



Leaders Institute News

31 August-2010

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NEW CHAIRMAN - COLIN DUNSFORD

As you may have recently seen in the press, the Leaders Institute of South Australia has appointed Colin Dunsford as its new chairman. A recently retired partner at Ernst and Young and chairman of the Bedford Group and the Independent Gaming Corporation, Colin brings more than 40 years' professional experience to the role. Colin takes over from David Klingberg AO and is already working on the Institute's flagship training program The Governor's Leadership Foundation – now accepting applications for its 2011 intake. Colin chaired his first Board meeting the week before last and was warmly welcomed by all present Board members and attendees.

GLF 2011 PROGRAM

This coming month applications for the Governors Leadership Foundation 2011 program close. All applications are due by the 13th September. The Board and the team at the Leaders Institute encourage you to reflect upon what you have taken from the program with your past participation and use this insight and personal experience to promote the program to others who you believe would benefit.

In doing so it may be relevant to mention the scholarships available to support participation on the program. A number of part scholarships or awards are available to people who will, by their participation in the GLF program, add important diversity of background and experience to the program group but who do not have the means to pay the full program fee because they and their employer do not have access to sufficient financial resources. Such scholarships are normally reserved for those working in small community organisations, unpaid roles, small business, self-employed, or who are living a long way from Adelaide (and therefore require support for travel expenses). Applications for the following scholarships should be made via the scholarship application form available on our website at www.leadersinstitute.com.au and submitted along with a completed application for the GLF program.

The scholarships available include the following:

- The Pastor Sir Doug Nicholls and Lady Gladys Nicholls Scholarships (1 full and 1 half scholarship reserved for indigenous participants)
- Leaders Institute Indigenous Award (3/4 of program fee covered, reserved for indigenous participants)
- Community Business Bureau Scholarship (1 full scholarship reserved for a participant working in a community sector organisation)
- Haighs Scholarship (1 full scholarship for a participant working in a community organisation, is self-employed or working as a volunteer)
- GLF Alumni Scholarship (1 full and 2 partial scholarships, generally reserved for participants from community organisations, part time or unpaid roles, small business, self-employed or living a long distance from Adelaide.)
- Fulcrum People Scholarship (1 full scholarship reserved for a human resource professional)

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GLF ALUMNI EXECUTIVE Q&A – CRAIG SCHMIDT FGLF07

Craig completed the GLF program in 2007. Currently Craig is the Site Afternoon Shift Area Manager with GM Holden Ltd vehicle operations and has been with the company for 28 years operating in numerous broad capacities. In addition Craig was recently elected by GLF Alumni to represent them on the Leaders Institute of South Australia Board.

What one thing from GLF have you used most in your leadership role? Actually, the whole experience during my GLF 2007 year because this is where I had decided on my future focus/influence in community which is now being brought to reality through the Follow Your Dreams initiative. Stay tuned!

What is the best piece of leadership advice you've ever received? This was actually during the early part of my senior management career with GM Holden where I had a senior executive manager once tell me in the middle of an industrial dispute outside of the department I managed, the best way to get noticed for all the wrong reasons was to preside over industrial action without spending the time to understand the problem and resolve it before it escalates into a dispute. His advice was that in most disagreements or problems, there is an amicable, common ground that can be found. It just requires hard work, a searching mind, patience and a willingness to listen! When you master it you'll know!

How do you achieve work-life balance? This is interesting because I have a very simple priority: fit in as much as you can while you can! Having this philosophy brings about lots of fun and satisfaction, and there are not many dull moments as a result!

What impact did the GLF program have on you? Although it was 3 years ago the whole experience is like it was yesterday! Before commencing the program, I was looking to really reinvigorate my career and venture off into a new start. Prior to the year I felt as though I needed something new but didn't know what it was going to be or where I could add further value. All I knew was, I needed something exciting. The program certainly delivered and helped refresh my state of mind, expanded my thinking into possibilities and for those who know me, I am full of enthusiasm once again, just ask those in my organisation!

How do you see your role now as a leader in your community? More of a coach and mentor and these are my primary focus areas at present. The satisfaction of really making a difference and helping to shape people's lives to be successful is just a fantastic feeling!

Do you have one lasting memory from the program that will stay with you forever? Each of us I think will remember serving the homeless at the Hutt street centre and the food van experience for me was with St Vinnie's in Gawler. I was so taken aback by the experience of talking to kids in high school at the time and was left with the feeling that these were more or less destined into a similar lifestyle. This is where my thoughts began around stemming the flow and how we could impact as a GLF group - hence the commencement of our Follow Your Dreams initiative. This was launched as part of our 10th anniversary day of action and assisting kids to dream and plan for success in the Northern areas was the task.

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GLF ALUMNI SURVEY RESULTS

Well it would seem that we have some areas to improve around the Alumni and much of this probably relates to more effective communication of what's on offer. In terms of the GLF program though, the very large majority of you seem to be pretty big fans. The main reason for your support and advocacy are derived from what many have called a life changing or transformational effect which is pretty high accolade. Accompany this with confidence gained, a broader perspective and fabulous networks and you all seem pretty happy with the results. How was this achieved? According to your responses, by the breadth of issues, calibre of speakers and research materials, access to leaders and leadership tools (such as integral theory which we covered in the last newsletter) to manage complexity and improve thinking and problem solving.

Thank you also for the suggestions for improvement. Your contributions are valued and constructive and helpful in determining a path forward for continual improvement. Some of the areas on the drawing board for the Alumni include looking at what is required for our members who have relocated. To this end we've conducted another smaller but equally as important survey. The results are coming in now. We are also looking at our communication to new graduates and our online community initiatives. Some of these will take time and resources so won't happen tomorrow but the Exec has initiated a working team for the online initiatives and the first meeting is booked in for this coming month.

In terms of the GLF program, there is not much on the cards at the moment for resolving the time commitment this program requires. It's this type of intensity that gets the transformational results that so many of you appreciated. What we will look at is the inclusion of a small business scholarship which was a great suggestion, and now all we need is a sponsor for this, so any more suggestions or direct support also welcome! It is important to note that the Alumni Executive has funded two scholarships for GLF2010 participants who work in small business and in the past several other small business people have been funded via the Executive and Women Chiefs of Enterprises International, however targeting small business specifically for sponsorship is a great initiative going forward. Stay tuned for what else you had to say in the next newsletter.

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GLF ALUMNI DEVELOPMENT PROGRAMS

HIGH IMPACT WOMEN IN LEADERSHIP - The Leaders Institute of SA is currently partnering with Locher Human Resources for the third consecutive High Impact Women in Leadership program. For organisations this program provides a vehicle to build a strong source of current and future women leaders. It aims to increase the credibility of gender diversity initiatives and raise awareness about the value women bring to organisations. The program provides high quality personal and professional development. It

links leadership development with self-awareness to deliver personalised pathways for individual and professional transformation. It is a program designed to break through limits to achieve greater results; equip senior managers, directors and confirmed high potentials to improve performance in current assignments and more senior roles and improve performance to lead with more courage and awareness; and build a network of colleagues to serve as mentors and role models.

Drawing upon extensive experience in the executive development area, the program offers a diverse range of assessment techniques and learning interventions. Feedback from participants to date include: *“Learnings have been invaluable”*, and *“Very useful program – very practical”*. Lorraine Amos, Area Manager for SA Ambulance Service, offered the following comment as she had commenced her journey through the program. *“Although only a short way into the course I have thoroughly enjoyed the experience to date. The course of women only has been a unique and very reflective experience, firm friendships and networks have been formed and I cannot wait for the remainder of the course which I am sure will be as valuable as the days we have already participated in. I highly recommend the course to all senior women from all areas - you will enter a very enjoyable and valuable learning curve.”*

The 2011 High Impact Women in Leadership program will commence in **May 2011 through to October 2011**. Each program takes place over several action-packed months. Those selected for the program will be expected to participate in all workshops, leadership assignments, and individual learning tasks in order to gain maximum benefit from the experience. Participant groupings will be carefully determined to ensure high impact group composition. Positions are limited and filling fast for 2011. For more information please contact Julie Worsman 7070 0956 or julie.worsman@lisa.com.au

LEADING EVOLUTIONARY CHANGE: FOUNDATION PROGRAM – Thank you to all of our registrants who have made this program possible. We are bringing Chad Stewart from Interkconnections to Adelaide to deliver the program for the first time in Australia! We’re looking forward to welcoming Chad and any other of our GLF members who wish to take advantage of this opportunity. But be quick as there is some pre-work to be completed.

The investment for this 3-day program being held 16-18 September is \$1,980.00 (incl GST) for Financial Members and \$2,310.00 (incl GST) for Non-financial or non members. This includes all materials and catering. For more information please visit our website. Venue: Goodman Building, Botanic Gardens of Adelaide, Hackney Road, Hackney. Bookings through Raeleen Day at raeleen.day@lisa.com.au.

If you can’t attend the full three days, then **please see a ‘taster’ free graduate event in the next section**. We hope you can join us for an interactive, insightful and above all enjoyable evening.

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GLF ALUMNI EVENTS

INTRO TO LEADING EVOLUTIONARY CHANGE - A FREE member event. Cost for non members or non financial members will be \$35. **Wednesday, 15 Sept at 5.30 pm - 7.30pm** (Venue: Room 1, 164 Greenhill Road, Parkside). Chad Stewart, facilitator for Leading Evolutionary Change has generously made himself available for a graduate evening. You can read more about **Chad** on the Leaders Institute website.

Come learn how to literally take your leadership capability and your organization’s Culture of Leadership to the next level. Organisational leaders, community leaders and agents of change have used the frameworks, processes and tools of the Leading Evolutionary Change program to:

- 1) Improve road safety and reduce air pollution in India while increasing market share (auto manufacturer)
- 2) Save their company hundreds of millions of Euros through one transformation project (several other projects saved the company millions of Euros and Yen)
- 3) Transform a 3000-person division from “Expert” to “Achiever” (pro-active, accountable decision-makers) resulting in significant product improvements, cost advantages, leadership and decision-making enhancement and global coordination ability
- 4) Transform a “no leader” R&D Division (President’s words in Dec. 2004) into the talent bank for the entire organization (3 Culture of Leadership members were head-hunted to be the heads of Production, Customer Service & Domestic Sales in 2007)
- 5) Enable an organisation’s executive development, talent management, succession planning, promotion and compensation to be clear, systematic and coherent, easy to implement and widely appreciated through the use of a leadership pipeline matched to stages of leadership development
- 6) Rapidly accelerate their own career
- 7) Work with a circle of other organisational leaders to support community development and public/private partnership

This interactive LEC information session will provide case examples and name some of the key tools used to make these evolutionary changes while also answering (and/or expanding) participant questions and input.

Please book for this session by emailing Raeleen Day at raeleen.day@lisa.com.au. **Register by 9th September.**

RESILIENCE REQUIRES BOLD LEADERSHIP - Tuesday 28 September 2010, 5:30-7:30. An FREE member event. Cost for non members or non financial members will be \$35. Alistair McAslan is the Inaugural Director of the Torrens Resilience Institute which was launched in October 2009 by the Premier of South Australia, the Hon Mike Rann and HRH The Duke of Kent. Hear Alistair speak about how leaders and managers need to understand the developing threats to individuals, societies,

organisations and programs. They need to know how to reduce the probability and impact of such threats; and they need to build organisations and systems which are robust and resilient. Join Alistair and some of your fellow GLF Graduates for an evening to hear the most advanced thinking in the concept of resilience. Contact Raeleen Day – raeleen.day@lisa.com.au – to book in for this event (venue: Conference Room, Lv 1, 164 Greenhill Road, Parkside.)

Please refer to Diary Dates for other GLF Events

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GLF ALUMNI EVENTS – AN EVENING AT THE ROYAL INSTITUTION OF AUSTRALIA, A/PROF DIANA GLENN FGLF08

An Evening at the Royal Institution of Australia - 13 August 2010

Leaders Institute of South Australia members were recently invited to attend an evening at the Royal Institution of Australia (RiAus) located at The Science Exchange (formerly the SA Stock Exchange), and the event proved most rewarding for a small but enthusiastic cohort. On arrival, guests were warmly welcomed by Dr Kathy Granger, Development Manager, in the charming surrounds of the refurbished Tower Room with its exquisite rolled glass windows. As the bubbly flowed, an address by Professor Gavin Brown, Director of RiAus, enlightened guests on the history of the progenitrix institution in Great Britain, prior to his highlighting the individuality and myriad activity of her antipodean offspring. As Prof. Brown succinctly put it, the RiAus has the “didactic element hidden inside the fun”. After Prof. Brown’s presentation, guests were treated to a personalised tour of the premises that harmoniously accommodate both heritage hallmarks and contemporary design. Highlights included a viewing of the sumptuous Board Room; the Morris Company stained glass window, unique for its time due to its secular theme commemorating Federation; and the SALA exhibition, “Khemia: Living Alchemy”, with compelling works on display by artists Niki Sperou, Angela Valamanesh and John Willanski. Once ensconced in the Stock Exchange Bar at the conclusion of the tour, guests learned that even the events cuisine at RiAus is appropriately science-inspired!



Deanne Loan FGLF08 & Ruth Carter FGLF01 enjoying catching up after the tour.

It was very stimulating to learn about the interdisciplinary nature of RiAus’ programming and how it offers fresh approaches to our thinking about science, for example, in challenging the divide between the arts and sciences in order to negotiate a more fluid space for meaningful discourse. In addition, the visit afforded valuable insights on how RiAus makes connections with audiences of all ages and backgrounds through its broad outreach. Sincerest thanks to the Leaders Institute and RiAus for arranging this superb evening. **DIANA GLENN FGLF08**

Thank you to Diana for attending this event and writing up a review. You can read more about Diana in our Fellows in Focus section this month.

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PROFESSIONAL DEVELOPMENT ARTICLE – ECOLOGY AND COMMUNITY

For this month’s professional development section I am going to refer you to an article I have recently read. This particular article drew me in and made me think of our Alumni in a new light. Fritjof Capra has without a doubt exceptional writing skills. His full article, “Ecology and Community” is well worth the read and can be downloaded from <http://www.ecoliteracy.org/essays/ecology-and-community>. Essentially Capra draws the following links in a very eloquent way:

An ecosystem is a community, which means it is interdependent. Whether it’s a feeding relationship (a food web) or a shelter web it’s a community dependent on relationships. These relationships need to be mapped as opposed to measured or weighed as we are fond of doing in traditional Western scientific circles. Mapping relationships reveals numerous repeated connections which form a pattern. The notion of pattern in the context of the pattern of life brings us to a network. As Capra says, “Wherever you see the phenomenon of life, you observe networks.” Our scientists have come to the realization that the network pattern is not only characteristic of ecological communities as a whole, but of every member of that community.”

Capra observes that the first thing you see when you draw a network is that it is non linear; it goes in all directions. Because of this, an influence or message may travel around a cyclical path and come back to its origin. This becomes a feedback loop. With this you can have self-regulation and self-organisation. So when you have a network such as a community, it can regulate itself. It has its own intelligence and its own learning capability. Capra points out that every living community is always a learning community, and development and learning are always part of the very essence of life because of this network pattern. And isn’t that what the Alumni network is all about for those who engage? (It is probably also timely to thank those participants in the Alumni Survey who have generously offered their skills to assist in the learning and development of their Fellows!)

Back to the principle of feedback loops, and consequently cyclical flows. Energy and matter are passed along cyclical flows and an ecosystem is defined by Capra as a community where there is no waste. Perhaps not quite as represented in our linear and highly competitive businesses of today. In fact ecologists have not surprisingly identified that in the self-organisation of ecosystems cooperation is actually much more important than competition. I say not surprisingly as we see in many areas around us that partnerships and linkages are important to survival and growth. Here at the Leaders Institute I have observed this very recently with **CRAIG SCHMIDT FGLF07** and his team’s Follow Your Dreams initiative (working with Northern suburbs senior school

students) find a home in **JENNIFER DUNCAN'S FGLF08** remit for her new role as Project Manager: University Aspirations Project at UniSA. This is one of many illustrations of GLF network collaboration and connection.

The final principles Capra discusses are those of flexibility and diversity. As he points out, whenever you have feedback loops, there is deviation and the system brings itself into balance. This flexibility might resolve in broken links if the ecosystem or community suffers a severe disturbance. A community will have the resilience to make other connections and the more complex the system the more readily this is done. (Registered participants will find this line of thinking in our Leading Evolutionary Change program scheduled for 16-18 September.) This translates into the final principal of diversity. Capra explains diversity as many links and many different approaches to the same problem. "...a diverse community is a resilient community. A diverse community is one that can adapt to changing situations..." Capra goes on to explain that "diversity is a strategic advantage for a community if, and only if, there is a vibrant network of relationships, if there is a free flow of information through all the links of the network... if there is fragmentation, [or] if there are subgroups who are not really part of the network, then diversity can generate prejudice, it can generate friction...". As graduates of the GLF you are all members of a connected community. So why not join in and be part of a vibrant and diverse Alumni network? Our next graduate events are on leading evolutionary change and then resilience and I invite you all to join us. Please find the details in the Diary Dates. And I throw you an even bigger challenge - join in and become part of the complex ecosystem that is the State of South Australia. A living system accepts only its own solution so why not become part of the solution? Read on to find out how. *Sarah Rhead, Director of Program Development.*

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FELLOW'S NEWS

After having his name put forward by the GLF Community Boards Program team, **ANGUS MITCHELL FGLF09** has recently been appointed to the Board of ARA Jobs, a sister organisation to the Australian Refugee Association. ARA Jobs provide employment and training services to highly disadvantaged people, especially those with non-English speaking backgrounds. If you would like to know more about ARA Jobs or you are interested in providing work opportunities for people with culturally and linguistically diverse backgrounds, please contact Angus at mitchell.angus@dpc.sa.gov.au

GREG LAVERY FGLF04 is off to the UK in September to help lead the global Low Carbon & Sustainability practice for Booz & Company. He is pretty excited about this as it is a step-up from leading the practice in the Australia, New Zealand and South East Asia region which is Greg's current remit. As Greg says, "It will be a great chance to continue the growth of a business in an emerging industry with huge potential and a chance to put into practice more of my learnings from the GLF program." Best of luck Greg!

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FELLOWS IN FOCUS

DIANA GLEN FGLF08 Associate Professor Diana Glenn FGLF08 is Deputy Dean of the School of Humanities at Flinders University where she also carries out teaching and research activity in Italian language and culture. Her principal research focus is Dante studies and she is the author of the monograph, *Dante's Reforming Mission and Women in the Comedy* (Troubador 2008), as well as co-edited volumes and refereed papers in national and international journals and books. During her recent sabbatical trip to Europe, Diana was an invited speaker at the 'Giornate Internazionali Francesca da Rimini', a major public event centred on the figure of Francesca da Rimini who appears in Dante's *Inferno V*. A current publication project is the co-editing of a volume of peer-reviewed essays entitled *Imagining Home: Migrants and the search for a new belonging*, a collection that deals with the interplay between migrants' sense of home (real or imagined) and cultural/individual identity. In recognition of her high-quality teaching, Diana has just received an EHLT Faculty Award for Excellence in Teaching. She is the Program Director for the National Immersion Program for Teachers of Italian (a project arising from the University City Project, Department of the Premier and Cabinet, in partnership with the University of Salento and Flinders University). Diana serves on numerous academic boards and committees, including the Multicultural Education Committee, an Advisory Committee to the Minister for Education.

SIMON MILLCOCK FGLF05 has been the Economic Development Officer for Australia's Indian Ocean Territories since December 2008 and provides us with an update on his recent move. "This has been one of the most challenging and rewarding experiences of my life. The complexities associated with living and working on Christmas Island and the Cocos (Keeling) Islands includes: isolation, no indigenous community, Asian cultures the strongest influence, lack of diversity in economy, no State Government and a Local Government which is relatively new. The growth of the region in the past 15 – 18 months has also been a fascinating time to be a part of. The GLF program provided me with the opportunity to strengthen my own personal attributes allowing me to have even considered such a move. The Edge program allowed me to seek further clarity in ways to continue to contribute to society. Many of the current issues I face would benefit significantly from the open and frank environment the Edge provides. Please feel free to follow the journey Allison and I are taking by visiting our blog site at <http://millcock.blogspot.com/> and of course you are always welcome to visit us at anytime."

CHRISTINE BELFORD FGLF08 Christine has been CEO of Parkinson's SA (PSA) for four years. The organisation provides support and represents the 6500 South Australians diagnosed with Parkinson's and their families. Working for a Not for Profit that receives no ongoing government funding delivers many challenges, not the least of which is finding enough money to keep the organisation running. This calls for creativity and determination. Because PSA has tiny staff resources, Christine takes on many roles which provide her with constant interest and new learning. As well as strategic direction, management, financial oversight and service development, she is involved in fundraising, lobbying and awareness raising, such as the Unity Walk for Parkinson's (www.unitywalk.com.au). The organisation takes a pro active approach and employs people with Parkinson's as staff and volunteers. Working with those who have Parkinson's and their families keeps PSA grounded and aware of the needs of the people it serves. The support of GLF colleagues in many aspects of her work has been greatly valued by Christine, given the somewhat solo nature of the job. Through lobbying Members of Parliament and senior government executives and policy

makers, the profile of PSA has developed considerably over recent years and Christine sees a positive future for the organisation in meeting the needs of its client group. www.parkinsonssa.org.au

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GLF2010 PROGRAM PARTICIPANTS GIVE GENEROUSLY

It was a very cold early August morning. The GLF2010 participants enjoyed hot coffee from On the Run Coffee Van which arrived nice and early (pity the bus didn't!) and were ready to embark on our mid year field trip to Port Augusta. Our group was welcomed by Joy Baluch, the Port August Mayor and City Manager Greg Perkin.

A visit to Umeewarra Media Radio Station during our first day in Port Augusta heard of the challenges aboriginals face in this region. Lavene Ngatokurua, Davenport Community, warmly shared with us her passion and desire to mentor and coach a young aboriginal boy's basketball team to provide stability and focus and most importantly a positive role model. Lavene's dream was to provide these boys with the opportunity to compete in a Melbourne basketball competition later in the year, however funding and sponsorship arrangements were difficult to come by which touched the GLF2010 participants. Generously, each GLF participant held a strong desire to assist and donated \$10. \$370 was banked into the Aboriginal Sporting Fund and we hope their dream will become a reality to assist with their trip to Melbourne.

Well done GLF2010!

Julie Worsman, Coordinator GLF Program

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COMMUNITY BOARD PROGRAM – DIRECTORS SOCIAL IMPACT STUDY

The Australian Institute of Company Directors published a report earlier this year on the social impact of directors on Not for Profit (NFP) organisations. Some of the major findings of this research reveal that a large number of directors in Australia are involved with NFPs – three out of five (or 58%) of respondents serve on a NFP board. To find out more research findings follow this link to the "[Directors Social Impact Study](http://www.companydirectors.com.au/NR/rdonlyres/73183BE2-37D3-4928-B405-318648F33FC4/0/DirectorsSocialImpactStudy_April2010.pdf)" (or copy http://www.companydirectors.com.au/NR/rdonlyres/73183BE2-37D3-4928-B405-318648F33FC4/0/DirectorsSocialImpactStudy_April2010.pdf to your url)

Want to join a not for profit's board?

Are you looking to volunteer on the board of a not for profit agency? The GLF's community Boards initiative is seeking interested GLF Fellows to sit on boards for a number of organisations. Past organisations which have approached us for board members include the YWCA, the Environmental Defender's Office, No Strings Attached, ARA Jobs and more. Visit the GLF database to indicate that you are interested in sitting on a not for profit agency's board.

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PHOENIX SOCIETY INC – BOARD ADVISORY GROUP OPPORTUNITY

Phoenix Society was established in 1958 with a charter of providing employment and training opportunities for people with disabilities. As a leader in its field in South Australia and nationally, Phoenix currently employ 500 people with a disability over multiple sites in South Australia, providing a variety of work choices for people with different skill levels. Working with many of South Australia's largest businesses, Phoenix Society provides diverse outsourcing solutions to many organisations.

The recent establishment of a Board Advisory Group, as a support group to the development of future business opportunities for Phoenix, and ultimately its employees, sees the opportunity for professional leaders in business in South Australia to offer their services to the future development of the Society, either by way of new contracts, corporate sponsorship, fundraising or indeed many other disciplines that support the Phoenix purpose.

Graduates of the Governor's Leadership Foundation have specific skills that would assist in this development and an invitation is extended to interested graduates to join this group in the future. The Advisory Group comes together three or four times on an annual basis to discuss and recommend actions and strategies that can be implemented throughout Phoenix. The Group enables business people to mix together and share their many ideas, but more importantly to consider actions that will lead to greater employment for people with a disability.

Phoenix welcomes interest from graduates of the Governor's Leadership Foundation to join this business group. Your skill set, combined with the sharing of information with other Group members will not only assist Phoenix but help in the development process we hope, of you directly. Contact Ian Terry, Chief Executive of Phoenix Society, in the first instance by email at iterry@phoenixsoc.org.au, as a commencement point in what we believe would be a worthy contribution to this commendable organisation.

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ADVANTAGE SA - YOUNG PROFESSIONALS ADVISORY COMMITTEE

Advantage SA is a multi-faceted communications organisation with the key purpose of clearly communicating the key advantages that South Australia enjoys. Previously known as SA Great, it has recently taken on a fresh new brand and revised direction, and continues to fulfil its commitment as a positive voice that uniquely connects South Australian media, business and government.

The Young Professionals Advisory Committee is an initiative of Advantage SA, comprised of a carefully selected group of young leaders in their field, chosen for their progressive vision and enthusiasm for the state and its future. The purpose of the Committee is to support the strategic direction of Advantage SA by advising and providing feedback on current programs, whilst developing new initiatives to attract and retain young South Australian's in the state.

Committee meetings are held bi-monthly on Tuesdays from 4.00pm to 5.30pm. Specific roles of the Committee members include attending Advantage SA event and award ceremonies, providing advice on new Advantage SA events and speakers, giving recommendations for potential member and sponsorship opportunities, hosting potential members at events, and providing nominations for various awards.

Due to an outgoing member, the Committee currently has a rare opportunity available for a dynamic young leader to join its fresh and forward thinking group. For further information and to express your interest, please contact Niki Vincent, CEO Leaders Institute of South Australia by email niki.vincent@lisa.com.au by COB 17 September 2010.

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SA STRATEGIC PLAN UPDATE – JOIN THE CONVERSATION

Did you know the SA Strategic Plan is currently being updated? Do you want to contribute to South Australia's future? The Community Engagement Board on behalf of the State Government is conducting consultations across the state, both online and in public meetings in regional and metropolitan areas.

The Plan has simple goals: to make living in this state the best it can be. We want a society where health, equality, social justice, prosperity, safety, enterprise and creativity support a quality of life for us and our children that's the envy of the world. The first Plan was launched in March 2004. In 2006 many South Australians had their say and now four years on its time to look again at what we want for our state. Join the conversation and communicate what your vision for our state is. You can visit www.saplan.org.au, www.facebook.com/YourFutureSA, www.twitter.com/YourFutureSA, www.flickr.com/goups.yourfuturesa, www.youtube.com/YourFutureSA or call 1800 998 421.

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VOLUNTEERING OPPORTUNITIES

FIDO

Internships in India - Organisation: Youth Challenge, Location: Bangalore, Contact: Linda 9514 5512 or linda.saxon@youthchallenge.org.au. Work in India for ten weeks between September and December with a local organisation supporting community issues. You will have qualifications or experience in areas such as research, education, policy, IT or marketing. A \$3900 fee applies plus air fares to cover training, accommodation etc.

AUSTRALIAN BUSINESS VOLUNTEER POSITIONS - Contact: 6285 1686 or recruitment@abv.org.au

Business training review - Location: Port Moresby. An eight week project to review business and finance courses and mentor staff at the Institute of Banking and Business Management. You will have 5–10 years professional finance experience and relevant training qualifications and experience. Travel, accommodation and living allowance provided. Assignment 10005847.

Estate and trust administration - Location: Fiji. An eight week assignment to mentor staff within the Fiji Public Trustee Corporation Ltd of Suva on estate and trust administration. You will be qualified in estate and trust management, investment, business management and estate laws and 5–10 years professional law experience is sought. Assignment 10006344.

Product design - Location: Cambodia. A 12 week assignment to mentor staff in Wathnakpheap NGO in Phnom Penh. You will have 5–10 years experience in product design and production. Assignment 10006374.

Account system training - Location: Cambodia. A 5 month assignment to mentor staff at the Children's Surgical Centre in account system training and development. You will require 5–10 years professional experience, be a qualified medical records librarian or equivalent, with IT design skills and medical record keeping experience. Assignment 10006234.

Finance management & training - Location: East Timor. A two month assignment to mentor staff of a local organisation on finance management and training. You will have 5–10 years professional finance experience and have relevant qualifications. Assignment 10006294.

Finance & MYOB training - Location: Fiji. ABV is currently searching for candidates with 5–10 years professional accounting/finance experience to travel to Fiji for 2 months. Mentor staff within the Fiji Paralympic Committee in Suva. The candidate will be qualified in accounting/finance, with financial management experience. Assignment 10006418.

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FREE COMMUNITY EVENTS

Suraya Pakzad: speaking out for the women and children of Afghanistan, Wednesday 1 September 2010, 6.30pm for a 6.45pm start, Allan Scott Auditorium, UniSA City West campus, Hawke Building, 50-55 North Terrace, Adelaide.

Through various media we get almost daily reports about the war in Afghanistan. Most often we hear about western political and military initiatives and about conflicts between Australian troops and Taliban insurgents. Now, with support from Amnesty International, renowned Afghan Human Rights activist Suraya Pakzad is flying directly from her work with remote Afghan women to speak to Australian audiences about the reality on the ground. Suraya's astute insights into the complex world of Afghan politics are grounded in the practicalities of surviving. She once wryly commented that each one of her six children was born right at the point of political change in Afghanistan, from the overthrowing of the Afghan Royals through to the expulsion of the Taliban regime in 2002. In her talk Suraya will speak about her ongoing work with Afghanistan's most disadvantaged women in villages, prisons and shelters. She will explain how this work continues to face extraordinary obstacles and how Afghan women have not significantly progressed in practical matters since the foreign intervention despite massive amounts of aid being directed to the country. Suraya will go on to frame some possibilities for more equitable and effective international engagement with Afghanistan and she will take questions from the audience. **Register HERE for this event**

Global Poverty Project: 1.4 Billion Reasons - Wednesday 8 September 2010, 5.30pm start, Allan Scott Auditorium, UniSA City West campus, Hawke Building, 50-55 North Terrace, Adelaide, RSVP essential via **Global Poverty Project**.

1.4 Billion Reasons is an engaging, thought-provoking multimedia presentation designed to educate audiences about the challenges of extreme poverty. Endorsed by development and economics experts, and based on leading research, it articulates the facts of extreme poverty and demonstrates how everyone can be part of the movement to end extreme poverty.

1.4 Billion Reasons explains what it means to live in extreme poverty, and why extreme poverty can be ended within a generation. It outlines success stories, and addresses how barriers to development can be overcome. Our specially trained presenters equip audiences with the tools they need to join the movement to end extreme poverty, and provide easy everyday actions that allow everyone to make a difference. The Hawke Centre hosted this presentation last year so if you missed out or would like to see it again please attend. *Supported by the Bob Hawke Prime Ministerial Centre, UniSA*

Is it Necessary to Love Your Neighbours? Living with Radical Diversities and the Right to be Oneself - To be delivered by Dr Ashis Nandy, Fellow, Centre for the Study of Developing Societies, India, Prominent International Sociologist and Political Scientist. Tuesday 21 September 2010, 5.30pm for a 6.00pm start. Dr Ashis Nandy has been described as "India's most arresting thinker, and a cultural and political critic without perhaps any equal in South Asia" (Vinay Lal, Associate Professor of History, UCLA, USA) and in 2008, was listed as one of the top 100 public intellectuals in the world by Foreign Policy magazine.

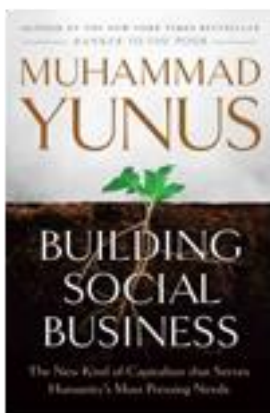
Both in academic circles and in the global middle class culture, international relations is a play of national interest, security, international trade and other such lofty, tangible forces with which the first pages of serious newspapers and university departments seem permanently concerned. Yet, even ordinary citizens seem aware that underlying these clearly identifiable, real-life forces there are less tangible subjectivities in the form of crosscutting perceptions, sentiments, images and fantasies that constitute the underside of international relations. This lecture deals with this underside; it emphasizes the web of subjectivities in which relationship among countries, communities and what some would call nations take shape. A crucial part of these subjectivities, this lecture will argue, is the as yet tacit, ill-defined right to be oneself and that right includes the right to disapprove and dislike, though not the right to hate or nurture fantasies of annihilation or extermination. It is a part of the argument of this lecture that the spread of Enlightenment values is making it increasingly obligatory to disown all hostility towards or even dislike of any artefact, tradition or practice that is culturally marked - from cuisine to sports, from marriage rituals to religious rites, and from dress to ideas of personal hygiene. Unless, of course target of rejection or dislike happen to be associated with a rich and powerful country located in West Europe or North America. You can fulminate against Cola drinks but not convey your dislike for Sri Lankan or Chettiar food, which routinely brings steam out of your ears. It is still probably possible to make wry comments about English food in polite society, particularly if you are English, but it is increasingly becoming difficult to say anything negative about Bombay films if you are not an Indian. Yet, there are at least as many Indians who passionately dislike Bombay films as there are English who disparage English food. That is the price of multiculturalism. This lecture argues that it is possible to live with diversities without such a tough version of cross-cultural tolerance and that is the way many societies, particularly the ones that are communities-based, have traditionally lived with radical diversities. The lecture tries to recover and illustrate a few elements of this alternative cosmopolitanism.

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GLF LIBRARY

The following book review is written by Dr Richard Harmer, the co-facilitator of the GLF program and Managing Director of The Holos Group. Richard has more than 10 years experience working with organisations and has deep expertise in spirituality, emotional intelligence, leader development, organisational dynamics, executive-level learning initiatives, and organisational sustainability and socially responsible business.

"Every human being is born into this world fully equipped not only to take care of himself or herself, but also to contribute to the well-being of the world as a whole," says Muhammad Yusuf in his new book **Building Social Business: The New Kind of Capitalism That Serves Humanity's Most Pressing Needs.**



Awarded the 2006 Nobel Peace Prize for economics for his work micro-credit to end poverty in Bangladesh, Yusuf tackles head-on the question, "Why can't an organization do well financially and also do good socially?" This book outlines the important contribution 'social businesses' (which Yusuf defines as a 'for profit, zero dividend' company) can make in addressing many of social challenges often unsolvable via traditional means. For example, Grameen Bank (Grameen means "rural" or "village" in Bangla language) provides finance to the world's poorest people in Bangladesh a banks responsible to 'shareholders' deem the risk too great. Similarly, Grameen Danone (a joint venture with Danone in France) provides nutritious yogurt to families in Bangladesh at risk of significant health issues due to poor diet. Finally, Grameen Adidas provides low-cost shoes (a pair of Adidas shoes for just 1-euro!) to people of Bangladesh to address illnesses caused through parasitic disease attack from inadequate footwear.

And this is where the concept of 'social business' gets interesting. A social business is *not* a not-for-profit entity. Nor does it simply provide the product or service either free of charge or subsidized to a poor person. Yusuf argues that the 'not-for-profit' model of business is limited in addressing the concerns of the world's poorest people because it fails to break the cycle of 'dependency'; whereby, the recipient of the product/service is dependent on the not-for-profit entity to survive just as the not-for-profit of the product/service is dependent upon a good-will of others for its survival. And as the GFC demonstrated, this dynamic is untenable during more volatile market conditions.

Conversely, a social business operates within a competitive 'capitalist' market (with other 'for profit' organizations) and must

therefore provide a competitive product or service that is at least comparable to its competitors. It must also compete for staff and other resources within this same competitive market, which means that a ‘social business’ pays market rates for its resources (i.e., staff, etc). In this way, an individual can get paid well whilst also knowing that they are also doing good for those who need it most.

Building Social Business: The New Kind of Capitalism That Serves Humanity's Most Pressing Needs is a ‘how to’ book that covers how to launch a social business, legal and financial frameworks underpinning a social business, creating the infrastructure for successful growth within a social business, and some of the ‘growing pains’ of establishing and scaling a social business. Yusuf also outlines how easy it is to commence a social business anywhere in the world (i.e., the concept has relevance beyond simply addressing the needs of the world’s poorest people). Yusuf argues that the best time to start a social business is now, the best place to start is where you are and the best focus for your social business is what you are passionate about. The book also provides three guiding principles when considering what social business to commence:

1. Make sure the business does not imperil anybody’s life on this planet;
2. Make sure the business will contribute to making the planet safer than it would have been without the business; and
3. Conduct the business within framework of the social and political responsibilities established by the state and global authorities.

And of course, do what you are passionate about and have fun doing it!

In conclusion, Yusuf also argues that we all have an entrepreneurial spirit waiting to be unlocked and that we have a moral imperative to give ourselves permission to see where this entrepreneurial spirit may lead us. After all, in the words of the Hopi elders “We are the people we are waiting for”.

DIARY DATES

Date	Event	Presented By	Exclusive to Leaders Institute Members	Cost		
				Financial Institute Members	Non Financial Institute Members	Non Members
Aug 31	Applications for Dennis Mutton Medal close. Apply by 31st August.	Leaders Institute of South Australia	Y			
Sept 13	Applications for the GLF2011 program close. Apply by 13th Sept.	Leaders Institute of South Australia	N	N/A	N/A	\$10,500
Sept 15	Introduction to Leading Evolutionary Change Register by 9 th September.	Interkonnections & Leaders Institute	Y	FREE	\$35	\$35
Sept 16-18	Leading Evolutionary Change Foundation Program – 3 days professional development. Register now. Ltd places still avail.	Interkonnections & Leaders Institute	N	\$1980	\$2310	\$2310
Sept 28	Resilience Requires Bold Leadership. Register by 21st September.	Torrens Resilience Institute & Leaders Institute	Y	FREE	\$35	\$35
Nov 23	Discussion – Social Innovation. Christmas Drinks. Register and RSVP by 16th November	The Australian Centre for Social Innovation & Leaders Institute	Y	FREE	\$35	N/A