

better boards[®] *conference 2016*

29-31 JULY
MELBOURNE CONVENTION AND EXHIBITION CENTRE



GAME-CHANGING MOVES...

Governing for Maximum Impact



Conference Magazine



10th Australasian Better Boards Conference

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Message from the Conference Chairman



Welcome to the 10th Australasian Better Boards Conference. Whether you are attending for the first time or you are joining us again this year, I trust you will enjoy the collegial atmosphere, opportunity for networking and the engaging and informative presentations.

Better Boards is marking a very special occasion this weekend as this conference is convened for the 10th time. Over the last 15 years, the Better Boards Conference has played a pivotal role in improving the governance awareness of leaders across an impressive depth and breadth of organisations, reflecting the wide variety of causes, purposes and needs that the not-for-profit sector serves throughout Australasia.

I would like to take this opportunity to thank all past attendees, speakers and partners for supporting our commitment to recognising the major trends impacting the not-for-profit sector and sharing the skills and knowledge required by leaders to operate successfully in the changing climate of the not-for-profit world. Ultimately, this journey will continue to strengthen the impact of the not-for-profit sector through a greater awareness and implementation of governance practices.

There is no doubt that profound changes to the industry/sector in which your organisation operates have increased the need to embrace transformation, thus the theme for this year's Conference, 'Game-Changing Moves... Governing for Maximum Impact'. The program has been designed with a particular focus on strategy, innovation, entrepreneurship and technology as they apply to boards, CEOs and senior managers.

Partnering with those who are inspiring change and action in our community is a real benefit to the not-for-profit sector, and that's why we're proud to welcome back Westpac as the Premier Partner and Gala Dinner Partner of the Better Boards Conference 2016. I would also like to extend my thanks to all of our sponsors, trade exhibitors and partners for their support of this important leadership event.

The professional development of individual directors, boards and CEOs is a continuous journey, and one that Better Boards is very proud to have contributed to significantly over the last 15 years with a unique and valuable governance and leadership event for you, the leaders of not-for-profit organisations in Australasia.

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

Once again, welcome...

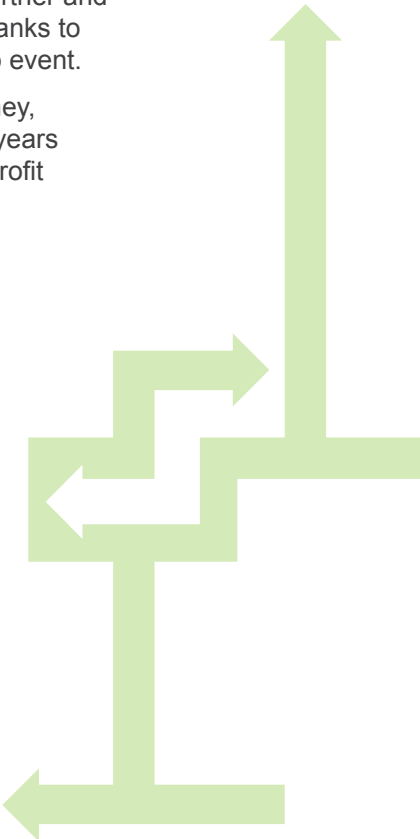
Yours sincerely,

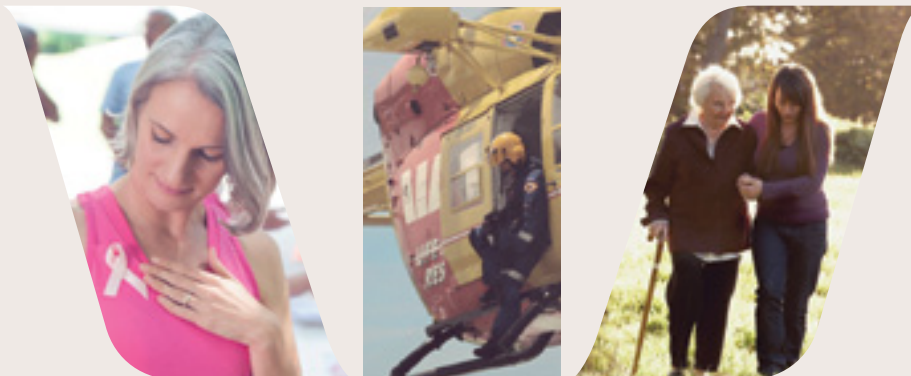
Michael Goldsworthy
Conference Chairman



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helping you help others

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The needs of our community organisations are as varied and unique as Australia.

We've been involved and working with these organisations for nearly 200 years.

That's why we understand the importance of having specialised community banking solutions and dedicated social sector bankers to enable that good work to continue.

Talk to us about how we can support you.



Welcome from the Premier Partner



Westpac is proud to once again be the Premier Partner of the Better Boards Conference. We are excited to share this time with you as you think and talk about some of the actions that could transform your organisation. Your willingness to be a game-changer is already a great indicator of the leadership you bring to your governance role.

Ideas on their own won't change the game; that would be too easy, too comfortable. The process of managing and turning ideas into actions is where you will find the breakthroughs. And there lies the challenge – what will your organisation do to keep up with, if not ahead of, a rapidly evolving social landscape where the needs are many and the resources seemingly few?

It's time to get uncomfortable. Because getting uncomfortable allows you to plan for what could exist in the future: new strategies, partnerships, digital capabilities, methods of operating and most importantly, fresh and innovative ways to meet the needs of your community.

As Australia's oldest bank, Westpac understands that innovation is essential to operating a sustainable business. We are building an innovation culture that starts with our people, so we can be one of the world's great service companies, helping our communities to prosper and grow. Our team of social sector banking specialists are ready to share their insights with you.

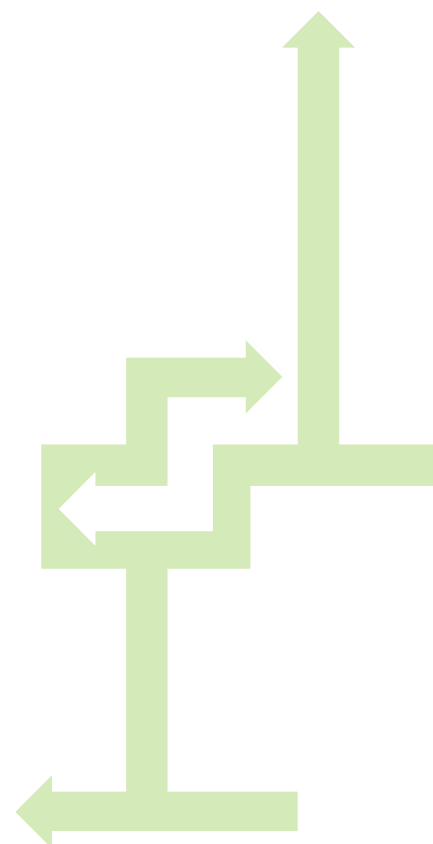
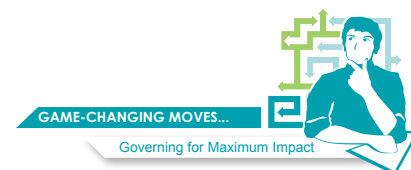
As you connect and learn over the next few days, we invite you to think about what your benchmarks will be, both personal and organisationally. What will allow you to deliver maximum impact to your communities?

On behalf of Westpac, I warmly welcome you to the Better Boards Conference 2016, and congratulate you on being a game-changer.

Regards,

Sharon Watkins

National Head of Education and Social Sector at Westpac





Merv Stewart, Westpac Social
Change Fellowship Ambassador
Founder of Better Together Project

Westpac Social Change Fellowship

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20
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W
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Foundation

Message from the Lord Mayor



The City of Melbourne is proud to support the 10th Australasian Better Boards Conference and we welcome delegates to our great city.

Melbourne is an exciting and sophisticated city. In 2015, we were named the world's most liveable city for the fifth consecutive year, the world's friendliest city, the world's most admired knowledge city and the world's ultimate sport city. Growing numbers of international visitors are flocking here, discovering why Melbourne has become the nation's number one domestic tourist destination and the country's business events capital.

We also support your promotion of good governance and the opportunity to enhance business and community development, as well as creating opportunities for education and information exchange.

The Better Boards Conference will be held in the world's first six star, green star convention centre. The Melbourne Convention and Exhibition Centre (MCEC) is located on the doorstep of the city and provides delegates with access to state-of-the-art conference facilities and technology.

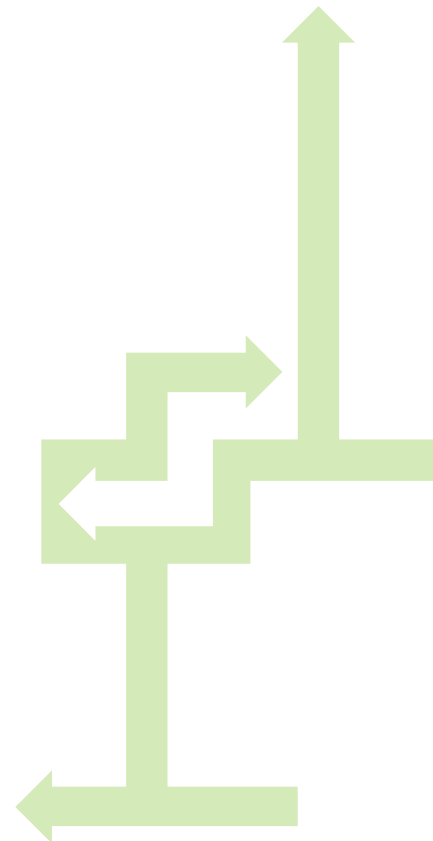
Melbourne is a true winter wonderland, with a packed schedule of festivals, major sporting events, exhibitions and blockbuster theatre shows taking place across the city during the colder months. While other cities shut down in winter, Melbourne shines.

Every taste is catered for through a mix of unique, accessible and shareable experiences to complement our city's renowned bars, cafes, restaurants and hidden gems. I encourage you to check out our What's On website (www.that'smelbourne.com.au) to find out all the latest.

Melbourne is regarded as one of the most tolerant and friendly cities in the world. We are home to people from 138 countries, we speak 121 different languages and dialects and we practise 92 different faiths. We pride ourselves on making our visitors feel welcome. Enjoy your time with us!

A handwritten signature in black ink that reads "Robert Doyle".

Robert Doyle
Lord Mayor





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Welcome from the Sprout Summit Partner



Feros Care is pleased to be the key partner at Sprout Summit once again, and to have the opportunity to welcome you, a group of delegates who will be shaping the future.

This year it seems that many of the keynotes will focus on the importance of relationships, whether those be with people in your own organisation, potential investors or partners, or members of your industry or the wider community you can work with to make a difference in some way.

Our work at Feros Care revolves around our relationships with people. Feros is a community-owned not-for-profit organisation who have been helping seniors for more than 25 years by supporting them to remain independent, healthy and socially connected.

We are proud to be recognised nationally for our innovation, excellence and creating new models of care delivery, creating a positive workplace that people want to be part of. We are committed to turning aged care on its head. We celebrate ageing and we encourage our seniors to 'get bold not old.'

I have been fortunate enough to work closely with many seniors in my time with Feros so far, and one thing I have learned is how much they genuinely do value relationships. It's easy for us now to focus on productivity, profits, processes and the latest gadgets to help us with all of these, but it's important to remember what really makes everything work: people.

Throughout the Summit, I urge you to take time away from hashtags, Facebook feeds and endless trails of linked content and enjoy the opportunities for real-life human interaction, with fresh perspectives and new ideas.

Whether you are aiming to build your network, develop new skills or find new approaches to apply to your work, you're in the right place for amazing things to happen.

Best of luck and enjoy the Summit!

Regards,

A handwritten signature in black ink that reads 'Jennene Buckley'.

Jennene Buckley
Chief Executive Officer, Feros Care



WE HELP ORGANISATIONS LIKE YOURS TO GROW

While you're busy focussing on supporting others, who's supporting you?

At Community Business Australia we understand that many not-for-profit organisations are very good at servicing the needs of their clients but not so good at taking care of their own business needs.

So our team of seasoned professionals has been established specifically to help give not-for-profits the support they need in order to prosper.

We specialise in

- Strategic and business planning
- Practical governance education, tools and resources
- Systems review and development
- Financial analysis and reporting
- Risk and performance management systems
- Partnership and alliances processes and practices
- Coaching and mentoring of board members and CEOs

Grow your organisation. Contact Patrick Herd today.

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**Community Business
Australia**

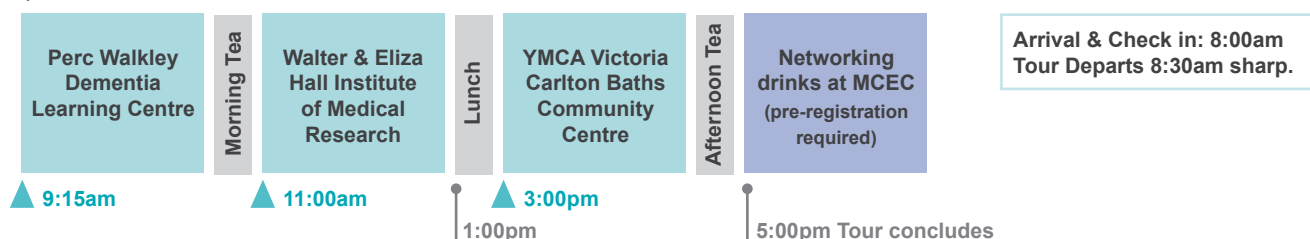
Program, Board Member Innovation Tour

FRIDAY JULY 29

8:30am



Quick overview:



TOUR OVERVIEW

The Board Member Innovation Tour will take delegates on an excursion to three diverse organisations around Melbourne where the strategies and innovations employed to address organisational challenges will be discussed in the frame of the 2016 Better Boards Conference theme: *Game-Changing Moves... Governing for Maximum Impact*.

Lunch will be held at Treetops at Melbourne Museum where you will be free to network with tour participants and representatives of the innovation tour venues. The tour 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 Melbourne Convention and Exhibition Centre.



Welcome from the Board Member Innovation Tour Partner



Welcome to the Better Boards Conference 2016. In keeping with this year's theme I do trust 2016 is a game-changing year for you.

At Community Business Australia, we specialise in helping not-for-profit and community groups to grow by assisting with their development of strategic plans and implementing the procedures to better manage in today's economic landscape. We are steadfastly focused on supporting organisations like yours to make the right moves.

That's why we are proud and excited to partner with the Better Boards Conference and to get behind their endeavor to share fresh concepts, valuable insights, and revolutionary new ideas.

This year, Community Business Australia is delighted to sponsor the Board Member Innovation Tour. After a successful tour last year, this year's Board Member Innovation Tour hits the city streets of Melbourne to visit facilities operated by three diverse organisations: YMCA Victoria, Alzheimer's Australia Victoria, and Walter and Eliza Hall Institute of Medical Research.

The tour will give delegates like you the unique opportunity to network with a number of CEOs, board chairs and senior management executives, providing a social forum to discuss the game plans they are developing to address organisational obstacles they face in the current environment.

It's a rare opportunity for you to unearth ideas, innovations, strategies and experiences with a select group of directors from various industries and sectors.

So I encourage you to engage with your touring party. I'm sure the conversations will go a long way towards providing you with the confidence and inspiration to implement a number of game-changing moves within your organisation.

Regards

Patrick Herd, Principal Consultant
Community Business Australia

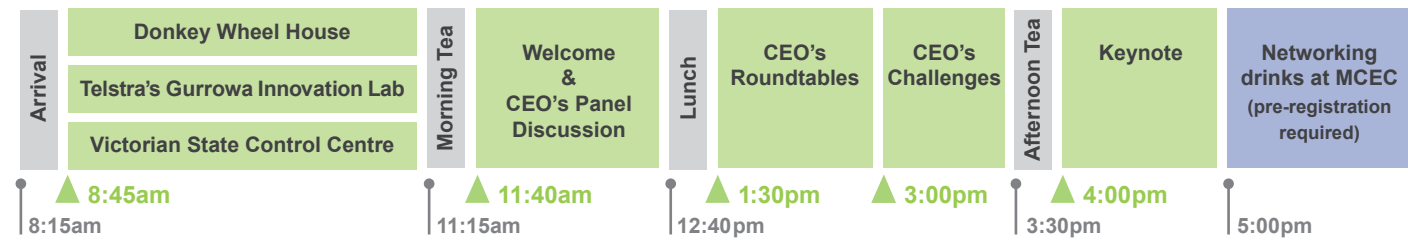
Program, CEO's Day

FRIDAY JULY 29 | ROOM 105 & 106

8:15am



Quick overview:



Tour Venues

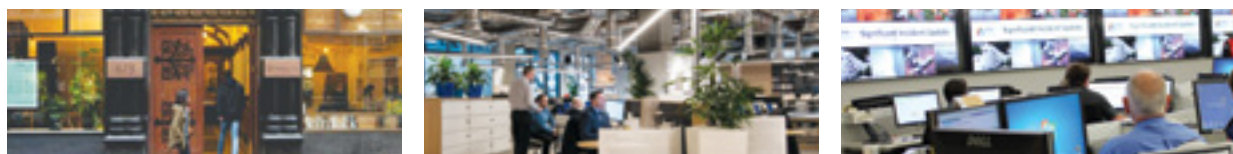
CEO'S DAY INNOVATION TOUR

8:45am



For the first time, CEOs who attend CEO's Day this year will have the opportunity to visit an innovative organisation during the off-site component of the day. All three organisations are worthwhile examples of how working collaboratively can improve outcomes and lead to stronger, healthier and more innovative organisations.

CEOs will visit either Donkey Wheel House, Telstra's Gurrowa Innovation Lab or the Victorian State Control Centre before returning to the Melbourne Convention and Exhibition Centre. Allocation of groups will be random, tour participants will be assigned a bus number at the registration desk when checking in.



Morning Tea

Speakers

CEO'S PANEL DISCUSSION

11:40am



Changing the Game – Opening the Door to Innovation

Explore how CEOs can create and drive a culture of innovation that mitigates competition and builds a unique competitive advantage in the NFP sector. Hear valuable insights, powerful strategies and practical processes that can assist your organisation as the panel fields questions and, with your input, discusses key points arising.



Catherine Stace – Chief Executive Officer, Cure Brain Cancer Foundation
Catherine joined the Foundation in 2011 and has more than 20 years' experience in the corporate and not-for-profit sectors. Her expertise is in developing disruptive change strategies and leading the business growth across reputation, revenue and relationships.



Paul Steele – Chief Executive Officer, Donkey Wheel Charitable Trust
In his current role Paul strives to develop a community of social innovation at Donkey Wheel House, in Melbourne. He is also Co-founder, Executive Chair and Director of The Difference Incubator. He was Deputy-CEO of World Vision Australia, founder of numerous technology companies and loves to consult on strategy and leadership development. Paul is a thought leader and practitioner in the emerging market of impact investment in Australia. This unique mix of thought leadership and practitioner-based experience enables him to leverage philanthropic capital for greatest impact.



Amantha Imber – Founder, Inventium
Dr Amantha Imber is an innovation psychologist, best-selling author, and founder of Australia's leading innovation consultancy Inventium. Inventium has been recognised as one of Australia's fastest growing companies in the BRW Fast 100 list, and was also awarded the BRW Client Choice Award for Best Management Consultancy in Australia. In 2016, Amantha was inducted into the Australian Business Women's Hall of Fame. With a PhD in organisational psychology, she has helped companies such as Google, Coca-Cola, Disney, LEGO, Red Bull, American Express, McDonalds, Virgin Australia, Commonwealth Bank and many others innovate more successfully. Amantha was a finalist in the 2015 Telstra Business Women of the Year awards.

Lunch

CEO's Roundtables

CHOOSE THREE TABLES



The CEO's Day roundtable session aims to create an open environment to meet other leaders from the not-for-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. Strategies to Successfully Navigate Disruption
- Table 2. The Competitive Marketplace: Impacts and Implications
- Table 3. Instilling a Culture of Innovation
- Table 4. Strategy in a Customer-Driven Marketplace
- Table 5. Unleashing Entrepreneurial Spirit in Your NFP
- Table 6. Engineering a New Business Model
- Table 7. Re-Engineering Your Board to Enable Organisational Transformation
- Table 8. The Financial Realities of a Competitive Marketplace
- Table 9. Assessing Performance and Determining the Future for Executives
- Table 10. Organisational Attitudes and Behaviours: Vision, Mission, Values and Ethos
- Table 11. The Strategic Value of Partnerships
- Table 12. Strategies to Approach Government Engagement
- Table 13. Talent and Capability Development for Greater Social Impact

CEO's Challenges – Leading for Impact

CROWDSOURCING FOR CEOS



Hear the best and the boldest thoughts and outcomes from the roundtable discussions. In this quick-fire session the most interesting ideas, improvements and opportunities will be shared by the facilitator of each table – providing an array of starting points increase your impact as a leader.

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

CLOSING KEYNOTE

➡ Creating a Culture of Innovation



Peter Williams – Chief Edge Officer, Centre for the Edge at Deloitte Australia

Everyone is talking how they need to be more innovative, but what are the practical steps that CEOs can take to turn talk into action and make their organisations more adaptive and innovative? In this presentation, Peter will unpack how CEOs can create a culture of innovation in their organisation with the resources they already have, enabling them to lead their organisations to create maximum positive impact in society.

Peter is a recognised thought leader and practitioner in innovation with a particular focus on digital innovation. Although his professional training was as a Chartered Accountant Peter started working with internet technologies in 1993 while working in the UK and on his return to Australia in 1996 founded an eBusiness Consulting group within Deloitte Australia. Since that time Peter founded Deloitte Digital, a business pioneering the delivery of professional services online and is now one of the world's largest web and mobile development firms. Recently appointed as Chief Edge Officer, Peter grasped the implications of the internet as long ago as 1993 and has been engineering change ever since. Peter has worked with boards and senior executives of many organisations helping them understand and adapt to the rapidly changing digital environment. Peter was recently named as one of Australia's top Digital Influences, is Chairman of Deloitte's Innovation Council, an Adjunct Professor at RMIT, Board Member of Deloitte Foundation and Circus OZ.

//////////////////////////////////// Leadership Networking Drinks //////////////////////////////////////



SESSION ONE: 9:45am
In Conversation with Daniel Almagor



Daniel Almagor – Chief Executive Officer, Small Giants
Join us for an armchair discussion with Daniel Almagor, where we tap into why and how Daniel is using business to effect social and environmental change.

SESSION TWO: **Creating a Sustainable Business Model** 10:10am



Isaac Jeffries – Business Model Consultant, The Difference Incubator
Social enterprises are becoming popular, but can they compete in the open market? They can, if they have a strong business model at their core. Learn how to assess the sustainability of your social enterprise, as well as practical tips for improving your financial performance and social impact.

SESSION THREE: **Financial Foundations to Keep Board Members Happy** 10:50am



Stacey Price – Financial Coach & Chartered Accountant, Healthy Business Finances
Outsiders often see not-for-profits as an easy option as it doesn't matter if you don't make millions of dollars profit. But we all know that for a NFP to survive long term, it is vital to have a firm financial foundation that you can build on and grow from. Reporting to board members who may not be familiar with the day-to-day operations can be daunting. It is time to understand what to report, how to report and how to make the entire financial process streamlined, easy...and dare I say it, fun!

SESSION FOUR: **Behavioural Insights – Understanding Human Decision Making & Motivations** 11:30am



Steven Speldewinde – Director, The Social Deck
Behavioural Insights: how understanding human decision making and motivations can help social enterprises create compelling communications, grow their customer base and keep them engaged.

SESSION FIVE: **Creating a Culture that Keeps You Winning!** 12:10pm



Jennene Buckley – Chief Executive Officer, Feros Care
Feros Care has been working hard to develop a vibrant and visionary “People and Culture” strategy to attract, reward, and retain a 21st century workforce. They have developed and implemented a range of programs that create the building blocks to a 90% + satisfaction results in their annual culture stocktakes. Their culture is their biggest corporate strategy and Jennene will unpack how this works.

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





Check out the SproutCast podcast for interviews with social innovators online at <http://sproutsummit.com/podcast/>



SESSION SIX: Pitching for Investment – What They Don’t Tell You

1:30pm



Geoff Gourley – Founder, One10

Learning how to pitch to investors is an essential skill. Geoff will share his insights into what a successful investment pitch looks and sounds like, and how to put one together.

SESSION SEVEN: The Importance of Running a Pilot

2:10pm



Erin Lewis-Fitzgerald – Founder & Managing Director, Bright Sparks

Bright Sparks ran a successful 8-month pilot in 2015/2016 and learned a lot in the process. Erin will share her experience starting (and pausing) a social enterprise and the key learnings for her organisation. She'll also cover tips for launching and promoting your initiative.

SESSION EIGHT: Scaling Your Organisation Through Partnerships

2:50pm



Felicity Green – Strategic Advisor, Spark Strategy

Partnering is a powerful tool to increase both the financial and social outcomes of a ‘for purpose’ organisation. This presentation will provide an overview of different types of partnerships applicable to a range of contexts and objectives. Using real life cases, we will explore the benefits and challenges of different approaches. With a focus on pragmatism, this presentation includes practical steps to construct meaningful partnerships that enhance an organisation’s business model.

//////////////////////////////////// *Afternoon Tea* //////////////////////////////////////

SESSION NINE: How to Attract and Retain Talent in These Changing Times

4:00pm



Melissa Macpherson – Executive Director, People for Purpose

Whilst many agree that diversity is integral to improved outcomes, Melissa will explore how you can harness the energy of the tsunami of talented, passionate people wanting to move into the sector. Melissa will share practical tools and tips on how to recruit across sectors and how skills, experience and networks can be translated and leveraged to maximise impact and sustainability. In addition, we broaden the debate to look at future leaders and how we as a sector, we can do better to attract and retain the energy, passion and perspective of graduates and emerging leaders. What are the challenges and opportunities that need to be acknowledged?

SESSION TEN: The Business of Making a Difference

4:30pm



Simon Griffiths – Chief Executive Officer, Who Gives A Crap

In 2010, at age 27, Simon had the idea to start a toilet paper company that builds toilets in the developing world. In 2012, he launched Who Gives A Crap, agreeing to sit on a toilet on a live webfeed until he had pre-sold the first \$50,000 of toilet rolls. The multi-award winning launch attracted global media attention and generated over \$1 million of PR value. Since launching, Who Gives A Crap has tripled in size year-on-year without any marketing spend. Simon will be telling the story of Who Gives A Crap’s evolution, and sharing key lessons he’s learnt along the way.

//////////////////////////////////// *Leadership Networking Drinks* //////////////////////////////////////

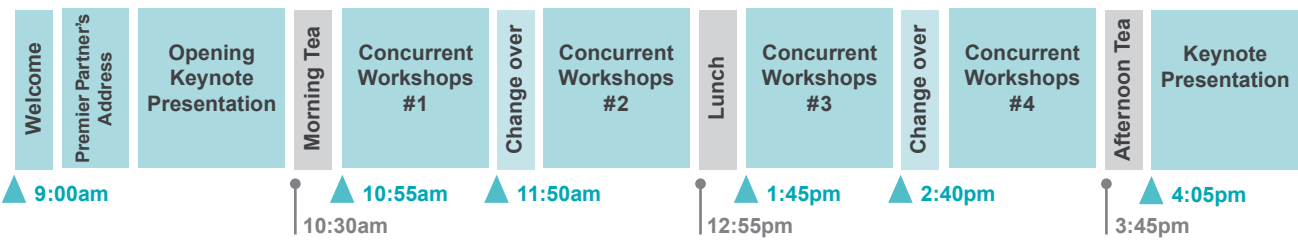


Program, Better Boards Conference

SATURDAY JULY 30



Quick overview:



Speakers

YOUR MASTER OF CEREMONIES



Darren Isenberg
We welcome Darren Isenberg as the MC for the 10th Australasian Better Boards Conference. We hope you enjoy his trademark warmth and sophisticated-yet-slightly-cheeky manner as he facilitates this weekend's plenary sessions.

9:00am



OPENING KEYNOTE PRESENTATION

Room 105 & 106

9:20am



Innovation – The Power of a Burning Platform, Imagination and Disruptive Tech

Sarah Vaughan – Director, Developer Experience & Evangelism, Microsoft Australia

We are surrounded by stories of digital disruption, and are constantly challenged to build solutions that are hyper agile and that respond to new market needs. Sarah will talk about how technology and innovation will empower organisations to take advantage of their unique strengths and rapidly respond to ever changing customer, consumer and constituent expectations. She will highlight the imperatives for collaboration and innovation in Australia and share inspiring case studies of local inventors and disruptors to watch.

Sarah is a passionate technology enthusiast. Her role at Microsoft is to inspire and help customers innovate and build the next BIG thing, cool invention or business venture. Sarah has worked at Microsoft Australia since 2002 and currently leads the Developer and Platform Evangelism Group.

Information for Plenary Q&A Sessions

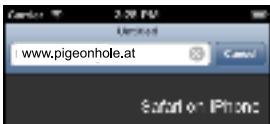


Use your smartphone or web device to ask questions during Q&A times in the plenary sessions. The aim is to allow more people to participate and influence the session by voting up questions of interest.

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

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

1. Launch your web browser on your smartphone, tablet or laptop.
2. Enter **www.pigeonhole.at** into the address bar.

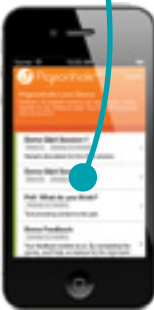


3. Enter passcode: **BBC2016**

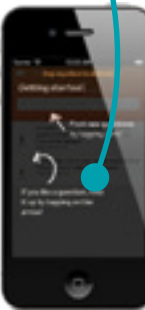
Venue WiFi: M Connect



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.



➡ Room 101



The Investment Philosophy Statement – A Tool for Making Better Investment Decisions

Kate Cam – Investment Governance Leader for the Pacific, Mercer Investments

Organisations that refer to a clearly articulated set of investment philosophies have an investment advantage over their peers. Evidence suggests that the boards of these organisations are more decisive and consistent in setting their investment strategy, they are less reactive when markets are turbulent and are therefore less susceptible to the risk of following the herd. It is therefore surprising that many organisations have not taken the time to discover their investment philosophies. In this interactive session Kate will illustrate a process for uncovering your investment philosophies and for applying them when making investment decisions.

➡ Room 102



A Co-Operative Business Model

Craig Thomson – Chief Executive Officer, Community Gateway Incorporated

A not-for-profit can successfully operate in a competitive consumer driven market by taking risks to pursue opportunities and innovation. Craig will explain the Community Gateway co-operative business model and how threats to the organisation were harnessed in a positive way to develop a unique model, overlaying commercial concepts with community service organisation practices. Craig will share how Community Gateway discarded all current thinking and practices in building an innovative strategic approach in order to totally rebuild the organisation. Hear examples of what they have been able to achieve as well as the challenges they encountered along the way.

➡ Room 103



Learning for Purpose: Capability Development Transforms Your Organisation's Social Impact

Ramon Wenzel – Assistant Professor, The University of Western Australia, Centre for Social Impact (Business School)

The ability of NFP organisations to realise their vision – to have social impact – depends on the knowledge, skills, and abilities of their people, including their boards. Research representing over 2000 Australian not-for-profit organisations shows that developing the capabilities of directors and chairs positively affect board competence, role clarity, organisational efficiency, and facilitates social change. Empirical findings also show that capabilities in leadership and governance can be significantly enhanced through training and informal learning opportunities. This talk will present three years of research in an accessible and visual manner alongside practical guidance for developing better boards.

➡ Room 104



Harnessing the Intrapreneurs in Your Organisation – How to Create Real Change with the People You've Already Got

Sinclair Taylor – Chief Executive Officer, Westpac Foundation

Creation of social enterprises and other such diversification opportunities are increasingly on the drawing board, however, budgets are tight and resources are limited, creating pressure on the board and management team to fully grasp the new opportunities. In this presentation, Sinclair will make the case for uncovering and enabling the intrapreneurs in your organisation to make new projects happen outside of the responsibilities of their 'day job'.

Concurrent Workshops #2

SELECT ONE

12:00pm



Room 101



DLMA Analysis: A Practical Solution to Role Dilemma

Peter Tunjic – DLMA Labs Founder, DLMA Labs

To be successful, directors know their organisations need three key disciplines: management, leadership and governance. Peter introduces a fourth discipline that describes the board’s role and responsibility in value creation: directorship. Based on Peter’s papers published in one of the world’s leading governance publications, the presentation “DLMA Analysis: A practical solutions to role dilemma” is intended to help company directors better understand their role as value creators. DLMA Analysis is an innovative framework that explains and explores the tension between directorship, leadership, management and assurance (alternatively governance). It is conceived to do for organisational design what SWOT analysis has done for strategy.

Room 102



Cultural Due Diligence: Assessing Fit as Part of Strategic Choices

Brodie Woodland – Director Governance and Strategy, TMS Consulting

In a landscape of increasing partnerships and alliance activity, getting to know your potential partners is a key strategic focus for boards and executive teams. Research consistently shows that one of the biggest causes of failure for partnerships is lack of cultural alignment. Assessing the cultural ‘fit’ is therefore as important as traditional legal and financial due diligence – maybe more so. This interactive session explores how and when to conduct cultural due diligence, what should be considered, and the common barriers and ideas for overcoming them.

Room 103



Heart and Head: Financial Management Challenges in the Non-Profit Boardroom

Morri Young – Chief Executive Officer, Accounting for Good

Financial Intelligence is the insight into the ‘money story’ of an organisation. It requires the indisputable science of data and the nuance and intuitive art of insight and experience. There are a range of important financial concerns that the board needs to agree on that are affected by numerous complex factors. This presentation seeks to use the hypothetical format to reveal a scenario where these issues are discussed and the audience are invited to help a mythical organisation avoid failure. Using some humour, participants will be challenged to choose between the heart and the head.

Room 104



Don’t Just Sit There – Change the Dynamics for Good!

Sallie Saunders – Director and Principal Consultant, Building Better Boards

Positive personal relationships and a ‘learning stance’ lie at the heart of good boardroom dynamics. Skill development is a key board responsibility. The skills to improve positivity, board performance and productivity can be learned and applied – changing for good is everyone’s responsibility. What qualities and actions boost positivity, productivity and performance? How can boards work to improve the ‘state of play’? In this presentation, Sallie will consider these and many other factors in encouraging delegates to assess their boardroom dynamics.

Concurrent Workshops #3

SELECT ONE

1:45pm



Room 101



How Well Do You Value and Protect Your Competitive Edge?

Joanne O'Brien – Partner, CRH Law

Arguably, the biggest game-changer in recent years for not-for-profit organisations involved in service delivery has been the need to confront competition. To meet these challenges NFPs have had to search for ways to develop a competitive edge. This has in turn led to a greater focus on innovation in the development of service delivery models, technology, as well as new business practices and tools. Whilst many have embraced this new world of commerciality and entrepreneurship, others have remained in a concerning comfort zone and struggled to appreciate the importance and value of this crucial, innovative element of their existing business, namely their intellectual property. They risk missing out on the advantages it provides by failing to adequately protect it or worse, ignoring when others copy it.

Room 102



B Corporations: Redefining Success in Business

Alicia Darvall – Executive Director, B Lab Australia & New Zealand

What is a B Corporation and how are they relevant to the not-for-profit sector? In this informative workshop Alicia will explore the four key areas of the B Impact Assessment (Workers, Environment, Governance and Community), and provide a framework to measure success for your organisation.

Room 103



Strategic Foundations to Help Build and Sustain Income from Within Your Organisation

Darren Fittler – Partner, Gilbert + Tobin

Lali Wiratunga – National Manager, Westpac Financial Education

It is assumed that many for-purpose organisations would like to increase their revenue and acquire more funds to help ensure that they can deliver on their mission. Many organisations in the sector may ask the question, “How can we grow and sustain increasing levels of income?” A further question that high-performance organisations should ask is, “How can we generate sustainable sources of income from our resources?”. In this presentation, Darren and Lali will use insights and case studies to explore how for-purpose organisations and their leaders can adapt to earn income and reduce reliance on grants and philanthropy.

Room 104



Toward Successful Digital Innovation in the NFP Sector

Maria Palmer – TCM Client Services Manager, Telstra Health (Disability, Aged and Community Care)

21st Century not-for-profits understand the importance of incorporating digital technology into the strategic plan. Digital solutions can improve service delivery and client outcomes, simplify processes and support organisational efficiency, saving time and money. With so much to be gained, how do boards rise to the challenge to set the digital strategy and oversee successful execution? In this presentation, Maria will consider the board's role in creation and execution of successful digital strategy.

Concurrent Workshops #4

SELECT ONE

2:50pm



Room 101



Game-Changing Moves: From Federation to National Organisation

Randall Pearce – Managing Director, THINK: Insight & Advice

Australians love to blame the federation for overlap, duplication and for any inefficiency in public administration. However, federations are not limited to the Commonwealth. Many not-for-profit organisations are organised as federations of state bodies too. Not surprisingly, they also stir similar frustrations. In this interactive session, participants will be invited to debate the merits of national over federated structures. Then, they will hear the case studies of two organisations who made a change in order to become more effective on the national stage. Finally, they will hear how to make the leap from federation to national and from state to national.

Room 102



The Reluctant Entrepreneur: Unleashing Entrepreneurial Spirit in Your NFP

David Sharrock – Managing Principal, Sharrock Pitman Legal

NFPs are to stand out in their industries by being different and making a difference. The legacy of the past is to be ditched and subsumed by an appetite for innovation and by a focus on outward initiatives, resulting in new opportunities, products or services, and compelling internal organisational change. A vibrant entrepreneurial and intrapreneurial spirit is unleashed, pervading the whole of your NFP. It becomes an Ideas Factory, infused with innovative ideas. The CEO becomes a reluctant entrepreneur. Board members actively embrace entrepreneurship. Team members become intrapreneurial workers in an Ideas Factory. All stakeholders experience the difference. This workshop should be especially helpful to CEOs.

Room 103



Tension, Governance and Entrepreneurial Spirit: How We Turned Lady Gowrie Qld Around

Leisa Prowse – Chairperson, Lady Gowrie Queensland

Despite increased policy instability in early childhood education and care, Lady Gowrie Queensland has just had its sixth successive year of growth. We now operate 15 services and support about 100 community kindergartens with a staff of 180 people. Yet, this upward trajectory has not always been the case. What enabled our turnaround? This presentation focuses on the steps the board has taken to embrace their entrepreneurial spirit and grow their turnover from \$10.6 to \$33 million.

Room 104



Governance of Innovation or Innovation-Aware Governance?

Om Dhungel – Director, Settlement Services International

What does innovation mean for the social sector? In this workshop Om will evaluate the National Innovation and Science Agenda released by the Government in 2015 and put forward an argument for taking a holistic approach to innovation and the need for a greater focus on social innovation. Om will address the board's role in driving an innovative culture, including potential questions it can ask. Om will share national and international examples of driving innovation and encourage the audience to share and consider their experiences of innovation-aware governance.

KEYNOTE PRESENTATION

➡ Room 105 & 106

4:05pm



What Does an Innovative Board Look Like – Value Creating

James Beck – Managing Director, Effective Governance

In a time of increasing change for the Australian not-for-profit sector, boards must be able to harness a range of knowledge, skills and experience to drive the development of ideas into innovative solutions. Most discussion of innovation is from a management perspective, couched in academic jargon and often based on the practices of large overseas corporations. This presentation looks at practical ways Australian NFP boards can foster innovation in their organisations to make them sustainable and able to meet an ever-increasing demand for services and growing expectations in terms of access to and the quality of those services. James will discuss what innovation means for a board, and how the quest for innovation can be aligned with the organisation’s strategy and values, so that innovation becomes value creating rather than just another buzzword.

James has substantial experience in delivering governance, strategic and risk solutions to address requirements of listed, private, not-for-profit, government and family business clients. As a partner at PricewaterhouseCoopers, he previously held the role of Education Leader for 5 years. James is a nationally accredited facilitator (FILP), conference speaker, author of numerous governance papers, and co-author of *Directors at Work: A Practical Guide for Boards*.

10th Anniversary Gala Dinner
SHOWTIME EVENTS CENTRE

7:00pm - 10:00pm

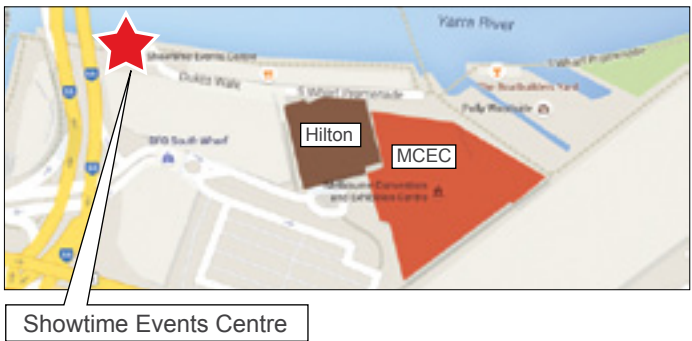


Join us for dinner and entertainment at 7:00pm.

The Gala Dinner is the social highlight of the Better Boards Conference and will be held at Showtime Events Centre on South Wharf on Saturday 30 July. It’s a great chance to unwind after a day of information gathering. Enjoy a meal with your board, meet others and be entertained!

Location: 61 South Wharf Promenade, South Wharf.

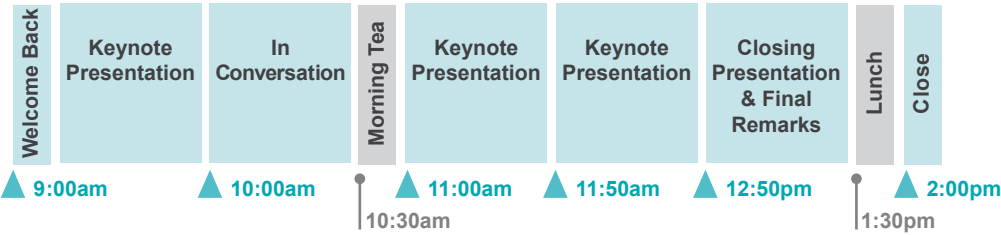
This year’s Gala Dinner and entertainment is proudly supported by *Westpac*.



Program

SUNDAY JULY 31

Quick overview:



KEYNOTE PRESENTATION

➡ Room 105 & 106

9:00am



Driving a Culture of Innovation and Transformation

Andrew Walduck – Executive General Manager, Trusted eCommerce Solutions, Australia Post

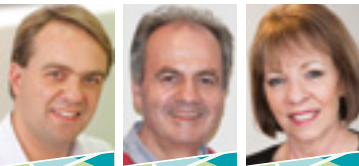
Australia Post has been transforming its business to capitalise on the opportunity that has been created by digitisation and digital transformation. It is now positioning itself as a leading eCommerce company and is winning business in new areas. A critical part of this transformation journey has been investing in its people and culture to drive innovation and a new way of working. Andrew explores how organisations can shift to exploit the opportunity that the internet age presents, drawing on the lessons from Australia Post’s own transformation.

Andrew has helped to help drive the digitisation of Australia Post and build a customer-centric company since January 2012. He is responsible for the creation, operation and expansion of Australia Post products and services. Andrew’s career spans more than 20 years in business transformation, technology and marketing. His expertise lies in using technology to provoke business change, building valued business relationships, and leading transformational programs to help organisations reinvent business models based on digital products and services.

IN CONVERSATION WITH INFOXCHANGE

Leveraging Technology for Maximum Impact

10:00am



David Spriggs – Chief Executive Officer, Infoxchange
Jonathan Moodie – Chairperson, Infoxchange
Facilitator: Lyn Davies – Managing Director, Tunstall Healthcare

How do you leverage technology to strategically improve the efficiency and effectiveness of community focused organisations. Join us for an armchair discussion with leaders of a not-for-profit organisation who has successfully leveraged technology to make a difference in their service delivery.

KEYNOTE PRESENTATION

➡ Room 105 & 106

11:00am



Thinking Differently in the Boardroom

Gavin Nicholson – Associate Professor, QUT Business School

Gavin will present research undertaken by QUT that tells us what boards can do to think differently and cope with disruption. The presentation will be framed around the case study of Buurtzorg Nederland, a non-profit organisation that has attracted global interest for its innovative use of self-governing nurse teams. The organisation has grown exponentially in a highly regulated area (home nursing) through using different business models. Gavin will challenge the delegates to think about how ‘high touch’ and ‘compliance focused’ areas of operation are subject to change – if we can change our thinking.

Gavin is an experienced director, governance researcher and board consultant. He has provided advice on corporate governance and strategy to listed and large public companies, government owned corporations, statutory authorities, not-for-profit organisations and local government. Gavin heads several large research programs aimed at understanding how to help boards make better decisions. He has published extensively in a range of leading journals in his field, currently serves on the editorial board of Corporate Governance: An International Review and has co-authored a number of best-selling books with Prof Geoff Kiel including the practitioner-focused title *Directors at Work*. Gavin is an active director and currently chairs the board at Cannon Hill Anglican College (CHAC).

KEYNOTE PRESENTATION

➡ Room 105 & 106

11:50am



Governing in Disruptive Times – The Success of Startups

Phil Morle – Chief Startup Scientist, Pollenzier

Established not-for-profit organisations are becoming more and more vulnerable to competitors, especially startup organisations. Speed is the new competitive advantage and startups know how to thrive in this environment. Start-ups encourage constant trailing, shooting down and repeating of ideas until they find something that works. This enables them to tackle challenges quickly and effectively. Established organisations however, have the reputation of doing the exact opposite; they reward taking the safe road as opposed to the one with greater potential reward. Sometimes

this DNA has existed for many years, but through careful modification, it's possible to make a well established organisation more like a startup.

Phil Morle has experience advising the world's biggest companies on how to govern new growth in disruptive times. Phil co-founded Pollenzier in 2008 to help startup entrepreneurs get started with their dreams, and has led the development of Pollenzier's internal practice for repeatedly launching new ideas into markets. He is one of the world's well-known lean startup practitioners, training and advising thousands of entrepreneurs as well as intrapreneurs in large companies across the Asia Pacific. Phil was Founder Institute Mentor of the Year in 2013 and listed as one of Sydney's most influential people by the Sydney Morning Herald in 2011.

CLOSING KEYNOTE PRESENTATION

➡ Room 105 & 106

12:50pm



Governing for Maximum Impact: Pressing the Right Buttons

Allie Mooney CSP – “The People Interpreter”

Regardless of what organisation we are in, the common thread is that we all deal with people. We may be a wired world, but people skills are imperative if we are to stay buoyant in the marketplace. Business transformation occurs when we understand, respect and celebrate each other's differences. By understanding what motivates us, we would find greater significance in who we are, and value in what we do, resulting in greater productivity.

Application of these concepts will guarantee a shift toward success while equipping colleagues to understand each other. The tool is thought provoking and practical, and by gaining and applying this insight, it will ignite passion, drive, motivation and powerfully draw out potential from an organisation's most precious resources – its people.

Be prepared for a presentation of laughter and self introspection but most of all be prepared to come away with a simple tool that is life changing... it's all about YOU!

FINAL REMARKS

What were the key thoughts emerging from this conference? How will you apply the knowledge you've gained this weekend over your next year as a leader in the not-for-profit sector? Who have you met, and what difference can you make with your new connections?

We hope you will take away new knowledge and connections to enable you to practice your governance with maximum impact, and continue to lead your organisation forward with integrity in the not-for-profit sector.

Please enjoy the networking lunch provided for you in the foyer, and we look forward to seeing you again in 2017.

Board Fundraising Check-Up

GAVIN NICHOLSON & MYLES MCGREGOR-LOWNDES | FUNDRAISING PRACTICES

Not-for-profit boards are under increasing pressure from the press and regulators to ensure the propriety of their fundraising practices. The Shane Warne and E.J. Whitton Foundations are simply two of the latest examples where boards have been asked to explain their approach to raising and distributing funding.

If you have been thinking about reviewing your own fundraising practices, we have put together a series of eight points to guide your review.

1. Set realistic targets

Nothing accelerates the slide into questionable practices like unrealistic goals. Fundraising targets proposed by management (or consultants or contractors) need to be realistic and reflect your context. Established, high profile charities are far more likely to be able to develop new sources of fundraising quickly than a newer or less popularly supported organisation. Be cautious about plans, particularly plans from those outside the organisation, that promise instant success; if a plan looks too good to be true, it probably is. Pay particular attention to the assumptions that underpin any goal or target.

2. Align your fundraising with your strategic goals

Your fundraising plans should align with your strategic direction. A strategic plan based on new buildings or facilities will likely require fundraising plans that emphasise major gifts or grants. Alternatively, a strategic plan focused on consolidating existing programs and efficiency gains may require a fundraising plan focused on improving average gift size as opposed to increasing donor numbers.

Each of your fundraising plans will likely have different return on investment (ROI) profiles and will need to be evaluated over different time periods. Thus, you may need to monitor different performance measures over different periods of your strategic (and supporting fundraising) plans.

3. Test the implementation detail

While the board should be careful not to step over the line into management, it is entirely appropriate to ask *how* your organisation seeks donations, particularly when embarking on a new strategy and/or using fundraising contractors. How do you monitor the representations and actions made on behalf of your organisation? Is this how you want your organisation to be represented? Some questions for you to ponder include:

- How will you ensure that face-to-face street or door-to-door collectors are respectful and do not create a public nuisance?
- Do you have policies about bequest solicitation when your organisation or its representatives may be in a position of influence over the donor or their family, for example a care or health provider?
- Do you have a robust complaints policy and system of review, for example when families contest a bequest made to your organisation?

4. Play the long game

In the case of donations, it is often necessary to balance short and long term fundraising requirements. Good boards are conscious of the importance of the long term and, in the case of giving, will often monitor donor retention very closely. Sales-driven approaches to fundraising may produce a short-term bounce, but it can often be at the cost of long-term donor relationships. Instead, you might like to evaluate results more like a retirement or savings strategy (i.e. over longer periods). The key for most successful not-for-profits is donor lifetime value and, in these circumstances, churning donors is costly.

5. Monitor the right things

Fundraising performance is best measured with an appropriate balance of non-financial and financial measures. For example, if your plan calls for a rapid expansion in active donor numbers, then new donor acquisition costs are best measured against the average “whole of life” donor value in the existing support base, rather than on the first donation. Alternatively, if the fundraising plan calls for an increased emphasis on the organisation’s bequest program, you might measure the number of donor-initiated enquiries generated by the program. Simply measuring the value of the bequests received in a single year is unlikely to be fit for purpose.

6. Understand legislative requirements

Complying with the fundraising and charitable gaming regulations of each state and territory where you operate is no easy task. The regulatory muddle that currently exists for a national organisation is further complicated when websites and social media can make it is easy to fundraise across jurisdictions without stepping a foot across the border. If this is the case, your fundraising may fall under the regulation of all jurisdictions and, if so, are you sure about what you are doing in this regard? If your organisation sells, buys or swaps donor lists, has the board considered how to responsibly manage the risks associated with such activities including a policy and plan to monitor compliance?

In the case of donations, it is often necessary to balance short and long term fundraising requirements. Good boards are conscious of the importance of the long term and, in the case of giving, will often monitor donor retention very closely.

7. Manage expectations transparently

Consider how you report fundraising in your annual report to donors, members and the public. Some questions to ask of the preparers are:

- If we fundraise in New South Wales have we satisfied the specific accounting requirements of that jurisdiction as well as any other jurisdictions applicable?
- Have we educated members and donors in the narrative of the report about our fundraising strategy and why it needs to be measured in years as an investment?
- Do any of the fundraising claims mislead members and donors?

One way you can do this is by ensuring you are on the contact list for mail, telephone and social media fundraising solicitations. If you are uncomfortable with any aspect of the solicitation, then seek clarification. Some examples that should make you uncomfortable are statements like:

- “100% of the donation goes straight to the cause.”
Is that *really* the case?

- “Take a raffle ticket and we will send your tax deductible receipt in the mail.” Raffle contributions are not tax deductible gifts.

8. Your message should not overtake your mission.

Organisations can all too easily enter a “starvation cycle” when concern with funders’ perceptions of overheads/marketing leads them to cut too deeply into these important areas. Where there is competition for funding dollars based on funder perception of overheads, it is easy to develop an unrealistic view of overheads which drives costs down at the expense of investment in infrastructure and capacity. It can lead to a choice between starving your infrastructure, fudging the numbers, or taking your chances that the donor will not care about your overhead costs.



Gavin Nicholson
QUT Business School
Gavin is presenting a keynote
at 11:00am on Sunday.

**‘ONCE I LOVED BEING A
LAWYER, NOW I LOVE
SAVING WOMEN’S LIVES
IN SOME OF THE WORLD’S
MOST EXOTIC PLACES,
LIKE NEPAL, BHUTAN
AND KIRIBATI’**

Joe

Chief Executive Officer at
The Australian Cervical
Cancer Foundation



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Disrupt or Be Disrupted...The Six Leadership Challenges of the New Customer-Driven Competitive Marketplace

MICHAEL GOLDSWORTHY | TRANSFORMATIONAL LEADERSHIP

The strategic and organisational impacts and implications of the new customer-driven, competitive marketplace of human services are profound. Never before and probably never again will the boards, chief executive officers and senior managers of Australian community businesses (NFPs) face such a cataclysmic shift in the way they need to think, behave and operate.

The shift from a government-funded, welfare paradigm to a customer-driven, competitive market paradigm should not be underestimated – there are immense strategic and organisational challenges as well as significant opportunities.

For leaders of community businesses, there are six leadership challenges they need to understand and address, if they are to secure their organisations' future success and sustainability in this new world order.

Challenge one: Leaders, reinvent yourselves

If leaders are to develop, drive and deliver a new business model and game changing strategies that enable their organisations to operate in the new customer-centric marketplace, they must become transformational leaders.

Therefore leaders must first understand what transformational leadership is and how it is applied, and most importantly, reinvent themselves; moving from existing leadership and management frameworks and processes to new frameworks and processes that will propel both their people and their organisations into the customer-driven, competitive marketplace of human services.

Challenge two: Understand the new paradigm, make the paradigm leap

Understanding and coming to grips with the key principles, parameters and processes of the customer-driven market paradigm is critical.

The large majority of community businesses were born of the welfare paradigm, in fact they were perfectly adapted to this environment, which was characterised by a framework comprising Commonwealth and State government legislation, standards, contracts and funding.

Given this fact, the majority of leaders of community businesses had limited need for an understanding or

experience of the customer, retail and commercial realities of competitive marketplaces.

Today however, a paradigm leap is required. Moving from the government funded, welfare paradigm to the customer-driven market paradigm, is a journey that will require transformational leaders to sequentially and logically take their people and their organisations to an unknown destination.

Challenge three: Operate today's business, create tomorrow's business

When any prevailing paradigm changes, disruption occurs. Chief executive officers and senior managers must therefore get in front of the disruption, the waves of discontinuous change that are driving their human service industry/sector into this new paradigm.

Challenge three requires chief executive officers and senior managers to take on two jobs, operating today's business, whilst creating the business of tomorrow.

Critically, these leaders will need to make significant changes in how and where current human, financial and capital resources are allocated, ensuring the current budget does not favour existing business activities and projects over new strategies.

Moving from the government funded, welfare paradigm to the customer-driven market paradigm, is a journey that will require transformational leaders to sequentially and logically take their people and their organisations to an unknown destination.

To successfully achieve this challenge, solid insights of the future will be required, enabling a shared vision to be created and brave discussions and bold decisions to be made.

In essence, a new business model for a new paradigm is required. A new business model should encompass both re-invented existing services

and new and innovative services.

Challenge four: New entrants to the marketplace have no legacy issues

All existing human service organisations have legacy issues. Legacy issues are organisational elements or characteristics such as cultural, systems, risk management, governance, training, branding or marketing issues. To address legacy issues requires significant time and effort to marshal and redeploy human and financial resources in order to just advance to today's industry "benchmarks".

New entrants to the marketplace have no legacy issues. New entrants to the marketplace can put all of their time and effort into redeploying their human and financial resources into engaging and delighting customers and capturing and securing marketshare.

Therefore existing organisations need to discuss and agree on a strategy and associated projects to actually disrupt their

organisations and therein is a whole new business model, markets, market channels, services and revenue, structure and positions, systems and processes.

Challenge five:

Transform your people, take them on the journey

Transformational leaders must manage the present, selectively forget the past and create the future.

Such an approach provides not only a strategic pathway for the transformation of the organisation, but the basis upon which transformational change strategies can be developed and deployed, thereby engaging managers, staff, volunteers, customers, families or communities on the journey to the new world.

People are the foundational resource of human service organisations.

Leading organisations are bringing together the human qualities and/or processes of creativity, innovation and entrepreneurship to form their new business development frameworks. Transformational leaders engage and empower their people to operate within this framework, a framework that is squarely focused on only one person, the customer.

Transformational leaders will, in summary, not only transform themselves, but transform their people, thereby enabling the transformation of their organisations' culture, the attitudes, behaviours and work practices of individuals, teams and the organisation.

Challenge six: Re-engineer your organisation, align it to your business model

Whilst a new business model should, amongst other things, contain the primary elements of customers and markets, market channels and service categories, it must also provide the foundation upon which the future governance and organisational structure and positions, systems and processes, and strategies and projects should be based.

It is not possible to create and operate a new business model on old, redundant governance and organisational structures, systems and strategies.

Consequently, boards, chief executive officers and senior managers who are truly committed to becoming disruptors, rather than being the disrupted, will need to face the realities and practicalities of re-engineering all components and mechanisms of their organisations... a transformational process that is critical, if a new business model is to be delivered and deployed in a timely and efficient manner.

Conclusion

Reflecting on these six leadership challenges is one thing, another will be enacting powerful game changing strategies and decisive projects to ensure:

- Current and future customers can access high quality services;
- The organisation remains successful and sustainable; and
- The contribution to the economic, community and

regional development of the communities and regions in which the organisation operates

Successfully navigating disruption to the new customer-driven, market paradigm will require leaders to align, execute and renew their organisations faster than existing or new competitors. In essence, market forces and competitive advantage will rule the day, not Commonwealth or State government legislation, standards, contracts and funding.

The only way to achieve this position is for boards, chief executive officers and senior managers to become transformational leaders who disrupt their organisation and the industry/sector they operate within, thereby ensuring their organisation is not disrupted.



Michael Goldsworthy
Australian Strategic Services
Michael is the Conference Chairman.



Australian Government
Australian Taxation Office



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JS 37201

Pulling in the Same Direction – How to Be an Effective Board

BRODIE WOODLAND | BOARD EFFECTIVENESS

To chart an effective strategic course for any organisation, the board needs to be a high-performing team. However, it is common for boards to spend little time articulating and developing how they want to operate as a team. This can make strong governance and strategic change much harder to achieve. Progress is slower and decisions are less effective.

As leadership and governance expert Jeffrey Sonnenfeld has identified, what distinguishes high-performing boards is that they are robust, effective social systems. That is, they are great teams.

Why team effectiveness is important for boards

The effectiveness of the board as a team is critical to how much value the board adds and can make or break organisational success particularly in difficult or uncertain

Functioning as an effective team allows a board to:

- Harness the diversity of experience and perspectives to form better, more robust strategies;
- Be more innovative through the creativity that comes from effectively drawing on different skills;
- Spread the workload more evenly, reducing director burn out (particularly an issue for volunteer boards);
- Make better decisions by exploring a range of views and implications; and
- Provide a more engaging and rewarding experience for individual board members, which can help with retention and recruitment of board members.

Signs a board is not an effective team

In his best-selling book on team dynamics, *The Five Dysfunctions of a Team*, Patrick Lencioni identified five key dysfunctions of a team.



times. To provide good governance, the board needs to be a strong team and its members should trust, challenge and support each other.

To use a simple but powerful analogy, imagine your board as a rowing team. If you are not all in sync and operating as a well-practised team, you might not be moving as quickly or efficiently as possible, you might steer off course, or you might even capsize.

Some common signs that a board is not operating as an effective team are:

- Dominant directors – one or two people control proceedings or dominate discussions.
- Passive directors – miss meetings, do not read material or do not contribute actively to discussion or decision-making.

- Lack of focus – disrupting the group process with private conversations.
- Being too polite – avoiding constructive conflict or debate.
- Reluctance to admit lack of understanding of an issue.
- Inefficient meetings – fail to stick to agenda, no clear outcomes.
- Ineffective decision-making – indecision, inability to close out issues, continually going over the same ground.
- Factions or cliques within the board.

From understanding the dysfunctions, we can identify traits of strong, effective teams.

What an effective team does

From understanding the dysfunctions, we can identify traits of strong, effective teams. Effective teams:

1. **Trust one another** – knowing everyone around the table is working to the same agenda and shared vision.
2. Have **constructive conflict and debate ideas** – being able to critically examine an idea and review it collectively from different angles.
3. Make **clear plans and collectively buy-in** to decisions – understanding the importance of arriving at a decision and group commitment to decisions once they are made.
4. Hold themselves and one another **accountable** for delivering on agreed plans and commitments – this is particularly important for boards, which only come together as a team periodically.
5. Focus on achieving **collective results** – the whole group is pulling in the same direction, working together towards the same outcome.

How can we strengthen our board as a team?

Building a cohesive board team takes focus and effort. Directors often arrive at board meetings from their busy lives, plough through the agenda and then disperse again. Then the team changes each time new directors are appointed. However, there are many ways, big and small, to improve the strength of the board as a team.

Build trust – all teams need a strong foundation of trust

- Create the space and time to get to know each other – social events or catch-ups outside of board meetings, group trips, site visits.
- Be clear about confidentiality – which things discussed in the boardroom need to remain confidential, and why?

- Have ‘in camera’ sessions where board members can have frank discussions.

Focus on collective results – what does the board need to achieve, what progress have we made?

- A well planned calendar of board activity
- Assess performance against the plan – is the board achieving what it said it would, how are individuals contributing?

- When things go wrong, work together on a solution rather than looking to apportion blame.

- Process observe meetings and use the last 5 minutes to constructively provide feedback on how the meeting progressed.

Set clear expectations – how do we want to work together?

- Have clear position descriptions for directors and review performance against them.
- Articulate the values and behaviours you expect, with a values statement or code of conduct for the board.
- At every board meeting start by being clear about what needs to be achieved.

Make time for developing the team

- Spend time talking about how the board operates, not just churning through the agenda of board business. This could be done during board meetings, at annual retreats or planning sessions and in 1:1 catch ups with the chair and individual directors.
- Recognise that team dynamics take time to build. Do not expect miracles from one session or “set and forget”. Weave opportunities for team development throughout your annual board calendar.

Investing the time and attention in building your board as a team will pay dividends in more effective decision-making, committed board members, and a shared vision. Ultimately, a more effective board team will mean a more effective organisation.



Brodie Woodland
TMS Consulting

Brodie is presenting a workshop at 12:00pm on Saturday.

Useful references

Lencioni, P (2002) *The Five Dysfunctions of a Team*, Jossey-Bass
Sonnenfeld, J (2002) *What Makes Great Boards Great*, Harvard Business Review

Learning for Purpose: On the Need for Researching & Realising Not-for-Profit Capability Development

RAMON WENZEL | PROFESSIONAL DEVELOPMENT

The ability of Australian not-for-profit organisations (NFPs) to respond to change and growing demand – to have social impact – substantially depends on the knowledge, skills, and abilities of their people. This is not merely a trivial argument. Instead, multiple empirical research studies show that NFPs that systematically develop their employees and volunteers do better.

For instance, a national study analysing field data from 697 Australian NFPs shows that organisational human resource development practices and policies positively affect organisational competence and capability. This in turn engenders organisational performance and viability, which significantly facilitates the creation of social impact.

Competencies can be acquired through different forms of formal and informal learning. Knowledge sharing, formative performance reviews, secondments, self-directed study, information curation, among others...

Another study involved 387 NFP directors and chairs. Those receiving governance training showed greater role clarity, competence, knowledge and self-confidence, when compared to a control group that was not trained. Additional cost-benefit analysis six months post-training further suggests that for each training dollar spent, there has been an average positive return of about six dollars that can be attributed to this training undertaken and the resulting behaviours, decisions and flow on effects.

These findings are among many that continue to emerge via 'Learning for Purpose', a national initiative that researches and realises capability development in the Australian NFP sector. Led by Dr Ramon Wenzel at the Centre for Social Impact, The University of Western Australia, the Learning for Purpose initiative involves multiple scholars, universities, NFP leaders and organisations.

Together they endeavour to systematically understand, improve, and resource the means through which individuals and organisations gain and sustain the knowledge, skills and abilities for realising social change. It is a long-term and evidence-based approach to inform and empower all NFP stakeholders so they can reach their full potential for an even better Australia.

Independent, rigorous research is a cornerstone in this approach. It affords strong evidence and conversations on the NFP workforce to inform practice, policy, organisational leaders, learning providers, and funders. In sum, developing human capital is not mysterious, accidental, or something that can be postponed. It ought to be a strategic and deliberate activity.

This has implications for NFP boards that desire to deliver better governance to the organisations and purposes they serve. First, governance boards can and should make capability development a priority for their organisation so employees and volunteers can become more effective and efficient in realising the mission. Second, boards should develop their own members too.

Importantly, capability development is not limited to training programs that may be costly and shift people offsite for extended amounts of time, which especially in smaller organisations can pose significant challenges.

Competencies can be acquired through different forms of formal and informal learning. Knowledge sharing, formative performance reviews, secondments, self-directed study, information curation, among others, are extremely potent means to become better at work. These activities must be embedded in the work environment, with the respective leadership to support continuous growth.



Recent research on governance boards surprisingly finds that only 6 out of 10 boards set up a kick-off meeting for new directors with the chair or the CEO, and only about 33% are set up to meet with relevant staff or volunteers to understand features of the organisation. In addition, a mere 22% provide newbies with training, of which about half even fund themselves. Only 1 out of 10 is linked to a designated mentor.

For boards, chairs, and CEOs this suggests significant room for improvement such as implementing a mentorship scheme, after action reviews, subscription to professional literature, induction resources for newbies, finding funding for training, exchange with research and industry, individual development plans, and making time to reflect and enact change as individuals and as a group.

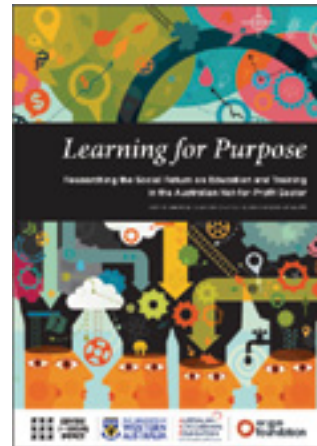
It also means more research has to be done, for instance to better understand NFP key competencies, measure learning needs, improve understanding about learning forms and support mechanisms, evaluate different learning activities and their providers, and help NFP stakeholders to collaborate to develop the next generation of NFP employees and volunteers.

The Learning for Purpose initiative thus seeks NFPs, boards, and leaders to inform the next phase of national capability research. Benefits include bespoke analytics at no monetary costs. Ultimately, this is a unique opportunity to help shape the NFP sector and the Australian fabric.

Putting it all together, capability development offers great upside potential to enhance the social impact of NFPs so they can even better address the growing societal and economic challenges.

There are a number of steps you can undertake to accelerate that: make capability development a priority for your organisation and yourself, ask for designated funding, change the public conversation, utilise scholarly research, and ensure learning is well aligned and implemented.

The message is not that the above is easy, but it is worth it.



2015 Report:
Learning for Purpose:
Researching the Social
Return on Education and
Training in the Australian
Not-for-Profit Sector



Ramon Wenzel
The University of Western Australia,
Centre for Social Impact
Ramon is presenting a workshop
at 10:55am on Saturday.

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CEOs: Does Your NFP Value Its Values?

DAVID SHARROCK | ORGANISATIONAL VALUES



Not so long ago, I came across an NFP that had been stripped of nearly \$300,000, thanks to a recalcitrant director. It left everyone distressed and dismayed. The police were called in and the director sued. The organisation was left in disarray and people were asking: how could this have happened to us?

This organisation either had no values or its values were well and truly buried such as to create deep systemic issues, resulting in fraud and theft. It is an extreme example of what can go wrong. Of greater prevalence and concern is the subtle weakening of like organisations where values are relatively unimportant and are not 'lived out', commonly resulting in ineffectiveness, low morale, poor productivity, conflict or dysfunction and delivering less than optimal outcomes.

Probably all NFPs have values in their constitutions or policy documents where perhaps they are: 'done and dusted, best forgotten'. Some go further and have their values displayed on boardroom walls, looking like bland wallpaper. Some are even good at promoting their values. But promoting them is one thing. Living them out so they inform and shape all organisational attitudes, decisions and behaviours is quite another.

Organisational values are core beliefs that are immutable, inviolable and non-negotiable. As such, they are to be embraced and actioned by everyone within an NFP. They should give the organisation focus and direction toward its better future. They are to act like *super glue*, holding the NFP together to reveal its true identity. External stakeholders should be made aware of the NFP's values and depend upon them.

If the values of any NFP are to become valuable at all, essentially they must be re-captured in terms of importance, be 'lived out' day by day, and become part of the heart and soul of the organisation. How so?

One of the most diabolical things that should not be done is to download a list of 100 popular corporate values

(undoubtedly, including the ubiquitous word: 'integrity!'), and have the full team select their ten top preferred values.

Instead, the leaders first need to agree upon five core values by asking:

- Which beliefs form the super glue holding our NFP together?
- Which beliefs go to the very essence of our NFP's identity, as evidenced in day-to-day activity?
- Which beliefs impact our key external stakeholders giving them value and benefit, instead of beliefs merely providing us with an internal benefit?
- Which beliefs best serve our mission and purpose, contribute to the fulfilment of our vision and shape our culture as an NFP?

But words are words. How can the values be remembered and actioned? This is where the leaders must become creative. Each value is to come alive and be of practical effect, as follows:

- First, create a short descriptor and an image or picture for each value. With a value of 'character', say, the descriptor might be: 'stand firm' and the picture might be of an individual standing on a cliff top, with legs firmly planted, and looking out. People can then visualise and relate to that value.
- Secondly, briefly describe what this value of 'character' actually means within the organisation so as to give it a life of its own, within its own context. For example: "We stand firm. For us, this means that we will not compromise our ethical standards or our honesty and integrity, never, ever. This goes to our *character*."

Having done this in words and pictures with all five values, they can be distributed far and wide within the NFP for additional input. The purpose is for everyone to suggest "I" statements, giving the practical outworking of each value. In this way, the values become well entrenched to intentionally shape the organisation and everyone in it. The best five "I" statements, as judged by the leaders for each of the five values, then become a practical, important part of each value. The following "I" statements are illustrative for a value of 'character':

"As a result:

- I will always be fully candid with my clients, my colleagues and others on a daily basis.
- I will speak and write only that which is 100% the truth and never lie or deceive others.
- I will be open and transparent in my words and actions so that my clients, my colleagues and others come to trust me implicitly and know that I am always dependable.

- I will always do the right thing by my clients, my colleagues and others, and always act ethically.
- I will always be true to myself and honour and respect all others."

Having brought values to life in this way, an NFP might then make its values prominent by:

- The five values, pictures, descriptors and "I" statements being plastered around the walls of the NFP as a constant reminder.
- Meetings of the board, leaders and team members becoming focussed on the values and any remedial action for adherence, with the CEO becoming the 'overseer of values' as part of their job description and reporting regularly on organisational values.
- Recruitment of new people being determined by their values and fit within the organisation and not just by their antecedents and qualifications (ask them at interview about the three personal values which sustain them in life).
- Performance being reviewed for adherence to values.

- People being exited for incompatibility with organisational values.
- Relationships with external stakeholders being based on congruity with values.
- Values being disseminated via promotional material, on social media and on web sites.

In these ways, everyone will be constantly reminded and held to account for adherence to values with respect to their attitudes, words, behaviours and decisions. The NFP will be shaped and transformed as the five values are 'lived out' day by day.

CEOs, does your NFP value its values? If not, maybe try some *super glue*!



David Sharrock
Sharrock Pitman Legal
David is presenting a workshop
at 2:50pm on Saturday.

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On Your Side

Invest in the Innovation Economy to Transform Your Not-for-Profit Organisation

LALI WIRATUNGA | INNOVATION

All organisations, including not-for-profits, play a role in the innovation economy needed to make Australia agile and earn its competitive advantage for the future.

But what exactly does innovation mean and how can not-for-profits embed innovation into their business models?

Put simply, innovation is about bringing new ideas to the table, so organisations are not just taking advantage of opportunities, but are creating them. It is a built-in process of continuous improvement from your people to your policies and practices that builds incremental changes. Ultimately, innovation can transform the way you provide social impact.

Results from the 2016 Innovation Index, a report produced by Australia Post, Give Easy and Westpac, found that innovative not-for-profits are more likely to attract funding and grants – just as entrepreneurs with exciting innovations attract investments. Still, some organisations within the Australian not-for-profit sector perceive they lack time and resources to think ‘outside of the box’. So is there a simple starting point and what does that look like?

People

Your people are undeniably a huge resource that fuels your purpose. Communicating your values and recruiting people who fit with those values is important. Then you need to plan how your people can collaborate internally and externally. Ask: What culture and environments would allow them to form partnerships, share resources in the spirit of openness and have a relentless focus on improvement? Work collaboratively to seek these answers and write them down. Add them to your innovation strategy.

Ensure that your people have a deep engagement and empathy with beneficiaries and supporters so you are engaging with them in the most relevant ways. Remember that your stakeholders are central to how you design and deliver your offering.

Ideas

Turning seeds of ideas into fully grown innovations requires a process. Organisations can adopt a number of methodologies here – from a simple brainstorming process to using a more intuitive framework such as customer centred design. Regardless, organisations need to get clear on the problems they are addressing and for whom those problems need to be solved. Ideas can then be funnelled through a filter to assess their viability (does this idea support our mission?) and feasibility (can we make this happen and are we able to accept the changes this will bring?). Ideas only have value when they are implemented and that requires

good leadership and sustained effort. Start small if you have to, and then increase the value of your idea by spreading it further across your organisation.

Activities

Where to innovate is another primary consideration. Depending on the priority needs

of your organisation – you may need to increase revenue, decrease costs, or provide support to a growing community – you could start with a primary activity such as fundraising, or a support activity such as procurement. But regardless of where you start, plan for innovation across three areas: core activities (what already exists); adjacent activities

(expanding to include new activities); and transformational activities (breakthroughs that are new to your market). Bansi Nagji and Geoff Tuff, the Deloitte strategists behind this matrix, recommend a planned approach to addressing all three levels of the ladder – another thing to add to your innovation

strategy – noting that cumulative returns on innovation investment are most in transformational initiatives. Innovate on purpose, for purpose, is our recommendation and join the innovation economy.

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Lali Wiratunga
Westpac Financial Education
Lali is presenting a workshop
at 1:45pm on Saturday.

Tech in the Boardroom: Beyond the Board Portal

RAPHAEL GOLDSWORTHY | TECHNOLOGY

Discussion of boardroom technology has almost exclusively been focused on board portals. Although they have had one of the most significant impacts on boards of any modern technology, we are now beginning to see the consumerisation of a wide range of far more complex and advanced technologies that have the potential to make a significant impact on the boardroom and the way boards operate.

While each technology could be explored in far greater depth, the intent here is to provide directors with a quick overview from which to consider the technology and inspiration to investigate further.

Blockchain

Blockchain, an open source technology, is most widely known as the core innovation and platform on which virtual currencies such as BitCoin are built. Whatever your opinion on virtual currencies, the blockchain technology that underpins it has potential applications in a wide range of areas, as it provides a secure, transparent, non-manipulatable and public way to record various types of “transactions”. There are already two areas where blockchain is immediately applicable to boards: organisations where large groups of members are required to vote or where complex contracts are regularly executed. It is even possible to speculate that with the creation of new legal structures and the right implementation of technologies, including blockchain, it would be possible to have cooperative or membership based organisations where the requirement for directors could potentially vanish – as blockchain can facilitate a direct rather than a representative model.

Virtual and augmented reality

Virtual and augmented reality (VAR) technology has long been a dream of many technologists, and one that is becoming increasingly closer to being realised, with products such as Oculus Rift providing a completely immersive and highly realistic environment that is almost addictive. While virtual reality generates an immersive environment, augmented reality devices layer information and visuals directly onto the world around us.

In terms of the boardroom these devices have some interesting applications. If we take the building of a new aged care facility as an example, VAR will allow the board to take an immersive tour before the facility is built, or even during construction. This is just one example of what might be achieved. VAR devices could allow an immersive experience for the board, instead of simply Skyping into a meeting, directors might use these devices to attend a virtual meeting, which would be so realistic that directors can judge collective emotional reactions or attitudes in ways that are simply not possible using technology like Skype.

Real time voice translation

If you've read the Hitchhiker's Guide to the Galaxy, you've probably dreamt of having your own babelfish, a fictitious alien fish from the Hitchhiker's Guide series that performs instant language translations. Microsoft have recently made instant, real-time, voice translation a reality with Skype Translator. Real time voice translation makes it possible to have a truly diverse board, opening up possibilities for multilingual and international boards or at least advisors from overseas where a language barrier would have once been a huge impediment.

Artificial intelligence and machine/deep learning

While as humans we pride ourselves on our intuition and pattern recognition, just a couple of key skills that are required for directors to be good strategists, it turns out that we are not always able to “see” as well into the future as we might like to think. Recent developments in machine learning (also known as deep learning) and artificial intelligence have shown just how limited our ability to see into the future and predict outcomes is.

We are increasingly able to teach computers, algorithms and even robots how to perform and tackle tasks and thinking once considered beyond their capabilities. Computers are really good at one thing that humans are not: processing huge sets of information and data. They are now being programmed to interpret this data and draw conclusions from it. For boards this means that we are actually likely to see directors complemented by algorithms to assist them in making better quality decisions, which will be critical as the world our organisations operate in becomes increasingly complex and dynamic.

While what we have covered here is by no means in-depth nor is it perhaps of great immediate and critical relevance to directors' roles right now, many of these emerging technologies will fundamentally change the way we live and work. Ultimately one of the key traits of a great director is a curiosity about what is happening in the wider world. This helps a director to think divergently and more broadly about problems. Many people have suggested that boards should begin to recruit people with a knowledge of technology to their boards, and while this would be helpful to many boards, in some respects making sure that as directors we are simply more curious about technology will help to make boards more aware and more comfortable navigating a world that is increasingly being re-shaped by technology.



Raphael Goldsworthy
Better Boards Australasia
Visit <http://betterboards.net/governance/tech-boardroom-board-portal/> to read the full article.

Time for a Makeover?

The Why and How of the Lady Gowrie Queensland Rebrand

LEISA PROWSE | REBRAND PROCESS



Lady Gowrie Queensland has been educating and caring for children since 1940. For most of that time, our brand has had a look and feel centred on our first service – a building we call Love Street.

While Love Street is the spiritual home of Lady Gowrie Queensland, as we approached our 75th anniversary it was becoming increasingly evident that our look no longer represented the diverse business we had become. Was it time for a change?

Context

Lady Gowrie Queensland is a not-for-profit organisation with a strong heritage in early childhood education in Queensland and Australia. We are known for providing high quality and affordable early childhood services that promote a sense of emotional well-being and social and cultural awareness for children, while supporting parents and enabling greater workforce participation.

The Brisbane Lady Gowrie Child Centre was established in 1940 as a demonstration centre for excellence in early childhood education and care. Opened by Lady Gowrie, the wife of the then Governor General, the centre cared for 17 children.

Since then Lady Gowrie's early childhood education and care (ECEC) services have grown to provide universal programs for families with children aged 6 weeks to 12 years. Currently we provide services to more than 3,000 children through 95 services state-wide; either owned, operated or affiliated with Lady Gowrie.

Why Rebrand?

In 2013, the board and executive management team started to question our position in the ECEC market as we continued to expand our service offering and extend our footprint across Queensland. As we approached our 75th anniversary we wanted to make sure that we understood ourselves and stakeholder opinion about us.

The board delegated the project to the Business Growth Sub Committee, who procured the help of a strategic communication and marketing consultant, CM Ink. This decision enabled us to be expertly guided through a process that included:

- Conducting insights research with a range of internal and external stakeholders (including interviews with staff and an online survey of parents);
- Facilitating a positioning workshop with the Business Growth Sub Committee; and
- Defining a breakdown of our brand, territory, values and positioning.

This was a humbling experience, with a string of insightful questions, observations and research results causing us to really think about who we were and what made us different from other providers.

Research results indicated that we had let our not-for-profit status partly obscure the fact that we compete with other ECEC providers. Parents make sometimes difficult choices about who will look after their children. However, the insights and research also showed that we were held in high regard by our stakeholders. We had a solid platform to leverage from.

Further analysis of our brand, communications and marketing material revealed that our identity was inconsistent, dated and amateur. This did not reflect our position in 2014 and beyond. We decided to address this inconsistency in a way that respected our heritage, celebrated our strengths and acknowledged our momentum.

The Result

CM Ink’s team created a new identity for us founded on our philosophy and passion for education, while also reflecting our proud heritage and bright future. Using the windows of the Love Street building as inspiration, they created a metaphor and a viewpoint, and then simplified it to create a contemporary touch that drew from our heritage. Finally, symbols were selected to represent Lady Gowrie in 2014 and beyond.

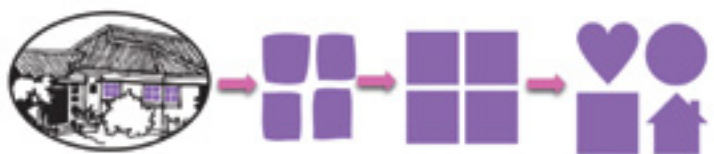


Figure 1: Origins of the idea

Figure 1 shows the creative process that took us from our former identity to our current one.

Each of the selected symbols represents a core aspect of Lady Gowrie Queensland: our values, our position and our heritage. Importantly, our stakeholders, young and old, are able to use the symbols to create their own stories that relate to our identity. The meaning of each of these symbols is described in Figure 2.

In summing up the project and the creative process, Catherine Michael, Director of CM Ink, said ‘Getting a mix of feedback allowed us to gauge stakeholder perceptions of what was at the heart of Lady Gowrie in Queensland.’

‘Understanding the history and Love Street’s link to this history, we were able to tap a rich vein for this identity which also captured a sense of play. The smallest stakeholders will have fond memories of this identity in the future,’ she said.

The response to our new identity from the board, stakeholders and families has been positive from the outset. It has also opened up a world of merchandising opportunities, with a lot of children at our services now sporting branded and striking onesies and t-shirts.

Key Learnings

Throughout the positioning and rebranding process we learnt some things that all boards of not-for-profit organisations could benefit from:

1. It requires courage to take a good hard look at your organisation and what your stakeholders think of you.
2. Seek help from skilled professionals as their expertise and independence will prove invaluable and substantially improve your outcomes.
3. Be open during the positioning process. Listen to what stakeholders have to say and question whether your points of difference really are different.
4. Being a not-for-profit does not mean that you do not compete for market share in your sector.
5. Be open during the creative process. Do not let history become the handbrake. Embrace it and find the emotional connection for momentum into the future.
6. Change management is important, particularly when there is a lot of history and emotional attachment to an identity. We did not expect our identity to evolve the way it did: some staff were confronted at first but ultimately knew that it was the right fit.
7. Ensure that the updated identity flows all the way through the organisation. Every touchpoint needs to be updated to deliver a professional, rather than token, job.

Leisa Prowse
Lady Gowrie Queensland
 Leisa is presenting a workshop at 2:50pm on Saturday.



Figure 2: Meaning beyond form

What Does an Innovative Board Look Like – Value Creating

JAMES BECK | INNOVATION

In an increasingly complex and uncertain world, change is happening faster and more often than ever before.

As an example of major change in the Australian not-for-profit sector, the National Disability Insurance Scheme (NDIS) has transformed the way people with disabilities are supported, with the move away from the block funding of disability services by government towards a system in which individuals with a disability have a greater choice and control over the services they purchase. This has major implications for disability service providers, who have had to change both the way they operate as well as how they engage with their clients. To cope with such change, organisations must be able to scan the environment and respond – innovation is one key to successfully doing so.

There are numerous definitions of what ‘innovation’ is and how to achieve it, but from the board’s perspective, innovation is simply the process of implementing new ideas to create value for the organisation whether in response to change or, especially in the case of not-for-profits, to improve its services while making the funds it has available go further and be sustainable. A not-for-profit organisation’s attitude towards innovation, the types of innovation it pursues, and the levels of risk it accepts depends on the situation of the organisation and the sector in which it operates.

But wishing for a more innovative organisation in whatever sector the organisation operates is not enough, the board must place innovation on its agenda and take a proactive stance by:

- Actively engaging with management in strategy:
 - Deciding, approving and monitoring the organisation’s innovation strategy;
 - Resourcing innovation;¹
- Being aware of and overseeing the risk that accompanies innovation:
 - Agreeing on the appetite for innovation risk;
 - Staying up-to-date on emerging trends and disruptive innovations that can impact the organisation;
 - Requesting regular audits/reports that show alignment with strategy and risk;
- Discussing the innovation capabilities/performance desired in senior management;
- Selecting and developing the board for an innovation focus; and
- Promoting an innovation culture throughout the organisation.

It should be noted that culture is one of the most important drivers that has to be set or adjusted for long-term, sustainable success in any organisation. Organisational culture relates to areas such as risk and compliance as well as to innovation. An innovative culture is one that cultivates engagement and enthusiasm, challenges employees to take risks within an environment of trust and openness, fosters learning and encourages independent thinking. Boards who ‘walk the talk’ when it comes to developing an innovation culture:

- Believe in the capabilities of individual employees;
- Hold employees accountable not only for improvement in personal skills and well-being, but also for the contribution of innovative ideas;
- Foster a climate in which innovations are given a chance to succeed; and
- Embed innovation into organisational values, policies and practices in a manner that is aligned with and supportive of the strategic direction.

...wishing for a more innovative organisation in whatever sector the organisation operates is not enough, the board must place innovation on its agenda and take a proactive stance...

As shown in Table 1, apart from incorporating innovation into the board’s strategy, risk and culture roles, there are a number of aspects of governance that I believe can be easily changed to not only enhance innovation, but also add value to the organisation

in terms of board effectiveness.

To ensure the board maintains its focus, individual directors can and should:

- Ask the difficult questions of the board if its commitment to innovation is flagging;
- Contribute their knowledge, skills and experience to boardroom discussions of innovation; and
- Bring innovative ideas to the boardroom table from outside the organisation.

Table 2 sets out examples of the types of questions board members can ask in relation to the board’s role in innovation.

To survive and prosper, a not-for-profit organisation must be governed by a board that is committed to innovation as the path to sustainability. Just making innovation one of many strategic priorities or giving only passive support for innovation are the best ways to ensure that the organisation will fail to establish a culture of innovation.



James Beck
Effective Governance
James is presenting a keynote
at 4:05pm on Saturday.

Table 1: Ways for the board to add value

What	How
Board charter	Define the board's role in both culture and innovation among its key functions.
Board processes <i>Strategic planning process</i> <i>Focused meeting agenda</i> <i>Board papers</i> <i>CEO's report</i> <i>Committee structure</i>	<p>Do not follow the same process as last time; schedule a series of 2-3 hour sessions to review or brainstorm new ideas and strategies.</p> <p>Unless innovation issues are inserted into the board agenda, they will not be covered. Devote time on the agenda to board discussion as well as a series of topics on innovation presented by management or an outside expert by adopting an agenda that makes the board more strategic and less operational.</p> <p>All decision-making papers to the board should include a section on how the proposal is aligned to the strategy including innovation strategies, as well as a risk assessment of each proposal.</p> <p>Innovation can be added to the CEO's report for the CEO to update the board on how innovation initiatives are progressing.</p> <p>Under its committee structure, the board can establish either an innovation committee or working group to deal with organisational innovation.</p>
Board effectiveness tools <i>Board evaluation</i> <i>Skills analysis</i> <i>Board succession plan</i>	<p>Include questions related to innovation in board and individual director evaluations.</p> <p>Conduct a skills analysis to decide whether the current board has the skill set to make changes to its strategy or operating model and understand both the risks and opportunities involved in innovation. Identified skills gaps can inform director selection and succession planning for the board.</p> <p>Succession planning can ensure that the organisation retains its focus on innovation and is sustainable beyond the current CEO and board.</p>
CEO oversight <i>CEO assessment</i> <i>CEO succession plan</i>	<p>Introduce culture and innovation into the CEO's performance review, which can also be used to assess whether the current CEO is the right fit for fostering and implementing innovation in the organisation.</p> <p>Succession planning can ensure that the organisation retains its focus on innovation and is sustainable beyond the current CEO and board.</p>

Table 2: Key questions for board members to ask

<ul style="list-style-type: none">• Is our board moving us forward or holding us back in terms of innovation?• Are board members comfortable with risk?• Does the board have access to the appropriate knowledge and skills needed to meet the organisation's challenges and strategic direction?• How much time do we spend looking outward or over the horizon to what is going to happen next in the external environment and the implications for our organisation?• Do board members get the opportunity to explore creative solutions (e.g. strategy workshops)?• Do all board members share the same vision of the future for the organisation?

Endnotes:

¹ Despite the budgets available to larger organisations, innovation does not necessarily require a huge budget – an organisation can make what funds it has go further through innovation.

Opportunities Arising from Issues and Challenges Facing Australian Directors and Boards

OM DHUNGEL | REFLECTIONS ON GOVERNANCE

Australia is a prosperous nation. 2015 marked twenty-four years of uninterrupted economic growth for the country. However, organisations are now operating in a low-growth, transitioning economy.

Faced with challenges of doing business in a volatile and changing environment, Australian directors and boards are concerned with short-termism. They feel that they are spending too much time on oversight and not enough time on matters that have relevance for the future prospects and performance of their organisations.

*Directions 2016*¹ – a report prepared by global law firm, King & Wood Mallesons (KWM) and supported by the Australian Institute of Company Directors (AICD), examines the current issues and challenges facing Australian directors and boards. This article will explore potential opportunities for the NFP sector in a number of the issues and challenges facing Australian directors that were raised by the report.

Issues and Challenges

Searching for growth – Australian directors feel that they are spending too much time on oversight matters such as financial reporting and audit, capital management and funding, and risk management and compliance, and not enough time on matters that have relevance for the future prospects and performance. These include understanding and managing IT/cyber risk, fostering innovation and improving diversity across the organisation.

Managing talent – Development and management of talent did not rank high on issues that absorb most time and attention, but it is considered important with 70% of the survey respondents saying that it should receive more time and attention from the board. Similarly, 75% of the respondents consider that improving diversity across the organisation should also receive more time and attention.

Directing disruption – Digital disruption is taken seriously by directors with over 60% of the survey respondents expressing at least moderate concern regarding its impact on their organisation. Interestingly, over 41% of those who have expressed concern about the impact of digital disruption are doing nothing about it.

Corporate culture – Although there was no consensus on what corporate culture means, 54% of the respondents to the survey felt that maintaining an appropriate corporate culture is an area that should receive more time and attention of the board. 56% of the survey respondents said that the CEO is typically the most influential in setting the organisation's corporate culture, followed by the board of directors (18%), the Chairman (13%) and senior management team (11%).

Opportunities for Australian Directors and Boards

Board focus and a strategic board agenda – Having identified what is absorbing most time and what areas should receive more time and attention, the board can objectively set the agenda with a strategic focus. The format should ensure that major strategic decisions are considered early in the agenda and will also allow time for strategic discussions such as fostering innovation and improving diversity across the organisation which are currently not receiving enough time and attention. The board should also ensure that the CEO's report concentrates on both providing a realistic evaluation of how the current strategy is progressing as well as bringing to the board's notice any significant changes in the general and industry environment.

Collaborative approach to address digital disruption and drive innovation – While the establishment of internal innovation capabilities/skunkworks is a step in the right direction in

comparison to those who are doing nothing, a collaborative effort is likely to yield better result in driving innovation as well as tapping the opportunity that digital disruption creates. This should be accompanied by clear direction and leadership from the board including allocation of necessary resources.

Faced with challenges of doing business in a volatile and changing environment, Australian directors and boards are concerned with short-termism. They feel that they are spending too much time on oversight and not enough time on matters that have relevance for the future prospects and performance of their organisations.

...a collaborative effort is likely to yield better result in driving innovation as well as tapping the opportunity that digital disruption creates. This should be accompanied by clear direction and leadership from the board including allocation of necessary resources.

1. *Directions 2016, Current Issues and challenges facing Australian directors and Boards*, AICD and King & Wood Mallesons.

With one quarter of survey respondents considering lack of innovation in the organisation as the greatest areas of concern, there is clearly a need for the board to focus on innovation.

More active role in setting the corporate culture – The CEO is typically seen as the most influential in setting the organisation’s corporate culture. However, given the high turnover of CEOs in Australia, it is prudent on the board and senior management to take a more active role in setting and maintaining the corporate culture.


Diversification of funding sources and cross-sectoral collaboration – Access to funding and cash flows is a major issue with 35% of the survey respondents saying that it represents the greatest areas of concern for their boards. For the NFP sector, it is all the more relevant in view of tighter funding from the government forcing the sector to explore alternate sources of funding as well as collaborative initiatives with other organisations including cross sectoral collaboration. There are also opportunities to explore through the federal government’s National Innovation and Science Agenda as collaboration is one of its four key areas of focus. In the area of research, for instance, the government is changing funding incentives so that more university funding is allocated to research that is done in partnership with industry.

Focus on the longer term – Short-termism is a key concern with 29% of the survey respondents saying management

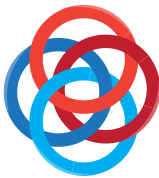
being too focussed on the short term is the greatest inhibitors to achieving growth in the organisation. Boards should create a long term outlook and culture. The focus should be on securing the future of their organisation by investing in building new capabilities and create long-term value for the organisation.

From an NFP perspective, two of the six themes covered by the survey, namely rising stakeholder influence and beyond borders may not be major areas of focus at present but proactive engagement with stakeholders for potential collaboration and scanning the horizon beyond borders especially by leveraging technology are opportunities worth exploring.

Discussion and analysis of major issues and challenges faced by directors, such as those captured in *Directions 2016*, provides an opportunity for Australian directors and boards to reflect on their own governance practices and proactively set their board agenda to focus on areas for future growth and sustainability.




Om Dhungel
Settlement Services International
Om is presenting a workshop
at 2:50pm on Saturday.



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It's Hard to See Beyond the Forest from Behind the Trees: Rethinking Organisation Design

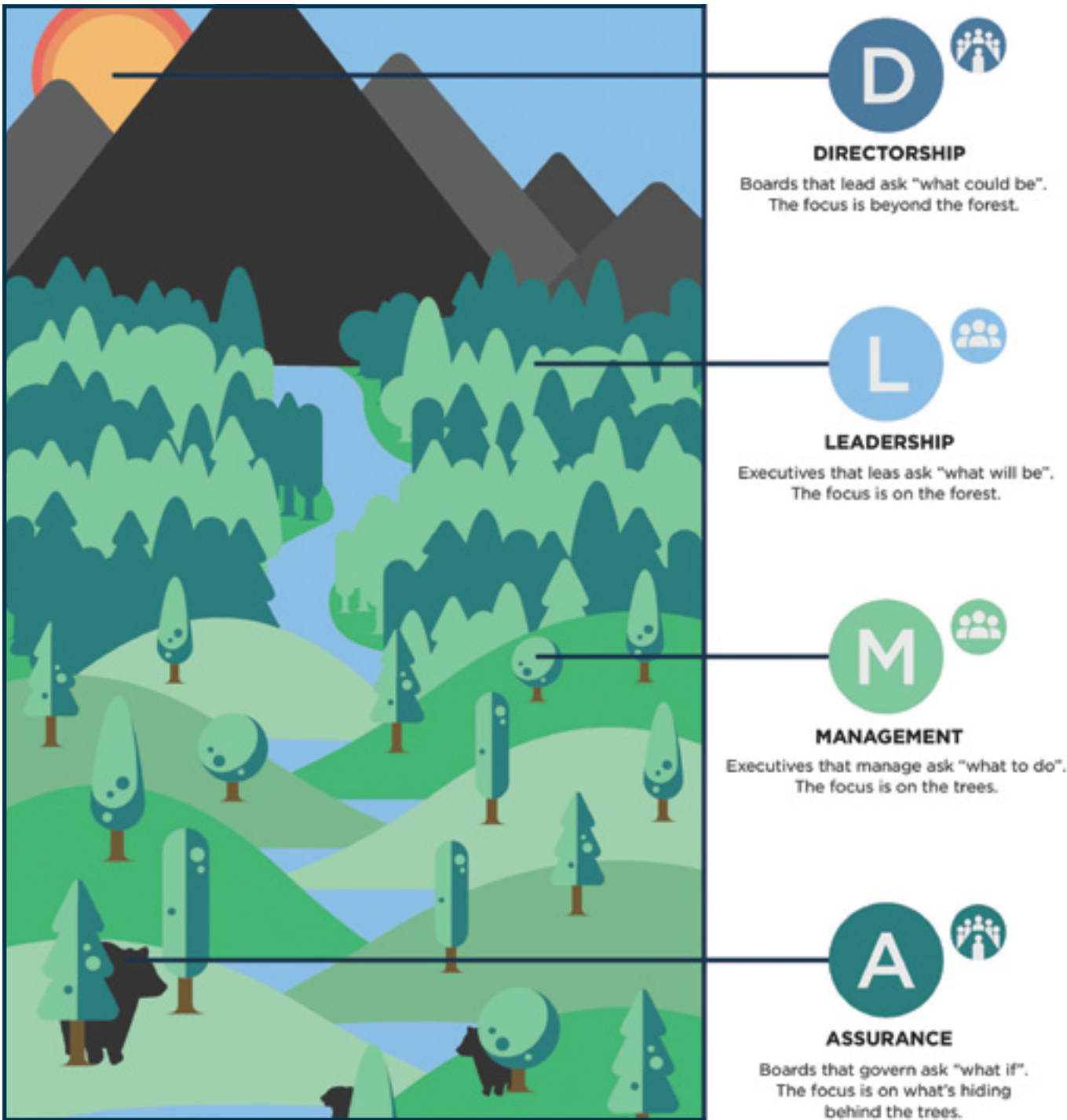
PETER TUNJIC | ORGANISATION DESIGN

Four systems of thought and action determine the future of organisations. Executives lead and manage. Boards direct and assure or govern. Together these systems form the basic building blocks of organisation design.

Imagine a wooded landscape. On the horizon lies bright sky and distant peaks. A forest rises in the foreground. A whole ecosystem appears as one. But look closer and you see the trees standing alone. Look closer again, and you

see things hiding. Nature provides a metaphor for reframing the way we think about boards and executives:

- When directing, the board is focused on what lies beyond the forest.
- When leading, executives are focused on the forest.
- When managing, executives are focused on the trees.
- When assuring or governing, the board is focused on finding the danger hidden behind the trees.



It's hard to see beyond the forest from behind the trees. To get up and above the canopy, try DLMA analysis.

DLMA is an acronym for directorship, leadership, management and assurance. It is a structured way to analyse an organisation's strengths and weakness in each of these broader management disciplines.

DLMA analysis uses a quadrant based matrix that allows directors and executives to evaluate the organisation's competence in each discipline. Then to compare their own perceptions of the importance of each and how well their organisation is performing in each quadrant.

My framework turns the traditional governing, leading, managing pyramid into a dynamic 2x2 business framework. It exposes the dilemma inherent in organisational design. Each discipline is important and compelling in its own right but pulls the organisation in a different direction. DLMA analysis provides a way of exploring and measuring these tensions within an organisation.



Unlocking the power of DLMA analysis

The key to the framework is to recognise that in the boardroom leadership is directorship.

Traditional governance is focused almost entirely on assurance – independent directors managing risk through maintaining control, exercising managerial oversight and ensuring that risk systems are in place. In other words, looking for threats hiding behind the trees.

However, organisations also need their boards to be focused on what lies beyond. Here, the focus is on value creation and directorship – culture, strategising, communicating vision, appointing the CEO and then inspiring the executive.

Both directorship and assurance are necessary but require a fundamentally different approach and mindset. Assurance is about protecting value, directorship is about creating it. Assurance concentrates on risk oversight, directorship requires risk-taking. Assurance focuses on process, directorship is focused on people. Assurance is about control, directorship is about innovation.

Sound familiar?

For decades the c-suite has been debating a similar difference between leadership and management. It turns out that the same distinction can be made in the boardroom. DLMA analysis highlights the need to split corporate governance in the same way – one discipline focused on value protection

and the other on creation. Healthy competition between directorship, leadership, management and assurance is integral to an organisation's success.

DLMA analysis starts with a simple question: Where are the board and management focused?

Below the line – Assurance and Management

Below the line represents the quadrants that focus on value protection.



Assurance or governance sets a managerial tone in the boardroom. Assurance, in the form of best practice, involves formulas and processes, monitoring and oversight, setting risk appetite, etc. From this standpoint, the board and the executives share similar characteristics captured in the phrase “things right”.

Above the line – Directorship and Leadership

Above the line represents those quadrants that focus on value creation.



Directorship means leadership in the boardroom. Both directorship and leadership are focused on doing the “right things”. The board and executive have complementary and collaborative leadership roles. They make different decisions, pull different levers, but boards that lead and executives that lead share the same objective of creating the greatest possible value for their organisations.

Challenge yourself to answer whether your organisation has got the balance right. Is the board stuck below the line, looking at what's hiding behind the trees, or are they also looking out beyond the forest? Now ask your fellow directors the same question. The answer may surprise you.



Peter Tunjic
DLMA Labs

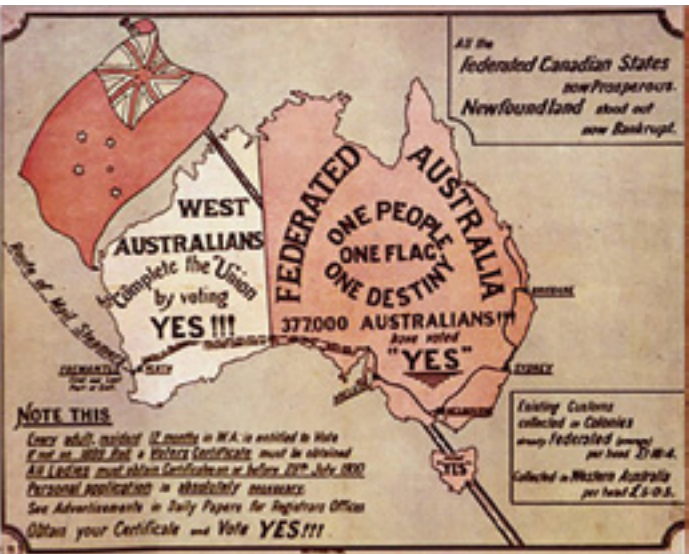
Peter is presenting a workshop at 12:00pm on Saturday.

Exit the Federation? The Pros, Cons and Alternatives to Federated Governance Structures in Not-for-Profit Organisations

RANDALL PEARCE | GOVERNANCE STRUCTURES

To hear Australian association executives talk about national governance, you would think that the Australian Constitution was the source of all evil. ‘We’re over governed!’ they cry. ‘If only the States would just get out of the way,’ they complain. However, it is soon apparent that they are talking about their national federated associations, not the Commonwealth Government.

Historically, the structure of national not-for-profit organisations has tended to mirror that of the Australian federated system of government. Yet new structures are now emerging and organisations are finding novel ways to work around out-dated federated structures to deliver change at a national scale.



What is a federation? According to *A Dictionary of Non-profit Terms and Concepts*, a federation is ‘a formal, enduring, coalition of largely independent non-profit groups established to realise such advantages as coordination of activities, development of collective strategies, and sharing of facilities or resources. A federation is itself an organisation with a clear membership, leadership structure and unique name.’¹

As the definition implies, federations are formed to unite state-based organisations around common interests and to realise efficiencies that come from pooling resources and working together. They work best when the majority of the business of the association is conducted at the State-level as was the case throughout most of the last century.

In theory, federations are a good idea. They bring governance closer to the members with locally-elected representatives sent to national boards to represent State interests. They are flexible because they give ‘largely independent’ States the freedom to choose how they serve their members. Some even claim that federations set up a form of healthy competition among the States and between the States and the Commonwealth, resulting in greater innovation.

However, the world is changing and Australia is changing with it. Worldwide, there is a shift underway from national to global and from state to national. Take accounting standards: international accounting standards have now replaced national standards for the preparation of financial statements upon which markets depend. Take transport policy and regulation: what was once a responsibility of the states was transferred to the Commonwealth in 2008. Why? ‘We’re trying to push a single national economy in Australia’ a regulator told me recently. There is change afoot in social policy areas as well. While health and education are two political footballs currently in play between the state and federal governments, they will land one day. They have not yet but the smart money is betting on more power going to the Commonwealth in the absence of serious tax reform.

In an era of globalisation and digitisation, State-based organisations seem like quaint relics of a bygone age. Australian not-for-profits should consider how they will remain relevant and effective in this new national landscape. Under scrutiny, federations do not fare well. While locally-elected representatives might be in closer touch with State-based needs, they can lack the vision and perspective needed to manage a national not-for-profit. Variation among States is fine, so long as you are not looking for national consistency in the way members are served or programs delivered. And, given the fiscal imbalance between State branches, there is not much real competition for truly innovative ideas.

Federations also have problems of their own. There can be a conflict between the interests of the State members and the national federation, placing State-based presidents who are appointed to national boards in an untenable position (and potentially in violation of the *Corporations Act*). Maintaining representative boards, made up of State-based directors, deprives national boards of the skills they sorely need. And, because State-based board members have more pressing local concerns, the CEOs of national federations can lack much-needed support. While States might have come together through a federation to realise operational efficiencies, there can be tremendous overlap and duplication among the States, particularly in the areas of executive management and facilities.

¹ Smith, D. S. (2006). *A Dictionary of Non-profit Terms and Concepts*. Bloomington: Indiana University Press.

So, if federations have had their day, what are the alternatives? If you are starting from scratch, it is comparatively easy to set up a unitary national organisation. However, the reality for many Australian not-for-profits is that they have history to contend with and federated structures can be resistant to change.


Governance consultants are recommending a range of minimally invasive strategies to change national governance structures. A popular move at present is to replace national representative boards with skills-based boards (whilst relegating the State presidents to a ‘nominating committee’ or ‘electoral college’ role). Some advocate for a ‘Lead-State’ model where national functions are delegated to a single State member to manage on behalf of the federation. Still others propose a very simple change such as appointing someone other than the State president to sit on the national board, to remove the conflict of interest at an individual level, if not at an organisational one. However, as minimalist as they are, all of these strategies require governance change of some sort.

The truth is that it is notoriously difficult to change the governance arrangements of a federation. Not only does it require change at the national level but it also requires change at the State level. If just one of six or eight State and Territory members object, the whole governance project could be scuttled in the name of self-interest. Either organisations believe they are better off within a federation (as most small

States do) or State presidents might be reluctant to give up the prestige and travel perks associated with serving on a national board.

I favour a more gradual approach. Before attempting large-scale governance change, it might be better to pilot new ways of working together. National task forces can be struck in response to national challenges. National leaders can be recruited to lead them because they do not require the multi-year commitment that joining a board does. And talented staff can be seconded from both national and State-based organisations to join high performing national teams. If a national taskforce can deliver a big national outcome, the case for change will already have been made. What shape that change takes can then be determined. It might be a services company that sits alongside the federation to run some common functions. Or, it could be a completely new national organisation to replace the old.

Regardless, it is time to consider new ways to make change at the national level.



Randall Pearce
THINK: Insight & Advice
Randall is presenting a workshop at 2:50pm on Saturday.

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Organisational Culture: Bring Your Values to Life

JENNENE BUCKLEY | CULTURE BUILDING

Many people who visit one of our residential aged care villages, our head office or contact centre will say they can feel and experience our culture as soon as they walk through the door or spend time with us. The way staff welcome you into the village or office environment; the way our staff interact with our clients and each other; or the small, simple exchanges that they see that make people's day.

New staff say they feel welcomed and part of the team within days. The Feros Vibe is real and infectious and is one of our greatest achievements and our biggest strategy.

Culture is not something that exists merely in staff meetings, HR strategy documents and training day agendas. For better or worse, the culture of an organisation is apparent to everyone internally and externally, and is present in every interaction, and is something we work on constantly.

Organisational culture is often defined as a set of values and beliefs that influence an organisation's behaviour and performance. A workplace with a great culture is one with passionate staff who bring those organisational values to life at all levels of the organisation, starting from the top.

At Feros Care, we continue to work hard to create a culture where staff feel they matter and that their work environment is filled with positive energy, innovation and passion for our mission. In fact, in a survey last year we learnt that 100% of our staff members feel proud to work for us. Here are 10 insights we have gained from the culture-building initiatives we have put in place:

1. Involve your Staff: Our values were created by our staff, and they define what type of workplace they enjoy, thrive in and are proud to be part of. By involving your staff, you create a workplace that makes them motivated, happy, inspired and challenged.

2. Define behaviours: Values are generally high-level statements, what do they mean? At Feros our staff defined 10 behaviours they expected for each value so they could understand clearly the expectation on the way they are to act and the way they should expect to be treated by managers and each other. They are called our unwritten ground rules (an approach by Steve Simpson).

3. Provide the skills: We give our staff the opportunity to build skills and knowledge so they can live the Feros values. If one of your corporate values is "Innovation", you

We give our staff the opportunity to build skills and knowledge so they can live the Feros values. If one of your corporate values is "Innovation", you then have to ask the questions: Do your staff know how to innovate? Can they turn an idea into a reality?

then have to ask the questions: *Do your staff know how to innovate? Can they turn an idea into a reality?* At Feros we created a three year leadership program, called our Seven Star staff development program, and which is based on our six corporate values.

4. Speak Them: The challenge is to make your values the everyday language. It is important that managers and staff are able to quote your values and talk about them in the context of their work. Our values are a big part of our orientation into Feros Care. They cannot just be a statement on the page of a staff handbook. Spend time to explain to staff what, why, and how. Use great little programs and tools such as the Fish Philosophy to help staff live the culture.

5. Leadership: The culture is impossible to maintain if the leaders of your company or departments are not living them every day. Most of the time people leave their workplaces due to the manager. It is critical that our leadership walk the talk every day. Everyone's decision should have the "values filter". One manager can change a culture in only a few decisions and actions.

6. Recruit for values: The search for a match between a job applicant's values and your organisation's values is critical. When you have a strong culture, you will hear your staff say "they don't fit" very quickly into a new employee's orientation period if there is no match.

7. Make people accountable: A culture can change very quickly, with only a couple of people in the workplace displaying behaviours that do not fit the defined values. It is important that these behaviours are confronted and managed. If this does not occur, your culture will become diluted very quickly.

8. Monitor your culture: It is essential to gauge how your culture is going. Each year at Feros we do a culture stocktake that allows staff to share openly their feelings about our culture, unwritten ground rules and their general workplace. Be

transparent about the results and allow teams to work on action plans.

9. Invest in your staff: Regardless of what your workplace values are, every employee needs to feel they play a valuable role, that they have skills that are important to the organisation, and they have the ability to grow and develop. Give staff the training, development and opportunities to prosper and to be able say "I did my best life's work".

10. Celebrate and Reward: Celebrate your values and



reward staff for creating a great culture. This can be done in many ways. Feros funds a staff dinner and awards evening every year, free of charge for all staff. We provide free gym memberships and wellness programs. We apply for industry awards to celebrate our staff's work and achievements. We run graduation ceremonies and leadership conferences. We provide staff with small gifts, merchandise, small scholarships and heaps of training and development opportunities.

Creating an amazing culture is certainly not a case of "set and forget." It is a strategic project that never ends! So start today, start small and continue to build on your culture constantly. It eventually will become something bigger than any one person or any one team. It will ooze out of the walls, the books, the internet – it will just be a vibe that people can experience and feel.



Jennene Buckley

Feros Care

Jennene is speaking on Friday in the Sprout Summit program.

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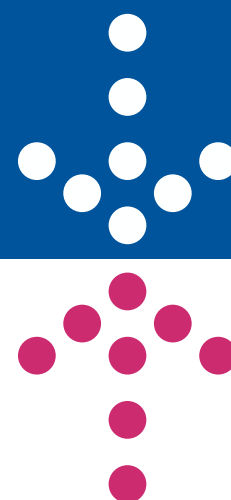


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C o n s u l t i n g

Top Five Mistakes to Avoid When Pitching to Investors

GEOFF GOURLEY | PITCHING



Investors hear business pitches all the time. Some that capture their imagination and are highly memorable, and some that are forgotten within the hour. Some businesses you know investors will be clamouring to get a piece of, and others they will keep at a distance.

Putting together a pitch that will have an investor reaching for their wallet is not as easy as you might think. If you have the opportunity to pitch your idea to an investor there are a few common mistakes that you should avoid.

1. Ummm...

It happens time and time again – entrepreneurs get themselves in front of an investor (finally!) but they are underprepared, their research is not deep enough and they are unable to answer the questions thrown at them.

The pitch is as much about presenting the opportunity, as responding to the questions investors are going to ask you. The questions will be very specific and the investor will be assessing how you answer and respond to them. You have to know your business and sector thoroughly to respond succinctly and convincingly to questions from investors. So spend a lot of time getting to know your business, your target customers and your competitors. Do your research and get all of the answers.

You will have a unique point of difference and advantage. But you must have a strategy for how you will react if a competitor suddenly offers the same unique selling proposition or point of difference. Investors want to see that

you have thought about every possible 'what if' scenario.

2. I am the (wo)man

Investors will not have confidence in a business with a single founder because one person cannot do it all. You need a team around you so it is important to spend some time developing your team. Make sure you explain who will be helping to execute your venture to ensure that the investment capital will be deployed in a way that brings the venture more sales to scale.

You might not have a full team at the time of your pitch, and that is ok, however, you will need to know the skill sets that you are currently missing and how to attract them to your company. You should be prepared to show investors any skill gaps in the business and how you intend to fill them.

You also need to show that you have a network from which you can draw outside support and expertise. Create an advisory board and a list of mentors who will share their knowledge with you. With a team and advisory board, you will be on track to operating a successful business.

3. Winging it

Entrepreneurs do not practice their pitch enough. Pitching can feel uncomfortable, but if this is your business and you are absolutely passionate about it, put in the time and the effort to practice constantly. Write your pitch out like a speech, with no more than 60 words per minute and ensure it complements your visual presentation. Remember, a pitch does not have to go into deep details of every aspect of the enterprise, but it should provide enough information to lure the investor into inviting you back for a further conversation.



Pitch to your friends and family as though you are pitching to an investor. You do not have to be a salesperson – be yourself, be authentic and let your passion for your business shine through. Make sure that you can give the investor a feeling of confidence in you, that you know your business and that this is a compelling opportunity that they would be a fool to miss. Show enthusiasm for your idea and the investor will be infected with your enthusiasm. Make your pitch so convincing that they cannot say no.

4. Miss-matching

Just as you have to do your research on your business, market and customers, you need to make sure that the investors you approach are the right ones. You should also do your research on them before you are standing right in front of them. You need to understand the investor that you are meeting with as best you can.

Find out who the investor is, what makes them tick, what their leanings and interests are, and what they have invested in before. Consider whether they have preferred types of investment. You should not approach a fintech investor if you are presenting a social hospitality venture. Go and see an impact investor. Remember, you will probably only get one crack at pitching to each investor and then they will not see you again until you have advanced to the next stage. So make sure you are well prepared on all fronts.

5. Marry me

Unless it is an amazing, world-first, blow-your-mind idea, no one will write a check without knowing you, your business and its team really well. On average it will take you 20-30 hours of contact time with a single investor for them to make a decision about whether or not to invest in you.

It is important to build a relationship with your potential investor. Think of it as a lot of first dates, getting to know someone for the first time, and determining whether you are a good match for one another. You have to take the investor on a journey. They want to see your resilience, persistence, and that you are committed and that you are 100% for your business. They want to see that you will MAKE it work.

The secret is, investors want you to have an amazing idea and they want to hear about a scalable business that is going to have impact. They want to invest in you and your team. Give investors all the reasons to say yes, and don't give them any reasons to say no.



Geoff Gourley



One10

Geoff is speaking on Friday in the Sprout Summit program.

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Scaling Impact Through Cross-Sector Partnerships: A Spotlight on Shared Value

FELICITY GREEN | SHARED VALUE PARTNERSHIPS

Innovation and change is not the responsibility of one sector alone. Nor can the elements of innovation and change (funds, resources, motivation, creativity, scale) be neatly carved off to individual sectors in the hope they each play their role. By bridging sector boundaries, the osmosis of ideas and practices naturally gives rise to new models where individuals and communities can thrive without overtaxing social sector resources or extinguishing private sector profit.

At the heart of this idea are partnerships between corporates and not-for-profits. In this space shared value is an ideal framework.

Shared value is applying business thinking to solve a social problem. These partnerships are where both a high level of social impact is achieved and a high level of business value is realised. Partnerships in this space are often talked about as being win-win – all parties involved get what they need and the overall effect is greater than the sum of its parts.

Corporates creating shared value partnerships are typically building on a strong track record of philanthropy and corporate social responsibility. They are pushing beyond their sponsorships and grants programs to find ways to deliver high levels of business value through their community investment and are simultaneously seeking to maximise the social impact they can help achieve.

Not-for-profits working in this space are typically either innovative start-ups or larger charities that are trying a business spin-off to help fund social impact programs or have recognised a way to leverage corporate resources to solve a problem they could not on their own.

Alignment of purpose and co-design of programs is essential in shared value partnerships. In particular, what makes these initiatives work is a strong and credible link between the social impact purpose and the core business of the corporate, for example a nutrition partnership for a food manufacturing company, a road safety campaign for an insurance company or a health initiative for a pharmaceutical company.

Other common characteristics of these partnerships that contribute to success include:

- Best practice delivery of social impact, i.e. the best program models being used;
- Return on investment for the corporate partner is clear and measurable, e.g. revenue generation, savings, reputation benefits or employee engagement;
- Financial and social impact reporting is delivered regularly by the not-for-profit;
- Communications are delivered that meet corporate requirements;
- Regular review of the partnership and openness from both parties to continuing to refine the direction; and
- Opportunities for employee engagement, e.g. skilled volunteering.

It is important to note that while shared value partnerships are considered the ideal framework they may not always be achievable or the best option – it all depends on what you are trying to do. These partnerships take a lot of resources to design and deliver, but can have an impact and value many times greater than what is put in.

From Spark Strategy's work supporting organisations to set up sustainable shared value partnerships, we have identified a few practical tips for getting partnerships right. These are:

- Be clear from the outset that this type of partnership requires more effort and energy
- It is not a one-size-fits-all approach, in fact almost everything about this will be bespoke.
- Get your values alignment right first and foremost – without this nothing else will work.
- Co-design the initiative or program, consulting with key stakeholders on both sides of the partnership.
- Think big – the whole point of a shared value partnership is to maximise business value and social impact – and do not be afraid to try something different or experimental.
- Be open to refining the partnership on the go – shared value partnerships can sometimes feel like being part of a start-up, be prepared to try things, fail, tweak, try again.

Not-for-profits working in this space are typically either innovative start-ups or larger charities that are trying a business spin-off to help fund social impact programs or have recognised a way to leverage corporate resources to solve a problem they could not on their own.



- Impact measurement is critical – build in financial and social value measures from the start and continue to refine them. Where possible, report success and failure publicly, this keeps all parties accountable for their actions.

The benefits of shared value partnerships are huge and can be the key to unlocking scale for an organisation. The matching of corporates and not-for-profits brings potential to provide both financial sustainability and also increase social impact. What is needed is an alignment of interests, from a coalition of courageous leaders, unearthing and trying models of practical, sustainable and enduring impact.



Felicity Green
Spark Strategy
 Felicity is speaking on Friday in the Sprout Summit program.



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Three Behavioural Insights That You Can Use in Your Social Enterprise Today

STEVEN SPELDEWINDE | BEHAVIOURAL SCIENCE

Without exception, every for-purpose organisation can benefit from using insights from behavioural science to encourage their target audience, users or customers to make better choices that further the cause of their organisation. By understanding human decision-making and motivations, social enterprises and not-for-profits alike can create compelling value propositions, grow their supporter base and keep them engaged.

At The Social Deck we work with governments, not-for-profits and social enterprises to tackle a diverse range of issues: from Aboriginal youth smoking rates, to preventing illegal dumping behaviour, to how we might encourage consumers to change their electricity use to benefit from cheaper off-peak rates. We have found that by applying simple behavioural insights when designing programs or campaigns, we can have a great deal more impact.

Here are three simple tools to apply these insights in your organisation and increase your own impact.

1. Convenience – Make it easy

In any given situation, a person will generally choose the behaviour that is most easily completed, with the least number of obstacles in front of it. For example, countries that require you to 'opt-out' of organ donation, have much higher rates than those that require that you 'opt-in', because making the decision to 'opt-in' requires more effort.

Think about how you can make it easy for your audience to adopt your desired behaviour. If you want to encourage donors to make a monthly \$25 donation, make that the default amount and require them to choose to make an extra 'one-off' \$10 donation at other times.

2. Social norms – Show that other people are doing it

Humans are social creatures and we look to other humans for cues about what we should do. How often do you choose to go for lunch at an empty restaurant?

Think about ways you can show your audience that your desired positive behaviour is the 'social norm', BUT make sure you avoid accidentally reinforcing a negative behaviour. For example, using messages like "The majority of young

Aboriginal people have never taken up smoking" reinforces that the norm is for young Aboriginal people not to smoke. In contrast, saying "We need to reduce the high smoking rates among young Aboriginal people" can imply the opposite – that the norm is for young Aboriginal people to smoke.

Creating a social norm is one of the most powerful tools to encourage people to adopt positive behaviours and engage them in your cause – let your audience know that other people are into it too!

3. Commitment – Ask people to commit to a particular behaviour

When someone makes a commitment to a particular behaviour they are far more likely to stick to it. This is even more powerful if the commitment is shared with others – the wider the better – and more powerful again if it is paired with an incentive to continue the commitment.

This behavioural insight is the premise behind a great Australian social enterprise called 'Promise or Pay', which asks you to make a commitment to a positive behaviour,

for example, exercising once a day for a whole month. You then share your commitment with friends on social media and reinforce the commitment with a pledge to donate to charity if you slip up, while your friends can donate if you complete the challenge. Double commitments and incentives – along with a

healthy dose of peer pressure!

Think about ways your organisation could incentivise people to commit to a positive behaviour and to share that commitment with their friends and family.

Conclusion

In this article we have shared three behavioural insights you could use in your not-for-profit or social enterprise to help engage with your audience and increase positive behaviours that complement your social or environmental purpose.



Steven Speldewinde
The Social Deck

Steven is speaking on Friday in the Sprout Summit program.





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Michael Goldsworthy is a visionary and strategist who facilitates and project manages governance, strategy, amalgamation, merger and partnership workshops and projects. Over the last 25 years he has worked with over 6000 NFP organisations throughout Australia bringing a wealth of big picture, strategic and organisational perspectives and practicalities to boards, CEOs and senior managers of NFPs.



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The Centre for Social Impact at The University of Western Australia (CSI UWA) is a catalyst for change in Australia: education that transforms, research that informs practice and policy, and public engagement that mobilises change. Dr Ramon Wenzel leads ‘Learning for Purpose’, a national initiative to research and realise not-for-profit capability development – to systematically understand and improve the key competencies for social change.



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Darren Fittler is the lead partner in Gilbert + Tobin's Third Sector Advisory group, specialising in the provision of legal assistance to charities and not-for-profit organisations. His expertise in laws specific to charities and not-for-profit organisations and his generalist corporate and commercial law experience enables him to provide innovative, holistic, strategic and targeted legal advice and practical guidance.



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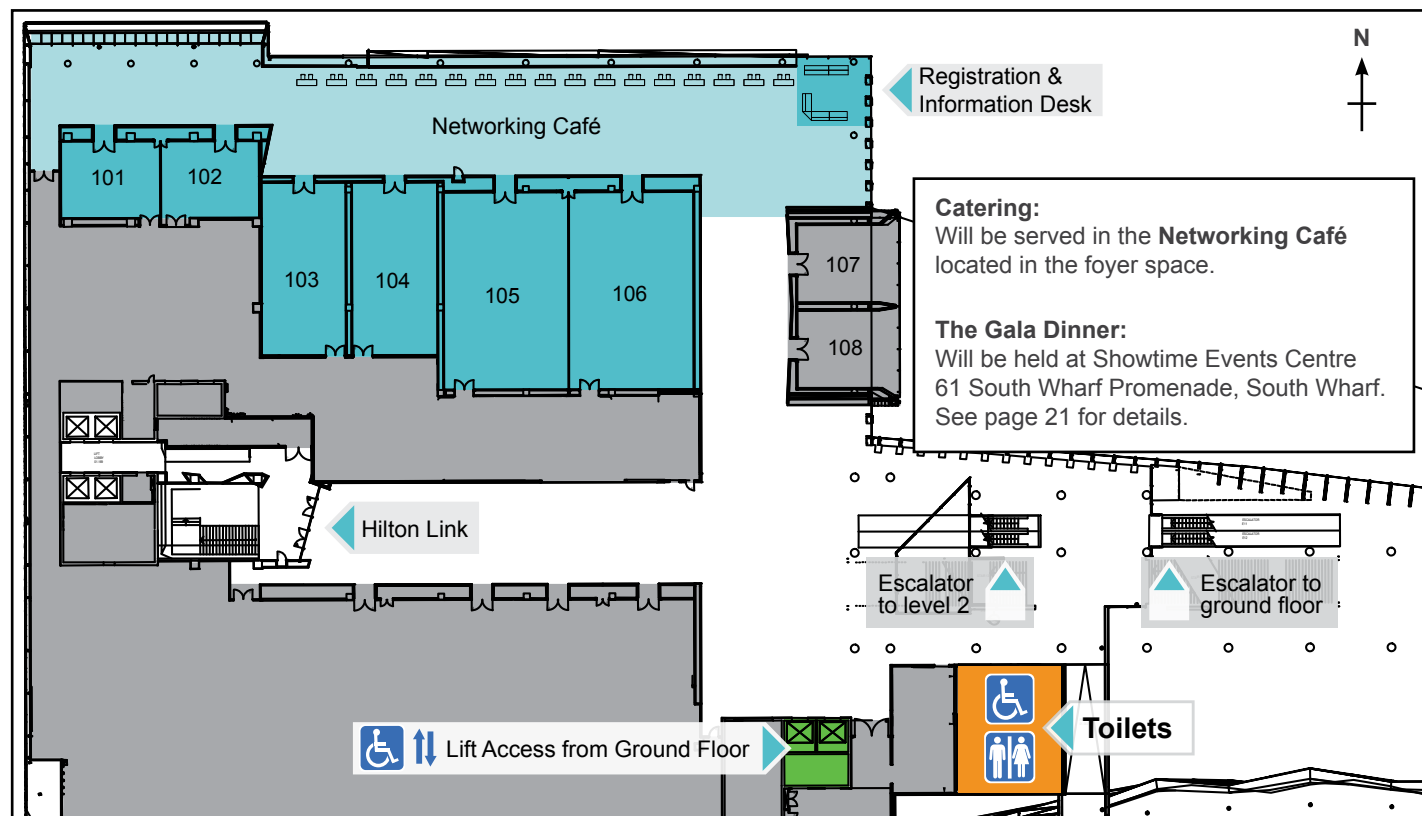
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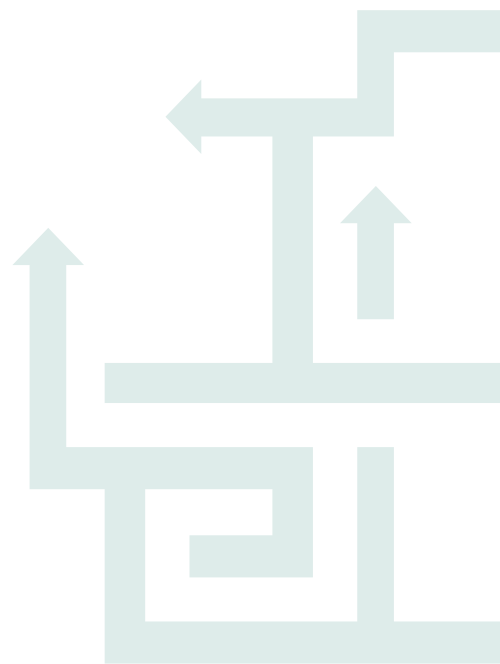
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