

## **Nonprofit Masterclass in Strategic Leadership and Innovation** **Generative-edge strategies and advanced tactics for nonprofit executives and board members**

*A great way to start the New Year for you, your board and your senior staff*

Would your board benefit from the renewal of energy and the skills to become even more strategic and innovative? Would you like the latest and most powerful strategies to get your board truly engaged and making the decisions that create the desired future for the community you serve?

Two of the world's top nonprofit strategy, governance and leadership experts, Steven Bowman of Conscious-Governance (Australia) and Dr. Terrie Temkin of CoreStrategies for Nonprofits (U.S.) are pairing once again to offer a unique Masterclass for nonprofit leadership.

CEOs, senior executives, chairs and board members should not miss this event. This is a Masterclass in the truest sense of the word. Even the most experienced nonprofit leaders and board members will walk away with new ideas that can be put into practice your first day back in the office.

- **Singapore, Monday 8th March 2010**, Training Choice 190 Middle Rd, #19-01/02 Fortune Center
- **Perth, Australia, Wednesday 10th March**, ATI Mirage, level 1, 150 Adelaide Terrace
- **Darwin, Australia, Tuesday 16th March**, Darwin Resource and Computer Academy, Suite 2/2 Shepherd Street
- **Brisbane, Australia Thursday 18th March 2010**, Saxons, Level 11, 300 Adelaide Street
- **Melbourne, Australia Monday 22nd March 2010**, Saxons, Level 8, 500 Collins Street
- **Sydney Tuesday 23rd March 2010**, Saxons, Level 10, 10 Barrack Street

All registrants receive a free copy of the nonprofit e-book "The Conscious Chief Executive"

### **8.30 am Registration**

### **9.00 am- noon**

**Title:** *Developing a culture of leadership, strategic innovation and community engagement*

**Brief Description:** Life in the nonprofit sector is changing rapidly. We need leaders – both at the staff and board level – that understand this and can respond appropriately. This requires a strategic view, innovation and the ability to engage the community in creating the desired future. And, it can't be your father's approach to making a difference.

Learn:

- What we mean by leadership in the nonprofit context
- How you can attract the leaders you need to move forward
- How you can better engage the leaders you currently have
- What role community engagement plays in leadership
- How to engage the community in substantive ways that will catapult you to your vision
- How innovation and nonprofit leadership are inextricably linked
- How to create a culture of innovative leadership
- Tools and techniques to find, nurture, develop and engage leaders

### **10.30-10.45 Morning tea**

### **12.00-1.00 pm Lunch (provided)**

#### **1.00-3.00 pm**

**Title:** *Strategic decision making: Creating a culture of strategic awareness*

**Brief Description:** Strategy without awareness is all too common in nonprofits. It results in organizations diverting resources from what matters most. What are the keys to creating a culture of strategic awareness where board members and executives function from curiosity and possibility, develop skills in financial and risk analysis, and generate strategic futures that create true and meaningful impact effectively and efficiently?

Learn:

- Personal attributes that create strategic awareness
- How you can develop these attributes in yourself and others
- How to structure the board and senior executive meetings to facilitate strategic awareness
- The relationship between community engagement and strategic awareness
- How to exploit the relationship between community engagement and strategic awareness to achieve great things

### **3.00-3.15pm Afternoon tea**

#### **3.15 – 4.45 pm**

**Title:** *Creating diverse funding and revenue streams that drive community impact and sustainability*

**Brief Description:** What if revenue streams were not where you thought they were? What if you no longer had to rely on one or two sources of funding? The way you view your nonprofit dictates what your options are and whether you are able to create the revenue streams you need. There are commercial possibilities in many of the things you do. This session will help you explore how you can create new services or products that will sustain your organization far into the future and drive your vision, allowing you to truly make a difference in your community.

Learn

- How you “see money” influences how you create the possibilities of funding and revenue sources
- How to incorporate a prosperity (versus scarcity) view into your decision making and revenue generation
- How to develop vision-driven innovation to create new revenue streams
- How to utilize the changing nature of sponsorship and strategic alliances to achieve your goals
- How to leverage commercial practices to generate nonprofit impact, and leverage nonprofit practices to result in commercial impact
- How to deal with surplus or retained earnings to ensure long-term sustainability

### **4.45 pm** Wrap up

## **Presenters**



### **Dr Terrie Temkin**

An award-winning speaker and engaging facilitator, Terrie Temkin, Ph.D. is a founding principal of CoreStrategies for Nonprofits, Inc. Based in the USA, with vast international experience, she brings more than 30 years of nonprofit management experience to this session.

Among her clients: the National Council for Voluntary Organizations (England), the Center for Innovative Programming – Azerbaijan NGO Project, Zaapkass (Kenya), Family and Parenting Centre (Jamaica), FondAmie (Haiti), the Alpha One Foundation (International), the National Epilepsy Foundation, the National Immune Deficiency Foundation, the National Ovarian Cancer Coalition, the National Wildlife Refuge Association, Pilot International, and National Business Volunteers for the Arts.

Besides working with her own clients, Terrie is an adjunct professor for Florida Atlantic University, teaching governance. She serves as an active member of the Governance Affinity Group of the Alliance for Nonprofit Management, where she co-authored *Community Engagement Governance*, a new way of sharing decision-making with the community we are entrusted with serving. She is also on the Governance Committee of that organization. And, she is co-editor of CharityChannel's *Nonprofit Boards and Governance Review*.

She has held executive positions at leading organizations in the nonprofit sector, serving as a trainer, program director, fund raiser, and executive director. She has also served as a board member, board officer, and direct service volunteer.

For five years Terrie wrote a biweekly column for the *Miami Herald* on nonprofit issues. Today it is published by *Philanthropy Journal* and distributed to thousands through chapters of the Association of Fundraising Professionals, Community Foundations and management support groups. She is the author of four books, numerous journal articles, several book chapters, and is a sought-after conference presenter. She has a doctorate in organizational communication - specializing in the nonprofit setting. Terrie has been recognized frequently, including listings in a number of the Who's Who publications.

For more information, go to <http://www.corestrategies4nonprofits.com/principals.html#4>  
Sign up for Terrie's monthly [On Nonprofits Q & A](#).



### **Steven Bowman**

Acknowledged as a pioneer in the field of Conscious Governance, risk and strategy in the USA, Asia and Australia, Steven Bowman has transformed the prevailing understanding of the meaning of governance and strategy. He began to envision a conscious governance philosophy, which has quickly spread throughout the world, based upon the premise that governance is about the choices that people make and not just about compliance, policy and procedures. The Australian government has provided a large Federal export grant to facilitate taking his work to international markets.

He is a director of ConsciousGovernance, based in Melbourne, Australia. He is sought after by businesses around the world as an expert adviser on conscious leadership, strategic innovation, and awakening the power of consciousness within organizations.

Steven has held numerous senior executive and CEO positions with some of the USA and Australia's most prestigious organizations. He has authored and coauthored over fourteen books on nonprofit governance, strategy, risk and executive leadership. Among his clients are: Craigs List Foundation, CPA Australia, CEO Institute, Aged and Community Services, Mental Health Association, Australian Sports Commission and Make a Wish Australia.

He currently consults with over one thousand nonprofit and corporate organizations each year in the USA, Australia, New Zealand, and Asia. He is a Fellow of the Australian Institute of Company Directors, and a Fellow of the Corporate Law and Accountability Research Group, Monash University.

Steve is a warm and engaging conference keynote speaker and dynamic workshop/seminar facilitator. He brings over thirty years of hands-on experience and delivers it in a down-to-earth style that speaks to everyone throughout an organization. He leaves his audiences inspired, with practical tools and tips that they can apply at work, at home, and in their communities.

For more information, go to <http://www.conscious-governance.com>. Sign up for the free e-zine "Conscious Chief Executives" at <http://www.conscious-governance.com/ezine.html>

**\$550(GST incl) for an individual or \$475(GST incl) per person for two or more people from same organisation**

All registrants receive a free copy of the nonprofit e-book "The Conscious Chief Executive"

**Enquiries to Steven Bowman: Tel: 61 3 9509 9529 or mobile 0438 325 782  
by email at [steven@conscious-governance.com](mailto:steven@conscious-governance.com)**

If you would like to see a list of nonprofit organisations that have sent their board, CEO and senior executives to the Masterclass, go to  
<http://www.conscious-governance.com/support-files/listoforgs.pdf>

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*All information contained in this flyer is correct at the time of sending, but may be subject to change.*

### Bookings:

Yes! Please register me for the 1 day Nonprofit Masterclass in Strategic Leadership and Innovation

All registrants receive a free copy of the nonprofit e-book "The Conscious Chief Executive"

### Tax Invoice/Registration Details:

Name/s: \_\_\_\_\_

Organisation: \_\_\_\_\_ Position/s: \_\_\_\_\_

Email: \_\_\_\_\_

Telephone: \_\_\_\_\_ Mobile: \_\_\_\_\_

I enclose payment of \$ \_\_\_\_\_ for \_\_\_\_\_ people. Payment details as follows:

**Aud \$550(GST incl) for an individual or Aud \$475(GST incl) per person for two or more people from same organisation**

**Yes, please register me for (complete the following details)**

City	Date	Venue	No. People
Singapore	Monday 8 <sup>th</sup> March 10	Training Choice 190 Middle Rd, #19-01/02 Fortune Center	
Perth	Wednesday 10 <sup>th</sup> March 10	ATI Mirage, Level 1, 150 Adelaide Tce	
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Melbourne	Monday 22 <sup>nd</sup> March 10	Saxons, Level 8, 500 Collins Street	
Sydney	Tuesday 23 <sup>rd</sup> March 10	Saxons, Level 10, 10 Barrack Street	

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**Email:** [steven@conscious-governance.com](mailto:steven@conscious-governance.com)

**Fax:** 03 9509 2679

**Mail:** 17 Gordon Grove, Malvern Vic Australia 3144

**If you would like to make an electronic transfer, details are:**

A/c name: LifeMastery (Aust) Pty Ltd

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## **Testimonials from recent Masterclasses**

We attended this course not knowing quite what to expect, given that it was a "Masterclass" and that we already had some Governance experience. In essence, it was EXCELLENT. The facilitators' ability to make sometimes challenging concepts appropriate and relevant to our types of organizations and all experience levels was invaluable. Following this day, we have a long list of strategies that I am working through to implement, some quick and easy, others will take time. All will make us a far better organisation. I would highly recommend this day to any board or senior staff member.

***Wendy Lamotte***

***Executive Director***

***Community Sector Services Inc***

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What a refreshing and practical approach to strategy, risk and governance!

Your innovative Masterclass gave us an entirely new perspective of risk which we put to good use at our subsequent strategic planning workshop. It yielded more focus, participation, productivity and enthusiasm than ever before – and the checklists were invaluable.

Our Strategic Planning Chairman and I can highly recommend your program to all NFP organisations.

***Peter J. Snow***

***Executive Chairman***

***The Jaycees Community Foundation Inc.***

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The Masterclass which I attended with an Executive member of our Board is my professional development highlight of recent years. The facilitators are highly engaging presenters with a capacity to pitch to the varying needs of the participants. Their material is clearly evidence-based, very practical and readily 'implementable.' I am already using these ideas to engage staff more in the roll out of our strategic plan; and at Board level we are tackling recruitment of new Board members with far greater analysis and preparation.

***Lynette Moore***

***Executive Director***

***Alzheimer's Australia Vic***

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May I say first up how refreshing it is to attend a course presented by people so knowledgeable, and obviously passionate about the subject matter. Two nights after the course, I was talking to a friend who is a group facilitation educator ( we trained together). She had attended a course that day that was very poorly presented by someone promoted as a much sought after presenter. She was lamenting that there are so many people out there these days who think, that just because they can talk a lot, or have had training as educators, that they must be good presenters and facilitators. I was able to assure her, from my experience in your course, that there are still some good ones out there.

Five people attended your master class from my organisation, myself and four board members. Two of the board members were new at governance and one was attending training for the first time. All of us came away with a wealth of practical information and helpful materials. We had already implemented the Strategic Agenda at our board meetings, because you had sent it to me, on request, some months ago after I read your E-zine. Your course will help us to refine this tool further to get the very best from our board meetings. We also now have some new ideas on recruiting, inducting and retaining new board members. I loved the ideas on the "three lies of scarcity" and will put this into use on another

board that I chair. "Being the question" is another wonderful concept I have taken away with me. I have also used the Gantt chart and risk management spread sheet as tools to help with setting up a business venture I am involved in. Thank you for a very informative, interactive and stimulating day. It was time very well spent.

**Judy Fraser**

**Chief Executive Officer**

**GP down south**

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I am on the board of the NSW Youth Accommodation Association and attended your Master class in Sydney in March. It was an excellent workshop and I found the ideas and strategies for board members on "being the question" as particularly helpful. The concept of every situation being an opportunity connected well with how I work and allowed me to consider this in some new areas including strategic planning of YAA regarding restructuring the organisation. I will also be utilising some of the web sites and Twitter sites you suggested and found these a terrific resource concept to have available. Thanks for the opportunity and I will be using more of the information you made available in all of the topics in that workshop.

**Brian Tranter**

**Coordinator**

**The Bridge Youth Service Inc**

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Both my Council chairman and I believe that the 1 day Masterclass session was one of the most useful and interesting professional development days we have attended (and there have been a lot!) We have already implemented several ideas particularly those related to running a strategic development process and relating the outcomes to the everyday operation of the Council.

Well done on an excellent product.

**Tim Oughton**

**Principal**

**Scotch College - Adelaide**

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The things I particularly appreciated in your Masterclass were your legal knowledge blended with pragmatic experience. The way we were encouraged to know what the 'textbook' answer might be, but also what/when might be a good solution that respects the way people are working together. For myself – other than those excellent templates and take-out materials, was the clarity I got about the importance of having strategic thinkers on the board and on some of our reference groups and committees, ahead of ensuring all the sub-sectors are represented or ensuring seniority of the representation. The other thing I have done a lot since the workshop was demonstrate your definition of 'strategic.' It is very compelling and memorable! We are about to go into a new strategic planning cycle so the class really helped focus my mind on how to feed the process.

**Cath Smith**

**CEO**

**Victorian Council of Social Service**

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The Masterclass was indeed a productive experience, and I believe in turn this will prove to be exceptionally important to our organization in the future. We are currently in the midst of redefining our strategic plan. Your insights on strategy, risk and governance will be utilised to strengthen our organization's capacities further with means for developing our core business in building healthy

communities. It was a great workshop group and I am confident that the resonating eclectic voices under your guidance will certainly have an impact upon our maturity as an organization.

**David Sprigg**

**President**

**Cobaw Community Health Service**

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I am never sure what to expect when I attend workshops, as I too often walk away with nothing practical. This Masterclass session was in every way a pleasant surprise. The workshop was conducted in a relaxed but purposeful manner, such that all the participants (from a wide range of industries) felt free to contribute and to learn from the facilitators and each other. They provided us with an excellent booklet, full of practical ideas and guidelines, as well as some very good links that provide additional information. I genuinely enjoyed the workshop and left feeling well prepared to facilitate the strategic planning work that I am about to start with my own board. I have no hesitation recommending the workshop to others.

**Jamie Dorrington**

**Headmaster**

**Saint Stephen's College**

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Being brand new to an EO position that reports directly to a Board, the Masterclass training was for me, extremely timely! Whilst I had served on several Boards in the past, it was interesting for me to look at things from a totally different perspective. An immediate outcome of the training has been the formatting of reports to the board; if it doesn't relate to the Strategic Plan, then the question needs to be asked – why it is there? Our Strategic Plan has also now become a document that ALL staff are not only aware of, but is a reference point for our activities.

Additionally, I have come away looking at risk management as an opportunity to grow our business and/or make it a better operation.

**Donna Wroth**

**Executive Officer**

**South West VETlink Inc**

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I thought that the Masterclass was fantastic. The best training I have been to in years. As I have been in management for a long time it is hard to find a course that is challenging and stimulating. Your course was both. I have taken back new ideas to our CEO and we have developed a stakeholder survey for our strategic planning.

Thanks

**Anne Parkes**

**Knox Community Health Service**

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The Masterclass provided me with an interactive exploration into applied strategic practise in critical focus areas such as risk, strategy and governance, being aware of how to manage these areas strategically by analysing and integrating self, process, and frameworks. The significant and specific techniques (and templates) to improve Board Agenda and Board Reporting processes will allow our Board to focus on important issues (compliance, governance, strategic plan progress, Board professional development), but also importantly opportunities to identify, discuss and explore strategic changes in our business environment. We will certainly be applying these learnings to our Board function.

The Masterclass provided compelling course material, access to a huge resource library, and used case study examples to embed this knowledge with participants.

**Wayne Stevenson**  
**General Manager**  
**Communicare Inc**

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The Masterclass was an invigorating and simulating day of open discussion and learning, and has made our group appreciate the seriousness of being on a Board of Management and how the active governance of our organisation's activities and staff are essential for its continuing success.

We now also appreciate the dangers of a Board that just sits back and lets the organisation travel on autopilot, and are currently re-writing our governance policy and procedures so all of our team (management and staff) will have clear guidelines for their responsibilities, duties, procedures and behaviour.

**Raoul Dunk**  
**Deputy Chairman**  
**Northern Adelaide Business Enterprise Centre**

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The Masterclass provided me as a CEO of a nonprofit the opportunity to refocus and refresh on concepts in advanced strategy, risk and governance in an environment away from day-to-day operational matters. A number of the concepts presented and discussed at the Masterclass will form the basis of our organisation's critical strategic thinking and actions in the future.

**Chris Luz-Raymond**  
**CEO**  
**Golf SA Inc**

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The Masterclass workshop makes the complicated, simple, and the overwhelming, achievable. Since the workshop, we have re-structured our meeting papers and introduced the more creative and "conscious" aspects of the meeting into the agenda. 3 years on from our original attendance at a Masterclass, we still allow the clarity to permeate all processes in our organisation. Using these teachings, our work is more purposeful and certainly more fun!

**Dr Zoe Love**  
**President**  
**Chiropractors' Association of Australia (SA)**

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I actually found the Masterclass informative and refreshing. I certainly enjoyed the day and went away re-assured that strategic planning is not to be feared but flexible and simple. The second part of the day was interesting and refreshing. In these difficult economic times we are all trying to maintain best practice in all areas and your manner of delivering the message was informative, light and easy.

**Carolyn J Smale**  
**Chairman**  
**The Hills Grammar School**

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From previous experience I had high expectations of the Masterclass and these were exceeded. Early in March, the top three items on my Task List were "Prepare governance proposals for Board meeting; Review Strategic Plan, propose extension; Prepare Risk Management papers." Priorities were adjusted

when the Masterclass invitation was received. Not only did the Masterclass, material provided and the day's discussion give the support to address this organisation's major current issues but they made it easier to achieve the necessary papers. Another element that met hopes was finding people and organisations with both similar and complementary goals; these valuable contacts will be continued.

**Mrs Vivienne Lowndes**

**Chief Executive**

**Beehive Industries of W.A. (Inc)**

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The Masterclass provided a fantastic opportunity to really "get" strategic planning through the use of great material and insightful examples – as a result I felt equipped to immediately implement new skills in relation to planning and questioning techniques – the results have been pleasing and immediate!

**Wendy Sturgess**

**CEO**

**Crisis Support Services**

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As a CEO of a middle sized not for profit that has grown in the last few years I found the presentation to be thought provoking and challenging. One of the key issues the board and I will be addressing is the issue of board renewal and board engagement in the development of the organisation. A worthwhile use of a day in the life of busy Board members and CEO's

**Peter Symonds**

**General Manager**

**Ability Employment Group inc**

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From the Masterclass I gained a number of useful strategies for building a culture of strategic awareness amongst board members, utilising the vision/mission as a filter or checklist for new activities and identifying risk and how to "treat" it. The need to be acutely aware of the environment in which the organisation is operating and the types of processes you can employ as early warning systems such as Google Alerts, scenario planning. Asking "what if" was an important take home message for me from the workshop.

**Ian Dobbie**

**Executive Officer**

**Barossa Division of General Practice**

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The high quality, engaging presentation should be relevant to anyone interested in high performance in the nonprofit sector. In particular, suggested improvements regarding raising strategic awareness and working with risk as strategic opportunity provided practical ways to improve governance and operational processes at Focal

**Tony Swords**

**Board Member**

**Focal Extended Inc**

PS. I am still reading your book *The Conscious Chief Executive* and am getting a great deal from it. In my view the work you are doing can open up a new way of looking at day-to-day experience. Tony

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Thanks for your recent wisdoms and guidance at the Masterclass in Brisbane. The session on the role of the board in performance monitoring was particularly valuable. Since attending, my governing body

has already commenced the development of meaningful performance indicators linked to the strategic plan and are re-energized in their role. Great stuff!

**Tanya Miller**  
**Executive Officer**  
**Focal Extended Inc**

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The Masterclass was well presented with an emphasis on practical and real world anecdotes to illustrate key points. The course has many useful checklists and templates that I will be putting to good use in conducting skills and capability analyses of existing and prospective Board and Council members.

**David W Byers**  
**Chief Executive**  
**CEDA – the Committee for Economic Development of Australia**

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The Masterclass that I attended in Sydney was an opportunity for myself and members of the board of Hockey New South Wales to be challenged on a number ways the board is currently operating. The open presentation style and insights into strategic thinking at board level provided an excellent forum for open learning.

The major piece of thinking that I took away from the day was that all things discussed at board level must have a strategic focus. While this may sound simple it has prompted me to work with my President to ensure all board meetings focus on the strategic growth of hockey.

The Masterclass I would strongly recommend to all directors in the not for profit area.

**Paul Bruce**  
**Chief Executive**  
**Hockey New South Wales Limited**

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I got a lot out of attending your Masterclass. I particularly liked the suggestions you made for new director induction - ways of setting out of clear expectations and the subsequent review process. "Trust is evidence based" is a saying I have been using since hearing in the Masterclass. Also "Risk is anything that has an impact on your ability to delivery against your strategic objectives" is a great starting point for the Risk Committee. Thanks again for your enthusiasm, experience and skill in leading the Masterclass in Advanced Strategy, Risk and Governance. It was more than well worthwhile.

**Chris Waller FAICD**  
**Chairman**  
**Manufacturing Industries Group Apprenticeship Scheme**

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We have already extensively used what we learnt at your Masterclass! It was refreshing to have confirmed our instinct that while skills for board members were good, a questioning and open attitude was critical. In developing our strategic plan, we have used your template for actions which has been incredibly useful and we have taken on board the concept of thinking strategically and being flexible in operationalising. Finally we have embraced the idea of governance committees and operational committees – previously we have had operational committees, e.g. members services development who were accountable to the board, and there was a high degree of confusion around purpose and activities. Whilst we had a finance and risk management/audit committee, we love the idea of a governance committee looking at the business of the board, board nominations, constitution etc.

**Belinda Caldwell**  
**Chief Executive Officer**  
**Australian Practice Nurses Association**

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I found the Masterclass highly stimulating and provocative. The facilitators bring to the room not only immense experience, but the ability to discuss what that experience might mean, in a very deep and insightful way. There is little dogma, and an openness to possibilities that makes me feel like I can incorporate the ideas into the work of my organisation.

***Tony Pammer***

***Chief Executive Officer***

***The Outdoor Education Group***

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The Advanced Masterclass was a valuable experience- combining as it did practical methodologies and relevant suggestions with some inspiring ideas and new initiatives to apply to the work place. It was one of the most immediately useful learning experiences in the Nonprofit Sector I have attended in recent times, and therefore highly recommended for board members and senior execs in the Nonprofit Sector.

***Leanne Warner***

***Chief Executive Officer***

***Cure Cancer Australia***

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Many thanks for the recent Masterclass ... this was certainly an invaluable investment for The Australian Lung Foundation. I put the knowledge acquired to work this week, with a meeting of the Lung Foundation Management Executive Group and am delighted to report that the day went like a charm! We had real 'buy in' from the team and ended up with meaningful vision and mission statements ... underpinned by some realistic goals.

Thank you most sincerely.

***William Darbshire***

***CEO***

***The Australian Lung Foundation***

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I found the Masterclass a fascinating and challenging day in refocussing our attention and efforts. Our board is very keen to look at the alignment of board governance through the framework of embedded strategic plan outcomes. We see this as a great way to strip away items that are really peripheral to the key driver of a successful organisation.

Another of our board attended your session through his involvement with another organisation and he also agreed that it was a highly recommended course for CEOs and boards.

***Octavian Sencariuc***

***President***

***Isa Skills***