

Purpose, Leadership and Governance in the Social Sector



Leadership Space acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



Our Agenda

1. Explore the way that **purpose** intersects with **leadership and governance**.
 - Expand our **self awareness** around our own purpose and how it might influence how we operate in a governance context
 - Explore **case studies** of Purpose / Governance entanglements and how to navigate these well.
 - Gain a **reflection tool** that can unlock insights in Board discussion and decision making.
2. Understand what **Theory of Change** is and why it's critical.
 - Explore how to use Theory of Change to support **strategy and governance**.
 - Hear **case studies** that illuminate Theory of Change in action.

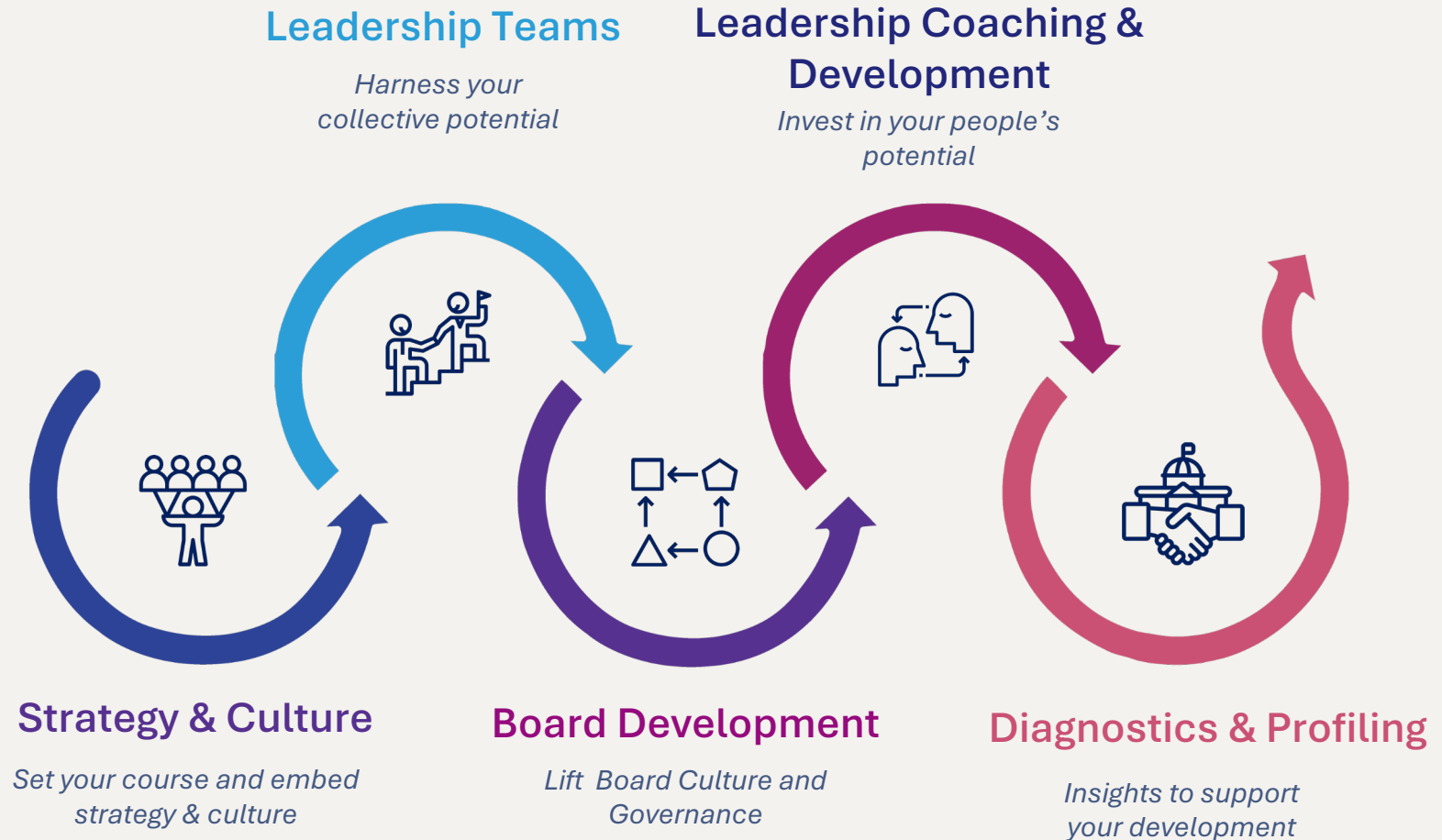
A tailored capacity building methodology for social purpose organisations

Leadership Space specialises in *Organisational Coaching for Social Impact*.

We walk beside leaders and teams to lift and align the way they think, feel and work to unlock their highest potential and impact.



Our Services



Bringing breadth and depth of specialist expertise



230

social purpose
organisations
supported



1,925

executive
leaders
engaged



5,300

hours of
coaching &
facilitation

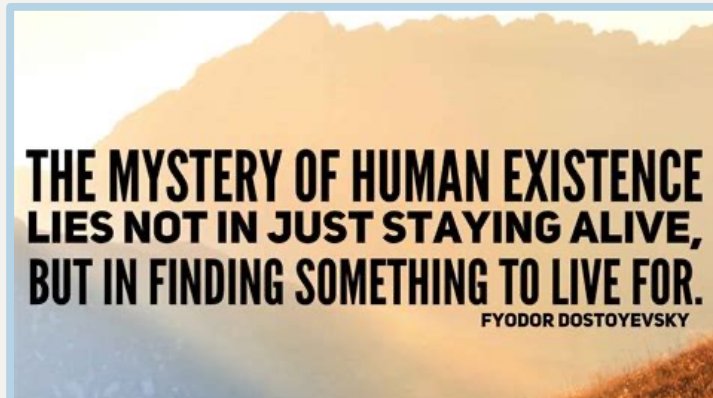
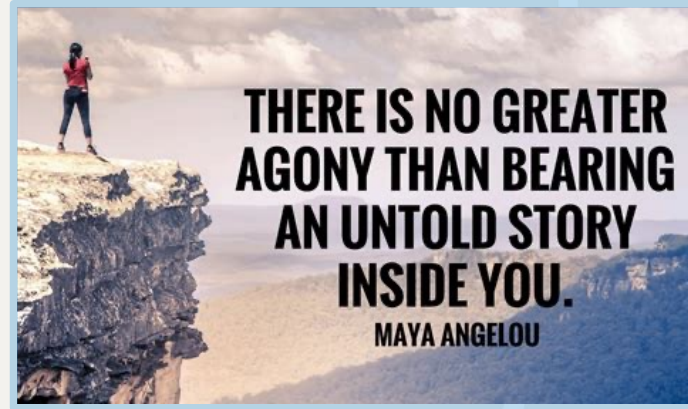
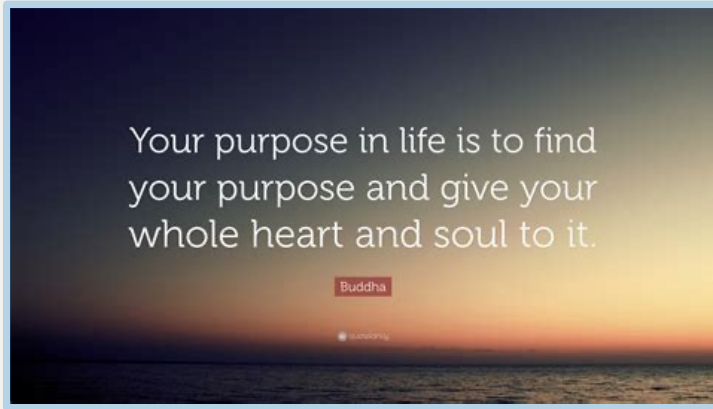


1,735

leadership
profiles
delivered

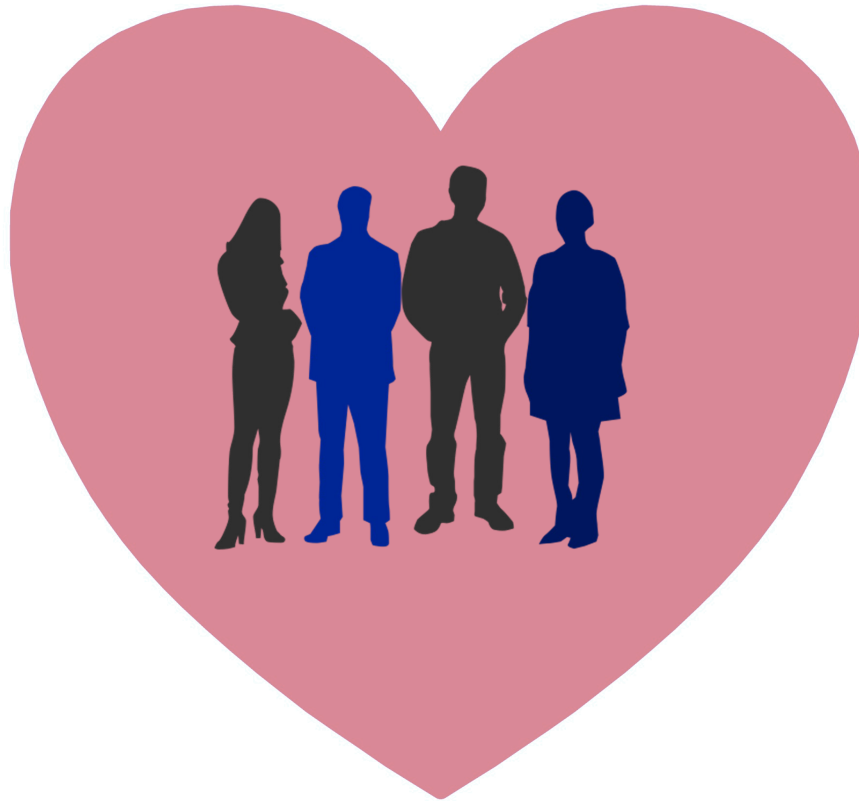
What is Purpose?

A powerful, sensitive and private driver of behaviour...



Why does purpose matter so much in our sector?

Our enabler, motivator and driver of impact



What makes Purpose complex in our sector?

Combine strong purpose drivers with...

1. Lots of stakeholders
2. With complex relationships
 - Blurred boundaries
 - Indirect lines of influence
 - Power imbalances



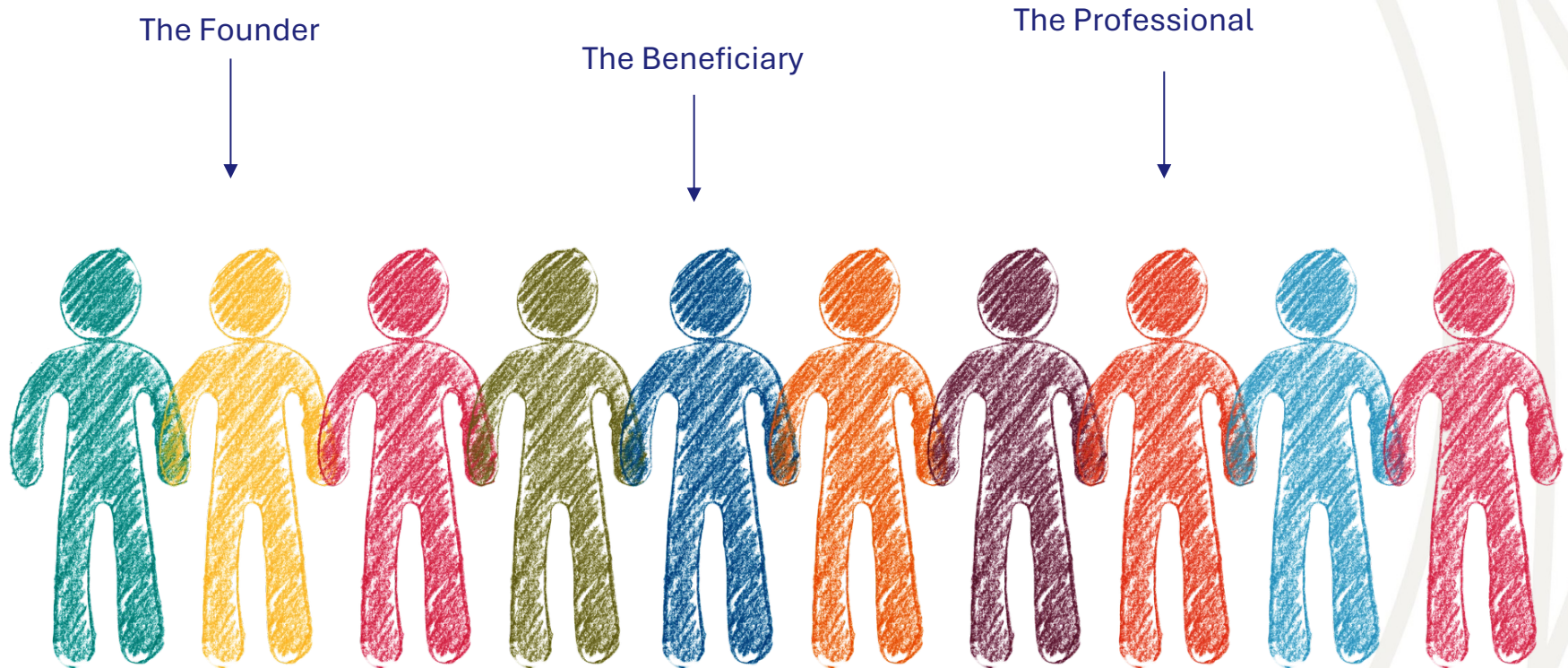
What does this mean for us as Board Observers?

Self awareness of our own purpose drivers is critical



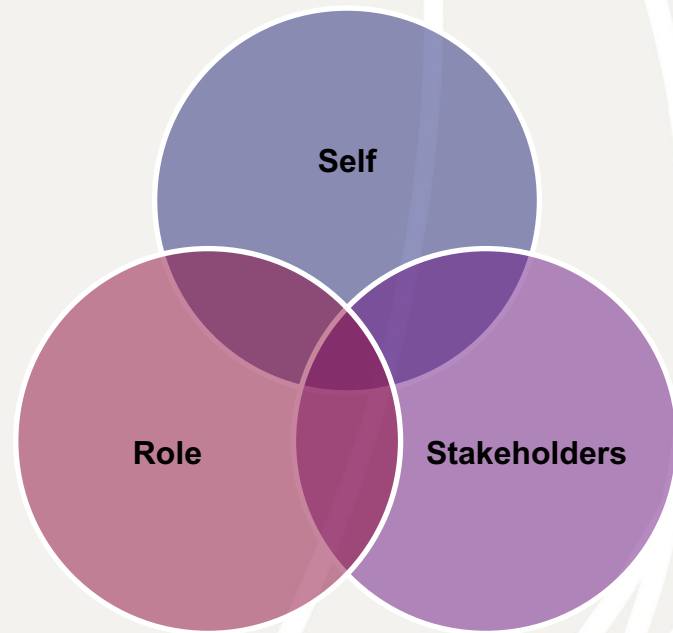
Some of the ways in which purpose gets entangled

Case studies from the front line



Five questions to ask yourself to unlock insights...

1. Am I in the lens of my personal purpose?
2. What is my role as a Board Observer / Director here?
3. Who are the other key stakeholders of the organisation and their perspectives?
4. How do I show up, and how do we collectively have an expansive conversation?
5. What does the organisation most need from us as a Board right now?



Purpose at an organisational level

Introducing the concept of a Theory of Change

All social purpose organisations have their own theories about what impact they are having in the world and how.

This is their ‘theory of change’.

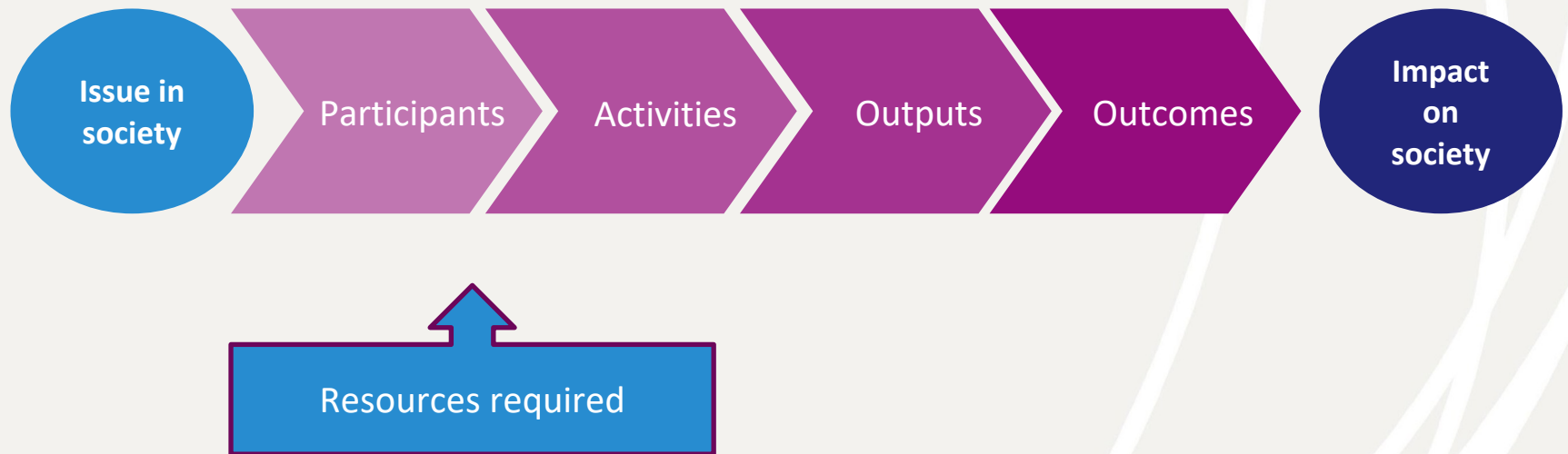
It is common for organisations not to have articulated this narrative.

And it is hard to do it well.



Our Theory of change needs to be articulated

We use the Program Logic model to do this



Buses of Hope – Fictitious Case Study



ISSUE	PARTICIPANTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
<i>We exist</i> because women in regional and remote communities experience extreme isolation and a lack of practical and emotional support when they are receiving treatments for cancer and other life-threatening illnesses. This impacts their mental health and physical wellbeing and reduces their chances of a full recovery.	<i>We work with</i> local community organisations, medical practitioners and regional health services, as well as regional businesses who care about women's health and wellbeing.	<i>We provide</i> a range of private and peer to peer support services specifically tailored to women in regional and remote communities. These include digital, face-to-face and blended services, that link seamlessly with city-based hospitals and local community health services.	<i>As a result of our work</i> , women in regional and remote communities who are experiencing significant health challenges build strong relationships with others who understand their journey. They report higher levels of wellbeing, and hope, and more confidence in navigating their recovery. Participation in follow up health care and rehabilitation increases and long-term health outcomes double.	<i>We are</i> improving the health outcomes of women around Australia, removing the barriers to accessing high quality healthcare, and strengthening the fabric of local communities.	

What this sounds like in practice

A fictitious organisation: “Buses of hope”



We exist because women in regional and remote communities experience extreme isolation and a lack of practical and emotional support when they are receiving treatments for cancer and other life-threatening illnesses. This impacts their mental health and physical wellbeing and reduces their chances of a full recovery.

We work with local community organisations, medical practitioners and regional health services, as well as regional businesses who care about women’s health and wellbeing.

We provide a range of private and peer to peer support services specifically tailored to women in regional and remote communities. These include digital, face-to-face and blended services, that link seamlessly with city-based hospitals and local community health services.

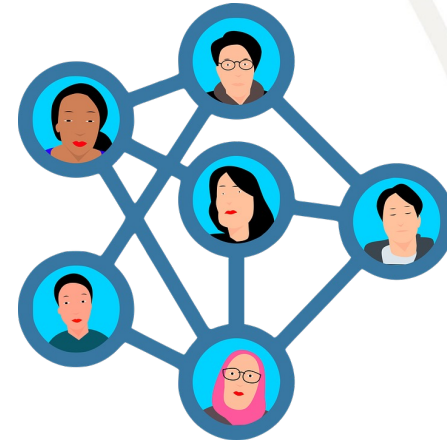
As a result of our work, women in regional and remote communities who are experiencing significant health challenges build strong relationships with others who understand their journey. They report higher levels of wellbeing, and hope, and more confidence in navigating their recovery. Participation in follow up health care and rehabilitation increases and long-term health outcomes double.

We are improving the health outcomes of women around Australia, removing the barriers to accessing high quality healthcare, and strengthening the fabric of local communities.

What are the signs that your Theory of Change doesn't exist or isn't working for you?



Activities have become our purpose



We're trying to cater to too many stakeholders



We don't all have the same story

Staying in touch

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