better boards conference 2025

BRISBANE 25-26 July

SUPERHEROES

Doing More with Less

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Contents

Chair's Message

It just has to be stated from the outset that all Directors, Chief Executive Officers and Executives/Senior Managers of all Not for Profit organisations are Super Heroes!

As the leaders of these organisations, their vital contributions to every part of Australian society and the economy are significant in shaping the fabric of this country. Whether they are operating at national, state, regional or local levels, the many thousands of not-for-profit organisations throughout Australia, including a significant number registered as charities, and many that operate as peak bodies and associations, together make an immeasurable contribution to the lives of individuals, families and communities.

This year's conference theme, **SUPER HEROES, Doing More With Less**, acknowledges the pressing challenges presented to leaders of these organisations, and the overwhelming research and evidence that a substantial number of Boards, Chief Executive Officers and Executives/Senior Managers are in fact doing more with less.

As always, creativity, innovation and entrepreneurship continues to come to the forefront, as these leaders either strategically transform their organisations and re-engineer their service, business and financial models, undertake an acquisition, merger or amalgamation, grow their existing portfolio or diversify into new services or product categories.

The conference theme not only sets the scene for an exciting range of presentations and interactive sessions, but provides the opportunity to more fully understand the key drivers, forces and trends in the sector, the critical success factors that propel organisational/service adaptation, and gain new insights, practical strategies and tools that can assist you, the **SUPER HERO**.

From Western Australia to Queensland, and all States in between. I warmly welcome you to the **Better Boards Conference 2025** and trust you take the time to make new contacts, re-connect with colleagues and strengthen your insights and knowledge because you are a **SUPER HERO doing more with less!**

Michael Goldsworthy, Chairman
Better Boards Conference

Conference Schedule

25 FRIDAY

8.50 am — **Welcome and Chair's Message**
with Conference Emcee ***Felicity Green*** *and* ***Michael Goldsworthy****, Conference Chair*

Anatomy of a Superhero

9:00 am — **What's Under Your Superhero Cloak? Organisational Sustainability and Doing Good**
Karen Bevan*, CEO, Full Stop Australia*

9:25 am — **The Hidden Financial Superpower: Unmasking the Value of Management Accounting**
Stephen Fernando*, Deputy Chair, MADEC*

9:50 am — **Vertical and Horizontal Leadership: How This Two-Dimensional Perspective Paints a Richer Picture of What Works and What Doesn't**
Bradley Hastings*, Director of Executive Education, John Grill Institute for Project Leadership, University of Sydney*

9:50 am — **Panel: Anatomy of a Superhero**
Panel for audience questions and discussion, facilitated by Felicity Green

10:30 am — MORNING TEA

Doing More With Less

11:00 am — **Membership & Governance Design: Doing More with Less**
Dan Saunders*, Senior Associate, Russell Kennedy*

11:25 am — **Best Practice Social Impact Measurement: Directing Resources for the Greatest Impact**
Georgina Camp*, co-Founder, Huber Social*

11:55 am — **"No Capes Darling!" Simplifying Risk Management**
Jane Boag*, Principal Consultant, What's The Plan*

12:30 pm — NETWORKING LUNCH

With Great Power Comes Great Responsibility: AI Masterclass for Directors

1:30 pm — **All-I-Really-Need-to-Know (About Artificial Intelligence for Boards) I-Learned-In-Kindergarten**
Arnold Wong*, Deputy Chair, Advocare. Honorary Life Member, Australian Computer Society*

1:55 pm — **The Art of AI Prompting**
Wenda Gumulya*, Board Chair, Hoshizora Foundation*

2:15 pm — **Artificial Intelligence - Has Your Board Done Its Homework?**
Vera Visevic*, Partner, Mills Oakley*

2:40 pm — **Panel: With Great Power Comes Great Responsibility**
Panel for audience questions and discussion, facilitated by Felicity Green

3:00 pm — AFTERNOON TEA

Is It a Bird? Is It a Plane? … Decision-Making for Leaders

3:30 pm — **Rules, Governance, and Leadership: The Challenges to Ethical Decision-making**
Dr Kate Robinson*, Director, Woman Veterans Australia*

4:00 pm — **Strategy Execution: Remove Bottlenecks and Avoid Recycling Decisions**
Bryan Whitefield*, Director, Bryan Whitefield Consulting*

4:30 pm — **From Boardroom to Operational Culture: Freshcare's Journey to Governance Excellence**
Jane Siebum*, CEO, Freshcare Ltd*

5:15 pm — **Leaders' Networking Reception** ***with Russell Kennedy***

Russell Kennedy

26 SATURDAY

8.50 am — **Welcome and Chair's Message**
*with Conference Emcee **Felicity Green***

'With Our Powers Combined...' Board Recruitment and Composition

9:00 am — **Building the Bench: Succession Planning to Ensure Your Future Governance Superheroes**
***Melissa Macpherson**, Managing Director, Govern for Purpose*

9:20 am — **How to Implement Inclusive Governance - A Legal Perspective**
***Jonathan Teh**, Principal, Russell Kennedy*

9:40 am — **The Volunteer Director**
***Victor Hamit**, Principal Director, Wentworth Lawyers*

10:00 am — **Smaller Boards; Superheroes or Overloaded?**
***Aaron Goldsworthy**, Senior Consultant, Australian Strategic Services*

10:20 am — **Panel: With Our Powers Combined...**
Panel for audience questions and discussion, facilitated by Felicity Green

10:40 am — **Selecting Your Superheroes – The Board's Role in Supporting Talent Strategies in Today's Complex Market**
***Nikki Beaumont**, Founder + Director, Beaumont People*

11:00 am — **MORNING TEA**

11:30 am — **The Neuroscience of Thriving Boards: Psychological Safety and Managing Psychosocial Hazards**
***Carolyn Grant**, CEO, People Plus Science*

12:00 pm — **Post-Election Opportunities: Aligning Your Priorities With Government Agendas**
***Jo Scard**, Founder & CEO, Fifty Acres*

12:30 pm — **Unlocking Opportunity: Marketing Leadership for Purpose and Progress**
***Matt Romania**, Author, Heart & Soul of Marketing*

1:00 pm — **NETWORKING LUNCH**

Truth, justice, and a better tomorrow

2:00 pm — **Preparing for the Future - When Individual Superheroes Are Not Enough**
***Deborah Johnston**, Corporate Psychologist, Deborah Johnston Consulting*

2:25 pm — **A Case Study in Governance Transformation: Contemporising, Rationalising, and Innovating**
***Dr Colin Pettit**, Chair, Parkerville Children and Youth Care*

2:50 pm — **Superhuman Leaders: Know Your Superpower!**
*with Conference Emcee, **Felicity Green***

3:30 pm — **Superheroes - Doing More With Less: Closing Remarks**
*With **Michael Goldsworthy**, Principal Consultant, Australian Strategic Services*

3:45 pm — **Conference close**

Confessions of a Risk Practitioner

I've probably been a risk practitioner my entire life - I don't do roller coasters or bungee jumping; I don't gamble or smoke. In other words, I'm pretty risk adverse, and therefore well suited to this profession.

My early career as an occupational therapist probably reinforced my focus on risk - assessing client risk of falling, choking, getting lost, being exploited - it's a scary world out there and my job was to identify and manage that uncertainty to protect people from harm.

Then I worked in private health, personal injury and state-based insurance entities and identified risks to organisations, people, places and things.

And as if that wasn't enough, I became a board member and navigated the uncertainty that comes with collective decision making, where you meet infrequently with people you barely know and where your decisions can impact livelihoods and whole communities.

So, I've learned a few things along the way about getting the best out of a risk management approach. Here are some assumptions that I've made along the way that don't hold to good practice: confessions about my risk practice journey and tips for improved practice.

I thought risk management was hard

- In fact, we all manage risk, to a greater or lesser extent, all day every day – we weigh up information to assess our willingness to take or respond to uncertainty in our environment.
- In organisations, managing risk is no different – we take the available information we have and make an informed decision that we think will help us achieve our objectives and create value for, or help protect the value of the organisation.
- If we get it wrong or get access to new information, we reassess, adjust and make the next set of decisions – it's a dynamic and iterative process but should always align to our purpose and objectives.
- Whilst it's good practice, and sometimes a regulatory requirement, to formally review our risk profile and related documents annually, it's better practice to routinely review our risk profile in response to changes in our environment or circumstances, including new strategic plans, changes to leadership, IT systems or funding streams.
- There are many small things that can help embed a culture of risk management in each board, committee and leadership meeting such as having strategic risks attached as a reference appendix to refer to when making decisions, or rotating a 'risk champion' role at the board table to ask risk-related questions and prompt discussion from a risk management perspective.
- The board has a responsibility to drive a positive culture around risk management. Having a culture in the boardroom that promotes risk identification, discussion and management, sets the tone for how the whole organisation manages risk.

I thought the risk related jargon was important

- Like the legal and medical professions, risk practice has developed its own language, but most terms can be interchanged for plain language.
- We don't want terminology to be a barrier to engagement by decision makers, so think about swapping out 'risk' for 'what's creating uncertainty for us?', 'tolerance' for 'what do we need to protect when we take or respond to a risk?' and 'appetite' for 'what actions do we want/need to take to meet our goals and/or manage a risk?'
- Many boards have a glossary of terms as a reference appendix to board and committee papers – make sure risk terms are included so everyone has a common understanding.
- *Gentle reminder*: the terms Inherent and Residual Risk have not been part of the AS/NZ ISO 31000:2018 standards since 2018 – if they're still in use at your place, it's time to thank them for their service and delete them – the risk is just the risk.

I thought *likelihood* and *consequence* were the only things that mattered to rating and acting on risk

- It's common to put a lot of weight on likelihood (i.e. how likely is the risk to materialise) and consequence (i.e. how significant is the impact should a risk materialise) tables/heat maps to guide our decisions about taking action to manage a risk.
- In practice, heat maps are, at best, a guide to set some parameters for discussion about prioritising actions, but often time is spent debating the rating (i.e. medium/high, orange/red) rather than discussing the need to act in response to the risk or not.
- There are so many other factors that contribute to our decision-making about managing uncertainty such has how quickly a risk might materialise (i.e. risk velocity), how much time, energy or money it would take to manage the risk to an acceptable level, or would taking action even address the risk? Not every risk that's rated high warrants action. There are circumstances where the board will have confidence that the controls (i.e. things you're already doing to manage a risk such as policies, governance structures, IT systems, audits) are working as expected and we're comfortable that no additional action is required at this time.

I thought you had to identify risks by *category*

- It's common for risks to be categorised by Financial, People & Culture, Cyber or other categories of risk but this often plays into the habit of brainstorming everything that could go wrong under that heading, rather than articulating the uncertainty we have about our ability to meet our goals.
- Contemporary audit practice looks at end to end processes such as recruitment or procurement to identify weaknesses in controls across functional areas of accountability. This strengthens our confidence that controls are working as they should in context. Risk management practice could benefit from the same approach.
- When we ask, 'what's creating uncertainty about our ability to reach our goal?', the answer is likely to reflect multiple reasons/causes for that uncertainty. It's likely to cross different categories, business domains and accountable people, which in turn will benefit from a more coordinated and integrated approach to managing the uncertainty.

I thought we needed to identify things we couldn't control

All risk management is about is how we *respond* to what we can't control, not just listing things that we can't control.

- It's common to see risks described as 'fail accreditation' or 'lack of government funding', but what does that really mean? The challenge is to ask, what about our ability to respond to changes in government funding or failing accreditation is creating uncertainty for us?
- The impact of the same risk materialising will be different for each organisation, so it's important to tailor the risk management language to our specific circumstances.
- Some good questions to ask are 'who do we rely on achieve our objectives?' and 'who relies on us to achieve their goals?'. These questions challenge us to think about the uncertainty that third party relationships have on our ability to achieve our objectives.

I have a long list of other things I could confess about my risk practice journey, but I trust these insights give you courage to make risk management an integral part of collective decision-making at your board table and beyond.

Jane Boag
Principal Consultant, What's The Plan

Jane is presenting a session on risk registers.

From the Boardroom to the Break Room: Embedding Governance in Daily Practice

JANE SIEBUM | GOVERNANCE TRANSFORMATION

At Freshcare, we've come to understand that governance shouldn't be confined to the boardroom. If we're serious about transparency, accountability, and integrity, then governance must live in the daily decisions, actions, and culture of the whole organisation—not just in formal reports or annual reviews.

We're not there yet—but we're on the journey. Over the past three years, we've made a deliberate effort to embed governance principles across our team. We've seen real progress, but we're still learning, refining, and adapting. This article shares how we're approaching this work, what's made a difference, what remains in progress, and why it matters not only to us, but to the industry we serve.

Starting Point: Good on Paper, Disconnected in Practice

Like many organisations, we had a solid foundation of governance frameworks: board policies, financial oversight, structured reporting. But in practice, governance felt like something that lived "up there"—with the board and executive. Staff didn't see how their roles linked to governance, and compliance wasn't part of the conversation unless something went wrong.

We realised that to deliver excellence, we needed to close the gap between board-level expectations and day-to-day operations. Governance had to be seen not as a task, but as a culture.

Making Governance Everyone's Business

Our first step was to make governance accessible and relevant to all staff. We introduced annual governance training for the whole team. The content covers key concepts: obligations under the Constitution, managing conflicts of interest, keeping accurate minutes, and understanding delegations of authority.

The training is practical, using relatable examples tied to everyday roles. It's helped establish a shared language and made governance feel less like a formal concept and more like a practical tool for better decision-making.

Connecting Governance and Compliance

One of the most valuable shifts has been showing how governance and compliance work together. Governance is the system—it sets the framework for decisions, accountability, and oversight. Compliance is how we meet those expectations, both internally (policies, processes) and externally (laws, regulations, certification standards).

Think of it this way:
Governance builds the road.
Compliance keeps the vehicle on it.

At Freshcare, governance ensures that roles are clear, decisions are transparent, and risks are monitored. Compliance lives within that framework—through quarterly assurance reports, policy reviews, and audit tracking. This helps our team understand that compliance isn't a burden; it's an outcome of doing things the right way.

Embedding Governance Behaviours

To reinforce this culture, we started mirroring board-level practices in our day-to-day work. We made it simple and practical. Here are a few examples:

- **Every meeting has an agenda.** Whether it's a 15-minute check-in or a strategic planning session, an agenda is required. No agenda? No meeting.
- **Pre-reading is circulated at least five days in advance** for key meetings, giving everyone time to prepare and contribute meaningfully.
- **A chair and minute-taker are assigned** for every meeting. Minutes aren't just recorded—they're shared, with action items tracked and reviewed at the next meeting.
- **Internal reports follow a consistent format** aligned with our board structure. This improves readability, helps clarify decisions, and prepares staff for more senior responsibilities.

We've also introduced a quarterly **Assurance Report**. This is not written solely by the executive team. Instead:

- Staff from across the organisation contribute content that reflects their area of responsibility.
- Each section links operational activities with compliance obligations and key risk areas.
- The report is shared with the board to provide real-time visibility into how compliance is being addressed across the business.

This approach has:

- Built shared ownership
- Increased clarity for the board
- Reduced the risk of issues being overlooked

The system is still evolving, but it's already reshaping how governance is understood and applied throughout the organisation.

Why It Matters to Our Members

Embedding governance and compliance isn't just about internal effectiveness. It's also about our commitment to more than 4670 growers, supply chain partners and participating businesses Australia-wide, who rely on Freshcare.

Strong governance helps us:

- Respond quickly and transparently to industry and regulatory changes
- Maintain impartiality and protect the integrity of our standards
- Ensure consistency and confidence in certification processes
- Build long-term trust through clear, ethical operations

For our members, this means certainty. It means knowing that the system they depend on is credible, responsive, and continually improving. Our internal alignment reinforces our external promise.

Lessons and What's Next

Our journey is ongoing, but we've learned a few important lessons:

- Start with behaviours, not documents
- Keep reporting useful and relevant
- Reinforce governance in day-to-day leadership
- Use governance as a tool to build internal capability

Looking ahead, we're continuing to strengthen our meeting discipline, clarify delegations, improve risk reporting, and explore ways to recognise compliance leadership across the team.

A Culture of Shared Accountability

Governance isn't a set-and-forget exercise. It's a way of working. At Freshcare, we're committed to embedding it not only into our frameworks but into our culture. We still have work to do, but each small shift is helping build a stronger, more aligned organisation—one where governance isn't just about oversight, but about integrity, trust, and impact at every level.

Jane Siebum
CEO, Freshcare Ltd

Jane is presenting a case study on governance transformation

Are You Treating Impact as a By-Product of What You Do, or a Critical Input into Your Decision-Making?

How a wellbeing approach to social impact will help you get the most out of your measurement.

The pressure to demonstrate impact across all sectors is growing. Driven by consumer, staff and investor sentiment and recently, the Federal Court[1] cracking down on false and misleading claims on social impact. But with so many buzz words and approaches swirling around - social impact, social value, ESG, social performance, social licence, social responsibility - it can be confusing to know where to start.

But before you do, or even if you are well down the path, the aim of this article is to make sure you get the most value out of your measurement system.

Ultimately, the goal is to ensure your organisation is having a positive impact on the people you interact with; this can be as broad as your clients, suppliers, staff and surrounding communities. Impact measurement should therefore provide you with a system to understand the net effect (not just report on positive outcomes) and identify opportunities to maximise the positive impact.

When it comes to why organisations seek to measure impact, there tends to be a spectrum of motivations.

At level (1) we are doing this because we have to. This is largely driven by compliance requirements as well as growing sentiment across the community. At this level, the motivation is more on reporting positive outcomes than understanding opportunities to improve.

The second level is (2) risk management. Where social impact measurement is approached as a risk management activity to ensure the organisation is not taken by surprise or found to be causing harm. Again, the focus here is not on how to maximise positive impact but primarily on how to mitigate harm.

At the other end of the spectrum is (3) where organisations recognise impact measurement as a core input to inform strategy and decision making. Social impact measurement provides an understanding on the needs and aspirations of the people the business impacts, working to inform decisions across the organisation (human resources, operations, customer service, product/service design and marketing) to maximise both social performance and business success, recognising that the two are inextricably linked.

Measurement systems that are set up to satisfy 1 or 2, are not only narrow in their focus, leaving blind spots in your decision making, but they are also largely self-fulfilling. That is, they start by identifying target outcomes and build a system to measure whether you achieve these or not. In doing so, they only deliver intel on those pre-determined areas, and they take it as a given that the target outcomes reflect the needs and aspirations of the people you impact. In other words, it is assumed that achieving these outcomes is doing good. The issue is, if your target social outcomes do not align to the needs and aspirations of the people you impact, they may not be doing good and may even be causing harm. For example, in 2019 the anti-domestic and family violence charity, White Ribbon, went into liquidation[2] after a series of ill-informed public statements, ambassador appointment and superficial campaigns that left many believing the brand was doing more harm than good.

An impact measurement system that works instead to provide critical intel, starts with understanding the needs and aspirations of the people you impact and evaluating how effectively you serve them. This can be achieved by adopting a wellbeing approach to impact measurement.

Measuring impact in terms of wellbeing recognises that ultimately the goal of social impact is to put people in the best position to fulfil their potential and live a life they value. To measure this, we need to understand

(1) overall how they are experiencing their life (often measured using Satisfaction with Life) and

(2) what are their needs and aspirations driving this.

This approach aligns with the OECD[3], and an increasing number of national governments (including Australia[4]) as well as the Standards Australia 'Measuring and Valuing Social Impact Handbook'.[5]

Wait, I hear you say, that sounds like mission creep!

This is not to make you accountable for every aspect of a person's life. Instead, it provides a measure to ensure, overall, the impact is positive as well as providing a holistic profile, or roadmap, to understand what is needed and how this aligns with the remit of your work. Where needs fall outside what you offer, this intel may inform partnerships, future programs and advocacy on behalf of the people you serve. To bring this to life, the atWork Australia Job Seeker Wellbeing Index[6] has been used by atWork Australia and other employment service providers to inform more targeted services and was launched by government[7], supporting advocacy for the needs of job seekers across Australia.

Adopting a wellbeing approach to measuring your impact provides you a holistic profile of the needs and aspirations of the people you serve, as well as a framework that can synchronise all your measurement needs – compliance, risk and opportunities. Measured impact thereby becomes a critical input into your strategy (and not just a by-product of what you do), supporting agile, targeted decision making to ensure resources are directed for the greatest impact.

When it comes to social impact, the goal, as well as the means, is wellbeing.

Georgina Camp
Co-Founder, Huber Social

Georgina is presenting a session on social impact measurement.

References:

1 https://www.gtlaw.com.au/insights/asics-first-greenwashing-win-in-federal-court
2 https://www.abc.net.au/news/2019-10-04/white-ribbon-australia-closure-charity-lost-sight-of-itself/11573722
3 https://www.oecd.org/wise/oecd-guidelines-on-measuring-subjective-well-being-9789264191655-en.htm
4 https://treasury.gov.au/publication/economic-roundup-issue-3-2012-2/economic-roundup-issue-3-2012/treasurys-wellbeing-framework
5 https://www.standards.org.au/standards-catalogue/standard-details?designation=sa-hb-204-2022
6 https://www.atworkaustralia.com.au/jswi/
7 https://www.youtube.com/watch?v=cxSTA27SrLE

Membership & Governance Design
- Director Members

DAN SAUNDERS | GOVERNANCE MODELS

Key Take-aways – the director/member model is less costly, enables quick and efficient decision making, contained issue management, ease of reporting and simplicity of meetings. Done carefully, classes of membership can be removed, so to put it simply the *Director/member model does more with less*.

On 5 December 2017 the government announced reforms to the administration and oversight of deductible gift recipients (DGRs).

Statements regarding the policy rationale said that the changes would:

- ***strengthen* governance arrangements, and**
- ***reduce* administrative complexity.**

The changes commenced on 1 January 2024.[1] The reform transferred the administration of 4 unique DGR categories – harm prevention charity, environmental organisations, cultural organisations and overseas aid relief funds - from being portfolios within government departments to the oversight of the ACNC and the ATO.

In terms of a governance design model, for doing more with less, as part of this DGR reform process was the repeal of Section 30-275 of the *Income Tax Assessment Act 1997* (Cth).[2] Section 30-275 of the Tax Act was the section that required an "environmental organisation" to have 50 financial and voting members.

If the 50-person rule no longer applies for an environmental organisation, with the governments new policy rationale, to strengthen governance and reduce administrative complexity, should not all member based organisations consider doing the same?

We've seen many of our NFP clients move away from the historical imperative of having a community based, community represented membership, with various classes, all requiring notices of meetings and having different rights and obligations and moving from that to a *streamlined* director/member model.

Do we need members?

Adele Stowe-Lindner, General Manager, *Institute of Community Directors Australia*, writes in an article posted 17 July 2024: "*Strong communities have the potential to serve as prevention, first aid, and well-being promotion... They are not a magical cure, but they are at least the societal equivalent of...chicken soup and a hug from one you love.*"[3]

She goes on to say: "*And yet Australians' participation in community groups and activities is wavering. Volunteering is down, club memberships are down, people are just not as engaged in civic life as they used to be. What motivated my grandparents – many people's grandparents – to be involved in their local, cultural, political or faith communities? Have those times passed?*"

The 2024 Community Compass research report, commissioned by *Our Community* and the *Community Council for Australia*, surveyed 3,071 people 17 years and over in 2024 and found that 25% of Australians are open to volunteering, but only 11% are interested in taking up a paid membership.

Do NFP organisations need to have members? Do they even have members in the traditional sense or do they have clients and participants in programs and volunteers?

Legally, to establish an incorporated association in Victoria requires 5 members, but this requirement doesn't exist in all States and for a NFP company limited by guarantee, you need 3 directors but you can have 1 member.

Advantages & disadvantages

A director-member model provides governance stability and consistency of strategic direction. It allows for flexibility to obtain the skills needed to govern increasingly complex and regulated entities. It has low admin costs and director appointment, meetings, reporting, all can be more easily managed at a governance level.

The flip side is diminished accountability to members for board performance and removing Constitution rights of members to remove directors. Although the directors, acting as members, can now do this. Also, NFP entities have external accountability, to regulators, auditors, Government departments and funding bodies all who regulate activities and performance.

A Nominations Committee can be established to ensure directors are selected and appointed on merit in a transparent manner, advertised openly and can include independent, non-directors, stakeholders, even clients on the recruitment panel. So there are other ways to achieve community engagement and participation at a governance level.

Member oppression orders

In NFP companies, member oppression orders arise from the principle that a company's affairs should be conducted fairly, not oppressively, unfairly, or prejudicially towards members. If a company's actions are found to be oppressive, a court can make a range of orders, including winding up, modifying the Constitution or managing operations to defeat the unfair conduct

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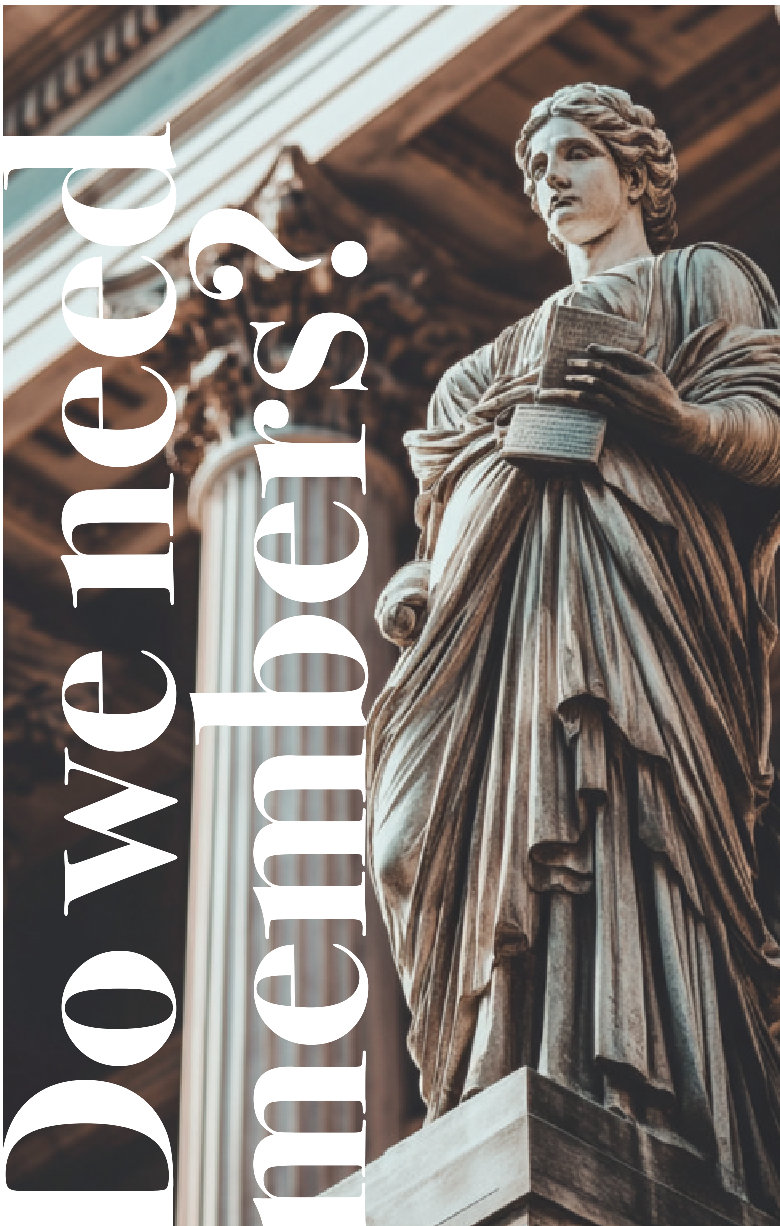

This is Section 233 of the Corporations Act, with similar provisions in the various State incorporated association legislation.[4] If you're the victim of what the legislation calls 'selective reduction' you have standing to bring a claim for such a member oppression order

The leading High Court case on section 233 is *Wayde v New South Wales Rugby League Ltd*, here the Court considered whether the decision by the League to remove the Western Suburbs District Rugby League Football Club ('the Wests') from the NSW competition (to bring the number of clubs down to twelve) was oppressive, unfairly prejudicial to or discriminatory against the Wests.

The Court had to balance two competing interests - the interests of Wests to remain in the competition, and the interests of the League, which would benefit from having a shorter season, facilitated by having 12 rather than 13 clubs. It was a question of governance, a decision made by the League to strengthen governance and reduce administrative complexity, to do more with less.

The Court said it was harsh but not unfair nor oppressive. The directors had made the decision in good faith for the benefit of the company as a whole, and so after balancing the interests of both the company and Wests, and the Court determined that the decision wasn't unfair.[5]

To remove the member was a decision of good governance.[6]

Change management and consultation

Finally, how do we safely remove a class of members and guard against unfairness and a claim for an oppression order by aggrieved members?

In the article, *Two words that make everyone shiver – change management* [posted 12 Dec 2024]

Adele Stowe-Lindner, writes:

> **"Leaders who assume that the necessity of change is self-evident may find themselves unprepared for the disappointment that follows when others do not share their enthusiasm."**

To avoid the disappointment that may come when others do not share your enthusiasm for this change and so to avoid a claim of oppressive conduct, communication and consultation steps are required:

First Step – Member Consultation
The first step is to issue an Explanatory Memorandum (EM) with an amended Constitution that makes the required changes.

The EM explains the reason for the changes – this can allow for and facilitate further consultation and town hall style meetings to discuss and consult on the changes and answer questions.

The reasons set out in the EM will revolve around current understanding of good governance principals, separation of powers and duties – especially if employees are members – the need to avoid conflicts of interest, and depending on your organisational history and context, it may be possible to establish associate members, without voting rights, not abolished but moved to different categories of membership.

The new Constitution might include a 'Community Engagement Committee' that can be established with former members, this way members can become stakeholders and are not left behind by the governance changes.

Second Step
The second step is to include a motion of the class or classes of members being removed so that those members themselves vote and resolve to agree to abolish their class of membership as a separate resolution, to the resolution adopting the Constitution. Passing this resolution first greatly removes the risk of a member oppression claim.

Third Step
The third and final step then is to adopt the new Constitution which now includes the new director-member governance and membership framework.

Put simply, *the Director/member model does more with less.*

Dan Saunders
Senior Associate, Russell Kennedy

Dan is presenting a session on director/member models.

References:

1 *Treasury Laws Amendment (Refining and Improving Our Tax System) Act 2023* (Cth), passed on 28 June 2023.
2 Repealed by *Treasury Laws Amendment (Refining and Improving Our Tax System) Act 2023 (NO. 40, 2023) No 40 of 2023*, section 3 and Schedule 3 item 4, effective 1 January 2024.
3 Right now, one of the most important things community groups do is build social cohesion - https://www.communitydirectors.com.au/articles/right-now-one-of-the-most-important-things-community-groups-do-is-build-social-cohesion
4 See section 68 of the *Associations Incorporation Reform Act 2012* (Vic).
5 *Wayde v New South Wales Rugby League Ltd* (1985) 180 CLR 459 ('Wayde'), at 473
6 Nadia Hess, *"Oppression in Two Sections: A study of the Judicial Interpretation of Oppression in Sections 232 and 445d(1)(f) of the Corporations Act 2001 (Cth)"* Volume 45(4) *UNSW Law Journal*, 20222, 1556-1588

When Good Teams
Make Bad Calls (and How to Fix It)

If you break an organisation down to its simplest form, it is people coming together to make decisions to fulfil organisational purpose. That puts the decision making by the teams in your organisation firmly in the spotlight.

How often do senior leaders and board members sit with their jaws dropping over decisions made by others? When I was a young engineer -sigh - working at a property insurance company, I did my time on the "plan review desk," rotating off the field where I'd normally serve as the eyes and ears of the underwriters. The role was to review the designs of facilities being planned to see if they met the design standards of my company to allow lower insurance premiums. My managing director had a jaw dropping moment and came to me saying, "What in your right mind suggested you should send this memo?". Yes, it was pre-email. The reason? I had been told to do so by my manager who was one of the MD's direct reports.

The plan review desk was part of our internal advisory function, and understandably took a back seat to the rush of new business site visits. The company was in the middle of a growth surge, fuelled by a string of catastrophic weather and earthquake events that had reshaped the market. My manager's instruction to send out the memo was meant to break a logjam in our process. The thinking was: cut our losses, be upfront that we were miles behind, encourage people to push ahead as best they could, and assure them that the next round of requests would get the attention they deserved. In my manager's view, it was a classic "seemed like a good idea at the time" moment. We were running on empty- struggling to catch up and edging into risky territory where poor advice could easily slip through.

Unfortunately, that well-intentioned shortcut ended up draining everyone's productivity.

The Statistics

Research shows that our ability to get complicated decisions right scores 86%[1]. That is a high distinction in universities.

However, the 14% we get wrong is an immense cost to our productivity due to the impact on people's time, energy and distraction from important work.

The score is worse for strategic decisions, as evidenced via a 2009 survey of over 2,200 executives conducted by consulting firm McKinsey & Company[2].

> *'only 28 per cent said that the quality of strategic decisions in their companies was generally good, 60 per cent thought that bad decisions were about as frequent as good ones, and the remaining 12 per cent thought good decisions were altogether infrequent.'*

And this from 2022 from the developers of strategy app Cascade:

> *"Only 10% of organizations surveyed achieve at least two-thirds of their strategy objectives, with 36% achieving between 50%-67% and 54% achieving less than 50%."*

However, there are steps you can take to improve the likelihood of successful team and executive team and board decisions.

Improving the Thousands of Decisions Made by Teams

Team members each bring their own mental models - understandings of the world and expectations of how decisions are made within a team.

Without explicit conversations to align on decision-making processes, teams risk inconsistency and the occasional major misstep, like what happened to me.

Research over the past few decades has consistently shown that shared mental models significantly enhance team performance. For instance, Converse et al. (1991) distinguished between visible behaviours like communication and subtler ones like coordination and adaptability[3]. Their findings highlighted that teams perform better when members can anticipate each other's needs and actions, drawing from a shared, often unspoken, understanding of how the team functions effectively. Such synergy relies heavily on team connectedness, clear purpose, and the right blend of capabilities.

Jeffery et al. (2005) reinforced this by showing that performance improves when teams co-create their mental models rather than leaving alignment to chance[4]. Westli et al. further demonstrated the power of this in high-stakes environments like trauma management, where shared mental models outperformed traditional teamwork skills in driving better outcomes[5].

To harness this in your own teams, encourage them to examine how decisions are made. Identify bottlenecks and patterns of inconsistency, then co-develop tools and frameworks that support faster, higher-quality decisions. Mapping and refining your team's decision-making process is not just a theoretical exercise - it's a pathway to superior performance.

Improving Strategic Decisions Made by the Executive and Board

Groupthink is known and extensively written about. It's the more extreme version of poorer decisions made by highly qualified people. The day-to-day impacts on team strategic decisions are less calamitous but they are a major cause of reduced productivity.

The two most important points are:

- Answering the wrong question
- Not understanding the cultural responses of staff

Answering the wrong question

Strategies often fail slowly. The most common cause is that you are answering the wrong question. Instead of, "How do we counter this competitor's latest move?", it should be "What is wrong with our current strategy?". It takes a while before you realise you have been on the wrong path.

We tend to go straight to implementation on a "great idea" without properly clarifying what the idea is all about. When we do clarify the idea, we don't always ask "Is this idea answering a question we want to answer now?"

What questions are you answering?

Not understanding the cultural responses of staff

The Cuban Missile Crisis provides a striking example of how strategic decision making can unravel at the point of execution - and how culture is often the silent disruptor. In *Essence of Decision: Explaining the Cuban Missile Crisis* (2nd Edition), Graham Allison and Philip Zelikow analyse how government leaders decide, and just as importantly, how those decisions are carried out.

Their analysis highlights a key vulnerability: what leaders intend isn't always what the organisation delivers.

One incident captures this disconnect perfectly. The Soviet Union was attempting to carry out a covert military operation by installing missile sites in Cuba - an operation the United States wasn't supposed to detect. And yet, the Soviets made no attempt to conceal the missile bases from aerial surveillance. Allison and Zelikow suggest this was not a case of carelessness or a bold gamble. Instead, it was standard operating procedure. In the Soviet Union, they prioritised speed over concealment - bases weren't camouflaged to accelerate setup times. That playbook was applied again in Cuba. The crucial message - that this time, secrecy must trump speed - simply didn't land. The teams on the ground did what they'd always done: follow the manual.

This is a textbook example of what I call organisational bias. Even when a strategic decision is sound, implementation can go sideways if the culture of the organisation exerts too much pull. Strategy often arrives in a grey zone. It lacks perfect clarity, and staff are left to interpret not just what needs to be done, but how to go about doing it. In these moments, culture kicks in and fills the gaps. People default to what feels "normal," even if what's needed is a sharp departure from business as usual.

That's why, when you're implementing a strategic shift, you need to ask a vital question: Is there anything in our culture that could make this change difficult? If the answer is yes, it's time to activate your change management skill set. And even if nothing obvious jumps out, don't get complacent. Establish a few key signals to monitor - indicators that might flag resistance or misalignment before they derail your strategy.

Bryan Whitefield
Director, Bryan Whitefield Consulting

Bryan is presenting a session on group decision-making.

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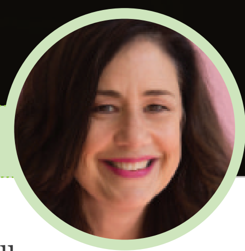
Post-Election:
What's Next for Not-for-Profits?



JO SCARD | STRATEGIC PARTNERSHIPS

At this year's Federal Election, Australians didn't just cast a vote, they sent a message.

While Labor's victory wasn't unexpected, how convincingly it was caught many people off guard. But this wasn't an overwhelming endorsement of one party's vision, it was more a rejection of the alternative. Voters sent a clear signal against politics centred on fear, division, and exclusion.

For many Australians, especially First Nations people, LGBTIQ+ communities, and those from multicultural backgrounds, there were real concerns about what a more conservative future could look like for them.

Yet, despite voters choosing stability over uncertainty, it doesn't mean Labor has been handed a blank cheque.

What voting really told us

Despite the clear result, this election wasn't just a triumphant return to politics-as-usual. It revealed a growing sense of disengagement, especially among younger Australians.

One survey[1] by *The Conversation* earlier this year revealed that the most common reason Gen Z Australians gave for voting wasn't tied to values, policies, or candidates. Nearly half of them said that their primary motivation was simply to avoid a fine.

This tells us that while voters made a choice, many did so without conviction. Trust in the system remains fragile, and most people still feel disconnected from the decisions being made on their behalf.

What this means for not-for-profits

This disengagement is a sign of a larger challenge. When fewer people are paying attention to the issues that shape their lives, it becomes harder to build public support or shift policy in meaningful ways.

But for not-for-profits, this opens up a unique opportunity.

You're often more trusted than institutions and connected to communities in ways politicians are not. You're also closer to the real-world impacts of policy than the decision-makers crafting it.

In this new political environment, filled with fresh faces and shifting priorities, not-for-profits can act as the bridge between communities and Parliament. But that bridge won't build itself. It takes deliberate, strategic effort to turn connection into influence.

Navigating a new Parliament

We now have a new Labor government with a larger mandate, but also a Parliament filled with new faces. Dozens of MPs are new or newly promoted, some of them have no Hansard record, and they likely have little understanding of the issues you care about.

> **And that's your starting point. You need to assume you're unknown and work from there.**

For example, just because a new MP is passionate about housing doesn't mean they understand housing insecurity. Similarly, just because someone supports women's rights doesn't mean they understand the complexity of women's health service delivery. When engaging with these MPs, whether through meetings, briefings, or written materials, you need to make the case clearly, empathetically, and strategically.

Importantly, don't ignore MPs who may not sit squarely within your issue area. Some of the most effective political champions come from unexpected spaces.

> **Look for the local angle, and how this issue might affect their community, electorate and constituents.**

Engaging Labor

If you're hoping to work with the new government, remember this: it's not enough to simply list demands.

In today's economic and geopolitical climate, governments are under immense pressure, dealing with tight budgets, global instability, and growing public expectations. When you approach them with your ask, they want more than just a request. Instead, they want to know why it matters. Who will it help? How does it align with their priorities? Most importantly, what kind of social or economic return can they expect in the long term?

You need to show them the bigger picture: how potential investment in your work solves a real problem, how it's backed by evidence and data, and how it makes both moral and financial sense.

To do this effectively, take the time to understand:

- Who's in Cabinet, what their views are, and who advises them.
- What Labor promised during the campaign and in their budget documents.
- How your work aligns with those promises and how you can help them deliver.

Take the initiative and be proactive in seeking out opportunities to engage, and be constructive in your approach. Rather than simply presenting problems, come to the table with thoughtful solutions highlighting how you're invested in helping to shape outcomes.

Don't overlook the new Labor backbenchers. With a strengthened majority, these MPs can play a powerful role as internal advocates for your issue, and they're often looking for causes to champion.

Reaching out to them early, and presenting a compelling, values-driven case, could help you gain their support and build long-term allies who can advocate for your issues from within the party.

Engaging the Opposition and the Crossbench

A new Labor government doesn't mean you should ignore the rest of Parliament. In fact, it's a golden opportunity to bring constructive and non-partisan ideas to the shadow and the crossbench.

While the Coalition is regrouping, it will still play an active role in policy discussions. If you can present thoughtful and community-focused proposals, you may very well find unexpected champions across the aisle.

Similarly, the crossbench, now a reduced mix of Greens, Independents and new Senate voices, remains influential. These MPs and senators often reflect broader public sentiment and can be strong allies, particularly when their positions are grounded in grassroots support.

What should you do now?

Here's how to start engaging from now through the end of the year:

1. Know the sitting calendar:
Identify when Parliament returns and what opportunities exist for face-to-face engagement, submissions, or events.

2. Map your stakeholders:
Who are the key ministers, MPs, advisers, and staffers you need to reach? Do your research to

Continued on page 20...

gain a better understanding of their interests, what they care about, and how they work.

3. Refine your message:
Move beyond demands, and focus on creating concise, evidence-based proposals that are clear and easy to understand.

4. Start budget planning early:
The next federal budget won't arrive until next year, but conversations begin now. If you have funding ideas, start discussing them, with September and October being prime times.

5. Use multiple channels:
Don't rely solely on meetings. Complement your government engagement with media outreach, social media, newsletters, and online storytelling.

6. Put a face to the issue:
While facts and figures are important, personal stories are what make your issue resonate. Prepare case studies and spokespeople who can speak to lived experiences. The right story, shared at the right time, can shift the conversation in ways that a white paper never could.

For not-for-profits, the goal has always been pretty simple: to make a real difference in the lives of the people and communities you're here to support. That purpose hasn't changed but the environment around you has.

A new government means new faces, shifting priorities, and fresh opportunities to be part of the national conversation. Real impact doesn't happen in isolation, and building constructive relationships with this new Parliament could turn your advocacy into outcomes that reflect the needs of your community and the values that drive your work.

Jo Scard
CEO + Founder, Fifty Acres

Jo is presenting a session on strategic partnerships.

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DR KATE ROBINSON | LEADERSHIP & DECISION-MAKING

Navigating Leadership
in the Not-for-Profit Sector: Balancing Virtue and Compliance

Working in the not-for-profit sector presents unique challenges.

These organisations, dedicated to societal impact, must adhere to strict regulations, from securing grants to maintaining charity status for tax-deductible donations.

Working in the not-for-profit sector presents unique challenges. These organisations, dedicated to societal impact, must adhere to strict regulations, from securing grants to maintaining charity status for tax-deductible donations. For leaders, the challenge goes beyond compliance—it's about ensuring that decisions align with the organisation's core values of virtue, ethics, and social responsibility while navigating complex rules and frameworks.

The central question faced by many leaders in the not-for-profit sector is this: How can we remain value-based, virtuous, and ethical while working within these constraints? More importantly, how can we meet the demands of leading an organisation without feeling stifled by the very rules and policies that ensure compliance and maintain organisational recognition?

The not-for-profit sector is driven by a mission to serve the greater good, yet leaders must navigate complex compliance frameworks. While these rules ensure transparency and accountability, they can feel restrictive. How can leaders remain true to their ethical ideals without compromising organisational goals, and avoid being trapped by rigid policies?

One solution is to reframe leadership within the sector, viewing compliance not as a limitation but as a foundation for trust, transparency, and sustainability. This shift allows for creativity in aligning practices with core values. However, it requires leaders to continuously reflect, remain committed to ethical decision-making, and adapt policies without compromising the organisation's integrity or mission.

Impact of Social Identity and Subject Position on Decision-making

Aligning organisational practices with core values requires understanding how an individual's identity and position influence decision-making. While decisions may seem objective, they are often shaped by personal values, beliefs, culture, and experiences. These subjective factors play a crucial role in how leaders evaluate options and make choices, impacting the decision-making process.

Leadership decisions are inherently complex, shaped by both personal and situational factors. People belong to various social groups—sporting teams, social circles, or professional organisations—that influence behaviour and perceptions, dictating how individuals think and act. Our subjective understanding of situations is influenced by social identity, which guides decision-making. Additionally, the process of identity formation impacts our moral identity, shaping how we perceive our actions within societal norms and expectations.

Our moral identity, in turn, is shaped by how we believe others will perceive our behaviour. This highlights the complexities involved in ethical decision-making. Leaders must be aware of their social identity and the inherent biases that come with it. Moreover, understanding how their position within the organisation and society impacts their decisions is

Continued on page 22...

crucial for making informed, ethical choices that align with organisational values.

Ethical Conation and Decision-making

Leaders who wish to consistently embody virtue must develop the capacity for ethical conation. Conation encompasses cognitive, emotional, and physical capacities—how we think, feel, and act. It involves the habits of mind and body developed through deliberate practice, ranging from daily rituals to how we respond to challenging situations.

An often overlooked aspect of ethical conation is moral temptation, where individuals face internal value conflicts despite knowing what is right. In these situations, self-regulation is crucial. Leaders must prioritise moral actions over personal values or external pressures, ensuring ethical integrity, especially when making difficult decisions that challenge their values.

Virtuous impulses, through consistent practice, can become ingrained so deeply that they feel like instinctive responses, especially in high-pressure scenarios where immediate decisions are required. However, stress, ambition, and external pressures can impair judgment and lead to risky ethical decision-making. This makes it essential for leaders to engage in regular self-reflection and consciously practice values-based leadership.

A leader's ethical impulses are shaped by both their knowledge of ethics and their social identities. These influences can either hinder or enhance virtuous behaviour. By consistently practicing values-based leadership, leaders can integrate these virtues into their habits, ensuring they act in alignment with their values, even in challenging circumstances.

Building Virtuous Leadership

Effective leadership in any organisation, including the not-for-profit sector, involves wrestling with three key elements outlined in the Virtuous Leaders Framework:

The Virtuous Leader's Framework breaks down these complexities of leadership decision-making into three essential components. This framework provides clarity and guidance for leaders navigating the everyday challenges of decision-making in the not-for-profit space.

- **Identify:**
Agency through Subject Positions - Leaders need to understand their social identity and subject positions to gain insight into how these factors shape their decision-making.

- **Understand:**
Culture and Character - Leaders must also understand how an organisation's culture and discursive practices—such as rules, policies, and procedures—mould individual character. A culture that promotes integrity, transparency, and accountability will encourage similar values in its leadership.

- **Acknowledge:**
Power and Knowledge Relationships - To navigate ethical dilemmas and truly embody virtuous leadership, leaders must recognise the influence of power dynamics and institutional knowledge within their organisation.

Fostering a Culture Grounded in Virtues and Values

While highly rules- and compliance-driven organisations can pose challenges, there are ways for leaders to stay aligned with virtuous leadership principles. Below are strategies for creating a values-based culture and developing virtuous leadership within these constraints:

1. Refine Selection Processes:
Leaders should focus on selecting individuals who uphold high ethical standards. This is especially important when choosing Board members who will play a critical role in holding others accountable.

Ensuring that individuals with a strong moral compass are in leadership positions will help maintain ethical standards across the organisation.

2. Trust and Integrity:
Trust is the foundation of effective leadership. Senior leaders must foster an environment of trust by consistently demonstrating integrity in organisational culture and practices. When leaders act with integrity, they set a powerful example for others to follow.

3. Balancing Rules and Ethical Flexibility:
Leaders often face the challenge of balancing strict compliance with the flexibility needed for ethical decision-making. Finding this balance is crucial for leaders who want to pursue ethical excellence without compromising operational goals.

4. Acknowledge Diverse Experiences:
Leaders should recognise the diverse backgrounds and subject positions of their team members. By integrating virtues-based leadership into daily practices, leaders can encourage character development and practical wisdom, ultimately shaping the organisational culture.

5. Clarify Dynamics of Power and Position:
It is important to understand the dynamics of title, rank, and position within an organisation. Empowering individuals at all levels to make virtue-based decisions without fear of reprisal will encourage ethical behaviour across the board.

6. Embrace Character Development:
Virtue and character development should be incorporated alongside leadership training. Organisations that focus on building character can foster a culture that values ethics and integrity, ensuring that virtuous leadership is sustained.

7. Shape Organisational Habitus:
The collective experiences and shared identity of an organisation shape its habitus, or the way individuals behave. By embedding virtues in leadership development, organisations can shape the habitus of their members toward virtuous behaviour, encouraging ethical practices across all levels.

Conclusion

Navigating the challenges of maintaining ethical leadership in the not-for-profit sector while adhering to compliance frameworks is no easy feat. However, it is not a matter of choosing between virtue and compliance. Instead, effective leadership involves integrating both into a coherent framework where values guide decision-making and compliance supports the organisation's long-term sustainability. By doing so, leaders can ensure that their organisations not only survive within the rules but thrive ethically, creating a meaningful impact on society while remaining true to their values.

This article is adapted from Kate's research and book: "Values, Moral Courage, and Bureaucracy: Navigating the Journey to Virtuous Leadership in Rules-based Organisations"

Dr Kate Robinson
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Kate is presenting a session on leadership & decision-making.

Selecting Your Superheroes

The Board's Strategic Role in Talent Stewardship

NIKKI BEAUMONT | STRATEGIC RECRUITMENT

In today's not-for-profit landscape, every hire counts and every board decision shapes that reality.

This year's Better Boards Conference dares us to look beneath the superhero cloak and ask *what real powers do leaders need to thrive in an era of complexity and constraint?* As board directors, our answer should start with talent. After all, great missions are powered by great people.

And yet, talent strategy is often seen as an operational concern far from the boardroom table. This must change. In an environment where we are all expected to do more with less, boards are uniquely positioned to act as enablers of workforce success, helping to identify, attract, and support the real superheroes behind the mission.

At Beaumont People, we've worked with more than 600 not-for-profits over the past 15 years, recruiting everyone from frontline staff to CEOs and board members. One consistent insight is that organisations who succeed in uncertain times have one thing in common, *boards who lean into their role as talent stewards.*

Boards as Talent Superheroes: Three Strategic Shifts

- **From Compliance to Commitment**

Just as superheroes commit to a cause greater than themselves, board members must champion talent strategies that reflect their organisation's vision and values. This means advocating for investment in people, shaping a culture of inclusivity, and ensuring alignment between workforce capability and long-term goals. This is an opportunity to champion a meaningful approach to diversity, equity and inclusion.

Boards exercise their most tangible "superpower" through budget approval. This financial authority positions directors uniquely to ensure talent initiatives are appropriately resourced. Transforming boards from passive observers to active enablers of workforce strategy, especially critical when organisations must stretch limited resources.

- **From Cloaks to Clarity**

Real power comes from clarity, not capes. For boards, this means understanding workforce trends including AI, generational change, DEI and using that knowledge to guide sustainable, future-proof recruitment.

- **From Superpowers to Super Teams**

Boards can't go it alone. They need a team to deliver on their strategy. Boards must answer the questions; 'Are we building the kind of leadership and culture that attracts talent who will stick, thrive, and grow?' and 'Are we setting up our CEO's and executives with the right support to lead well?'.

The Call to Action: Champion the Cause of Talent

While a board's role is to set the strategic direction of an organisation it can significantly and positively impact operations without overstepping its governance role.

- **Strategic approach to risk governance and organisational continuity**

True superhero boards identify talent-related risks before they materialise. This includes assessing key person dependencies, workforce capability and pay gaps, and potential cultural misalignments that could undermine strategic execution. Proactive risk management in talent represents one of the most efficient ways to "do more with less."

Boards must look beyond immediate talent needs to ensure organisational continuity. This means establishing robust succession planning not just for the CEO role but across critical positions. In resource-constrained environments, developing internal talent pipelines becomes both a sustainability strategy and a competitive advantage.

- **Ethical Technology Integration**

As AI and automation reshape talent acquisition and management, boards have a critical governance role in ensuring these technologies enhance rather than undermine organisational values. This includes providing oversight on algorithm bias, data privacy, and ensuring technology serves the human-centred work of not-for-profits.

- **Create strategic alignment between people and purpose**

Superhero boards champion measurement that matters. This means looking beyond standard workforce metrics to indicators that predict sustainable mission impact including staff engagement, psychological safety, and values alignment. These forward looking measures help boards ensure talent strategies support organisational resilience.

- **CEO Performance Partnership**

Beyond traditional evaluation, boards should position themselves as strategic partners to their CEOs in talent development. This collaborative approach includes establishing clear performance expectations linked to talent outcomes and supporting executives in building robust talent systems that deliver on mission objectives.

Board members' diverse industry experiences offer a strategic advantage in talent governance. This "cross-pollination" of ideas helps not-for-profits adopt emerging talent practices from other sectors, creating innovative approaches to attracting and retaining mission-driven talent despite resource constraints.

Whether you are overseeing a small board or guiding a national organisation, your actions as a director can shape the future of the workforce. Now more than ever, board members are being asked to lead with intention, courage, and vision.

And maybe that's the real superhero power we all need.

Nikki Beaumont
Founder + Director, Beaumont People

Nikki is presenting a session on strategic recruitment.

Preparing Your NFP Organisation to be "Merger Fit" in Challenging Times

JONATHAN TEH, FELICITY IREDALE & PORTIA PASCUZZI | MERGERS

Jonathan Teh

Mergers between not-for-profit (NFP) organisations are increasingly being considered due to current economic and regulatory challenges. This is occurring across the whole sector, from aged care to disability, health to community services and everything in between.

Mergers can present a unique opportunity to bolster service offerings to the community. However, for some, mergers are seen as a way to survive.

Either way, it is critical to be "merger fit". You can't expect to be an agile merger party if your board and organisation aren't ready.

This article discusses some of the key pre-merger steps your organisation should consider, starting with a strategic merger framework.

If you find the right merger party, then the formal merger steps will follow (which this article won't cover). This typically involves negotiating a terms sheet, undertaking due diligence, signing a merger deed, preparing for merger and then going live to operate on day one as a merged organisation.

1. Establish a merger framework

Before approaching a possible merger party, your organisation should establish a framework to guide its merger activities. It can be a one page strategy, a detailed board paper or even an extensive manual.

This framework should take a critical look at your organisation's purpose, values and strategic objectives. It should compile a snapshot of your organisation's current services, clients and geographic offering. This serves as the "base case" to then consider what a merger might look like, for example, in terms of better operational capability, an extended geographic footprint or improved service provision.

If your organisation's merger ambitions are well advanced, you could build formal training programs, networks of trusted advisers, merger scenarios, models for merged visions and merger tools.

Establish a merger framework	
Strategic Drivers: What are the NFP's reasons for considering a merger? Typical drivers include increased or diversified funding streams, increased service offerings, or improving sustainability through scale.	**Target Evaluation Criteria:** Describe the criteria for what an appropriate merger party looks like. Consider sector, size, geographic coverage, cultural alignment, service type and financial health.
Risk Appetite: The board should try to articulate what level of financial, operational or reputational risk it is prepared to accept during the merger.	**Governance and Decision-Making:** State who is in charge of decisions and how final approvals will be made, from executive teams to the board.

2. Develop your pitch and information memorandum

Finding a merger party can be a bit like speed dating or a shark tank. You need to be able to succinctly communicate what your organisation is looking for and what unique value you bring.

A well-prepared organisation will be better positioned to appeal to a suitable party if it has developed a compelling pitch and information memorandum (IM) Compliance keeps the vehicle on it.

The IM is a more comprehensive document that outlines the organisation's operations, governance structure, financial circumstances, service offerings and essential registrations (like charity status or funding approvals). The IM should exhibit professionalism and clarity, which are important for building trust. It should showcase your organisation's deep understanding of sector drivers and performance indicators. Ideally, it should pre-emptively answer the questions another merger party will ask (eg home care span of supervision, disability staff billable utilisation).

If your organisation's merger ambitions are well advanced, then you could start to develop merger terms sheets and indicative offers. These are usually the first formal merger steps. This helps to show your organisation's readiness to merge.

3. Establish a search process to find a merger party

Finding a merger party can be a delicate process. Sometimes you will receive unsolicited invitations from those you least expect. Sometimes you will be the one initiating discussions with organisations you already regularly work with.

It is a good idea to be systematic about finding merger parties. Some organisations will work on finding introductions through sector networks or referrals. Larger organisations will employ a strategic business manager to undertake this role. Others may formally engage business brokers or estate agents. There are also public sources of information, such as sector lists, which can help.

By undertaking these searches systematically, you might identify multiple possible merger parties. However, most organisations do not have the capacity to work on multiple mergers simultaneously. Therefore, there needs to be some planning about who will be formally approached after internal planning. You might start by flagging an interest in mergers in your strategic plan. Beyond that, initial discourse should be grounded in confidentiality, mutual respect and shared purpose.

When initial engagement occurs, both parties should be clear on the non-binding nature of discussions while committed to clear and honest communication. Confidentiality is paramount and binding confidentiality deeds should be signed. At this stage, it may be worthwhile to develop a terms sheet or high-level merger plan that outlines the projected structure, timelines and intentions to explore these topics. This is typically a non-binding commitment (except for confidentiality and exclusivity if agreed). You don't want to invest time and money in due diligence or planning a merged organisation if the key terms cannot be agreed.

4. Maintain the core business whilst working on sustainability

Possibly the most crucial yet forgotten consideration is that you still need to maintain business continuity while exploring merger opportunities. Merger deliberations can be time-consuming and burdensome for the leadership team and staff. It is akin to asking your CEO to undertake another part time (or even full-time) job. It is important to ensure your organisation has management and operational capacity to continue delivering on your organisation's mission.

This means:

- **Sustaining Service Quality:**
  Clients should continue receiving high-quality services with minimal disruption.
- **Keeping Stakeholders Informed:**
  While confidentiality is key, transparency with funders, staff, and clients at suitable stages can ease anxiety and advance support.

Continued on page 28...

- **Monitoring Financial Health:**
  Keep a close eye on cash flow, compliance and operational performance. A depleted financial position during merger deliberations (or a short time before running out of cash) can weaken negotiating power or completely derail the deal.

If your organisation is in some difficulty, it needs to simultaneously continue to work on its financial sustainability. You can't bank on pulling off a merger – a generous potential merger party might offer a temporary lifeline but it could walk away at anytime. So, your organisation may still need to work on things like improving utilisation, making difficult decisions to close unsustainable business divisions, or putting lazy assets towards more productive use. Some of these things will be what a merger party will look to do. The fact that your organisation is already working on such projects will put you in good stead.

Conclusion
Mergers offer NFPs an opportunity to scale impact, improve sustainability and better serve their communities. However, a successful merger starts well before finding a merger party or formal negotiations. It requires the board, management, stakeholders and members to be mentally prepared and convinced of the benefits of merging.

By developing a clear merger framework, working on a pitch and information memorandum, whilst staying focused on business as usual and working on sustainability, this will help your organisation get "merger fit" for your NFP merger journey.

Resources Available via the link below:
• Mergers and Amalgamations Framework Template
• Making a merger offer

https://www.russellkennedy.com.au/experience/it-was-a-pleasure-presenting-at-the-better-boards-conference-2025

Jonathan Teh, *Principal, Russell Kennedy*
Felicity Iredale, *Senior Associate, Russell Kennedy*
Portia Pascuzzi, *Law Graduate, Russell Kennedy*

Jonathan is presenting a session on inclusive governance models.

MATT ROMANIA | MARKETING LEADERSHIP AND STRATEGY

Find the Heart and Soul of Marketing

In our world of not-for-profits, constraints are nothing new. Whether it's time, money or people, leaders in this space have long been asked to stretch limited resources to meet rising expectations.

But more recently, that challenge has new dimensions: a digital-first world with shifting donor behaviours, an urgent need for trust, and an explosion of communication channels.

How do not-for-profit board directors and CEOs navigate this noise, make real progress, and stay true to their mission?

That's what we're exploring here, how board members and leaders can unlock the untapped potential of marketing strategy to do more with less. This article builds on the ideas shared at the Better Boards Conference in my talk, *Marketing Leadership for Purpose and Progress*.

Why marketing strategy matters now more than ever

Let's start by clearing something up. Marketing is not a luxury item on the governance agenda. It's not an optional extra when everything else is running smoothly. For not-for-profits, especially those striving to do more with less, marketing is a strategic lever that can align efforts across programmes, partnerships, fundraising and community engagement.

But here's the problem: too often, leaders are left sifting through conflicting advice, abstract frameworks or tools that simply don't fit their reality. The solution isn't more information, it's clearer context and better guidance.

That's what this article aims to provide.

Start with context, not campaigns

It's tempting to jump straight into tactics: "We need to be on Instagram," or "Let's launch a new newsletter." But without a clear understanding of your context, those tactics rarely stick. Before you do anything, pause and reflect.

Ask yourself:

- What are our current marketing strengths?
- What has actually worked for us in the past?
- Where do we see quick wins, and where are we stuck?

You don't need a full audit with a consultant and a 40-page report. What you need is a reality check. Look at your last few campaigns or communications and pull out what felt aligned and effective. Also, note where your efforts have become more about *doing something* than *achieving something*.

Uncovering your unique value

Every charity, no matter how small or specialised, has something unique to offer. But can your audience clearly see what that is?

Continued on page 30...

Consider:

- What are we particularly good at?
- What emotional or practical value do we provide that others don't?
- Are we clearly communicating that in our branding and messaging?

One of the most common issues I see is not-for-profits underselling their impact because they're trying to say everything to everyone. Strip it back. Get specific. Think about the words and images your audience associates with you. Are they accurate? Are they memorable?

Don't make the mistake of trying to be everything to everyone. Identify what you do best and communicate that clearly. Your audience will connect more with your message when you are specific, focused and honest about your impact.

Navigating common challenges (and turning them into advantages)

Let's be honest, marketing in this space can feel overwhelming. Budgets are small. Teams are stretched. Expertise might be limited or non-existent. But here's the truth: those constraints can become strengths.

Tight budgets force clarity. Smaller teams foster collaboration. A lack of legacy systems can mean you're free to innovate.

Rather than chasing trends, you can focus on what works: a clear message, consistent branding, and campaigns that directly support your strategic goals.

And yes, technology can help, but only if it's used purposefully. Automation tools don't replace your team, they give them space to do the work that matters most. Free up time spent chasing social likes and refocus on strategic engagement.

Technology doesn't need to be overwhelming. When used with intention, it can amplify your reach without draining your resources. Automation tools like email scheduling, social media management, or even donor engagement platforms can create efficiencies that enable your team to focus on strategic initiatives.

Bring people along the journey

You don't need to be a marketing expert to lead effective marketing conversations. But you do need to involve your people, your staff, volunteers and board.

They need to be part of the marketing process to ensure that your message is authentic, clear, and aligned with your mission.

Here are three ways to do that:

- **Run an internal marketing workshop**
  Set aside an hour to bring your team together. Ask: What are we proud of? Where do we want more clarity? What's one thing we could try that we haven't before? Workshops like these can help people feel invested in the process and build shared understanding across your team.
- **Assign ownership**
  Whether it's a communications officer or a passionate volunteer, make someone the custodian of your marketing efforts. Give them clarity on goals, not just tasks. Ownership drives accountability, and that's essential when it comes to marketing success. You need people who are committed to the strategy and who understand the broader vision.
- **Review your strategy together**
  Marketing shouldn't sit in a silo. Link it to your funding goals, programme impact and partnership plans. Ask: Is our marketing helping us deliver on our mission? A collaborative approach ensures that your marketing remains relevant and impactful while also keeping your team connected to the bigger picture.

Practical steps you can take this month

If you're looking for ways to apply this thinking right away, here are five actions you can take now:

1. **Audit your current communications**
   What's landing well with your audience? What isn't? Look at open rates, comments, shares and internal feedback. This will give you valuable insights into what resonates with your supporters and where improvements can be made.

2. **Update your messaging**
   Write a one-sentence version of your mission that makes sense to someone outside your organisation. Use it everywhere. A clear and concise message is essential for communicating your purpose to those who may not be familiar with your cause. Simplicity is key.

3. **Start small with automation**
   Automate one thing, maybe your email welcome series or event reminders. Free up human energy for relationship-building. By automating repetitive tasks, you can invest more time in meaningful interactions with supporters, volunteers and stakeholders.

4. **Tell one story**
   Choose a beneficiary, volunteer or team member and tell their story in a blog, video or social post. Keep it real and relatable. Storytelling is one of the most powerful ways to connect with your audience on an emotional level. People remember stories far more than they remember facts or figures.

5. **Map your next campaign**
   Think of a key event or moment coming up. What do you want people to do - donate, attend, share? Build your campaign around that single goal. Focus your messaging and actions around one clear, measurable objective.

Doing more with less isn't about working harder

It's about working clearer. It's about understanding your context, aligning your message and building strategies that connect with the people who matter most; your community, program recipients, donors and partners.

Not-for-profit leaders, and especially board directors, are uniquely positioned to lead this charge. You don't need to be a marketer. You just need to care about how your message moves in the world.

Constraints are real, but so is the opportunity to lead with clarity, creativity and purpose. You're not just keeping the lights on. You're changing lives. And that makes you a superhero.

Matt Romania
Author, Heart & Soul of Marketing

Matt is presenting a session on marketing leadership and strategy.

VERA VISEVIC | AI GOVERNANCE

Using AI
Has Your Board Done Its Homework?

Artificial intelligence (AI) is in its infancy. Yet, its impacts are profound and evolving.

Not-for-profits and charities (NFPs) have demonstrated a slow uptake of AI, reflecting a neutral or cautious approach to its use. The reluctance can be attributed to a hyperawareness of the costs and risks associated with AI as an emerging tool and perhaps, a gap in understanding that informed and strategic AI use can strengthen operations and bolster outcomes for organisations.[1]

In February 2025, Australia signed the *Statement on Inclusive and Sustainable Artificial Intelligence for People and the Planet* (Statement). The signatories to the Statement are all committed to AI governance that is ethical, safe, secure, human-centric, diversity-driven and human rights based.[2] The focus of the Government on AI in this way invites NFPs and other sectors to do their homework on how it can be best integrated into their organisations. This article provides a launchpad for boards of NFPs to consider how responsible and effective use of AI can benefit their organisations.

1. Opportunities presented by AI in the NFP Sector

The ability of AI to emulate human intelligence and automate tasks such as visual perception, speech recognition, translation and problem-solving, presents significant opportunities for the adoption of AI in the NFP sector.[3]

NFPs can engage with AI to boost learning outcomes, improve fundraising capability, fast-track regulatory reporting and increase efficiency of their workforce.[4] Examples of the benefits include:

Improved Employee Experience and Efficiency:
AI can reduce the time and cost spent by employees on administrative tasks (such as data collection and customer enquiries) and enable a shift in focus to innovation and other value-add tasks.

Increased Productivity and Economic Gains:
It has been reported that use of generative AI could add between $45 and $115 billion in GDP to the Australian economy through productivity improvements, new jobs, products, services and businesses. The biggest opportunities for economic gain are in healthcare, manufacturing, retail, professional and financial services.

New Products and Services:
AI can help NFPs identify trends, predict demand, design, prototype and test new products and services.

Quality Improvements and Reduction in Error:
AI can undertake mechanical or repetitive tasks with minimal errors.[5] While investment costs may be high, use of AI in this manner would allow for long-term cost reduction, increased quality and reduction in errors.

These opportunities, and others, can be harnessed through good governance based on strong ethical principles.

2. Risks associated with AI

Risks associated with AI are a driving factor of the slow uptake of AI by the NFP sector. However, many of the potential harms from AI system misuse or failure are foreseeable and capable of mitigation. Commonly understood risks include:

Bias against vulnerable communities:
Research has shown that risks associated with AI systems, whose modus operandi is to learn from large volumes of available data, disproportionately affect vulnerable and marginalised communities. This is because of systemic biases that exist in the data used to train AI models. The under-representation of women and people of colour in data can reduce the accuracy of AI systems, such as facial recognition technologies or computer-aided diagnosis systems.

Dehumanisation:
Much of the NFP sector relies on human interaction. Increasing reliance on AI may diminish the nuanced

individual circumstances of each beneficiary or may oversimplify complex issues leading to inappropriate or ineffective support.

Misinformation:
The rise of generative AI in politics and pop-culture paints a stark picture of the risks associated with AI in respect of the misinformation AI is capable of spreading. Organisations should educate themselves on managing AI-driven misinformation and how it may affect decisions around hiring and governance.

Explainability:
As AI systems become more complex, it will become harder to explain how they generate their output and why this output is adopted by an organisation. Organisations must conduct their own research and analysis, particularly where decisions have legal or other significant effect, to be able to justify the reasons for adopting AI system output.[6]

To maximise the benefits of AI, organisations will need to factor it into their risk management frameworks so that AI risks applying to them are appropriately identified and mitigated.

3. AI Governance

Australia is developing its regulatory approach to AI. In the second half of 2024, it released a paper outlining options to mandate guardrails on those developing and deploying AI in high risk settings[7] drawing on developments in other jurisdictions.

UNESCO has offered significant global leadership in AI Governance establishing a Global AI Ethics and Governance Observatory and publishing the first ever global standard on AI ethics in November 2021. This standard is applicable to all 194 member states of UNESCO (of which Australia is a founding member).

UNESCO recommends that AI adopters:

- Develop an ethical approach to governance in which AI governance mechanisms are inclusive, transparent, multidisciplinary, multilateral and multistakeholder.[8]
- Adopt a data policy whereby organisations put in place processes that ensure the consistent evaluation of the quality of training data for AI systems, proper data security and protection measures, and good feedback mechanisms to learn from mistakes.[9]
- Assess gender, culture and environment impacts and the potential for AI systems to:
  - contribute to gender equality and ensure that the safety of women and girls is not violated by the use of AI;
  - to the extent possible, embed culture into AI systems;
  - analyse the direct and indirect environmental impact of AI systems.[10]

As AI governance standards mature, NFPs should, in their use of AI, comply with existing governance and regulatory obligations. Charities must comply with the ACNC Governance Standards, particularly Governance Standard 5.[11] Directors and committee members of NFPs that are not registered charities should consider their obligations of care and diligence and obligations to act in the best interests of their organisations in accordance with applicable corporations and incorporated associations legal frameworks.

Below are practical suggestions to empower boards to implement good AI governance:

- Formally appoint an individual to lead technology governance in the organisation. This individual should be accountable to the board for all AI decisions. Decisions and justifications for the decisions of this person should be documented in an AI register.[12]
- Review board and organisational policies to ensure that they deal with AI issues, including documenting the nature and frequency of AI reporting.[13]
- Invest in training at all levels and remain cognisant of how AI impacts the workforce.[14]
- Introduce an organisational AI use policy, which captures privacy, data governance, cyber security and procurement. Consider how the Statement and other overarching AI best practice frameworks can be incorporated into such policy.[15]
- Adopt an AI risk appetite, management and compliance framework.[16]

4. Key takeaways

The rapid evolution of AI presents opportunities, risks and ethical concerns alike. Boards of NFPs should increase uptake of AI by taking steps to implement robust AI governance.

Vera Visevic
Partner, Mills Oakley

Vera is presenting a session on AI governance.

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The End of Heroic Leadership and the Rise of Empowerment

DEBORAH JOHNSTON | LEADERSHIP

The theme of the 2025 Better Boards Conference, *Superheroes: Doing More with Less*, couldn't be more relevant for leaders. They need to meet growing needs with shrinking resources, more compliance demands, and increasing complexity.

Today's leadership superpowers involve communication across the business, shared accountability, and adaptive teamwork. Rather than a single hero saving the day, we need diverse groups uniting around a shared purpose, exchanging information freely, and responding swiftly through collaboration. These are the powers every organisation needs today.

Moving beyond command and control

In today's unpredictable world, empowerment is not just desirable; it's essential. Leaders must move beyond traditional control and use the expertise of their workforces to create new solutions. McKinsey's 2024 Organizational Health Index shows that authoritative leadership styles are in steady decline, while adaptive leadership styles are top drivers of organisational health and performance.

Empowerment demands cultural, structural, and behavioural shifts, as discussed in General Stanley McChrystal's *Team of Teams* and Carol Dweck's *Growth Mindset*. McChrystal's insight, shaped in crisis settings, is that rigid hierarchies fail in fast-changing environments. He argues the leader needs to become a gardener, cultivating trust, clarity, and capability. No one person can effectively control everything anymore. Adaptability, transparency, and decentralised decision-making are now essential. This means letting go of the illusion that strong leadership means having all the answers.

Dweck's *Growth Mindset* aligns with this. A 'fixed' mindset leads to fear of mistakes and blame culture. In contrast, a 'growth' mindset embraces experimentation, feedback, and learning – all foundations for empowered leadership. When teams are trusted to make decisions, share ideas, and take ownership, they respond faster to challenges and find smarter solutions.

Empowered organisations don't emerge by chance. They are cultivated intentionally.

How empowerment creates a competitive advantage

Empowerment helps organisations respond faster, adapt better, and make smarter use of resources. When people are trusted with critical information, supported to make decisions, and encouraged to use their judgement, they act with greater confidence and initiative.

Teams become active problem-solvers, contributing frontline data and real-world insight, always looking for ways to improve. When budgets are tight, this can be a game changer. Empowered organisations are more responsive, more connected, and more effective than those still relying on slow, top-down control.

How do you get there?

1. Set the conditions, not just the agenda
Clearly explain your organisation's purpose, values, and direction, then let teams bring them to life. Don't solve every problem – enable others to step forward. A CEO at a homelessness charity shared the goal of 'safe, warm nights for all', and invited staff to come up with low-cost ways to improve shelter access. A local team then trialled weekend intake hours, with great success.

2. Model the shift
Ask questions, show curiosity, and learn out loud.

By breaking down silos and sharing 'leadership moments', you show people that collaboration is safe – and expected. Instead of giving their opinion at a planning session, a board chair asked the team, 'What are you hearing from community members that should shape our next steps?' This encouraged honest input and fresh thinking.

3. Invest in cross-team trust and learning
Create regular, simple forums (weekly huddles or cross-team catchups) to share progress, discuss issues, and build trust across silos. A utility provider introduced a meeting for mid-level leaders across the business. They made strong connections, solved problems faster, and spread good ideas more effectively.

4. Build leadership at all levels
Encourage everyone across the organisation to develop confidence, communication, and decision-making skills. A group of frontline nurses identified recurring issues, collected data, and presented it to management. The hospital then implemented a new handover protocol, leading to improved patient outcomes.

5. Redesign incentives
Use key performance indicators that recognise collaboration, learning, and shared goals, not just individual output. An organisation replaced its 'Employee of the Month' award with 'Team Shout Out,' recognising whole teams who solved tough challenges together. It boosted morale, teamwork, and results.

6. Appoint catalysts, not controllers
Choose leaders who coach and empower others, not just manage tasks. A small environmental group promoted a team leader known for supporting junior staff in running meetings and trying new ideas. Under her guidance, innovation soared.

But leadership is my responsibility
Some leaders push back, saying, 'It's fine to delegate, but the buck stops with me', and 'We don't have time for all this communication and upskilling.' These are valid concerns. Letting go of old habits doesn't mean letting go of accountability. It's about building a high-performing system, not just solving immediate problems.

How to make the shift?
For many leaders, empowerment can feel like a threat to their identity. But those who recognise the challenges they face today acknowledge that things need to change. This takes courage. Empowerment is a disciplined practice that involves sharing control, tolerating ambiguity, and unlearning old habits.

Six practical leadership shifts you can make

1. Let go without losing direction
Move from being the decision-maker to becoming the person who helps to make sense of challenges, opportunities, and the future. Provide clarity of purpose and let others figure out how to deliver it. At a community housing organisation, the CEO used to approve every new partnership. With her team and board, she defined clear partnership principles aligned with the organisation's purpose. Managers were then empowered to make their own calls within that framework-saving time and strengthening partnerships.

2. Go slower to go faster
Take time to build shared understanding and trust. It may feel slow at first, but it delivers faster execution later. When two mental health organisations merged, their leaders resisted immediate restructuring. They held joint staff workshops to build relationships and explore shared values before rolling out changes.

3. Know that messy is normal
Collaboration can bring ambiguity and friction, especially when people are passionate about their work. A youth services organisation launched a cross-functional initiative involving frontline staff, advocates, and policy experts. Early meetings were tense, with conflicting views. Bringing in a skilled facilitator helped them work through differences and led to positive outcomes.

4. Develop new capabilities
Today's leaders need to see the big picture and how emerging elements connect. Boards and CEOs need to value this. A skilled program leader in a management role struggled with team performance. The CEO invested in executive coaching. She grew into the role and helped transform team culture. Staff retention and work output improved.

5. Update old processes and systems
Many traditional policies were built for top-down control. Update them to develop empowered, responsive teams. The complex budget approval system in an organisation caused long delays for simple expense decisions. The COO worked with the board to allow project teams more autonomy and speed (within budget limits).

6. Recognise that leadership is everyone's job
Empowered organisations share leadership across levels. A public health NFP launched 'Bright Ideas Fridays'. One frontline worker suggested a change to the intake process that cut wait times by 40%.

Final thoughts
The power to 'do more with less' doesn't just come from heroic effort. It comes from collective capability. When people are trusted, supported, and aligned around purpose, they step up. That is true empowerment and leadership in action.

Deborah Johnston
Corporate Psychologist, Deborah Johnston Consulting

Deborah is presenting a session on leadership for organisational health.

Bridging the Gap: Why Psychological Safety Is the Heartbeat of Effective Boards

CAROLYN GRANT | PSYCHOLOGICAL SAFETY

Three years ago People Plus Science published the first Boardroom Psychological Safety Index/Benchmark and not a lot has changed in that time.

- **Psychological safety has gone from 40% to 43%**
- **Overall trust of decision makers has increased from 26% to 33%**
- **Board ratings of Highly Effective and Not at All Effective have reduced; whilst Effective boards have climbed significantly.**
- **Organisational trust of decision makers has remained constant at 36%**

> **"We can't fix what we can't see — and what we can't talk about."**

That statement came from the chair of a high-performing board during interviews with respondents to the Boardroom Psychological Safety Index. It captures what many directors instinctively know but struggle to operationalise: the ability to speak honestly, to question openly, and to challenge respectfully is the lifeblood of strategic success.

With this Index, we analysed data from over 944 board evaluations, survey respondents and cultural diagnostics. The results were striking. Boards that rated themselves as highly effective exhibited almost no perception gaps between directors, executives, and employees. In contrast, those who rated themselves as less effective had up to six times more misalignment—especially around psychological safety, trust, and behavioural accountability.

The correlation was powerful and deeply human: the more psychologically safe the boardroom, the more aligned the organisation—and the stronger the outcomes.

It seems to be a no brainer, however when we looked at what is stopping common sense from prevailing in the boardroom here were the highest factors inhibiting psychological safety:

- Communication and conflict management skills
- Knowledge and skills around the table (i.e. keeping up to date)
- Chair facilitation and management of discussions
- Accountability – for behaviour , performance, integrity
- Personal interest rather than organisational interest (including conflicts of interest)
- Strategic and operational conflicts
- Trust over due diligence
- Biases and stereotypes maintaining the status quo
- No due diligence – lack of evidence based decision-making
- Time constraints to address all of the above.

The Hidden Risk in the Boardroom

"When boards don't measure perception gaps, they operate in the illusion of alignment. It's only when the data surfaces that real dialogue can begin." - Carolyn Grant, CEO People Plus Science, Boardroom Psychological Safety Index

Most directors pride themselves on their independence and decision-making. But few realise that fear, politeness, or deference in the boardroom can be as dangerous as ignorance. When psychological safety is low, board members hesitate to challenge management, question groupthink, or voice dissent. This creates blind spots—strategic, ethical, or cultural. In addition, executives reporting to the board may hesitate to disclose issues, challenges or red flags that would aid in board decision-making.

In our study, we found that psychological safety had a strong correlation with board effectiveness (r = 0.81), respect (r = 0.71), and inclusion (r = 0.74). When safety was high, directors felt confident to engage in honest assessment (r = 0.85), trust flowed downward (r = 0.63), and accountability was real (r = 0.60).

What Builds Psychological Safety in Boardrooms?

Our research and interviews point to several critical factors that most strongly contribute to psychological safety within the boardroom:

Mutual Respect: Demonstrated through active listening, turn-taking, and empathy in decision-making discussions (r = 0.71).

Inclusive Practices: Ensuring all voices—particularly from underrepresented or less-tenured directors and executives reporting to the board—are not only invited but integrated (r = 0.74). The most important contributor or inclusive practices was valuing the individual skills and experiences and not stereotyping.

Honest Assessment Culture: Where feedback, dissent, and rigorous questioning are seen as signs of commitment rather than conflict (r = 0.85).

Clear Accountability Norms:
Addressing poor behaviour promptly while modelling ethical courage (r = 0.60).

The Board's Role in Setting the Tone

Boards don't just respond to psychological safety—they shape it. How directors engage with each other, how they interact with executives, and how they handle vulnerability sets a powerful tone across the organisation.

- When directors challenge each other constructively, it signals that disagreement is safe.
- When they openly admit mistakes, it gives executives permission to do the same.
- When they hold space for discomfort, they build the conditions for innovation and continuous improvement.
- When directors respond in a way that encourages learning and growth rather than blame and condemnation – they invite open disclosure.

Boards are mirrors and multipliers. Their ability to model psychological safety not only strengthens governance—it transforms leadership and culture across the enterprise.

Low-performing boards—those with major perception gaps and inconsistent performance—shared a telling feature: conversations were often performative. Important risks were downplayed. Directors deferred to dominant voices. Cultural issues were seen as "unimportant and a time waster".

Contrast this with a NFP board that outperformed across stakeholder metrics. They invested in regular perception reviews, real-time feedback tools, and board development focused on relational trust. Their gaps? Less than 5%. Their results? Consistently delivering.

Psychosocial Hazards in the Boardroom

Psychosocial hazards refer to aspects of work design, social structure, leadership, or culture that pose a risk to mental health, well-being, or interpersonal functioning. While often discussed in operational or employee contexts, these hazards are increasingly recognised as present—and impactful—in the boardroom itself.

Board evaluations *must* consider the psychosocial hazards experienced at board level, executive level and throughout the organisation.

The *People Plus Science Boardroom Psychological Safety Index* indicated that regardless of size or effectiveness there were a few psychosocial hazards being felt across all industry sectors:

High-Impact Hazards Reported

Job demands – high levels of concentrated effort and oversight generally as a result of changes in regulation and compliance. This was particularly so in Health, Aged Care, NDIS and those with large workforces.

- Disrespectful behaviour and interpersonal incivility going unaddressed
- Personal interest prioritised over organisational interest goes unchallenged
- Managing executive burnout and the increase in psychosocial hazards across organisations
- Inconsistent or unclear expectations between board and executives
- Fear of judgment or reputational harm for speaking up.

Continued on page 38...

Moderate-Impact Hazards Reported:

- Ambiguity around accountability
- Unspoken hierarchies limiting input
- Emotional exhaustion from unresolved board tensions
- Not clear on how “change” or “projects” are going to work out in practice.

These hazards aren’t just cultural—they’re consequential.

Boards exposed to chronic psychosocial stressors experience declining cohesion, reduced decision quality, and, critically, *burnout*.

Boards must treat psychosocial risk the same way they would any other strategic or reputational risk. Because its effects—on judgment, culture, and continuity—are just as real.

From Insight to Action

So, what should your board do next?

- ☐ Conduct an “external” perception audit
- ☐ Embed psychological safety
- ☐ Measure trust and inclusion
- ☐ Reinforce accountability
- ☐ Tell the truth early
- ☐ Upskill and build competency in areas that matter
- ☐ Seek to understand and challenge only with a foundation of trust and psychological safety

The Future of Board Effectiveness

"Psychological safety is a strategic condition, not just a cultural virtue. It governs whether boards are fit to respond, adapt, and lead through change."

Carolyn Grant
CEO, People Plus Science

Carolyn is presenting a session on culture & leadership.

Transforming Governance for Future-Ready Organisations:

DR COLIN PETTIT | GOVERNANCE TRANSFORMATION & INNOVATION

A Case Study of Parkerville Children and Youth Care

In an era where not-for-profits must navigate an increasingly dynamic and complex environment, Parkerville Children and Youth Care (Parkerville) has recognised the imperative to modernise our governance to remain relevant, effective, and sustainable.

This transformation is not simply structural; it is about fostering a culture of innovation and adaptability that permeates every organisational level. Rationalising our governance framework positions Parkerville to better support current initiatives, anticipate future challenges, and honour our history. This proactive approach ensures that we can continue to deliver specialist, targeted, and radically-personalised supports to the more than 13,000 children, young people, and families we serve annually across Western Australia.

The Need for Change

Parkerville has supported children and young people in WA for more than 120 years, and the responsibility to serve as custodians of this legacy is discharged with great care by the executive and board leadership. To continue doing so effectively, the driving aim has been to create more effective safeguards for Parkerville's legacy, equip the organisation to tackle current and future challenges, and nudge systems to produce meaningful, lasting positive impact.

Rationalised Governance to enhance asset protection and diversify financial foundations: Parkerville's current single-entity structure - common in the not-for-profit sector - left critical assets, such as the heritage-listed Campus in the Perth Hills (site of the original Parkerville Children's Home, founded in 1903 as one of Perth's first orphanages), at legal and financial jeopardy of forced sale or seizure in the event of a single adverse occurrence, with limited capacity to mitigate this risk.

Contemporary Governance to be future ready: Parkerville's Rules of Association have limited our ability to effectively leverage assets, skills, and reputation to generate additional revenue streams for long-term financial independence and sustainability. As an association incorporated under WA law, Parkerville has been restricted to operating within the State, relying heavily on short-term government grants to fund operations.

Innovative Governance to overcome structural barriers to service innovation: We strive to proactively respond to systemic issues like poverty, abuse, and system barriers for the communities that we serve by innovating service models and nudging system changes - deploying internal resources to test new concepts, partnering with philanthropists and systems-change agents, and/or shifting services to prevention/early intervention.

In particular, we have seen the need for a more specialist, trauma-informed educational response to

Continued on page 40...

significant community need. Parkerville's commitment to innovation and early intervention, combined with our place-based philosophy, highlighted the lack of provision in the Perth Hills. With demand consistently outstripping supply, the case for a therapeutic Curriculum and Reengagement in Education (CARE) School became undeniable.

However, the single-entity structure stifled Parkerville's ability to innovate and integrate new services. Recognising the critical importance of meeting WA Education Department standards while staying true to Parkerville's mission and values, we sought a means to address compliance whilst better creating the conditions for innovation and expansion.

The Hybrid Governance Model

With these challenges in mind, alongside the drive to preserve Parkerville's values-driven ethos and respect our positive bias towards innovation and systems change, it was determined that any new structure must:

- Enhance governance and accountability, especially in a complex operating context
- Better protect Parkerville's assets
- Enable income stream diversification and growth, including prequalification for certain national-level funding opportunities
- Enhance responsiveness to evolving community need
- Meet WA Education Department governance and compliance expectations
- Provide operational flexibility
- Facilitate the development of innovative service offerings
- Respectfully manage Parkerville's history, while establishing conditions for a more sustainable future.

Restructuring into a hybrid model - combining elements of an incorporated association and a company limited-by-guarantee – facilitates both protection and diversification:

better shielding critical assets and legacy through a robust legal framework that minimises the risk of adverse events impacting core assets; and enabling the dedicated space to develop new revenue streams, thereby decreasing dependence on the variability, and not uncommonly, insecurity of government grants.

This better positions Parkerville to challenge service delivery orthodoxy and pursue innovative solutions to seemingly intractable challenges. Our efforts to transform the historic campus into a CARE School, whilst safeguarding its historical significance and legacy as a home to generations of children, is a powerful example of this drive.

Finally, the new governance structure simplifies operational management, enabling more focused leadership and streamlined decision-making, enhancing Parkerville's ability to thrive in a dynamic environment.

Key features of the hybrid model include:

1. **Four-Tier Governance Model, underpinned by a Carver Model approach:**
   A four-tier model guides the overall operating framework and encompasses both entities (described below) – delineating responsibilities and accountabilities for each organisational management tier, with level-associated governing documentation.

   Underpinning and weaving through the four-tier structure is the policy-based governance 'Carver' model: four tiers of governing documents that emphasise a board's role in setting organisational strategic direction; creating conditions for greater efficiency, accountability, and strategic alignment. Five core 'Carver' policies define the organisation's overarching goals, values, and outcomes; delegate authority to achieve its identified "ends" to the CEO/management team through guidance about resources allocation and use; and clearly delineate between board governance and CEO management roles respectively.

2. **A Two-Entity model:**

- Parkerville Children and Youth Care Inc (PC&YC Inc) continues as a not-for-profit incorporated association and an overarching parent organisation and controlling entity. All frontline services remain within PC&YC Inc.
- A not-for-profit company limited-by-guarantee (Parkerville Ltd) is established under the Corporations Act 2001 (Cth) for the sole purpose of supporting and advancing the PC&YC Inc objectives. Critical assets are protected from financial or legal issues but remain available for PC&YC Inc. to use in frontline service delivery. Parkerville Ltd is subject to the simplified Australian Charities and Not-For-Profit Commission's reporting requirements.
- Both entities share a CEO, maximising operational efficiency and strategic alignment.

Implementation and Outcomes

The board endorsed the hybrid governance structure in mid-2024, and its implementation has entailed a comprehensive review of Parkerville's existing structure, and development of detailed transition, communication, and targeted training strategies and plans that centre collaboration, inclusivity, and compliance with all relevant legal and regulatory requirements.

Key Insights

Parkerville's transformation shows that by thinking differently about governance models, values-driven organisations - particularly those with rich and possibly complex governance and operational legacies to carry and honour - can act with initiative and be informed by best practice to become future-ready and innovate for positive, enduring outcomes. In Parkerville's case, this meant transforming from a single not-for-profit entity to a hybrid incorporated association/company limited-by-guarantee.

Significant service innovation cannot happen successfully without governance innovation also.

Organisations that have high-risk exposure as part of business-as-usual can create stronger protection for critical assets, diversify finances, and strengthen the foundations to enable greater freedom to innovate and respond proactively to community needs.

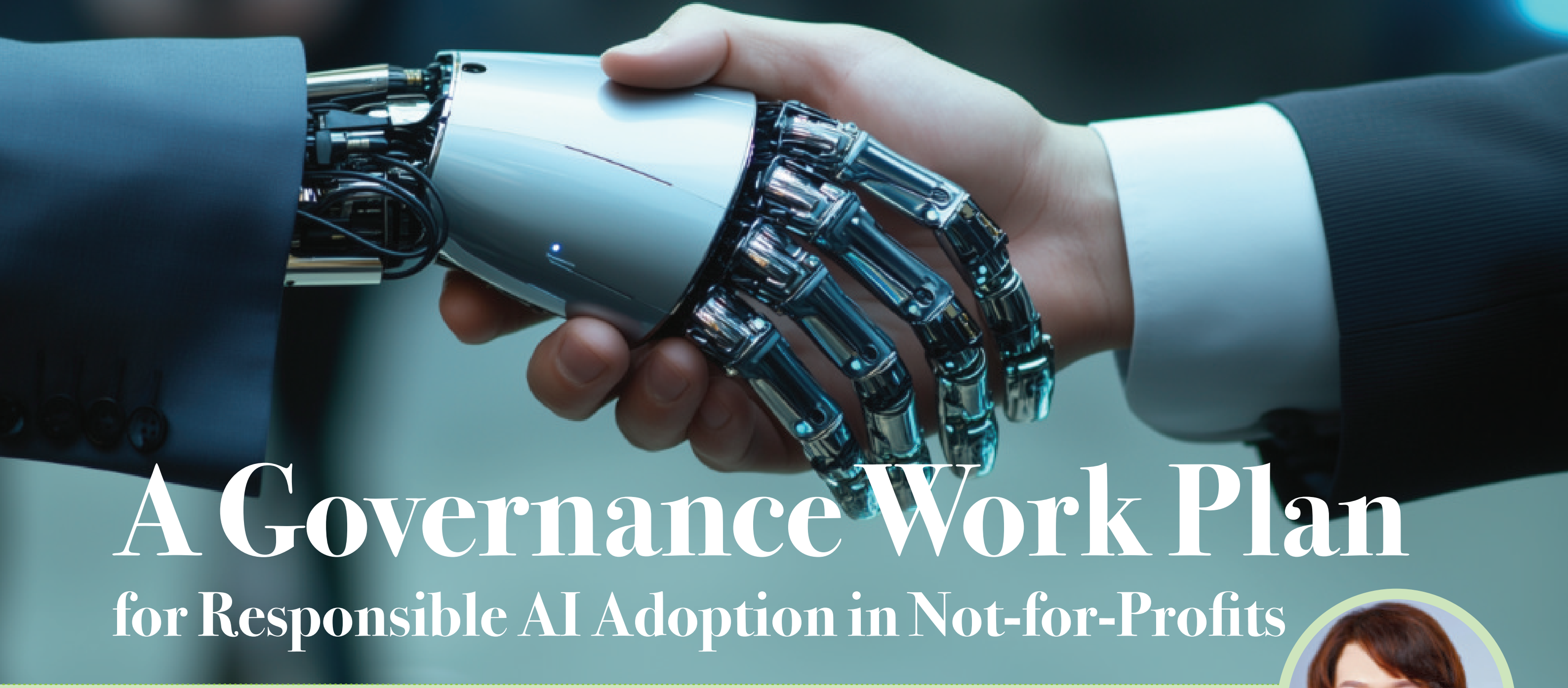
Conclusion

Strategic innovation in leadership and governance can bridge the past and the future, ensuring organisational resilience and responsiveness to community need.

By adopting a hybrid governance model, Parkerville has strategically positioned itself for long-term viability and rapid, targeted responsiveness. As the not-for-profit sector continues to evolve, embracing innovative governance models is not just an option but a necessity for thriving in an ever-changing landscape. Parkerville's experience illustrates how forward-thinking governance can safeguard legacy, drive innovation, and secure long-term sustainability.

Dr Colin Pettit
Chair, Parkerville Children and Youth Care

Colin is presenting a session on governance transformation and innovation.



A Governance Work Plan

for Responsible AI Adoption in Not-for-Profits

WENDA GUMULYA | AI GOVERNANCE

As artificial intelligence (AI) becomes more accessible, not-for-profit organisations across Australia are experimenting with tools that can improve efficiency, strengthen community engagement, and even support impact evaluation.

But amid the opportunities, Not-for-Profits (NFP) boards and executive teams are rightly asking: how do we make sure these technologies are used ethically, transparently, and in service of our mission?

The answer lies in building a fit-for-purpose AI governance work plan, a roadmap that helps your organisation adopt AI in a responsible, human-centred way. This article lays the groundwork for what an AI governance work plan might look like, including the core principles, key elements, and early actions you can take to protect your organisation, staff, and community.

Why Now?

AI is already in many tools used daily across NFPs, often without teams realising it. Platforms like Microsoft Office, Canva, and Mailchimp now embed AI to enhance productivity. Meanwhile, more advanced tools like ChatGPT, Otter.ai, and writing tools are being tested by NFPs teams seeking to "do more with less."

Used wisely, AI can support your purpose. But without oversight, it can also introduce reputational, ethical and operational risks, especially for organisations working with vulnerable populations, First Nations communities, or marginalised groups.

An AI Governance Work Plan in Context

Rather than starting with technical complexity, NFPs can take a strategic and values-led approach.
An AI governance work plan should:

- Reflect your organisation's purpose
- Be proportionate to your risk appetite and capacity
- Embed accountability and ethics in the work plan
- Provide clear guidance on where human intervention is essential
- Encourage innovation, learning, and transparency

The Five Building Blocks

A practical governance work plan should start with five core components:

1. An AI Governance Charter
A concise, board-approved statement of intent outlining how your organisation will engage with AI tools. What to include:

- **Purpose and intent** – What problems are you using AI to solve?
- **Ethical principles** – These include dignity, fairness, privacy, and inclusion.
- **Use boundaries** – Where AI can and can't be used (e.g. not for eligibility decisions).
- **Human oversight** – When human review is mandatory.
- **Data governance** – How consent, privacy and ownership are handled.
- **Accountability** – Who reviews tools, performance and risks.

> **Tip: Treat the Charter like a living document. Review annually or as part of your digital or strategic planning cycle.**

2. AI Tool Register
A transparent list of current and planned AI-enabled tools in use by your organisation. Suggested columns:

- Tool name and provider
- Primary function (e.g. donor engagement, content creation)
- Department/team using it
- Risk rating (low, medium, high)
- Whether personal or sensitive data is used
- Human review required (Y/N)
- Date reviewed/approved

Tip: Start simple. Even a shared spreadsheet is a good foundation.

3. Human-in-the-Loop Guidelines
Clearly defined points in your operations where AI must defer to humans. This safeguards decision-making and builds trust. Examples of when human intervention is essential:

- Accepting or rejecting service requests
- Drafting public communications about sensitive topics
- Making funding allocation decisions
- Identifying clients in crisis or high-risk categories
- Creating or editing reports for regulators

Tip: Use process maps or workflows to identify where staff "step in" during AI-enabled tasks.

4. Embedding Governance into Existing Structures
Build AI oversight into what already works in your organisation. You don't have to start from scratch. Suggested integration points:

- **Board and Risk Committee** – Add AI updates to the agenda at least on a quarterly basis.
- **Internal audit** – Assess if AI tools meet fairness, privacy, and compliance standards.
- **Digital capability planning** – Include AI skills and awareness in staff development plans.
- **Vendor onboarding** – Request documentation on how AI tools are built, tested, and monitored.
- **Code of conduct** – Introduce practical guidelines for responsible AI use by staff and volunteers.

Tip: Build AI discussions into your regular governance rhythms, rather than creating extra workstreams.

5. Creating a Culture of Ethical Curiosity
Normalise conversations about AI by making them accessible and inclusive, not just a tech or compliance issue. Suggested activities:

- Host casual learning sessions (e.g. AI lunch and learn).
- Run short, anonymous surveys to capture staff views on AI.
- Invite feedback from service users on how AI might affect their experience.
- Include a short, practical module on ethical AI in new staff onboarding.

Tip: Start with one question at your next team meeting: "Where do you see AI popping up in your daily work?" It opens the door for curiosity without pressure.

Building Confidence Through Training and Reviews

Strong governance relies on capable people. As AI tools become more common in the not-for-profit sector, building confidence and understanding among staff and volunteers is essential. Rather than overwhelming teams, focus on accessible training that suits your context. An annual "Responsible AI 101" session can offer a simple foundation for all staff.

For teams working more directly with AI, consider practical, scenario-based learning to explore ethical decision-making, risk spotting, and appropriate use. Short explainer videos tailored to the AI tools used within your organisation can also be helpful, especially for new staff or volunteers. These resources don't need to be high budget. They just need to be clear and relevant.

Designating an "AI lead" within each team can go a long way in embedding everyday support and encouraging open discussions about AI use. These individuals don't need to be technical experts but can serve as key contacts for questions, flagging risks, or sharing good practice.

Where To From Here

AI will not replace the human touch that is central to your impact, but it can support it. From reporting to service design, well-governed AI adoption helps your organisation deliver better results, with fewer resources, in increasingly complex contexts.

Your governance work plan doesn't have to be perfect or high-tech. It simply needs to reflect your mission, values, and responsibilities to the people you serve.

By starting now, you're future-proofing your organisation and strengthening your reputation as a responsible, thoughtful, and mission-driven player in the social impact space.

The most important step is to start small and build gradually. Begin by mapping where AI already exists in your tools and identify where governance gaps might be. Appointing a working group or nominating internal champions can help build momentum. Governance doesn't mean slowing down innovation. It means guiding it with care. Keep your board informed, invite staff into the conversation, and learn from your community along the way. The goal isn't to control every use of AI, but to be deliberate, ethical, and transparent. When used thoughtfully, AI can be an enabler of productivity, impact, and sustainability across your programs.

Wenda Gumulya
Board Chair, Hoshizora Foundation

Wenda is presenting a session on communicating with AI.

MELISSA MACPHERSON | SUCCESSION PLANNING

Why Succession Planning Should Be Your Board's Superpower

Leadership transitions—whether of the CEO or chair—can have a profound impact on an organisation. These changes influence culture, stakeholder relationships, reputation, and operational effectiveness.

Poorly managed transitions may lead to strategic drift, cultural misalignment, and loss of confidence. Effective transitions, however, support strategic momentum, strengthen leadership teams, and reinforce values.

> **Succession planning, therefore is not just an operational task—it is a critical strategic responsibility of the board.**

Elements to consider:

1. Aligning Leadership Transitions with Organisational Values

Organisational values are the foundation of culture and decision-making. Transitions that ignore these values send the wrong message: that acting outside these principles is acceptable and carries no consequences.

When leaders are selected based on alignment with values such as transparency, inclusion, or accountability, they build credibility and foster a culture that reflects those principles across all levels. This alignment empowers senior leaders to reinforce accountability and contributes to a values-driven organisation.

Value-aligned transitions also minimise friction between new leaders and existing teams, encouraging quicker integration and cooperation. Promoting internal candidates sends a strong message about the organisation's commitment to professional development and retention, and can energise staff morale.

2. Aligning Leadership Transitions with Strategic Goals

The suitability of a new leader—CEO or chair—should be assessed through the lens of the organisation's strategic priorities. What are the key objectives? What skills and experiences are required to meet them?

It's important to recognise that the skills needed for a CEO are not the same as those for a chair. The CEO must lead operations, while the chair leads the board in fulfilling its governance role. Succession planning should account for this distinction and ensure alignment between leadership capabilities and strategic direction.

3. Key risks when leadership succession planning is not effectively undertaken

Boards that fail to plan for leadership transitions expose their organisation to unnecessary risks. These include:

- **Cultural misalignment:** Leaders who don't reflect the organisation's values can cause disruption, internal conflict, and staff turnover.
- **Strategic disconnection:** If the incoming leader's experience doesn't align with strategic priorities, progress may stall.
- **Loss of internal talent:** Ignoring qualified internal candidates can cause disengagement among board members or staff.

- **Delays and confusion:** Without an established plan, leadership changes become reactive, slow, and chaotic.
- **Reputational damage:** Poorly handled announcements and abrupt transitions can harm external relationships.
- **Leadership friction:** A mismatched chair-CEO partnership can hinder decision-making.
- **Knowledge loss:** Lack of a proper handover can interrupt continuity and weaken strategic focus.

Succession planning mitigates these risks by providing clarity, structure, and foresight.

4. Best Practice Succession Planning

Succession planning should be a regular and deliberate item on the board's agenda. It should be integrated with annual reviews and aligned with strategic and cultural goals.

Here's how best to approach it for both CEO and chair transitions.

CEO Succession Planning

The board must determine the skills and experience the next CEO needs to lead the organisation toward its strategic goals. This process should include input from the current CEO and leadership team to ensure a well-rounded view of future needs.

Key actions include:

- **Internal talent review:** Identify and support promising internal candidates.
- **Clarity on internal vs external:** Establish a fair process for assessing all candidates.
- **Cultural fit:** Ensure alignment with organisational values and work culture.
- **Use of search firms:** Consider engaging external experts to benchmark and evaluate candidates.
- **Structured onboarding:** Develop a comprehensive induction process to accelerate performance and cultural integration.
- **Clear expectations:** Define success with measurable goals linked to strategy.
- **Ongoing support:** Facilitate regular engagement and feedback between the chair, board, and CEO.
- **Communication strategy:** Have a clear internal and external plan to communicate leadership transitions and ensure stakeholder confidence.

CEO succession is not a one-off event—it's an ongoing responsibility that supports long- term organisational success.

Chair Succession Planning

A strong chair supports effective governance, fosters board cohesion, and aligns with strategic objectives. The ideal chair will vary depending on the board's culture, the organisation's maturity, and current challenges and opportunities.

Key steps include:

- **Evaluation process:** Conduct a thorough board evaluation to identify what leadership skills and experiences are needed in the next chair.
- **Strategic alignment:** The new chair must understand and support the organisation's direction and strategy.
- **Role clarity:** Clearly define responsibilities of the chair, directors, and CEO to avoid role confusion.
- **Transition overlap:** When possible, allow for a handover period to ensure continuity and stability.
- **Governance knowledge:** Chairs must understand regulatory responsibilities and be capable of managing board dynamics constructively.
- **Balanced Board renewal:** Balance fresh perspectives with the retention of institutional knowledge.
- **Ongoing development:** Consider coaching or governance education to support the new chair in their transition.
- **Performance review:** Integrate chair effectiveness into annual board performance assessments.

Long-term governance planning should incorporate chair succession to avoid reactive decision-making and ensure strategic and cultural alignment.

Conclusion

Succession planning isn't about reacting to vacancies—it's about proactively shaping the leadership that will drive your mission forward. When boards take a strategic, values-aligned, and forward-looking approach to succession, they don't just fill roles—they build resilience, continuity, and confidence.

Make succession planning your board's superpower.

Melissa Macpherson
Managing Director, Govern for Purpose

Melissa is presenting a session on succession planning.

Notes

Notes

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