



**LEADERS INSTITUTE
OF SOUTH AUSTRALIA**

STRATEGY FOR 2010-2015

&

BUSINESS AND OPERATIONAL PLAN: 2010 and 2011 (calendar years)

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INTRODUCTION

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.

BACKGROUND

At the end of 2009, the Leaders Institute of SA (the Institute) will have been established for 5 1/2 years and the Governor's Leadership Foundation program will have completed its 10th program. This plan sets a course to secure the Leaders Institute of SA into the future as South Australia's premier high-level leadership development organisation. The period 2010 – 2015 will not be without challenges. We are emerging from a global economic downturn that has impacted quite markedly on expenditure on people-development within many organisations and this has a direct impact on our work. Since September 2008, the world has changed in fundamental ways. Michael Roux, Chairman of the Australian Davos Connection, has argued that:

The global financial crisis has shaken to the core the ideological consensus that underpinned the economic policies of governments and the conduct of business since the 1980's. The prevailing orthodoxy held that ever-greater profit...would deliver uninterrupted prosperity....we now know, with the benefit of hindsight, how mistaken [this] was...(ADC Future Summit Report 2009)

Nevertheless, these circumstances represent an opportunity the Leaders Institute of SA. The development of the character and wisdom of our existing and emerging leaders is critical to our ability to deal with the complex challenges we are facing in a fast-changing world and to develop a sustainable society in the future. As Prime Minister Kevin Rudd has recently noted:

Governments alone do not have the resources to address all of the complex dimensions of the challenges we face. We need to call forth the talents and energies of the whole nation if we are to achieve our nation's potential. We need to foster understanding, innovative thinking, and greater cooperation across the different sectors of Australian society. (ADC Future Summit Report 2009)

Fostering understanding, innovative thinking and greater cooperation across the different sectors of Australian society are the objectives behind our organisation - and these will remain central to our commitment to broaden, enhance and accelerate leadership capability in South Australia, through our:

- flagship experiential leadership program (the Governor's Leadership Foundation),
- the continued development and support of a dynamic network of GLF graduates and
- the development and delivery of a suite of other programs and services that strengthen our financial base and build on the strength of our core business.

This strategy and business plan charts a course of the Leaders Institute of SA to head with determination towards the fulfilment of our Vision to be a key catalyst for positive change and prosperity in our State.

KEY RESULT AREAS (KRA'S)

The overarching Key Result Area of this Plan is ***the development of a greater number of leaders with the capacities of mind that will enable them to contribute more effectively to all of the communities of which they are a part – workplace, family and society – and who are leading in the ongoing social, economic and environmental evolution of our State.***

In order to achieve this, we will focus on the following sub-KRA's:

1. *growing and improving our current programs*
2. *developing our range of products and services – both for our alumni and for others*
3. *growing the reputation and sphere of influence of the Institute and its programs and services and maintaining the essence and integrity of our brands through excellent marketing and promotion*
4. *ensuring our organisation has the resources to operate in accordance with the strategy and plan*

We will deliver on these KRA's through the following broad strategies:

KEY RESULT AREA	BROAD STRATEGIES
<p>Growing and improving our current programs</p>	<p>More effective marketing of our programs</p> <p>Building mutually beneficial alliances, networks and relationships with leading organisations in Australia and internationally</p> <p>Providing staff with development opportunities relevant to existing and new program innovation and development</p>
<p>Developing our range of products and services – both for our alumni and for others</p>	<p>Expanding our market intelligence</p> <p>Working with other leading organisations with unique expertise to develop and deliver programs that offer unconventional, unmatched and unforgettable opportunities for personal and professional growth for our graduates and external organisations</p> <p>Concentrating resources on the development of new products</p> <p>Ensuring adequate resources are provided to further develop GLF alumni activity and engagement over the longer term</p>
<p>Growing the reputation and sphere of influence of the Institute and its programs and services and maintaining the essence and integrity of our brands through high quality, effective marketing and promotion</p>	<p>Expanding the engagement of our stakeholders (program graduates, sponsors, Honorary and Foundation Members)</p> <p>Ensuring that we continue to secure quality marketing and promotional expertise and utilise this to the benefit of the Institute</p> <p>Identifying and initiating opportunities to partner and align ourselves with other leading organisations</p>
<p>Ensuring our organisation has the resources to operate in accordance with the strategy and plan</p>	<p>Continuing to expand and diversify our GLF program sponsorship base and reducing the overall reliance on this income source</p> <p>Continuing to develop and expand our income-generating products and services</p> <p>Ensuring that the organisation has adequate and highly-trained staff to deliver on our objectives</p> <p>Increasing the sophistication and efficacy of our office systems</p>

OUR VALUES

We will carry out our work and strive to achieve our goals in ways that are consistent with our organisational and team values – namely:

INSPIRING OTHERS

We endeavour to operate at a high level, to embrace change and to enrol people in the pursuit of a better society.

INTEGRITY AND TRUST

Our team members are people of strong character who act with integrity. We deliver on our promises, act in line with our values and walk our talk. We honour the trust that others have in us and our organisation. We take responsibility for our mistakes. We share information that helps others in their efforts to build a better society.

VALUING DIVERSITY

We strive to respect, understand and empathise with differences in people, cultures and value sets. We actively encourage diversity in our programs, teams and networks.

RELATIONSHIPS

We aim to find common ground and build solid relationships with all of our stakeholders. We endeavour get the best out of people within our team and through our programs.

CREATIVITY AND INNOVATION

Our team has broad interests, knowledge and skills that translate into new ideas and cutting-edge strategies and programs. We strive to be creative and visionary. We have a philosophical stance towards failure and learn from our mistakes.

FLEXIBILITY, OPENNESS AND HUMILITY

We are open to continuous improvement as individuals and in our programs. Our team members seek increasing self-awareness and understanding. We are responsive to feedback. We quickly admit flaws and mistakes. We are authentic.

ORGANISATION

We are well-organised, resourceful and frugal. We are effective and efficient at marshalling multiple resources (including volunteers and sponsorship) to get things done.

SUSTAINABILITY

We are mindful of our impact on our planet. We take continuous action to reduce our use of energy and water and our waste generation.

	KEY OBJECTIVES	BROAD STRATEGIES	INPUT SUPPORT	TIMING
REPUTATION, INFLUENCE, BRAND INTEGRITY	Ensure that through our programs, our versatile and influential graduates, our alumni network, and our partner organisations, we are recognised as a key organisation playing a leading role in the ongoing social, economic and environmental evolution of our State (KRA3)	<p>Track/research our graduates and their professional and community activities to build a library of evidence regarding the value of our programs and their impact on the community</p> <p>Ensure positive stories are promoted in the media and documented on our website and in our publications etc.</p>	<p>CEO</p> <p>Director of Program Development</p> <p>Network Executive Committee</p> <p>Program Coordinator</p> <p>Communikate et al</p>	15/12/2011
	Maintain the integrity of the GLF brand and its points of difference from other internal and external leadership programs (KRA3)	<p>Ensure that the GLF program is always seen as our flagship program (and our main purpose for being) in all of our promotional materials and on our website and that our team members do not get distracted from this important priority in the development of new programs</p> <p>Ensure that the ongoing sustainability of the alumni network remains a focus for the Institute and that the opportunities provided by it are recognised and promoted as a point of difference</p> <p>Promoting alumni benefits in different ways/media</p>	<p>CEO</p> <p>Director of Program Development</p> <p>Network Executive Committee</p> <p>Communikate et al</p>	Ongoing for the life of this plan

		<p>Providing an annual calendar of events and opportunities for alumni so they can plan and be encouraged to participate</p> <p>Use key stakeholder surveys to inform event and program offerings</p>		
	<p>Build mutually beneficial partnerships with other leading organisations (KRA3)</p>	<p>Identify possible partners</p> <p>Work with possible partners to develop mutually beneficial relationships that align to the overall objectives of the Institute (and partners)</p>	<p>CEO</p> <p>Director of Program Development</p> <p>Network Executive Committee</p>	<p>15/12/2011</p>

	KEY OBJECTIVES	BROAD STRATEGIES	INPUT SUPPORT	TIMING
FINANCIAL SUSTAINABILITY	Carefully review the Leaders Institute income tax exemption to see how this may be affected by shifting to less dependence on sponsorship and more income from our programs (KRA4)	Ask KPMG and Finlaysons to look at this matter for us Discuss at board level	CEO	30/06/2010
	Subject to restrictions in the above, continue to move towards becoming less dependent on sponsorship income with the development of new income streams that build on our existing expertise, strengthen our brand and align with the objects of our organisation (KRA4)	Develop our programs (see below)	Director of Program Development CEO	15/12/2011
	Continue to expand and diversify our sponsorship base to reduce risk (KRA3 & 4)	Hold at least two corporate board lunches per annum targeting potential sponsors (hosted by, and involving, existing sponsors as ambassadors). Continue to have a strong and committed high-profile Board of Directors that is focussed on fundraising and nurturing of sponsors, and all board members will play an active role in providing introductions to potential sponsors and helping to secure their support	CEO Board members Existing Sponsors Graduates (as attendees at lunches)	15/12/2011

	KEY OBJECTIVES	BROAD STRATEGIES	INPUT SUPPORT	TIMING
PRODUCTS AND SERVICES	Research and develop a one and/or two day ethics program and deliver this at least 5 times before end 2011 (KRA2, 3 & 4))	<p>Research existing ethics leaders, programs and organisations</p> <p>Develop collaborative relationships with above</p> <p>Key staff to train with experts in ethics to develop program</p> <p>Create and distribute promotional material</p> <p>Deliver programs</p>	<p>Director of Program Development</p> <p>CEO</p> <p>Communikate et al</p>	<p>Development by 31/06/2010</p> <p>Delivery of at least 5 programs by 15/12/2011</p>
	Complete 4 new think-tank projects with government departments and/or other organisations (KRA1, 3 & 4)	<p>Review Think-tank model and assess usefulness for other organisations</p> <p>Work with Sandy Pitcher in DPC to develop projects based on the State Reform Agenda</p> <p>Create and distribute promotional material</p> <p>Discuss projects with individual GLF graduates in key decision-making roles in target organisations (buy-in)</p> <p>Develop projects</p>	<p>Director of Program Development</p> <p>CEO</p> <p>Think-tank consultant</p> <p>GLF graduates in key decision-making roles in organisations</p> <p>GLF graduates (as participants in projects)</p>	15/12/2011
	Grow the GLF Edge program to 40 participants (4 X groups of 10) (KRA1, 3 & 4)	<p>Develop new marketing materials</p> <p>Promote the program to GLF and High Impact graduates</p> <p>Promote the program within the organisations of our graduates, Honorary and Foundation members, sponsors and alliance partners</p>	<p>Director of Program Development</p> <p>Program Coordinator</p> <p>CEO</p>	15/12/2011

	(to non-graduates)	Communikate et al	
Ensure that the High Impact program has at least 15 full fee-paying participants annually (KRA1, 3 & 4)	Develop an improved marketing and public relations campaign for the promotion of the program (with an earlier start date)	Program coordinator	Ensure 15 participants for 2010 program by 31/3/2010 and 15 participants for 2011 program by 31/3/2011
	Develop an alumni program for the High Impact program graduates that helps strengthen the program outcomes and build support for the program	CEO Director of Program Development Communikate et al	
Grow the board volunteering program so that we successfully match GLF graduates to all board roles advertised with NFP organisations (KRA1 & 3)	Establish stronger links with Volunteering SA and promote initiative through the community sector	Director of Program Development	15/12/2011
	Actively seek board (and other professional) roles in community organisations that may be suitable for our graduates		
	Actively work with graduates to match them up with volunteering roles in community organisations		
	Document our success		
Develop and deliver a suite of ½-day, 1-day and 2-day programs building on the unique and innovative tools that we currently utilise in the GLF and Think-tank programs for the continued development of our graduates and for delivery within external organisations(KRA2, 3 & 4)	Publish success stories in our newsletter and on website		15/12/2011
	Take stock of the innovative tools that we already have	Director of Program Development	
	Work with team to develop these into programs	CEO	
	Create and distribute promotional materials	External consultants (e.g. think-tank consultant)	
	Deliver programs		

		<p>Collect testimonials, document success and share success stories via newsletter and on website</p>		
	<p>Ensure that the GLF program secures 40 participants per year without compromising on the quality or diversity of the group or the proportions of business (45-50%), government (35-40%) and community participants (15-20%) (KRA1, 3 & 4)</p>	<p>Educate HR managers and CEO's to build the program into their long-term strategy for organisational sustainability and succession planning.</p> <p>Work with graduates and participants to encourage them to enrol at least one new program applicant each year. This will be done within the program, via the newsletter and a posted letter/recruiting kit, and will also be encouraged at Network events.</p> <p>Institute board members will work within their own networks and areas of influence to promote the program and secure at least one candidate for each program).</p> <p>More actively promote the advantage of having completed the GLF for enrolling in a UniSA or University of Adelaide MBA program.</p> <p>Ensure that all sponsors nominate a candidate for the program each year (unless they have made a conscious choice not to do so).</p> <p>Promote the positive attributes of the alumni Network more prominently</p> <p>Place particular emphasis on continuing to engage the support of South Australian business leaders for recruitment. Institute board members to provide key links into these leaders.</p> <p>Continue strong media exposure for the GLF program and its</p>	<p>CEO</p> <p>Director of Program Development</p> <p>Program Coordinator</p> <p>Office manager</p> <p>Board members</p>	<p>Ongoing for the life of this plan</p>

graduates.

Work with other reputable organisations with unique expertise to develop and deliver programs that offer unconventional, unmatched and unforgettable opportunities for personal and professional growth for our graduates and external organisations (KRA2, 3 & 4)

Explore the possibility of working with Fulcrum people to develop a nationally accredited program for high potential young leaders (as a stand-alone program with potential to feed into the GLF and other programs)

Work with Interkonnections to develop and deliver a unique 3-day leadership program that builds on the constructive developmental theory and integral work that we utilise in the GLF and Think-tank programs


Explore other opportunities with the above organisations and others for the development of additional programs

CEO
Director of Program Development

At least one program by 15/12/2010 and at least one additional program by 15/12/2011

	KEY OBJECTIVES	BROAD STRATEGIES	INPUT SUPPORT	TIMING
STAKEHOL DER	Ensure that our sponsors feel that they are valued and that their investment in the GLF program is demonstrated (KRA4)	<p>Build awareness of the return on investment that each sponsor is seeking amongst all staff and board members.</p> <p>Develop several sponsors events during the calendar year (events where they can promote their brands and meet potential clients)</p> <p>Invite sponsors to be guest speakers on our programs (at least one invitation to each sponsor per year)</p> <p>Encourage sponsors to attend launch, AGM, Leadership Week and graduation (at least) and ensure that they feel honoured and that their \$ are being spent on a very worthwhile cause.</p> <p>Work hard to promote sponsors products and services to all other stakeholders</p> <p>Encourage board members to utilise our sponsors products and services as a priority.</p> <p>Survey our sponsors every second year to assess whether this key objective is being met.</p>	<p>CEO</p> <p>Director of Program Development</p> <p>Program Coordinator</p> <p>Office Manager</p>	<p>Ongoing for the life of this plan</p> <p>Sponsors survey 15/12/2011</p>
	Engage, strengthen and develop the GLF alumni (KRA1, 2 & 3)	Review the effectiveness and suitability of the structure in place to oversee alumni activities	<p>Director of Program Development</p> <p>Network Executive</p>	Ongoing for the life of this plan

		<p>Improve the level and effectiveness of internal communication and promotion of the value, benefits and opportunities available through the alumni network including targeted improvements in the way we connect with participants as they graduate</p> <p>Work with CEO and Director of Program Development to assess and promote potential partnerships and benefits to the alumni</p> <p>Increase the level of data held in evidence of the ongoing impact of the GLF program and involvement in the alumni</p> <p>Create opportunities for graduates to build on their GLF program experience and to integrate and connect with other alumni members through professional development, and economic, environmental, social and community opportunities</p> <p>Ensure that money used to fund alumni activities is managed frugally and utilised to the best benefit of members and the Institute</p> <p>Ensure that adequate resources are provided to further develop alumni activities and engagement over the longer term</p>	<p>CEO</p> <p>Program Coordinator</p> <p>Office Manager</p> <p>Communikate et al</p>	
	<p>Build on the contribution of our Foundation and Honorary members (KRA3)</p>	<p>Encourage all F&H Members to attend our AGM, graduation and other appropriate events etc and make particular mention of them.</p> <p>Encourage F&H Members to become active GLF program Ambassadors and keep them informed about GLF program and Network activities via the fortnightly newsletter in order to facilitate this. Also direct them to our website.</p>	<p>CEO</p> <p>Director of Program Development</p> <p>Office Manager</p> <p>Program Coordinator</p>	<p>Ongoing for the life of this plan</p>



Encourage F&H members to become more involved (such as in volunteering for board subcommittees, being on interview/selection panels for new participants, being on the program reference group etc).

Encourage F&H members to secure applicants for the program (send recruiting material and ask them to identify potential participants).

Document the voluntary hours of service provided by our F&H Members and estimate the dollar value of this time annually

	KEY OBJECTIVES	BROAD STRATEGIES	INPUT SUPPORT	TIMING
OPERATIONS	Secure new and expanded accommodation for the Institute (KRA4)	Investigate/negotiate new and expanded accommodation options and sponsorship Move to new accommodation	CEO Board Office Manager	15/12/2010
	Build the sophistication of our office systems (KRA4)	List all regular operations, systems and projects Ensure that each is documented and systems are in place so that we are not reliant on memory of team members Purchase a suitable project management system if required	Office manager Program coordinator Bookkeeper	15/12/2010
	Develop our website as a comprehensive marketing tool for our work (KRA3)	Keep the website up-to-date with program information, success stories etc	Office manager Director of Program Development CEO Program Coordinator	Ongoing for the life of this plan
	Develop professional marketing materials for all of our programs (KRA3)	Set aside adequate funds for the development of professional marketing materials for all of our programs	CEO Director of Program Development	Ongoing for the life of this plan

	KEY OBJECTIVES	BROAD STRATEGIES	INPUT SUPPORT	TIMING
OUR PEOPLE	Ensure that we have adequate staff to grow and develop the organisation (KRA4)		CEO	Ongoing for the life of this plan
	Invest in the professional development of our staff to ensure that we keep our programs at the cutting edge and maintain our reputation as SA's premier leadership development organisation (KRA1, 2 & 4)	Identify the professional development needs of all team members and ensure that this is prioritised there is an adequate budget for this development	All staff	Ongoing for the life of this plan

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