

**SOCIAL**  
**LEADERSHIP**  
AUSTRALIA  benevolent  
society

**SOCIAL LEADERSHIP  
INTENSIVE FOR  
INDIGENOUS LEADERS**

**18 - 20 JULY & 12 - 14 SEPTEMBER 2012**



Australian Government



# A NEW PROGRAM FOR INDIGENOUS LEADERS

## An invitation

The 2012 Social Leadership Intensive is an invitation for Indigenous leaders from across Australia to realise their potential as leaders and to develop their skills to bring about lasting change on the issues that matter most—to them, to their organisations and to their communities.

An initiative of the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), the program has been especially created for existing and emerging Indigenous leaders wherever they may be in Australia—in business, in government or in the community.

The Social Leadership Intensive will increase your self-awareness as a leader; build your skills in collaborating and working politically; develop your abilities to think systemically and to act strategically—in any environment—and it will empower you to exercise leadership on the issues that matter most to you.

Working together with other Indigenous leaders from across the country over six days, the program will expose you to a new model of leadership in an experiential, 'hands-on' learning environment. It will give you the chance to explore how you can increase your impact as a leader—in a new way which is at once inspiring and realistic.

## Leadership begins when there are no easy answers

The biggest difficulties we face in today's world have interconnected, complex, often hidden causes that cut across different community groups and organisational interests. To foster real progress on these 'wicked problems' as a leader requires not only high-level personal skills, but the ability to see the bigger picture and to bring diverse stakeholders together to work to uncover new ways forward.

This is what is meant by social leadership: working selflessly with a deep sense of purpose, uncovering the challenges and opportunities that lie beyond our immediate area of interest and fostering the ability of groups to engage in adaptive change. It is challenging work but it can also be the most rewarding. It requires vision, it requires determination and it requires a specific skill set ... a skill set which can be taught.

Pioneered by Social Leadership Australia over the past 13 years, the social leadership approach combines the Adaptive Leadership model developed at Harvard University with intense, 'real-world' community engagement and a focus on creating lasting, positive social change. It is a powerful, transformational approach that unleashes our potential to fulfil our deepest purpose as leaders: to make the world a better place, wherever we may be in it.

**“I’ve really found my voice. It’s given me a lot of confidence to understand who I am as an individual and what leadership means. I was more of a reluctant leader and now I embrace being a leader.”**

David Beaumont, Youth Development Officer, City of Sydney; CEO, imodel Pty Ltd. Sydney Leadership 2009

## WHO IS THIS FOR?

The Social Leadership Intensive is for leaders who identify as Indigenous from the business, community and government sectors who are interested in developing their leadership skills so they can be more effective change agents.

This is a program for people who:

- are prepared to challenge themselves, their beliefs and values;
- have experience in an authority role, either formally or informally;
- have the capacity to impact true change;
- are reflective about their own practice and prepared to work with feedback; and
- are open to learning, growth and change.

Places are limited and selection for the program will be competitive.

DAVID BEAUMONT  
David Beaumont,  
Youth Development Officer,  
City of Sydney;  
CEO, Imodel Pty Ltd.  
Sydney Leadership 2009  
Photo: wadedphotography.com

**“WE ARE THE ONES  
WE HAVE BEEN  
WAITING FOR.”**

June Jordan (1936-2002), Caribbean-American poet, writer and activist

# WHAT DOES THE PROGRAM INCLUDE?

## A different learning experience

The Social Leadership Intensive will create a dynamic learning environment with a mix of theory, reflection, 'hands-on' practice and community engagement. It will take you out of your comfort zone and into your learning zone. This is a crucial aspect to exercising leadership.

The program will be delivered in two three-day residential blocks, giving you an opportunity to apply your learning back in your community and/or work setting before returning to reflect and deepen the learning two months later.

Included in the program:

### 1. Adaptive Leadership concepts

The program will introduce you to a powerful leadership model and provide you with skills you will be able to use immediately. Learn the core theories about authority and leadership; 'technical' versus 'adaptive' challenges; 'work avoidance'; personal power, authority and rank; and strategies for working across difference. The program will also cover a broad range of change issues and personal leadership skills.

### 2. Case studies, thought leaders & community engagement

Learn in community working with a 'live' adaptive leadership 'case study' and explore the hidden complexities in social issues. Engage with a range of local leaders and experienced change agents who will discuss their work and reflect candidly on their own leadership challenges, strategies and what they've learnt.

### 3. Exercising leadership

Practise exercising leadership in 'real time' using 'case-in-point' methodology. This approach uses the group as a microcosm of the broader system or organisation as a space to practise making change and offers a powerful learning space on the challenges and opportunities in the practice of leadership.

### 4. Self reflection

Reflect on your personal work including: identifying and owning your power, default ways of operating and blind spots as well as individual strengths and areas for development.

### 5. Peer consultation

Identify, reflect on and take action on a leadership issue in your community or organisation by working in small groups in a structured leadership consultation process. Gain new insights on how to make progress on your own challenges and engage with others on how to integrate your learning into your own 'system'—at work or in your community.

### 6. Leadership coaching

Between blocks one and two the program includes a one-on-one leadership coaching session on how to integrate your learning into your ongoing personal leadership work.

Also included:

#### Readings

You will be provided with a diverse collection of preparatory readings from disciplines including ethics, leadership case studies, politics, philosophy and literature. Together with the program notes, these provide essential background to the theoretical learning and form the basis of group discussions over the program.

#### Personal and group reflection

Structured opportunities to reflect on your own values, ethics and purpose will be created as part of the program, including provocative sessions with experienced facilitators.

## Powerful outcomes

The Social Leadership Intensive for Indigenous leaders will give you:

- Working knowledge of a powerful, pragmatic and transferable leadership model that can be used at work and in the community.
- Increased practical skills in recognising and mobilising others to learn how to respond to complex problems that require adaptive solutions.
- Improved communication and relationship management skills including increased ability to manage conflict and to collaborate and partner with others across sector, function, culture and politics.
- Insights into the complexities of social issues and high levels of community and cultural awareness that you can link to organisational efforts.
- Greater awareness of your own behavioural patterns and how you impact your own 'system'.
- Increased clarity of personal purpose and values and a renewed impetus to act on what matters most to you.
- A connection with your true potential as a leader, including greater confidence and resilience to lead in unfamiliar circumstances.
- A valuable new network of Indigenous leaders and collaborators from diverse organisations and communities.

## SCHEDULE, FEES & APPLICATIONS

The Social Leadership Intensive for Indigenous Leaders is a six-day residential program comprised of 2 x 3 day blocks to be held in Sydney. An initiative of the Department of Families, Housing, Community Services & Indigenous Affairs (FaHCSIA), the program is provided free of charge to selected applicants, including the cost of accommodation, meals and resources and including—for interstate participants—the cost of interstate travel to attend the program. Participants are asked to make a small personal contribution to the program.

### When

Block One: 18 – 20 July 2012

Block Two: 12 – 14 September 2012

### Location

Sydney (program accommodation and interstate travel costs included)

### Cost

#### NIL

The \$6,500 (+GST) program cost is covered by FaHCSIA for all selected participants.

#### \$200 (+GST)

A personal contribution is required from each participant. If you or your organisation is unable to contribute this amount please contact us to discuss this.

### Applications

Download an Application Form from the Social Leadership Australia website at [www.benevolent.org.au/leadership](http://www.benevolent.org.au/leadership) and submit it to the address provided by **Monday 4 June 2012**.

Places on the Social Leadership Intensive for Indigenous Leaders are limited. Selection is competitive and will involve a telephone interview.

### Enquiries

#### General enquiries

**Lauren Heyligers**, Program Coordinator  
t 02 9339 8089

#### Program enquiries

**Kyrstie Dunn**, NSW Manager  
t 02 9339 9313

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w [www.benevolent.org.au/leadership](http://www.benevolent.org.au/leadership)

**“THE IMPORTANT WORK  
OF MOVING THE WORLD FORWARD  
DOES NOT WAIT TO BE DONE  
BY PERFECT MEN.”**

George Eliot *aka* Mary Ann Evans (1819-1880), English novelist

## WHO WILL BE TEACHING THE PROGRAM?

### Social Leadership Australia's senior teachers



**GEOFF AIGNER, MSD, MBA**  
**Director,**  
**Social Leadership Australia**

Geoff joined Social Leadership Australia in 2007 after several years of pro bono work with the team. He has strategic responsibility for Social Leadership Australia's purpose of shifting thinking and practice about leadership in Australia. He also consults and teaches on a variety of the centre's programs and consulting engagements.

Geoff's career began with a shipping line based in Australia and Norway. After completing an MBA and developing an interest in leadership he moved to a role in the strategic change practice at Price Waterhouse Coopers Consulting. Prior to joining Social Leadership Australia, he was General Manager at Lee Hecht Harrison, an HR consulting services company.

Geoff is adjunct faculty at the Australian Graduate School of Management, teaching leadership and change in their MBA programs. He is a graduate of The Art & Practice of Leadership Development at the Kennedy School of Government, Harvard University, and the author of *Leadership Beyond Good Intentions: What It Takes to Really Make a Difference* (Allen & Unwin, 2011).



**TERRI SOLLER, BSs, PDM, MM**  
**Practice Manager,**  
**Social Leadership Australia**

Terri has strategic responsibility for design and delivery of all Social Leadership Australia programs. She has diverse experience gained in the corporate, not-for-profit and community sectors in South Africa and Australia. She joined Social Leadership Australia in 2009 as Sydney Leadership program director.

Terri's management experience includes consulting with Deloitte & Touche and teaching at universities and learning institutions. She has also worked with community organisations involved with social justice and human rights and the empowerment of disadvantaged youth. Her focus has been on developing organisational capacity to manage social, economic and political transformation.

Working in post-apartheid South Africa, Terri developed processes to promote open dialogue across racially and hierarchically diverse groups, with an emphasis on developing effective leadership and learning. Terri has a deep interest in leadership and learning and is a graduate of The Art & Practice of Leadership Development at the Kennedy School of Government, Harvard University.



**LIZ SKELTON, BA Hons**  
**Head of Advocacy &**  
**Thought Leadership,**  
**Social Leadership Australia**

Formerly responsible for overseeing the centre's teaching and consulting, Liz is now leading a new initiative focused on transforming leadership in Australia to make progress on the social challenges we face. She joined SLA in 2006 as Sydney Leadership program manager and now leads on SLA's customised and issues-based programs.

Liz's career began working with marginalised groups in Scotland, which led her to develop and manage a peer-based drug information service for young people now replicated in other parts of the UK and Europe as a model of good practice. As General Manager of Streetwise Communications for five years, Liz worked extensively with young people, Indigenous and marginalised groups and worked to raise awareness of the issues these groups face.

Liz has developed and delivered a range of training programs, published research papers and presented at conferences on the complex social issues experienced by marginalised groups in Australia and internationally. She is a Sydney Leadership 2002 alumnus and a graduate of The Art & Practice of Leadership Development at the Kennedy School of Government, Harvard University.

## Program Manager



**MARK YETTICA-PAULSON**  
Associate Facilitator,  
Social Leadership Australia

An Indigenous man from southeast Queensland and northeast NSW regions, Mark is a facilitator and presenter with experience in business, government, education and not-for-profit organisations in a diversity of roles in leadership management consulting, community education, leadership training, church and community organising and youth work.

Mark is the founding Director of The Yettica Group, which specialises in transformational conversation facilitation, social leadership and indigenous engagement. A Sydney Leadership 2003 alumna, Mark joined SLA in 2007 as a facilitator on cross-cultural leadership development programs for senior executives at NAB in Alice Springs and remote NT and NSW communities. In 2008 he worked with SLA to develop a unique partnership with Indigenous change agents to develop their capacity to make change at a national level which resulted in the two year Headland project for Indigenous leaders. Mark was also the co-facilitator on the Alice Springs Desert Leadership program which was developed and delivered by Desert Knowledge Australia in partnership with SLA in 2010-11 and he continues to co-facilitate on SLA's *Accelerate* leadership programs for NAB.



**KYRSTIE DUNN, BComm CA**  
Programs Manager,  
Social Leadership Australia

Kyrstie began her career as a chartered accountant before moving into career management and HR consulting. Immediately prior to joining Social Leadership Australia in 2008, Kyrstie was an Account Director with HR consulting services company, Lee Hecht Harrison, working with Top 100 companies on large restructures, downsizing and change projects to manage the people impacts and work with individuals affected by organisational change.

A Sydney Leadership 2006 alumna, Kyrstie is committed to using her skills and energy to contribute to social progress. At SLA she is The Program Manager on the Sydney Leadership program and a range of customised leadership programs. This involves program design, facilitation and community engagement to deliver the programs. She is also instrumental in assembling the groups of talented leaders to participate in Social Leadership Australia's programs and works to raise support for community and NGO participation in SLA programs and contributes to new program development.

**“Headland has made me hungrier than ever to know how to work together with others, especially Aboriginal people, to make positive social change for everybody. All my thinking now is dedicated to how to do this. I think it is going to take a longer time to build the space for this to happen but I’m convinced of the importance of bringing people together to re-imagine and formulate an alternate agenda.”**

Grant Paulson, Group Manager,  
Programs & Projects, Reconciliation  
Australia. Headland Project participant,  
2009-2011

## WHO ARE WE?

### The Benevolent Society

The Benevolent Society is Australia's first charity, established in 1813. We are a secular non-profit organisation with over 1,700 staff and volunteers working at the forefront of tackling disadvantage and poverty in Australia. We work in close partnership with a number of Aboriginal and Torres Strait Islander organisations to deliver culturally appropriate child and family support and out-of-home care programs in rural and metropolitan New South Wales and Queensland.

Our commitment to working with Indigenous Australia is a reflection of our broader purpose of creating caring and inclusive communities and a just society.

As we work towards our Reconciliation Action Plan (to be in place by June 2012) we are focused on developing our capacity as a provider of high quality, effective and culturally appropriate services for Aboriginal and Torres Strait Islander people and promoting the economic, political, and social wellbeing of Indigenous Australians.

### Social Leadership Australia

Social Leadership Australia is an initiative of The Benevolent Society to create lasting, positive social change by shifting the thinking and practice of leadership in Australia.

Since our beginning in 1999, we have worked to build the leadership capacity of Indigenous Australia by providing scholarships for Aboriginal and Torres Strait Islander participants in our open leadership programs and creating targeted initiatives to develop Indigenous leadership in response to identified needs. These include our two-year program for emerging Indigenous leaders—the Headland Project—created in partnership with a group of high talent young leaders from across the country, and the local, cross-cultural Alice Springs Desert Leadership program, developed and delivered in partnership with Desert Knowledge Australia.

Social Leadership Australia has grown from a single program for 30 people into a thriving centre which last year delivered 23 programs to more than 600 leaders across the country. We have built a reputation for our innovative and impactful work across all sectors of the community, fostering new ideas, insights and initiatives with a 'big picture' view of the world, and helping to deliver real progress on some of the toughest social and environmental challenges we face as a nation.

Our hallmark 'social leadership' approach takes the Adaptive Leadership model developed at Harvard University to a new level by combining it with 'real-world' community engagement and a focus on creating lasting, positive social change. It is a powerful, transformational approach that is both inspirational—by connecting with and working from our highest purpose—and realistic—by imparting a highly pragmatic skill set for leading change in complex and uncertain environments.

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**Real Leadership.**  
**Real Progress.**

COVER  
JENNIFER CULLEN  
CEO, Synapse Inc. Queensland Leadership 2009-10  
Photo: Keith Saunders