



**FRRR**

Foundation for Rural  
& Regional Renewal



CREATING INSPIRING  
RURAL LEADERSHIP & ENGAGEMENT

# Building the Skilled Leadership Group

**CIRCLE Webinar #4**

**16 April 2015**

# Today's Agenda

- Technical tips
- FRRR & CIRCLE
- Best practice and practical tips on building a skilled leadership team
- Recap
- Q&A
- Helpful Resources

@AEMGartmann    @VRCLP    @AndrewHuffer

@FRRR\_Oz    #CommunityLeadership

#CommunityLeadership



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*Alexandra Gartmann*



*Andrew Huffer*

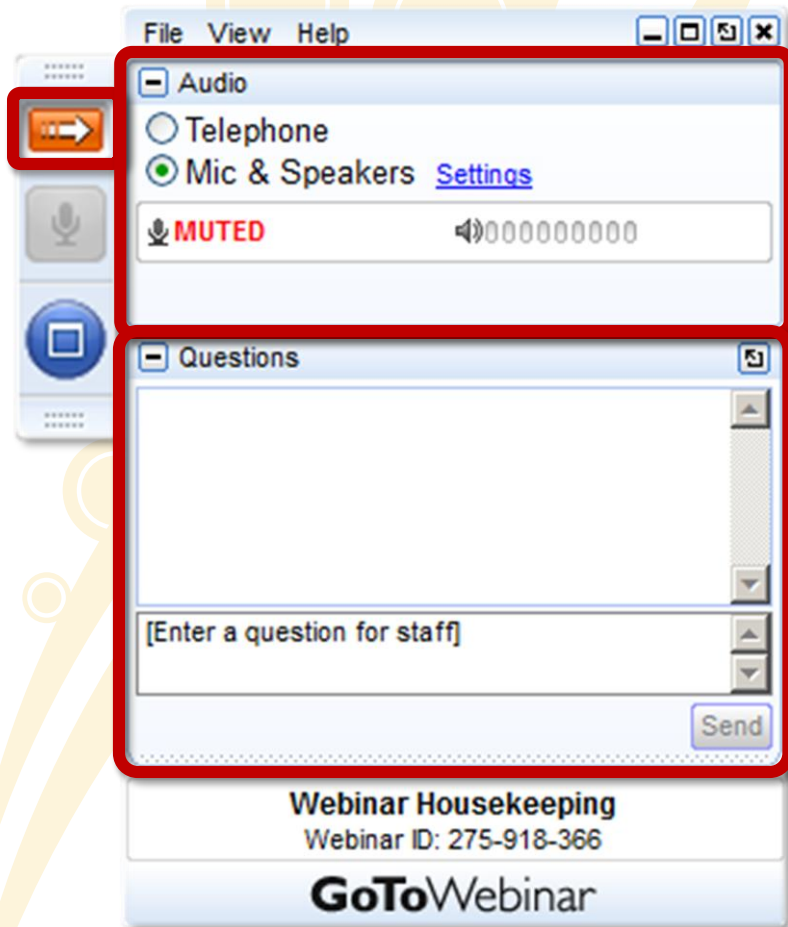


*Katrina Baddeley*

# Get Involved!

## Using the Webinar Control Panel

#CommunityLeadership



Open and hide the control panel by clicking on the **orange** arrow

Change your audio:

- Choose “Mic & Speakers” to use VoIP
- Choose “Telephone” and dial using the information provided

Submit questions and comments via the Questions panel – ask any time

**Please Note:**

Today’s presentation is being recorded.

Our mission: To champion the **economic and social strength** of Australia's regional, rural and remote communities through **partnerships** with the private sector, philanthropy and government.



We work in three ways:

1. **Providing grants** to not-for-profit community organisations
2. **Lending our DGR status** to community organisations and holding funds on their behalf ; and
3. **Helping to build local capacity** (for example through Community Foundations) to find local solutions to local problems.

# CIRCLE: Creating Inspiring Rural Leadership and Engagement program

CREATING INSPIRING  
RURAL LEADERSHIP & ENGAGEMENT



## Four pronged program

1. Webinars
2. Video case studies and animated clips
3. Leadership programs review
4. Grants for leadership programs and community foundations (currently open)

# Today's speakers

## Andrew Huffer

- Works with organisations, teams and communities delivering facilitation, stakeholder engagement, team development, and professional development services
- Partner in a café for the last 11 years, practical hands on business experience
- Lives in WA



## Katrina Baddeley

- Executive Officer, Victorian Regional Community Leadership Programs
  - 2,500 alumni over 19 years - 250 grads each year
- Member of several local boards in Ballarat
- Human Resources Manager - nearly 25 years



# What is leadership?

- “The action of leading a group of people or an organisation, or the ability to do this.”
- Synonyms: guidance, direction, authority, control, management, supervision

*Leadership doesn't only mean being out in front ...  
it takes a combination of leadership from the front,  
from behind and from within to be successful.*

**THAT IS WHY A LEADERSHIP GROUP IS IMPORTANT**

# Influence vs Control

Control is an illusion ... you can't control anyone - you can merely influence them - *but how?*

1. **Walk the talk** - lead by example
2. **Take the initiative** - look for opportunities and take action
3. **Paint a compelling vision** - if people don't know where you are trying to take them, no amount of coercion will get them to do what you want
4. **Shared values** - establishing common values
5. **Show your appreciation** - there is power in 'thank you' - and give feedback



# Successful leadership groups have...

- A shared passion or vision
- Balanced task and people focus
- Diversity and regular change
- Self-awareness - each person knows their strengths and weaknesses
- Knowledge of community needs
- Good networks to draw on ideas, expertise & action
- A desire to nurture future leaders
- An understanding of governance obligations



# Context is all important

- Type of leadership skills required depends on the organisation and what you're setting out to achieve
  - Who is in your circle of influence
- It will depend on:
  - Life-stage of your organisation
  - Purpose/mission of your organisation
  - Current skill level
  - Experience of leadership group
  - Commitments/aspirations of leadership group
  - Organisational structure
  - Location/spread of your group
- And things change ... there will be tough times





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## Tools & tactics to build a skilled leadership group



# What skills do you need, what do you have?

- Document what your organisation needs including roles and the skills for each one
- Conduct an audit of who has those skills? And to what level?
- Maintain a register
- Review it as a group & identify gaps
  - Begin to plan for the future

Skill	Competency				Notes
	None	Basic	OK	Expert	
Financial Managements					
Marketing					
Social media / internet / IT					
Fund-raising					
Strategic Planning					
Public Relations / Communications					
Governance / Company Secretary					
Community knowledge / networks					
Government/Community/Membership Relations					
People management					
Legals					
Risk analysis					
Project management					
Event management					

*Check out Transitioning Towns Toolbox from RDV for other template examples*

# People, structures and processes

- Expand your team
  - Advisory group
  - Committee members who are not on the board
  - Volunteers who help out occasionally
- Optimal organisational structure
  - Umbrella/auspicing organisations
  - Representational model, or skills based board
- Develop clear role descriptions
  - Templates available via likes of Our Community
- Create smaller portfolios to better harness skills
- Teaming - multiple people per role
- Harness technology
  - Skype or Google Hangouts; Shared Drives; Trello etc

# Low cost approaches to building leadership capacity

- Shadowing - let people see what actually happens before committing
- Mentoring - coach, guide, support
- ProBono services
- Skilled volunteering





# Options for spending a little more

- Customised, in-house group training sessions or online programs
  - Australian Institute of Community Directors
  - Our Community
  - CRCs - online resources in WA (governance, planning, succession)
  - Local consultants
- Formal leadership training
  - group or individual



*Check out Our Community for a list of leadership*

*courses:* [http://www.ourcommunity.com.au/leadership/leadership\\_article.jsp?articleId=489](http://www.ourcommunity.com.au/leadership/leadership_article.jsp?articleId=489)



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**Find training  
that meets your  
group's needs**

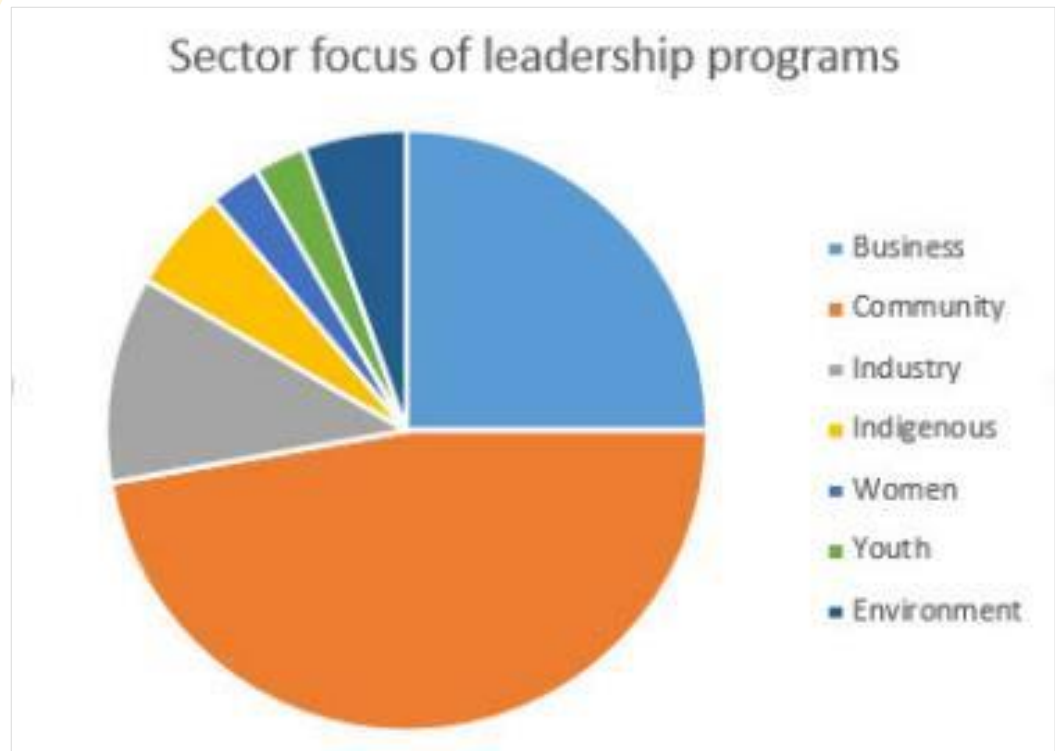




# Leadership Programs available in - and for - rural, regional & remote Australia

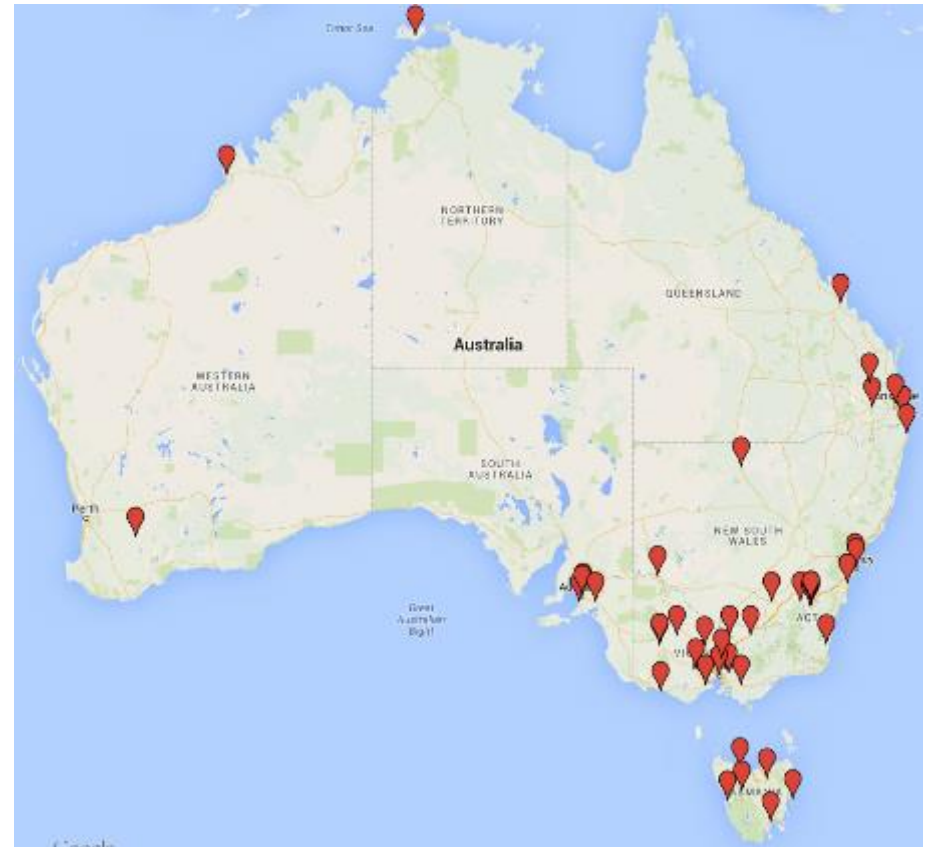
Identified 17  
'long-term' rural  
leadership programs

- 5 national
- 1 state
- 11 regional



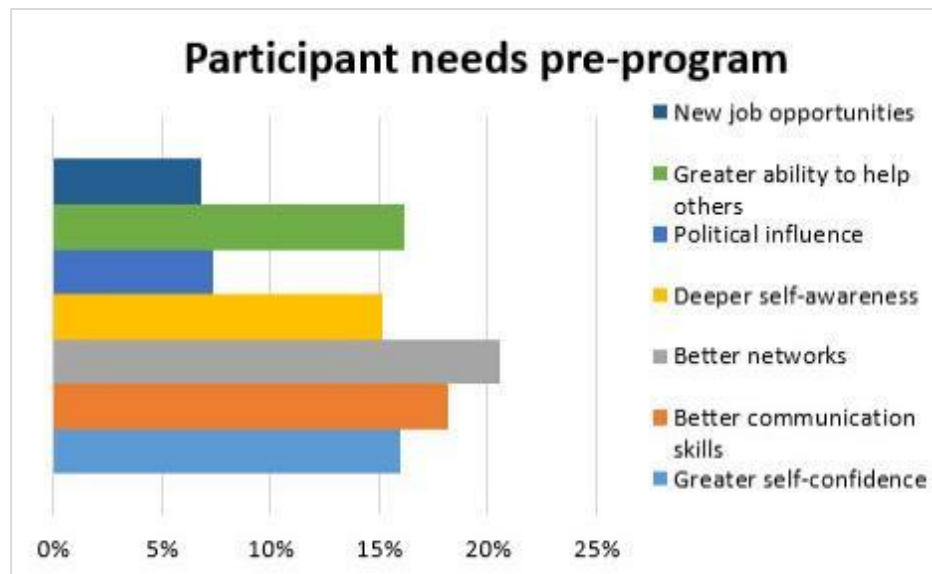
# Mixed availability of courses through various delivery mechanisms

- Most training available in VIC & NSW - limited options in other states
- Delivered in a variety of ways:
  - Face to face
  - Online
  - Project based
  - Coursework
  - Classroom
- Time and cost biggest barriers to participation



# What people are wanting/looking for

- Disconnect between time required and duration of programs
- Future participants want increased online delivery to overcome the time, financial and opportunity costs associated with travel.
  - 18% of long-term programs and 39% of short-term courses have defined online component within their delivery structure.



# Lessons from the scan ...

## For participants:

- Not all leadership programs are the same
- Be clear about what you are looking for
- Consider how you can *apply* it - have a project in mind
- Developing leadership skills takes time and practice - paddle, or swim?
- Ensure you have support of your partner, family and colleagues before you start
- There can be value in an alumni program

## For providers:

- Participants often underestimate the time requirements
- Offer a range of program levels from 'introductory' to 'advanced'
- Explore the potential for greater online delivery
- Application through projects will help them see tangible results
- Alumni programs provide important support 'after the thrill has gone'

# Options for funding leadership training

- Fee for service - organise a course, each person pays
- Grants
- Sponsorship
- Fed and State Government investment
- Scholarships
- Partnerships - co-funded courses / programs
- Giving circles





# Axedale - Our Town, Our Future



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- Skills audit using RDV Toolbox
- Reviewed / affirmed their purpose
- Considered relevant alliances
- Communicated about their ideas
- Equipped local champions with clear messages
- Ensured it was fun
- Regularly have committee members doing formal training
- Focus and persistence

## Community plans inspire change



Axedale Our Town - Our Future community group members: Ann Baker, Anneke Wigglesworth, Phil Hughes, Don Dunn and Robin Syme.

It is not just the centre of Axedale that has experienced significant change over the last 25 years. Axedale's community plans have inspired change across the region. In 2005, the Axedale +25 initiative commenced to bring people together and develop a picture of how Axedale's future should look in the years to come. The small town has the development of a small business that set up a guide for small businesses and neighbourhoods across Axedale to help them develop and give them a voice. Axedale has a collection of approximately 100 people and is part of a small community that is a mix of people and places. Axedale's future Wigglesworth, Hughes and Dunn, will be working together to develop the Axedale Community Plan. The plan gives a focus and we look forward to implementing it and seeing how it will bring people together and give them a voice. The plan gives a focus and we look forward to implementing it and seeing how it will bring people together and give them a voice. The plan gives a focus and we look forward to implementing it and seeing how it will bring people together and give them a voice.



# Questions



# Helpful General Resources

- FRRR - [www.FRRR.org.au](http://www.FRRR.org.au)
- Our Community - <http://www.ourcommunity.com.au/community/>
- AEIOU feedback model - [http://www.andrewhuffer.com.au/wp-content/uploads/2011/01/Providing\\_feedback.pdf](http://www.andrewhuffer.com.au/wp-content/uploads/2011/01/Providing_feedback.pdf)
- RDV Transitioning Town's Toolbox - [https://www.rdv.vic.gov.au/\\_\\_data/assets/pdf\\_file/0019/203752/Trans\\_Towns\\_Toolbox.pdf](https://www.rdv.vic.gov.au/__data/assets/pdf_file/0019/203752/Trans_Towns_Toolbox.pdf)
- Strengthening Small Dairy Communities Toolkit - <http://www.gardinerfoundation.com.au/programs/ssdc-toolboxkit.htm>



# Resources for People, Structure & Processes

- Finding skilled volunteers...  
<http://www.probonoaustralia.com.au/about-volunteermatch-skilled-volunteers#>
- Managing difficult board members  
<http://www.communitydirectors.com.au/icda/tools/?articleId=1349>
- Steps to achieve diversity:  
<http://www.communitydirectors.com.au/icda/tools/?articleId=1335>
- Structure and managing mergers
  - <http://www.communitydirectors.com.au/icda/tools/?articleId=6027>
  - <http://www.nfplaw.org.au/>
- Role design / descriptions:  
[http://www.volunteeringaustralia.org/wp-content/uploads/Volunteering\\_Australia\\_Volunteer\\_Roles\\_Toolkit+1-1.pdf](http://www.volunteeringaustralia.org/wp-content/uploads/Volunteering_Australia_Volunteer_Roles_Toolkit+1-1.pdf)
- Policy templates:  
<http://www.communitydirectors.com.au/icda/policybank/>
- Risk Management checklist:  
[http://www.ourcommunity.com.au/insurance/insurance\\_article.jsp?articleId=1245#helpsheets](http://www.ourcommunity.com.au/insurance/insurance_article.jsp?articleId=1245#helpsheets)

# Resources re Funding

## Looking for grants:

- [www.myregion.gov.au](http://www.myregion.gov.au)
- [www.philanthropy.org.au](http://www.philanthropy.org.au) - \$99 - access to >350 trusts & Foundations
- <http://community.grantready.com.au/>
- [www.fundingcentre.com.au/scoop](http://www.fundingcentre.com.au/scoop) - (\$89 to access 2,980 live grants)
- State & Local Government websites

## Scholarships for leadership development:

<http://www.scholarships.org.au>

Example of a Giving Circle - <http://www.impact100sa.org.au/>

# Save the date: WEBINAR 5: 25 June 2015



**Alice Macdougall**  
Lawyer, Freehills

## ***Governance for Community Foundations***

*This session is for legally established philanthropic Community Foundations, or those who want to explore this structure as an option for their community.*

*To learn more about Community Foundations, visit Australian Community Philanthropy's [website](#)*

# Thank you for joining us

*Please complete the short survey  
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webinar.*

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the next webinar even better ...*

