

## The Importance of Leadership Development in the Not-For-Profit sector

To succeed in the current complex and uncertain environment, not-for-profit (NFP) organisations require visionary leaders with the courage & capability to **challenge** the status quo, embrace **innovation** and drive change. Investing in leadership is critical to ensuring the Australian NFP sector's long-term **success and sustainability** in supporting communities in need.

### THE WHY - UNCERTAINTY IS THE NEW REALITY

The Australian NFP sector is currently facing unprecedented change and disruption. Tried and tested business models are being disrupted by a number of external forces, including: governments re-focussing their approach to the delivery of social services, the shift toward person centred care, fierce competition for finite donor dollars, the rise of new market entrants (both for-profit & NFP), digital disruption and the emergence of hybrid financing instruments (such as social impact bonds and impact investing).

With increasing complexity and uncertainty, NFP organisations will require dynamic leaders – those who see these changes as significant opportunities and have the courage and capability to challenge the status quo and re-write the rules. Boards and Leadership teams will best support their organisations by developing new skills, deeper experiences and insights to 'future-proof' their organisations and provide visionary leadership in volatile times.

### DELOITTE LEADERSHIP AND CAPABILITY DEVELOPMENT WORKSHOP SERIES

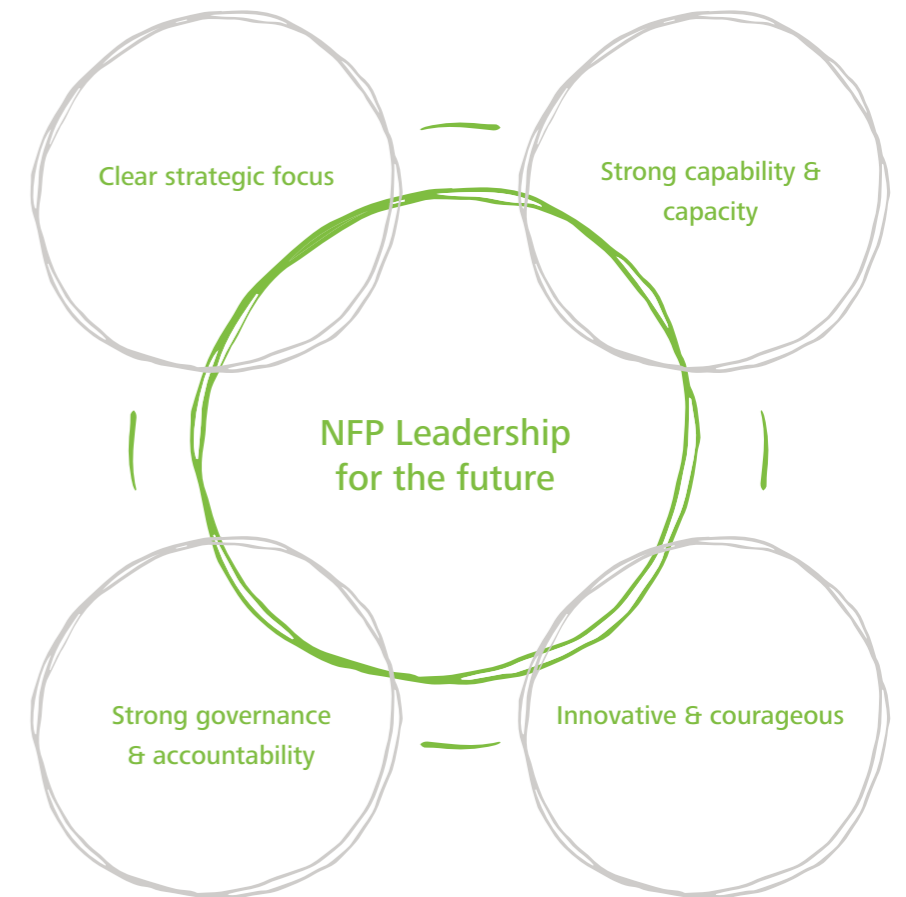
In our experience, NFP organisations often prioritise investment in their service delivery in order to maximise direct support to communities in need. This can often result in under-investment in the development of their Leadership Teams. It is our firm belief that, to succeed in today's complex and volatile environment, NFP organisations need to continuously invest in the leadership development and capacity building of their Leadership teams.

The Deloitte Leadership and Capability Development Workshop Series is designed to support NFP organisations to build the capability and skills of their leaders to embrace change and 'future-proof' their organisations. Our workshops cover a range of topics that are pressing and pertinent for NFP leaders today. Each workshop incorporates the latest thinking, innovation and best practice, with real-life case studies (both locally & globally), so that they are cutting-edge and help inspire NFP leaders to drive change and challenge the status-quo. We have run these workshops for a number of NFP organisations with great results and are confident that these sessions will help strengthen your organisation's 'capacity to act' in a complex world.

Our Workshop Series includes the facilitation of 4 x quarterly workshops over the course of the year with the CEO and Leadership Team. The series is designed to support organisations to identify their strategic goals, and build the collective skills and capability of the Leadership Team to work together and embrace the uncertainty in the market. Each workshop is tailored specifically for the organisation, and is designed in close collaboration with the CEO / project sponsor. This ensures that our series provides support that is specific to the strategic needs of your organisation and Leadership Team.

If you are interested to learn more – please contact Tharani or Frances for a free initial consultation.

### OUR FRAMEWORK FOR STRONG NFP LEADERSHIP



## DELOITTE LEADERSHIP AND CAPABILITY DEVELOPMENT WORKSHOP SERIES – AVAILABLE TOPICS

Below is a list of the workshop topics that, based on our experience, are pertinent for NFP leaders to ensure their continued success in today’s complex environment.

Topic Area	Description and Key Learning Objectives
Strategic Planning	<ul style="list-style-type: none"> <li>• <b>Cascade of Choices Framework:</b> Strategy by Design</li> <li>• Defining a path to successful strategic outcomes by <b>Playing to Win</b> versus Playing to Play</li> <li>• <b>Defining and Prioritising</b> operational activities and investments to reach your strategic aspiration</li> </ul>
Governance for NFPs	<ul style="list-style-type: none"> <li>• <b>Best practice governance principles</b> for NFPs</li> <li>• Defining the role of your NFP Board, identifying the diverse skills required on a Board and understanding why these are critical</li> <li>• Defining how each Board member will contribute to the organisation’s success in a changing sector environment</li> </ul>
Financial sustainability for NFPs	<ul style="list-style-type: none"> <li>• Why is financial sustainability critical to the future of NFP organisations?</li> <li>• Understanding <b>alternate financing options:</b> Impact investing, social finance, social enterprise, corporate funding, PAFs etc</li> <li>• How are NFPs globally and locally building alternate funding streams? What can we learn from them?</li> <li>• How to increase your ability to secure alternate funding and diversify revenues? What is your ‘value proposition’?</li> </ul>
Risk management for NFPs	<ul style="list-style-type: none"> <li>• Why is risk management important for NFPs?</li> <li>• Best practise risk management principles?</li> <li>• <b>Enterprise wide risk management</b> – a systematic process to identify and manage risks</li> </ul>
Building a strong brand and value proposition	<ul style="list-style-type: none"> <li>• What builds a <b>strong value proposition</b>?</li> <li>• Defining the organisation ‘value proposition’ and knowing what makes the organisation unique from its competitors?</li> </ul>
Leading through change	<ul style="list-style-type: none"> <li>• <b>Harvard Model</b> – Adaptive Leadership Framework</li> <li>• Practical skills to assist the Executive team on how best to relate to people and lead through adaptive change</li> <li>• Apply the ‘adaptive leadership framework’ to lead ourselves, front line staff &amp; the organisation through change</li> </ul>
Leveraging technology to increase efficiencies	<ul style="list-style-type: none"> <li>• <b>Digital disruption</b> – How are NFPs leveraging technology to disrupt their traditional operating models and capitalise on market opportunities?</li> <li>• Leveraging technology to operate more efficiently and effectively – eg. CRM systems, cloud systems</li> <li>• <b>Social media</b> – How are NFPs using social media to build a following and capture a greater share of the market?</li> </ul>
Building a culture of innovation in your NFP	<ul style="list-style-type: none"> <li>• What is innovation and <b>social innovation</b>?</li> <li>• Why is innovation critical to the future sustainability of NFP organisations?</li> <li>• How do we create and embed a culture of innovation within the organisation?</li> <li>• How can a culture of innovation assist your organisation to grow and thrive in a competitive market?</li> </ul>
Partnering with the Private sector	<ul style="list-style-type: none"> <li>• <b>Partnering with the Private sector</b></li> <li>• What motivates private sector partners?</li> <li>• Building a compelling value proposition to attract private sector partners</li> </ul>
Outcome measurement	<ul style="list-style-type: none"> <li>• What is your ‘theory of change’</li> <li>• <b>Logic framework</b> - How to convert your strategic direction into outcomes?</li> <li>• How do we measure the outcomes articulated in logic framework?</li> </ul>

## DELOITTE’S SOCIAL IMPACT CONSULTING PRACTICE

Deloitte’s Social Impact Consulting practice delivers solutions that bring together government, business and the not-for-profit sector (NFP) to tackle society’s most complex challenges and deliver greater social impact.

We bring the best of Deloitte’s expertise combined with our passion to help our clients deliver lasting social change. We disrupt the status quo, co-create meaningful outcomes and empower our clients to achieve their deepest aspirations – moving them from output to impact.

We work with clients across human services, disability services, aged care, indigenous, international aid, and more.

### Our key services include:

- Strategic planning
- Workforce planning
- Customer strategy
- Process optimisation
- Funding innovation
- Risk and governance
- Leadership and capability development
- Systems transformation

### For more information – refer to our website:

[www2.deloitte.com/au/socialimpact](http://www2.deloitte.com/au/socialimpact)

## CONTACT US

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