



LEADERS INSTITUTE
OF SOUTH AUSTRALIA

News

AUGUST 2011

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In the remainder of August, we are focused on communicating about the Governors Leadership Foundation 2012 Program in preparation for applications which are due on 12 September 2011. To date we've had over 100 people attend our information sessions with a fourth (and final) session taking place next Wednesday. We are delighted about this interest and enthusiasm. Thank you to all those graduates who have contributed to the success of the sessions thus far.

Our short program focus is on values as an enduring leadership lens which connects with the most powerful drives of conscience, authenticity and self-respect. And then how to coach our team members through that lens in the Coaching Leader program. We also offer great value to our members through the Not For Profit Board Program, delivered by the Australian Institute of Company Directors for our members at an exceptional rate. See pages 3 and 4 for these programs.

If the NFP Board program is of interest, you may also wish to consider joining the GLF Community Board Program committee. This group is doing fantastic work with the Community Business Bureau to match talented GLFers with current NFP Board opportunities

Our next Boardroom Bites exclusive lunch event has started to fill so reserve your seat at the table and hear Leaders Institute of SA Board member Rod Keane talk about leading change in 12 different countries, his experiences and what he learnt along the way.

Meet Paul Bradley, our featured Fellow in Focus who completed the GLF program in 2001, check out the Hawke Centre event and consider the volunteer opportunities detailed inside.

If life is too full to come along to these events or to volunteer your time, it might be because you are already contributing to your community and leading beyond self. If this is the case then I would urge you to consider submitting a Dennis Mutton Medal application before they close at the end of this month. Your story could inspire others to lead with wisdom and beyond self.

Sarah Rhead, Director of Program Development

2011 DENNIS MUTTON MEDAL

Applications for the 2011 Dennis Mutton Medal are closing 31 August. For more information refer to page 4 of this newsletter or [click here to download application form.](#)

VALUES BASED LEADERSHIP

Why values-based leadership?

Leadership credibility no longer goes with the position; credibility is earned by demonstrating beliefs and values in actions that are meaningful to employees, clients, partners and the community.

And values endure. They connect with the most powerful drives of conscience, authenticity and self-respect. These are the fundamentals from which our capacity to lead ourselves and others is constructed. We can dodge, avoid and fake it for a while, but ultimately we all come back to this simple truth. Shared values create conditions for lasting success.

The program

Join us for this 1 day program to investigate your personal, professional and organisation values to understand how they frame your thinking, your actions and inspire others.

Using your own personal case study, practise applying ethical principles and decision making frameworks to support your values-based leadership. This program will also allow space to reflect on how your values-based leadership may be impacting your daily life. Click [here](#) for more details.

Facilitators: Dr Jean Murray, supported by Emeritus Professor Robert Crotty.

Investment: The investment for this program is \$450 (plus GST) for financial GLF members and \$495 (plus GST) for non-financial and non-members.

Date: Thursday 15 September 2011, 9am to 5pm

Venue: Conference Room, Leaders Institute of SA, Level 1, 164 Greenhill Road, Parkside.

Bookings: Please complete the [registration form](#) and email to claire.johnson@lisa.com.au by 25th August.

THE COACHING LEADER

Today's leaders are expected to demonstrate high levels of self-awareness; be able to develop the capabilities of their staff; and be able to effectively guide and motivate others towards identified goals. To do this today's leaders need to take a coaching approach.

Using a range of learning methodologies, including group learning experiences, peer coaching opportunities, personal reflection activities and self-initiated learning (online enabled) plus the implementation of an Action Coaching Project, you will explore the science, art and practice of effective coaching. This three-week intensive program (2 day face to face contact) is designed for leaders across all industries needing to take a coaching approach to partner with people to deliver upon organisation outcomes, both large and small.

Facilitator: Dr Richard Harmer (GLF Leadership Consultant)

Investment: The investment for this program is \$950 plus GST for financial members and \$1,200 plus GST for others

Date: 6th and 27th of October 2011, 9am to 5pm

Venue: Conference Room, Leaders Institute of SA, Level 1, 164 Greenhill Road, Parkside.

Booking: Please complete the [registration form](#) and email to claire.johnson@lisa.com.au or fax to 08 8125 5889 by Friday 16th September 2011. For more information, please [click here](#).



DR RICHARD HARMER

BOARDROOM BITES



finest leaders.

Boardroom Bites is a lunch time event hosted by a Leaders Institute of SA Board member and CEO (or the Chairman of the Alumni Executive). It is offered to Fellows of the GLF exclusively, offering a fine selection of foods and Jacobs Creek wines with bite-sized insights into either the 'highs and lows of leadership' or the Board member's personal topic of interest and experience. Given the caliber of our esteemed Board, this exclusive GLF event offers a great networking opportunity for attendees and a great way to gather chestnuts of wisdom from some of Adelaide's

Our next Boardroom Bites presenter will be [Rod Keane](#) on leading change.

" We all work hard to bring success but change is a constant for any organisation as it responds to internal and external challenges. While change might be an imperative for sustainability, it frequently threatens the organisational paradigm. Even the best strategies and plans can and do fail due to misunderstandings and fear. Why do some organisations thrive on uncertainty while others are paralysed by it and who really leads successful change? Based on my experiences in 12 countries, you might be surprised. I invite you to share experiences at our next Boardroom bites."

The next Boardroom bites session is on **Tuesday 13 September from 12-2pm** and will be held at the Commonwealth Bank of Australia.

Places are limited so [register](#) now to secure your spot.

For more information please visit our [website](#) or contact Claire Johnson on 08 7070 0960 or at claire.johnson@lisa.com.au



CommonwealthBank

NOT-FOR-PROFIT BOARD COURSE

Delivered by the Australian Institute of Company Directors (AICD) this 1 day Not-for-Profit Board course provides a detailed overview of the specific duties and responsibilities of directors and board members of a not-for-profit organisation. The course also covers governance and performance issues relating to the not-for-profit sector, as well as the legalities surrounding funding and sponsorship arrangements.

The Not-for-Profit Board is presented by professional subject specialists with experience working across a range of boards. On the day you will have opportunities to discuss specific questions with the facilitator and network with your peers.

Investment: \$675 (plus GST) for financial GLF members (35% saving on full AICD rate)

\$885 (plus GST) for non-financial and non-members (15% saving on full AICD rate)

Date: Monday 24 October 2011, 9am to 5pm

Venue: Room 4, 163 Greenhill Road, Parkside.

Bookings: Please complete the [registration form](#) and email to claire.johnson@lisa.com.au by 5th October

For more information visit our [website](#) or [click here](#).

AUSTRALIAN INSTITUTE
of COMPANY DIRECTORS

2011 DENNIS MUTTON MEDAL

For the second year running we will award the prestigious Dennis Mutton Medal award for a Graduate of the Governor's Leadership Foundation in recognition of a substantial contribution to the South Australian community through their voluntary and unpaid involvement in new initiative(s) and/or through adding value to an existing initiative(s).

Dennis Mutton was one of the Founding Fathers of the Governors Leadership Foundation (GLF). He was on the committee that set up the program for SA Business Vision 2010 (in 1999) and was on the first GLF Council. Dennis worked with a group of GLF graduates in 2002 to see the GLF Network formally established. Subsequently, as the Leaders Institute of South Australia was evolving, Dennis worked with others to develop the Constitution and became the inaugural Treasurer; a position he held for 5 years until his retirement from the board.

Dennis retired after a long and distinguished career in the South Australian Public sector and industry. In retirement, he remains an active contributor, an independent consultant in the fields of natural resource management, industry development, primary industries and mineral resources, regional growth initiatives, business-government relations, leadership and human resource development. A Board Member and Director of various companies and organisations in the private and public sectors [Natural Resources Management Council of S.A., The Grape and Wine Research and Development Corporation, Bio Innovation S.A., Operation Flinders Foundation] and a Councillor of the Royal Agricultural and Horticultural Society of South Australia, Dennis has also conducted major reviews at both State and National level and established major projects in East Timor.

The criteria for entering the Dennis Mutton Award remains consistent with 2010. GLF graduates who are financial members of the Institute may self-nominate OR be nominated. Short listed candidates may be invited to provide further information or conduct a presentation to the judging panel. The judging panel will include Dennis Mutton, our Chairman, a representative from the Alumni Executive Committee and our CEO.

Those nominating for the Award must reflect the core value of citizenship and the predominant involvement in the related initiative or activity must have occurred POST their GLF year. **Applications for the Award opened this week and will close at the end of August. [Click here to download application form.](#)**

COMMUNITY BOARD PROJECTS

Want to join the GLF community boards project team?

The GLF Alumni's community boards project team, which works to match GLF Fellows with not for profit agencies looking for new board members, is looking for additional members. Perhaps you have experience in the not for profit sector or are simply keen to 'give back' to one of the Alumni's initiatives? Either way, we're keen to hear from you.

To express your interest or for more information, contact **JENNIFER DUNCAN FGLF08** at jenniferduncan.org@gmail.com

GLF ALUMNI PROGRAM REVIEW

Our last event in July was a leadership panel on Leading Through Crisis. Here's what our GLF'ers and others proactively volunteered about this event:

"Well done for asking such great speakers to talk to us on Tuesday – it was one of the best GLF events ever, very impressive speakers! Loved it.."

BRIDGET HOGG FGLF04

"I truly enjoyed the Leadership through Crisis panel. It was inspiring. Great speakers with amazing experience. I appreciated the insights into the challenges, strategies and honest personal accounts."

SARAH FEIJEN FGLF09

"Thank you for a great session. What three inspiring young people to have in our community particularly Larrisa Robertson to create balance of mother hood and career, Shaun Hughes a challenging task with such positive results of success. Ken Wood an adventure in each task. I do envy your job at times to be able to meet so many interesting people."

ANNETTE CAMERON FGLF09

"Just a note to say how much value I got from last evening's "Leadership in Crisis" seminar. The selection of speakers was excellent and the enthusiasm of their respective presentations was no doubt a major factor in the liveliness of the subsequent discussion.

*Needless to say I was delighted that all three speakers, as leaders in their respective businesses, saw the need to be aware of the personal emotional needs of staff as **the** core factor in ensuring business crises are effectively managed and overcome. The fact that they, as leaders, had to recognize and deal with their own emotional needs was also significant. It's another example of the fact that when it comes to "soft power" issues in business, the buck **starts** at the top.*

Thank you for a most absorbing evening – and such an interesting array of guests who were attracted to the topic"

PETER NICHOLLS

We hope to see you at our next event which is a free public forum on Leadership and Climate Change.

This event held in partnership with the University of Adelaide's Environment Institute, is scheduled for Thursday, 29th September, 6-7:30pm at the Masonic Hall, 254 North Terrace, Adelaide.

The format will consist of a panel of up to five South Australian leaders with varied leadership perspectives on what will be required to achieve transformational societal change in the context of the complex and 'wicked' problem of climate change. To date we have confirmed panellists **Senator Penny Wong** and **Professor Mike Young**.

Currently the level of public debate struggles to transcend the immediate hip-pocket impact of our broader community to encompass what type of leadership will be required to create the immense and complex change we will need to enact and embrace.

As such this is not a debate on the science of climate change, rather assuming climate change is occurring and given the impact most are willing to accept this will have on our community, what should our leaders do? In fact we are hopeful the discussions this panel will generate could equally apply to any other complex issue our community faces.

We believe this will be a very popular event and there will be size restrictions despite the selected venue. As such we wanted to give our community notice so you can save the date. We hope to see you there.

THE LEADERS INSTITUTE BLOG

The Leaders Institute team has recently implemented a few social media strategies. Social media is not only about the content shared, but also about the conversations it creates so find us on [LinkedIn](#) and [Facebook](#) and join in the conversation.

Recently our Director of Program Development, Sarah Rhead, has been blogging as she reads the GLF programs seminal text, '[The Practice of Adaptive Leadership](#)', (Heifetz, Grashow, Linsky, 2009), and a sample is included below in place of the regular professional development article.

Adapting is all about learning and learning is often painful

Last week I wrote about the secret of evolution – variation. I reflected on the fact adapting means building a culture that can hold and value diverse views and one which relies on a distributed or collective intelligence, allowing for variation and ultimately evolution.

Heifetz and Linsky say this is key to adaptive leadership. They also highlight several other factors required for organisational adaptation to increasingly complex environments. These may include:

- Redefining values, purpose and process

- Building on the past rather than jettisoning it

- Bravely participating in experimentation (to get the variation)

- An inclusive and diverse environment, and

- Allowing the time needed to adapt.

Despite highlighting the need to build on the past rather than jettisoning it, the authors do highlight one further condition – new adaptations “significantly displace, re-regulate and rearrange some old DNA”. This seems inevitable if an organisation is willing to embrace diversity and variation.

My career has included extensive work taking into consideration the customer view point. Sometimes called customer service development using customer satisfaction indices, or being the customer champion using consumer insights or more recently, the term coined customer experience management.

Never mind the semantics, all required standing in the shoes of a customer. Imagine then if an overwhelming number of customers repeatedly voiced a need or want that didn't quite fit with the current organisation's offering and indeed the current organisational capacity to offer, given the structure in place. In other words time to rearrange some old DNA. One thing is clear, regardless of what we want to call it, if we don't deliver what the customer wants somebody soon will. Adaptive change is required to remain competitive.

In more than one organisation I witnessed the struggle to achieve the change required and perhaps that's because we didn't have all of the above factors in play. We certainly had the intent and were investing in understanding what needed to change, but there were barriers getting in the way.

One common issue coming from a customer insight is that a consumer doesn't care about your internal machinations. They think only in terms (quite rightly) of the process they go through in their experience with you. They are not interested in the point where one siloed functional area hands off to another. They just want their seamless experience. So when you, as the customer champion, bring to the cross functional table a customer voice it is more than likely an adaptive challenge – a new way of doing things against a challenging organisational structure backdrop.

As Heifetz and Linsky say, “Learning is often painful. One person’s innovation can cause another person to feel incompetent, betrayed, or irrelevant.” So, with any organisational change there will be team members who will experience a sense of loss. And they will need help.

Reflection # 5: In any adaptation comes change, resulting inevitably in team members feeling a sense of loss. Leaders must therefore diagnose these system or individual losses and likely defence patterns in order to deploy appropriate strategies to counteract them.

In the Coaching Leader program delivered in March this year and scheduled again for October, this was discussed in detail. Learned optimism was a suggested concept to help coachees change and manage their feelings of loss. We discussed the four following elements:

1. Evidence – look for evidence that contradicts the expectation. Is there evidence that we have been able to change and it’s worked out well?
2. Alternative – think differently. Is there an alternative way to do it?
3. Implications – if we do continue as we are what is going to happen?
4. Usefulness – how does it serve you to continue this way?

I’m yet to read on to Heifetz and Linsky’s suggested strategies, but I offer these very simple steps in the mean time for any resistance to change you might be experiencing in your leadership journey.

To follow the Leaders Institute blog click [here](#).



2012 GLF PROGRAM

The Leaders Institute of South Australia is delighted to announce that our recruitment process for the 2012 Governor’s Leadership Foundation Program (GLF) is going extremely well. As a result of the popularity of our information sessions in July, we have now scheduled an additional session (details below). All prospective applicants and their sponsors are encouraged to attend to find out all they need to know about the program from the CEO of the Leaders Institute and graduates of the program. Organisations and leaders interested in finding out more about the work of the Leaders Institute of SA are also welcome to attend one of the information sessions.

The final information session will be held at :

Ernst & Young , Level 12, 121 King Williams Street, 17th August 6.00—7.30pm (drinks and nibbles provided)

To book, please contact Claire Johnson at claire.johnson@lisa.com.au.

FELLOW IN FOCUS— PAUL BRADLEY FGLF01

PAUL D. BRADLEY FGLF01 is Managing Director of Peterson Industries Pty Ltd at Edwardstown. Since joining the company in 1980, he has completed an apprenticeship in engineering, has served as a CNC programmer, general foreman, works manager and general manager. Paul has set up e-commerce, expanded all facets of the business, including upgrading to ISO9001, written comprehensive business plans for 11 vital areas of the business and prepares annual budgets.



Peterson Industries recently celebrated their 60th Year in business as a general and production engineering company serving many diverse industries particularly mining and defense. Peterson Industries provides the latest CNC turning and CNC milling capabilities to manufacture precision components. Complimented by manual machining, welding/ fabrication and in house bluing departments, Peterson Industries has the capabilities to offer a full turnkey service.

In 1989 Paul joined the Society of Manufacturing Engineers based in Dearborn Michigan USA and is currently the 1st non USA/Canadian President of the Society in its 79 year history and also serves on the Board of Directors. Paul has served in various elected positions, including chair of SME Adelaide Chapter 169 twice. In 2003, he was a member of the Board Work Group on International Alliances, which developed key recommendations leading to a new alliance with the Australian Manufacturing Technology Institute Ltd, AMTIL. Paul is a recipient of the SME Ralph E. Cross Outstanding Young Manufacturing Engineer Award. Only one other Australian has received this prestigious award from SME.

Paul is also currently a General Councillor for the Australian Industry Group, AIG South Australian Branch consisting of many diverse company members.

In 2001 Paul participated in the Governor's Leadership Foundation year long leadership development program. It was a year I will always remember, Paul said. The GLF program provided me the opportunity as a leader to open my mind, remove all boundaries and explore with a diverse group of individuals the many challenges we all face as leaders. Paul said the program is also an opportunity to meet many colleagues with friendships forming in some cases. Despite being a decade since I completed the GLF Program I still put into practice what I have learnt and plan on remaining involved with the Leaders Institute and the GLF program as often as I can.

FELLOW'S NEWS

DAVID DAHM FGLF00— Health and Life has been named as *2011 Telstra South Australian Award Winners* in the categories of the *MYOB Small Business Award* and the *Yellow Pages Social Responsibility Award*. They are now national Award Finalists for both Award categories to be announced in Melbourne on the 26th of August 2011.

PHILLIP WATKINS FGLF09—has taken on a new role as CEO for desArt (a representative body for 50 remote Aboriginal community art centres).



SPONSORS NEWS

We would like to welcome our two newest sponsors of the GLF program , McClusky & Co and Linkbridge.



McClusky & Co is a full-service public relations and communications agency. Principal Leigh McClusky is one of South Australia's most recognised and respected media identities. With a finely tuned understanding of what makes South Australians tick and more than 30 years of insider's knowledge of how television, radio and print outlets really work and what they want. We're certainly looking forward to having her focus and generous support on our Leaders Institute of SA brand.

Linkbridge is the newest venture of one of our graduates, **GRANT ARCHER FGLF02**. Drawing on his extensive experience in workplace investigations, training and mentoring for managers through to junior staff, and drafting workplace policies and procedures, Linkbridge helps build the connection between business, people and culture.



NEW BOARD MEMBER

Kathy Gramp
BA(Acc), FCA, FCSA, GAICD

Kathy joined the Leaders Institute Board in July 2011. She has extensive experience in the commercial radio and digital media, as well as currently serving on the Boards of the Royal District Nursing Society (SA), Adelaide Convention Centre and Masonic Homes Inc. Kathy's key areas of expertise include corporate governance, financial management and accounting, debt and equity raising and oversight for major capital, IT and building projects. Kathy also has several years of board experience in government, disability and health sectors.



DATABASE AUDIT

Throughout August we will be conducting an audit of our database. Part of this process will involve an email merge being sent to every member. We would appreciate it if you could take the time to follow the prompts and complete your details then return it to claire.johnson@lisa.com.au so we can ensure the continuation of the integrity of our database.

Thank you

Claire Johnson
Office Coordinator and Executive Assistant

LIBRARY UPDATE

We have two new additions to our library. If you would like to borrow one of these, or any other titles please email claire.johnson@lisa.com.au.

Appreciative Coaching: A Positive Process for Change

By Sara L. Orem, Jacqueline Binkert and Ann L. Clancy

Evocative Coaching: Transforming Schools One Conversation at a Time.

By Bob Tschannon-Moran and Megan Tschannen-Moran

OVERDUE BOOKS

We are currently updating our Library database and have noticed that numerous books are outstanding. Please note our current borrowing terms are four weeks. If you have an outstanding book please return it ASAP to Level 1, 164 Greenhill Road PARKSIDE 5063.

Thank you

Claire Johnson

Office Coordinator & Executive Assistant

CHARLIE PERKINS SCHOLARSHIP

The Charlie Perkins Scholarships are now accepting applications for 2012.

Each year the Charlie Perkins Scholarship Trust offers two scholarships for Indigenous postgraduates to study at the University of Oxford and the University of Cambridge for up to three years.

The Perkins Trust website provides comprehensive information on the scholarship criteria, how to apply, key dates, etc. (www.perkinstrust.com.au). Also, attached please find a flyer with more information.

Please note that the closing date for this year has been brought forward and applications will close on Friday 14th October 2011. The Charlie Perkins Scholarships will only be awarded to students who have been accepted to either the University of Oxford or Cambridge. In most instances, this will require a First Class Honours degree or a very strong Second Class Honours degree.

For more information please contact Marshall Thurlow on mashall.thurlow@auroraproject.com.au



HAWKE CENTRE

WHOSE EXTINCTION? - ENVIRONMENT, POPULATION, AND SOLUTIONS

With Dermot O'Gorman, CEO, WWF-Australia

Local respondent: Adelaide's Lord Mayor, Stephen Yarwood

Dermot O'Gorman, CEO of WWF-Australia believes that any solution to the continued extinction crisis must go hand in hand with the challenge of supporting a world of 9 billion people.

He will argue that by conserving the most critical places for the planet's biodiversity, and working with the most enterprising big companies to create sustainable commodities and products, a workable environmental future will be attainable both for humans and other species in the web of life.

Adelaide's Lord Mayor, Stephen Yarwood, will respond, reflecting local South Australian challenges.

Date: Wednesday 24 August 2011

Time: 5.30pm for a 6.00pm start

Venue: Adelaide Town Hall, 128 King William Street, Adelaide

[Register HERE for this FREE event](#)

VOLUNTEER OPPORTUNITIES

TUTOR'S NEEDED

The Smith Family is looking for volunteer tutors to help out at Learning Clubs for primary school children within the Port Adelaide Enfield community.

The Smith Family strives to support disadvantaged families by unlocking opportunities through education and learning. A Learning Club is a safe, supportive, after-school hours learning environment where students have the opportunity to access resources and assistance with their homework and curriculum content, ultimately becoming more confident and committed to their learning.

Volunteering as a Learning Club tutor involves 1-2 hours a week during school term. This experience will involve sharing your valuable skills and knowledge to assist with students' academic and social development. As a Learning Club tutor, you will gain experience working in a team environment and make a big difference to a young person's life.

For more information please contact Jess Moser on (08) 8447 6431 or via jessica.moser@thesmithfamily.com.au



everyone's family

TECHNICAL TELEVISION TRAINING

Organisation: Australian Business Volunteers

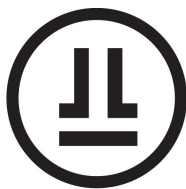
Location: Mt Hagen PNG

Contact: 6285 1686 or recruitment@abv.org.au

A 4-8 week opportunity for a qualified/ experienced person to help a local TV centre expand into rural and remote communities. Identify areas of need and recommend long term training of staff to transition from cable to wireless.

Diary Dates

Date	Event	Presented By	Exclu- sive to Leaders Insti- tute Mem- bers	Cost		
				Financial Institute Members	Non Fi- nancial Institute Members	Non Mem- bers
Sep 13	<u>Boardroom Bites - Rod Keane</u> Register by 30th August	Commonwealth Bank of Australia	Y	\$35	N/A	N/A
Sep 15	<u>Values Based Leadership</u> Register by Thurs 25th August	Leaders Institute of SA	N	\$450	\$495	\$495
Sep 29	<u>Leadership & Climate Change</u>	Leaders Institute of SA and Environment Institute	N	Free	Free	Free
Oct 6 and 27	<u>Coaching Leader</u> Register by 16th September	Leaders Institute of SA	N	\$950	\$1200	\$1200
Oct 24	<u>Not For Profit Board</u> Register by 5th October	Australian Institute of Company Directors	N	\$675	\$885	\$885
Nov 22	<u>Developing Wisdom in Leadership</u>	Niki Vincent Leaders Institute of SA	N	Free	\$35	\$35



**LEADERS INSTITUTE
OF SOUTH AUSTRALIA**

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PARKSIDE SA 5063

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E-mail: claire.johnson@lisa.com.au

OUR MISSION

The Leaders Institute of South Australia is the State's premier leadership development organisation. It offers unconventional, unmatched and unforgettable opportunities for personal and professional growth. Our versatile and influential graduates, our alumni network, and our partner organisations, are leaders in the ongoing social, economic and environmental evolution of our State.

OUR VISION

The Leaders Institute of South Australia strives to be a key catalyst for positive change and prosperity in our State, providing innovative and inspirational development for our emerging and established leaders.

Developing wiser leaders for South Australia