Even new possibilities present complexity. Corporates have to navigate shifting markets and global competition: yesterday's leading companies may be tomorrow's basket cases. Not-for-profits face changing needs, changing thinking about effective interventions, changing government policies and competition for grants or donations. Navigating this “permanent white water” is not a one off – it is the norm. We approach rapids moving quickly, needing to make significant decisions as we travel, avoiding obstacles and danger. Then there is what is around the corner. The stakes are high, as is our anxiety.

If change were easy it would happen automatically. We are working towards an uncertain future that can generate resistance. Fear, grief, scapegoating, withdrawal or controlling behaviour may be a danger for us all. So much happens at once in a complex intertwining mess. If only we could deal with one element at a time! But nothing is that simple, nobody has that kind of control.

## The superhero solution

In Hollywood challenging problems are solved by fly-in-fly-out superheroes. Often leadership thinking is the same. People in positions of responsibility (chief executive officers and boards) have to be like Batman riding in to save Gotham City: create a big profile, make big decisions, execute chessboard-like solutions, then move on. So we throw ourselves into leading like this, running ever faster, trying to be who we are not. Yet our wheels start spinning, for all our effort we gain little traction. Finally we collapse, feel a failure, while those around us feel let down.

There is something deeply wrong with this picture. This type of leadership will generate only limited commitment in others and reduce their belief in their own capacities. Further, healthy organisations need many different kinds of leadership contributions: networkers, ideas people, systems people, strategists. Each of these is most naturally contributed by people with particular personalities. We are all genetically different and bring different capacities; no one is likely to bring them all. For this reason alone heroic leadership is destined to fail, damaging both would-be heroic leaders and those choosing or dragged into following them.

While serious thinking about leadership has moved on,

in daily life such thinking continues undiminished. Though potentially dangerous, notions of heroic command and control leadership are deeply entrenched in our collective psyches, touching every board, CEO or person with positional responsibility. It is vital we rethink our understanding of change and leadership from the ground up.

## A better way: Spread and nurture leadership widely

Leadership is fundamental to dealing with change, to developing new directions. How can we create or contribute “good” leadership that can make a positive difference?

Unlike more technical problems, complex adaptive challenges hardly ever have clear answers. These require us to look ever deeper at our purposes, experimenting to see

what works, learning from what doesn't, discovering constructive ways forward that leave us well placed for the next round!

Organisations need to empower a wide range of

people to contribute a wide range of leadership strengths. The primary role of those in positions of responsibility is not to demonstrate their own capacities but to build collaborative leadership, seeing leadership as a contribution not a title, cultivating and harnessing leadership capacities as widely as possible, building teams bringing together the range of leadership contributions needed.

## Taking this forward

Here are some key ingredients to consider:

- **Get on the balcony:** Step out of busyness and take a look more deeply at key challenges and core purposes. Encourage others to do likewise. Facing complexity, our natural inclination is to run faster. Resist this: the more complex a situation the more perspective is critical.
- **Invest in relationships:** There is massive capital in your team or organisation: experience, ideas, and life capital. Invest in it! Leave conversations with possible openings for further conversation.
- **Listen widely and openly** to people across your organisation, to those you seek to serve and to dissident voices. They all bring important perspectives. Little is lost in listening, but there is real opportunity loss in not doing so.
- **Move beyond silos:** Organisations are often highly fragmented, with teams in silos delivering their own piece without a clear view of the whole, making new ways forward harder to find.
- **Give oxygen to the hard questions:** Encourage people to engage the real issues, and maybe contribute ways forward.
- **Encourage ownership of directions** through involving people in direction setting. People will be more committed

and engaged if they see their own aspirations in what is developed.

- **Encourage innovation and curiosity**, prizing and nurturing it in daily life, meetings and conversations. Model that we all need to be lifelong learners. Leadership is about issues, but also opportunities.
- **Create a margin for experimentation:** Encourage people to experiment (safely) with possibilities, allowing them time and space for it. Often, fear of failure limits innovation. Yet serial innovation is critical with returns either way: what works is forward progress, what doesn't is valuable learning.
- **Generate learning cultures:** Innovators aren't always natural managers, so safe well-managed innovation will also be about surrounding innovation with good systems and communication via the involvement of others offering different leadership strengths.
- **Pace change carefully** to balance risk and safety. Given change generates anxiety, too much risk will paralyse; too little will generate complacency.

### Growing capacity

Growing capacity, listening, engagement, experimentation and learning can be pathways to deep change, positioning organisations well for a positive future. Often we see power as something we need to keep: if I give you power I lose something. Do we need to control in order to maintain power? The concept here is different: empowering others will grow an organisation's overall capacity. Power can be multiplied to make a positive difference, generate potency and possibility for all. Sometimes we can even surprise ourselves with how significant that difference can be.



**Peter Kaldor & Ian Pollard**  
*New River Leadership*  
Hear Peter & Ian's workshop  
at 11:00am on Sunday

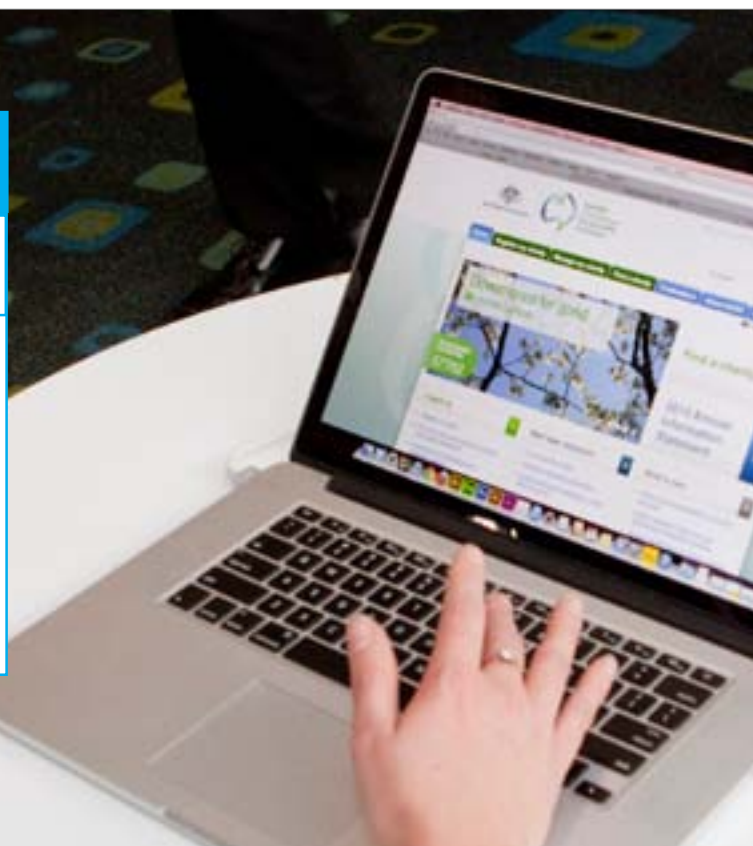
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# Brand in the Boardroom

MICHEL HOGAN | BRAND CONSIDERATIONS

## No board can make the right decisions if they aren't considering the organisation's brand in their thinking.

Yes that's a bold statement. But I'm here to make the case for your Board to rethink your relationship (or lack of) with your organisation's Brand.

The brand I am talking about here is not the one commonly beholden to marketing and the customer for its existence, or held within a name and logo. It is a more broadly drawn framework that contains all

the actions, decisions and promises of the organisation (including those by the board). Those actions, decisions and promises work in concert to build a strong, resilient result that people care about. That's your brand.

I define brand simply as the result of the promises you keep. And as the framers and architects of the promises the organisation makes, the board has a singular, and

singularly important, role to play in building that result.

However, it's likely that your board doesn't think or talk much about the role they play in building and driving the brand. If it does come to your attention it might be as a request for sign off on the budget cost for marketing to "rebrand".

It might have popped up as a line item for awareness in

the strategic plan, or as something to monitor in the risk matrix. Or perhaps it even hit your agenda when an organisation failure has spilled over and threatens the so-called "brand reputation".

While all of these things are

valid (well not the "rebrand" one but that is another article entirely), the relegation of brand to something the board reacts to misses the myriad of opportunities for critical alignment that actively considered inclusion of the brand can bring.

Making what you care about visible and connecting it to others is the work of your whole organisation, including the

*...the relegation of brand to something the board reacts to misses the myriad of opportunities for critical alignment that actively considered inclusion of the brand can bring.*



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board. When aligned in this way, the decisions your board makes with respect to purpose, strategy, structure, values and the ability to follow through and do what you say you will do is the mark of an organisation that people know stands for something.

**Here are just a few examples of questions your board might face where including brand in the discussion will benefit the outcome:**

- What is the organisation's legal structure going to be?
- What products, services or programs do you offer (and which should you stop)?
- Who should you hire as CEO?
- How can you stay true to your purpose and at the same time navigate a changing environment?
- Does it make sense to merge with another organisation?
- What partnerships can you build to have a greater impact?

In every one of these cases there are a series of promises being made and the nature of those promises will have a direct impact on the brand and the brand will in turn then impact other future promises.

For example, take the case of a merger with another organisation. The obvious promises involve how their operations, products and services will merge. However, when consideration is given to bringing together the brands of the two organisations, a far more complex set of concerns

emerges – and I'm talking about a lot more than the expected arguments around name and logo.

Considering the brands of each will be the key to the success or failure of the merger. Do both organisations care about and stand for the same thing in the same way? If not, how will that change? And when that changes (because it will) how will that impact the staff, customers (or members) and other stakeholders and their ongoing engagement with the new entity.

From this example you can start to see how the promises made by your board are more important to the organisation's brand than any marketing campaign. The board originates the promises the organisation makes and the nature of those promises determines the organisation's ability to keep them.

Make the wrong promises and the organisation can quickly head off a cliff. Make the right ones, building alignment and strength around what you care about, and the result is a brand that everyone who interacts with the organisation will stand behind.



**Michel Hogan**  
*Independent Brand Analyst*  
Michel is presenting a workshop  
at 2:10pm on Saturday



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# The Data Revolution

CHRIS O'NEILL | BIG DATA



**If you can't explicitly quantify the impact your non-profit has, then you are about to lose your grants, your donors and your supporters. Nice stories and pretty pictures have secured your financial lifelines for decades, but the landscape is changing and you need to keep up. Not only will you lose funding, but a lack of data analysis understanding within your organisation could mean that you're missing opportunities to help more people.**

In the last ten years, there has been an explosion in the amount of data available from both online and offline sources. Facebook generates over three billion data points from comments and likes each day. The Sloan Digital Sky Survey, an astronomy project, generates a thousand times more data in 24 hours than is catalogued in the entire U.S. Library of Congress. While data analysis is well embedded in the commercial sector, individuals and organisations are now starting to use data sets to examine the causes and solutions to complicated development issues. For example, one research group is applying data analysis techniques to try to predict when famine will hit Uganda by examining 130,000 pieces of data.

There is a limited pool of grants and donations available and funders will soon begin to prioritise organisations that can prove that the work they do is grounded in solid research, and that the results they achieve can be clearly

documented. Non-profits need to start making internal changes now so that they are poised to take advantage of this change.

This sea change in how funders operate has already begun. In the USA, the Knight Foundation, a major foundation, has created DataKind, an organisation formed specifically to promote and facilitate social change through the use of data analysis. So far they have worked with organisations including the World Bank, and the NYC Parks Department, and on projects as diverse as mapping poverty to ensuring microfinance investment performs effectively. Organisations like the Knight Foundation are preaching loudly about the benefits of a data driven approach to social change and other funders are starting to pay attention.

Within your own organisation there are likely opportunities to improve your service by examining the data you already have. In order to do this, your organisation needs to have

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*Within your own organisation there are likely opportunities to improve your service by examining the data you already have. In order to do this, your organisation needs to have a consistent and relentless data focus.*

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a consistent and relentless data focus. How you do this will depend heavily on what sector you work in, but may require less investment than you think. For process-based organisations the cost of data collection and storage equipment has dropped significantly over the last few years. For

those with a more social focus, you may need to look at indirect methods of collecting data. In either case, it is well worth looking at what has been achieved in the commercial sector for inspiration. Alternatively, you could use publicly available data to create new opportunities.

Both the Australian and New Zealand Governments offer portals for open access to government data. This



data ranges from the location of playgrounds to average electricity use, and many more obscure topics. In the USA, the Ohio Civil Rights Commission used open government data to prove that Zanesville, Ohio had denied access to city water on the basis of race. You may have excellent internal data that when 'mashed-up' with external data can provide some startling revelations. On top of these excellent resources, there are many public sites that offer data or that can provide it via extraction processes. For example, the UK Charity Register wasn't available in its raw form, so one organisation 'scraped', or copied, the data from the website and reassembled it as a database. That data can now be analysed rather than just read.

Data analysis doesn't just allow us to examine past actions. For example, a charity working in health could look at a decade of data on illness and overlay it on a map with other factors such as household income, in order to find correlations and make future predictions about areas of a city that need preventative intervention. This kind of data analysis is rarely done in the non-profit sector, but will become more common as the tools and techniques become more widespread.

Using data to improve what we do is vitally important.

Equally important is using data in order to describe what we do. As non-profits, our fundraising departments are often highly skilled at data analysis. They can tell us who the biggest donors are, but we rarely talk so articulately about the quantifiable impact of the work we do. We can tell our funders that we've planted 10,000 trees, or fed 3,000 kids, but we struggle to explain the follow-on effects of these actions.

In order to better quantify the results of what we do, we may have to work with outside data sources, such as government with their greater resources, to conduct the research. However you source the data, you will need to be able to clearly, and statistically, show the benefit of your work, or you will be outdone by the non-profit organisations who can.



**Chris O'Neill**  
**BATS Theatre**

Chris is presenting a workshop  
at 12:05pm on Sunday



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# Power to the People: How NFP boards can produce better outcomes by inviting stakeholders to have a say in their decision-making

RANDALL PEARCE | STAKEHOLDER ENGAGEMENT

**From collaborative consumption to collective impact, we are increasingly recognising that we have a better chance of surviving the future if we pool our talents to collaborate, rather than using them to compete against one another. It is this shift in thinking that prompted Harvard Business Review blogger, Ben Hecht, to declare that 'Collaboration is the new competition' in early 2013.<sup>i</sup>**

However, if we want our stakeholders to collaborate with us, we first have to let them in. We have to make space for them to participate in our meetings and forums, we need to invite their input into our strategies and plans and we have to join in partnership with them to implement solutions. Call it what you will – engagement, consultation, dialogue, deliberation – it all comes down to reaching out to people both within and outside of our organisations and inviting them to participate. In member-based professional associations, it's about giving individual members a voice. In peak bodies and federated organisations, it's about ensuring that each organisation has a place at the table. And, in faith-based and charitable groups, it's about reaching out to supporters and donors.

*NFP leaders are gaining more courage too. They are learning that while it is far more challenging to engage and persuade than it is to command and control, it is more rewarding too. It's a brave new world.*

Governments have long understood the need to consult the people who are affected by the decisions they take. Over the years a cadre of professionals has grown up alongside government as it has engaged, consulted and deliberated with taxpayers. The professional body for these public participation professionals is the International Association of Public Participation. The IAP2, as they are known, has developed a spectrum of public participation<sup>ii</sup>. The spectrum presents five levels, each of which promises more stakeholder involvement and hence more impact:

- **Inform** – We would all recognise this as traditional communication. It includes communications tools such as fact sheets, websites and displays. The promise to stakeholders is simply, 'We will keep you informed.'

- **Consult** – Most opinion research activities would fall into this stage: surveys, focus groups, and town hall meetings. However, in addition to keeping stakeholders informed the promise extends to 'listen and acknowledge concerns and provide feedback on how the input provided influenced the decision'.

- **Involve** – This level includes more in-depth work through events such as workshops or deliberative forums. In addition to keeping stakeholders informed and letting them know how their views shaped the decision, the organisation promises to ensure stakeholder 'concerns are directly reflected in the alternatives developed'.

- **Collaborate** – This level marks a higher order of partnership between stakeholders and an NFP. Through forums such as service design workshops and participatory decision-making forums, stakeholders work hand in hand with NFP volunteers and staff to 'give direct advice and innovate in formulating solutions' that will be incorporated into the plan or project to the 'maximum extent possible'.

- **Empower** – This level is called empower because the not-for-profit (NFP) commits in advance to 'implement' the design developed by the stakeholder/NFP partnership. Deliberative forums such as Citizen Juries or the use of ballots can determine future directions based on stakeholder consensus.

The not-for-profit sector is full of opportunity for enhanced collaboration and NFP leaders can use IAP2's spectrum to inform their engagement strategies. Peak bodies and federated associations can invite their state counterparts to join them in strategic planning so that they can take a sector-wide view of their common challenges. Health charities and NGOs can bring multi-disciplinary teams together to co-design new service delivery models to better serve their collective client base. Social welfare and justice groups can band together to address wicked social problems for the benefit of us all. If we reach out beyond the confines of our organisations and join with others we can achieve more than our mission alone.

<sup>i</sup> (Hecht)

<sup>ii</sup> (International Association for Public Participation)

<sup>iii</sup> (Block)

<sup>iv</sup> (Sakai)

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Unfortunately, many Australian not-for-profits still struggle to engage their stakeholders beyond traditional one-way communications. We need to find the courage and develop the capabilities to better engage our stakeholders. However, there is encouraging news. There is mounting evidence that both individuals and organisations are becoming braver in tackling the challenges ahead. Social media has emboldened us all like never before. As individuals we are becoming so accustomed to having our say that we have come to expect it...and, not just online. NFP leaders are gaining more courage too. They are learning that while it is far more challenging to engage and persuade than it is to command and control, it is more rewarding too. It's a brave new world.

If we are able to find the mettle to confront our insecurities and openly engage with our stakeholders, we can capture many benefits:

### 1. More active engagement of internal and external stakeholders

'The sage on the stage' no longer cuts it when it comes to engaging conference delegates. People know that information is everywhere so there's no need to attend a meeting or conference if it just composed of a series of presentations. Face-to-face meetings are increasingly about the audience having its say too. If you are not engaging your stakeholders, they will find someone who will. However, those who do should expect to be rewarded with higher levels of motivation and loyalty among staff, volunteers and external partners alike.

### 2. Better solutions

When we invite representatives from every level and corner of the stakeholder community to participate in decision-making processes, we are engaging in Whole-System thinking<sup>iii</sup>. Essentially, Whole-System thinkers believe that it is the people who live with the issues and the people who implement the solutions who are best placed to innovate. According to Professor Lyn Carson of the University of Sydney, 'diversity trumps ability every time and don't discount the power of the beginner's mind'. Novices are able to see solutions where others with more experience might not.

### 3. More sustainable solutions

Even though a plan may be hatched or a proposal developed in a special-purpose stakeholder forum, it usually needs to pass through the governance system of the NFP before it can be funded and implemented. However, when a board knows that the entire stakeholder community has been consulted, involved and engaged in joint collaboration, it can approve and fund these proposals knowing that it has deep and broad support. The Japanese recognised this truth years ago when they enshrined the process of Nemawashi into their decision-making. Originally a term plucked from the lexicon of Japanese gardening, it means 'tending to the roots', quietly laying the foundation for a proposed change

or project by talking to the people concerned and gathering support and feedback before any formal steps are taken.

Sharing power with the people might be scary but it can also yield better relationships inside and outside your organisation, enhanced trust with your partners and ultimately, an opportunity to make a bigger difference than if you were acting alone.



**Randall Pearce**

**THINK: Insight & Advice**

Randall is presenting a workshop at 11:00am on Sunday

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# Don't Let Digital Drag You Down

ANNE GAWEN | WORKING WITH TECHNOLOGY

**As digital technology becomes increasingly pervasive in just about every part of our lives, what are the implications for not-for-profit organisations needing to climb the technology walls while also meeting the needs of their community?**

Here are a few key considerations as you face the battle to keep up with new technology:

## 1) Purpose

It's quickly becoming a truism but technology *is* just a tool. Whether it's social media, cloud computing or a new customer relationship management system, technology needs to be taken within the right context — your organisation's purpose. Technology for the sake of it or without proper planning is on a slippery slope and can end up costing your organisation in more ways than one.

If you can connect the technology to your mission or to your strategic objectives, that's great and it's worth powering ahead, but if it's simply something that's being recommended because it's the 'latest', beware!

## 2) People

Too often at Connecting Up we hear comments like: "We have this new [Facebook Page/VOIP system/server/software] but no one knows how to use it!" Quite often, that happens when digital technology is given more importance than the people who need to use it. All technology should be something that helps your organisation move forward rather than acting as a stumbling block.

Bringing your people along in the process is essential for successfully implementing new technology. Engaging them in understanding the need for change, how it will benefit them and what's required of them will take time, but will result in a workforce that's happily tech-enabled and working smarter.

## 3) Price

The cost of IT is changing. Older PCs can still run the basic productivity software we need, donated products mean we can cut our software budgets, and cloud computing promises ease-of-use, significant reductions in maintenance and scalability—all making it seemingly easier to do the work we want to do at a lower cost.

However, don't get ready to slash your IT budget just yet! With increased use of the Internet and cloud services, organisations may need to look at investing more into their broadband connections. Ultimately, that investment

or cost will enable people to do more (think HD video conferencing, teleworking and creating online content), but foresight and planning are required for that to happen.

Digital technology doesn't need to be difficult. With the right planning, advice and products, your team can be working smarter, providing better services and supporting each other in making a difference.

*All technology should be something that helps your organisation move forward rather than acting as a stumbling block.*



**Anne Gawen**  
**Connecting Up**

Anne is presenting a workshop at 10:30am on CEO's Day (Friday)

# Property – Is This a Core Strength of Your Organisation?

RUSSELL MARTOO | ASSET MANAGEMENT

**Adapting property assets over time as the organisation develops, grows and alters throughout its lifecycle can be a constant challenge for boards and executive teams. Many non-profit organisations own property that supports the delivery of their services or provides accommodation for valuable resources.**

However, there are many organisations with property assets on balance sheets that do not add any value to the bottom line and, what is often of a greater concern, are a significant drain on cash flow and human resources – both of which can be under considerable pressure within the organisation.

It is typical for a building to be designed and constructed for an economic life of approximately 50 years. Many buildings, through good maintenance or 're-living' can far exceed their design life. Therefore the real issue becomes that it is likely the intended use of the building when it was originally constructed could have changed significantly within a 10-15 year period. Many properties owned by non-profit organisations have been acquired through legacy and with a typical organic transformation of the organisation into new business or service delivery models, these property assets can become redundant or at least inappropriate and outdated for current requirements.

To meet their tenant's demands, commercial property owners manage this transformation of requirements by converting building uses during these operational business cycles. However, if an organisation owns their buildings but does not have the requisite property or development experience, a challenge can arise whenever there is a need to adapt or change their property assets. This might also include the disposal of these assets in order to move to more economically sustainable and efficient buildings or to maintain proximity to clients and stakeholders.

A comprehensive analysis of the choices available to non-profit organisations in determining the 'highest and best' use of their property assets and whether this aligns with their current use is a valuable tool for the board to consider. To achieve the best possible outcome though, more than a straightforward property valuation is required. An in-depth analysis of the market should be involved and the potential town planning opportunities for the redevelopment of the site considered.

The management of property assets may not be a core strength of your board, executive or senior management teams and you may not have the experience or desire to deal directly with property developers. In this situation, outside advice – such as from an experienced development advisor – may be helpful in ascertaining the highest and best use for your organisation's property. Development advisors can provide independent advice and knowledge across property, finance and construction related risks whilst guiding a property owner through an acquisition, development or disposal process. A development advisor can manage the technical inputs from advisors, be the conduit for information exchange

with stakeholders and be an effective "sounding board" for the executive team to control and manage contractual and legal risks.

If undertaking an in-depth analysis of your organisation's property assets internally, a number

of important elements should be kept in mind.

Below are elements to property management that you may not have considered:

- Manage the engagement and consultation process with stakeholders
- Develop a strategy for future disposal or redevelopment
- Manage the involvement of real estate agents and other consultants such as legal and public relations/media
- Manage the preparation of property memorandums and due diligence documents; and
- Control contractual and legal risks

Whether it is undertaken internally or provided by an outside contractor, an in-depth analysis of your organisation's property assets that aligns your organisation's property needs with your business model is a valuable part of sound governance practices and could potentially have the added benefit of releasing valuable capital or reducing impact on your cash flow.



**Russell Martoo**  
**RCP**

Russell is presenting a workshop  
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# Fearless Leadership: The pathway to an extraordinary board

CORRINNE ARMOUR | LEADERSHIP

## Transforming a dysfunctional group of people into a high-performing board requires fearless leadership.

At a time when directors face an increasingly complex environment, being able to access the combined wisdom, intellect and experience of the entire board is more critical than ever.

Typically, directors on an NFP board have full-time roles elsewhere. When they gather at monthly board meetings, they can lack clarity on both the purpose of the board and their individual role. Each director might have a different motivation for being there, resulting in prioritising different things.

Despite positive intentions, frustration and tension can result from diverse communication styles around the board table – reaching decisions become challenging.

These competing demands and apparent contradictions can sometimes result in directors questioning whether their board has what it takes to lead the organisation. Individual directors may question if this is the board in which they can make their best contribution to the community – what’s missing is fearless leadership.

### Where is the board on the Team Development Pathway?

Understanding where a board is on the Team Development Pathway is the first step in helping them advance.

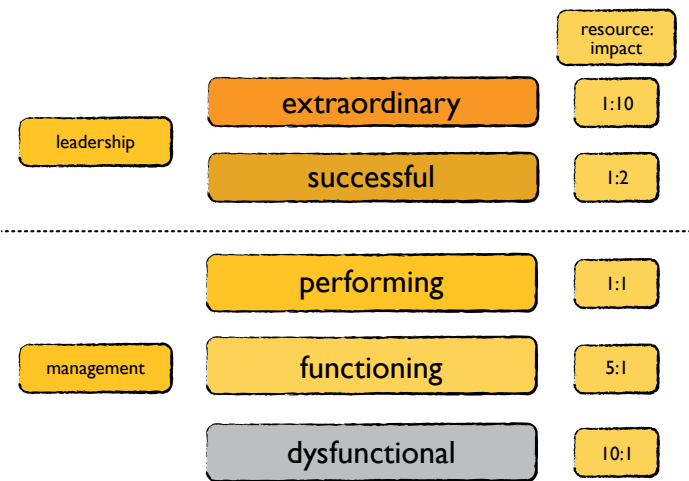


Figure 1: Extraordinary Future Team Development Pathway © C. Armour 2014

**Dysfunctional** teams typically have a high turnover of members; low morale; poor communication; little or no trust; and low clarity surrounding team purpose. Conversely, they may have no turnover. They may have stagnated or worse.

**Functioning** teams usually have some idea of their purpose. While diversity in a functioning board may be tolerated, there is little understanding of how to leverage this. Conflict may be avoided by suppressing disagreement. Activity drains energy; getting things done takes effort.

Around the board table, there may be an overly high reliance on the Chair and little empowerment of directors to act.

Alternatively, there may be an absence of leadership and yet the board is able to perform at this level because of the talent of individual directors.

**Performing** teams have an agreed purpose, and goals are clear and shared. Individual directors are aware of their own motivational drivers. Conflict is allowed to surface (and may even be messy), and the board learns from this.

Every board has a **tipping point**: where the impact of the board is magnified with without any extra effort – this is where the magic begins.

**Successful** teams fulfil their potential. The Chair is leading; there is a strong and positive relationship with the CEO. There is heightened trust; clear and shared goals; and a shared collective reality. Directors understand their own motivational drivers and the motivational profile of the board. Diversity is valued and leveraged.

While being successful is the aspirational goal of most boards, I know there is level of team development above successful – extraordinary.

**Extraordinary** teams have fully embraced fearless leadership. An extraordinary board functions like a world-class symphony orchestra, and is exceeding objectives. ‘Productive conflict’ is the source of creativity as the board leverages diversity of thinking. Communication is open and collaborative. There is a shared purpose – ‘what is’ and ‘is not’ board business is clear. Activity generates energy, so directors (and management) leave a board meeting energised and inspired.

Enabling a frank discussion about the board’s position on the Pathway and the ‘evidence’ that support this position, builds a shared understanding among directors. This discussion also surfaces inherent strengths within the board and opportunities for improvement.

### Fearless leadership is the vital ingredient

Fearless leadership results from the intersection of purpose, motivation and communication. Fearless leadership builds extraordinary boards.

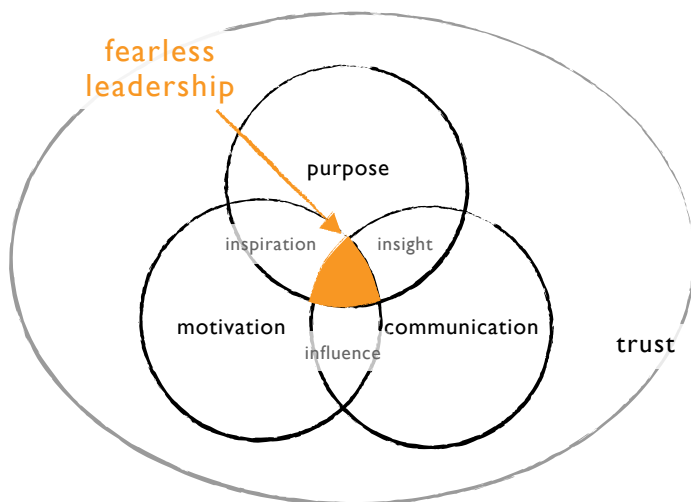


Figure 2: Fearless Leadership © C. Armour 2014

**Purpose** is the reason for being and exists at three levels: individual, team and organisational.

When all three levels of purpose are aligned – within each director and the team – the board has the potential to be extraordinary.

While the organisational purpose is usually clear, and people may know their own purpose, the team level purpose usually has the least clarity.

**Motivation** provides people with a reason to act in a certain way and is a powerful force in filtering and translating their experiences. A director's motivational profile predicts how they will react and perform in a given situation.

Motivational patterns are the building blocks of a motivational profile and they exist below people's conscious understanding. These patterns are central to communication and leadership style, as well as to the quality of relationships. When motivations are understood within board teams, distractions can be bypassed and discretionary effort unleashed.

**Communication** is how people talk to themselves, as well as how they relate within the board and beyond. Extraordinary boards have the knowledge, skills, frameworks and agreements to communicate openly and powerfully.

**Trust** is essential for any board to be extraordinary. Trust allows directors to be vulnerable and open, and to bring their best selves to the board table.

### Climbing the Extraordinary Future Team Development Pathway through Fearless Leadership

#### Knowing is not doing!

Being equipped with an understanding of fearless leadership and knowing where the board is on the Team Development Pathway is useful information. That knowledge on its own, however, will change very little! To develop fearless leadership, boards need to do something with what they have learned.

#### So now it's over to you....

- Where is your board on the Team Development Pathway?
- What level do you want to reach and in what timeframe?
- What specific actions do you need to take as a team? (If you don't already have them, agreeing on 'board norms' is a great start.)
- How will you track your progress and remain accountable?
- How will you celebrate your success?
- What will be possible, for your organisation, when your board adopts fearless leadership?



**Corrinne Armour**  
*Extraordinary Future*

Corrinne is presenting a workshop with Belinda Cohen at 11:40am on CEO's Day (Friday)



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# The Six Essential Principles of Workplace Culture

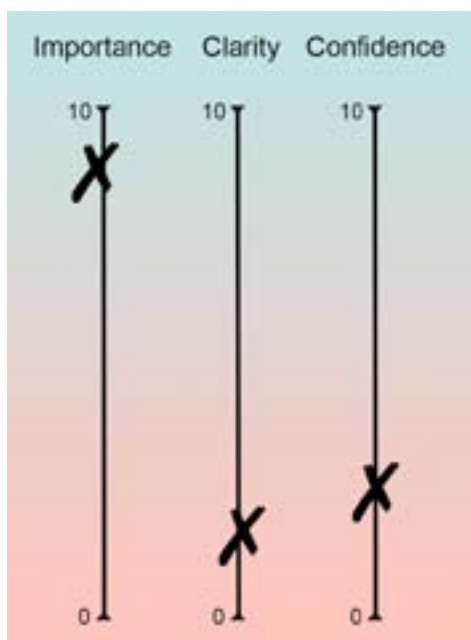
PHILIP OUDE-VRIELINK | CULTURE

**A senior manager of a public company once said to me: “We’ve done culture change this way before, trying to create what we think we should be, and it’s never really worked. We know culture is critical, though there doesn’t seem to be any alternative way.” Perhaps you can relate.**

Though many leaders might recognise the importance of workplace culture, most remain confused and unclear about what it is and are hesitant about how best to work with it. Many leaders lack the required confidence in crafting a culture that both supports their strategy and the people their organisation serves.

This is understandable. Much thinking and many approaches to culture are fragmented, overly complex, incomplete, and lack the depth needed to develop a complete approach that seamlessly aligns the relevant components in an elegant way.

Most people recognise that culture is critically important. However, most also admit that their level of clarity and confidence in how to influence culture – let alone create one that is optimally aligned with the purpose of their organisation – is extremely low.



Culture is perceived as one of the most important aspects of an organisation. For most people the definition of organisational culture remains so unclear that there’s a lack of confidence in how to understand and shape it.

## Why does culture matter?

Does culture really matter? Only if you think engagement and productivity matter.

## Your engagement strategy

Ever found another organisation either consistently annoying or delightful to deal with? You are experiencing their culture.

Not understanding your culture means not understanding how it affects the people your organisation serves (your customers, clients, practice members, and service recipients). Delighting customers is both good for them and your results.

Similarly, not understanding your culture means not understanding how it affects your employee engagement. Having passionate employees generates positive outcomes for employees and the organisation as a whole. Globally, according to Gallup research, 13% of employees are engaged. In Australia and New Zealand, that figure is 24%. This level of engagement is not just a problem for the lives of your staff, but also for your client and customer experience, productivity and results.

**Consider:** What overall experience of your organisation do people have?

## Your productivity engine

Being out of sync is bad for business. Being out of tune with your internal and external environment – employees and clients – means you have a reduced ability to adapt. Those who thrive will have a complete ability to change – to positively adjust to external circumstances and to successfully integrate these internally.

Culture matters because it significantly affects your organisation’s long-term economic and service delivery performance. A culture that matters most is one that best supports your business strategy.

Organisations with a performance-centric, strategically aligned culture experience better performance and growth. The question remains though – what makes a culture optimal and how do you create it?

**Consider:** How well does your culture support your strategy?

## What is culture?

Culture matters. You have probably heard someone say: “culture is how things are done around here”, but this definition is rarely informative enough to inspire effective action.

To skilfully work with culture it is important to understand how it is caused and maintained.

## Noble intent

In response to challenge and circumstance, people learn how to survive and grow, and in adapting successfully, what to communicate and how to behave. Methods that work and those that do not, are taught to others as the right and wrong ways of working. This successful adaptation is another way of describing resilience. When your culture functions optimally, your organisation will function resiliently.



Culture adapts to external circumstance and distributes what is learned for internal cohesion. In other words, culture is externally adaptive and internally integrative. Culture is what has enabled your organisation to thrive. If you are going to change culture, remember its original positive intent.

**Consider:** What was the positive intent for the culture you have?

### Continuously created

Many think that culture change is a finite program – like any other project with a start and a finish. Some expect their culture to be different when the culture change project is done. Culture though, is never complete.

People in an organisation or group are continuously experiencing what happens, influencing each other, having conversations, and shaping the meaning they give to what happens. This happens continuously. These projects and events are part of what happens in the workplace. The way in which people experience those projects and events is a separate thing entirely.

As a product of meaning-making, based on how work and the workplace is continuously experienced, culture is created continuously.

**Consider:** What message is what you do and don't do continually sending?

### Sum total influence

Leadership is influence. Everything you do and don't do is experienced by others – often in ways you do not intend. Everyone else's actions are experienced by everyone else. The more power in you and your role, the more what you do and don't do influences others.

Continuously being influenced and additive, culture is always becoming more of something. What matters is whether that something optimally supports your strategy.

Effective change projects are important. Workplace events that engage are important. However, neither of them are an adequate substitute for successful culture change – which happened and happens continuously. Since culture is being continuously created, influenced and recreated – so culture change must be and is continuous.

**Consider:** What is the overall message of your example?

### How do you shape culture?

Culture is all about influencing experience and collective meaning – usually through language.

### Language reflects and directs

We perceive our workplace environment and collectively interpret and confirm meaning accordingly. When we do this as a group – influencing, confirming, refuting and shaping meaning – we create shared assumptions and culture.

Collectively, we confirm meaning with each other through

conversation. It is our communication and use of language that influences the experience that reflects, directs and shapes the culture we create together.

**Consider:** Is your communication sending the message you want received?

### Summary:

- **WHY.** Culture matters because it is the engine of your productivity and engagement strategy.
- **WHAT.** Culture is the sum total of the continuous influence of what people do and don't do.
- **HOW.** Language reflects and directs culture.



**Philip Oude-Vrielink**

Philip is presenting a workshop at 10:30am on CEO's Day (Friday)

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# Unleashing the Power of Purpose

ELISE SERNIK & MELISSA MACPHERSON | PURPOSE



In Aaron Hurst's book 'The Purpose Economy', he says "purpose comes when we know we have done something that we believe matters, to others, to society, and to ourselves." Hurst believes that the nature of purpose is often misunderstood, a point of particular relevance to leaders of for-purpose (not-for-profit) organisations both at board and executive level. Our suggestion is that there is untapped potential in connecting to the power of purpose – both at an individual and organisational level.

We know that understanding personal purpose and capability is the most effective driver for successful board contributions. We also know that a well-defined and clearly communicated organisational purpose is a key contributor to organisational success. But what is the relationship between personal and organisational purpose? Why is it so important? And how do you make it an appropriate and powerful part of the way you operate?

A form of currency in the for-purpose space is one's ability to trade one's powerful story centred on purpose. Consider the following scenario:

*Having an understanding of personal purpose and circumstance creates a foundation for useful and meaningful communication and prioritisation when the going gets tough. How important is this decision for the board? How much time does it need? What will it take for the fundraising event to succeed and how can everyone best contribute? What is our commitment to each other?*

A CEO attends a networking event with a room full of successful business people. She shares the stories of the people whose lives are touched by her organisation's work. For some it's hard to keep back the tears. The energy in the room shifts as people connect to themselves and their own situations. She explains the link between her personal story and the work of her organisation. Audience members are struck by the vulnerability and courage being displayed. It's hard not to turn inward and wonder what it would be like to have that kind of alignment in one's own life.

Many of us in the for-purpose space have seen the power of this scenario demonstrated on many occasions. We realise the power of story-telling in 'selling the cause' and have invested in communication and campaigns to this end. Perhaps less obvious to us, is the power of communicating our own stories internally, including to fellow board members. Can they allow us to function more effectively as a board?

Sharing personal stories and insights is an effective way for board members to more deeply connect and contribute to their organisation's cause, and to each other. This type of openness also facilitates the ability for board members to better understand and support each other, and allows them to get the most from their experience.

The reasons for joining a board are varied, including a personal connection to the cause, seeing an opportunity to offer your expertise in an area of need, or simply wanting to add diversity to your

career contribution and build your resume. In sharing your story, cover off all of your motives including the altruistic, and the more self-serving reasons for joining a board, both of which are real and legitimate. A willingness to give others an insight into your personal and professional experiences and drivers, will allow people to better understand your perspective and provide context to your contribution.

Having an understanding of personal purpose and circumstance creates a foundation for useful and meaningful communication and prioritisation when the going gets tough. How important is this decision for the board? How much time does it need? What will it take for the fundraising event to succeed and how can everyone best contribute? What is our commitment to each other? How can we work to make the magic of personal and organisational purpose alignment happen?

Given this context it is surprising that we don't interrogate the relationship between personal and organisational purpose more strategically. Subconsciously, we know it matters but we aren't in the habit of thinking about it. The good news is that more and more boards are focusing on organisational purpose and their reason for existence. We typically see one of three scenarios on for-purpose boards:

- **Purpose remains a hidden driver.** Evidence of its power is felt but not discussed explicitly. There is often insufficient clarity about the organisation's purpose and this is coupled with directors failing to share the full gamut of reasons for being on the board. A range of unhelpful behaviours tend to arise as a result: poor communication including avoiding conversations, shirked responsibilities, disrespectful conflict, inefficient decision-making and poorly aligned hires.
- **Purpose is addressed but in a limited or intermittent way.** New directors often have engaging conversations about why this is a move that matters to them, but after the initial glow, purpose falls into the background. It's not all that clear how purpose could be used more effectively but there is positive regard for it, and openness to using it more.
- **Purpose is explicit.** It drives the organisation and mechanisms exist to continually sharpen everyone's understanding of what the organisation has set out to do, and why this matters to the people around the table. Misalignments are 'outed' and resolved. As the organisation changes in response to internal and external forces, everyone knows that personal and professional alignment matters and must be consistently addressed and communicated.

Integral to the 'purpose is explicit' concept is a belief that the for-purpose boardroom is a place to share not only our talents, expertise, and professional insights, but also the thoughts, vulnerabilities and experiences that have shaped us and often led us to join the board. It invites us to question the boundaries we are conditioned to erect between our

personal and professional selves, and challenges us to share more with others around the boardroom table. As we work towards getting clearer on our 'personal why', we have the opportunity to perhaps get more from our for-purpose board experience than we had previously considered possible.



**Elise Sernik & Melissa MacPherson**  
*Leadership Space, & People for Purpose*  
Hear Elise & Melissa's workshop at 1:00pm on Saturday



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# Boards Driving Value: A how-to guide for your board

JAMES BECK | GOVERNANCE

**One of the greatest challenges for boards and directors lies in how to define an 'effective' board. The different contexts in which boards operate (e.g., different legal structures, not-for-profit, family owned, etc.) and the various constraints they face (e.g., constitutionally imposed constraints, institutional forces) results in boards undertaking different tasks and having different attributes.**

In short, board effectiveness is contingent on the broad environment in which the organisation finds itself, and there are alternative paths to effectiveness.

How can a board improve its performance and that of the organisation it governs? The question is important as there has been a revolution in corporate governance over the past two decades that has placed driving performance as a key responsibility for all boards equal to that of their monitoring role. The ability of the board to fulfil its roles and responsibilities – both performance and monitoring – depends on the quality and diversity of the individual directors, the skills that each member brings to the board and the effectiveness of the board as a team. The goal for any board should be to operate as a high performance board. The following discussion focuses on two organisations that have chosen different paths towards board effectiveness.

## Case 1: Director induction and development

The first case is a community controlled health service registered under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (Cth) (CATSI Act). The organisation is a public benevolent institution (PBI) and is government funded. The seven-member board is voted in by members for two-year terms. The directors are eligible for re-election and there are no term limits. In recognition that good governance is essential for the provision of high quality, primary health care and organisational performance, the board saw the need for a more comprehensive approach to director induction and development, since new directors often came to the board with limited exposure to governance. The board also wanted its governance policy framework to reflect good practice governance, which included developing a board charter that could be used to document the role of the board, the duties of directors and the board's meeting processes and procedures.

To provide new directors with the opportunity to add value to the board sooner, an induction program was developed that focused on governance for a health services board and the responsibilities and expectations of directors at the organisation. The program incorporated modules on governance, strategy, risk management and finance for directors.

**The board is continuing to ensure that it drives value at the organisation by conducting:**

- Briefings to members before director nominations/elections;
- Ongoing director development;
- An annual director induction;
- An annual board review;
- An annual CEO assessment; and
- Regular governance policy reviews.

**The overall outcomes for the board included:**

- Board member clarity around their roles and responsibilities;
- More board involvement in strategy;
- Sound governance frameworks; and
- Stakeholder and funder confidence in the organisation's sustainability.

## Case 2: Board review and action plan

Case 2 involves an incorporated association that is part of a federation of independently incorporated member associations across Australia. It is a self-funding, not-for-profit charity, with a nine-member board. There are no tenure limits on directors, so the board contained three directors who had served long terms on the board (2 for over 40 years; 1 for over 20 years).

A compliance breach resulting in a regulatory investigation made the board aware that it needed to ensure it had appropriate oversight of compliance and risk at the organisation. A board review was undertaken, utilising a seven-step framework.

This framework relies on the board reaching agreement on



Figure 1: Seven step board evaluation model<sup>1</sup>

the answers to the key questions shown in Figure 1. While this framework is sequential, most boards will not follow such a linear process. However, at some point, each of these questions needs consideration.

<sup>1</sup> Kiel, G., Nicholson, G., Tunny, J. A. & Beck, J. 2012. *Directors at Work: A Practical Guide for Boards*. Sydney: Thomson Reuters.



Before the review was undertaken, the board had already answered a number of the framework questions. For example, the board had decided on who would be evaluated (the board as a whole) – question 2 in the framework. Further, the board had answered question 4, who would be asked (the directors and members of the senior management team). A consultant was engaged to address the remaining questions and develop a methodology for evaluation, the findings of which were delivered in a board workshop. A brief overview of the major issues to emerge from this review and the responses agreed to by the board as a part of this evaluation are outlined in Table 1.

**Table 1:** Review issues and responses

Area	Issue	Response
<b>Role clarity</b>	<ul style="list-style-type: none"> <li>Differentiating the role of the board from that of management</li> </ul>	<ul style="list-style-type: none"> <li>Board and management to discuss and agree</li> <li>Agreed roles documented in Board Charter</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Board's involvement in and understanding of strategy</li> </ul>	<ul style="list-style-type: none"> <li>Develop a strategic planning and review framework to include significant strategic discussion at least twice a year</li> <li>Review and enhance KPIs to monitor strategy</li> </ul>
<b>CEO and senior management oversight</b>	<ul style="list-style-type: none"> <li>Lack of clarity around CEO assessment process</li> <li>Board has no oversight of senior management</li> <li>No focus on succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Document CEO assessment process</li> <li>Board committee to have oversight of senior management performance</li> <li>Discussion of CEO, senior executive and key personnel scheduled into board calendar</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>Board reports too operational</li> </ul>	<ul style="list-style-type: none"> <li>CEO report format to be discussed and reviewed</li> <li>Board and management undertake a review of the financial reporting to the board</li> </ul>
<b>Risk management</b>	<ul style="list-style-type: none"> <li>Insufficient focus on risk</li> </ul>	<ul style="list-style-type: none"> <li>Review and discuss the risk management framework twice a year</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>Insufficient focus on compliance</li> </ul>	<ul style="list-style-type: none"> <li>Review and discuss the compliance/internal control framework twice a year</li> <li>Review compliance reporting to the board</li> </ul>
<b>Policy framework</b>	<ul style="list-style-type: none"> <li>Governance policies not reviewed regularly</li> <li>No board or organisational code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>Schedule regular program of review of governance policies</li> <li>Develop and implement an organisational code of conduct</li> </ul>
<b>Networking and stakeholder engagement</b>	<ul style="list-style-type: none"> <li>Areas for development and improvement</li> </ul>	<ul style="list-style-type: none"> <li>Discuss and agree the directors' role in networking</li> <li>Enhance stakeholder engagement plan to ensure board is fully informed</li> </ul>
<b>Board composition</b>	<ul style="list-style-type: none"> <li>No tenure limits for directors</li> <li>No board succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Discuss, agree and document the maximum number of terms for directors</li> <li>Schedule succession planning into board calendar</li> <li>Undertake skills assessment</li> <li>Document required skills in board charter</li> </ul>
<b>Board process</b>	<ul style="list-style-type: none"> <li>Some processes and procedures not leading practice</li> </ul>	<ul style="list-style-type: none"> <li>Board to implement: <ul style="list-style-type: none"> <li>New agenda</li> <li>New board calendar</li> </ul> </li> <li>Review of board paper writing and format</li> <li>Review format of minutes</li> </ul>

## Outcomes

A board review is only as effective as the decisions and action plans that come out of it. Unfortunately, for many boards, once the review is over, the directors' attention moves elsewhere and any impetus for change is dissipated or lost. Therefore, it is critical that any agreed actions are implemented and monitored. For case 2, the board instituted an action plan, which it used to review the agreed steps as an agenda item to be tracked at board meetings. This is a useful format as milestones can be established for the achievement of the action plans and progress reviewed until all agreed changes have been implemented.

## Conclusion

An effective board is one that knows and can execute the tasks required of it, irrespective of how those specific tasks vary with each board. To deliver its core responsibilities

and activities, a board requires its directors to work together effectively. An effective board is also one where directors have the required competencies, are contributing appropriately and enjoy their work – a dysfunctional boardroom is not conducive to either director contribution or commitment. The two cases discussed are examples of different approaches to achieving the same end: improved board and organisational performance. If you have concerns about board performance, building an effective board for your organisation's future should start today.



**James Beck**  
**Effective Governance**  
 James is presenting a workshop  
 at 2:10pm on Saturday

# How to Create Successful Brands for Not-for-Profit Organisations

SAIOA ECHEVARRIA IDIANEZ | BRAND CONSIDERATIONS



**Many not-for-profit organisations believe their brands do little to assist in projecting their products and services to the public. Often, people working in not-for-profits are motivated by a passion in a particular field such as art, humanities or research. It is easy for such people to forget that a strong brand under which to market products or services is needed.**

The value of the brand is as important to not-for-profit organisations as it is to for-profit organisations because the social conscience dimension can be a very powerful tool for creating brand loyalty.

On many occasions, not-for-profit organisations will cite a lack of resources as a reason not to pay much attention to their brands. However, there are a few steps that can be useful for creating, developing, transforming and managing brands without incurring great costs:

- **Identifying the identity and values of the organisation.**

More than other types of organisations, not-for-profits should define the identity they want to develop and the image they wish to project to the world whilst identifying their core values and beliefs.

- **Design of the brand.** Once the identity and values are defined, the design of the brand has to reflect these. Designs, colours, images, etc. should be chosen carefully and should be in line with the core values of the organisation.

- **Consistent use.** One of the key factors is using words, logos and taglines consistently and coherently in all communications with the audience. The entire organisation, including both managers and staff, should

agree to send a clear and cohesive message to maximise the effect on its audience.

- **Communication through the use of social media.** Social media is readily accessible and an excellent platform for promotion of brands when well monitored. Consumers can create awareness and attachment to the brand by sharing their experiences on social media.
- **Brand development and transformation.** Customers of a determined brand can change over time, even if that brand belongs to a not-for-profit. Therefore, a brand must adapt to those changes and shed elements that have not worked with its audience, while including other elements required by its supporters to keep up with current trends.
- **Legal Protection.** And last, but not least, having proper legal mechanisms in place to protect the trade marks of an organisation will help avoid future costly legal battles. The registration of a trade mark (including logo, tagline and words) will give its owner the exclusive right to use that mark in the countries in which the mark has been registered. This strong level of protection of a brand is not attained by simply registering a company or business name.

As we can see, creating a brand is much more than just designing a logo or putting a tagline together. A brand carries and transmits the identity and core values of an organisation and projects them to the public. Therefore, it is strategically beneficial for not-for-profits to create, take care and manage their brands correctly in order to help them sustain and promote their growth and goals.



**Saioa Echevarria Idianez**  
**FAL Lawyers**

Saioa is presenting a workshop  
with Jason Watson at 12:05pm  
on Sunday

# Increasing Board Opportunities for Young Women

NICOLE SWAINE & CARALYN LAMMAS | WOMEN IN LEADERSHIP

## Closing the leadership gap for young women is a formidable challenge, however there is no excuse for accepting the status quo.

There is compelling evidence to suggest that organisations perform better when women are well represented at senior levels and in the boardroom. This is referred to as the business case for gender diversity.

Women perform better academically and are now graduating from tertiary institutions at higher rates than men. This has created a pool of well-educated, talented and ambitious women who are valuable resources for business and organisations. Despite this, women continue to be under-represented in boardrooms around Australia. As at April 2014, forty ASX200 company boards did not have any women directors and women held only 18% of directorships on ASX200 boards. Women do fare better in other sectors, holding 30% of directorships on not-for-profit boards, 33% of directorships on Group of Eight universities boards and 38% of directorships on government boards, but there is still much room for improvement.

In 2012, the Australian Government set the 40:40:20 target which requires at least 40 per cent women and 40 per cent men on Australian Government boards by 2015, with the remaining 20 per cent consisting of either women or men.

The reality is that many women have never considered board memberships or simply do not know how to get started. These challenges have been the catalyst and driving force behind the creation of the innovative YWCA of Adelaide's SHE Leads Board Training program. The YWCA of Adelaide is a membership-based not-for-profit organisation founded in 1880. It is part of a worldwide movement represented in 125 countries with a global membership of over 25 million women and girls. The YWCA of Adelaide's purpose is to support women during every step of their leadership journey.

In early 2013 the SHE Leads Board Training program was created with the aim of driving change by working with women to discover the keys to unlocking boardroom doors. The program has two primary objectives: to increase participants' awareness of the road map to pursuing board directorship opportunities and develop the confidence to do so; and to increase the knowledge of the roles and responsibilities of board directorships and of best practice governance.

The program is designed for women who are considering their first board position or seeking to add a new directors role to their portfolio. A focus is placed on what it takes to be a director and strategies provided for combining board work with career and other commitments.

The program has been described by many participants as a light bulb moment for them. It enabled them to articulate the pathway required to secure a board role, appreciate how board positions can provide a different perspective on their current roles and to become more familiar with the governance decision-making process.

*The reality is that many women have never considered board memberships or simply do not know how to get started. These challenges have been the catalyst and driving force behind the creation of the innovative YWCA of Adelaide's SHE Leads Board Training program.*

The demonstrated outcomes of the program have been incredibly positive and can be directly observed in the growth of applications for board positions at the YWCA of Adelaide. In 2012, the YWCA of Adelaide had 5 women nominate for 4 Board positions. Following the introduction of the SHE Leads Board Training program in 2013, 14 women nominated for 4 board positions.

Testimonials from participants include:

**"If this is the future of boards – the future is very bright!"**

**"Really valuable initial training session that established connections with like-minded aspiring board members."**

**"The workshop really helped me to understand the role of the board compared to the daily running of the organisation."**

In our workshop on Sunday, 3rd of August, we will share in more detail how the SHE Leads Board Training program was developed and implemented. We will also facilitate a discussion regarding how such an approach can be tailored to achieve similar objectives for your organisation.



**Nicole Swaine & Caralyn Lammas**  
**YWCA of Adelaide**  
Hear Nicole & Caralyn's workshop  
at 12:05pm on Sunday



# “I’m Late, I’m Late, for a Very Important Date!”

MICHAEL GOLDSWORTHY | MERGERS & AMALGAMATIONS



**“I’m late, I’m late, for a very important date!  
No time to say hello, goodbye...”**

**“It must be awfully important, like a party or something”, said Alice.**

**“No, no, no, I’m overdue, I’m really in a stew,  
not time to say goodbye, hello, I’m really,  
really late!” said the White Rabbit to Alice as  
he read his pocket watch and ran along the  
woodland path and entered his burrow.**

As chief executive officers of NFPs scurry about looking for potential amalgamation or merger partners, consider their organisation’s future or wonder what all the fuss is about, it is timely to reflect on the current state of the NFP world.

Consolidation of the various industries and sectors in which Not-for-Profit (NFP) operate is unrelenting, spanning from the 1980s to today and heading toward 2020. Privatisation, commercialisation and corporatisation processes are powerful forces. The desire for customers/clients to have choice and individually customised services will dominate. State and Commonwealth Government reports and policy reforms are reshaping NFP leaders’ thinking, philosophies and organisations’ business/service models and services.

Reflecting on this situation, one may find the following key observations useful.

## **One: The Rush to Amalgamate or Merge**

Never in the history of Australia has there been such a rush to amalgamate or merge NFP organisations. Whether they are small, medium or large, an estimated 50-100 have gone down this path each year for the last five years.

In every state of Australia, chief executive officers are, with or without their board’s knowledge, initiating confidential meetings and discussions with other chief executive officers

with the ultimate aim of securing their organisation’s future before reaching the commencement dates of the State and Commonwealth Government reforms and policies.

## **Two: Board Mandates or CEO Manoeuvres**

Many successful amalgamations and mergers have arisen from solid leadership team discussions, wherein the board, chief executive officer and senior managers have undertaken robust strategic thinking, discussion and decision processes. These processes are clearly evidenced in their organisation’s strategic plan, as a strategic relationship strategy, amalgamation or merger strategy or organisational growth strategy.

What is important here is that the set of strategies has been agreed to by the board, and represents a common view on the strategic direction and ultimate destiny of the organisation.

Chief executive officers bring, amalgamation and merger opportunities to their board for discussion and decision as they arise. When a chief executive officer has an amalgamation or merger mandate, via a board’s sign off of the strategic plan, there are many benefits, including:

- they can easily enter initial discussions.
- there are no surprises or misunderstandings.
- directors are already on board.
- the signing of a Memorandum of Understanding and Confidentiality Agreement can be undertaken in a timely and efficient manner.

If there is no board mandate, manoeuvres of all shapes and sizes will typically ensue, often causing a challenging triangle of power, politics and personalities.

## **Three: Fail to Plan, Plan to Fail**

It is interesting to note that a significant number of chief executive officers cannot clearly and sequentially explain or discuss in detail:

- an amalgamation or merger process.
- the various activities and steps within this process.
- how to deal with the many challenges, hurdles and risks that this process can present.

In defence of chief executive officers, this situation is quite understandable, as the majority have not studied amalgamations or mergers and/or have not undertaken one.

## **A note of caution:**

*Directors and chief executive officers should ensure they are not seduced by corporate/public company amalgamation and merger processes, more commonly known as acquisitions, takeovers, transfers or buyouts. Corporate/public company amalgamation and merger processes have their place, but not in the world of NFPs; they are driven by power and politics, desires of market domination and aim to deliver shareholder value, major profits for key individuals or organisations and a reward for the risk of investing.*



*NFP amalgamations and mergers, on the other hand, should be driven by a strategic rationale and strategic intent, within an agreed people process, including legal and financial due diligence, with the aim of delivering a social dividend rather than a financial dividend.*

*NFP amalgamation and merger processes are people processes that engage, connect and strengthen people's aspirations for direct benefit and value to customers, be they clients, residents, patients or the like and the success and sustainability of the organisation.*

*Exemplary projects typically bring together the best of facilitation and communication, strategic and business assessment and planning, leadership and governance and project management principles, processes, documentation and tools.*

The aforementioned perspectives do however highlight how vital it is for chief executive officers to:

- read NFP amalgamation and merger articles.
- speak with consultants who have extensive experience and knowledge of amalgamations or mergers, e.g. legal due diligence.
- gather information from other chief executive officers who have undertaken or been involved with amalgamations and mergers.
- develop or obtain the necessary amalgamation or merger documents and tools prior to commencing such a project.
- be able to speak with some authority and knowledge on the matter to their boards and senior managers.

#### Four: DIY or Engage a Specialist

Alice not only encountered the White Rabbit again when she entered his burrow, but also the Mad Hatter... he was sentenced to death for "murdering time" by the Queen of Hearts.

As one Mad Hatter, an accountant/director of a medium-sized community care organisation, recently said:

"It is a complete waste of time and money to engage consultants or undertake financial and legal due diligence, we can get both boards together, amalgamate and do it all ourselves."

The question of DIY, or engaging amalgamation or merger specialist consultants besets many chief executive officers and/or boards. However, one cannot escape the fact that directors and officers must:

- firstly act in the best interests of the organisations, its members and stakeholders, in providing them with reports and a recommendation regarding an amalgamation or merger.
- secondly meet both legislative and contractual requirements as well as morally and ethically be seen to have sought independent, third party objective advice.
- the obligations and requirements of the organisation's constitution and relevant State and Commonwealth legislation, e.g. Corporations Act
- provide to State and/or Commonwealth Government departments not only the required bureaucratic documentation, but supporting legal and financial due diligence reports and an amalgamation or merger plan,

assuming they are able to gain approval for the transfer of contracts, funding, licenses or similar such documents or mechanisms.

DIY may at first seem attractive, but one cannot deny the significant amount of time, human resources and expertise required to successfully deliver an amalgamation or merger on time, within budget and to required project specifications.

#### Five: There's a Place in the Forest for All

There is a place in the New World Order for all NFP organisations if they can successfully transition from an open woodland to the new, deep and dark forest environment; remembering that as huge trees grow, big trees, medium trees, shrubs, bushes and even fungi have a place, it's a case of succeed by adaption or die.

There is much questioning and debate by chief executives and boards on two fronts. One: "how big is big, and what size do we need to be in order to ensure we have enough economies of scale and critical mass to survive?" Two: "should we become a niche specialist or a multi-regional, or multi-state organisation?"

Answering these questions thoroughly should really be the subject of another article, both questions are best answered in the following summary.

No matter what industry or sector your NFP organisation belongs to, there are in existence and emerging, very large international/national, multi-state and specialist niche organisations, be they private, public or community businesses. There are some fifteen to thirty NFP organisations that are already emerging as preferred providers. In order for these types of organisations to not just survive, but succeed and be sustainable discipline, focus, action and destiny as their mantra and they must:

- successfully transition from the government funded/welfare paradigm to the customer driver/market paradigm.
- adopt and put into practice community business principles and practices, if they are an NFP.
- become a preferred provider, thereby not just meeting legislative, contractual, market or customer requests and expectations, but exceeding them.

Be under no illusion from "Mad Hatters", be they a director, chief executive officer or senior manager, the New World Order of NFPs will be a dramatically different place by 2020 and onwards.



**Michael Goldsworthy**  
**Australian Strategic Services**  
Michael is presenting a keynote  
at 11:00am on Saturday

# Vehicles for Change: Exploring continuous improvement vs business process reengineering

WAYNE TURNER | BUSINESS IMPROVEMENT

## So, you are feeling threatened!

The world of not-for-profits (NFPs) is changing rapidly. Funding is shaky, the safety of past methods is fading quickly and organisations' future viability is now at risk.

Service quality has been assessed, upgraded, enhanced and continuously improved ad infinitum. Consultants and advisors have assisted over the years and NFPs have managed to survive and even grow!

But now NFPs are faced with major structural change. Clients want more say in the services they receive and how and when they receive these services. Funding bodies are changing the basis of funding which will leave NFPs vulnerable to external forces controlling their destiny.

### Given all this, the question is: How will NFPs remain relevant into the future?

For many organisations (or more pointedly the decision makers) the threat of change – any change – causes destabilisation or at worst dysfunction. At best decision makers will take change positively and see only opportunity.

What style decision maker are you, or your executive team or board?

Ultimately it is about your appetite for change, understanding your risk profile and being able to reconcile the tension between the risks and responses to changes occurring around you. As the well-known proverb states: "Doing nothing is not acceptable."

This article will consider two processes organisations can apply to respond to change and plan for the future: continuous improvement and business process reengineering (BPR).

## Continuous improvement

Many organisations apply continuous improvement processes to achieve outcomes. These processes can include analysis of products and services, market sector analysis, costing methodology assessment, quality implementation programs, strategic planning, marketing plans, process changes, service delivery quality and client satisfaction programs.

Continuous improvement outcomes can produce significant benefits for an organisation but the time spent on them can be significant and the cost-to-benefit for the achievements are often only moderate.

There is absolutely nothing wrong with an NFP's board and executives taking this approach. It is certainly low risk, controlled, and therefore measured;

however it is also incremental, low impact and can take considerable time to gain acceptance and take up.

However, there is a more impactful but challenging, riskier but highly effective method that has been applied in other business sectors, nationally and internationally – business process reengineering or BPR.

This method is often seen as the polar opposite to continuous improvement.

## Business process reengineering

BPR is effectively a process that promotes major redesign of an organisation and its operations to achieve dramatic performance improvement primarily in the elements of cost, quality and response.

It challenges all assumptions governing the character of the organisation which leads to radical design of how the organisation operates. Integral to this notion is challenging why the organisation exists at all, which can understandably be quite confronting.

*Many organisations will see continuous improvement as more appropriate for them, as it is less stressful and less confronting. However, if time is of the essence then a more radical approach like BPR can be the better fit.*

### Some of the benefits that accrue from implementing BPR are:

The impact of BPR...	Before BPR	After BPR
Staff roles and responsibilities	Controlled	Empowered
Values	Protective	Productive
Managers	Supervisors	Coaches
Executives	Scorekeepers	Leaders
Performance measures	Activity	Results
Structure	Hierarchical	Flat

Table 1. Upsides of BPR

BPR reshapes business processes, organisational structure, technology and physical infrastructure in the context of re-evaluating corporate values and culture.

### The upsides of BPR

See Table 1.

It should also be recognised that whilst BPR can have significant immediate and long-term impacts, it is not a panacea to providing solutions for all issues within an organisation. For instance, BPR is not process design, an efficiency review, a quality management system, office automation, downsizing or delaying of the organisation.

An important aspect of BPR is that it has a simple design and employs a simple approach to achieving outcomes.

### Keeping an eye on the end game

Progressing a BPR program within an organisation will require significant commitment by the board, management and staff. To facilitate a successful BPR outcome it is essential to focus on the outcome and avoid distractions.

### Lessons from the trenches: what NOT to do

- Avoid process design
- Repair minor issues as a solution
- Operate on a 'need to know' basis – keeping staff out of the loop
- Shrink from challenging existing norms
- Over-map or detail existing processes
- Focus on the short-term
- Quit after early wins
- Spend too long on the process
- Fail to consider risk reduction
- Underestimate implementation
- Undertake BPR without internal champions 'leading the way'
- Try to please everyone – this is not a popularity contest!

BPR offers a solution to the complacency and lack of action that is often evident in the NFP sector. It is offered as a way of moving forward and ensuring that organisations remain relevant, build upon their strengths and skills, and grow their sustainability into the future.

### Continuous improvement vs BPR: Which to choose?

It can be said that BPR is revolutionary and instantaneous, whilst other processes such as continuous improvement and quality programs are adaptive and require time to produce results. BPR produces radical changes over a short period of time whereas continuous improvement and quality programs produces more gradual improvement.

Many organisations will see continuous improvement as more appropriate for them, as it is less stressful and less confronting. However, if time is of the essence then a more radical approach like BPR can be the better fit.

Contrast	CI	BPR
Focus	Controlled	Breakthrough
Outcome	Improvement	Results
Process	Improvement	Inventing new
Investment	Low-moderate	High
Risk	Low-moderate	High
Management role	Supportive	Champion
Methodology	Analytical	Creative
Innovation	Incremental	Fundamental

Table 2. Continuous Improvement vs BPR

It must be recognised that the NFP sector is generally conservative and slow in its uptake of change; organisations can be overwhelmed by pressure from a changing environment and the likely pressure of new and commercial entrants into the services provision environment.

Whichever method is chosen to address change and plan for the future, it is important to remain outcomes-focused and to think big picture – not an easy task, but essential for the future viability of NFP organisations.



**Wayne Turner**  
**CBB the not4profit people**  
 Wayne is presenting a workshop  
 at 10:30am on CEO's Day (Friday)

# Service Directory

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**ACNC | Tel. 13 ACNC (13 22 62) | E. [advice@acnc.gov.au](mailto:advice@acnc.gov.au)**

The ACNC is the national, independent regulator of charities. The ACNC registers charities, provides information, guidance and support, and maintains a free searchable online Register of all registered charities in Australia.



**Adelaide Convention Bureau | Tel. (08) 8237 0100 | E. [enquiries@adelaideconvention.com.au](mailto:enquiries@adelaideconvention.com.au)**

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Connecting Up is a not for profit organisation providing technology products to other not for profits through partners such as Microsoft, Adobe, Symantec, MYOB and many others at a fraction of the retail price. Connecting Up also offers a wide range of training through webinars, mentoring and workshops to help you unleash the power of your not-for-profit.





**Diligent Board Services Australia Pty Ltd | Tel. 1800 646 207 | E. [info@boardbooks.com](mailto:info@boardbooks.com)**

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**Extraordinary Future | Tel. 0414 742 557 | E. [corrinne@extraordinaryfuture.com.au](mailto:corrinne@extraordinaryfuture.com.au)**

Coach. Facilitator. Author. Corrinne Armour empowers leaders and teams to exceed objectives. She works with boards and executive teams to embrace Fearless Leadership that results from the intersection of purpose, communication and motivation. If your board is ready for Fearless Leadership, contact Corrinne at [corrinne@extraordinaryfuture.com.au](mailto:corrinne@extraordinaryfuture.com.au)



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Exult provides quality training and support for small-medium NGOs that want to grow their impact in the community. We offer customised workshops and consultancy services around fundraising, volunteering and non-profit leadership, and are recognised as one of New Zealand's leading training providers for the non-profit sector. [www.exult.co.nz](http://www.exult.co.nz)



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Infonomics helps business leaders to maximise success in their organisation's use of information technology, particularly when navigating the challenges of entry to the digital era. We help you understand what's important, how well you are doing, and how to improve your approach by focusing on behaviours that underpin success. Contact Mark Toomey – [mtoomey@infonomics.com.au](mailto:mtoomey@infonomics.com.au).

# Service Directory



**Inspired Reality** | Tel. +61 3 9822 1123 or +61 419 960 900 | E. [info@inspiredreality.com.au](mailto:info@inspiredreality.com.au)

Does your board add maximum value to your organisation? Or are operational Directors who go off topic, laboured decision-making and/or challenging group dynamics compromising your board's effectiveness? Inspired Reality is a boutique consultancy providing a combination of profiling, coaching and facilitation services to deliver targeted and impactful board performance improvement programs. To learn more contact: Belinda Cohen - Performance Consultant & Coach  
[www.inspiredreality.com.au](http://www.inspiredreality.com.au)



**KPMG** | Tel. (03) 9288 5389 | E. [sallyfreeman@kpmg.com.au](mailto:sallyfreeman@kpmg.com.au)

KPMG assists boards to understand their multiple responsibilities as they seek a more strategic approach to fulfilling their duties and a tighter alignment of governance and corporate performance. We have created The Directors' Toolkit to support directors in their challenging role. This guide empowers directors to more effectively discharge their duties and responsibilities while improving board performance and decision-making. Download the toolkit at [kpmg.com.au/directorstoolkit](http://kpmg.com.au/directorstoolkit)



**Leadership Space** | Tel. 0400 405 323 | E. [Elise@leadershipspace.com.au](mailto:Elise@leadershipspace.com.au)

Leadership Space is a leadership development specialist for the for-purpose (not for profit) sector. We provide coaching and consulting for board chairs and directors, chief executives and managers: the smart and passionate leaders of social change. We are a social purpose business with an unrelenting commitment to and expertise in, for-purpose outcomes.

**Michel Hogan** | Tel. 0431 377 508 | E. [michel@brandology.com.au](mailto:michel@brandology.com.au)

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**People for Purpose** | Tel. (02) 8188 8633 | E. [melissa@peopleforpurpose.com.au](mailto:melissa@peopleforpurpose.com.au)

People for Purpose support the search, placement and development of professionals in leadership and board positions who strive to create positive social impact. We assist and empower individuals and boards to connect with, and create alignment to their purpose.



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**Russell Kennedy Lawyers | Tel. 03 9609 1555 | Web. [www.rk.com.au](http://www.rk.com.au)**

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**THINK: Insight & Advice | Tel. (02) 9358 6664 | E. [randall.pearce@thinkinsightadvice.com.au](mailto:randall.pearce@thinkinsightadvice.com.au)**

THINK: Insight & Advice is a research and strategy consultancy that can help you and your board engage and understand your key stakeholders. We conduct member and stakeholder research, facilitate large and small group meetings, evaluate programs and campaigns and re-design service offerings. For more information, please visit [www.thinkinsightadvice.com.au](http://www.thinkinsightadvice.com.au)



**Thomas Noble & Russell Chartered Accountants  
| Tel. Business Services (02) 66218 544 | E. [enquiries@tnr.com.au](mailto:enquiries@tnr.com.au)**

Based in Lismore, northern NSW, and Gold Coast QLD, Thomas Noble & Russell (TNR) has 10 partners and 70 staff and has continuously provided high quality professional services to the public, private and non-profit sectors throughout Australia. We specialise in financial and internal audits, due diligence reviews, finance proposals, risk management, corporate governance, superannuation, taxation, business and corporate advisory services. TNR is also a member of the HLB Mann Judd National and International Network.

## 2015 Conference Information

If you have a paper you would like to present at the 2015 Better Boards Conference, or are interested in trade or sponsorship opportunities, please contact Better Boards in October this year, or check the Better Boards website and download the call for papers document or sponsorship prospectus when they become available in October: [www.betterboards.net](http://www.betterboards.net)

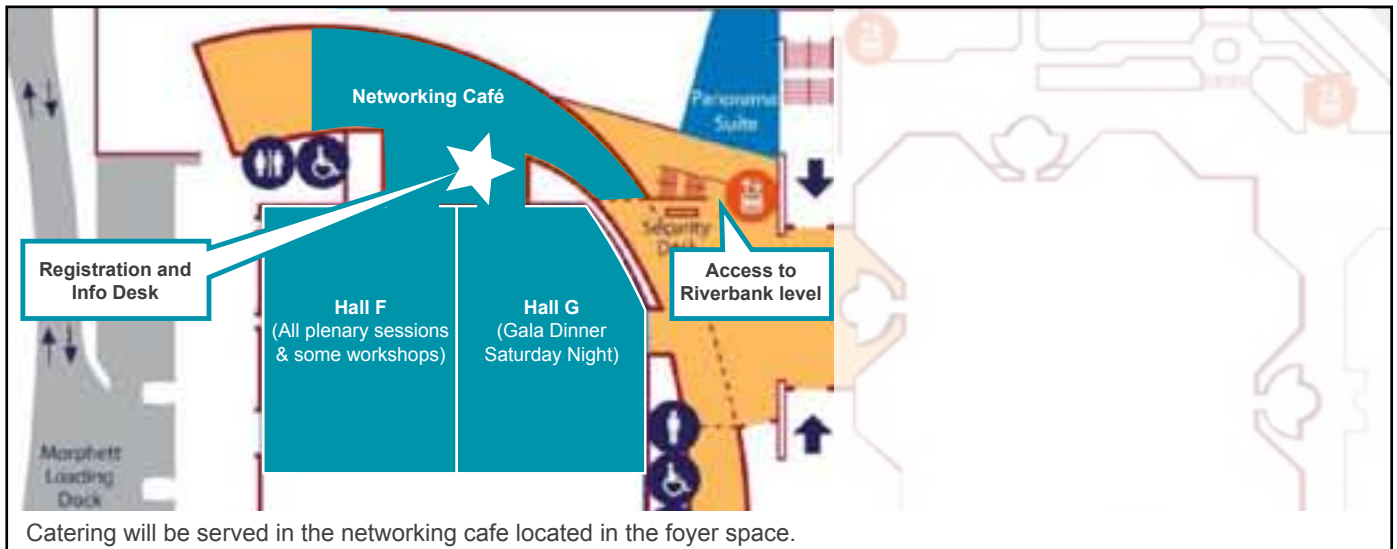
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# Venue Map

## ADELAIDE CONVENTION CENTRE

### Plaza Level:



### Riverbank Level:



See the program banners for room and workshop information.

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Distributed at the 8<sup>th</sup> Australasian  
Better Boards Conference.  
Adelaide Convention Centre  
1-3 August 2014

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