

2024 IMPACT REPORT

BY SOCIAL VENTURES AUSTRALIA CONSULTING



**LEADERS
INSTITUTE**
OF SOUTH AUSTRALIA

The Institute of Impact

Social Ventures Australia acknowledges Traditional Owners of Country throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present, and emerging.

Professional Disclosure Statement

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About this report

The Leaders Institute of South Australia commissioned SVA Consulting to undertake an evaluation of its leadership programs – the Governor’s Leadership Foundation (GLF) Program and Emerging Leader Programs – to determine their social impact and long-term value.

This social impact study utilised a theory-based, mixed method approach to create a consistent and credible account of the outcomes and the unique value created through each program.

Whilst the GLF started in 2000, this research focuses on the past 10 years of activities from 2013 to 2023. The scope of analysis for the GLF Program included engagement with all program beneficiaries – GLF Alumni, employers / businesses, sponsors and participating community organisations – to understand their experiences and outcomes.

The research into the impact of the Emerging Leader Programs looked at three years of activities from 2020 to 2023. The scope of the Emerging Leader Programs was limited to the program participants.

The outcome of this social impact study is a story about the value of change created. It presents the findings about the most important changes experienced by the program beneficiaries. Program data, interviews, participant surveys and external research were used to inform the approach and validate the theory of change. Overall, the Leaders Institute of South Australia has demonstrated that it is an Institute of Impact.

This report has been authored by SVA Consulting by Katya Andreyeva and Chantelle Dabrowski.

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About Social Ventures Australia:

Social Ventures Australia (SVA) is a not-for-profit organisation that works with partners to alleviate disadvantage – towards an Australia where all people and communities thrive. We influence systems to deliver better social outcomes for people by learning about what works in communities, helping organisations be more effective, sharing our perspectives and advocating for change.

SVA Consulting is Australia’s leading not-for-profit consultancy. We focus solely on social impact and work with partners to increase their capacity to create positive change. Thanks to more than 15 years of working with not-for-profits, government and funders, we have developed a deep understanding of the sector and ‘what works’. Our team is passionate about what they do and use their diverse experience to work together to solve Australia’s most pressing challenges.



Word from the Governor

South Australia has a significant role to play in delivering outcomes for the whole nation. We are a major contributor to Australia's defence capabilities, a world leader in renewables and agriculture, and the home of the Australian Space Agency and Cyber Collaboration Centre. What we offer goes beyond conventional state boundaries.

As patron of the Leaders Institute of South Australia, I am committed to supporting our state's established and emerging leaders. Current and future challenges that we face as a state and as a nation can only be approached with bold ideas and cross-sector action, underpinned by visionary leadership.

Over the past 25 years the Governor's Leadership Foundation Program, the Institute's flagship activity, has produced more than 800 accomplished alumni.

I believe that one of South Australia's strengths is our collaborative spirit and our ability to come together around a shared table, learning from each other and enhancing our impact. The GLF Program leverages this ethos by bringing individuals together who commit to reflect on their own leadership performance and implement what they learn.

Their worldview undergoes a transformative shift. They gain clarity about their capabilities and become adept at collaborative endeavours. Alumni emerge from the program dedicated to reaching their potential and being of service to the broader community.

Perhaps the most significant asset of the program is the sense of collegiality and support it brings to participants. Each year at the graduation ceremony, I witness the strong bonds which have formed between graduates.

The GLF alumni network enables participants to form long-lasting connections across industry sectors. This provides crucial support and advice as they continue their leadership journeys.

So often when I meet GLFers around the state, they tell me their GLF year was life changing.

Having the GLF on one's CV carries substantive weight – a testament to the transformative experience it facilitates, equipping individuals to tackle emerging and novel challenges that our state faces now and into the future.

The Honourable Frances Adamson AC, Governor of South Australia





GLF Impact Snapshot



39

Diverse employers have supported multiple employees through the program

136

Scholarships were awarded to leaders from marginalised or traditionally excluded cohorts to participate in the GLF

75

Community organisations received support from the GLF program participants



92%

of GLF Alumni surveyed feel more prepared to meet the challenges in a world of escalating complexity and ambiguity

90%

of GLF Alumni surveyed say that they don't feel nervous when faced with a work challenge because of the skills they learnt from the program

84%

of GLF Alumni surveyed feel they are prepared to solve problems, cope with demands, setbacks and unexpected events



99%

of GLF Alumni surveyed say the program made a positive impact on their relationships personally and professionally

96%

of GLF Alumni surveyed say that the program contributed positively to their sense of meaning and purpose

78%

of GLF Alumni surveyed say they are likely to call upon the GLF Alumni when looking for advice, assistance, or new opportunities



99%

of GLF Alumni surveyed believe the program makes a positive contribution to their participation in community

85%

of GLF Alumni surveyed volunteer with a community organisation, **three times** more than the general Australian public

\$76.5mil

is the estimated economic contribution from the GLF Alumni volunteering in community over the past 10 years



94%

of GLF Alumni say the program met or exceeded their expectations

Summary of findings

This research found that the Leaders Institute of South Australia's holistic programs transform most participants, which in turn has a positive ripple effect on their employers and the broader community.

Governor's Leadership Foundation Program

Employers and the broader community derive great benefit from the program

The study found that employers, sponsors and community organisation leaders believe that someone who has completed the GLF has greater potential to navigate and manage complexity, is more likely to be adaptive and can get the best out of people. GLF Alumni are more capable of navigating situations where the goalposts are constantly moving, objectives changing, and working with and managing multiple or difficult people after completing the program.

"We see a change in our leaders who undertake the GLF. Often, they are more inclined to reflect on situations and be curious, without automatically moving to judgement." – Jas Reick, Executive Leader, People and Communications, Return2WorkSA

Participants emerge from the program as well-rounded impactful leaders

The study found that the GLF Program has a meaningful impact on participants' leadership capabilities to think broadly, employ innovative problem-solving strategies, and are prepared to navigate complex issues. GLF Alumni are more likely to lead with empathy and understanding by being more aware of, and inclusive of, contributions from others. There is a greater emphasis on ensuring everyone's voices are heard and team members are brought on the journey when driving change or seeking solutions.

"The GLF showed me the value of collaboration and seeking to understand different perspectives. The courage to be patient and not rush to a solution." – GLF 2020

There is a domino effect in participants' lives from increased confidence and self-awareness

The program helps participants recognise their own strengths and abilities, the areas they can improve upon, and drives them to understand themselves better. With increased confidence and self-awareness, participants put themselves in more challenging situations, reach for new experiences and seek out opportunities to further develop.

"GLF taught me to start with self and helped me recognise my strengths as well as areas I needed greatest improvement in." – GLF 2013

GLF Alumni understand the importance of being open to make mistakes and learn from their mistakes

It was common for participants to mention the importance of not seeing mistakes as a failure. Being open to making mistakes and learning from them, teaches leaders to accept they may not be the expert and may require help from others. This shows that GLF Alumni understand that leadership isn't directive but collaborative.

My self-confidence was improved, and I could be kinder to myself if I made mistakes.” – GLF 2020

“It is not failure or weakness to ask for help or to say that this isn't an area of expertise.” – GLF 2018

GLF experience is unique and hard to replicate

GLF Alumni felt that outcomes they experienced as a result of the program would not have been possible to achieve without the program or would have happened at a much slower pace. Although some of the more technical skills may have been possible to acquire through other professional development opportunities, the program was unique as it offered a holistic transformation across personal and professional domains, as well as offering opportunities to broaden awareness and knowledge around societal issues, foster connection to self and community, and expand individuals' perspectives and worldview.

“There is no alternative program that creates the change the way the GLF program does.” – GLF 2014

“Perhaps the same opportunities would have been available, but I may not have jumped at them and put the wheels in motion to the same degree.” – GLF 2016

The impact is lifelong and life-changing for its Alumni

GLF Alumni felt the impact of the program was sustained for many years after the program. The program not only provided participants with practical and relevant skills and strategies but has fast-tracked their personal and professional development. Many people emerge from the program with an expanded, multi-dimensional worldview, better prepared to overcome resistance and challenges, and are open and eager to pursue new opportunities.

“The GLF has been part of the keystone in my development and has created forever change. It will never leave me.” – GLF 2019

“The impact is ongoing. I am sure it will continue to have impact in different ways as I navigate different situations both personal and professional in the future.” – GLF 2013





Emerging Leader Programs Impact Snapshot



Foundational skills

85%

of ELP participants surveyed said the program helped increase their confidence and self-awareness

78%

of participants could think positively of themselves, recognising their strengths and abilities

78%

of participants feel they are better at recognising other people's needs and feelings



Leadership capabilities

89%

of participants feel the program helped them to better understand and consider other points of views when making decisions

85%

of ELP participants say they understand the different components of technical and adaptive issues because of the program

70%

of participants surveyed say the program helped increase their confidence to lead effectively and handle team problems

Emerging Leader Programs

The Emerging Leader Programs (ELPs) demonstrate the importance and influence of leadership and help improve performance and capabilities of participants as people leaders within their organisations.

Emerging leaders think more critically and systematically

By participating in an ELP, participants increase their ability to identify and ask systematic questions to analyse issues. This allows any possible unintended consequences to become known and deploy intelligent short- and long-term planning that is adaptable to change.

“Amplify provided me with the tools and practice to become confident in my ability to understand problems and prepare solutions.” – Amplify 2023

ELP participants are more willing to take the path unknown

The practical nature of the program means that participants immediately feel more equipped and empowered to introduce different approaches into how they work, take risks, and make mistakes. Participants are taught ways to help them persevere through adversity, release the perceived stigma of failure, and continue to achieve positive outcomes and situations. This translates into participants being more supportive and encouraging to themselves and others when mistakes are made.

“After getting exposure to adaptive leadership principles, it enabled me to remain open and flexible and be innovative to seek solution.” – Northern Leaders 2023

The ELPs improve performance and capabilities of participants as people leaders

The ELPs increase participants’ understanding of what effective leaderships looks like and equips them with tools and strategies to apply within their workplaces. This growth, together with a shift in mindset, means that program participants feel more capable as people leaders.

“I shifted my leadership style from directive to non-directive and it immediately had an impact on my team. They felt more engaged and more empowered in their roles and the data I collect reflected that with increased daily output and a reduction in WHS incidents.” – Northern Leaders 2023

Leaders Institute of South Australia

The Leaders Institute of South Australia is a not-for-profit organisation that for 25 years has delivered leadership programs to emerging and established leaders, across private enterprises, government, community organisations and other not-for-profit organisations.

The programs build leadership capability by focusing on creating a powerful sense of connection between individuals, their organisations and the wider community. The applied nature of the development is also crucial to success, giving participants immersive and practical sessions so they can practice their learnings.



Vision

South Australia is led by dynamic and holistic leaders in all sectors who work together to advance the State, so it is a sustainable, enviable and vibrant place to live, work and do business



Purpose

To provide unique and unforgettable development experience for our State's emerging and established leaders, so they can positively impact South Australia.

The Governor's Leadership Foundation Program

The GLF Program is a transformative 10-month immersive program developed for experienced leaders in organisations or community, who are looking to gain new perspectives, become more self-confident and self-aware, broaden their strategic thinking and leadership tools, to accelerate their leadership capabilities.

Applicants for the GLF Program undergo a rigorous selection process to ensure that the individual is ready to embark on this personal and professional development course. Cohorts are selected to ensure diversity of sectors, backgrounds and life experiences.

Throughout the GLF Program, participants interact with a range of people from business, government, and community, to become more systemic thinkers that can better navigate complex issues and lean into the ambiguity inherent in our world.

The Emerging Leader Programs

The Emerging Leader Programs (ELP) are shorter courses, spanning over seven to ten days, designed for managers, team leaders and those aspiring to manage others, who are looking to build their leadership toolkit and understand how to navigate everyday challenges.

The programs are delivered under a range of names including Amplify, Northern Leaders and Upper Spencer Gulf Programs. The programs cover core areas of 21st century leadership, including:

- 1 Leading teams
- 2 Communication
- 3 Leading change
- 4 Adaptive leadership
- 5 Developing people
- 6 Leadership frameworks and tools



Project approach

Project scope

This social impact study includes the following activities and the resulting outcomes from these activities:

- Ten years for the GLF Program between 2013 to 2023, including all activities and program beneficiaries. The last social impact report covered the period prior to 2013.
- Three years for the Emerging Leader Programs between 2020 and 2023, focusing on outcomes for its participants only. This is the first time a social impact study was undertaken for these programs.

Project methodology

The analysis is guided by the theory of change developed in collaboration with the Leaders Institute of South Australia, which informs outcomes evaluated. A mixed-methods approach was adopted for data collection which brings together a range of quantitative and qualitative data to help understand the outcomes of each program.

Theory of change

A theory of change is a concise roadmap outlining the anticipated cause-and-effect relationships between planned actions and desired outcomes as a result of participants engaging with the Leaders Institute of South Australia programs. It articulates the logic behind how specific activities lead to intended impacts or changes. This framework allowed SVA to systematically test if activities were leading to outcomes, which led to the desired change the Leaders Institute of South Australia was hoping to create.

A theory of change was developed for each program. Outcomes evaluated as part of the social impact study are presented on page 14 for the GLF Program and page 30 for the Emerging Leader Programs.

Data collection

Effort was taken to avoid potential non-response or other bias to avoid the results being skewed in the absence of perspectives of one or more groups, or over representation of perspectives from one group (either positive or negative). To mitigate the risk, SVA sought a minimum sample of at least 25 per cent of the total participant cohort (at least 108 GLF Alumni and at least 27 ELP participants).

We also included basic demographic questions at the start of the survey that allowed us to track the make-up of the sample as results were received. In addition, SVA researchers developed a methodology for the selection of the potential interviewees. It included considerations of the participant's background, year of graduation and sector, after which participants were selected at random. The Leaders Institute of South Australia did not influence this process.

Despite these mitigating efforts, it is worth noting that there is still some risk of bias, particularly as participation was on an opt-in basis and may have attracted respondents skewed towards particular views.

The final research sample includes 34 stakeholder interviews with the GLF Alumni, employers, scholarship providers, supporters of the Leaders Institute, the Leaders Institute Leadership Team and a Board member, community organisations who participated in the GLF Program, participants from the Emerging Leader Programs, and the Governor of South Australia. SVA ran two surveys to capture more insights from the program participants and received 124 survey responses from the GLF Alumni and 28 from participants of the Emerging Leader Programs.

Responses included a cross-section of sectors, funding arrangements and graduating years. Survey questions and interview guides were developed to identify whether the outcomes have been achieved, and then assess to what extent these outcomes created meaningful change for each beneficiary group.

34 stakeholder interviews with...



GLF Alumni



participants from the Emerging Leader Programs



the Leaders Institute Leadership Team and a board member



community organisations who participated in the GLF program



employers



supporters of the Leaders Institute of South Australia

Two surveys resulting in...



124
survey responses from the GLF Alumni



28
survey responses from participants of the Emerging Leader Programs

Analysis and reporting

Findings from the survey were triangulated with the qualitative information collected through the interviews. This data was used to prove or disprove the hypotheses on the expected outcomes identified in the theory of change. This report presents the key themes and the supporting evidence that have emerged from the data analysis to tell an overarching story of impact created by the Leaders Institute of South Australia through the GLF Program and the Emerging Leader Programs.

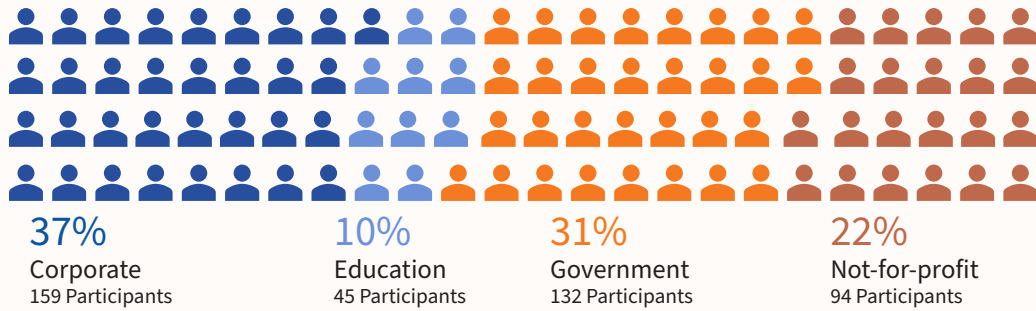
Limitations

This report should be read in the context of its intended purpose. The approach has been designed by SVA to inform the work of the Leaders Institute of South Australia and the level of rigour applied to the data collection and analysis is proportional to its intended purpose. In particular, the following limitations should be noted:

- While efforts have been made to avoid non-response or other bias (or provide transparency where bias may occur) there is still a risk of sampling errors which may cause misleading results. The likelihood of bias is greater for the ELP program given smaller total cohort and lower total number of participants engaged through the study.
- This report presents the unweighted results of the survey and does not contain any advanced statistical analysis of testing. The analysis also does not explicitly consider contribution of other factors to the identified outcomes or assign a financial value to the identified outcomes.
- For the ELP, only outcomes for the program participants were considered. Outcomes for other program beneficiaries, such as employers, were outside the scope of this research.
- The conclusions drawn in this report are based on the data available at the time, with consideration given to the limitations described here. Depending on the intended use, further research may be needed to verify the findings contained in this report or to provide additional depth of insights.

The GLF Program Impact

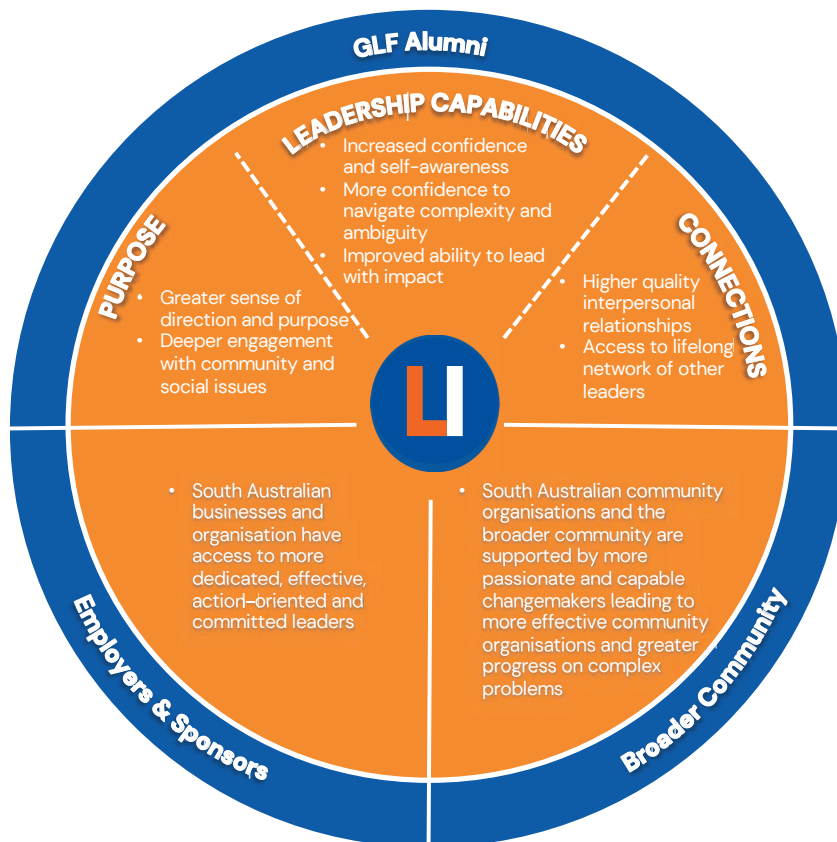
Each year ~42 individuals take part in the GLF Program. Between 2013 and 2023, 430 individuals successfully completed the program, joining the GLF's ever growing network of Alumni.



GLF Program Outcomes Framework

The Outcomes Framework summarises the outcomes identified in the theory of change for all beneficiaries of the program. The following sections describe the GLF's impact on each beneficiary group. Those groups and the outcomes they experience are depicted in Figure 1. The beneficiary groups are identified in the outer circle with key outcomes experienced by each group listed in the inner circle.

The GLF Alumni, who are the main beneficiaries of the program, experience a range of outcomes that are organised into three groups: leadership capabilities, purpose and connections. These groups represent common themes amongst the outcomes included.



Employer and Sponsor Outcomes

Employers and sponsors (commercial and philanthropic) are both contributors and beneficiaries of the GLF Program. Their contribution may include a financial input towards the fees of the program, either to the employee or through a grant, as well as other supports (usually in the form of leave) to the program participants to ensure they are able to attend the program.

Access to more dedicated, effective, action-orientated and committed leaders

The GLF Program creates positive outcomes and impacts for participants' employers, sponsors of the Leaders Institute and the broader South Australian community by developing leaders who are dedicated, effective and action-orientated. This is evidenced by the flow on effects this has to organisations, businesses and community, and validated by the ongoing support many employers provide to their employees to attend the program.

*"The GLF Program achieves something different that the MBA and AICD do not and cannot."
– Andrew Reed, Hender Consulting*

39 employers have sent 2 or more participants

54% of participants have stayed in the same organisation over the past 10 years, of which...

37 employers have GLF Alum in their staff according to self-reporting from participants on where they worked at the time of starting the GLF and where they currently work

72% had financial support from their employers

We found that employers, sponsors, and community organisation leaders believe that someone who has completed the GLF has greater potential to navigate and manage complexity, is more likely to be adaptive and can get the best out of other people. Combined with the intensive immersion and duration, the GLF Program has developed a strong reputation of creating leaders who are holistic, comprehensive and have a wider world view.

"We see a change in our leaders who undertake the GLF. Often, they are more inclined to reflect on situations and be curious, without automatically moving to judgement. Our participants have shared their experiences, all indicated that the GLF provides a safe, yet challenging learning space that allowed them to deep dive and truly reflect on themselves as a person, and learn about what leadership means, not just in an organisational sense. The GLF is one of the programs that really enables people to understand the impacts of individual leadership, and this translates to better citizens within society" – Jas Reick, Return2WorkSA

"GLF marries professional and personal growth through self-discovery, open mindedness to new perspectives, and having much more empathy to support other individuals in their team and organisation to undertake further professional development. Our employees who have been through the GLF are able to think more broadly with different perspectives." – Angela Coker, SA Power Networks

Individuals may be able to access scholarships to attend the program. Scholarships are available to individuals working in government, the social sector or people from under-represented groups including Aboriginal or Torres Strait Islander people, people living with a disability, people who identify as LGBTIQ+, and those from a culturally and linguistically diverse backgrounds.

“CBB has been supporting GLF participants since 2005 through the Keith Fulton Memorial Scholarship. Keith was the founding director of CBB and was passionate about the NFP sector and lifelong learning. We believe that for organisations to do better business, be financially sustainable and viable, there needs to be quality leaders in the sector. There is a high correlation between success of an organisation and the organisation’s leadership.

Over the years, CBB has supported 34 participants through the GLF program. We have seen that they come out with more confidence, are more passionate to make a difference, have created long-life friendships to use both personally and professionally. The GLF genuinely changes lives for individuals and at CCB, we believe that the NFP sector needs this program.”
Michael Elias, CEO, CBB

“As a GLF graduate from 2009 myself, I want to support others to go through the GLF program. It’s a chance for participants to see how complex leadership can be, to learn about leadership challenges, understand the intricacies of decision making as a leader, but also to learn about the soft side of leadership and develop good communication skills. Working in the NFP sector can be quite pigeonholed and the GLF provides a broader base to learn. No other program would offer community leadership to be experienced in the same depth with exposure and immersion to real issues.”
Anthony Kittel, Managing Director, REDARC Group



GLF Alumni outcomes

The study found that the GLF Program has significant impact on participants' leadership capabilities, interpersonal awareness, enhanced confidence, and connection to their purpose. This then results in the emergence of more rounded leaders who think broadly, employ innovative problem-solving strategies and are prepared to navigate the increasingly complex and ambiguous world. GLF Alumni describe the experience like no other and do not believe that they could achieve the same or similar outcomes through other types of professional development or on the job.

94%

of GLF Alumni surveyed say that the program exceeded or met their expectations

84%

of GLF Alumni surveyed report an expanded mindset, and ability to learn from their mistakes

85%

of GLF Alumni surveyed report being able to think positively about themselves and being able to recognise their strengths and abilities

Participants were asked what they thought differentiated the GLF Program from other programs, and what they were hoping to achieve. Program content, educational approach and diversity of the cohort were the areas that GLF Alumni noted as being unique aspects of the program; whilst the main motivating factors for doing the course were the desire to get exposure to a range of opinions, further develop own leadership abilities, and personal and professional growth and development.

What makes the GLF unique?



79%

said it was the programs content



73%

said the immersive nature of the program



66%

said the mix and diversity of participants

What were participants hoping to achieve?



67%

wanted to develop their leadership abilities



58%

wanted personal growth and development



54%

wanted exposure to a diverse range of opinions

Purpose

Greater sense of direction and purpose

Reflection and increased self-awareness help GLF Alumni to achieve a greater sense of direction and purpose. This resulted in many alum reporting changes within their personal and professional lives which help them feel more satisfied and fulfilled, prioritise opportunities where their contribution is valued and delivers greater potential for impact. The flow-on benefits of these changes are greater job satisfaction, a more balanced life, and feeling like they are better parents and role models for their children.



96%

of GLF Alumni surveyed say that the program contributed positively to their sense of meaning and purpose

“Engaging in [the GLF] instilled the confidence to embark on a self-discovery journey, exploring what holds significance for me. It facilitated a clear understanding of areas where I was willing to compromise my values and where I was not. I’ve made bold career choices and confronted people in ways I never thought possible. This experience has revitalised my sense of purpose.” – GLF 2021

“It assisted me in reassessing what I want to achieve, my why, and my purpose. The immersion in and exposure to so many real-life issues and hearing from people who have dealt with complex challenges was inspirational and inspiring.” – GLF 2018

“I understood my values so much better by the end of the course, and it was good to spend a year focusing on being a more values driven person.” – GLF 2017



93%

of GLF Alumni surveyed say that the program helped them align their job to their personal values

GLF participants re-evaluate their meaning and purpose in several ways, including having a better and widened view of how their role plays a part in the system to create change, and can then shape their roles to have more direction and meaning.

“By increasing self-awareness and understanding more deeply a range of social issues, the GLF provided space and perspective to reflect on the work I do, its importance and its place in broader systems.” – GLF 2015

“[The GLF] helped me shape my role and take it in the direction that feels meaningful and useful to society.” – GLF 2014

Only 29% of GLF Alumni surveyed report that re-examination of their values resulted in them changing their job or gave them the self-confidence to make a change with their career they were already considering.

“The GLF helped give me the confidence to take up a new opportunity with more risk but the potential to make more of a positive difference faster.” – GLF 2019

“The GLF gave me the confidence and capabilities to act up in more senior roles, that lead to becoming a managing director.” – GLF 2019

“The GLF gave me a lot of learnings that allowed me to move and take on a bigger role, to make a big jump.” – GLF 2016

“I left my safe corporate job and started freelancing. 10 years on and I now run a multimillion-dollar company with my business partner. [The GLF] helped me to have the confidence to believe in myself. Since GLF, [I have] written 4 books, spoken on many stages and started a Doctorate. So yep, [the GLF] changed my life.” – GLF 2013

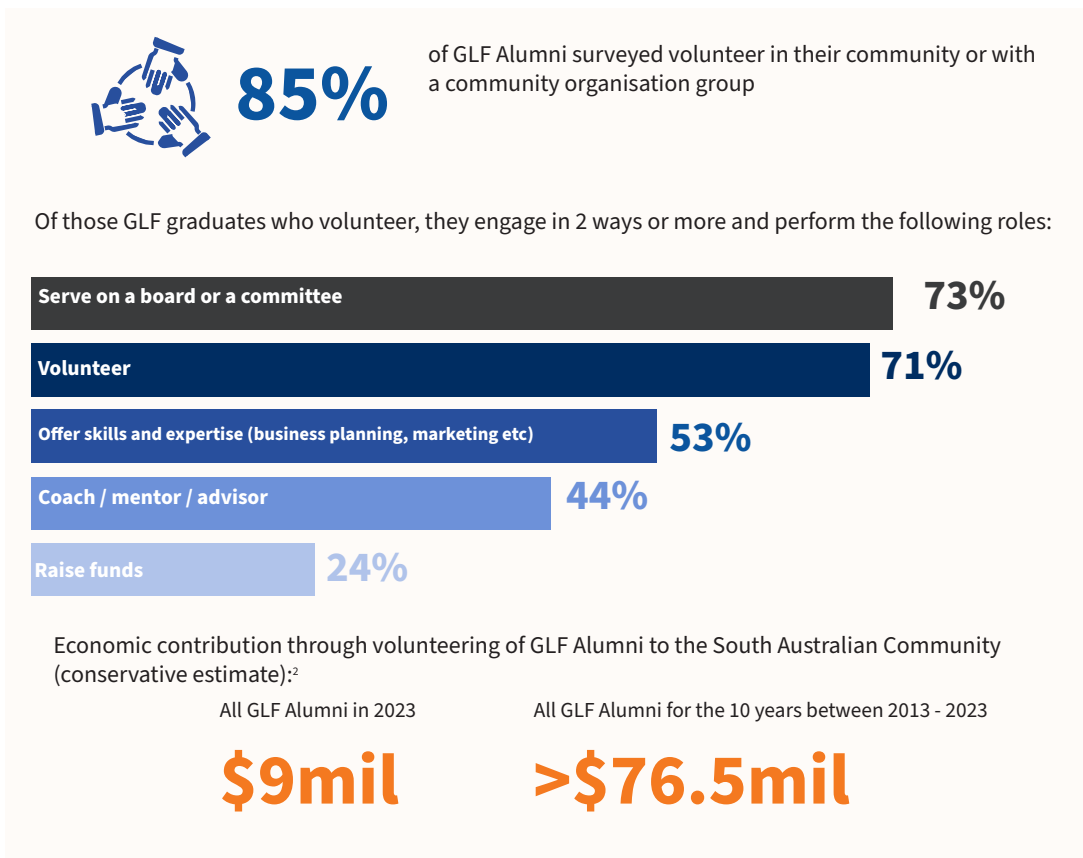
Deeper engagement with community organisations and social issues

The GLF Program aims to give participants an increased awareness of societal issues and how to navigate complex environments. This helps increase participants engagement with their community and community organisations, their knowledge about societal issues and where they can be of most value. When participants can better understand their communities and direct their efforts more intentionally, they feel fulfilled in giving back to their community.



“I am now on several community groups influencing change at the local and state level through written and verbal submissions to change policy, and through meetings with policy makers. I am also on several environmental groups where I actively participate at the strategic and on the ground level.” – GLF 2018

Prior to participating in the GLF Program, 71% of participants were actively involved in their community and/or community organisations. This increased to 85% of GLF Alumni that volunteer with community and/or community organisations after completing the GLF Program, which is more than three times the rate of volunteering in the general population (25% in 2020).¹



¹Australian Institute of Health and Wwellbeing, Volunteers

²Based on conservative hourly volunteering rate of \$46.52 used by Volunteer SA & NT, as an average of all types and levels of volunteering; and data collected through the survey where 85% of GLF Alumni reported that they volunteer with 24% volunteering less than 1 day a month, 34% volunteering 1-2 days a month, 19% volunteering 3-5 days a month and 23% volunteering more than 5 days a month. This was applied to the cumulative number of GLF Alumni between 2013 and 2023 with 516 alumni in 2013 and adding approximately 39 new alumni each year.



“The GLF program gave me the specific, practical, and relevant techniques that helped me navigate my organisation as CEO, through a digital transformation. I came away with a multi-dimensional view of how to lead across all layers, with better collaborative and co-design problem-solving techniques. This helped create a more empathetic team situation, fostering trust that allowed for good solutions to emerge from a process rather than rushing to the answer. Being more flexible, knowing how to overcome resistance in the team and understanding problem-solving in a different way helped me get people to come along on the journey, and implement deep transformative change.

Since completing the GLF, I am more active in community, and have created the opportunity for staff within my organisation to have three hours a month of volunteering within work hours, as well as volunteering for the organisation. I’m more committed to including other communities and putting a spotlight on First Nation communities wherever possible. This has also helped to shape the values of the organisation in ways that hadn’t been articulated, or as strong as before.

For me, the real change is being able to deal everyday with the fast-paced changing world that we live in. GLF really helped me deal with the stressors and expectations with a CEO role. It’s such a big-time commitment but it has to be, and it stays with you – if it was shorter, it wouldn’t be as impactful.”

**Heather Croall, Scholarship recipient, GLF 2017
CEO, Adelaide Fringe Festival**

Leadership Capabilities

Increased confidence and self-awareness

To be an effective and impactful leader, individuals must possess foundational capabilities such as confidence and self-awareness. Developing confidence improves participants' leadership abilities as they are able to recognise their strengths, while self-awareness teaches participants to understand how their behaviours may impact others, and how to respond with maturity to unfamiliar emotional responses.

GLF Alumni report that they were previously held back due to imposter syndrome, feelings of inadequacy, lack of recognition and support, and/or being under the direct management of an incompetent leader who did not encourage professional or personal development.

For many GLF Alumni the growth experienced in confidence and self-awareness is the most important outcome of the program and has flow on benefits on all facets of their lives.



80%

of GLF Alumni surveyed reported increased confidence and self-awareness after completing the program

"[The program] did enhance my self-awareness, and this led to positive changes in my life, both professionally and personally." – GLF 2015

"I have always been reasonably good at recognising other people's needs and feelings and have had a growth mindset but during and since the GLF I became more confident to back my own thoughts, feelings and knowledge and less likely to "take the path of less resistance" when needing to initiate or drive change, or to manage my own needs and feelings." – GLF 2017

More confidence to navigate complexity & ambiguity

The GLF Program exposes participants to activities and scenarios aimed at increasing their leadership capabilities. One of the key elements of the program is to build participants toolkits and increase their confidence to navigate complexity and manage ambiguity.

"[Throughout the GLF] you encounter tools and thinking that allows you to get up on the balcony and understand what's happening on the dance floor. You're able to understand and appreciate multiple perspectives." – GLF 2015

The study found that the GLF Alumni change how they approach work challenges and problems after completing the program. They feel more confident to make decisions and guide their teams even in times of uncertainty. Many spoke about taking on a more adaptive approach when responding to issues and planning for the future, and utilising a range of problem-solving tools and strategies they picked up throughout the program to gain a wider understanding of the possible solutions before jumping into action.



92%

of GLF Alumni surveyed feel more prepared to meet the challenges in a world of escalating complexity and ambiguity

"[I have gained] the ability to hold my views lightly when seeking to understand issues and opportunities. I am more intentionally curious, collaborative, patient, and actively look for different perspectives to inform and guide innovation and planning." – GLF 2019

"This program not only enhanced my ability to think more profoundly but also empowered me to encourage deeper thinking in those around me. It provided valuable context on certain issues, illustrating the perspective gained when one steps back. This newfound understanding has given me the confidence to address issues head-on and delve into the systemic challenges that surround them." – GLF 2021

"I became more comfortable with ambiguity and learnt to accept that many issues are too complex to be completely understood before acting. Sometimes it is best to just take the best action you can with the information you have and then continuously review and correct as you go." – GLF 2022



“Before the GLF, I had low self-esteem and it held me back personally and professionally in ways I hadn’t realised. I had never spent time with a group of leaders like that, and I thrived on being involved and connected with a bunch of amazing go-getters for the better part of a year. The GLF helped me to understand that I had something valuable to contribute in life, and I discovered outstanding qualities within me I hadn’t appreciated before. I came out of the course realising there was a lot more of me to come, and that my development and capacity expansion never has to stop. It put me on a personal growth fast-track.

Through the GLF I could connect my own values with the way I lead, and I started to clarify what I care about and what leadership qualities are important to me. Through the sessions, I realised I don’t have to be reactive, that there can be a gap between what happens and my response, that I don’t need to be carried away with every feeling about everything. You can hear, see, experience the thing, and take a moment to observe it before choosing a response. Even my husband noticed I became more confident in myself and had more solidity in my decision-making.

Overall, the GLF was a valuable experience that supercharged my professional and personal development. And while at times it was very challenging, it gave me a vision to be someone different. I saw my real potential for the first time. I don’t even know if I would have started a business without this experience, because it triggered so much personal growth and self-confidence for me. I learnt a lot about myself in a more authentic way that set me up for growth and helped me feel more settled in my own skin. The impact the GLF experience created was an on-switch that I won’t ever turn off. I feel nothing but gratitude for having been given this gift.”

**Jayne-Anne Power, Scholarship recipient, GLF 2017
Founder and Owner of Kennedy Parker**

After completing the program, GLF Alumni are more capable of navigating situations where the goalposts are constantly moving, objectives changing, and working with and managing multiple or difficult people after completing the program. As a result, they have an increased tolerance and ability to respond to setbacks and unexpected events and were less afraid to do something that they may have not done before. The adaptive tools, growth mindset and support from GLF peers leads to strengthened resilience, and fosters the ability to bounce back after issues are encountered personally or professionally.



87%

of GLF Alumni surveyed see an improvement in their self-awareness and better understand tensions and triggers, allowing their continual development

“[The program] enabled me to deal with some turning points in my personal and professional life, at the time when I lost everything, but with lots of resilience and application of the GLF learnings, I was able to overcome all those challenges and rise again.” – GLF 2021



99%

say the GLF Program helped prepare them to be able to solve problems, cope with demands, setbacks and unexpected events

Improved ability to lead with impact

GLF Alumni learn to interact with different people across many levels and across many diverse backgrounds, broadening their knowledge and perspective outside of their profession and industry throughout the GLF Program. By capturing viewpoints and perspectives, GLF Alumni can bring others on a journey when navigating issues, improving their ability to instill trust and ultimately, lead with impact.



90%

of GLF Alumni surveyed do not feel nervous when faced with work challenges because they have the skills and abilities to navigate those issues effectively

“The GLF helped me to be more comfortable and willing to act when needed.” – GLF 2017

“My team noticed an immediate change in my leadership style. I was more aware of challenges facing the team and how to help them overcome the barriers that would lead to more impactful solutions.” – GLF 2019

The GLF Program has been key in helping the GLF Alumni to acquire the necessary skills, build capabilities and develop the awareness to be more impactful and confident leaders.

“The GLF Program broadened my thinking and improved my ability to factor in or seek out opposing perspectives to complex issues.” – GLF 2014

“The GLF Program increased my confidence in my leadership ability and enabled me to lead with authenticity and vulnerability. It opened my eyes to societal issues, and I have more empathy and compassion for vulnerable groups within society. I also feel a responsibility to ‘give back’ and volunteer and support community initiatives.” – GLF 2020

“When accompanied by the learning tools, frameworks and approaches learned during the GLF, this has ultimately led me to be a better, more considered and well-rounded leader. I believe I have a greater understanding of what’s happening around me and how to lead to deliver impact by considering multiple perspectives and understanding how to navigate difficult issues.” – GLF 2015





“For the first time, I started to recognise parts of myself that I hadn’t valued. I started to reflect on being a leader, while leading.

I started to understand how to look at the whole system to shift attitudes and entrenched beliefs. Through GLF I feel like I developed my confidence and capacity to be a dynamic leader. The GLF cohort and my CAP group helped me see this transition and really embrace my newfound confidence.”

Mimi Crowe, GLF 2023
CEO, Carclew

“For me the GLF was a steep learning curve. When I started this ‘leadership’ course, I thought I was going to learn about leadership, but I ended up learning about the world. The GLF makes you think big, but also gives you the tools to look big and examine the landscape. This helped me shift from operational to strategic thinking and made me realise that your own view may be flawed so you must be flexible enough to shift your thinking.

I started to understand the importance of bringing new ideas and keeping it fresh at work and brought some of the ethos into my workplace. My own development of curiosity spread to increasing the curiosity of my team, and helped changed the emphasis from doing things the ‘right or wrong way’ and instead, asking is the approach working for our customers. Now as a team Director, I have implemented the GLF learnings and practices, and believe in continuously upskilling people.”

Simon Moody, GLF 2016
Director Mental Health Services Riverland Murray
Coorong Local Health Network



Connections

Higher quality interpersonal relationships

By expanding their thinking and tolerance, and pursuing their own passions, participants are better at understanding and considering point of views that may be different to w. These foundational blocks built throughout the program, help with the positive contribution reflected in participants' relationships. These benefits are felt by the participants both professionally and personally.



99%

of GLF Alumni surveyed say that the program made a positive impact on their relationships personally and professionally

"I have developed better relationships, personally and professionally, by simply pausing, relaxing and being open. This was one of many GLF lessons that helped me to create better habits and behaviours." – GLF 2019

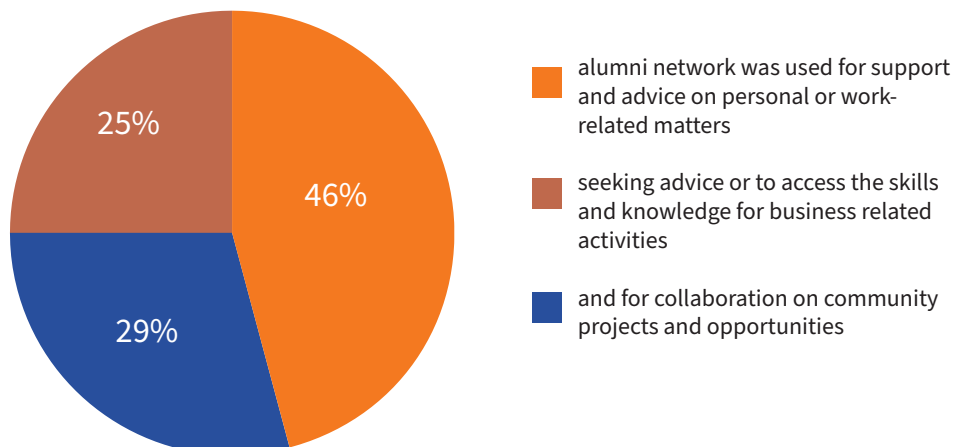
"I developed a better understanding of the importance of empathy and the importance of not judging a situation, person or group of people quickly, but to listen, watch, ask questions and learn." – GLF 2018

"I am more engaged socially and volunteered more often to help in my social settings. My family thinks I am calmer in the face of frustrations." – GLF 2021

The study found that many participants also feel that their ability to understand different perspectives, increased tolerance and patience, and increased self-awareness leads to them having higher quality relationships.

Access to lifelong network of other leaders

There was resounding agreement amongst participants that their cohort, peer-coach and the GLF Alumni help them make decisions in their personal and professional life. The majority of participants still engage with at least one member of their cohort, regardless of if they completed the program in 2013 or 2023. Peer-coaches play an important role in supporting individuals as they apply for new jobs, try new ventures, or face a personal problem, with participants remarking that their peer-coach provides them with unbiased advice without having a stake in the situation. Most commonly, the alumni network is used for support and advice on personal or work-related matters, seeking advice or access the skills and knowledge for business-related activities, and for collaboration on community projects and opportunities.



These relationships expand beyond their immediate year group with many noting that the GLF Alumni network is like a ‘special community’ with members connected through the common experience. This means that people feel comfortable reaching out to other GLF Alumni for advice and support knowing that the GLF Alumni are committed to helping each other and report having an instant connection when meeting other GLF Alumni for the first time.



79%

of GLF Alumni surveyed feel having the GLF Alumni network was “extremely” or “very important” to them to achieve their personal, professional or community goals



78%

of GLF Alumni surveyed say they were “extremely” or “somewhat likely” to call upon the GLF Alumni when looking for advice, assistance, or new opportunities

GLF Alumni that have recently graduated stated that they have not had the need to call upon the GLF Alumni but that they would feel confident to do so.

“GLF created opportunity to build great (lasting) relationships and seek mentors who can continue to challenge and assist me in delivering projects/programs for our communities.” – GLF 2013

“The deep friendships formed that I hold close today - these people continue to guide and support me.” – GLF 2013



Outcomes for broader community

Each year the GLF engages with local community organisations to support them to progress complex challenges they are facing. Engaging in community also helps to increase participants' awareness of social issues around homelessness, female imprisonment, climate change, refugees, youth programs and more.

Access to professional support and advice for community organisations

Participants of the GLF Program have undertaken 75 Community Action Projects (CAPs) between 2013 – 2023. The CAPs present an opportunity to put community leadership into practice, offering experimental learning without formal authority to work towards a positive community outcome.

By participating as a CAP, organisations can access new perspectives and strategic thinking to assist with their major challenges. Some of the community organisations said that they have ongoing engagement from the CAP group, be it from GLF graduates joining the board, alumni attending events, and other individuals who have connected with the organisation as recommended by GLF participants - helping raise the awareness and profile of the organisation.

A 2021 GLF graduate who worked with community centres during their CAP, was asked to be a board member and states that this opportunity was solely due to the GLF Program through the confidence and validity unleashed during the program.

“Interacting with different people at such a big level, helped me be comfortable to interact with strangers from different backgrounds.” – GLF 2021



Mini Case Study: Australian Alliance to End Homelessness (AAEH)

“At the time Australian Alliance to End Homelessness (AAEH) had a mostly volunteer network; we now have a growing number of staff around the country. While the final outputs weren't used in full, the process was super helpful. It provided guidance and confidence to continue to keep going and gave me the support I needed to develop a strategy for AAEH to operate as a social enterprise as well. While I was considering this before the CAP, it gave me the confidence to implement it, and some of the organisation successes can be claimed by the GLF participants. The group didn't know much about homelessness as an issue, but they did have expertise in strategy. I am still in touch with some participants, it's like a free KPMG service for strategy advice.

If AAEH hadn't engaged with the GLF, the successes would've taken longer, or the focus would have been elsewhere. The GLF participants became cheerleaders for me, growing AAEH connections, and generally promoting the organisation with a sense of positivity. The biggest value was inputting into broader strategy and business models.”

David Pearson, CEO, AAEH
2021 CAP client



Mini Case Study: Ocean View College

“My CAPs aim was to answer, ‘How can youth enhance their wellbeing through engaging in volunteering within the community?’ We piloted a student volunteer program that engaged Year 9 students in volunteering with various community groups, charities, and Not-for-Profits. The volunteering program was initially known as the uBuntu Volunteering Program. Volunteering has since been incorporated into Ocean View College’s education curriculum.

Being an advocate for collaboration, sharing of knowledge and resources, when designing the student volunteering program, I intentionally developed resources within a toolkit which could be used by other schools. The online toolkit is available on the Department for Education website for anyone to freely access and use. Since 2018, I have been volunteering with Department for Education and the Volunteering Strategy of SA to promote student volunteering within South Australian public, Catholic and Independent schools.

By introducing volunteering concepts and experiences into school curriculum, students achieve significant benefits to their learning, wellbeing, and development. It also provides an opportunity for students to develop their entrepreneurial and work ready skills. The program received government support in 2018 after being run annually at Ocean View College. To date, the online toolkit has been used by hundreds to teachers. I really do feel like a proud parent when I learn of more and more schools using the resources to develop their own student volunteering program.”

Tracey Wallace, GLF 2014

“Working with the GLF participants was very professional and uplifting. Everything was considered and organised, with lots of extra thought, planning and care going into it. The pilot program that led to an ongoing program for some years, wouldn’t have happened without the GLF, and students wouldn’t have had or taken up this opportunity otherwise.”

**Caroline Victor, Ocean View College
2014 CAP client**

“My whole life changed significantly from when I started to when I finished the program. Without the program, I believe I wouldn’t be in the job I’m in now, or the person I am now. I believe I would have stayed in the mindset that I’m not ready for this opportunity and stayed in my ‘security blanket’ role.

After learning about adaptive leadership theory and practice, I am able to consider issues through the very helpful lens of factions and really honed my perspective-taking skills to then respond with more effective strategies as a result. This has helped me reflect on how I show up to others and how I present myself too. My mind was opened in ways I didn’t know it was closed and it definitely helped expose my own biases to myself. The GLF program is not just about being a leader in your position, or in your organisation, it’s really about better understanding of oneself and how to be a better human – which then naturally develops you to be a better leader. At times it did feel a bit self-indulgent to be able put this time aside and reflect on myself, but looking back I know it shouldn’t be thought of that way, because that’s how we grow.

Going through the GLF program also really helped me become a better advocate for the causes I care about, because it gave me access to a group of people I wouldn’t usually associate with in other settings. This opportunity to listen, connect, develop trust, and have deeper conversations based on mutual respect led to a realisation that my tactics need to change at times. Most of all though, what I got out of this program was the relationships with the other participants. This group of people became a support network who both challenged and supported me to turn the year into an opportunity to flourish rather than to just survive. The GLF is so much more than a leadership program, as one of my fellow GLFers called it, it’s a human improvement program.”

**Holley Skene, scholarship recipient, GLF 2022
CEO, SHINE South Australia**



“At the start of the GLF, I was trying to figure out where I fit, questioning everything about my life, it was very unsettling at times, but it helped me to work to my strengths, and learn to be selective with future roles. It helped me think about my career and where to put my energy and intention.

A few sessions that talked about imposter syndrome and confidence, helped me run [my work] programs with more confidence and to charter direction, moving from ticking things along to putting strategies in place, asking ‘where do we want to go and what do we need to change to get there?’ From this, I became a more versatile leader. I became more assertive in the workplace and was able to advocate for changes. I was acutely aware of my weaknesses and shortcomings, but really didn’t know what to do with that. The GLF helped me move to the next stage of how to navigate growth areas, and what other skills I needed to progress.

The relationships within the group – I wouldn’t have met in regular life. It gave me the ability to understand how other people function and think about different things. I now better understand colleagues, friends and family.

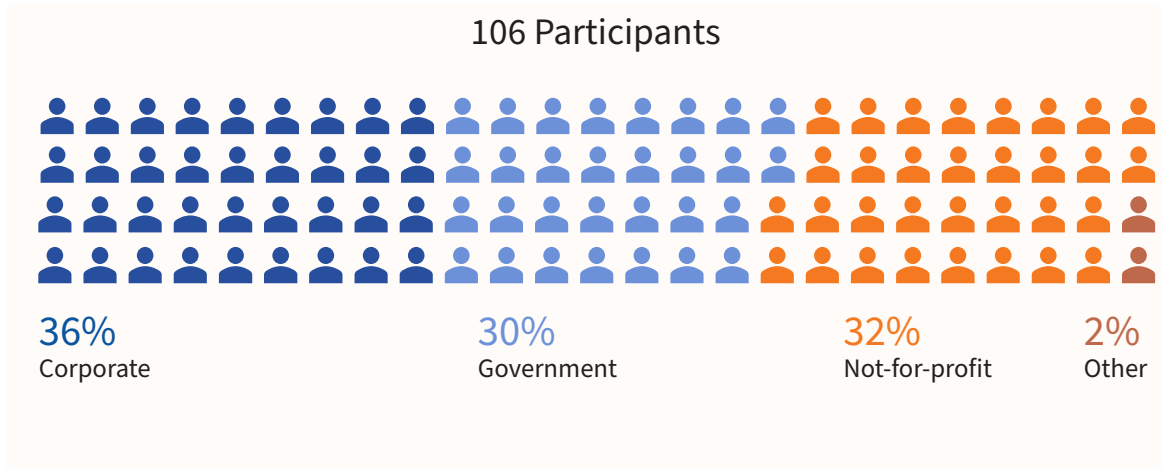
The GLF is always going to be one of those core long lasting influences.”

**Alana James, GLF 2016
Acting People and Culture Manager, The Y Northern Territory**

Emerging Leader Programs Impact

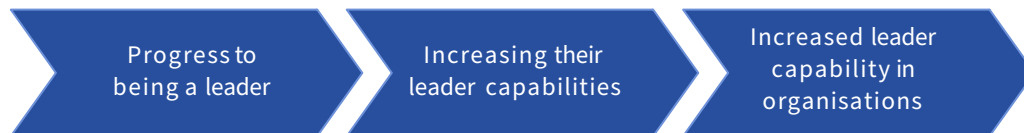
The Emerging Leader Programs (ELPs) (consisting of Amplify, Northern Leaders and Upper Spencer Gulf) aim to help participants increase their awareness of leadership, improve their capabilities to be a leader, and increase their ability to manage, lead and influence.

Between 2020 and 2023, 106 individuals completed one of the Emerging Leader Programs.



Emerging Leader Programs Outcomes Framework

To measure the impact created through participation in an ELP, a theory of change and an outcomes framework was developed that hypothesised participants would progress through three stages of leadership growth:



The outcomes framework identifies six priority outcomes for program participants which were tested and validated through the research:

- 1 Increased confidence and self-awareness
- 2 Less afraid of failure and taking risks
- 3 Increased understanding of complexity and components of technical and adaptive issues
- 4 Improved performance and capability as people leaders
- 5 More adaptive, resilient and effective leaders in organisations
- 6 Effective, efficient and resilient teams within organisations

Due to the shorter-term duration of the ELPs and the recent addition of the Upper Spencer Gulf program, only past participants from 2020-2023 were contacted to engage in interviews and surveys. Many participants noted that their engagement was a directive from their employer, with several employers who regularly sent employees through one of the ELPs. There was a limited engagement received and thus, all results and impact should be tempered and may not reflect each individual program comprising of the ELPs.

Emerging Leader Program outcomes

The study found that the ELPs help improve performance and capabilities of participants as people leaders, to think more critically and systematically when analysing issues and to be more willing and prepared to take the path unknown.

Why do an ELP?

88% of ELP participants surveyed said it was the program content

88% of ELP participants surveyed said it was the mix and diversity of participants

What do participants want to achieve?

74% of ELP participants surveyed wanted to develop their leadership abilities

81% of ELP participants surveyed wanted to achieve personal growth and development

Participants were asked what they thought set the ELP apart from other programs, and what they were hoping to achieve. Program content and diversity of the cohort were the areas that ELP participants noted as being unique aspects of the program; whilst the main motivating factors for doing the course were the desire to further develop their leadership abilities, and personal growth and development.

Progress to being a leader

Increased self-confidence and self-awareness

Participants are taught the importance and influence of being a leader, how to increase their confidence and awareness, allowing them to feel more confident to exercise leadership. Equipped with a bigger leadership toolkit and strengthened capabilities, participants learn the importance of being able to work in ambiguity and to experiment when navigating problems.



85% of ELP participants surveyed report increased confidence and self-awareness after completing the program

“The program helped me learn that being open, acknowledging mistakes and learning from them are important attributes of a leader.” – Northern Leaders 2023

“I feel more confident knowing that there were frameworks aligned to my values that helped explain what I had been doing.” – Upper Spencer Gulf 2022

“When someone would challenge my suggested approach to an adaptive problem, I would become self-conscious. Amplify provided me with the tools and practice to become confident in my ability to understand problems and prepare solutions.” – Amplify 2023



78%

of ELP participants surveyed say they can think positively of themselves and recognise their own strengths and abilities



71%

of ELP participants surveyed say they can understand and talk about their own needs and feelings easier



78%

of ELP participants surveyed say the program helped them have a growth mindset



71%

of ELP participants surveyed say the program taught them to learn from their own mistakes





Less afraid of failure and taking risks

With confidence and self-awareness increased, the programs then challenge participants to interrogate why they fear failure and may be averse to risk-taking. Participants are taught how to change their mindset to see challenges as a positive, to seek solutions in unknown or unfamiliar spaces and the importance of allowing themselves and others to make mistakes that they can then learn from. Participants say that breaking out of the stigma around failure allows them to better navigate complex issues and be a better leader.



50%

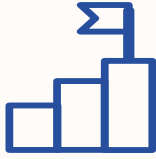
of ELP participants surveyed feel they were less afraid of failure and taking risks since completing the program

“Before completing the program, I was constantly in fear of failing, mostly around the perceived stigma of failure. I accept now that sometimes things don’t go to plan and that it is okay.” – Northern Leaders 2021

“I have embraced the ‘safe to fail environment’ and tried to create that language and space for others also.” – Amplify 2021

“I now accept the only way my attitude/fear can change is by actively creating that change. It’s given me the strength to try things that previously would have paralysed me with fear.” – Northern Leaders 2023

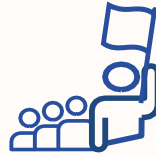
Participants say the program help them to develop skills that allowed them to...



Accept the challenges attached to achieving goals



Be open to trying new creative ideas



Be a better people leader



Learn to be encouraging and supporting to self and team when mistakes are made



Persevere when facing adversity and continue to achieve positive outcomes and situations

Increasing leadership capabilities

Increased understanding of complexity and components of technical and adaptive issues

Once participants feel empowered and equipped to take risks and know how to accept and learn from mistakes, they are introduced to the differences in technical and adaptive thinking. This allows individuals to consider more strategic viewpoints and broader goals, ask systemic questions and convey essential concepts.



100%

of ELP participants surveyed say that the program helped them to some extent, feel more confident and capable in understanding the different components of technical and adaptive issues

“Understanding the difference between technical and adaptive problems allowed me to explain why most problems we face in the workplace do not have simple solutions and provided me with the tools to work on a solution with others (aligning to one of my core values of teamwork).” – Amplify 2023

“The course has given me the language that allows to me to support myself and my team to focus on an adaptive challenge when we get distracted by technical solutions.” – Northern Leaders 2023

“The program helped me to see through the adaptive leadership lens that I am not the sole keeper of all solutions to all problems, this has assisted me to take a more holistic approach to problem solving and facing challenges.” – Upper Spencer Gulf 2022



96%

of ELP participants surveyed learnt how to better analyse the possible unintended consequences of solutions



96%

of ELP participants surveyed can better identify and ask systemic questions to analyse issues



96%

of ELP participants surveyed can better consider other points of view

Improved performance and capability as people leaders

Many of the program participants come into the program with little knowledge or skills in managing people. The growth experienced through the program and shift in mindset, also results in improved performance and capabilities as a people leader.

“Through sharing exercises, it became clear even the most outgoing member of the team can struggle in some aspects of leadership. This allowed me to accept my fear and step forward anyway.” – Northern Leaders 2023

“Working through case studies in small groups helped me understand how different personalities interpret the same scenario. Now I am more mindful of how my actions could be interpreted by different people.” – Amplify 2023

“The program gave me strategies to work with and through difficult people and solutions, knowing when to draw a line in the sand or where to let things go” – Upper Spencer Gulf 2019



93%

of ELP participants surveyed say the program helped increase their confidence to lead effectively and handle team problems



74%

of ELP participants surveyed say they are better people leaders because of the tools and frameworks they learnt

More adaptive, resilient and effective leaders in organisations

Due to the scope of the project, employers' perception as to whether participants are more adaptive, resilient, and effective since completing an Emerging Leader Programs has not been tested. However, participants self-report that they feel their capabilities have increased.

ELP participants report that they believe they are more adaptive, resilient, and effective leaders. By listening to the different experiences discussed during group and individual discussions throughout an ELP, participants place more emphasis on being more selfless in leadership, place value on developing team members, and understand how to adapt and grow with others to provide better support as a leader.

“After completing the Amplify program, I was given further development opportunities within my organisation and received a promotion to Manager - Human Resources.” – Amplify 2021

“I was offered a more senior role both at my current workplace and another employer because of the skills I learnt from the program.” – Amplify 2023

“Learning how to build strong effective teams was a helpful component as I was in the process of trying to do that when this part of the course was delivered.” – Northern Leaders 2023

“Being able to accept and learn and adapt to changes, allows me to bring my team to grow with me.” – Northern Leaders 2022



Statement from the Leaders Institute of South Australia

In 2013, research was undertaken looking at the impact of the first 14 years of the Governor's Leadership Foundation program on the participants, employers and the broader community. This research reported highly positive outcomes.

On the occasion of our 25th birthday, we decided the time was right to sense-check our assessment of our impact. Thus, our Board commissioned this report focusing on the past 10 years of the Governor's Leadership Foundation program. We also wanted to know if our Emerging Leader Program participants were positively impacted.

This deep independent research validates our theory of change. We are humbled by the results. The fact that across the board, alumni, employers and community organisations have spoken so highly of our work, brings us great joy and the impetus to continue.

At a time when the world is increasingly complex and ambiguous, to have 92% of GLF alumni surveyed say they feel more prepared to meet the inherent challenges, confirms that we are meeting employers' needs and community needs – these are the critical skills of our time.

It's said that the quality of your life is determined by the quality of your relationships. To have 99% of alumni surveyed say that the GLF made a positive impact on their relationships personally and professionally, is incredible. As Shine SA CEO Holley Skene FGLF sums up, "the GLF is so much more than a leadership program, it's a human improvement program".

We were likewise delighted that 100% of ELP participants surveyed say that the program helped them to feel more confident and capable in understanding the different components of technical and adaptive issues, as this is critical to successfully leading people.

We thank SVA staff Kateryna Andreyeva and Chantelle Dabrowski for their thoroughness and dedication in producing a robust, independent report which provides such valuable insights. We would also like to thank our relationship manager Jo Carrick who ably managed this project for the Institute.

We thank all those who gave the time to undertake the surveys and interviews. We are indebted to you.

We thank those employers who trust us to develop their people, knowing that just focusing on the bottom line will only get you so far.

Finally, we would like to thank all our supporters, who through their generosity, allow us to continue to provide such critical programs to those who wouldn't otherwise be able to participate. You can feel secure in knowing that your donation has made a quantifiable impact to those individuals and this State.

We look forward to working with you all to increase our impact. Bring on the next 25 years.

Todd Roberts
Chair, Leaders Institute of SA Board

Cathie Brown
CEO, Leaders Institute of SA

