NFP Leadership certificate

Trainers

Nina Laitala

- 20 + years community leadership
- NFP board member
- Former CEO Victorian Student Representative Council
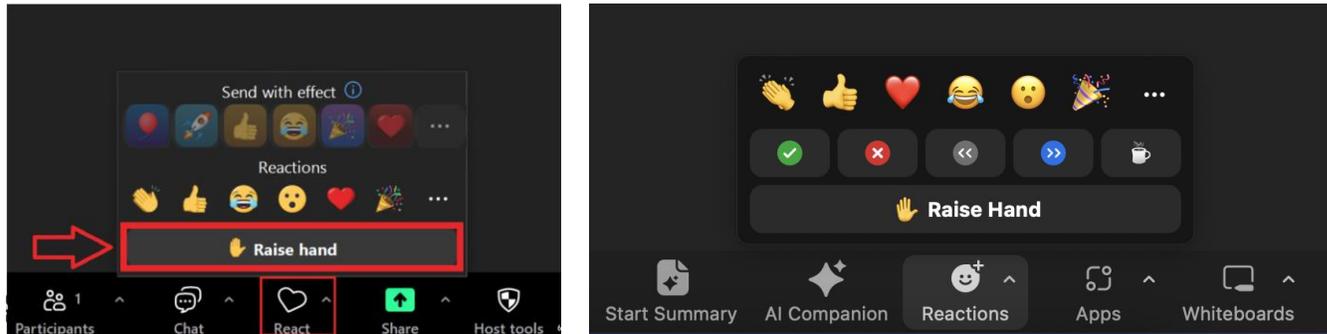- Musician

Jon Staley

- 25 + years community leadership
- 10 + secondary/vocational teacher
- Founder Youthworx (nfp social enterprise)
- Filmmaker
- Community board member

Housekeeping

- When you'd like to share with the group, please use the raise hand function.

- Chat function is for everyone to use. Feel free to share your experience and advice, respond to prompts and answer any questions that arise if possible.

- You will receive the slides and the recording via the email you registered with.

- Please don't use AI to summarise or record this session.

- Please mute yourself unless you are speaking to the group.

Course outline

Session one:

Leadership theory including ethical leadership

Session two:

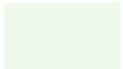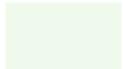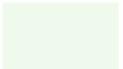**Governance, management and leadership**

Session three:

Self-care and change management

Session four:

Culture and strategy

POD #1

Add a screen shot of your Pod

		What do you love about leadership?	What do you find challenging?	If you'd like to stay connected with your POD, share mobile/ email
	(Name, pronouns) Country/location Organisation/position How long you've been in the role			
	(Name, pronouns) Country/location Organisation/position How long you've been in the role			
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[Add icon]	**(Name, pronouns)** Country/location Organisation/position How long you've been in the role			

What is a leader?

- Leading from in front
- Leading from within
- Leading from behind

- Leading with authority
- Leading with influence

What is an ethical leader?
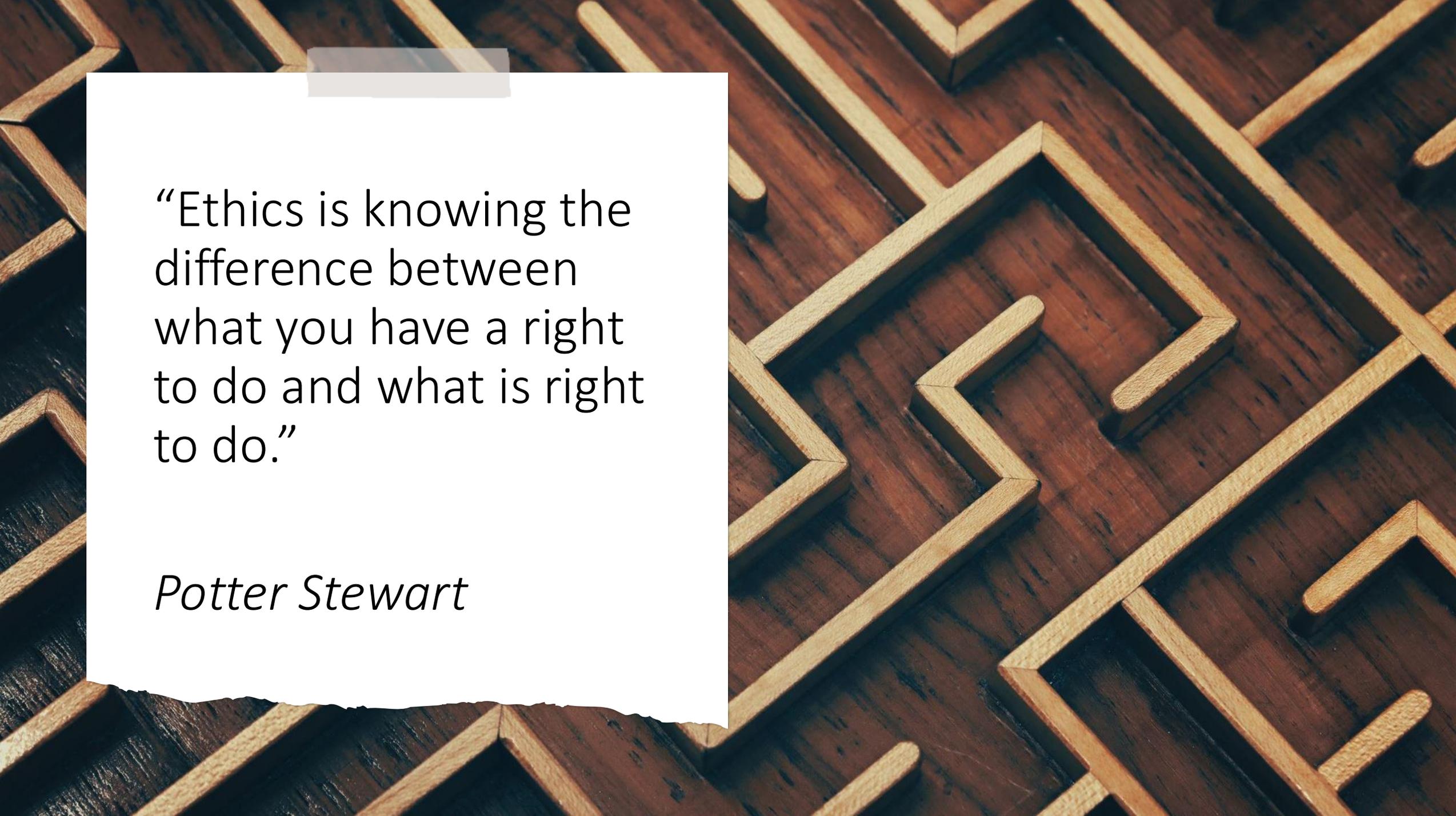
"Ethics is knowing the difference between what you have a right to do and what is right to do."

Potter Stewart

Leadership and Ethics

- **noun**
- eth·ics ˈe-thiks
- **a:** a set of moral principles **:** a theory or system of moral
- **b:** the principles of conduct governing an individual or a group
- **c:** a consciousness of moral importance
- **d:** a guiding philosophy

- *Merriam-Webster Dictionary*
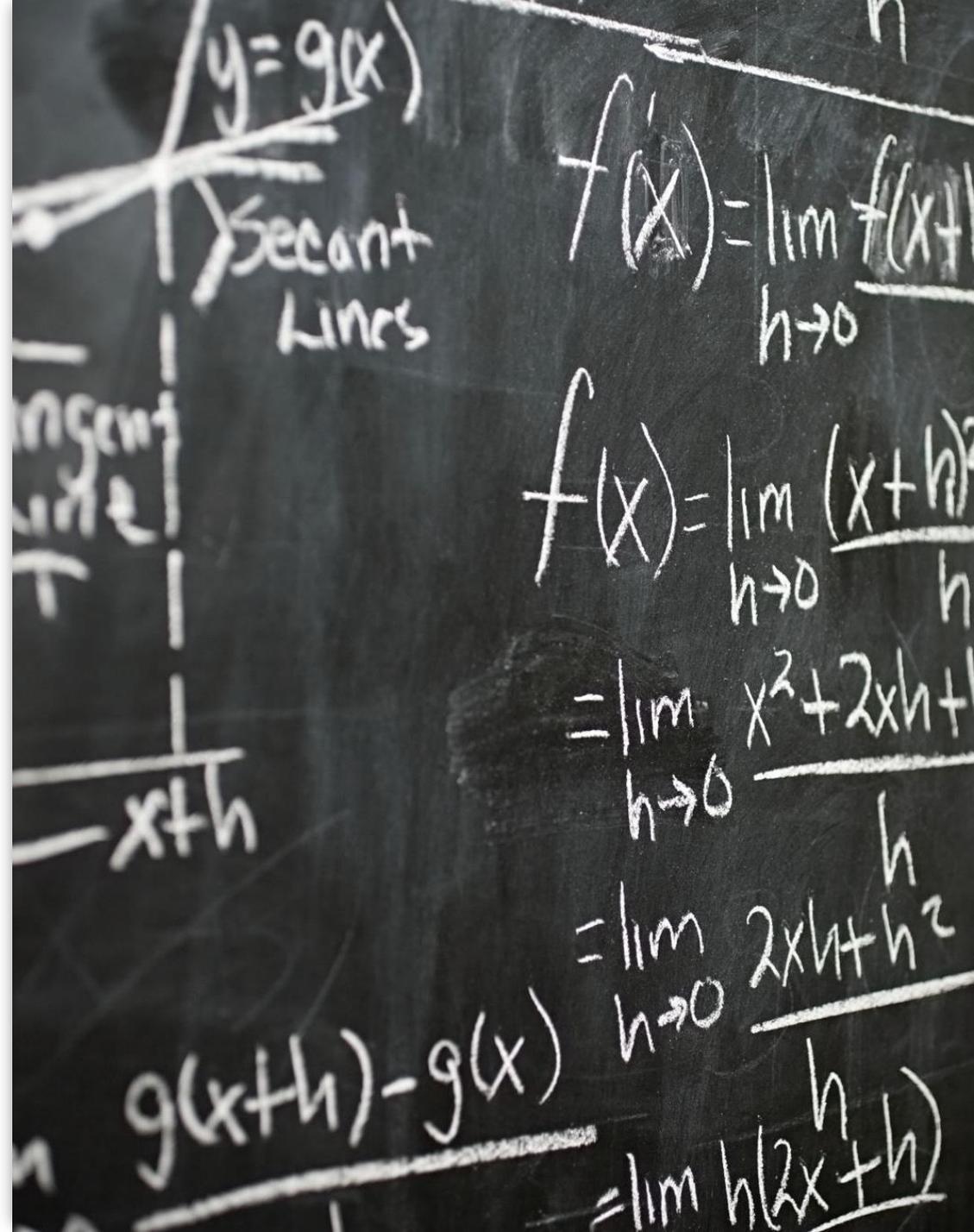
Scenario for discussion

Greenbridge Neighbourhood Centre is a small community organisation that provides food relief, financial counselling and emergency support. Demand has risen sharply over the past year, while donations have declined.

Samira, the CEO, learns that a major philanthropic donor is prepared to provide a three-year funding commitment that would secure the centre's future and prevent staff redundancies. However, the donor has one condition. They want Greenbridge to redirect a significant portion of its services toward employment readiness programs, an area aligned with the donor's interests but not the centre's core focus on crisis relief.

If Samira accepts the funding, the organisation will survive financially, and staff jobs will be protected. Yet the centre will need to reduce its emergency food program, meaning fewer families in immediate crisis will receive support.

If she declines the funding, Greenbridge will likely face substantial cuts within six months. Staff may lose their jobs, and services across all programs will shrink. The centre could even close.

If she attempts to negotiate a compromise and the donor withdraws entirely, the organisation may be left worse off and publicly exposed as unstable.

Samira must recommend a course of action to the board.

What are the legal obligations of the board in this situation?

What are the ethical obligations of the board in this situation?

Is there a difference?

What is an ethical leader?

"The fish always rots from the head down."

Leadership

- Board and senior management need to own both the problem AND the solution

- Leadership needs to embody the organisation's values

- The end does not always justify the means

- Be real about the expertise in the room – understand where your knowledge begins and ends
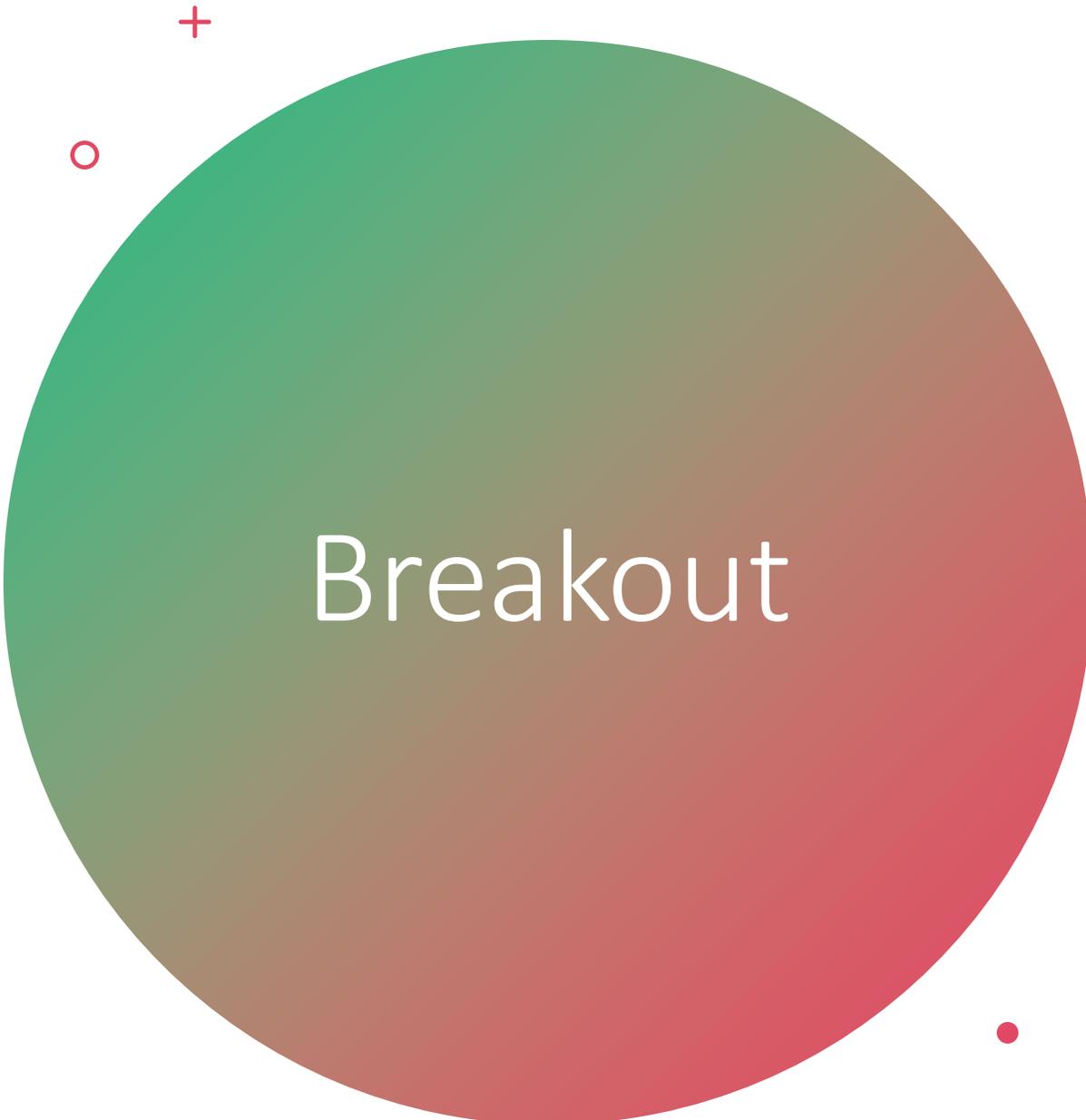
What is an impactful leader to you?

Read the biographies in your workbook (from page 4)

Consider which leader you individually feel had the most significant impact?

Why is that?

Breakout

Consider the leaders we've just discussed…

- What is impactful about them?

- What do you think are the pros and cons of the way they lead?

- What can you learn from them to influence your leadership?

Why learn about leadership models

- Understand what we respond to positively and negatively

- Make more purposeful leadership choices

- Hone leadership skills

- Consider and experiment with different leadership options

- Consider ethics and compassion in a leadership context
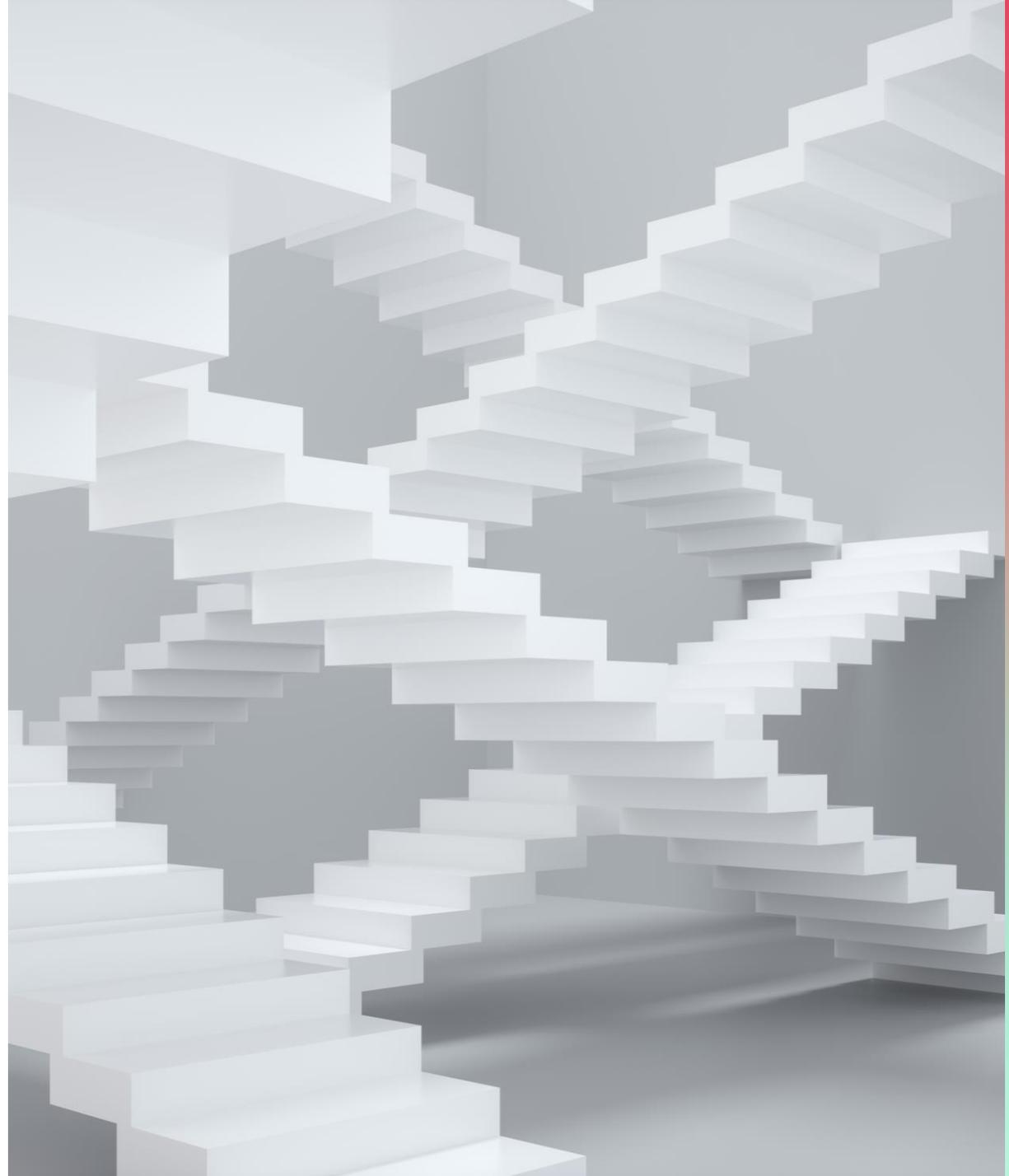
1. Charismatic leadership

- What is it?

- Why is it useful?

- Critical analysis of charismatic leadership theory

- Ethical considerations
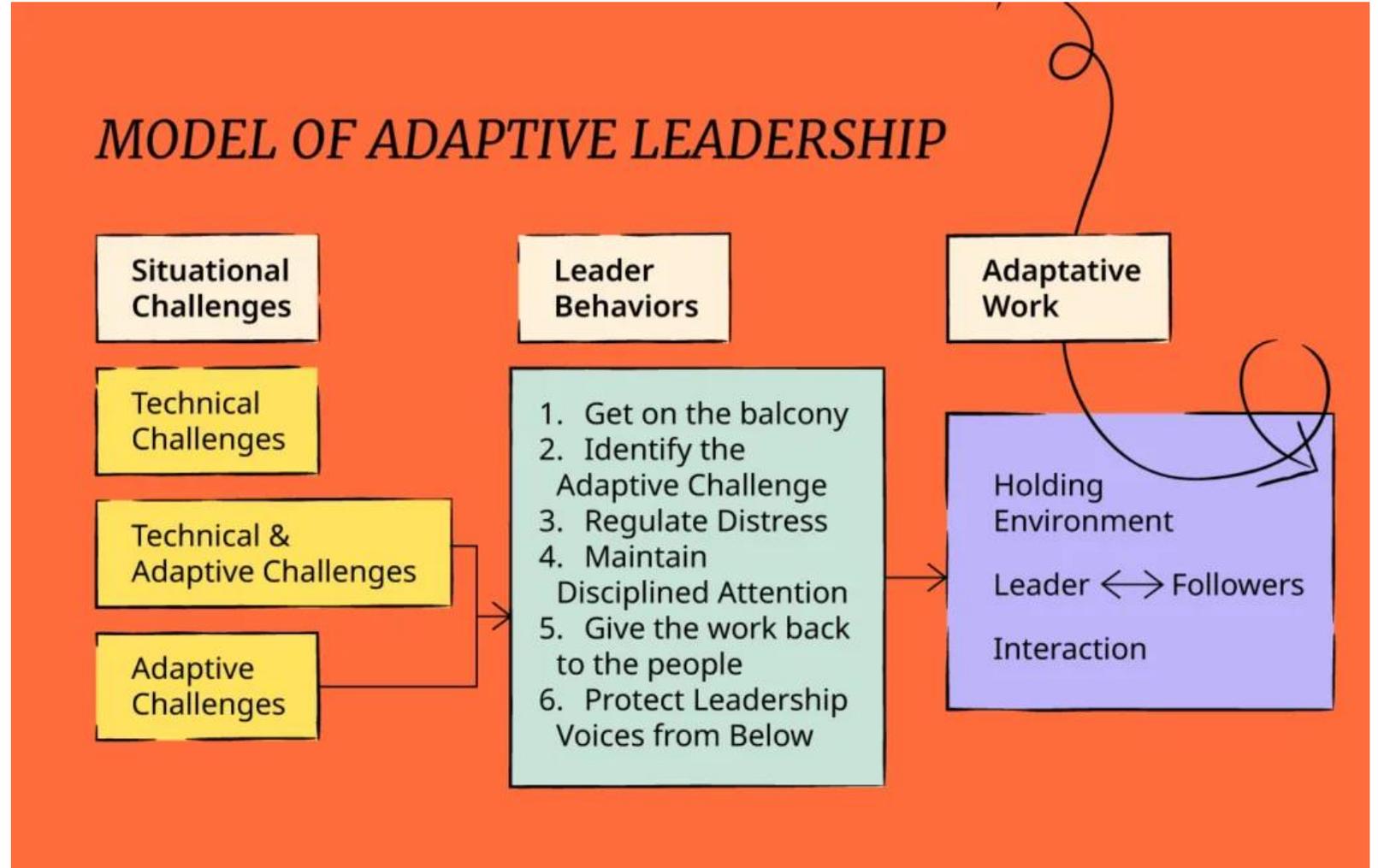
2. Authentic Leadership

- What is it?
- Why is it useful?
- Critical analysis of authentic leadership theory
- Ethical considerations

3. Adaptive Leadership

- What is adaptive leadership theory?

- What is helpful about adaptive leadership?

- Critical analysis of adaptive leadership model

- Ethical considerations

MODEL OF ADAPTIVE LEADERSHIP

| Situational Challenges	Leader Behaviors	Adaptive Work
Technical Challenges	1. Get on the balcony 2. Identify the Adaptive Challenge 3. Regulate Distress 4. Maintain Disciplined Attention 5. Give the work back to the people 6. Protect Leadership Voices from Below	Holding Environment Leader ⟷ Followers Interaction
Technical & Adaptive Challenges		
Adaptive Challenges		

4. Transactional leadership

- What is transactional theory?

- What is helpful about transactional leadership?

- Critical analysis of transactional leadership model
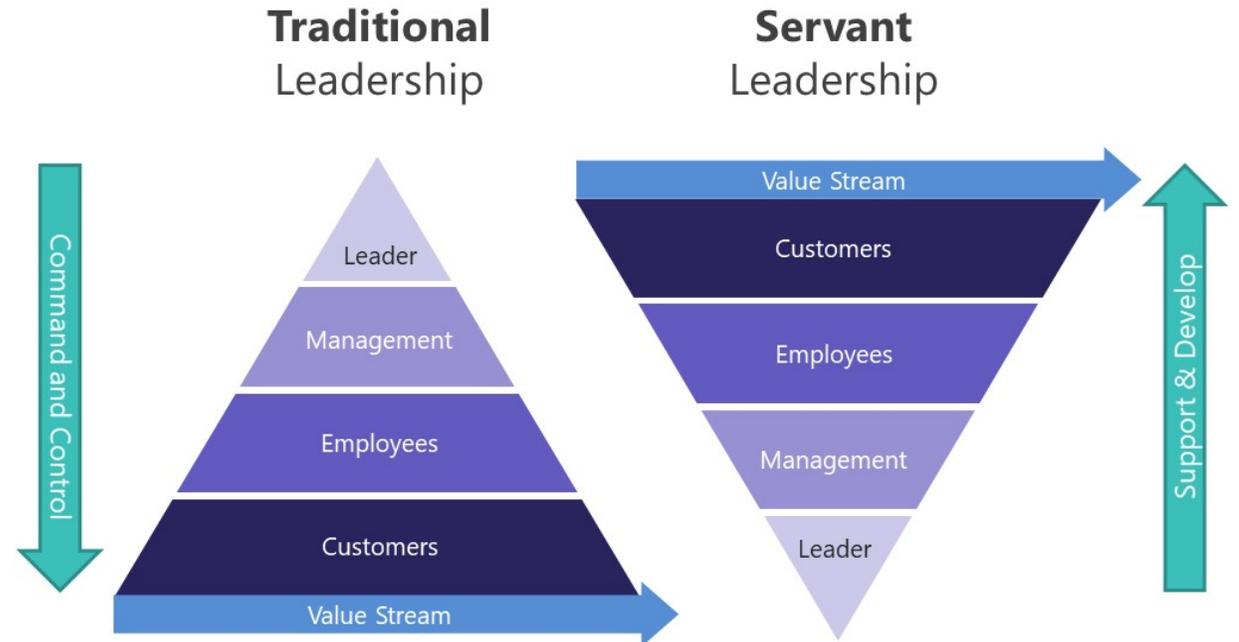
- Ethical considerations

5. Transformational leadership

- What is transformational theory?
- What is helpful about transformational leadership?
- Critical analysis of transformational leadership model
- Ethical considerations
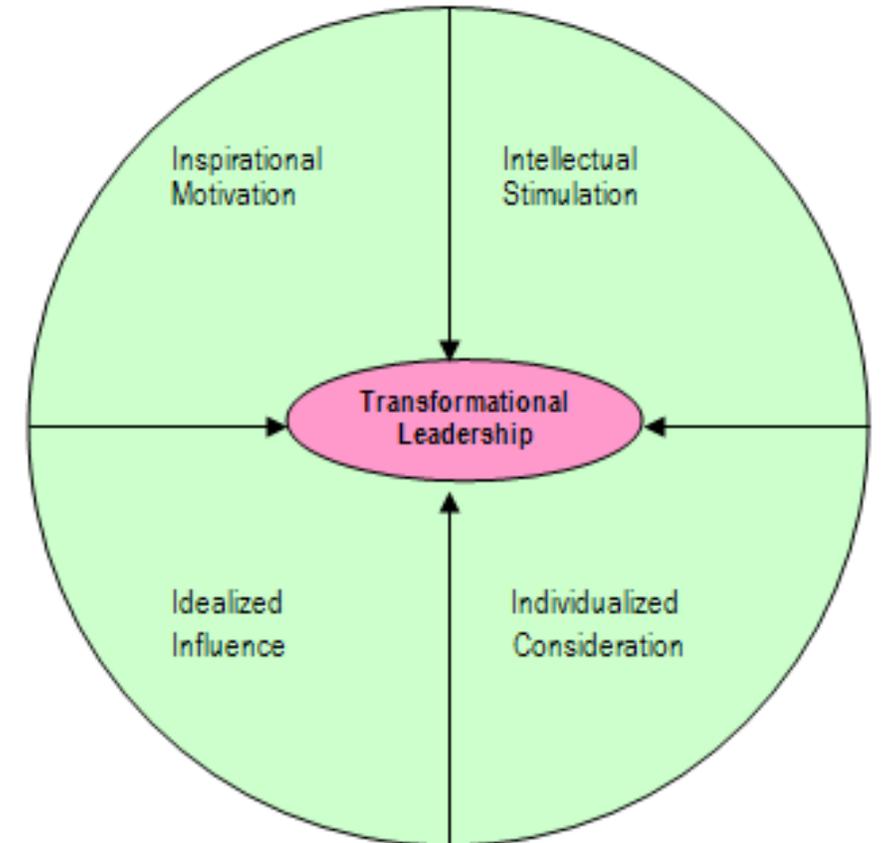
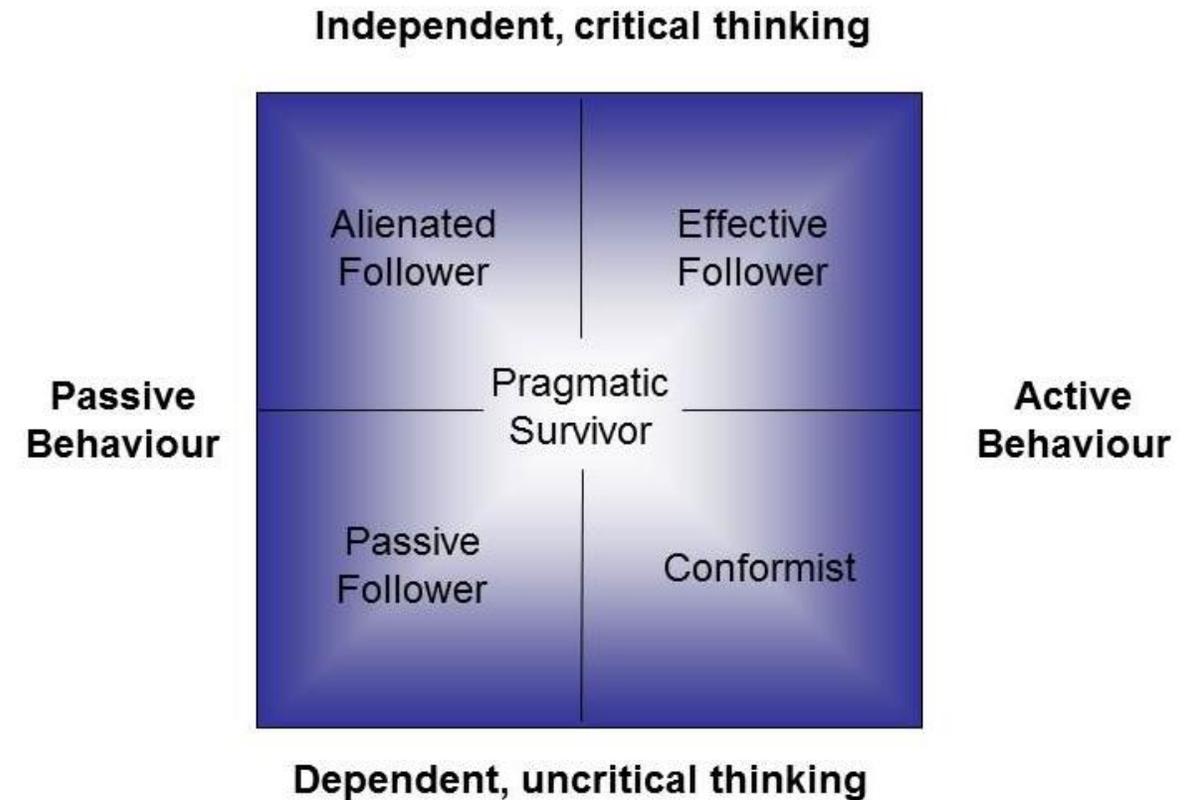# 6. Servant leadership

- What is servant leadership philosophy?
- What is helpful about servant leadership philosophy?
- Critical analysis of servant leadership philosophy
- Ethical considerations

Traditional Leadership

Servant Leadership

Command and Control

Leader

Management

Employees

Customers

Value Stream

Value Stream

Customers

Employees

Management

Leader

Support & Develop

7. Followership

- What is followership theory?
- What is helpful about followership theory?
- Critical analysis of followership theory
- Ethical considerations

Kelley's Five Followership Styles

Independent, critical thinking

Alienated Follower		Effective Follower
	Pragmatic Survivor	
Passive Follower		Conformist

Passive Behaviour (left)

Active Behaviour (right)

Dependent, uncritical thinking

Being an effective leader as a follower

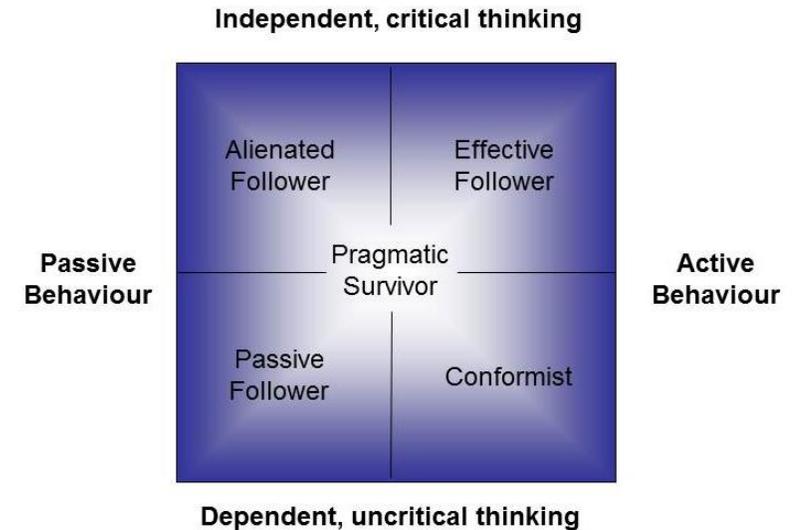**Kelley's Five Followership Styles**

What does a good follower mean to you?
How have you been a good follower or experienced a good follower as a leader?

- **Effective Communication**

- **Initiative**

- **Reliability**

- **Adaptability**

- **Collaboration**

- **Critical Thinking**
- **Loyalty**
- **Self-Management**
- **Continuous Learning**

Reflection

What are the values of your organisation?

How do these values influence your leadership style?

POD Session #2

1. What enabling factors need to be in place to build effective leadership culture at your organisation?

2. How do you empower effective followers?

3. How do we ensure we balance ethical obligations with legal obligations?

Challenge for the week…

Which leadership theory or style would you like to experiment with over the next week and why?

How will you evaluate its effectiveness/impact?

Next week…

- Governance, management and leadership

See you all back here next Wednesday at 9.00am (AEST), 6.00am (WA), 8.00am (QLD) 8.30am (SA and NT).