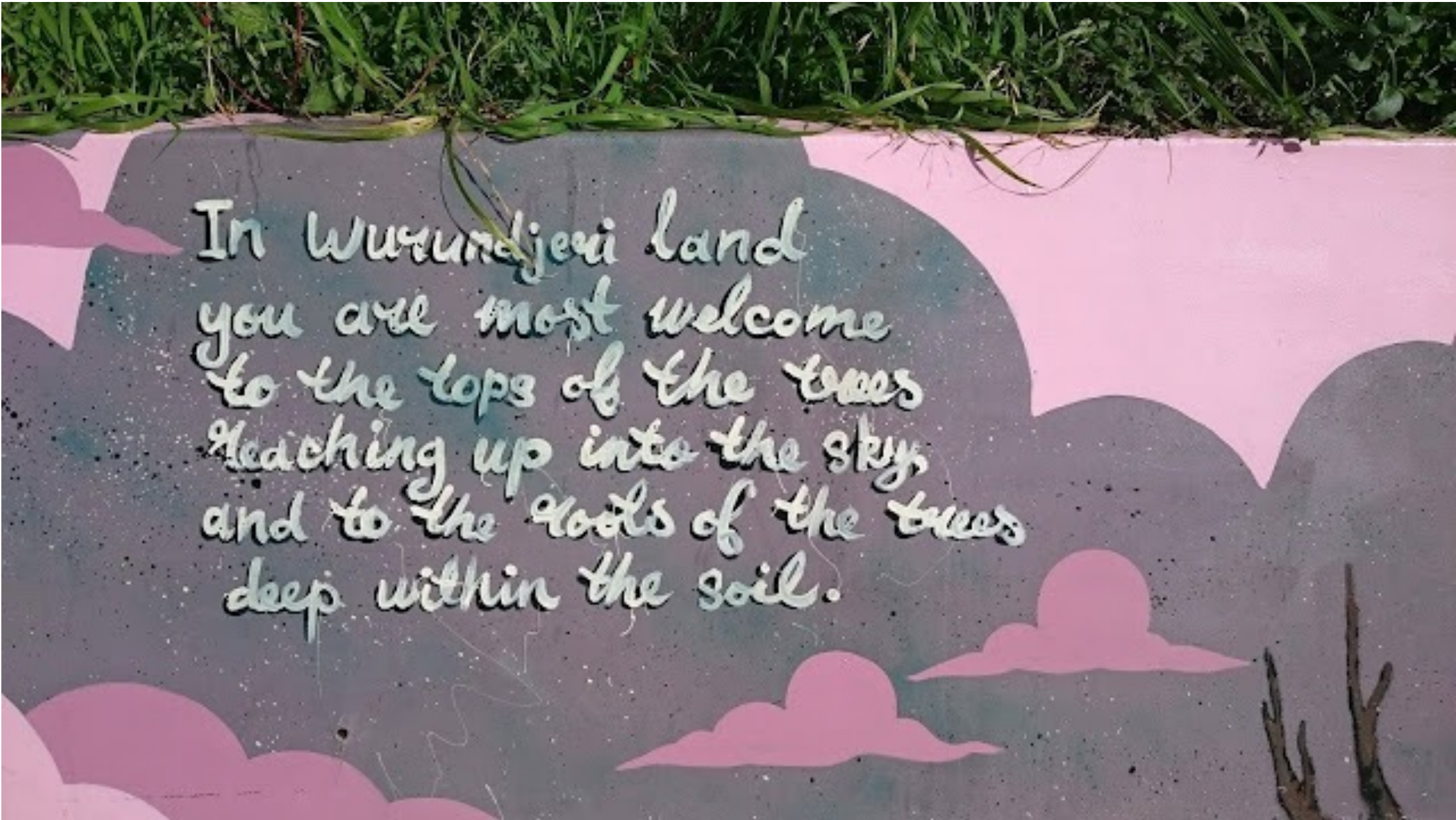


# ADVANCED LEADERSHIP FOR CHAIRS

Institute of Community Directors Australia

## Acknowledgement of Country



In Wurundjeri land  
you are most welcome  
to the tops of the trees  
reaching up into the sky  
and to the roots of the trees  
deep within the soil.

# Program overview

## **Session 1: The chair as compass and wayfinder (Navigating with an ethical lens)**

Jon Staley, Community Directors trainer

## **Session 2: The chair's relationship with the CEO**

Sheena Boughen OAM, chair of the Australian String Quartet

## **Session 3: Backstage and front of house: using both to make good decisions**

Jeremy Stowe-Lindner, educator and school principal

## **Session 4: Strategic funding: developing your case for support**

Catherine Brooks, lawyer with expertise in strategic fundraising

## **Session 5: Strategic foresight for chairs: building for a future that's increasingly uncertain**

Dr Dalia Ben-Galim, policy and strategy consultant

# Strategic foresight for chairs

Dr Dalia Ben-Galim

# Objectives

- To support Board Chairs (old and new) to own the vision and be the custodian of it especially in times of change
- To provide some tools for Board Chairs to navigate change
- To share ideas and challenges with peers
- To consider how to apply learning to your organisation

## Agenda

Owning the vision

A custodian when navigating change

Identifying gaps and opportunities

Practical takeaways and feedback

# 1: Vision

# Glossary

Although different organisations use terms differently, useful to build shared understanding. Most of these are taken from Community Director's [Glossary of board terms](#).

|                   |                                                                                                             |
|-------------------|-------------------------------------------------------------------------------------------------------------|
| Vision            | An organisation's picture of the future conditions it is working to bring about                             |
| Vision statement  | A statement that describes an organisation's picture of the future conditions it is working to bring about. |
| Mission           | The reason for an organisation's existence.                                                                 |
| Mission statement | A statement that describes the reason for an organisation's existence                                       |
| Theory of Change  | A way of delivering the mission to achieve the vision                                                       |
| Strategy          | The plans or methods for carrying out an organisation's functions                                           |

# What is a vision?

## And what it is not.

- ✓ Compelling articulation of desired future
- ✓ Generating and agreeing desired outcomes
- ✓ Planning for the uncertain and more certain future
- ✓ Organisational core purpose to align priorities and resources
- ✓ Adaptable and flexible to respond to external context
- ✓ Line of sight across organisation and with partners

- ✗ Shoving all existing work into a single initiative
- ✗ A static document
- ✗ Everything that sounds interesting
- ✗ Beyond capacity to deliver
- ✗ Justifying / defending past decisions
- ✗ Certain about the future
- ✗ Just about the organisation
- ✗ The property of the Board and / or CEO

# Examples of vision

**"Our vision is: working together to end the burden of children's cancer"**

[Minderoo Children's Comprehensive Cancer Care](#)

**Stronger Australian Communities & A stronger, more efficient, more effective Australian not for profit sector**

[Community Directors](#)

**"Our vision is a world in which every child attains the right to survival, protection, development and participation"**

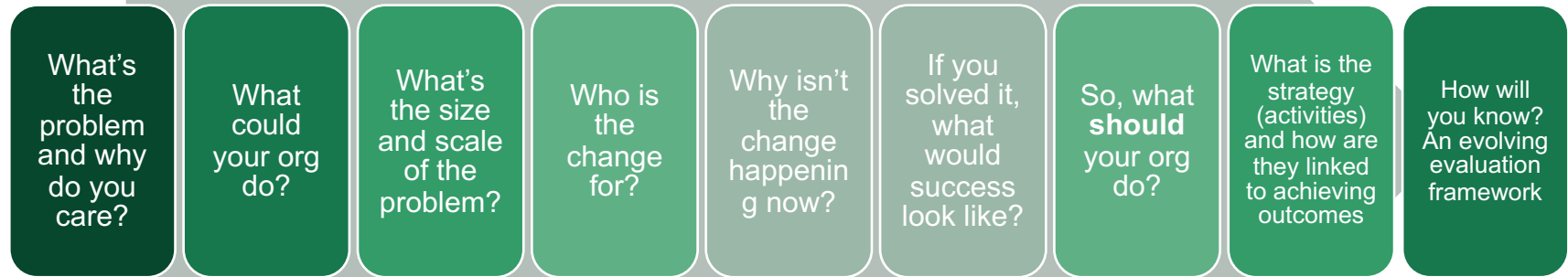
[Save the Children](#)

**"Our vision comes from over 65,000 years of care and nurture of our families: Aboriginal and Torres Strait Islander children and young people thriving in culture, raised within strong families and self determining communities, empowered to reach their full potential "**

[SNIACC – National voice for our children strategic plan](#)

# The vision driving a theory of change

- Vision: An organisation's picture of the future conditions it is working to bring about
- Mission: The reason for an organisation's existence



- Strategic planning: The plans or methods for carrying out an organisation's functions

# A 10 minute theory of change?

## Tom Watson on LinkedIn

### The Journey



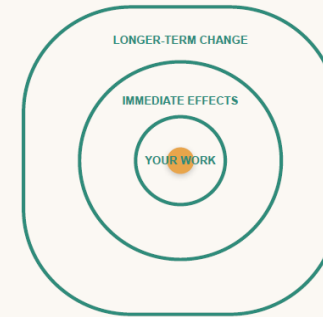
Where are we now?

Where do we want to get to?

What's the path?

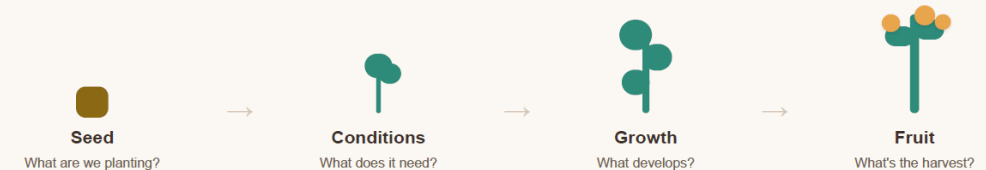
How do we know we're getting closer?

### The Ripple



- 1 We drop a stone**  
The work we do, the activities we deliver
- 2 It creates ripples**  
The immediate effects we can see and measure
- 3 Those ripples spread outward**  
The longer-term change in the wider world

### The Seed



*Growth takes time and the right conditions, but we can describe what we expect to see*



## Institute of Community Directors Australia | THEORY OF CHANGE

| Activities                        | Programs                       | Short term outcomes                                                                      | Medium term outcomes                                                                 | Long term outcomes                                                                                   |                                                                             |
|-----------------------------------|--------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Women Leading Locally             | Training for government boards | Participants increase their governance and leadership <b>skills</b> and <b>knowledge</b> | Participants have increased <b>confidence</b> to increase their community leadership | The reputation and profile of community leaders improves                                             | A stronger, more efficient, more effective Australian not-for-profit sector |
| Victorian Cemetery Trusts         |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Diploma of Governance             |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Online self-paced courses         |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| In-house training                 |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Standard training                 |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Festival of Community Directors   | Public education               | Participants increase <b>connections</b> with like-minded people                         | Participants have a community of practice to draw on                                 | Strong, inclusive, inspirational, ethical and diverse pool of leaders                                |                                                                             |
| Themed weeks                      |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Communities In Control            |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Leadership for Transformation     |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Chairs course; Secretaries course |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Subject matter expert on tap      | Communication                  | Participants experience ICDA as credible, supportive, accessible, practical              | Participants re-engage in training and refer others                                  | Board members and community leaders experience and promote greater cultural and psychological safety | Stronger Australian communities                                             |
| CDI Newsletter                    |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| The Community Advocate            |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Social media – inc closed groups  |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Tools, help sheets & templates    | Resources                      | Participants maintain and increase their motivation to participate and learn             | Sector leaders are more adaptive and collaborative                                   | Diversity of thought and experience are heard and seen in the sector                                 |                                                                             |
| Publications                      |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Policy Bank                       |                                |                                                                                          |                                                                                      |                                                                                                      |                                                                             |
| Board matching service            | Services                       | Participants have increased exposure to relevant issues and information.                 | Participants have more insight into current and emerging issues for NFPs             | Connected and collaborative leaders                                                                  |                                                                             |
| Membership                        |                                |                                                                                          | Governance of NFPs improves                                                          |                                                                                                      |                                                                             |

In practice it could look like this

# Your role as Board chair in holding the vision.

The Theory of Change is a tool to help you be the custodian you want to be. It helps to maintain the connection between the vision and change

Some of the ways to do this are:

- Support testing and validation of ToC with key stakeholders
- Regular review of ToC
- Being aware of common pitfalls

## Questions for breakout discussion

- Do you currently have a Theory of Change? Why / why not?
- If you do, does it help you to own the vision? And how?
- If not, do you think it could help?
- What has been helpful in the process and valuable to share with others - e.g. has it provided clarity; helped to navigate change?

## 2: Navigating change and uncertainty as the Chair

# Your role as Chair in navigating change



What challenges are you currently facing?



What challenges do you anticipate in the future?

|                                                 | Diverse membership                                                                                                                                                                                                                                                                                                                                                                                                                            | Collaboration and partnership                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The scenario                                    | The organisation has had a successful membership drive with new members joining. They are younger than the current membership base and are asking some interesting questions and challenging the way that things have always been done. Some of it is operational; for example about volunteering and fundraising techniques; but some of it is about the vision and whether it needs to be changed given that there are so many new members. | Resources in the not-for-profit sector are tough. Increasingly organisations are being encouraged to work in collaboration with others. An opportunity has emerged for your organisation to bid for funding with another organisation. The potential partner would complement and strengthen the bid; but they are really different to your organisation. They have different values, governance, vision and mission. |
| The dilemma                                     | Balancing lots of competing tensions including: <ul style="list-style-type: none"> <li>wanting to capitalise on the enthusiasm of new members and making sure existing members feel valued</li> <li>remaining true to the vision and ensuring that the organisation is fit for purpose</li> <li>responding to members’ needs and making changes for the right reasons</li> </ul>                                                              | On paper it is a strong potential partnership that seems to have a strong chance of winning new funding and being able to deliver to your beneficiaries; but there are a number of differences that need to be overcome                                                                                                                                                                                               |
| Questions for discussion:<br>your role as chair | How do you lead through the change?<br><br>What areas are you able to control and what is beyond your / the organisation’s control?<br><br>Are the changes fundamental; what are the pros and cons or making changes vs status quo                                                                                                                                                                                                            | Where is there room for compromise and where are there boundaries that your organisation won’t cross?<br><br>What different types of partnerships could be pursued?<br><br>What is your role as Chair in navigating through this discussion?                                                                                                                                                                          |

# Reflection from scenarios breakout

# What does your organisation need?

- Developing / revising vision
- Clarity on roles and responsibilities within the organisation
- Opportunities to share opportunities and risks across the organisation
- Identifying external risks and opportunities
- Peer support network

# Resources

## General

- [Theory of change in ten steps](#) from NPC (toolkit, blog, podcast all available)
- 3-minute [video](#) on aligning strategy to impact
- What is a Theory of Change – a short blog with links to resources from the [Australian Institute of Family Studies](#)
- [Platform C](#) powered by Collaboration for Impact and in partnership with Paul Ramsey Foundation, Dusseldorp Forum, Australian Department of Social Services, The Australian Centre for Social Innovation, and Clear Horizon has a library of resources that are tagged by phase of strategic development; the layer (e.g. leadership, measurement), and the type of tool to facilitate collaboration
- A short blog and video from the Ford Foundation on [social change](#)

## Some examples of different Theories of Change

- HIVOS an international development organization that is guided by humanist values published: [Hivos ToC Guidelines. Theory of Change Thinking in Practice](#).
- [Mayday Trust](#) recently moved away from providing accommodation services, now advocating for radical systems change. They clearly articulate the problem, vision, mission and method.

## Templates

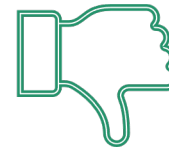
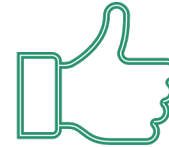
- Theory of Change template from [Nesta](#) – UK's innovation agency
- A service delivery focus - [Reimagining program development and evaluation](#) Center on the Developing Child, Harvard University. Although focused on early childhood education the resources are adaptable especially when delivering services
- Policy development focus - [1-page canvas](#) from the UK's Policy Lab

# What you wanted to learn...

- Learn news skills
- Be really effective in the role of chair
- Ability to separate operations from strategy, governance from management
- Navigating transition to nfp
- Fine tuning skills in what we are delivering with our boards
- Build confidence, learn about the specific chair role

# Key takeaway/promise to yourself...

Share in the chat one thing you will start, stop or tweak doing in the next month that will improve your practice?



# What's next?

NFP Leadership Certificate - <https://www.communitydirectors.com.au/training/nfp-leadership-certificate>

Diploma of Governance - <https://www.communitydirectors.com.au/training/diploma-overview>

Board bootcamp - <https://www.communitydirectors.com.au/training/board-boot-camp>

# Feedback



<https://www.surveymonkey.com/r/2026ALCC>

# Community Directors Membership

Now free! Join today.

[communitydirectors.com.au/membership](https://communitydirectors.com.au/membership)

