



Investing in Leadership Development

STAGE 1

**Prepared for the Office of the Community Sector, Department of Planning and
Community Development**

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Executive Summary

Background

The Victorian Council of Social Service (VCOSS) was contracted by the Office for the Community Sector (OCS) to undertake Stage 1 of the Investing in Leadership Development Project. This has involved consulting across a broad spectrum of peak bodies and community organisations including social services, environment, sport, education and the arts to determine the community sector's view on the following:

- What leadership is
- Problems the community sector faces in developing leadership capability
- Barriers to access available leadership development options for the sector and how to ameliorate these barriers
- Leadership development options currently available to the sector

Methodology

The methodology follow for the project incorporated 3 main stages: information gathering; consultation and testing with the sector, and analysis and reporting to the Office for the Community Sector. A Reference Group was established to provide input and feedback to the project.

Information gathering took place between March and May 2009 using the following methods:

- A desk top scan of current state and national leadership development options for the community sector.
- An on-line survey answered by 59 respondents.

Consultation took place via:

- Four group consultation sessions (two metropolitan, one outer metropolitan and one regional), attended by people from the diversity of Victoria's community sector, small, medium and large organisations working in the arts, sport, environment, and community services. (In this report, the term 'community sector' embraces all the above and is used in preference to 'non-profit' or 'non-government' sector.)
- In-depth interviews with ten representatives of the broad community sector.

VCOSS, supported by consultant to the project, Jenny Trethewey, and the Reference group, undertook analysis and reporting to the OCS.

Key Findings

Good community sector leaders demonstrate:

- An implicit understanding of and commitment to the vision and values of the organisation;
- The ability to realise that vision by the engagement of stakeholders through a clear and compelling story, and;
- The capacity to foster a productive and nurturing work environment that develops staff and organisational potential while ensuring sustainable workloads.

Leaders include potential, emerging and established leaders. These cohorts, and indeed the nature of leadership itself, are not static. The skills perceived and required of a leader will vary depending on the context in which they operate. An established leader in one organisation may be viewed as an emerging leader in another. This also holds for movement between sectors.

Barriers to effective leadership development should also be taken into account when considering delivery options. These fall into two categories: community sector cultural traits that hinder leadership development capability, and; barriers to accessing leadership development opportunities.

The **cultural traits hindering leadership development capability** include:

- The **lack of importance placed on leadership. The sector prioritises and rewards** service delivery and reaching service agreement targets and ahead of leadership professional development. This shifts somewhat once people are in formally recognised leadership roles (usually at the level of Manager or CEO).
- **Leadership skills of the sector are undervalued.** The attitude of “I’m just doing my little bit of good” can make it difficult for community sector leaders to recognise the leadership role they play. This lack of self aggrandisement may be falsely interpreted as lack of leadership by the more formal corporate sector.
- The **increasing transfer of business from government to NGOs** has brought with it increased compliance and risk management obligations without an accompanying increase in operational support. As a result CEOs and Boards are focusing more on the transactional day-to-day management of the organisation at the expense of their strategic leadership role.
- The **difficulty in finding a common voice** across a sector that has become increasingly disparate and professionally siloed.
- **Official leadership roles**, traditionally managerial positions, **are often not aligned with leadership capability**, and can be further held back by lack of baseline management skills.

The **barriers to accessing leadership development opportunities** include:

- The **cost of formal training** is the biggest barrier organisations face in accessing leadership development opportunities. This includes not only the cost of the development activity, but in many instances the additional cost of staff replacement for the program duration.
- **Time constraints.** Some respondents regarded this as a barrier to participation; however others as an issue of prioritising leadership development above other activities. There was consensus about the need to offer programs of varying levels of duration and time commitment to accommodate a range of personal and workplace circumstances.
- **A lack of awareness of how to access options that could support leadership development.** This is particularly the case with regards to accessing nonprofit focussed training in leadership, accessing leadership role models, and coaching. Lack of awareness may be due to an absence of readily available information on current leadership development opportunities, and, a lack of accessible professional development options.

Recommendations

- Conduct additional research into best practice models for leadership development
- Use existing information channels to better inform the community sector about current leadership development opportunities
- Increase access to low cost leadership development
- Recognise diversity of needs
- Build organisational capability
- Support organisations to develop robust HR practices including increased professional development opportunities for staff
- Increase support for Board and Committee of Management development
- Provide a space to collect and share leadership practice knowledge

Background

Purpose

Action 12 of the Victorian Government's Action Plan: Strengthening Community Organisations states: *To deepen the skills of those working or involved in the sector, the Government will fund a feasibility study to determine the most effective means of developing leadership capabilities within the sector – and in particular the viability of a National Academic Centre of Leadership Excellence.*

In implementing this action, the Victorian Council of Social Service (VCOSS) was contracted by the Office for the Community Sector (OCS) to undertake Stage 1 of the Investing in Leadership Development Project. This has involved consulting across a broad spectrum of peak bodies and community organisations including social services, environment, sport, education and the arts to determine the community sector's view on the following:

- What leadership is
- Problems the community sector faces in developing leadership capability
- Barriers to access available leadership development options for the sector and how to ameliorate these barriers
- Leadership development options currently available to the sector

The recommendations of this report will form the basis for Stage 2 of the Investing in Leadership Development project, a larger feasibility study, including the need and viability of a National Academic Centre of Leadership Excellence.

Method

Information gathering took place between March and May 2009 using the following methods:

- A desk top scan of current state and national leadership development options for the community sector.
- Four group consultation sessions (two metropolitan, one outer metropolitan and one regional), attended by people from the diversity of Victoria's community sector, small, medium and large organisations working in the arts, sport, environment, and community services. (In this report, the term 'community sector' embraces all the above and is used in preference to 'non-profit' or 'non-government' sector.)
- In-depth interviews with ten representatives of the broad community sector.
- An on-line survey answered by 59 respondents.

Defining leadership in the community sector

While a plethora of academic literature attempts to neatly define leadership into a list of personality traits, little agreement exists as to what those traits may be. In his talk 'The Leader and the Gang: Reflections on Leadership' presented at a Leadership Victoria function in June 2008, Professor Glyn Davis concluded that "leadership depends as much on the characteristics, needs and moods of the group to be lead as on the attributes of the leader."

"If you are a leader without followers you are just a person taking a walk"

"Why is it hard to be a leader and easier to be a manager? Why are there so few good leaders? Because you often have to stick your neck out and you often don't know what you are doing, you are not 100% sure, change is unknown."

With this in mind, it is not surprising that the personal traits of an effective leader, as defined by the community sector, include passion linked with the ability to reflect and think critically, and the courage to stand for what they believe in. Good community sector leaders demonstrate:

- An implicit understanding of and commitment to the vision and values of the organisation;
- The ability to realise that vision by the engagement of stakeholders through a clear and compelling story, and;
- The capacity to foster a productive and nurturing work environment that develops staff and organisational potential while ensuring sustainable workloads.

Who is leadership development for?

It can be useful to think about leadership learning and development needs in terms of three cohorts: **potential leaders, emerging leaders** and **established leaders**. These cohorts, and indeed the nature of leadership itself, are not static. The skills perceived and required of a leader will vary depending on the context in which they operate. An established leader in one organisation may be viewed as an emerging leader in another. This also holds for movement between sectors.

Seeking out and nurturing **potential and emerging leaders** is important for succession planning. This should be considered not only at organisational level, where high turnover of staff is often linked to limited career opportunities, but across the sector as the majority of workers tend to build their career within the community sector.

Established leaders also require ongoing professional development to increase their effectiveness and enhance their capacity to provide sector-wide leadership and work with corporate and public sector leaders.

"It is isolating being at the top. You often have to stick your neck out into unknown territory. Hanging out with other leaders can be enormously supportive and helpful."

The leadership role of **Boards** is also critical. Boards and Committees of Management that have a clear strategy, and the skills to support the executive to deliver this strategy, enhance the performance of the CEO and the organisation they lead. In small organisations with few or no paid staff the Board, particularly the Chair, often provides organisational leadership.

There are at least three levels of development need for Board members of community organisations. First, for people volunteering from other sectors, the priority is programs

that assist them understand the nonprofit context and how to most effectively contribute their skills and exercise leadership in this different context. Leadership Victoria's Board Orientation Series and Experience Bank (designed for experienced professionals aged over 50) and The Australian Institute of Company Directors' nonprofit program are examples of such programs.

Second, grass-roots community organisations often need training for their Committee of Management in basic meeting skills – how to chair a meeting, how to construct an agenda, the roles and responsibilities of office holders – and how to balance their role as representative of a stakeholder group with their duty of care for the whole organisation. Peak organisations such as Kindergarten Parents Victoria and the Association of Neighbourhood Houses have developed resources to assist members with this task.

And thirdly, organisations whose foundations were as a self-help group, or responding to a particular community's needs, often reach a stage of organisational growth that requires their Board to acquire new skills. For instance, as the professional capacity of the staff grows, they often need to change governance models from a Committee of Management to a Board. This is the experience of many health and disability organisations, and also of Aboriginal-controlled organisations. They sometimes need a combination of: external programs for selected Board members; training with a consultant for the whole Board; and a person experienced in nonprofit governance to act as a mentor to individual Board members or indeed to the whole Board.

"The Chair / CEO relationship is critical. If you are not on the same page it can be really tricky."

Skills and knowledge unique to the community sector

Assessment of how to best deliver leadership development for the community sector should take into account the context of the sector and its organisations and the consequent skills and knowledge required by community sector leaders in comparison to other sector leaders. While the question “Are there skills and knowledge unique to the community sector?” elicited healthy debate from the sector, overall participants in the consultation process felt there are indeed skills and knowledge unique to the community sector. This view is supported by the study *Engaging Leaders, A study within the nonprofit sector* undertaken by Hay Group in 2006.

A summary of the unique skills and knowledge identified in the Investing in Leadership Development consultation include:

- A solid understanding of community needs and how to effectively engage with communities.
- The necessity to manage a range of complex relationships stemming from the need to be accountable to diverse stakeholder groups (as opposed to the profit driven motivations of the corporate sector for example).
- A passionate sense of personal commitment and the desire to make a difference
- The innovation and resourcefulness necessitated by current funding models

It could be argued these skills are not unique, for example public servants also operate in an environment of stakeholder diversity and small businesses are known for their innovation and efficient use of resources. It is probably more helpful to focus on the different context of the sector, such as strongly mission driven and values-based organisations; complex stakeholder relationships; democratic organisational cultures; measuring success without business metrics. It is this context that requires an emphasis on particular leadership styles and skills. For instance leaders from other sectors often note the particular strengths of good nonprofit leaders as:

- Doing more with less;
- Epitomising the values of the organisation and therefore leading strongly by example; and
- Leading with less authority than for profit leaders, partly because they have to honour the concerns of many more stakeholders. An inclusive, consultative decision-making style is therefore important and influencing and motivating, rather than directing, are key leadership skills.

Given the number of leadership programs designed for a corporate context, the different context of nonprofit organisations is sufficient to warrant consideration of leadership development options tailored for the community sector.

Barriers to effective leadership and leadership development

Barriers to effective leadership development should also be taken into account when considering delivery options. They can be divided into two categories: community sector cultural traits that hinder leadership development capability, and; barriers to accessing leadership development opportunities.

The **cultural traits hindering leadership development capability** identified through the consultation process include:

- The **lack of importance placed on leadership. The sector prioritises and rewards** service delivery and reaching service agreement targets and ahead of leadership professional development. This shifts somewhat once people are in formally recognised leadership roles (usually at the level of Manager or CEO).
- **Leadership skills of the sector are undervalued.** The attitude of “I’m just doing my little bit of good” can make it difficult for community sector leaders to recognise the leadership role they play. This lack of self aggrandisement, perhaps a product of the democratic nature of community organisations, may be falsely interpreted as lack of leadership by the more formal corporate sector.
- The **increasing transfer of business from government to NGOs** has brought with it increased compliance and risk management obligations without an accompanying increase in operational support. As a result CEOs and Boards are focusing more on the transactional day-to-day management of the organisation at the expense of their strategic leadership role.
- The **difficulty in finding a common voice** across a sector that has become increasingly disparate and professionally siloed.
- **Official leadership roles**, traditionally managerial positions, **are often not aligned with leadership capability**, and can be further held back by lack of baseline management skills.

The **barriers to accessing leadership development opportunities** include:

- The **cost of formal training** is the biggest barrier organisations face in accessing leadership development opportunities. This includes not only the cost of the development activity, but in many instances the additional cost of staff replacement for the program duration.
- **Time constraints.** While there are two schools of thought around the issue of time, with some in the sector seeing this as a barrier to participation, and others as an issue of prioritising leadership development above other activities, there was consensus about the need to offer programs of varying levels of duration and time commitment to accommodate a range of personal and workplace circumstances.
- **A lack of awareness of how to access options that could support leadership development.** This is particularly the case with regards to accessing nonprofit focussed training in leadership, accessing leadership role models, and coaching. Lack of awareness is likely due to a combination of factors – on the one hand an absence of readily available information on current leadership development opportunities, and on the other, a lack of accessible professional development options. (This is discussed in more detail in the section Identifying the Gaps.)

"You can run yourself ragged trying to change the world or you can make a real difference by putting all your energy into one thing"

"You are as secure and popular as you are distanced from your last scandal"

"There is no fat left in this system for people to gain any more productive time. Dealing with high risks and constant spot fires people cannot find the time to settle down to create that space"

How is leadership development best delivered?

Leadership development opportunities can be delivered: internally to the organisation; within a community services sector (eg. arts, aged care); across the wider community sector or community sector, and; more broadly across all industries (including government and business). Each model has its merits and will depend on the needs of the individual and the organisation. For example:

1. Organisational level leadership

development can provide emerging leaders a greater understanding of the context in which the organisation operates (particularly for larger community organisations operating across a number of sectors such as housing, disability and drug and alcohol support).

2. Own Sector leadership development can increase opportunities for networking and shared learning around best practice.

3. Community Sector leadership

development can best accommodate the skills and knowledge that define effective community sector leaders, enhance networking opportunities and assist in the break down of established professional silos.

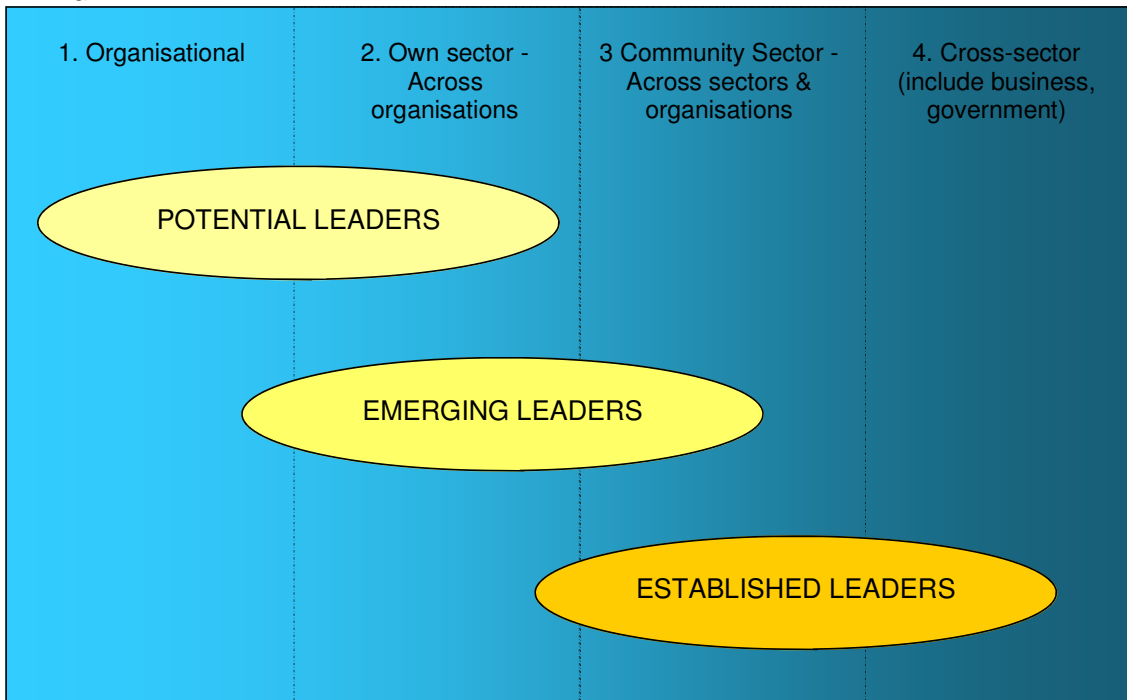
4. Cross-sector leadership development presents an opportunity for two way learning and development between community organisations and business and or government.

"You want to construct the room as much as you do any good dinner party and sitting alongside you would be the CEO of VCOSS, Coles and the Smith Family"

Keeping in mind the mobile nature of the three cohorts used to define leadership learning and development needs, the degree of specialisation or breadth provided can be linked to the stage of leadership development. (See Diagram1)

There will also be occasions when **culturally specific leadership development** is warranted. For example the need for Aboriginal workers to overcome cultural stereotypes and resulting self-imposed restrictions on their leadership potential, coupled with the enormous community responsibilities and obligations that come with indigenous leadership roles, highlights the importance of developing tailored Indigenous leadership programs.

DIAGRAM 1



Prerequisites for exercising Leadership

Good organisational policies and procedures can provide good support for middle management and emerging leaders and give all staff a context of the work environment in which they are operating.

Management training

While management skills are beyond the scope of this investigation they need to be considered hand in hand with leadership development. Good management is crucial to support effective leadership – in fact management skill is foundational to leadership. A large number of accredited leadership courses include several management related subjects.

The line between leadership and management is often a particularly thin one in community organisations because leadership and management responsibilities are vested in the same roles and people. Priority professional development needs are therefore often as much management skill development as leadership development.

"It is crucial to have a good, robust framework to work within. There are not many people who have had a good understanding of this so the risk is you get a little bit of knowledge about performance management in isolation or you get knowledge about a particular area of management – need an overall framework or paradigm to fit everything in. I think that is a very, very serious gap because there are very few people who have had the fortune of [seeing] how it all connects together."

Methods of delivery

The following delivery methods were identified as effective in supporting leadership development in the community sector.

Taking up professional development opportunities enables potential and emerging leaders to broaden their understanding of the organisation, the sector in which they operate and beyond. Professional development opportunities include: special projects, additional duties such as being the Occupational Health and Safety representative, representing the organisation at round table discussions, sector meetings, external reference groups, and participation on sub committees, Committees of Management and or Boards.

Mentoring can take place either informally or formally, within an organisation, a sector, or across sectors.

Professional coaching was raised as an effective tool in one consultation session. While there is lack of clarity around the role of coaching versus mentoring, coaching was generally seen as a high-cost tool used predominantly by the corporate sector to address a specific leadership issue.

Training programs. A vast array of leadership development training programs is currently available. These vary greatly in their cost, duration, method of delivery and target audience. A topic of debate during the consultation process was the importance of accredited versus informal training. Generally both are seen to have a role to play in fostering leadership talent in the sector. The former builds sector credibility when in negotiation with government and the corporate world, the latter can enable better targeted skills development.

Accredited Training Within the community sector, the sector with the greatest number of paid employees is the community services sector. A high proportion of these workers are trained in the vocational education sector. Connecting leadership development to vocational education credentials to enable continuing education recognition is therefore important for a significant proportion of this workforce.

Identifying the gaps in current leadership development activities

When conducting the desk top scan of current state and national leadership development options the plethora of consultancy services and purpose built training available, usually with a business sector context and price point, is excluded with the exception of a small number of examples raised during the consultation process. Also excluded is the burgeoning industry of self-help style leadership books and manuals. The desk top scan and accompanying summary of findings is provided in Appendix 1.

Following is a brief summary of Victorian based leadership development tool gaps for the three leadership cohorts: potential, emerging and established leaders as well as Board development needs. In identifying the gaps consideration is focussed on options accessible for small to medium sized organisations as it is assumed large organisations have the resources required to develop in-house leadership development programs or purchase custom made services. A summary of all Victorian based leadership development opportunities is summarised in Appendix 2.

Potential leaders

Potential leaders need recognition and encouragement and programs that assist them acquire 'building block' skills. Few formal leadership development opportunities were identified for potential leaders (see Table 1). The most likely form of leadership development for this cohort is to encourage take up of professional development opportunities at organisational level. Scope exists for expansion of such opportunities, particularly given the relatively low implementation costs for the organisation and potential for high level returns.

Emerging Leaders

For emerging leaders the emphasis is on providing programs that consolidate skills but also broaden and blur their experience so they have a greater range of models and contexts to draw on. With the exception of organisation-led professional development learning opportunities, few low-cost leadership development opportunities are available for emerging leaders (see Table 2).

Established Leaders

For established leaders the need is for extension programs with peer leaders drawn from other professions, sectors, even countries and cultures. A variety of training opportunities are available for established leaders, including some specifically targeting the community sector (See Table 3). Gaps surround access to affordable training options (for example of known scholarships offered for post-graduate leadership programs only some half dozen are offered across the state) and opportunities for professional development in calibre executive programs such as those of Harvard and Stanford Universities.

Boards / Committee of Management

Several resources for Boards are available free of charge or at low cost. In some instances such as the Leadership Victoria Board Orientation series, demand exceeds supply highlighting an opportunity for increased levels of service delivery. The main gap identified in Board and Committee of Management leadership development is the provision of 'point in time' assistance to address Board weaknesses, particularly where issues relate to overall Board competency or dysfunctional relationships as distinct from lack of role clarity.

Sector wide gap analysis

Absent across the broad community sector is a centralised information source of leadership development resources that promotes leadership opportunities, in particular community sector specific tools and low cost development opportunities. Also lacking is a place that collects and shares practice knowledge and acts as a translator of research and policy for practice and vice versa.

"Across membership base there is a lot of contribution to leadership but it is a little bit fragmented....I don't think there is a particularly common focus so there is a lot of contribution but not necessarily achieving the best outcome."

TABLE 1: Victorian based leadership development opportunities – Potential Leaders

Activity	Internal	Own Sector	NFP Sector	Beyond NFP Sector
Programs	Examples of programs delivered by external consultants: Dattner Grant, Derek Stockley, Melbourne Business School, AFL Leading Teams	Centre for Sustainability Leadership program		National Indigenous Leadership opportunities for young leaders / leaders Leadership Plus Leadership Program for people with a disability
Mentoring	Takes place informally in a number of organisations			
Training / Workshop				Australian Institute of Management workshops
Accredited training			Some community management courses available	Variety of accredited training courses available
Other P.D. Opportunities	OHS rep, workplace committees, participation in special projects	Participation on sub committees, representing organisation at round table discussions, sector meetings		

TABLE 2: Victorian based leadership development opportunities – Emerging Leaders

Activity	Internal	Own Sector	NFP Sector	Beyond NFP Sector
Programs	Examples of programs delivered by external consultants: Dattner Grant, Derek Stockley, Melbourne Business School, AFL Leading Teams Examples of programs developed & delivered by the organisation: Melbourne City Mission,	Centre for Sustainability Leadership Fellowship Program The Australia Council opportunities for young and emerging artists		Williamson CLP (LV) Leadership programs - Proteus Short residential programs (Melb. Bus School - Mt Eliza) Top Steps (Steps Leaders) Leaders Program (Asia Link) Vincent Fairfax Fellowship – Ethics in Leadership Program Leaders for Geelong Program Future Focus Group Alpine Valleys CLP Goulburn-Murray CLP Loddon -Murray CLP Murray-Darling Basin LP Gippsland Community LP Leadership Ballarat and Western Region Wimmera CLP Northern Mallee Leaders (MADEC)
Mentoring				Some mentoring programs
Training / Workshop		Centre for Excellence in Child and Family Welfare Leadership Courses	Centre for Social Impact courses	The Experienced Team Leader (VECCI) Australian Institute of Management workshops
Accredited training			Some community management courses available	Variety of accredited training courses available
Other P.D. Opportunities		Representing organisation through participation on sub committees, at round table discussions, sector meetings, peak body forums etc		Coaching (Melb Bus School - Mt Eliza)

TABLE 3: Victorian based leadership development opportunities – Established Leaders

Activity	Internal	Own Sector	NFP Sector	Beyond NFP Sector
Customised in-house	Range of consulting fee for services available			
Programs				Short residential programs (Melb. Bus School - Mt Eliza) Established Leader Program - Proteus Leaders for Geelong Program Future Focus Group Alpine Valleys CLP Goulburn-Murray CLP Loddon -Murray CLP Murray-Darling Basin LP Gippsland Community LP Leadership Ballarat and Western Region Wimmera CLP Northern Mallee Leaders (MADEC)
Mentoring			Mentoring program for senior executives - Not for Profit Australia**	Skills bank (LV)
Training / Workshop		VCOSS CEOs & Presidents forums	Non Profit Workshops (HCA) Centre for Social Impact Courses CEO Round Table (LV)	Various workshops (AICD) Australian Institute of Management workshops
Accredited training			Some NFP focused accredited training courses available	Variety of accredited training courses available Executive Masters of Public Administration (EMPA) -ANZSOG The Cranlana Program - Curtin Bus School Melb Business School Executive programs
Other P.D. Opportunities	Opt-in networks – eg Ararat Women’s Network			

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ABLE 4: Victorian based leadership development opportunities – Boards

Activity	Internal	Own Sector	NFP Sector	Beyond NFP Sector
Program				Board Steps (Step leaders)
Training / Workshop		Board development workshop (ABAF) Managing in Two Worlds - Governance Training Program (AAV) Enhancing Good Governance workshop series (NDS / Field)	The Not For Profit Board (AICD) Board Member workshops (PILCH) Mission matters: connecting mission and strategy (CSI) What nonprofits want from their Boards(CSI) Board Orientation Series (LV)	
Accredited training				Cert IV & Diploma in Business (Governance)
Resources			Our Community resources	
Other P.D. Opportunities	Opt-in networks eg, CEO’s and Presidents’ Forums (Leadership Victoria and VCOSS)			

NOTE: Blue highlight indicates leadership development opportunities available at low cost / free to the organisation / or opportunity for scholarship. Yellow indicates regional community leadership programs

Recommendations

Conduct additional research into best practice models for leadership development

Investigate more fully:

- Mentoring opportunities taking place across community sector organisations and between community organisations. For example, Leadership Victoria Skills Bank, NDS / Field Enhancing Good Governance workshops.
- The role peak bodies currently play in supporting Board development and ways this can be enhanced.
- Leadership development programs implemented within nonprofit (NFP) organisations and assess for suitability to generalise across the sector and/or to share best practice models.
- Program development options to enhance the skills of emerging leaders within a nonprofit context.
- High-level accreditation courses, such as the models offered by Harvard and Stanford Universities, and the potential to outsource existing programs for Victoria.

Leadership development models that best assist small and medium sized organisations

Use existing information channels to better inform the community sector about current leadership development opportunities

Provide a centralised information source of leadership development resources, in particular focusing on community sector specific tools, and highlighting low cost options including the timely promotion of scholarship opportunities. Existing channels that could be utilised include the VCOSS Clearinghouse database and *Pieces* newsletter, CSO Information Portal and the OCS e-bulletin. Options for information sharing around leadership development should be considered as part of the Organisational Support Services review.

Increase access to low cost leadership development

Remove the cost barriers that prohibit small to medium sized community organisations accessing leadership development learning.

Options may include:

- Subsidising program costs (sliding scale, means tested based on annual turnover of the organisation). For example, the Centre for Social Impact bursaries (largely funded by corporate sponsorship, the Melbourne Business School Model whereby alumni contribute to a scholarship fund)
- Increasing access to scholarships for training programs
- Funding current best practice models so cost reduction can be passed on to the consumer
- Brokering free training arrangements for unfilled program places as per the successful arrangement between the VCOSS Clearinghouse and Australian Institute of Management (AIM).
- Funding staff replacement costs for the duration of the learning development activity

Recognise diversity of needs

Diversity is one of the defining characteristics of the community sector and a diversity of types of leadership development and modes of delivery is required. Consideration should be given to:

- The stage of the organisation / individual in the leadership development learning cycle (potential, emerging, established leader)
- The learning environment (own sector, community sector, beyond the community sector)
- Accessibility (need to travel to attend training versus on-line modules)
- Time constraints (For example when are programs offered in business hours or out of hours, over 3 months or one year.)

Build organisational capability

Build organisational capability to attend to the day-to-day delivery of services. While leadership is generally outwardly focussed, it depends on solid internal processes and procedures and strong management skills to be effective. Given the large number of leaders in the sector who perform both leadership and management functions a solid grounding in frontline management skills could greatly enhance the sector's leadership capabilities.

Support organisations to develop robust HR practices including increased professional development opportunities for staff

A subset of building organisational capability is provision of robust human resource practices including through: staff induction processes; well defined position descriptions; regular performance reviews, and; opportunities for professional development such as participation on sub-committees or sector wide working groups.

Well implemented processes give staff an understanding of the work environment in which they are operating, while professional development opportunities enable greater networking across organisations and the sector, increasing potential for partnerships and helping to break down the barriers hindering sector-wide leadership.

Increase support for Board and Committee of Management development

- Increase availability of current successful Board development opportunities such as the Leadership Victoria Board Orientation Series and training opportunities that include participation by both the chair and executive.
- Resource peaks to continue and sustain resources for Board and Committee of Management development at sub-sector level. For example kindergartens, sporting club committees and neighbourhood houses.
- Provide Board leadership development support for Boards as a whole as a need arises. For example, where issues relate to overall Board competency as distinct from lack of role clarity or individual skill.

Provide a space to collect and share leadership practice knowledge

Currently, the community sector lacks a place that collects and shares practice knowledge and acts as a translator of research and policy for practice and vice versa. Existing institutions that serve mostly the profit and public sectors could be encouraged to take an interest (via a funding incentive) in the community sector.

The aspirations of the Centre for Social Impact to perform this function should be further investigated. The Centre was set up by a Federal Government initiative after the Victorian government's SCOP report was released, and opportunities to influence its direction, focus and strategies to meet the leadership development needs identified in the Strengthening Community Organisations Action Plan, and in this report, should be further investigated.

Appendix 1: Desk top scan of leadership development options for the community sector in Australia

Please refer to separate excel spreadsheet for full desktop scan of leadership development options for the community sector in Australia.

The following pages provide:

- 1) A summary of desk top scan findings
- 2) Accredited Training Courses offered by Australian RTOs / Universities
- 3) Postgraduate leadership courses

Summary of desk top scan findings

There is a large number of leadership development activities offered in Victoria

- Around 30 leadership development activities are offered to emerging /current leaders in Victoria.
- This list consists of a combination of activities targeting Victorians and national programs with activities based in Victoria.
- This list does not include the numerous consultation services tailored to individual organisations' need.
- In addition several postgraduate leadership courses are offered by universities across Australia. (Many of these have flexible learning arrangements including distance education.)

The majority of courses offered in Victoria are based in Melbourne

A small number of Victorian based courses are offered in regional areas. The exception to this is regional leadership programs offered to leaders across the community in a number of regional/rural areas.

Only a small number of Victorian based activities specifically target the Community Sector

Only three providers offer leadership development activities in Victoria that specifically target the Not for Profit sector:

- Leadership Victoria
- The Centre for Social Impact
- Non Profit Australia

The majority of leadership activities encourage participation from across a number of disciplines and sectors.

Cost of participating in leadership activities varies greatly

- Training / Program costs vary from around \$500 for one day up to \$15,000 for a twelve month program.
- A number of training programs offer the opportunity for discount, part-scholarship, or full scholarship to community service organisations unable to pay the full fee.

There is an intersection of management /executive/leadership education

There is a large degree of overlap between management and executive training, particularly when considering accredited courses.

There are a number of leadership development activities specifically targeting Boards

In Victoria Board leadership development opportunities are offered by Leadership Victoria and the Centre for Social Impact. In addition Our Community offers a range of resources for developing Boards.

Accredited Training Courses Offered by Australian RTOs / Universities

UNDERGRADUATE COURSES

NFP / Com Sector

Certificate Courses (Cert II, III, IV)

Certificate II in Indigenous Leadership	
Certificate IV in Indigenous Leadership	
Certificate IV in Frontline Management	
Certificate IV in Business (Governance)	
Certificate IV in Volunteer Program Coordination	Yes

Diploma Courses

Diploma of Management	
Advanced Diploma of Management	
Diploma in Business (Governance)	
Impact Leadership Diploma of Management	
Diploma of Business Management	
Diploma of Community Services Coordination	Yes
Advanced Diploma of Community Services Coordination	Yes
Vocational Graduate Diploma of Community Sector Management	Yes

POST GRADUATE COURSES

Graduate Certificate Courses

Graduate Certificate in Community Management	
Graduate Certificate in Business (Philanthropy and Non Profit Studies)	Yes
Graduate Certificate in Strategic Leadership	
Vocational Graduate Certificate in Strategic Business	
Graduate Certificate in Management	
Graduate Certificate in Leadership and Management	
Graduate Certificate in Business Leadership	
Postgraduate Certificate in Organisational Leadership	

Graduate Diploma Courses

Graduate Diploma in Community Management	
Vocational Graduate Diploma in Strategic Business	
Graduate Diploma of Management	
Graduate Diploma of Leadership and Management	
Graduate Diploma of Business - Leadership & Management	
Graduate Diploma of Frontline Management	

Masters Courses

Master of Management Degree in Community Management	Yes
Master of Business (Philanthropy and Non Profit Studies)	Yes
Master of Business Administration	
Master of Administrative Leadership	
Master of Management	
Master of Leadership and Management	
Master of Business	
Master of Business Leadership	

University Leadership Courses – Post Graduate

Leadership development Activity	Offered by	Location	
Graduate Certificate Courses			
Graduate Certificate in Community Management	Centre for Australian Community Organisations and Management, University of Technology Sydney	Sydney	
Graduate Certificate in Business (Philanthropy and Non Profit Studies)	The Australian Centre for Philanthropy and Non Profit Studies, Queensland University of Technology	Brisbane	
Graduate Certificate in Strategic Leadership	Chifley Business School	Melbourne	
Vocational Graduate Certificate in Strategic Business	University of Ballarat - TAFE	Ballarat, Horsh	
Graduate Certificate in Management	Australian National University	Canberra	
Graduate Certificate in Leadership and Management	Avondale College	Lake Macquari	
Graduate Certificate in Business Leadership	Charles Sturt University	Distance Ed	
Graduate Certificate in Business Leadership	Edith Cowan University	Mount Lawley	
Postgraduate Certificate in Organisational Leadership	Monash University	Clayton	
Graduate Diploma Courses			
Graduate Diploma in Community Management	Centre for Australian Community Organisations and Management, University of Technology Sydney	Sydney	
Vocational Graduate Diploma in Strategic Business	University of Ballarat - TAFE	Ballarat, Horsh	
Graduate Diploma of Management	CQ University		
Graduate Diploma of Leadership and Management	Avondale College	Lake Macquari	
Graduate Diploma of Business - Leadership & Management	Edith Cowan University	Mount Lawley	

Leadership development Activity	Offered by	Location	
Master of Management Degree in Community Management	Centre for Australian Community Organisations and Management, University of Technology Sydney	Sydney	
Masters Courses			
Master of Business (Philanthropy and Non Profit Studies)	The Australian Centre for Philanthropy and Non Profit Studies, Queensland University of Technology	Brisbane	
Master of Business Administration	Charles Sturt University	Melb, Sydney	
Master of Business Administration	Deakin University	Melbourne, Geelong - External	
Master of Business Administration	University of Melbourne	Melbourne Business Scho	
Master of Business Administration	CQ University		
Master of Business Administration	Australian National University	Canberra	
Master of Business Administration	Edith Cowan University	Mount Lawley, Bunbury	
Master of Business Administration	University of South Australia	Adelaide	
Master of Business Administration	James Cook University	Brisbane, Cairr Townsville	
Masters of Business Administration (Executive)	RMIT	Melbourne	
Master of Administrative Leadership	University of New England	Armidale	
Master of Management	Australian National University	Canberra	
Master of Leadership and Management	Avondale College	Lake Macquari	
Master of Leadership and Management	Curtin University of Technology	Perth	
Master of Business	Charles Sturt University	Melb, Sydney	
Master of Business Leadership	Charles Sturt University	Distrance Ed	

Leadership courses offered by Mt Eliza Executive Education (Melbourne University, Melbourne Business School)

Mt Eliza Senior Leadership Program

Senior Executive Program

Strategic Leadership: The transformational process

Leadership Development Program

Leadership in Action: The Looking Glass Experience

Foundations of Leadership

The Emotionally Intelligent Leader

Mindful Leadership Program

Executive Programs offered by Australian Graduate School of Management (Australian School of Business The University of

Management Training - Middle Manager Program

Leadership and Emotional Intelligence - Leading from within

Appendix 2: Desk top scan of leadership development options for the comm

Activity	Potential	Emerging	Established
Customised in-house programs / training	Examples of programs delivered by external consultants: Dattner Grant, Derek Stockley, Melbourne Business School, AFL Leading Teams	Examples of programs delivered by external consultants: Dattner Grant, Derek Stockley, Melbourne Business School, AFL Leading Teams	Range of advice re
Programs	<p>Centre for Sustainability Leadership program Future Environmental Leaders Program National Indigenous Leadership opportunities for young leaders / leaders</p> <p>Leadership Plus Leadership program for people with a disability</p>	<p>Leaders for Geelong Program Future Focus Group Alpine Valleys Community Leadership Program Goulburn-Murray Community Leadership Program</p> <p>Loddon -Murray Community Leadership Program</p> <p>Murray-Darling Basin Leadership Program Gippsland Community Leadership Program Leadership Ballarat and Western Region Wimmera Community Leadership Program Northern Mallee Leaders (MADEC)</p> <p>Short residential programs (Melb. Bus School - Mt Eliza) Leadership programs - Proteus Leaders Program (Asia Link) Top Steps (Steps Leaders) Williamson Community Leadership Program (LV)</p>	<p>Leaders Future F Alpine V Goulburn</p> <p>Loddon -</p> <p>Murray-D Gippslan Leaders Wimmer Northern</p> <p>Short re:</p> <p>Establish</p>
Mentoring	Takes place informally in number of organisations	Some mentoring between government departments and community sector eg. Health	Skills ba
Training / Workshop	Australian Institute of Management workshops	<p>Australian Institute of Management workshops</p> <p>The Experienced Team Leader (VECCI) Centre for Excellence in Child and Family Welfare Leadership Courses Centre for Social Impact courses</p>	<p>Australia Impact n CEO Ro</p> <p>Centre fr Various ' VCOSS</p> <p>Non Prt</p>
Accredited training	Some community management, variety of accredited training available	Some community management, variety of accredited training available	<p>Variety c</p> <p>The Cra AGSM o scholars Exec Ma</p>

Activity	Potential	Emerging	Establis
<i>Other P.D. Opportunities</i>	Participation on sub committees, representing organisation at round table discussions, sector meetings etc Greater responsibility within the organisation eg. OHS rep, participation in special projects.	Representing organisation through participation on sub committees, at round table discussions, sector meetings, peak body forums etc	

Appendix 3: Case Study - Melbourne City Mission Training Program

Background

The process commenced 3 years ago after a gap was identified in the organisation. Skilled practitioners were moving into management roles without understanding their new position, and left to sink or swim. Many staff continued to operate as they had before, seeing their role as senior practitioner rather than manager. Two main delivery models were investigated - external and internal delivery.

Delivery mode	Internal	External
Advantages	<ul style="list-style-type: none"> - Ability to align investment closely with organisational need (highly contextualised) - Choose topics that provide highest level of return - Build organisational identity for participants - Provide learning at times most relevant to organisation eg. Budget training 	<ul style="list-style-type: none"> - Accreditation - Benefits of learning with and from people across sectors and organisations
Disadvantages	<ul style="list-style-type: none"> - Very time consuming to develop and contextualise - Need to have internal resources available to develop 	<ul style="list-style-type: none"> - Substantial amount of time away from workplace - Primary beneficiary individual (not organisation) - Only get qualification if complete all modules

Melbourne City Mission decided to develop training internally using the Training Development Unit, and where relevant bringing in external consultants to conduct particular components of the course.

About the Course

- Timeframe
 - Course run over one year
 - Combination of short-term and long-term investment components
- Target group
 - Emerging leaders (usually with some supervisory role for staff)
- Course Content
 - Transactional: practical tools and processes to support operational need. Eg. Budgeting, HR
 - Transformational: Leadership modules -> how participants see their role beyond the immediate transactional processes.
 - Development of new networks across the organisation
 - Closely follows many components of the Diploma of Frontline Management
- Delivery mode

Mixed delivery mode consisting of:

 - Face to face training (some components delivered internally by staff, others provided as needed by external expertise)
 - Training held across a number of sites within the organisation, enabling participants to gain a broader understanding of work of the organisation across different areas.
 - On the job practical application
 - 360 degree review
 - Mentoring program

- The mentoring program
 - In the first year mentoring was conducted by senior management. This year the program will look to external mentors to provide specific skills.
 - An excellent external facilitator was contracted to conduct program
 - Mentors are chosen via a 'speed dating' style meet and greet.
 - Expectations of commitment clearly established. Meet twice in first month then once a month for 10 months. After that it is up to the individuals.

- Staff supervision
 - Staff supervision is a critical component of the assessment process
 - Depending on skill gaps supervisors will complete a foundation course/ receive individual coaching to ensure a consistent and high quality of supervision.

- Selection criteria
 - Participants are chosen by managers/ general manager. There is no opportunity for self selection
 - Rigorous selection process. The more rigour you put in, the more people respect and value the process.
 - Need to set a high standard. If you are in a class of people where the standard is high, you will perform to a high standard

- Overcoming barriers to participation
 - The selection process
 - Make the program part of the organisational culture
 - Give the participating group an identity

Program outcome

The program has been running for two years now and the organisation is very satisfied with the path chosen. Melbourne City Mission continues to evaluate and reassess the impact of each module.

Future direction

Investigate opportunity to obtain accreditation via recognition of prior learning and additional RTO training where gaps are apparent.

Appendix 4: Case Study – Common Purpose (UK)

Common Purpose is a United Kingdom based nonprofit organisation that offers a wide range of open and customised programs designed to suit all kinds of leaders. Leadership programs fall into four categories:

- 1) **Young leaders** aged 13-15 developing an understanding of how leadership, power and change works
- 2) **Pre-career leaders** over 18 looking to build leadership experience with peers around the UK
- 3) **Early career leaders** demonstrating high leadership 'rising star' potential in their organisation / field
- 4) **Established or senior leaders** in their career, organisation or community

All programs bring together a cross-sector group of people. Activities take participants outside the conference room and into the community, allowing them to get behind the scenes and beneath the surface of current key issues in the area.

A summary of Common Purpose Leadership Programs is provided in the table below.

<i>Program name</i>	<i>Brief description</i>	<i>Structure</i>	<i>Cost</i>
Young Leaders			
Your Turn	Brings together students from a number of secondary schools to explore levers of power, how decisions are made and how they can make change.	3 x 1 days	From £50
CHANGEit	CHANGEit supports young people (11-18) so that they feel empowered to take positive action in creating change in their communities. The program recognises, supports and rewards young campaigners who want to or are already making a difference.		N/A
Pre-Career Leaders			
Frontrunner	Participants visit different sectors and learn leadership skills required to be effective campaigners in the workplace and to change society.	4 day residential program	Free of charge
Early Career Leaders			
RealEdge	London based. High performers from public, private and voluntary sectors go outside their familiar environments for a behind-the-scenes exploration of leadership in action.	50-70 hours	£3,500 – bursary fund for those genuinely unable to meet full fee
Profile	Two day briefing for leaders of organisations that operate regionally or nationally who want to be more effective in the areas where they operate.	2 days	£1,000 – bursary fund for those genuinely unable to meet full fee
Common Purpose Navigator	Regional program designed to reflect specific issues and challenges and opportunities for that region. Includes: site visits in small groups, real-life case studies, opportunities to challenge leaders in their field of expertise and debate key issues.	Intensive 5 day residential program	£3,500 – bursary fund for those genuinely unable to meet full fee
Power Dynamic	Event specially designed to equip leaders with a better understanding of how power works nationally or internationally.	1 day	£585 - bursary fund for those genuinely unable to meet full fee

<i>Program name</i>	<i>Brief description</i>	<i>Structure</i>	<i>Cost</i>
Established or Senior Leaders			
What Next?	Program for people in positions of leadership and influence who are ready to put their energy and experience to work in society.	4 day residential program, 1 day follow up 6 months later	£4,700 – some part-fee places available
20-20	Provides cross-sector group of senior decision makers with wide angle view of the way the UK works, where it sits in the international context & long-term future.	5 day residential program (London & Brussels)	£5,750 - bursary fund for those genuinely unable to meet full fee
The Know	TheKNOW brings together leaders from all three sectors - private, public and voluntary/community. Participants tailor their learning experience through a choice of modules, and work together to wrestle with real-life problems. Participants develop their leadership abilities through collaboration with their peers in other sectors, site visits, panel discussions, expert briefings and exposure to numerous different approaches to leadership.	highly personalised, flexible program that offers over 50 events and 200 hours of learning. Participants choose from a wide range of flexible learning modules, to make up a minimum of 60 hours (max. 90 hours).	£4,500 - bursary fund for those genuinely unable to meet full fee
Matrix	Brings together leaders from all three sectors. Takes participants beyond boundaries of their city/town and exposes them to leaders, challenges and leadership strategies elsewhere. Can include local / national Quests.	6 days across 5 months then range of full day / half day options to complete 10 day program	£4,225 - bursary fund for those genuinely unable to meet full fee
Focus	Locally rooted program for leaders in large towns and smaller cities. Develop leadership through collaboration with peers in other sectors, site visits, panel discussions, expert briefings etc.	6 day program.	£2,625 - bursary fund for those genuinely unable to meet full fee
InsideOUT	Brings together leaders from distinct locations in the 'powerhouse' circle that surrounds London, enabling participants to see how local decisions are affected by wider regional issues.	8 day program	£3,500 – bursary fund for those genuinely unable to meet full fee
Profile	Two day briefing for leaders of organisations that operate regionally or nationally who want to be more effective in the areas where they operate.	2 days	£1,000 – bursary fund for those genuinely unable to meet full fee
Power Dynamic	Event specially designed to equip leaders with a better understanding of how power works nationally or internationally.	1 day	£585 - bursary fund for those genuinely unable to meet full fee