



Evaluation of the SLA program – Cohort three report

16 September 2024

Nous Group acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians of country throughout Australia. We pay our respect to Elders past, present and emerging, who maintain their culture, country and spiritual connection to the land, sea and community.

This artwork was developed by Marcus Lee Design to reflect Nous Group's Reconciliation Action Plan and our aspirations for respectful and productive engagement with Aboriginal and Torres Strait Islander peoples and communities.



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1 Executive summary

EXECUTIVE SUMMARY

The Social Impact Leadership Australia (SILA) program has built on the success of its first two cohorts to deliver another successful program for cohort three. Through its groundbreaking design, SILA aims to achieve multi-layered outcomes for CEO participants, their organisations, and the for-purpose ecosystem.

Cohort three participants were very positive in their overall assessment of the program with a strong net promoter score (NPS) of 95 out of 100. 18 of 22 participant survey respondents rated SILA a 10 out of 10. For context, an NPS score above 80 is seen as a world class result.¹

BACKGROUND

The Centre for Social Impact (CSI) engaged Nous to conduct a long-term evaluation of the cohorts undertaking the SILA program.

THIS REPORT

This report is the third cohort evaluation report. It focuses on the experience of the third cohort of 23 participants that completed the SILA program from August 2023 through to May 2024.

¹Qualtrics, *What is a good Net Promoter Score?*

SILA continues to deliver substantial impact through its multi-layered outcomes for individuals, organisations and the broader ecosystem.

<p>SILA had a unique impact on cohort three CEOs.</p> <ul style="list-style-type: none">• The SILA program improved wellbeing, boosted confidence and provided clarity to participants.• Experiential learning enabled participants to put their learnings into practice.	<p>Organisations experienced creative disruption that resulted in diverse experiences.</p> <ul style="list-style-type: none">• The amount and experience of creative disruption varied greatly by organisation.• SILA pushed organisations to strengthen their succession plans.• Many organisations strengthened their confidence and capability because of SILA.• The Governance for Social Impact (GSI) course created a more integrated experience for participants and their boards.	<p>Cohort three is well positioned to positively impact the ecosystem.</p> <ul style="list-style-type: none">• SILA empowered participants with new language and frameworks for system-level impact.• Cohort three has developed strong networks that have fostered new collaborations.• The GSI course provided CEOs and board members with a shared language for system-level impact.
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Elements of the SILA program continue to effectively and efficiently deliver a valuable participant experience.

- SILA’s unique approach contributed to a positive learner experience for cohort three.
- The combination and integration of program elements remains SILA’s biggest strength.
- Changes to the program have enhanced the program experience.
- Stakeholders identified several challenges that impacted their learner experience.

Five recommendations can further enhance the SILA program.

<p>1</p> <p>Refine the selection process based on applicant characteristics</p>	<p>2</p> <p>Refine and build on the retreat experience</p>	<p>3</p> <p>Continue to scaffold appropriate supports around the sabbatical</p>	<p>4</p> <p>Consider providing further guidance for coaching, learning circles and capacity funds</p>	<p>5</p> <p>Further encourage the dissemination of learnings within organisations</p>
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100% of surveyed participants agreed they have **clear ideas about how they can use their new skills and knowledge.**²

86% of surveyed participants felt their organisation has **experienced tangible improvements across key business measures.**²

SILA continues to deliver substantial impact through its multi-layered outcomes for individuals, organisations and the broader ecosystem.

SILA had a unique impact on cohort three CEOs.

- **The SILA program improved wellbeing, boosted confidence and provided clarity to participants.** The SILA program gave CEOs the opportunity to reflect and reset their wellbeing habits. Fourteen CEOs noted that they have a better appreciation of their expertise and the value they create for the sector.¹ Time to reflect on personal career aspirations, leadership within organisations and the wider ecosystem also provided participants with clarity.
- **Experiential learning enabled participants to put their learnings into practice.** Experiential learning reinforced frameworks and theories learnt throughout the program. Participants were clear about how to apply the new skills and knowledge they learnt on the program. Retreat 2 was mentioned as a particularly impactful experience.

Organisations experienced creative disruption that resulted in diverse experiences.

- **The amount and experience of creative disruption varied greatly by organisation.** All organisations experienced the intended disruption during the sabbatical period. Removing the CEO from the organisation resulted in both positive and negative outcomes. For some organisations, the CEOs absence sparked creativity and productivity. However, for others it revealed gaps in SUL capability and other vulnerabilities within the organisation. SULs had varied experiences.
- **SILA pushed organisations to strengthen their succession plans.** The sabbatical and the need to institute a SUL gave organisations an opportunity to strengthen their succession plans. It was a 'test run' for organisations who already had informal planning in place, and an opportunity for those who didn't to formulate succession plans for the first time.
- **Many organisations strengthened their confidence and capability because of SILA.** The SULs and other leaders across organisations were forced to 'step-up' during the absence of their CEO. Many organisations experienced a confidence and capability uplift across the executive team and wider organisation as a result. Eighty-six per cent of surveyed Cohort three CEOs felt their organisation has experienced tangible improvements across key business measures.² In addition, almost half of the participants chose to share back their learnings from SILA with their teams.
- **The Governance for Social Impact (GSI) course created a more integrated experience for participants and their boards.** Board members who participated in the GSI course had a positive experience. The program extended the impact of SILA to boards by giving them shared language and thinking with their CEO, particularly around systems leadership.

¹ Cohort three CEO interviews; ² Cohort three post-program participant survey n=22

77% of surveyed participants **strongly agreed** that they can **make a difference in their organisation and across the sector by using what they have learned.**¹

100% of Cohort 1 and 2 alumni surveyed one year on from SILA said they had **made a difference in their organisation due to the program.**²

Cohort three is well positioned to positively impact the ecosystem.

- **SILA empowered participants with new language and frameworks for system-level impact.** SILA gave cohort three CEOs confidence that they can make a difference. Retreat 2 and the frameworks taught through the program encouraged participants to think about systems-level impact.
- **Cohort three has developed strong networks that have fostered new collaborations.** Peer connections fostered through SILA continue to be a highlight of the program. All surveyed cohort three participants agreed that learning and conversation with others is ongoing.¹ The connections built between cohort three participants has encouraged them to continue collaborating and supporting each other.
- **The GSI course provided CEOs and board members with a shared language for system-level impact.** GSI provided board members with complementary learnings, improving the ability for the board and CEO to consider the organisation's role in the broader ecosystem.

SILA has created lasting impact for earlier cohorts.

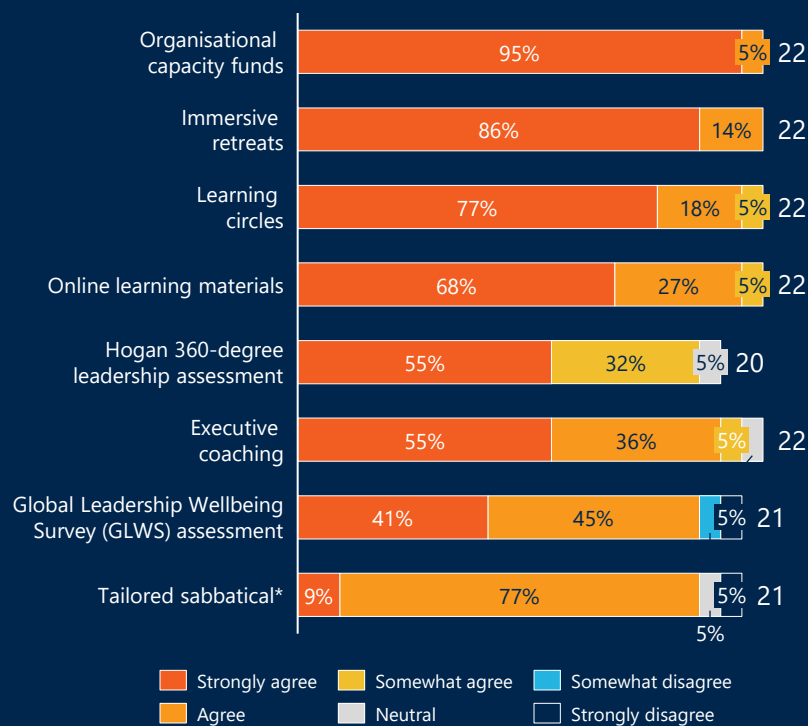
- **One year post program completion, cohort two alumni have realised lasting SILA benefits.** One year on, 94 percent of cohort two alumni strongly agree that the investment of time and effort by themselves and their organisations into the program was justified. SILA has had continuing positive impacts on individual participant wellbeing and equipped them with new skills. Cohort two alumni believe that SILA has had a positive impact on organisational culture and performance. Participants also recognise the tangible ecosystem-level collaboration and impacts that SILA has achieved. Ninety-six percent of respondents from cohorts one and two indicated that they had maintained their connections.² The SILA network is now working independently of SILA's structured facilitation.
- **Cohort one alumni have maintained connections and created ecosystem impact two years on from SILA.** Two years on, 78 percent of cohort one alumni strongly agreed that the investment of time and effort by themselves and their organisations into the program was justified.² Eight out of nine respondents from cohort one identified the relationships they built as one of the most significant enduring impacts of SILA.² The program has had a long-term impact on organisational strategy as participants have applied their learnings. SILA alumni have also achieved ecosystem-level impact as cohort one CEOs and SULs have moved across the sector and changed roles, transferring knowledge and experience throughout the sector.

¹ Cohort three post-program participant survey n=22; ² Alumni 1-year survey – Cohort 1 n=11, Cohort 2 n=16.

Elements of the SILA program continue to effectively and efficiently deliver a valuable participant experience.

100% of surveyed participants found the program engaging.¹

To what extent do you agree with the following statement:
I found the following valuable.^{1,2}



¹ Cohort three post-program participant survey n=22; ² Cohort three mid-point participant survey; * Results likely impacted by survey design

SILA's unique approach contributed to a positive learner experience for cohort three. Cohort 3 participants highlighted SILA as a standout leadership program. They noted the program's extended duration, space for reflection, experiential learning and knowledgeable facilitators as key elements that contributed to a great learner experience.

The combination and integration of program elements remains SILA's biggest strength. The SILA program consistently provides a comprehensive experience, reflected in high participant ratings across all elements, *as shown to the left*. The organisational capacity funds and immersive retreats remain cornerstones of the participant experience.

Changes to the program have enhanced the program experience. SILA adjusted the program in response to feedback from the cohort two evaluation. Removal of the organisational diagnostic element, along with the development of a sabbatical resource kit and invitation for board members to participate in the Governance for Social Impact (GSI) course as a complementary offer have been well received and improved collective outcomes.

Stakeholders identified several challenges that impacted their learner experience, including:

- The range of CEO and organisational characteristics created unintended challenges
- Retreats were too intense in parts
- Some SULs had challenging experiences and could not fully engage with SILA
- Some participants and SULs were unclear or unable to get the most from the coaching, learning circles and capacity funds
- There was significant variance in how CEOs shared back learnings with their organisations.

Five recommendations can further enhance the SILA program.

Refine the **selection process** based on applicant characteristics

- Consider recruiting participants/ organisations that will achieve the most benefit from the program and can cope with the sabbatical period

1

Refine and build on the **retreat** experience

- Extend the duration of retreats, particularly retreat 3
- Ensure a safe and trauma-informed approach is taken
- Better understanding individuals' learning needs and leveraging accessibility funds
- Consider including SULs in part of a retreat, potentially on the final day of the first retreat

2

Continue to scaffold appropriate **supports around the sabbatical**

- Offer a joint coaching session post-sabbatical
- Provide support and guidance to broader leadership teams and organisations through the resource kit
- Support participants to communicate sabbatical value with their teams and organisations

3

Consider providing further **guidance** for coaching, learning circles and capacity funds

- Provide guidance on how to best leverage executive coaching
- Consider how to ensure consistent engagement with the learning circles across groups
- Share examples of how capacity funds have been used

4

Further encourage the **dissemination of learnings** within organisations

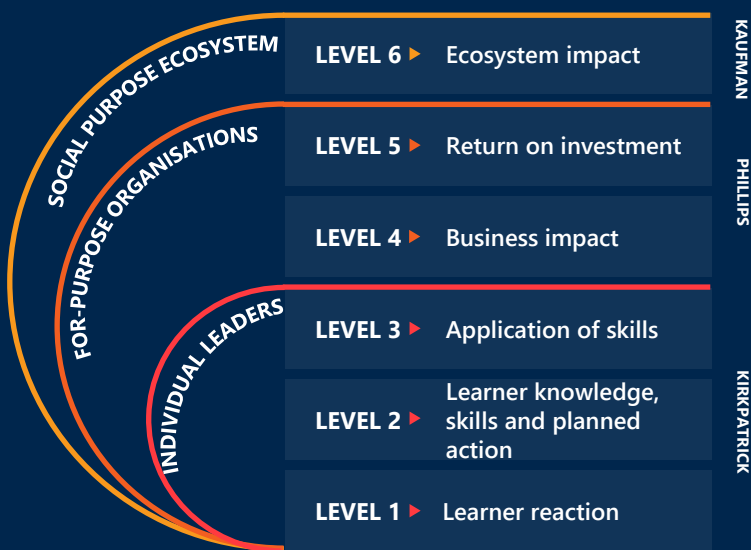
- Support and encourage SILA and GSI participants to share learnings with the wider organisation and board

5

Evaluation assessment

Nous has used a modified model for leadership evaluation based off the Kirkpatrick, Phillips and Kaufman models¹. This modified model allows the evaluation to assess outcomes across the individual, organisation and ecosystem levels as per the objectives of the SILA program (see figure below).

The evaluation assessment to the right assesses the individual impact for cohort three leaders across levels one to three. It assesses the cumulative impact (including previous cohorts) on for-purpose organisations and the social-purpose ecosystem across levels four to six.



¹ D.L. Kirkpatrick & J.D. Kirkpatrick, *Evaluating Training Programs*, 1994; R Kaufman & JM Keller, *Levels of Evaluation: Beyond Kirkpatrick*, 1994; J Phillips, *How much is the training worth?*, Training and Development, 1996.

Individuals

Level 1	Learner reaction (see Section 4)	Was the overall learner experience for the CEO positive? Achieved Level 1 outcomes for CEOs	Was the program relevant to the CEO's role? Achieved Level 1 outcomes for CEOs
		Was the learner experience of each element positive for the CEO? Achieved Level 1 outcomes for CEOs	
		Was the learner experience for the SUL and broader organisation positive? Mostly achieved Level 1 outcomes for SULs and board members	
Level 2	Learner knowledge (see Section 3.1)	Did the CEO participants learn new knowledge and skills? Achieved Level 2 outcomes for CEOs	Were the CEO participants ready and willing to apply the new skills? Achieved Level 2 outcomes for CEOs
Level 3	Application of skills (see Section 3.1)	Have the CEO participants successfully applied their new skills in their role? Achieved Level 3 outcomes for CEOs	

Organisations

Level 4	Business impact (see Sections 3.2 and 3.5)	Did SILA have positive impacts on Step Up Leaders? Mostly achieved Level 4 outcomes for organisations	
Level 5	ROI (see Section 3.2 and 3.5)	Did SILA have positive impacts on organisational culture and/or performance? Achieved Level 4 outcomes for organisations	Did SILA have positive impacts on organisational approaches to leadership development and succession planning? Mostly achieved Level 4 outcomes for organisations
		Was the organisational investment in SILA justified? Achieved Level 5 outcomes for organisations	

Ecosystem

Level 6	Ecosystem impact (see Section 3.3 and 3.5)	Did SILA have a positive impact on the social purpose ecosystem? Mostly achieved for cohort one and two and on track for cohort three to achieve Level 6 outcomes for the ecosystem →	
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2 Introduction and background

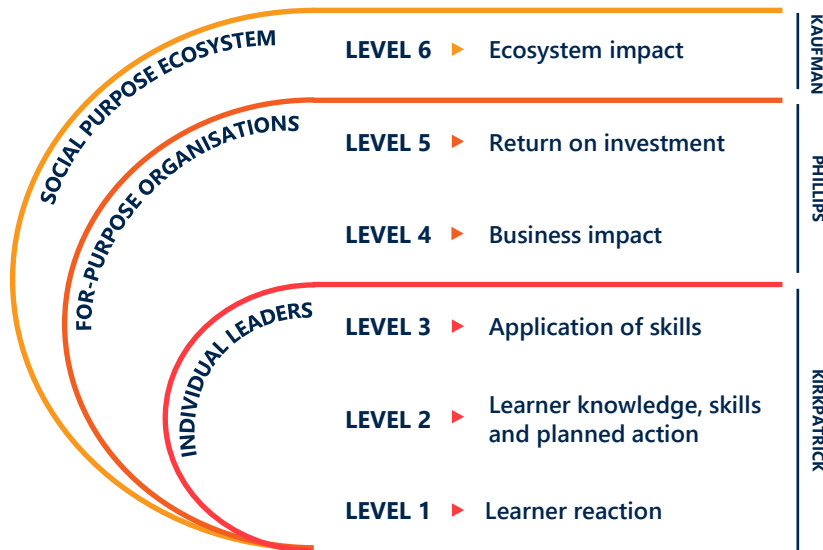
Overview of the evaluation

Centre for Social Impact engaged Nous to conduct a long-term evaluation of the cohorts undertaking the SILA program. This report is the third cohort evaluation report. It focuses on the experience of the third cohort of participants that completed the SILA program from August 2023 through to May 2024. It also includes insights on the ongoing impact of SILA on Cohort one and two participants.

The evaluation explores participants' and organisations' overall experience, including with Hogan 360 and GLWS assessments, three immersive retreats, capacity funds, Step-Up Leader and tailored sabbatical, executive coaching and learning circles.

Nous has used a modified model for leadership evaluation based off the Kirkpatrick, Phillips and Kaufman models¹. This modified model allows the evaluation to assess outcomes across the individual, organisation and ecosystem levels as per the objectives of the SILA program (see Figure 1).

Figure 1 | Modified model of leadership evaluation for the SILA program



¹ D.L. Kirkpatrick & J.D. Kirkpatrick, *Evaluating Training Programs*, 1994; R Kaufman & JM Keller, *Levels of Evaluation: Beyond Kirkpatrick*, 1994; J Phillips, *How much is the training worth?*, Training and Development, 1996.

Cohort three report

This report looks at the outcomes and impact that the SILA program had on the individual CEO participants, their organisations (including the Step-Up Leaders (SULs)), and the for-purpose ecosystem (section 3).

This report also looks at the effectiveness and efficiency of the program overall and the individual program elements (section 4).

The report includes recommendations on how the SILA program team can enhance the experience and outcomes of the program for future cohorts (section 5).

The evaluation has used a mixed-methods approach to collect and analyse qualitative and quantitative data. Data collection and analysis activities have included:

- Interviews with CEO participants (21), SULs (11) and board delegates (8)
- Mid and post-program participant surveys (refer to [Appendix C](#))
- Mid and post-program coach surveys (refer to [Appendix D](#))
- Three participant post-retreat surveys (refer to [Appendix E](#))
- Hogan 360 assessment results (refer to [Appendix F](#))
- Global Leadership Wellbeing Survey results (refer to [Appendix G](#))
- Cohort one and two alumni surveys (refer to [Appendix H](#))
- Cross-cohort overall comparison (refer to [Appendix I](#))
- Cross-cohort capacity funds analysis (refer to [Appendix J](#)).

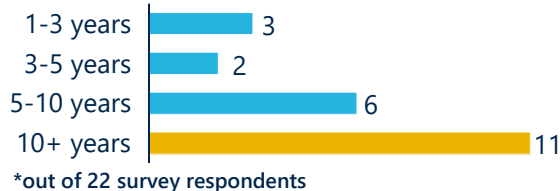
Cohort three SUMMARY

The third cohort of CEOs and for-purpose organisations was diverse. This infographic provides a snapshot of the cohort of CEOs, SULs and their organisations.

18 FEMALES
OUT OF **24** CEOs

39 participants from **17** boards
completed the Governing for Social
Impact Program

CEO tenures varied between
1 and 10+ years with **half** having
served as a CEO for **10+ years**



ORGANISATIONS VARIED IN
REVENUE **SIZE**

WITH MORE THAN HALF AT THE SMALLER END



SECTORS INCLUDE...

- Advocacy (4)
- Social/Public Welfare (7)
- Health (3)
- Children and Youth (3)
- Disability (2)
- Domestic and Family Violence (2)
- Education (2)
- Environment (2)
- Arts (1)

Note: some organisations are counted across multiple sectors



9

organisations based in **South Australia**



15

organisations based in **Western Australia**

17 delivering services in rural, regional and remote areas

HOGAN 360 DATA

Cohort three CEOs exceeded the global average score across the four main categories (self-management, relationship management, working in and working on the business).

Cohort three CEOs build strong relationships, with strengths in people skills, communication and motivation.

Cohort three CEOs need to increase their accountability when working on the business and could improve their efficiency when working within businesses.

GLOBAL LEADERSHIP WELLBEING SURVEY

The averages (on a Likert scale out of 5) of the six areas of wellbeing are listed below.

Participants scored best in authentic relationships and meaning, purpose and direction.

		Professional	Personal
1	Authentic relationships	3.93	3.93
2	Meaning, purpose, direction	3.94	3.74
3	Resilience and equanimity	3.53	3.52
4	Vitality and energy	3.14	3.25
5	Balance and boundaries	3.15	3.16
6	Intellectual engagement, flow	3.76	

STEP-UP LEADERS

came from
diverse roles,
experiences and **career aspirations.**



Some had been CEOs before
Some do not want to be the next CEO
Some had stepped-up before
Some want to be the next CEO
Some are now CEOs/acting CEOs

3 Outcomes and impact

SILA continues to deliver substantial impact through its multi-layered outcomes for individuals, organisations and the broader ecosystem

The objectives of the SILA program are to:

1. support CEOs improve their understanding of self while building self-leadership and leadership cultures
2. support NFP leaders advance the capability of their organisations
3. create a stronger social purpose ecosystem through a strategic network of system-thinking leaders, who can support and guide each other through conflict, crisis and opportunity.

This section explores the outcomes related to these objective:

- 3.1 SILA had a unique impact on cohort three CEOs.
- 3.2 Organisations experienced creative disruption that resulted in diverse experiences.
- 3.3 Cohort three is well positioned to positively impact the ecosystem.
- 3.4 Participant learner journeys highlight the distinct experiences and outcomes across the cohort.
- 3.5 SILA has created lasting impact for earlier cohorts.

3.1 SILA had a unique impact on cohort three CEOs.

3.1.1 The SILA program improved wellbeing, boosted confidence and provided clarity to participants.

The SILA program gave CEOs the opportunity to reflect and reset their wellbeing habits. Participants, SULs and board members indicated that some CEOs were on the verge of burn out prior to the program. Ninety-five percent of participants agreed to some extent that they can now better manage their wellbeing as a leader.¹ Sabbaticals reinvigorated CEOs. Participants used the sabbatical to disconnect from their organisations, reflect and reset their focus.

Participating in SILA validated the knowledge and authority of participants and boosted their confidence. Fourteen CEOs noted they have a better appreciation of their expertise and the value they create for the sector after discovering shared experiences and challenges across their cohort. A further 15 CEOs shared that the concepts and frameworks they learned on SILA boosted their confidence as they felt equipped to lead more effectively.

Learner Journey 2 | SILA and the sabbatical period reset wellbeing practices for an experienced CEO

Prior to SILA, one cohort three participant was burnt out and the sabbatical was their first complete break in over 15 years.

They spent their time on sabbatical travelling with family and taking time for themselves to rest. Towards the end they thought about how they could integrate their new learnings and practices moving forward.

The CEO returned to their organisation noticing a big shift in their energy, outlook and wellbeing practices. They formed a support network to help navigate challenges. They also reduced their workload to balance time for volunteering.



Time to reflect on personal career aspirations and leadership within organisations and the wider ecosystem provided participants with clarity. Clarity led to several positive outcomes. One CEO was ready to retire prior to the program but renewed their sense of purpose and desire to continue in their role. Another participant realised they could retire and leave their organisation in good hands.

3.1.2 Experiential learning enabled participants to put their learnings into practice.

Experiential learning reinforced frameworks and theories learnt throughout the program. The second retreat, which focused on the practical application of systems thinking in a community context, was a particular highlight. Ninety five percent of participants strongly agreed that the second retreat was relevant and useful to their role.² Two participants shared that their experience in Murray Bridge was "profound" and "a standout".³ Participants were clear about how to apply the new skills and knowledge they learnt on the program (see Figure below). CEOs also felt more intentional and strategic and better equipped to step onto the 'balcony'.



100% of surveyed Cohort three CEOs agreed they have clear ideas about how they can use the new skills and knowledge.

¹ Cohort three post-program participant survey n=22, Nous analysis; ² Cohort three Retreat 2 survey n=20, Nous analysis;

³ Cohort three CEO interviews

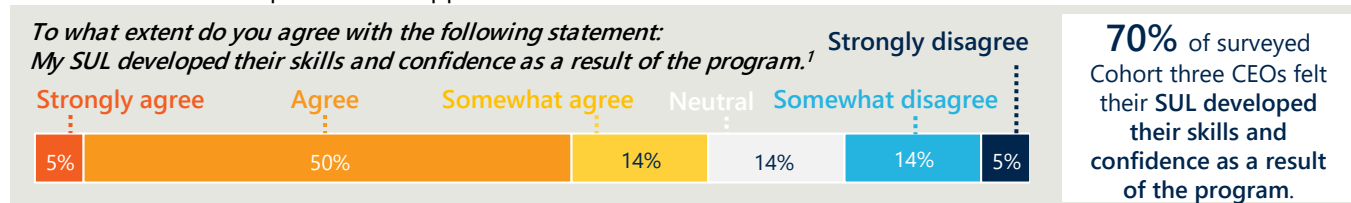
3.2 Organisations experienced creative disruption that resulted in diverse experiences.

3.2.1 The amount and experience of creative disruption varied greatly by organisation.

All organisations experienced the intended disruption during the sabbatical period. The impact varied based on factors such as organisation size and maturity, SUL and executive team capability and sabbatical preparation. Smaller organisations with limited resources typically faced greater levels of disruption than some of the larger and more mature organisations.

Removing the – often long-term – CEO from organisations resulted in both positive and negative outcomes. For some it sparked creativity and productivity. Staff in these organisations grew in confidence as they took on new responsibilities (see Section 3.2.3 for more detail). For others, the CEO's absence often revealed an unsustainable dependency on the CEO. The absence also revealed gaps in SUL capability. Despite these short-term challenges, participants and board members noted that uncovering these vulnerabilities strengthened their organisation in the long-term.

SULs had varied experiences. Most had a positive experience as they gained new skills and increased their confidence to lead. On the other hand, some SULs felt burnt out and were eager to step down. The variable experience is reflected in the four organisations that somewhat or strongly disagreed that their SUL developed skills and confidence as a result of SILA (see Figure below). The return of the CEO created tension in some CEO-SUL relationships when it was not managed effectively. This was more common if the SUL gained confidence and a sense of authority from their experience but were required to step back into their original role. Some SULs have decided to pursue CEO opportunities elsewhere to continue to stretch themselves.



3.2.2 SILA pushed organisations to strengthen their succession plans.

The sabbatical and the need to institute a SUL gave organisations an opportunity to strengthen their succession plans. It was a 'test run' for organisations who already had informal planning in place. For the others it was an opportunity to formulate succession plans for the first time. In both cases, the sabbatical gave boards and CEOs insight into whether the SUL had the capability to be the CEO's successor. It also gave SULs the opportunity to see whether a CEO role was desirable to them.

“ The reality is that we've fast tracked some serious succession planning in the organisation that has strengthened and buttressed the organisation in a way that we wouldn't have done...

- Cohort three CEO

”

Learner Journey 1 | Sabbatical creates tension between SUL and CEO

A large organisation selected a SUL with CEO experience. The SUL was expected to perform two roles as their role was not backfilled.

The SUL relished the opportunity and grew in confidence as they stepped into the authority of the acting CEO role. The positive experience made it difficult to step down again when the CEO returned. The CEO and organisation did not put in place any clear transition plan for their return. This created tension between the CEO and SUL.

The SUL became disenchanted and is contemplating leaving the organisation to pursue a CEO role somewhere else in the sector.



Learner Journey 2 | SUL carves out new role as organisation clarifies succession plan

A medium-sized organisation conducted interviews to appoint their SUL. They didn't have any CEO experience.

The SUL had a positive experience and built their confidence. It gave them perspective on the CEO role and operational sides of their organisation. The SUL was grateful for the opportunity, however, identified that the permanent CEO role was not for them.

The organisation recognised the capability of the SUL and created a new role for them as Operations Manager. Their new role freed up space for their CEO to focus more on building relationships and strategic thinking.

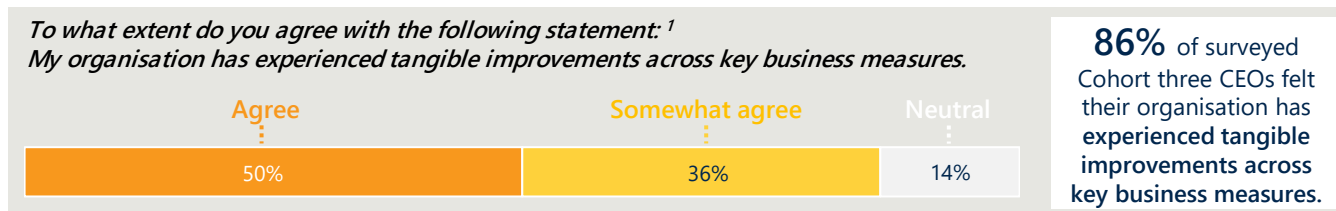


¹ Cohort three post-program participant survey n=22, Nous analysis

3.2.3 Many organisations strengthened their confidence and capability because of SILA.

The SULs and other leaders across organisations were forced to 'step-up' during the absence of their CEO. Many organisations experienced a confidence and capability uplift across the executive team and wider organisation during this period. Some CEOs and SULs referenced a 'trickle-down' effect as individuals from different layers of the organisation backfilled roles. Organisations developed confidence as they realised that they could continue to operate without their CEO. This experience resulted in further delegation of authority upon the CEOs return from sabbatical for at least 16 organisations. Most cohort three CEOs reflected that their organisations experienced tangible improvements across key business measures (see the figure below).

Almost half of the participants chose to share back their learnings from SILA to strengthen the capability of their executive teams and wider organisations. Some translated their learnings through formal presentations, executive workshops and directly sharing SILA resources with their SULs. Additionally, 87 percent of participants agreed their organisation intends to invest more in leadership development.



3.2.4 The Governance for Social Impact (GSI) course created a more integrated experience for participants and their boards.

Board members who participated in the GSI course had a positive experience.² The program extended the impact of SILA to boards by giving them shared language and thinking with their CEO, particularly around systems leadership. In some cases, a shared understanding improved the relationship between the CEO and the board. GSI helped improve board members' understanding of governance and their role within the social sector. Half of the interviewed board members also chose to share back their GSI learnings with the rest of their board.

“ Our chances of actually implementing the learnings from SILA are very much increased as a result of the fact that the Board are going along for the journey as well.

- Cohort three board member ”

Learner Journey 2 | Organisation invests in their leadership capability

For one organisation, most of its decision making was typically funnelled through the CEO.

During the sabbatical when the CEO stepped away from the organisation there was a noticeable trickle-down effect as many senior leaders stepped up to backfill roles.

The CEO decided to use the capacity funds to implement a step-up fund across the organisation. They also restructured their senior leadership team, investing in the capability of their leaders by giving them the opportunity to step up more regularly. The restructure also streamlined operations to take pressure away from the CEO.



Learner Journey 3 | SILA improves board relationship with its CEO

Prior to SILA, the CEO felt pressured by their board to maintain pace and performance in their organisation.

Greater understanding from the board of the strategic imperatives and importance of wellbeing removed the pressure. More realistic expectations were established and the relationship between them improved.

The improved relationship between the CEO and board led to greater alignment of organisational objectives. There is also more collaboration regarding governance priorities.



¹ Cohort three post-program participant survey n=22, Nous analysis; ² Cohort three board member interviews

3.3 Cohort three is well positioned to positively impact the ecosystem.

3.3.1 SILA empowered participants with new language and frameworks for system-level impact.

SILA gave cohort three CEOs confidence that they can make a difference. All surveyed cohort three CEO participants agreed to some extent that they can make a difference in their organisation and across the sector by using what they have learned. Seventy-seven percent strongly agreed¹. Retreat 2 and the frameworks taught through the program encouraged participants to think about systems-level impact. Many are now considering opportunities to collaborate in the sector and re-develop systems-focused strategies for their organisations.

3.3.2 Cohort three has developed strong networks that have fostered new collaborations.

Peer connections fostered through SILA continue to be a highlight of the program. Cohort three participants recognised that the cohort experience extended beyond personal connections, as it fostered the creation of networks that are contributing to a broader ecosystem impact. The third cohort's diverse experiences promoted peer learning and perspective sharing, enabling participants to exchange knowledge and insights across the ecosystem. All surveyed cohort three participants agreed that learning and conversation is ongoing (see figure below). Learning circles created strong networks that (in some instances) are continuing post-program.

SILA established partnerships and opportunities for future collaboration across the sector. The connections built between cohort three participants has encouraged them to continue collaborating and supporting each other. One learning circle has been meeting in person since the program completion. The WA participants have developed a collaborative advocacy group¹. Individual mentoring has occurred between peers. Cohort three participants are also planning a self-funded retreat in the next year to reconnect and revisit their learnings.²

To what extent do you agree with the following statement:

The program encourages continued learning and conversation with others.¹

Strongly agree

Somewhat agree
Agree

90%

5%

5%

100% of respondents
agree the program
encourages continued
learning and conversation
with others.

3.3.3 The GSI course provided CEOs and board members with a shared language for system-level impact.

GSI provided board members with complementary learnings that enhanced SILA's effectiveness. Cohort three CEOs developed a shared language with their boards, improving their ability to consider the organisation's role in the ecosystem. Theories and frameworks mentioned – such as mission creep – have allowed CEOs and board members to think about their organisations differently.

“ We had (board) members attend the online course...that basically gave me a good cohort of board members who were prepared to push third level governance, social impact measurement and to resource it.

- Cohort three board member

”

Learner Journey 1 | Cohort three peers share knowledge through mentorship

Prior to SILA a cohort three participant recognised opportunities to improve the strategic vision within its organisation.

Throughout the program they built relationships and shared challenges with their cohort. More experienced CEOs transferred their knowledge and expertise, and through this the CEO identified a mentorship opportunity with another participant.

A SILA peer is now formally supporting the CEO and the organisation to strengthen the alignment of their executive team to its strategy, as well as supporting their strategic goals.



Learner Journey 3 | Board members worked with organisation to set strategic direction

The board of one organisation had limited training around strategic governance. Their priorities were focused more closely on organisational performance and sustainability.

Multiple members of the board participated and were highly engaged in GSI. They held a strategy session for the rest of the board to share back their learnings around the third level governance component of strategy.

The board used their new learnings to assist the CEO in resetting the strategic focus of their organisation. Their new strategic plan is underpinned by course content and is focused on building a greater level of social impact across the ecosystem. They also agreed upon resourcing social impact measurement.



¹ Cohort three post-program participant survey n=22, Nous analysis; ² Cohort three CEO interviews

3.4 Participant learner journeys highlight the distinct experiences and outcomes across the cohort

SILA cohort three journey



Learner journey 1

One cohort three participant is towards the end of their career. They have been CEO of a service delivery organisation for more than five years. The CEO identified their wellbeing practice as already quite good. They have also completed leadership training before. This participant is looking forward to reviewing their organisation's strategic priorities.



The participant finds it difficult to bring back and share their learnings from the program with their team. Instead, they are applying what they learned through a more strategic lens.



Return from sabbatical creates tension between SUL and CEO (see Section 3.2.1)



Cohort three peers share knowledge through mentorship (see Section 3.3.2)

This participant got a lot out of SILA and thought it was very worth the investment. They reflected that in hindsight it would have been more valuable earlier in their career. They valued the time and space created by the program to participate and reflect (in ways that other leadership courses don't). They feel they now have more space to think about their organisation more strategically and have enlisted the help of a SILA peer to support aligning their executive. They have also encouraged two more board members and their SUL to attend the next GSI course. Tensions have continued and their SUL is contemplating resigning.

Learner journey 2

One participant has been CEO for over ten years. Their organisation is medium-sized service provider. They haven't had a break in over 15 years, and are burnt out, looking forward to a break. The board is very supportive of their decision to participate in SILA. The organisation has not considered succession planning before.

CEO used capacity funds to develop leadership of executive team (see Section 3.2.3)



SILA and the sabbatical period reset wellbeing practices (see Section 3.1.1)



New role is created for the SUL as organisation clarifies its succession plan (see Section 3.2.2)

This participant noticed a big shift in self because of SILA. They overcame imposter syndrome as interactions with peers increased their confidence. The perspective gained from the frameworks learned and the space to step away from their organisation has given them a more strategic focus. The participant is also working to improve the working environment within their organisation and the organisational culture. They are encouraging further training for their SUL and senior managers. The experience has informed the organisation's succession plans and the need to find an appropriate successor.

Learner journey 3

One cohort three participant has been CEO for less than three years. They lead a relatively large organisation. This CEO feels pressured from the board to deliver high performance and to maintain pace. They are keen to reset and realign the organisation's objectives more closely to social impact.

SILA improves board relationship with its CEO (see Section 3.2.4)



Board members attend GSI and work with organisation to set strategic direction based on learnings (see Section 3.3.2)



SUL experience informs succession planning as it identified the individual was not the right fit for the role.

This participant found SILA to be a transformational experience. They feel more comfortable in their role and have grown in confidence. They have been able to face and overcome imposter syndrome. They have improved their wellbeing and are more mindful of the pace of their work and risk of burnout. They have improved their relationship with the board, and the program has informed their organisation's succession planning. They feel more vocal in contributing to advisory groups in the sector.

9.81_{/10}

the likelihood, on average, that cohort two participants **would recommend the SILA program**. This is an increase from 9.55 for cohort one alumni one year on.¹

“
I do not underestimate the SILA journey and how it continues to resonate
”

- Cohort 2 participant, 1 year post program

“
I have really grown in my confidence as a leader
”

- Cohort 2 SUL, 1 year post program

3.5 SILA has created lasting impact for cohort one and cohort two.

100% have used skills from the program in their role¹ **100%** have made a difference in their organisation due to the program¹ **96%** have maintained their connections with other SILA participants¹ **93%** have continued to invest in their own leadership development¹

3.5.1 One year post program completion, cohort two alumni have realised lasting SILA benefits.

Cohort two participants continue to recognise the profound impact of the SILA program. One year on, all cohort two alumni agreed that the investment of time and effort by themselves and their organisations into the program was justified. Ninety-four percent strongly agreed.¹ Cohort two alumni highlighted ongoing impacts for themselves, their organisation and the ecosystem:

- **Cohort two CEOs continue to use what they learned to improve their leadership practice.** All cohort two alumni survey respondents agreed that they have maintained a better wellbeing one year on from the program (up from 72 percent for cohort one).¹ SILA has also equipped cohort two participants with new skills. All cohort two alumni agreed that they have used skills gained from the program in their role, and that they have made a difference in their organization due to the program.¹
- **SILA has achieved lasting benefits for cohort two organisations.** Eighty-seven percent agreed that the program had a positive impact on organisational culture, and 75 percent agreed the program has had a positive impact on organisational performance.¹ Cohort two participants attributed improvements in organisational culture to improved leader confidence and wellbeing, new frameworks and languages to support culture change and opportunities for shared decision making. Some organisations improved organisational performance by strengthening leadership capability, including through their SUL. At least eight SULs from cohort two are looking for promotion or have been promoted into new roles since SILA.¹ For some cohort two respondents it was too early to tell.
- **Cohort two CEOs are achieving ecosystem-level impact.** Nearly all respondents (87 percent) agreed that they have made a difference in the social purpose ecosystem.¹ Respondents indicated that they have shared new skills with other staff and organisations and introduced strategic and systems thinking to their organisations. Five participants reflected that they have improved collaboration and networking. Further, cohort two, much like cohort one, have built an unparalleled network of for-purpose CEOs that have created tangible ecosystem-level collaborations and partnerships, including those outlined below.

Developing a policy framework for the state with a network of for-purpose leaders

Elevating leaders into new roles

Applying a systems lens to governance and organisational strategy

Applying skills to other organisations participants are involved in

Increased government engagement

Collaborating with a learning circle peer on a joint project

¹ Alumni 1-year survey – Cohort 1 n=11, Cohort 2 n=16.

9.78_{/10}

the likelihood, on average, that cohort one participants would recommend the SILA program two years on.

“The program has enabled me to step more bravely into making structural changes, both organisationally and in the wider ecosystem”

- Cohort 1 CEO, 2 years post program

3.5.2 Cohort one alumni have maintained connections and created ecosystem impact two years on from SILA.

Cohort one participants continue to appreciate the positive impacts of the SILA program. Two years on, all cohort one alumni that responded to the survey agreed that the investment of time and effort by themselves and their organisations into the program was justified. Seventy-eight percent strongly agreed.¹ Cohort one alumni highlighted continuing impacts for themselves, their organisation and the ecosystem:

- **Cohort one alumni continue to feel positive impacts on their individual leadership.** They recognised the most significant and enduring impacts of the program as the peer networks facilitated through SILA, as well as the new perspectives and leadership styles they developed.¹ In their two-year alumni survey, **8 out of 9** respondents from cohort one identified the relationships they built as one of the most significant enduring impacts of the program.¹
- **The program has had a long-term impact on organisational strategy.** More than half of cohort one alumni indicated two years on that the most significant and enduring impact of the program on the organisation was the development of new strategies with a strong focus on social impact. Three respondents highlighted that they had led significant growth and transformation in their organisation in part thanks to SILA.
- **Cohort one alumni are positively impacting the social purpose ecosystem.** More than half of cohort one alumni respondents recognised one of the most significant impacts of SILA was better understanding their organisation's role in the system. Several respondents noted that this has led to greater advocacy, new strategic partnerships and more active support for collective impact initiatives. Cohort one alumni have also maintained connections and networks across the sector. Several respondents said that they share their knowledge across these networks.

Tangible ecosystem impact continues for SILA cohort one alumni, as outlined below.²



5/24 CEOs
10/24 SULs

from cohort one have changed roles during or since the program

The ecosystem also benefited from the mobility of CEOs and SULs. As cohort one CEOs and SULs have moved across the sector, they have facilitated the transfer of knowledge and experience around the broader ecosystem. We anticipate this impact accelerating through increased movement between organisations over time.

¹ Alumni 2-year survey – Cohort 1 n=9; ² Cohort one alumni interviews

4 Effectiveness and efficiency

Elements of the SILA program continue to effectively and efficiently deliver a valuable participant experience

This section explores the program's effectiveness and efficiency through four sub-sections:

- 4.1 SILA's unique approach contributed to a positive learner experience for cohort three.
- 4.2 The combination and integration of program elements remains SILA's biggest strength.
- 4.3 Changes to the program have enhanced the program experience.
- 4.4 Stakeholders identified several challenges that impacted their learner experience.

4.1 SILA's unique approach contributed to a positive learner experience for cohort three.

Cohort three participants highlighted SILA as a standout leadership program. Participants reiterated the unique value and learner experience that SILA creates. Participants noted the program's extended duration, space for reflection, experiential learning and knowledgeable facilitators as key elements that contributed to a great learner experience. All participants found the program engaging and appropriately challenging (see figure below). These insights echo observations from the *cohort one* and *two* evaluation reports.

To what extent do you agree with the following statement: ¹

The program was engaging.

Strongly agree

Agree

Somewhat agree

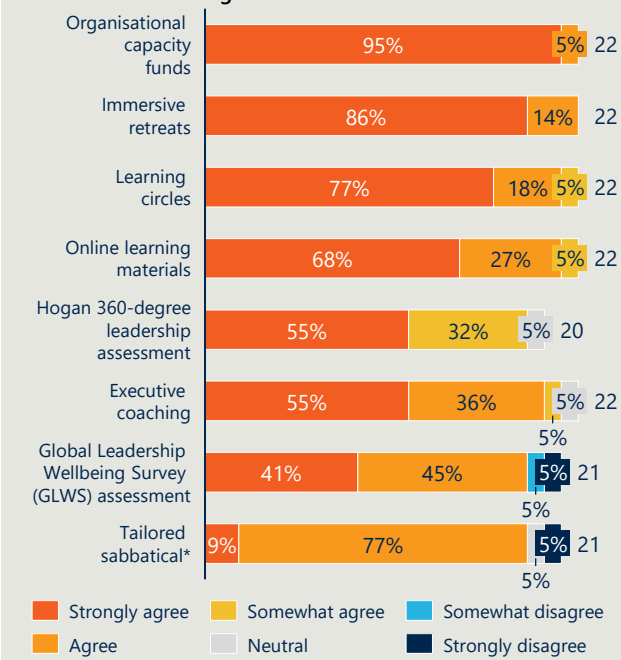


I felt appropriately challenged by the program.



4.2 The combination and integration of program elements remains SILA's biggest strength.

To what extent do you agree with the following statement: I found the following valuable.^{1,2,3}



The SILA program consistently provides a comprehensive experience, reflected in high participant ratings across all elements. The organisational capacity funds and immersive retreats remain cornerstones of the participant experience. The capacity funds are crucial to supporting CEO participation and backfilling wages.⁴ The retreats give participants space to connect with their cohort and directly apply new learnings and concepts.¹

Notably, Cohort three showed increased approval for:

- learning circles (77 percent strongly valued compared with 45 percent in cohort 2), which provided participants the opportunity to build and strengthen their peer network with many continuing to meet post-program.
- online learning materials (66 percent strongly valued compared with 40 percent in cohort 2), which included a variety of mediums and content that were engaging for participants.

Clear insights regarding the sabbatical experience cannot be extracted due to survey limitations.⁵

¹ Cohort three post-program participant survey; ² Cohort three mid-point participant survey; ³ Please note that the mid-point survey responses (i.e., GLWS and Hogan 360-degree assessments) were measured on a 5-point scale without the options for 'disagree' and 'agree'. ⁴ see Appendix J

⁵ Results for the sabbatical are likely skewed due to the 'Strongly Agree' response being hidden within the survey (refer to the first slide of Appendix C).



The chances of the CEO and organisation being able to get the most out of the program is made all the more easy by the fact the board is with them and going on an education process...

- Cohort three board member

[It would be helpful...] If people were given some ideas or guidance on how to best leverage capacity funds.

- Cohort three participant

More support is needed at the back end of the program. The transition back is quite significant. When you are a small or medium organisation and lose a 2IC, it has a huge impact.

- Cohort three participant



4.3 Changes to the program have enhanced the program experience.

SILA adjusted the program in response to feedback from the Cohort two evaluation. First, SILA removed the organisational diagnostic element. SILA then developed a sabbatical resource kit and included the GSI course as a complementary offer for board members. The positive impact of these changes is outlined below.

Identified change	Impact
Introduction of sabbatical resource kit	Over 70 percent of participants agreed to various extents that the resource kit was valuable. ¹ Participants said it was a comprehensive and clear guide which provided strong guidance and support for the CEOs and SULs that used it.
Complementary GSI course for board members	GSI was well-received by board members. The GSI course helped boards to better understand SILA learnings and created a shared understanding and language between boards and CEOs. The shared language enabled CEOs to think and lead at a system level with board support (see Section 3.2.4).

4.4 Stakeholders identified several challenges that impacted their learner experience.

As detailed in Section 4.1, participants valued the SILA program. However, participants, SULs and board members identified some challenges that limited their engagement or impacted their learner experience:

- **The range of CEO and organisational characteristics created unintended challenges:** Some participants felt isolated and unable to learn from others due to perceived differences (such as organisational size or type). Others realised benefits from engaging with a diverse group.
- **Retreats were too intense in parts:** Some participants found activities that required them to be vulnerable and share past traumas overwhelming. Participants would have valued a more trauma-informed approach. Many participants also felt retreat three concluded abruptly. They would have valued more time to process an intense and emotional few days through guided self-reflection and group work.
- **Some SULs had challenging experiences and could not fully engage with SILA:** As highlighted in Section 3.2.1, SULs reported challenges such as returning to the original roles and working with the CEO post-sabbatical. They also highlighted that time limitations during their step-up period limited their ability to engage with webinars and learning circles.
- **Some participants and SULs were unclear or unable to get the most from the coaching, learning circles and capacity funds:** Some of those new to executive coaching were unsure of the value and purpose of their coaching. Some learning circles struggled to find a time to meet whereas others were unsure what to discuss. A few participants raised being unsure of the most valuable way to spend their capacity funds.
- **There was significant variance in how CEOs shared back learnings with their organisations:** This is likely due to the absence of explicit guidance for CEOs on the importance of sharing learnings and how to do so within their organisations. The different approaches in cohort three ranged from nothing to a substantial amount through formal workshops (as highlighted in Section 3.2.3).

¹ Cohort three post-program participant survey n=22, Nous analysis

5 Conclusions and recommendations

Five recommendations can further enhance the SILA program.

The third cohort of the SILA program has built on the strengths of the previous two to deliver a highly valuable experience for participants. The evaluation has demonstrated positive outcomes for participants, their organisations and the ecosystem.

This section provides a series of recommendations that build on the findings outlined in sections 3 and 4. The recommendations aim to improve the design and delivery of SILA and to enhance collective outcomes.

The recommendations are as follows:

- 1 Refine the selection process based on applicant characteristics
- 2 Refine and build on the retreat experience
- 3 Continue to scaffold appropriate supports around the sabbatical
- 4 Consider providing further guidance for coaching, learning circles and capacity funds
- 5 Further encourage the dissemination of learnings within organisations

1 Refine the selection process based on applicant characteristics.

POTENTIAL ACTIONS

SILA tends to deliver the greatest impact for leaders and organisations with certain characteristics and supports in place, as identified in Section 4.4. At the same time, the diversity of individuals and organisation types contributes to the value of the program. SILA can explore several actions to promote diversity while selecting the right cohort of leaders and organisations.

1.1 Consider recruiting participants/organisations that will realise the most benefit from the program. This includes participants/organisations that can best cope with the impact of the sabbatical period. For example, SILA can consider:

- Placing more attention on the appropriateness of proposed SULs during the application phase
- Aiming to have most participating organisations within the \$3m–\$25m size by revenue range
- Being more discerning of small organisations with low FTE that are likely to face significant negative disruption during the sabbatical period
- Being more aware of the impact of various organisation types, such as service delivery vs advocacy focused organisations and peak bodies vs their member-organisations, on the learner experience of participating CEOs (for example, ensuring an appropriate mix of CEOs from the different types of organisations, naming the diversity or potential power dynamics in the cohort early and providing guidance for participants to navigate the challenges)

2 Refine and build on the retreat experience

POTENTIAL ACTIONS

Participants generally rated their retreat experiences highly, though some recommended opportunities to better assist and include CEOs and SULs.

2.1 Extend the duration of retreats, particularly retreat 3, to create a more gradual conclusion for participants. Rather than adding content, the additional time should provide more space for reflection.

2.2 Ensure a safe and trauma-informed approach when discussing or reflecting on significant personal experiences. For example, consider limiting the consumption of alcohol during such activities.

2.3 Be more intentional and explicit in identifying and supporting participants with specific learning needs. For example, across multiple touchpoints SILA can:

- Ask about individual participants' learning needs
- Highlight the availability of accessibility funds
- Make additional supports available and obvious.

2.4 Include SULs in part of a retreat, potentially on the final day of the first retreat, to continue to build alignment between the CEO and SUL prior to the sabbatical and build connections across the SUL cohort.

3 Continue to scaffold appropriate supports around the sabbatical

POTENTIAL ACTIONS

The sabbatical is a foundational element of the program; however, further support and guidance will improve the experience and outcomes for CEOs and their organisations.

3.1 Offer a coaching session with the Lead Coach, CEO and SUL after the CEOs return from sabbatical. CEOs and SULs found the pre-sabbatical session valuable. They suggested a session post-sabbatical will support with the CEO transition back into the organisation and minimise the CEO and SUL tensions (see Section 3.2.1).

3.2 Explore the opportunity to build on the sabbatical resource kit to scaffold support or guidance for the broader leadership team. The additional guidance could provide insight on how organisations can best navigate the sabbatical to make the most of the creative disruption and step-up opportunities it provides.

3.3 Support participants to build buy-in and share the value of the sabbatical with their wider organisation. SILA can build on the initial sections of the sabbatical resource kit to provide suggested communications and talking points for CEOs to share with their organisation. Increased understanding of the sabbatical value will help reduce the amount of tension caused by the sabbatical in some organisations.

4 Consider providing further guidance and support for coaching, learning circles and capacity funds

POTENTIAL ACTIONS

The SILA program delivers a range of unique supports such as coaching, learning circles and capacity funds. These supports were well-received, however, with further guidance and consideration participants can consistently make the most of these elements.

4.1 Provide guidance to CEOs and SULs on how they can maximise the value of their coaching sessions. Those who have not had an executive coach previously would particularly benefit from guidance on how to leverage these sessions and what topics they might wish to discuss.

4.2 Consider how to ensure consistent engagement with the learning circles across groups. This may include:

- Additional guidance material that provides a SILA perspective on the benefits of implementing the learning circles
- Grouping CEO and SUL learning circles based on location to boost engagement through face-to-face sessions

4.3 Share de-identified examples of how organisations from previous cohorts chose to spend their capacity funds as inspiration for current participants.

Appendix J provides this content.

5 Further encourage the dissemination of learnings within organisations

POTENTIAL ACTIONS

SILA participants gain a wealth of knowledge and experiences through the variety of program elements. Similarly, to a lesser extent, board members gain valuable insights through the GSI course. There is an opportunity to widen the impact of these learnings with the organisations and boards.

5.1 Encourage SILA and GSI participants to share their learnings with the wider organisation and board. SILA could provide incoming CEOs with a list of ways previous participants have shared learnings with their organisation and encourage this practice through the SILA program. Example approaches include formal presentations (e.g. after each retreat), executive or board workshops and directly sharing SILA resources with board members or leadership team members. Similarly, the GSI program could encourage participating board members to hold a session with the rest of their board to share insights and learnings.

6 Appendices

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Appendix A – Evaluation background

Evaluation background

PURPOSE AND SCOPE OF THE EVALUATION

The SILA program evaluation will need to support a range of purposes, which are outlined below:

- Understanding the likely direct, indirect, intended and unintended effects of the program on the participants, their organisations and the for-purpose ecosystem.
- Identifying how and why the program, and its elements, were effective or ineffective.
- Learning from the successes and failures of the program so that the delivery of SILA can improve over time.
- Identifying any opportunities or gaps in program design to sustainably achieve SILA's desired outcomes.
- Demonstrating the evidence for continued investment in the SILA program or similar programs.
- Sharing the findings of the evaluation with broader stakeholders to influence change across the social sector.
- Identifying the similarities and differences in experiences and outcomes across cohorts.

The evaluation investigates five high-level evaluation areas – appropriateness, effectiveness, efficiency, impact and sustainability.

THEORY OF CHANGE

Deliver an innovative national capacity-building and leadership program that combines evidence-based change levers...

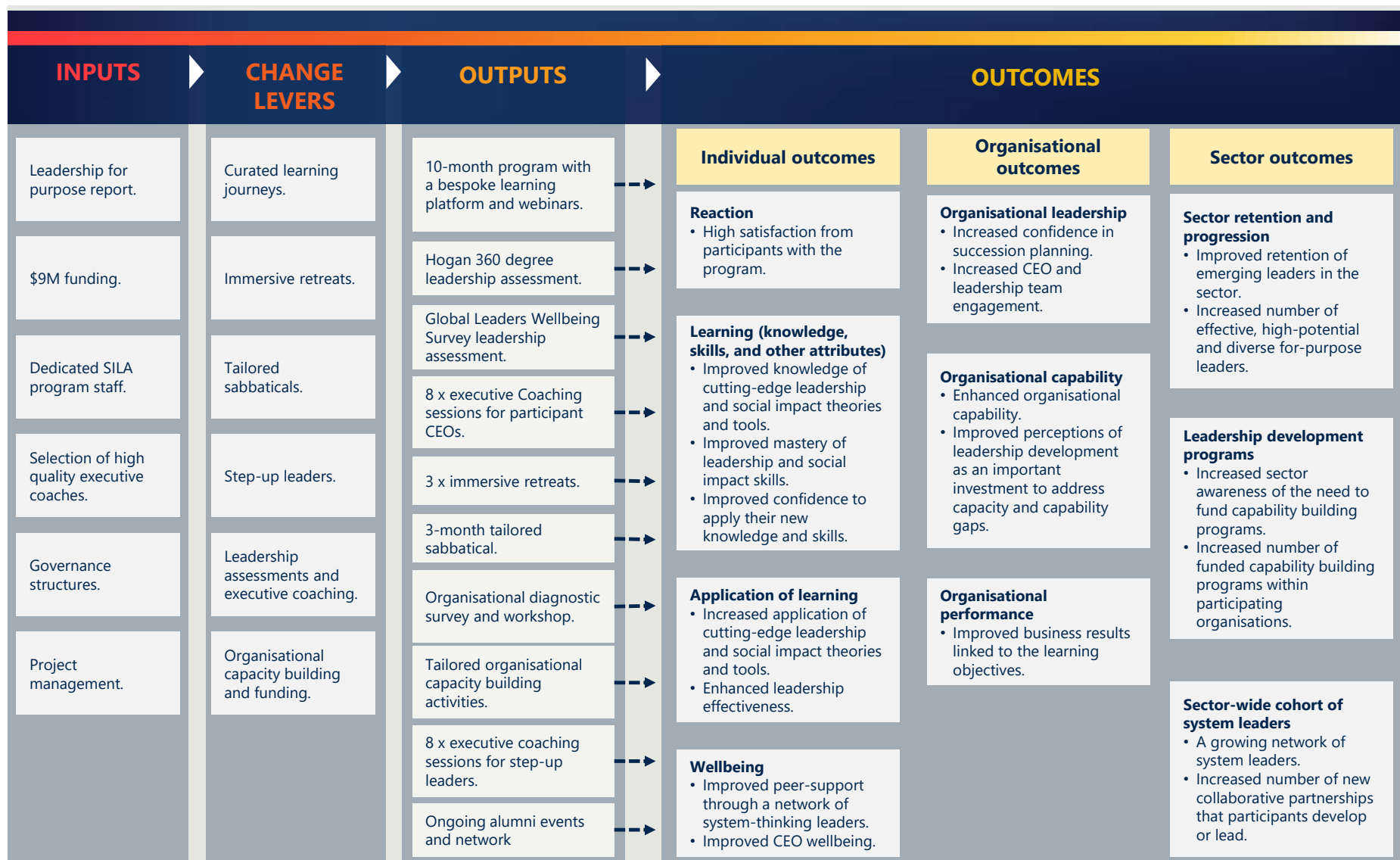
- curated learning journeys
- tailored sabbaticals
- immersive retreats
- step-up leaders
- executive coaching and leadership assessments
- organisational capacity building and funding

...to meaningfully shift outcomes across three intersecting pillars...

- Improving the knowledge, capability and wellbeing of **individuals**
- Strengthening the leadership, capability and performance of **organisations**
- Improving the quality and breadth of leaders, creating a culture of permission, and building a cohort of system leaders across the social purpose **ecosystem**

...and advance the capability of leaders, organisations, and ecosystems for a better civil society.

Program Logic



Key Evaluation Questions

Key Evaluation Question	Research question
KEQ 1 Appropriateness	<ul style="list-style-type: none"> To what extent does the SILA program design address the identified need for the program? How appropriate is SILA's design to achieve the intended outcomes? How appropriate is the process to source and select cohorts to achieve the intended diversity and inclusion objectives? Could the program elements be better designed to address the identified need and the program's intended outcomes and objectives?
KEQ 2 Effectiveness	<ul style="list-style-type: none"> To what extent have the cohorts of participant CEOs met expectations for participant diversity and quality? Has SILA delivered what it intended to deliver for each cohort and overall? Why or why not, and with what variability? To what extent did the program achieve the intended outcomes for the participant CEOs? To what extent did the program achieve the intended outcomes for the Step-Up Leaders and organisations? How do these outcomes differ or change within and between cohorts? What factors have shaped any variance in outcomes? What factors have enabled SILA to achieve its intended outcomes? What factors have constrained SILA from achieving its intended outcomes? What were the distinct or common enabling or constraining factors across cohorts? How should the enabling and constraining factors shape future program delivery? To what extent were the individual program elements effective to support the delivery of the intended outcomes? How did the different program elements interact with each other to support the delivery of the intended outcomes? Could the program elements be delivered more effectively? Could SILA stop the delivery of any program elements?
KEQ 3 Efficiency	<ul style="list-style-type: none"> What resources (funding, people, facilities) have SILA deployed to deliver the program? For what purposes? How does this compare to the use of resources expected prior to implementation? How did this change between cohorts? Could the program be delivered more efficiently and how? What variables have affected the use of resources in the program and what lessons does this present for future program planning? How cost effective was the delivery of the program for each cohort and overall?
KEQ 4 Impact	<ul style="list-style-type: none"> To what extent has the program achieved long-term impact for the participant CEOs and their organisations? To what extent did the program achieve the intended sector/ecosystem impacts? Were there any unintended impacts, both positive and negative, at the individual, organisational and ecosystem levels? What were the factors that drove any unintended impacts? What can we learn from the unintended impacts to improve program design and delivery? Did the individual, organisational and ecosystem impacts justify the investment in the program? What are the opportunities to expand the impact of this program?
KEQ 5 Sustainability	<ul style="list-style-type: none"> To what degree has SILA demonstrated accountability for results? To what degree has the program built the processes, systems, capability and relationships with key stakeholders to support a culture of critical reflection and continuous improvement? To what extent has the SILA program evolved to support the ongoing sustainability of the program? How financially sustainable is the ongoing delivery of the program? To what extent has SILA delivered on the expectations of its funders?

Appendix B – Cohort three participant summary

Cohort three consists of 23 social sector CEOs from South Australia and Western Australia.

1. **Andrea Creado**, Ishar Multicultural Women's Health Services
2. **Andrew Hall**, Perth Inner City Youth Service
3. **Carolyn Curtis***, The Australian Centre for Social Innovation
4. **Christina Davidson**, Arnhem, Northern and Kimberley Artists (ANKA) Aboriginal Corporation
5. **Claire Ralfs**, Relationships Australia South Australia
6. **Colin Jorgensen**, Business Station
7. **Dana Henderson**, Spinnaker Health Research Foundation
8. **Jennie Gray**, Women's Legal Service WA
9. **Jess Beckerling***, Western Australian Forest Alliance Inc (WAFA)
10. **Kate Fulton**, Avivo
11. **Kellyann Tansley**, Zahra Foundation Australia
12. **Kiri Hagenus**, Children's University / University of Adelaide
13. **Louise Giolitto**, West Australian Council of Social Service
14. **Mark Fitzpatrick**, Telethon Speech & Hearing Ltd
15. **Melanie Every**, Financial Counsellors' Association of Western Australia
16. **Natasha Davis**, Trees For Life
17. **Negaya Chorley**, Results International (Australia)
18. **Paul Mugambwa**, Stephen Michael Foundation
19. **Ross Womersley**, South Australian Council of Social Service Inc. (SACOSS)
20. **Shane Maddocks**, Anglican Community Care Inc. (T/a ac.care)
21. **Sharon Gough**, Indigo Junction
22. **Sylvia Winkler**, The Nintirri Centre Inc.
23. **Vicki-Tree Stephens***, Youth Involvement Council

*No longer at their organisation.

Appendix C – Participant mid and post-program survey results

Cohort three participants received a survey halfway through the program and a survey at the end of the program.

To understand SILA Cohort three's program experience, there were two surveys distributed throughout the program – one halfway through the program (after retreat two) and another two months after program completion.

The **mid-program survey** was a 39-question survey which requested feedback on the delivery of the program; effectiveness of individual assessments and executive coaching; and benefits and barriers of the program.

The **post-program survey** was more detailed, with 54 questions. It builds on the mid-program survey and asks feedback on other program aspects such as: the value of program aspects; the knowledge and skills gained and how they were applied; and general reflections.

The survey results are compared with each other to understand if there were significant improvements or changes that were implemented after the mid-program survey. However, there are some caveats to the highlight:

- *The mid-program survey has questions with 5-point scale responses; however, the post-program survey has 7-point scale responses. For a fair comparison, the analysis on the following slides uses the averages of results on a 7-point basis.*
- *There are a few questions that were asked in both surveys, however most questions were asked in only one.*
- *The 'Strongly Agree' option was hidden from respondents' view in the post-program survey. Nous believes that 'Agree' was perceived as the highest response for most respondents who didn't realise that they could scroll across to select 'Strongly Agree'. Nous will flip the options to be from 'Strongly Agree' to 'Strongly Disagree' in future surveys.*

- 20 out of 23 participants responded to the survey
- Survey consisted of 39 questions

Participant mid-program survey context and questions

Demographic questions asked

1. Please let us know your name

Program aspects asked

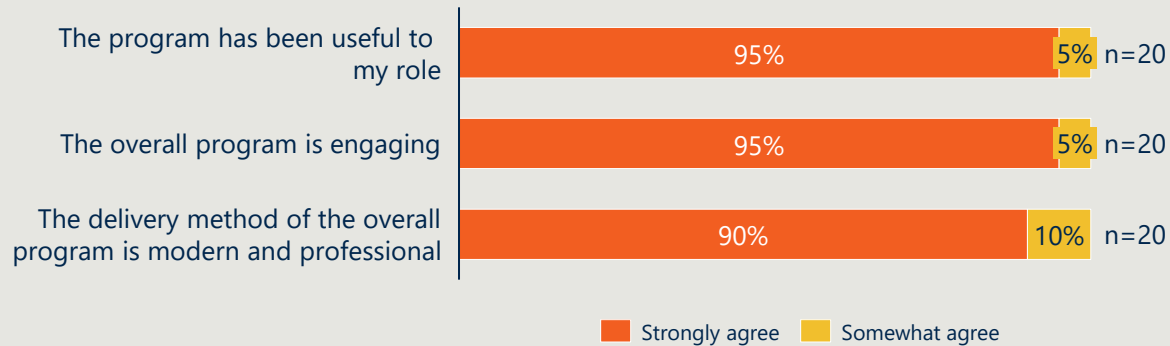
2. The overall program is engaging (5-point scale – Strongly agree to strongly disagree)
3. The delivery method of the overall program is modern and professional (5-point scale – Strongly agree to strongly disagree)
4. The overall program has been useful to my role (5-point scale – Strongly agree to strongly disagree)
5. I feel the level of challenge from the program is (3-point scale – (Too low, Just right, Too high)
 - Please explain your response to the above
6. I found the Hogan 360-degree leadership assessment valuable (5-point scale – Strongly agree to strongly disagree)
7. What did you find useful about the 360-degree leadership assessment?
8. What can be improved regarding the 360-degree leadership assessment?
9. I found the Global Leadership Wellbeing Survey (GLWS) assessment valuable (5-point scale – Strongly agree to strongly disagree)
10. What did you find useful about the GLWS assessment?
11. What can improve regarding the GLWS assessment?
12. I found Retreat 1 and Retreat 2 valuable (5-point scale – Strongly agree to strongly disagree)
13. What did you find useful about the retreats?
14. What can improve regarding the retreats?
15. I am finding the learning circles valuable (5-point scale – Strongly agree to strongly disagree)
16. What are you finding valuable about the learning circles?
17. What can improve regarding the learning circles?
18. Have you spent or have you decided how you will spend your capacity funds (Yes/No)
19. What did or will you spend your capacity funds on?

Participant mid-program survey questions

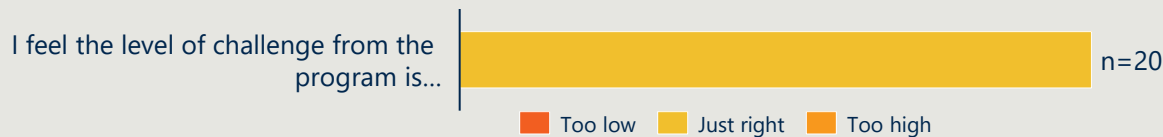
20. What did you find useful about the capacity funds?
21. What can improve regarding the capacity funds?
22. I found the sabbatical toolkit and planning session useful (5-point scale – Strongly agree to strongly disagree)
23. What did you find useful about the sabbatical toolkit and planning session?
24. What can improve regarding sabbatical toolkit and planning session?
25. I am finding the executive coaching valuable (5-point scale – Strongly agree to strongly disagree)
26. What are you finding valuable about the executive coaching?
27. What can improve regarding the executive coaching?
28. Did you connect with alumni from pervious cohorts after you were selected for SILA? (Yes/No)
If Yes:
 29. What was the purpose/outcome of connecting with the alumni?
 30. I found connecting with alumni valuable (5-point scale – Strongly agree to strongly disagree)
31. Have you experienced any benefits from participating in the program? (Yes/No)
32. Can you please describe the benefits? (If Yes only)
33. Have you experienced any unexpected benefits from participating in the program? (Yes/No)
34. Can you please describe the unexpected benefits? (If Yes only)
35. Have you experienced any barriers to fully participating in the program? (Yes/No)
36. Can you please describe the barriers? (If Yes only)
37. What has been the most valuable aspect of the program?
38. What do you think is the most important change to improve your experience for the remained of the program?
39. Is there anything else you would like to share?

All participants are finding the program to be engaging, useful and the right level of challenge.

All participants found the program to be engaging and useful to their roles.



All participants agreed that the level of challenge was just right.



“

It is a well-designed and development program, I appreciate the thought and care that you have all put into it. I think this learning is a great contribution to the not-for-profit sector and will grow really good leadership in Australia. Thank you.

”

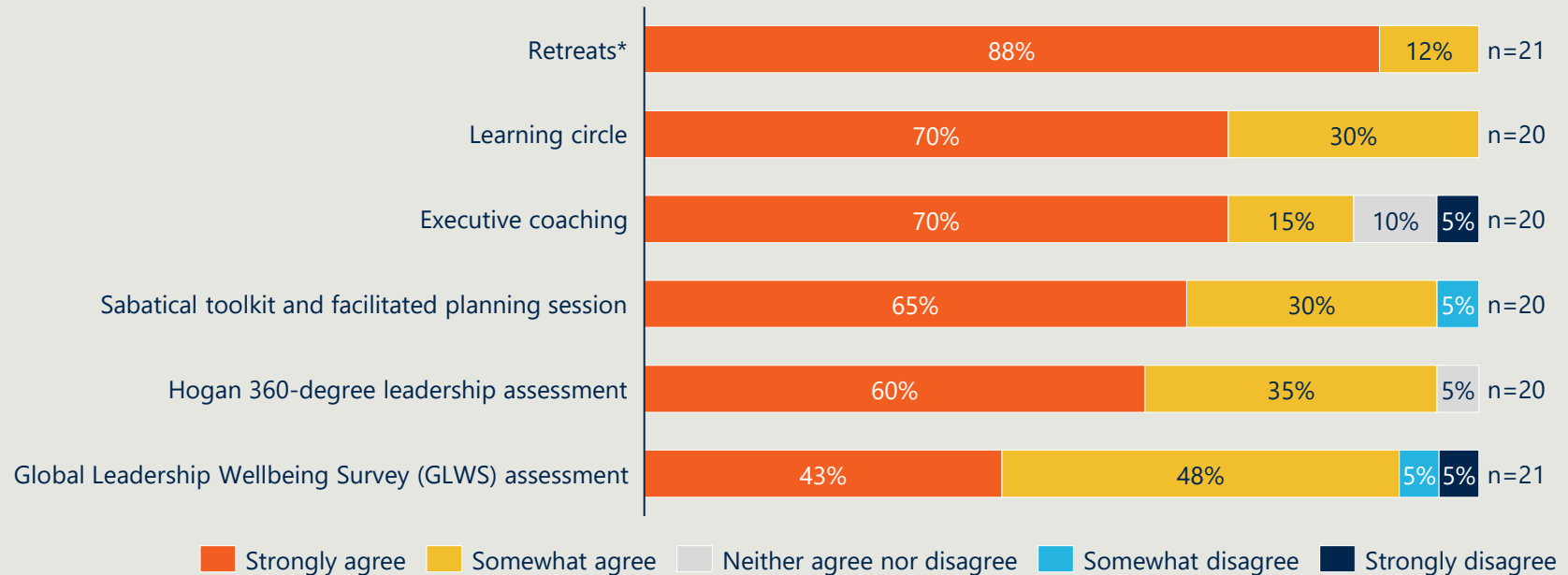
“

I am finding the content and teaching approaches very stimulating and are provoking some deep reflection about my leadership. It would be great to stay more connected with other participants so will endeavour to do that in the final 6 months.

”

Participants found all program elements to be mostly valuable.

I found/am finding the following valuable:



* Taken as the average from retreats 1 and 2 to the question "The overall learning experience stretched and challenged me..."

Participants found aspects of program elements to be valuable, while other aspects have further room for improvement (1/2).

Retreats

What participants found valuable

- Opportunity to connect with a supportive network of likeminded peers.
- The immersive and engaging learning nature of the retreats.

"I enjoyed meeting all the other participants, I appreciated the thought and care that the facilitators put into enabling us to get to know each other in meaningful and respectful ways."

What can improve

- Flexibility for those with unique circumstances.
- More down time for reflection, self-learning and recovery.

"Appreciation for the stress of public speaking about personal matters, especially for introverts and shy people, could possibly be considered further. Advance notice for exercises, like the dinner sharing, might ease this stress."

Executive coaching

What participants found valuable

- Being challenged by the coach was valuable as this allowed participants to reflect and explore different ways of thinking and working.
- Gave participants the opportunity to reflect and work through issues and situations while receiving feedback and tips.

"[The coach] is fantastic and makes me think while also helping me journey to key insights....in particular some aspects of myself and my presence that I had never really thought of."

What can improve

- Having more sessions with connections to program learnings.

"It would be amazing to be able to continue after the end of the program – i.e., 3 more sessions. Could be more targeted on the leadership lessons from the course."

Learning circle

What participants found valuable

- Opportunity to listen and learn from peers from sharing and receiving feedback.
- Hearing others in the same position experience the same challenges.

"Feedback is challenging but worthwhile. It makes me think about issues from a different perspective."

What can improve

- Support for scheduling and preparing for sessions.
- Ongoing commitment from all participants beyond their sessions.

"Some members have had their session and don't prioritise the other members of the group. We are all busy so it can feel a bit dismissive of others having their session."

Participants found aspects of program elements to be valuable, while other aspects have further room for improvement (2/2).

Hogan 360-Degree Leadership Assessment

What participants found valuable

- Opportunity for 360-feedback that validates strengths and opportunity areas as perceived by others.
- Considered and thoughtful feedback from different stakeholders.
- Self-reflection on how participants present themselves.

"It's an opportunity to see if perception of self from myself and through others are congruent which I wonder about."

What can improve

- Support with nominating reviews and interpreting feedback/report received.

"It did feel, when completing the Hogan, that it didn't necessarily or always go to the issues that might be most important. I think having the conversation with your coach is very important in helping discern how to interpret and work with the feedback."

Global Leadership Wellbeing (GLWS) Assessment

What participants found valuable

- Debrief session with coaches were useful in unpacking results, drawing connections, and encourage self-reflection and responsibility.
- Offered space to reflect and challenge existing views, while motivating implementation of actionable changes.

"The debrief session was extremely useful, nuanced, fluid and encouraging of self-reflection and self-responsibility. The discussion helped me consider how I am increasingly focusing on approaches which enable others rather than on doing myself."

What can improve

- Having more sessions to support post-assessment actions such as writing the plan and applying change.

"I think a little more time or maybe two sessions. Time to consider the first debrief and then have second conversation how you can apply change."

Sabbatical Resource Toolkit and Facilitated Training Session

What participants found valuable

- Provides useful direction and guidance around sabbatical aims and expectations for participants, SUL and chair.
- Useful resource that acts as a framework to prepare for the sabbatical.

"The process to enable me to feel comfortable to step back and know then organisation will be under control."

What can improve

- Distributing the sabbatical toolkit earlier to better prepare for the process and planning session.
- Explore additional content for the toolkit such as stories from past leaders.

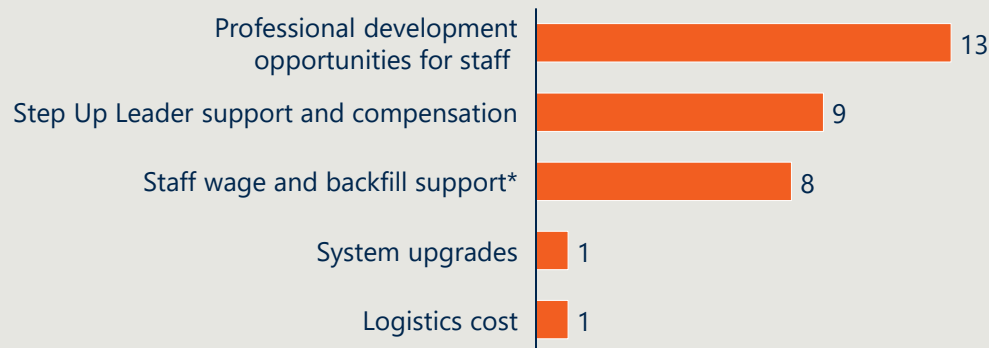
"Handing out the kit a bit earlier. Not right at the beginning but earlier so there was more time to work through it."

More than half of participants planned to spend capacity funds on development opportunities for their staff.

Most participants were clear on how they would spend their capacity funds.



Categorised ways participants did or will spend their capacity funds (n=20)



What participants found valuable

- Incentive for Board approval to partake in the program and sabbatical.
- Financial support to backfill roles during sabbatical.
- Invest back into organisational growth.

"It made it much easier for the board to say 'yes' to the program, esp. sabbatical. Providing paid time off like this would never be considered otherwise."

What can improve

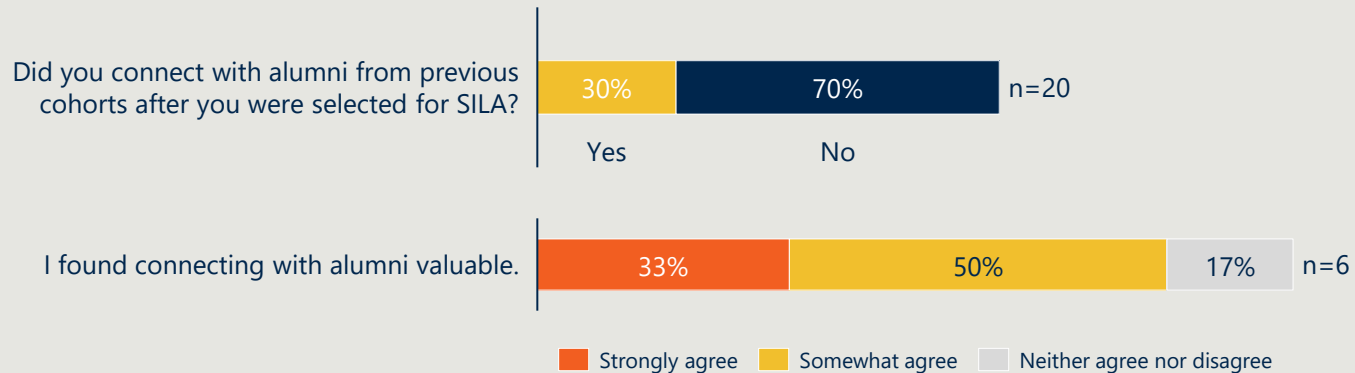
- Guiding participants on how to use capacity funds such as sharing how these have been used in the past, sharing guidelines and facilitating coaching sessions to support use.

"It could have been useful to have some written guidelines about this to share with my organisation - the board and also the finance team. Even if they were very loose (a virtue of the funds) but so it gave increased formality to it to allow others to understand."

*Refers to survey responses that did not distinguish SUL backfill support from general staff backfill and wage support.

A small number of participants connected with SILA alumni to build their network and gain insight into their program experience.

Participants who connected with SILA alumni found the experience to be valuable.



Categorised reasons for contacting alumni (n=6)



“ Learn more about how the program operated how they got the best out of different processes. ”

“ I am hoping to meet up with a previous member in another State during sabbatical (we work in same sector). Very much looking forward to what they have learnt and applied from SILA. ”

The program is providing a range of both expected and unexpected benefits to participants.

Many participants reported benefits from program participation.



*The one participant who reported not experiencing any benefits still reported receiving high value across program elements.

Categorised benefits identified by participants (n=16)



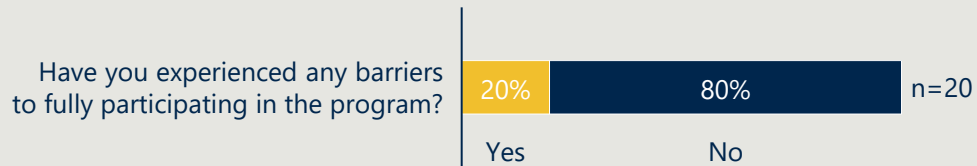
“ I thought I would be here more to gain new knowledge. My unexpected benefit is how I am gaining confidence in my existing knowledge and gaining courage through challenging what I thought I knew that I may now want to un-know. ”

“ Meeting so many wonderful smart people and having access to experts and leaders in this space. ”

“ A sense of greater appreciation of the depth of my own experience in the not-for-profit sector. So much of my work is unseen and often unacknowledged. The program is giving me a perspective to better appreciate and value what I have done and learnt over the years. ”

Only a few participants experienced barriers preventing their full participation throughout the program.

Few participants experienced barriers preventing their participation.

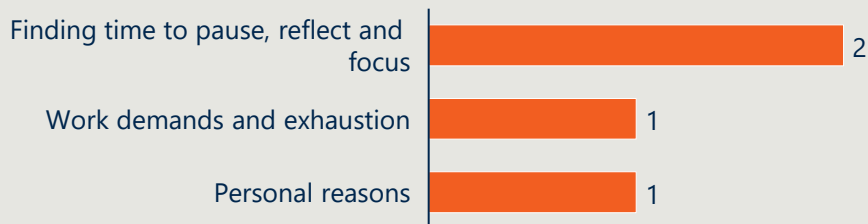


“ My overall business and the demands of my role together with being profoundly tired from long-term extension have sometimes made it hard to fully participate - but as the program is so energising I have usually been able to work around it. ”

“ The key is really finding the time to read and engage with the material and experiences with depth - finding the space to put work down and focus. ”

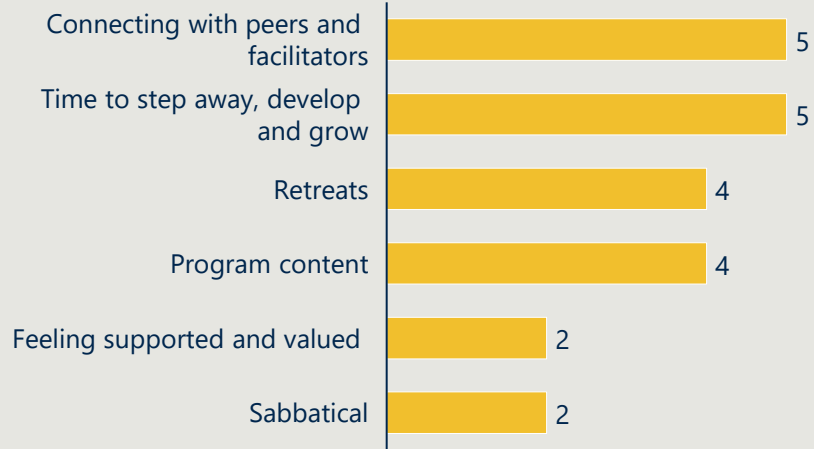
“ I wouldn't really describe as a barrier but more as an aspiration to take more time for journalling and reflection to reflect and also consider how to test our more 'intentional interventions. ”

Categorised barriers (n=4)



Participants found a range of aspects to be valuable and have identified important changes that could improve their ongoing program experience.

What has been the most valuable aspect of the program?
Categorised responses (n=20)



What do you think is the most important change to improve your experience for the remainder of the program?
Categorised responses (n=20)



“ [Most valuable has been] learning from facilitators and each other without too much external interruption. ”

“ Probably me being more proactively responsible for asking clearly for what I need and taking active responsibility for supporting my own learning. ”

The participants are generally very grateful for the opportunity, with some participants sharing additional comments.

Any additional feedback?

"It's a sensational program and truly hope it continues for other beneficiaries."

"Lisa and Gabi are the icing on the cake; not just for their capability and hard work, but for the energy they bring to make every moment as human centred as they possibly can."

"Just thanks. I am loving this chance and wish I had it 10-15-20-30 years ago."

"Thank you all. And thank you to the donors for their incredible boldness, generosity and insight in supporting this innovative and growthful project."

"What an incredible program this is, and it couldn't have come at a better time for me professionally as well as personally."

"I hope Aboriginal Community Controlled Organisations are getting a version of this leadership program."

"No - very much enjoying the experience and the challenges and learning that come with it. It really is a huge privilege to be part of."

"I really have enjoyed every aspect of the program and I hope I will be able to assist in anyway I can to promote the benefits of being involved."

"Would enjoy the opportunity for a check-in with the facilitation team between retreats. Just a 60-90 minute zoom call to share our learning journey; get reminded and tested about key learning outcomes."

- 22 out of 23 participants responded to the survey
- Survey consisted of 54 questions which covered Levels 1 to 4 of Kirkpatrick and Phillip's model

Participant post-program survey context and questions

Demographic questions asked

1. What is your name?
2. How many years have you acted in a CEO role?
3. How large is your organisation by revenue?

Level 1 – Learner reaction questions asked

4. The length of the whole program was... (Too short, just right or too long)
5. To what extent do you agree with the following statements? (7-point scale – Strongly disagree to strongly agree)
 - The program content was easy to understand.
 - The program was engaging.
 - The delivery method of the program was modern and professional.
 - I was satisfied with the overall learning experience.
6. How likely is it that you would recommend the SILA program to another social purpose sector CEO? (10-point scale – Not at all likely to extremely likely)
7. Is there anything you would like to share about the Hogan 360-degree leadership assessment that you did not share or has changed since the mid-point survey?
8. Is there anything you would like to share about the GLWS assessment that you did not share or has changed since the mid-point survey?
9. I found the organisational capacity funds valuable. (7-point scale – Strongly agree to strongly disagree)
10. At a high level, what did your organisation spend the capacity funds on?
11. What did you find valuable about the organisational capacity funds?
12. What can improve regarding the organisational capacity funds?

Participant post-program survey questions

Level 1 – Learner reaction questions asked (cont'd)

13. I found the learning circles valuable. (7-point scale – Strongly agree to strongly disagree)
14. What did you find valuable about the learning circles?
15. What can improve regarding the learning circles?
16. I found the immersive retreats valuable. (7-point scale – Strongly agree to strongly disagree)
17. What did you find valuable about the immersive retreats?
18. What can improve regarding the immersive retreats?
19. I found the executive coaching valuable. (7-point scale – Strongly agree to strongly disagree)
20. What did you find valuable about the executive coaching?
21. What can improve regarding the executive coaching?
22. To what extent do you agree with the following statements regarding the sabbatical? (7-point scale – Strongly disagree to strongly agree)
 - I found the tailored sabbatical valuable.
 - I found the sabbatical toolkit valuable.
 - My Step Up Leader was supported and prepared for the sabbatical period.
23. What did you do for your tailored sabbatical?
24. What did you find valuable about the tailored sabbatical and associated supports?
25. What can improve regarding the tailored sabbatical and associated supports?
26. I found the online learning materials valuable. (7-point scale – Strongly agree to strongly disagree)
27. What did you find valuable about the online learning materials?
28. What can improve regarding the online learning materials?

Participant post-program survey questions

Level 2 – Knowledge, skills and planned action questions asked

29. The program provided the right level of coverage of: (7-point scale – Strongly disagree to strongly agree)
- Adaptive leadership theory and tools for applied use
 - Purpose centric leadership
 - Aligning leadership of the self with organisational and system strategy for social impact
 - Working and leading in complex environments
 - Social impact theories and tools
 - Understanding own and other's mindsets and views on the world
 - Deep collaboration
 - Working across difference and boundaries
 - Applied systems thinking, understanding systems and sub-systems
 - Navigating a complex social ecosystem and your organisation's role within it
 - Personal authority, power and rank
 - Working politically and understanding the political landscape
 - Understanding narratives and assumptions
30. The program encourages continued learning and conversation with others. (7-point scale – Strongly agree to strongly disagree)
31. I felt appropriately challenged by the program. (7-point scale – Strongly agree to strongly disagree)
- Why did you disagree with the statement above? (The program was too challenging, The program was not challenging enough)
32. The program was relevant and useful to my role. (7-point scale – Strongly agree to strongly disagree)
33. Please explain your responses to the question above.
34. I have clear ideas about how I can use the new skills and knowledge. (7-point scale – Strongly agree to strongly disagree)
35. Please explain your response to the question above and if relevant, provide examples of how you can use the new skills and knowledge.
36. I can make a difference in my organisation and across the sector by using what I have learned. (7-point scale – Strongly agree to strongly disagree)
37. Please explain your response to the question above and if relevant, provide examples of how you can make a difference in your organisation and across the sector by using what you have learned.

Participant post-program survey questions

Level 3 – Application of skills questions asked

38. Developing self - As a result of the program: (7-point scale – Strongly disagree to strongly agree)
- Being vulnerable with others is now much easier
 - I am motivated to grow my leadership skills
 - I am more willing to be stretched and challenged
 - I am more willing to reflect on feedback and adjust my ways of working
39. Please explain your responses to the above.
40. Growing networks - As a result of the program: (7-point scale – Strongly disagree to strongly agree)
- I intend to maintain connection with other participants
 - I have a peer support network of for-purpose CEOs
41. Please explain your responses to the above.
42. Managing wellbeing - As a result of the program: (7-point scale – Strongly disagree to strongly agree)
- I can now better manage my wellbeing as a leader
43. Please explain your responses to the above.
44. Investing in self and others - As a result of the program: (7-point scale – Strongly disagree to strongly agree)
- I intend to continue to invest in my own leadership development
 - I intend to invest more in the leadership development of my senior leadership team
45. Please explain your responses to the above.

Level 4 – Business impacts questions asked

46. As a result of the program: (7-point scale – Strongly disagree to strongly agree)
- My organisation has enhanced its capability and culture
 - My organisation is likely to enhance its capability and culture
 - My organisation has experienced tangible improvements across key business measures
 - My organisation is likely to experience tangible improvements across key business measures
 - My organisation intends to invest more in leadership development
47. Please explain your responses to the above.

Participant post-program survey questions

Level 4 – Business impacts questions asked (cont'd)

48. In my opinion: (7-point scale – Strongly disagree to strongly agree)

- My Step Up Leader (SUL) had a positive experience throughout the program.
- My SUL developed their skills and confidence as a result of the program.

49. Please provide feedback on how SILA could better support SULs and prepare them for the sabbatical period.

General reflections

50. Did you experience any unexpected benefits from participating in the program? (Yes/No)

- If Yes, Can you please describe the unexpected benefits?

51. Did you experience any barriers to fully participating in the program? (Yes/No)

- If Yes, Can you please describe the barriers?

52. What do you think was the most useful and engaging aspect of the program?

53. What do you think is the most important change to improve the program for future cohorts?

54. Any additional feedback?

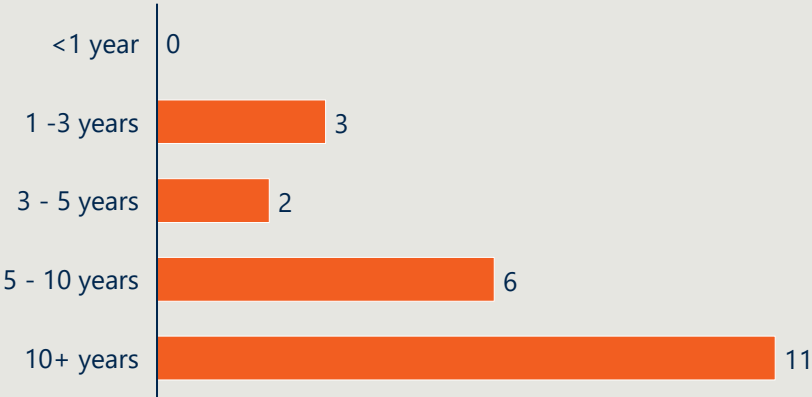
CEO participants primarily had a long tenure in their roles and worked in organisations with various revenues.

Nous developed and uploaded the survey to Microsoft Forms. The form was distributed to SILA program Cohort three CEO participants following their completion of the program.

Overall, the post-program survey received 22 responses. Not all respondents answered every question.

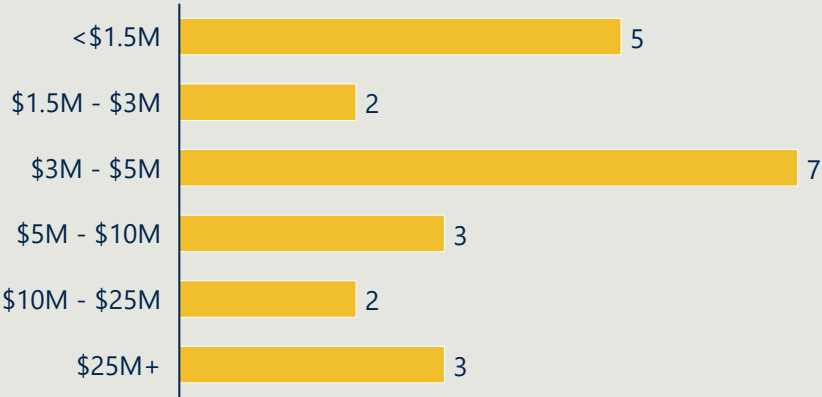
Most of the respondents (75%) had been in a CEO role for over five years.

How many years have you acted in a CEO role?



There was a relatively even spread of organisation size. 20% of organisations were less than \$1.5M in revenue and three organisations exceed \$25M in revenue. 40% of organisations were larger than \$5M in revenue.

How large is your organisation by revenue?



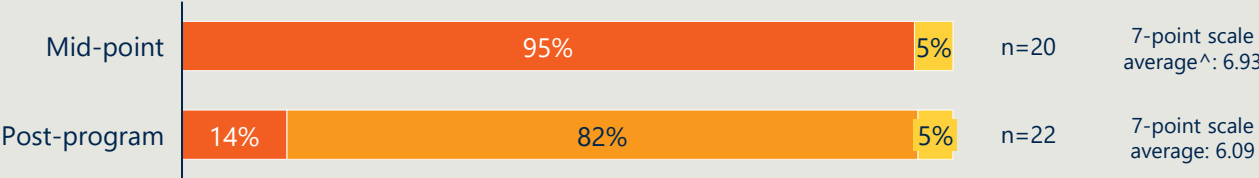
All participants found the program to be engaging, relevant and useful to their roles, and most thought the length of it was just right.

The average response to the question “How likely is it that you would recommend the SILA program to another social purpose sector CEO?” was **9.77/10 (n=22)**. Based on the responses, the calculated Net Promoter Score* (NPS) is 95.

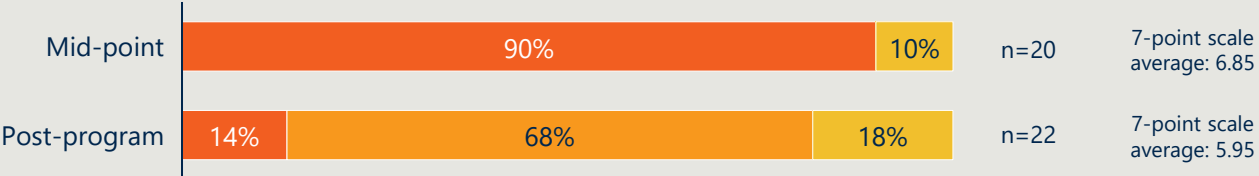
POST-PROGRAM

The program was engaging

Strongly Agree Agree Somewhat Agree



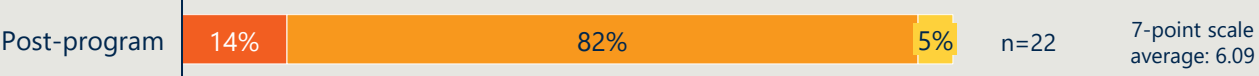
The delivery method of the program was modern and professional



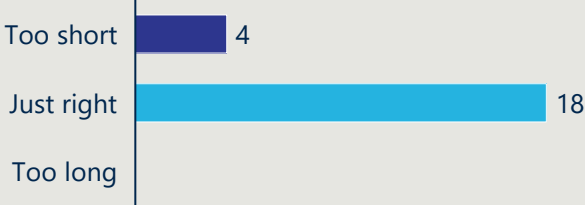
The program content was easy to understand



I was satisfied with the overall learning experience



The length of the whole program was...



In terms of delivery, individual participants suggested improvements on the following:

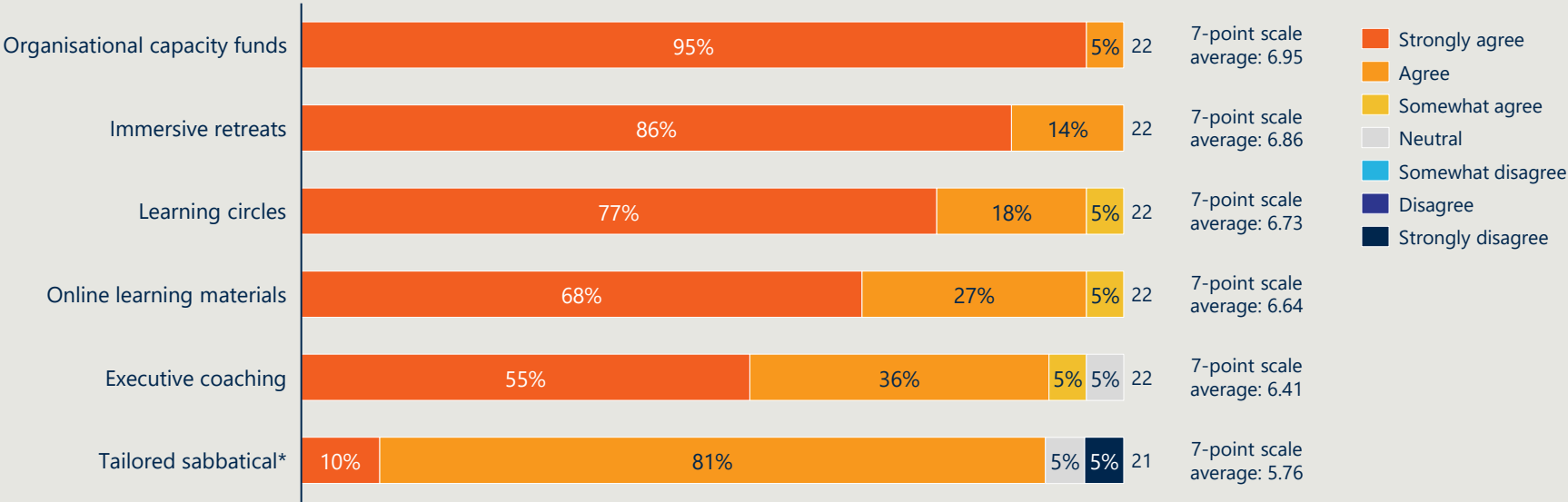
- Bridging the gap of working with remote Indigenous communities.
- More shared engagement with participants about the reading materials.

* NPS is derived through subtracting the percentage of customers who are detractors from the percentage who are promoters. Nous used an NPS calculator (<https://npscalculator.com/en>) to determine the score.
^ During the mid-point survey answers were provided on a 5-point scale (from 1, Strongly Disagree to 5, Strongly Agree) while post-program were provided on a 7-point scale (from 1, Strongly Disagree to 7, Strongly Agree). To enable comparison across surveys the mid-point results have been adjusted to a 7-point scale, where 1 is Strongly Disagree and 7 is Strongly Agree

Following the program, participants found most elements useful but to varying degrees.

The capacity funds were deemed the most valuable element of the program, alongside the immersive retreats. Executive coaching had the most variable responses*.

I found the following valuable:



*Results for the sabbatical are likely skewed due to the 'Strongly Agree' response being hidden (refer to the first slide of Appendix C). One sabbatical result has also been removed as a participant incorrectly entered their response as 'Strongly Disagree'.

Participants valued the cohort experience and opportunities to build peer networks.

Participants valued connecting to their peers the most. There are opportunities for SILA to provide more support through structured check ins throughout learning circles and creating safe environments in retreats.

Learning circles

What participants found valuable

- An opportunity to build and strengthen a peer network

"Both process and the opportunity to share with peers in a more intimate setting. The opportunity to have an ongoing 'sounding board' network. Practicing some of the skills from SILA."

- A safe space to share experiences and learn from other participants

"The different perspectives. Many CEOs had similar issues, the ability to explore the real underlying issues."

"...the realistic, tangible support from other CEOs who were able to shine a different light on challenges. Great camaraderie."

What can improve

- Ongoing facilitation and more structure in setting up the circles

"Maybe a review session along the way to see whether we are still implementing the process properly and getting best use from it?"

- Scheduling

"I think we need everything programmed in diaries from the outset of SILA – diary management was an ongoing challenge for us."

"I think it would be good to have them state based – only because it would enable some face to face get togethers as well."

Retreats (post-program reflection on all retreats)

What participants found valuable

- Having time to disconnect from work and fully immerse in learning.

"The time out and away for learning immersion, some of the discomfort was helpful."

- Connecting with other participants

"Being challenged and extended. The amazing experience of having time with people who carry comparable levels of experience of responsibility. This is very rare in my usual world...it is often in a competitive, less trusting and supported context."

- The challenge and discomfort

What can improve

- Space for unstructured / down time

"They sometimes felt a little over engineered. There was no time to process or build relationships in a more relaxed way. Even the dinners were very structured"

- A trauma-informed approach and safety around disclosure

- Additional time for the final retreat

"the final retreat felt extremely rushed at the end in my opinion it would have been better to extend people's stay for one more night."

Participants got a lot out of the individual program elements but there could be improvement to accessibility.

Participants would like the option to meet their coaches face to face. They would also like access to their online learning materials earlier on so they can adequately prepare.

Executive coaching

What participants found valuable

- External support for leadership challenges

"A chance to unpick and brainstorm leadership challenges."

- Opportunity for reflection and new perspectives

"Being challenged, stretched, invited to think differently, a space to reflect."

- Space to be challenged and push for change

"My thinking to be challenged and create some accountability for progressing personal change."

What can improve

- A face-to-face session

"I always prefer at least one meeting like this to be in person but understand why that can't happen in a national program."

- Some participants struggled with the participant-led approach

"I probably needed to do more work on knowing what I wanted out of the coaching experience."

Online learning materials

What participants found valuable

- Diversity of materials

"The range of materials many of which stretched my learning from previous opportunities. I think there was the right amount of materials to access prior to each retreat."

- Set the scene for future sessions and learning

"Reinforced the concepts learnt in other part of the program."

- Interesting and relevant content

"Materials were and are relevant and insightful. I keep revisiting them."

What can improve

- More visual and audio options available

"More video/audio probably useful, particularly for those not so liking written materials. A 'further reading/listening/watching' ideas list?"

- Access to resources earlier

"There's just never enough time!"

"Access to the resources earlier! Particularly the final retreat. Having just returned from sabbatical, settling in to work and catching up, preparing to make room in the organisation for the final retreat and then the resources came very late..."

The capacity funds and tailored sabbatical sets SILA apart from typical leadership programs.

The capacity funds allowed CEOs to participate in the program by supporting organisations through the sabbatical period, and the sabbatical gave them space to reassess their priorities and vision for the future.

Organisational capacity funds

How it was spent

- Most funds were spent on backfilling salary costs associated with the sabbatical and step up roles.
- Some also invested in additional training and development for staff.
- One organisation used the funding to design and implement a trauma informed framework.
- Another organisation used it to support their rebrand.

What participants found valuable

- Funds enabled the sabbatical and were incentive for board approval.
"Incentive for the Board; capacity building for the staff; sabbatical cover – I think without it, it would've been a challenge if not impossible to join"
- The flexibility of untied funds.

What can improve

- Providing examples of how other organisations have used the funds
- All participants thought that this was a very generous element of the program, and many didn't have suggestions for improvement.
- One participant suggested thinking about indexation; another participant suggested an opportunity for smaller organisations to apply for extra funds for specific reasons.

Tailored sabbatical

What participants valued

- An opportunity to physically recharge and reset
"Refreshed and rejuvenated me, gave me distance for reflection and new clarity of vision."
- Joint coaching session with SULs
- Clarity in personal and organisational priorities for the future
"I focussed on health, wellbeing and balance. It also gave me the space to make the difficult decision to leave my organisation."
- "Enabled clarity vision and thoughts around life and organisational support. Wonderful insight into how the team react and respond. Finding new leadership within."*

What can improve

- Structured sessions with SULs to support the transition back
- More support for smaller orgs facing more significant disruption
"It's also important the recognise the vast differences that might result from the size of the organisation with smaller orgs potentially having more challenges."

Most participants felt they had the tools to adequately prepare for their sabbatical.

Around half the participants were able to fully disconnect from work with the support of the sabbatical toolkit and the SULs. They focused on their wellbeing, spent time with family and travelled.

I found the sabbatical toolkit valuable.



My Step Up Leader was supported and prepared for the sabbatical period.



- Strongly agree
- Agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Disagree

Note: Results for the sabbatical are likely skewed due to the 'Strongly Agree' response being hidden (refer to the first slide of Appendix C). Results for one participant have also been removed in the above questions as their responses were incorrectly entered as 'Somewhat Disagree'.

What did you do for your tailored sabbatical?

"I focussed on health, wellbeing and balance. It also gave me the space to make the difficult decision to leave my organisation."

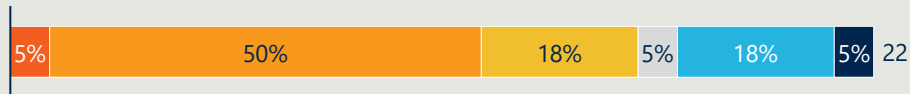
"Spent time with family and in nature...and totally didn't work for the first time in 15 years."

"I went overseas and visited child protection programs that I had been inspired by pre-covid and visited them post-covid, and mostly after leadership changes. I also spent six weeks at home doing things I don't usually get time to do. It was a good balance of work interests and home / relaxation."

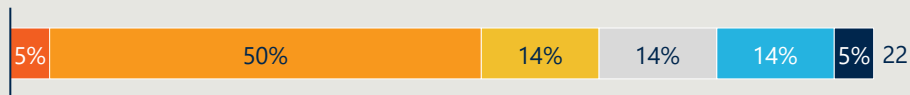
- One participant hasn't taken their sabbatical yet (and it is unclear whether they plan to in the future).

SUL experiences varied between different organisations, offering SILA the opportunity to improve the impact on organisations and participant experiences.

My Step Up Leader (SUL) had a positive experience throughout the program.



My SUL developed their skills and confidence as a result of the program.



The impact of the SUL experience on organisations:

- Some SULs performed well which strengthened succession plans
"the SUL has now returned to a role with higher responsibilities and is appointed the nominated acting CEO for future."
"The experience was a boost to the SUL's confidence and credibility"
- Some SULs struggled and placed pressure on organisations
"My step leader found the role very challenging, however, it was a further demonstration of the collective capability of the leadership team."
"My step-up leader did not manage authority which put a lot of pressure on the team."

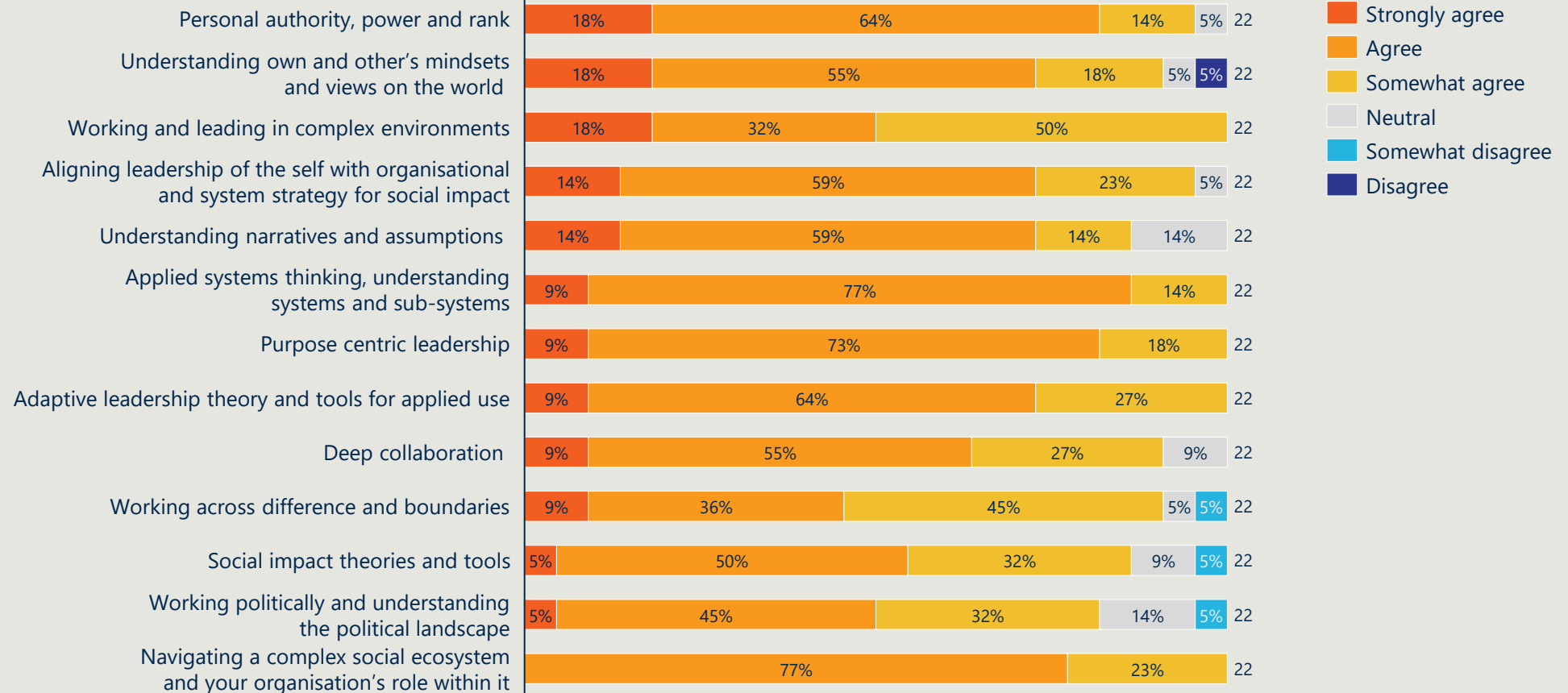
How SILA could better support SULs and prepare them for the sabbatical period:

- More involvement from the board
"More time spent with the Board and the SUL prior to sabbatical to strengthen that relationship would have been beneficial. Workload for SUL (who wasn't replaced in their role) became exhausting so perhaps more work on understanding the supports they needed would have helped."
- More regular catch ups with their SUL cohort

The program was comprehensive in its cover of knowledge and skill development.

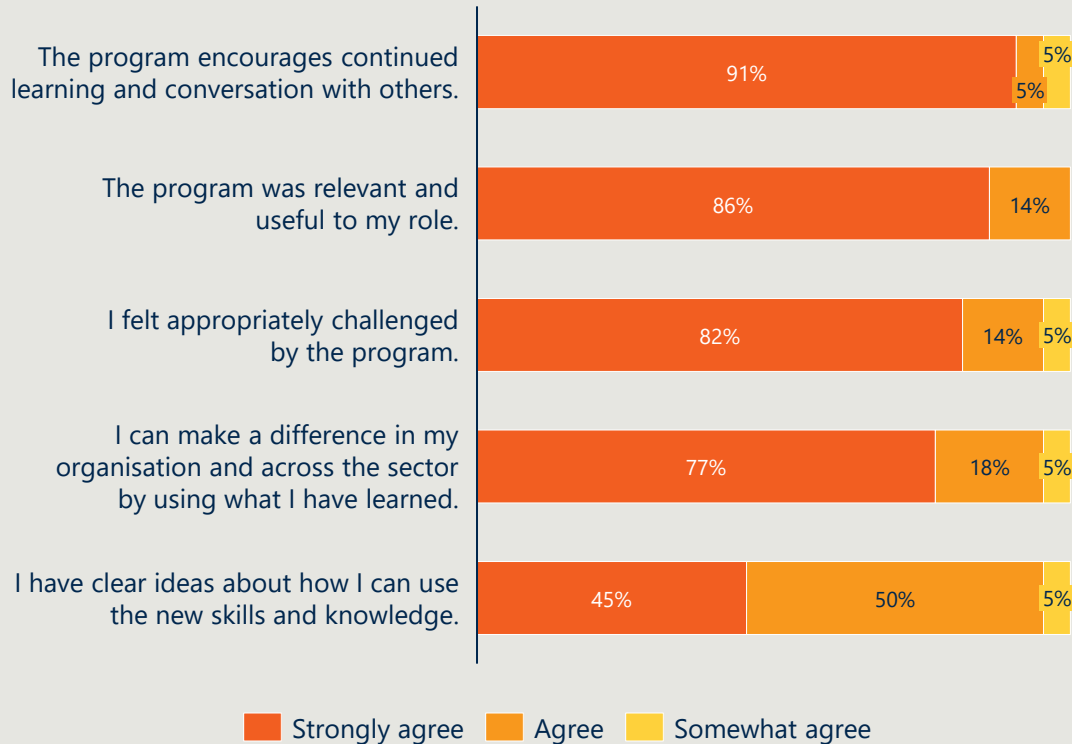
The majority of participants either agree or strongly agree that they sufficiently explored all of the key areas identified as most important to the SILA program.

The program provided the right level of coverage of:



The experiences and skills gained from the program are likely to support future action.

The program challenged participants to grow and develop with takeaway messages flowing onto their companies.



I did feel challenged to let go of some behaviours and assumptions (in a good way!) Many I was aware of but swept under the carpet but in a program like this they are brought into the light for serious interrogation.

I already have put more effort into looking after my own wellbeing, being more attentive to the wellbeing of my staff, being prepared to live with the uncertainty of delegation more, sharing insights and new ways of thinking and working.

It is my personal growth and awareness of how I can intentionally use factions, test my own assumptions, work on the balcony. I feel more confident and apparently I am listening more! I am very keen to do some bigger picture systems work across our sector as well.

I came back to work with renewed priorities and need to focus on systemic change for my organisation to have a long lasting impact.

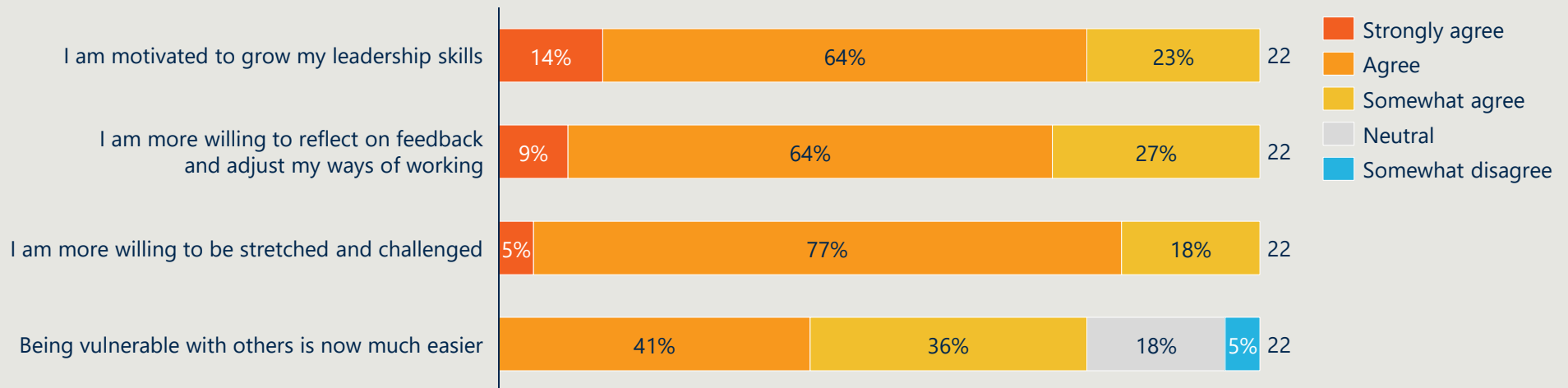
Participants embraced self-reflection and are willing to be challenged to grow their skills.

Many participants viewed the self-reflective aspects an opportunity to challenge their growth and behaviours. The process strengthened their sense of self and priorities for the future.

“ Vulnerability doesn't come easy but actively working on that. Program has given me a second lease on CEOing. I was ready to hang up my hat prior to the program. Not anymore. Too much social impact to achieve. ”

“ I would really like to continue to stretch myself, but also find myself easily subsumed in the everyday. ”

All participants agreed that they were motivated to grow their leadership skills and had a stronger desire to push those boundaries.



All participants intend to maintain connection with SILA participants.

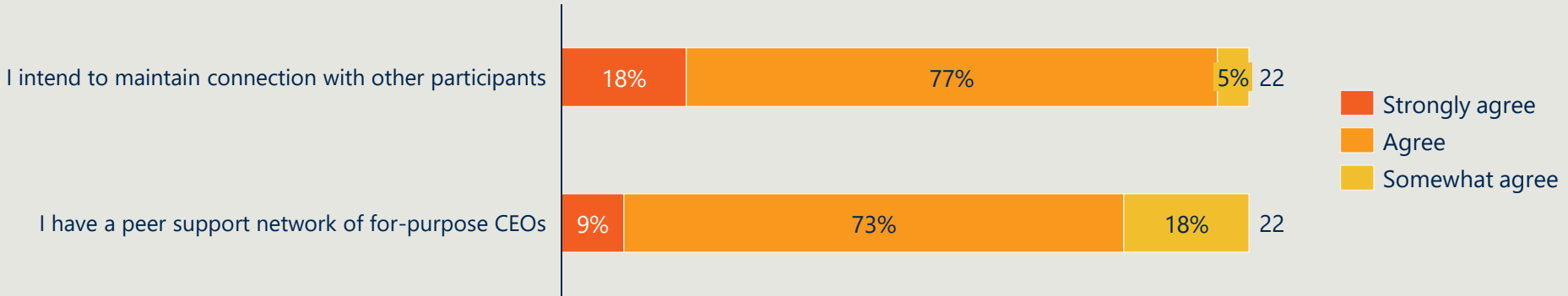
Some Learning Circles are ongoing, and some participants are developing other networks in the sector that they wouldn't have done prior to SILA. However, others feel there are some logistical barriers.

“ The WA SILA Cohort is developing a collaborative advocacy group. The connection to networks has been outstanding. We have also continued the learning circles. ”

“ The connections are a real strength of the program. It would be great to also network all the cohorts together. ”

“ There is certainly the potential to build greater peer support if I choose. There is some complexity given some of the fellow CEO's are in fact the leaders of our member organisations and thus may have different expectations of me in that role as distinct from being a peer leader. ”

18 of the 20 participants agree or strongly agree that they have a peer support network of for-purpose CEOs.



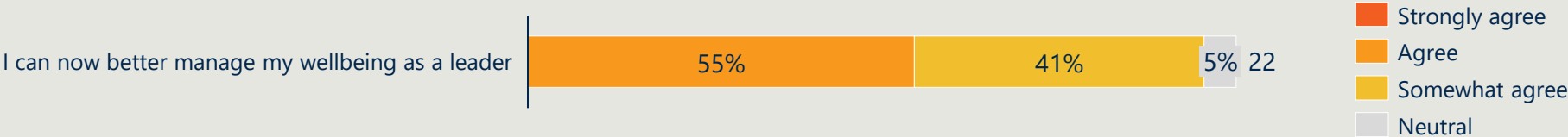
SILA allowed CEOs to restore and reset their wellbeing habits, but this will need to be maintained when they return to their organisations.

Participants valued the opportunity to reground their mental and physical wellbeing but understand the challenge of maintaining these habits in the long term.

“
It's a great base line to remember when the pace picks up again. It is a great reminder of how I can operate without risking burnout. The SILA Program provided permission to take care of myself and my wellbeing.
”

“
I am very in favour of this emphasis in the program. And I am better able to draw limits on how much I extend myself for the cause beyond what I can handle. But it is still the reality that our organisation is under resourced to deliver what it needs to leading to inordinate and unreasonable responsibility on the CEO.
”

95% of participants could at least somewhat agree that they can manage their wellbeing better following the program.



All CEOs are looking to invest in their senior leadership teams and most wish to continue investment in their own development.

SILA has become a catalyst for professional development in participant organisations. CEOs are looking to share their load and upskill their senior leadership teams.

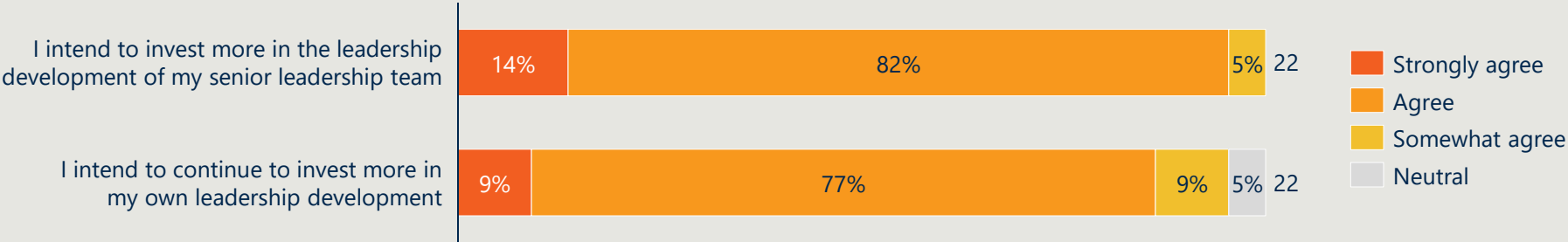
“ I have encouraged further training for the SUL and other senior managers; delegating more responsibilities to them; did a restructure to enable more leadership roles at various levels. ”

“ I did not take back aspects of work I allocated through sabbatical. It developed the team, and we are growing and leveraging from this space. ”

“ The step up leader will become my Deputy CEO and we are focusing more on succession planning generally. ”

“ I want to focus more on coaching of others and providing them with opportunities to grow and learn. ”

All participants agreed to some extent to invest in their senior leadership team. 95% intended to invest more in themselves.



All participants believe that their SILA experience will lead to tangible benefits for their organisation.

These benefits are linked to the growth in responsibility of executive and senior management teams in alignment with step-up leaders. Sabbaticals also served as a catalyst for important succession planning conversations.

“

I believe we will benefit significantly from planned and focused succession planning, it will enable us to maintain our momentum.

”

“

The sabbatical was very valuable to build the team. It went well and the disruption was helpful to get other senior managers to step up. Tight operating budgets making major investments difficult, but with strategic relationships we will continue to take this leadership journey seriously.

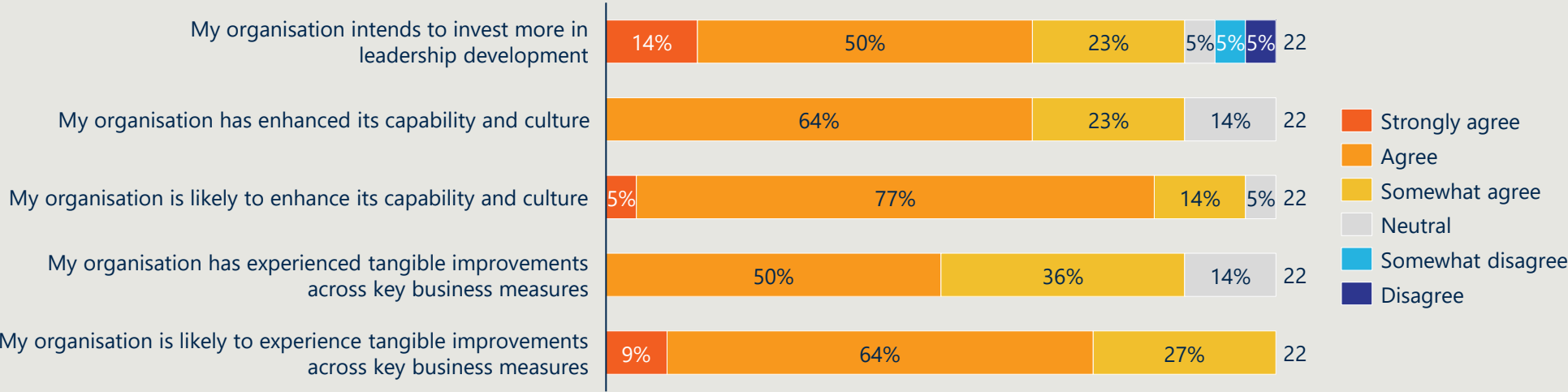
”

“

The biggest shift for us is in capability and culture as I realise my excessive working has been a bad example for others...however leadership development across the board is also a focus area moving forward.

”

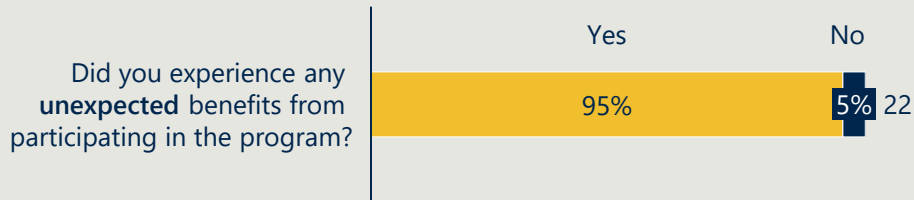
86% of participants believe their organisation has already experienced tangible improvements across key business measures.



The program provided rewards beyond what was originally expected.

Most of the participants experienced some sort of unexpected benefit, ranging from personal learning to organisation succession planning.

When compared with the mid-point survey a larger proportion of people experienced unexpected benefits of the program.



I realised I was a good leader and my style of working quietly was effective.

On return from the sabbatical, having the board reinforce their support of me as their CEO and for me to feel empowered to forge on, be brave and bold with their support.

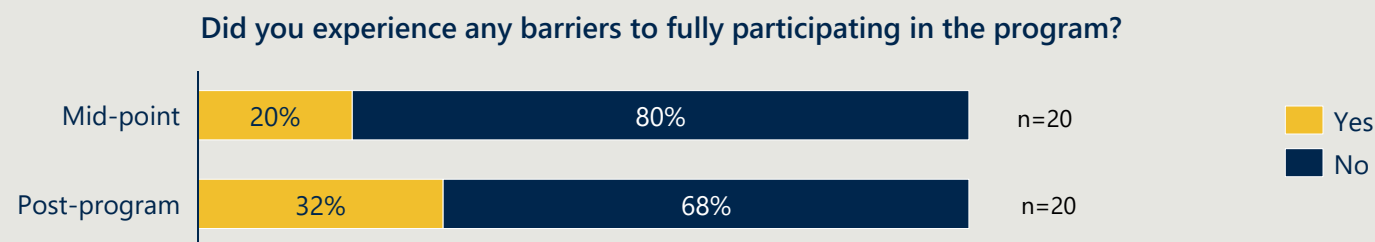
I think I underestimated the extent of the personal learning and development and just how valuable the sabbatical would be. Also I underestimated the amount of value in having this amazing peer network. I also feel like my relationships with my family have improved during and after my sabbatical.

I returned to a SUL who was ready to take my role and we are due to action that in August 2024...before sabbatical she was adamant she wasn't ready.

Categorised unexpected benefits (n=20)



Some participants didn't feel they could fully participate in the program, and these barriers increased over time.



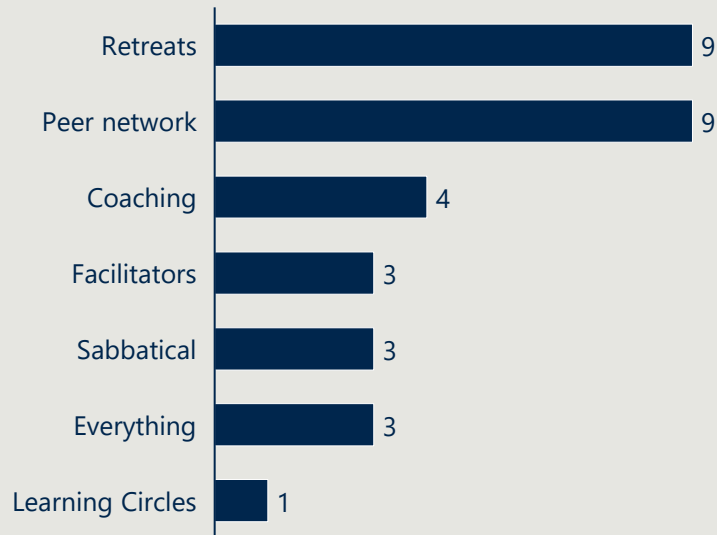
Barriers varied based on participants and their personal needs. Broader barriers involved complex relationships between participants (i.e. one CEO's organisation being a member of another participants organisation), and where participants didn't feel they had shared experiences with others due to their organisation's size and maturity.

Mid-program barriers (responses)	Post-program barriers (responses)
<ul style="list-style-type: none">Finding time to pause, reflect and focus (2)Work demands and exhaustion (1)Personal reasons (1)	<ul style="list-style-type: none">Cohort participants (2) – member orgs and smaller orgs without infrastructure.Required additional learning supports (3)Unaware of childcare support accessibility funds (1)Work demands (1)

Overall feedback was overwhelmingly positive, with some identified room for improvement.

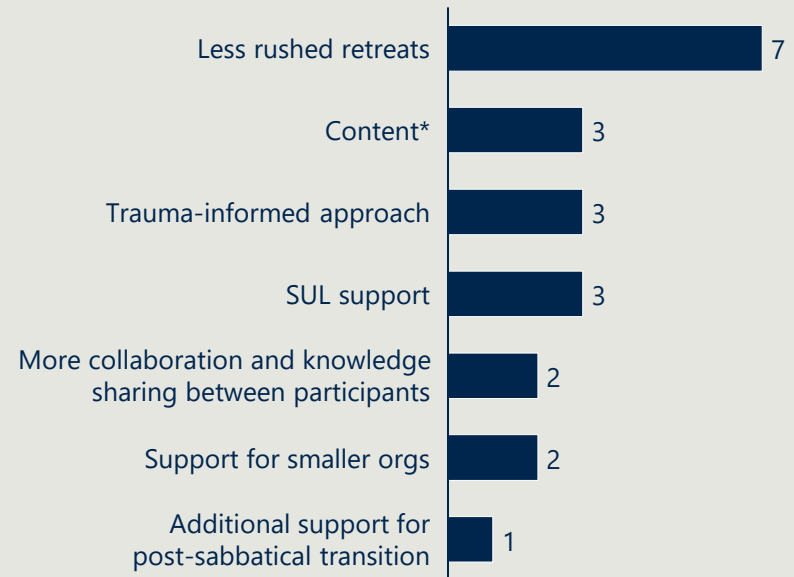
What do you think was the most useful and engaging aspect of the program?

Categorised responses



What do you think is the most important change to improve the program for future cohorts?

Categorised responses



**Specific content areas mentioned included: putting social impact into practice, spending time on big emerging issues in the communities organisations operate in, revisiting crucial content and greater depth in certain areas.*

Overall feedback was overwhelmingly positive, with some identified room for improvement.

What do you think was the most useful and engaging aspect of the program?

Highlights of the program include the retreats, sabbatical and cohort of participants.

What do you think is the most important change to improve the program for future cohorts?

Feedback on improvements was varied but some examples are below.

“

The opportunity to engage so deeply, openly and meaningfully with my cohort of incredibly diverse and clever people and to learn from them in an environment of such trusted sharing was unparalleled.

”

“

More time spent on the systemic change / leadership and the tiers of governance. How we can put that into practice to have the social impact that is needed.

”

“

The group workshops and talks. Gaining clarity on what drives other members and the outcomes that many deliver. How they interact with their team and boards. And being able to share real-world and in-time experiences. The Murray Bridge experiment was the most engaging program.

”

“

I think there should be a strong separation between the retreat activities and social activities. I think the blending of long evenings, drinking, and group activities is not a good mix.

”

“

The commitment that meant coming back together over time and for me, the complete break from work was the godsend I was seeking when I applied.

”

“

I think additional support is needed for when the CEOs return from the sabbatical and the challenges they may find with reintegration into the business especially regarding the step up.

”

The participants were very thankful for the program and the personal and organisational growth it afforded them.

Most participants responded overwhelmingly positively and testified to the immense value of the SILA program as a personal and organisational development opportunity.

Any additional feedback?

This was life transforming for me.

An overall challenging, stretching, incredible experience. After my first retreat I felt like I had been disassembled and then put back together with the screws tightened a little bit faster. The retreats, program, sabbatical came at exactly the right time.

The program takes real risks, trusting that the cohort will be up for the challenges. It expects the most of us and gives us frameworks for understanding ourselves and seeing pathways to make change. This is wonderful, and engaging, and risky. I hope that all the participants are well cared for even as the space is made for us all to be stretched in order to grow.

Thank you for the opportunity to participate. It is a very generous contribution to the NFP sector. Thank you Kristy and Robbie for your commitment and hard work.

Thanks thanks thanks to everyone involved in making SILA happen from the funders to the facilitators to the admin to the participants and everyone else in big and small ways.

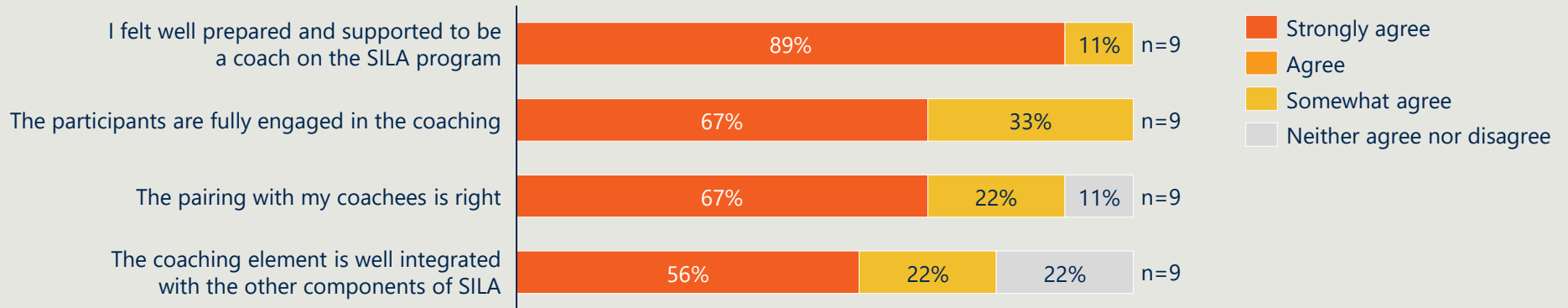
Just thank you so much. Such a privilege.

Just thanks. I'm enormously grateful for having had the opportunity and only wish I could have had it several times across my career.

Appendix D – Coach mid and post-program survey results

All nine coaches completed a mid-program survey reflecting on their program experience.

At the mid-point, coaches were generally having a positive experience in the coaching element overall.



“

Most of the participants are very enthusiastic about having coaching. Some are less certain about how to use the coaching sessions well and we are working through this.

”

“

As a new coach, I have felt very well supported by Terri. She has gone out of her way to make herself available to me.

”

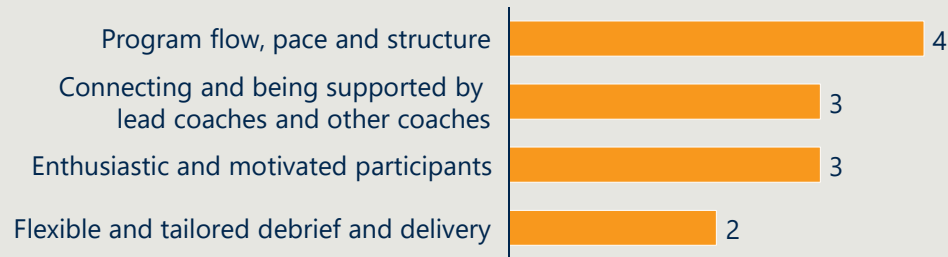
“

Having the flexibility to be responsive to individual needs of the participants has worked well.

”

Coaches enjoyed the delivery of coaching sessions but proposed recommendations for continuous improvement.

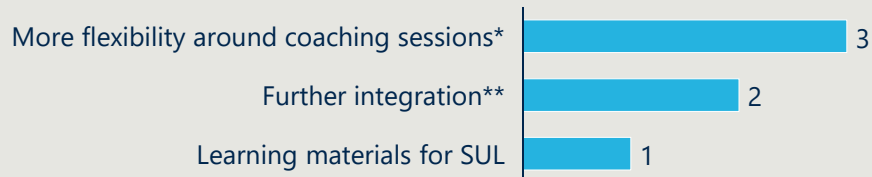
What has worked well with the delivery of the coaching sessions? Categorised responses (n=9)



“ Good information flow about the other program activities; the program structure that interlaces elements together and mutually reinforces; the support from Lisa and Terri. ”

“ Having the flexibility to be responsive to individual needs of the participants. ”

What do you think can be improved with the delivery of the coaching sessions? Categorised responses (n=9)



“ Some more understanding of what has come up at the workshops. ”

“ While the program is not based around the SUL I think having the lite version of material might better to ensure concepts moving the organisations and the SUL having understanding that their growth is important too! ”

* For example, scheduling longer sessions for debriefing material.

** For example, providing coaches with further information on participants' readings and workshop content.

The post-program coach survey was completed by nine coaches who reflected on the SILA program.

5



coaches
supported CEO
participants

4



coaches
supported Step
Up Leaders

4



coaches were
in their first
year of
supporting the
SILA program

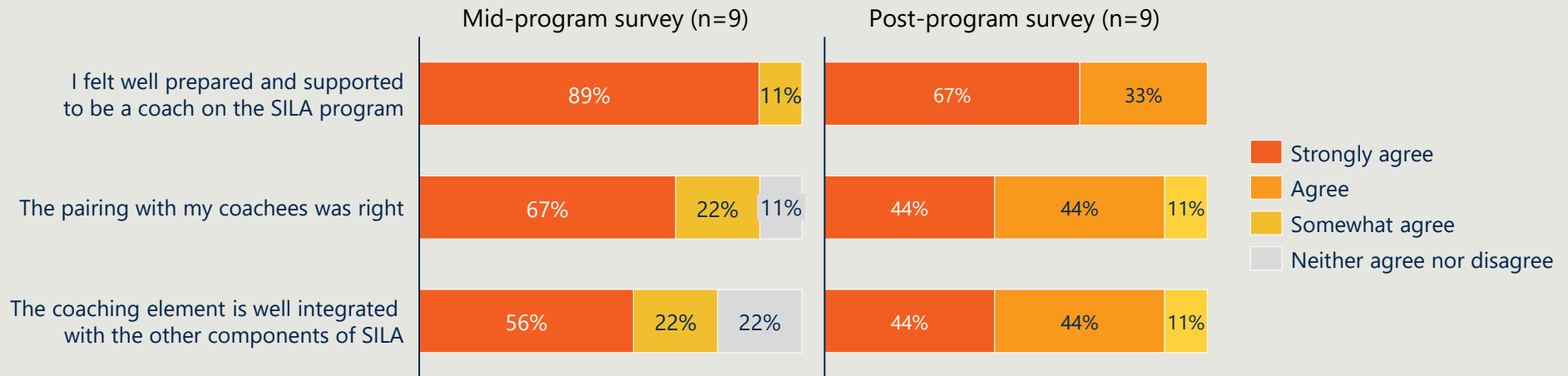


5

coaches have
worked with
their CEO or
SUL coachees
outside the
SILA program

Coaches believe the program has provided a positive experience but noted improvement opportunities.

The survey's qualitative data illustrates that there has been a slight decrease in the agreement across all statements when compared to the coach's mid-program survey.



“

Strong briefings from Terri, good documentation and systems supporting and providing information about the program and participants.

”

“

I think three were a very good match and two I'm not sure. One was not so open to their own learning. The second I think I did a good enough job but inexperienced with some of the issues that arose.

”

“

There could be more integration between the CEO and SUL aspects of the program...It would be useful to have more integration and scaffolding from the program to ensure an intentional and coordinated re-entry plan for the CEO and SUL after sabbatical.

”

Participants shared their views about each retreat through open-ended responses.

	Retreat 1 themes (n=22)	Retreat 2 themes (n=20)	Retreat 3 themes (n=20)
What did the retreat help you learn about yourself as a leader?	<ul style="list-style-type: none"> • The need to reflect on leadership journey, style and barriers (11) • The need to challenge assumptions, be vulnerable and explore different approaches (6) • Taking action and ownership of authority (3) 	<ul style="list-style-type: none"> • When to take a step back and gain more perspective (5) • The importance of listening and not immediately jumping to action (4) • Confidence in leadership ability (3) • Adaptive leadership techniques (3) 	<ul style="list-style-type: none"> • Self-awareness of power as a leader and confidence in abilities (13) • The importance of emotional intelligence and personal wellbeing (7) • Realigned to purpose (2)
What did you learn from the retreat that is applicable to your organisation?	<ul style="list-style-type: none"> • Delegate and allow others to lead (6) • Authority (4) • Self-reflection (4) • Above and below the waterline (3) • Adaptive leadership (3) • Immunity to change (3) 	<ul style="list-style-type: none"> • System thinking/understanding (9) • Improving relationships and collaboration – internally and externally (4) • Observing and embracing disruption (3) 	<ul style="list-style-type: none"> • Strategic leadership and driven by purpose (7) • Self-leadership and emotional intelligence (6) • Adaptive leadership and systems change (5) • Collaboration and partnerships (5)
What did you value most about the retreat?	<ul style="list-style-type: none"> • Learning content, style and environment (13) • Meeting, connecting and learning from others (12) 	<ul style="list-style-type: none"> • Connecting with and learning from peers (9) • Engaging with community (5) • The breathing space to think and grow (4) 	<ul style="list-style-type: none"> • Sense of camaraderie and ability to be vulnerable (12) • The opportunity for self-reflection (5) • Retreat resources and facilitators (4) • Sharing experiences with and gaining new perspectives from peers (3)
How could the retreat experience be improved?	<ul style="list-style-type: none"> • More time to reflect and debrief (5) • More access to outdoor spaces, breaks and activities (4) • Flexibility for those with differing and unique circumstances (2) 	<ul style="list-style-type: none"> • More time to process/reflect throughout and at the end of the retreat (9) • Reflect further on the Murray River and its community (2) 	<ul style="list-style-type: none"> • Additional time at the end to decompress and reflect (4) • A trauma-informed approach to activities and less intensity in the evenings (3) • Food (3)
Which session or concept was most impactful?	<ul style="list-style-type: none"> • Authority (7) • Sharing stories (7) • Immunity to change (5) • Big assumptions (3) • Inference ladder (2) 		

CEO coaches observed significant shifts in their coachees throughout the program.

The post-program coach survey included open-ended and Likert scale questions to explore CEO participant engagement. Themes and supporting quotes are shared below.

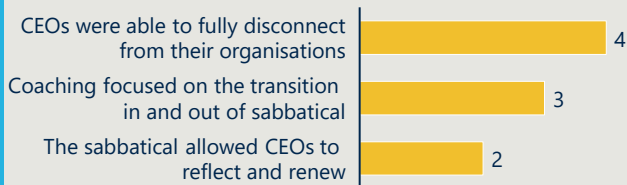
The CEO participants were fully engaged in the coaching.



Strongly agree
Agree

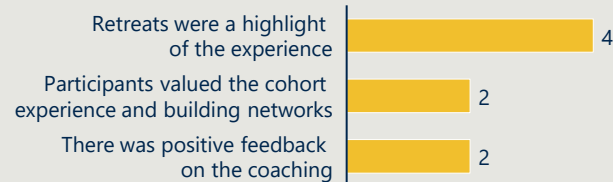
What reflections did CEO participants share on their experience with the sabbatical?

Categorised responses (n=5)



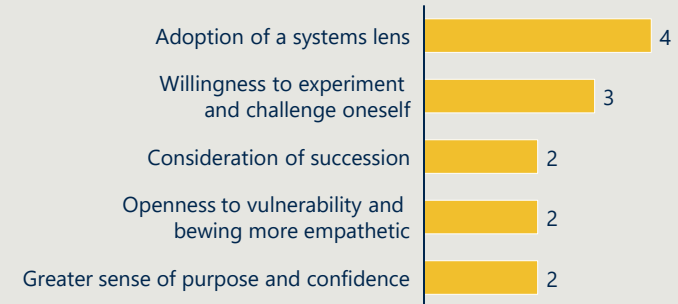
What reflections did CEO participants share on their experience with the other SILA components?

Categorised responses (n=5)



What shifts in mindset, knowledge, skills or behaviours did you observe in CEO participants?

Categorised responses (n=5)



“

Most of the CEOs were able to fully disconnect and used the sabbatical to reflect and renew...at least two of the coaching sessions I ran with the CEO's assigned to me focused on the pre and post sabbatical experience, supporting the transition in and out of that experience...two other CEOs also asked for coaching during the sabbatical to ensure they held themselves accountable to the plan and as a mid-way check in.

”

“

Retreat(s) were a highlight – as it gave CEOs opportunity to step away from the busyness of their roles. The opportunity to connect and build strong supportive networks is a valuable part of the program.

”

“

One coachee has completely shifted the manner in which she holds the role. She has stepped into her authority and is no longer caught by the personal relationships...A number of organisations were facing financial crisis, and the program enabled CEOs to address these with a more systematic lens – accessing resources and having different conversations with stakeholders.

”

SUL coaches reflected on varying levels of engagement and shifts from their coachees.

The post-program coach survey included open-ended and Likert scale questions to explore SUL engagement. Themes and supporting quotes are shared below.

The SUL participants were fully engaged in the coaching.



Categorised responses (n=4):

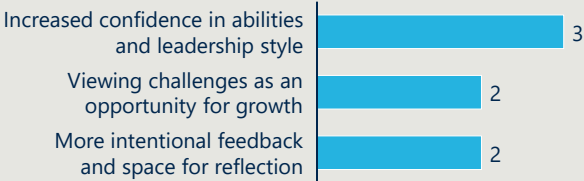
Comments on SUL engagement.



What reflections did SUL participants share on their experience with the SILA program?



What shifts in mindset did you observe in SUL participants?



“Less experienced leaders, bought day to day operational issues to our sessions and used the sessions to discuss their overwhelm due to their perceived poor handover into the role...more experienced SUL's used the sessions to focus more on their development as leaders or goals beyond the role.”

“The most common issue amongst the SUL's was that there wasn't sufficient cover for their permanent role so many had to manage two roles over the sabbatical period and, because of this, didn't feel they were able to get the most out of the opportunity.”

“The key areas that demonstrated significant shift were: a substantial increase in sense of confidence in their ability to lead overall... (viewing challenge as) an opportunity for growth: although many found the experience difficult, by overcoming the challenge and 'keeping the doors open' they had grown as a leader and as a person.”

Overall feedback from coaches was positive, but there is room for improvement in certain areas of the coaching.

The feedback indicates that the coaching remains an important element of the program in supporting CEOs and SULs. Opportunities to integrate SUL experience and additional debriefing time further would be beneficial.

What do you think can improve with the delivery of the coaching sessions? (n=9)

“ One more session would be useful. It's difficult to straddle the SUL period with an introductory session through to a session after the CEO has returned, so I often provide an additional complementary check-in after the end of the five sessions. ”

“ More time for the 360. ”

“ Time for one face to face. ”

“ Often needing more than an hour (especially when debriefing instruments). ”

“ Perhaps reinforcing SUL's expectations of what would be required of them during the program. For example, not all my SULs attended the SUL webinars...those who did attend often referred in the coaching sessions to things they learned in the webinars. ”

What did you find worked well with the delivery of the coaching sessions? (n=9)

“ The number of coaching sessions felt about right for most of the CEOs. The recording system with the spreadsheet was wonderfully simple and the participants were all eager to be coached. ”

“ Coachees who were open and approached their coaching with an intention to grow got the most out of the sessions. ”

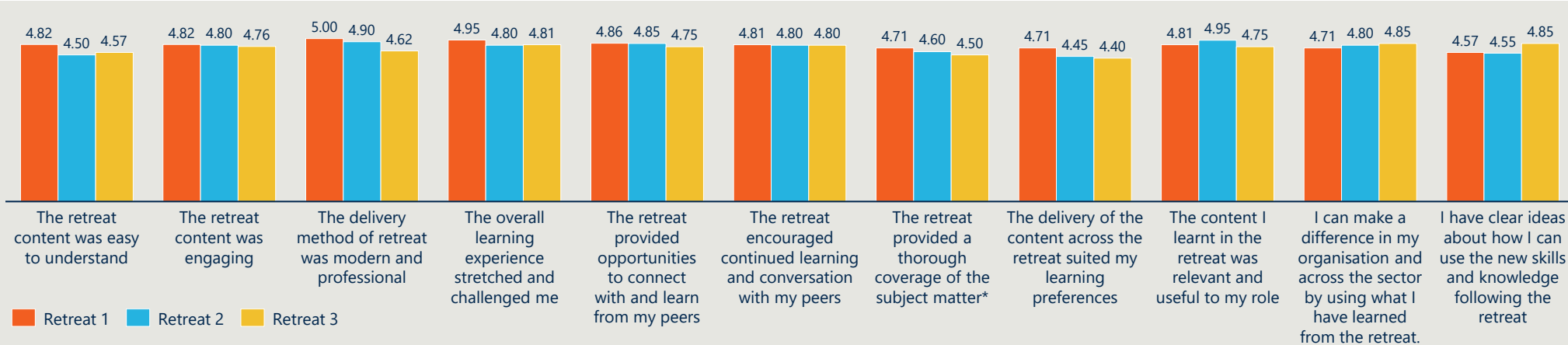
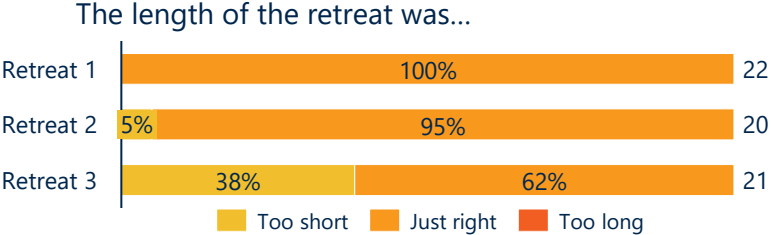
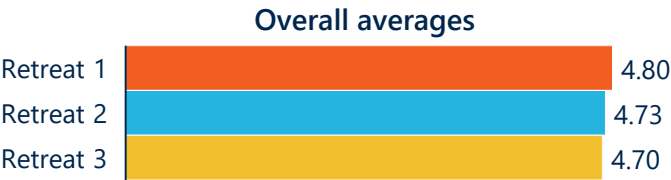
“ From my SULs feedback, the coaching was the most valuable aspect of the program for them. It enabled them to get the support they needed to perform the SUL role. ”

“ The structure of the coaching sessions spaced out around the key program elements, as well as the flexibility to schedule them according to participants' needs. ”

“ The importance given to coaching as a key element of the program. ”

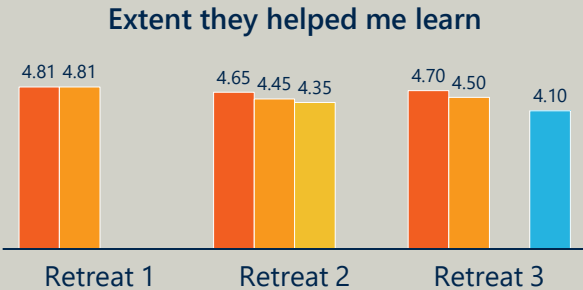
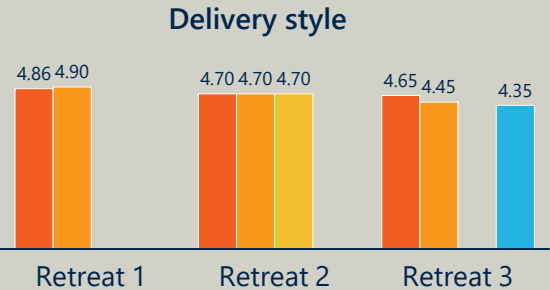
Appendix E – Post-retreats survey results

On average, participants scored retreat 1 the highest.



Facilitator average rating

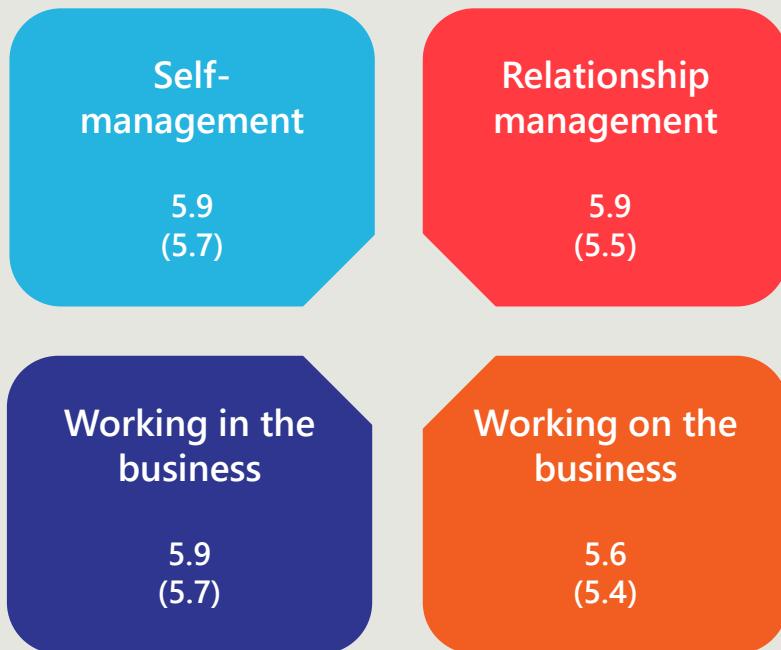
Kirsty M Robbie M Mark YP Terri S



Appendix F – Hogan 360 assessment results

Cohort 3 scored above the global average for each of Hogan's core leadership competencies.

Hogan's Leadership Model *Cohort 3 (Global average*)*



- Cohort 3 scored highly across the leadership models, particularly in:
 - self-management (personal awareness, self-regulation and resilience)
 - relationship management (achieving results through better relationships)
 - working in the business (experience, capability and efficiency to deliver great results).
- Relationship management scores were much higher than the global average (+0.4).

**Note: This report uses the 2022 global averages of Hogan's leadership model.*

Cohort 3 participants are above the global average for most assessment item groups.

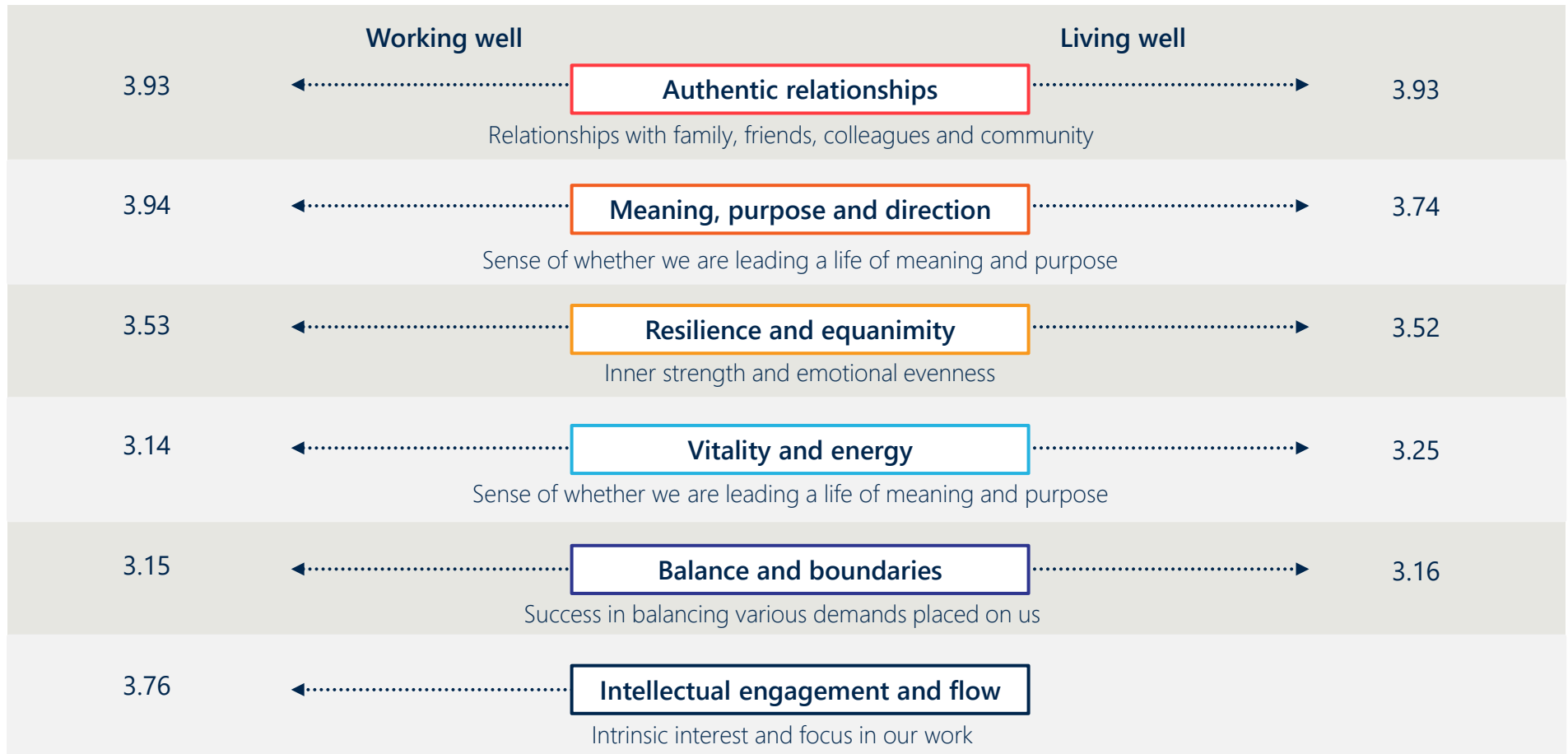
- Cohort 3 results were generally slightly lower than cohort 1 and 2 results.
- Cohort 3 participants scored higher than the global average on most assessment items except for Efficiency and Accountability. Relationship management was much higher (+0.4) than the global average for cohort 3 participants.

	Global average	Cohort 3 participant average (Global comparison)	Cohort 2 participant average (Cohort 3 comparison)	Cohort 1 participant average (Cohort 3 comparison)
Self-Management	5.7	5.9 (+0.2)	5.9	6.0 (-0.1)
Integrity	5.8	6.0 (+0.2)	6.0	6.1 (-0.1)
Resilience	5.6	5.9 (+0.3)	5.8 (+0.1)	5.9
Relationship Management	5.5	5.9 (+0.4)	5.8 (+0.1)	5.8 (+0.1)
Communication	5.5	5.8 (+0.3)	5.8	5.8
People skills	5.5	5.9 (+0.4)	5.8 (+0.1)	5.9
Team player	5.5	5.8 (+0.3)	5.8	5.8
Customer	5.6	5.7 (+0.1)	5.8 (-0.1)	5.8 (-0.1)
Working in the Business	5.7	5.9 (+0.2)	6.0 (-0.1)	6.0 (-0.1)
Capability	6.0	6.3 (+0.3)	6.3	6.3
Efficiency	5.5	5.5	5.6 (-0.1)	5.5
Results	5.8	5.9 (+0.1)	6.1 (-0.2)	6.2 (-0.3)
Engaging	5.7	5.9 (+0.2)	5.9	6.1 (-0.2)
Working on the Business	5.4	5.6 (+0.2)	5.7 (-0.1)	5.6
Accountability	5.4	5.3 (-0.1)	5.5 (-0.2)	5.4 (-0.1)
Motivation	5.3	5.7 (+0.4)	5.6 (+0.1)	5.7
Strategy	5.3	5.6 (+0.3)	5.7 (-0.1)	5.6
Innovation	5.5	5.6 (+0.1)	5.8 (-0.2)	5.8 (-0.2)

Appendix G – Global Leadership Wellbeing Survey assessment results

Cohort 3 participants identified various work and personal aspects that can detract and enhance their wellbeing.

- Global Leadership Wellbeing Survey (GLWS) identifies aspects of wellbeing affected by our professional life (working well) and personal, home and social lives (living well).
- For Cohort 3 participants, authentic relationships and meaning, purpose and direction were work aspects that enhanced their ability to work well. Authentic relationships was also a personal aspects that enhanced participant wellbeing.



*Note: Scores are the aggregated averages from participants' ratings on a 5-point Likert scale (1 – Never, 2 – Rarely, 3 – Sometimes, 4 – Usually/Often, 5 – Always).

Appendix H – Cohort one and two alumni survey results

Participants from Cohort 1 and 2 both received a survey one year after their program completion.

Cohort 1 answered the following questions:

Demographic questions

1. Are you still with the same organisation as when you undertook the SILA program?
2. What is your current role?
3. How many years have you acted in a CEO role?
4. How large is your organisation by revenue?

Impact on self

5. Please rate the following statements:
 - I have maintained connection with other participants.
 - I have maintained a better wellbeing following the program.
 - I have continued to invest in my own leadership development.
6. Please share any detail on your responses to the set of questions above.

Impact on organisation

7. Please rate the following statements:
 - I have used skills gained from the program in my role.
 - I have made a difference in my organisation due to the program.
 - I have invested more in the leadership development of my senior leadership team.
8. The program has had a positive impact on organisational culture.

9. What impacts (positive or negative) has the program had on your organisational culture?
10. The program has had a positive impact on organisational performance.
11. What impacts (positive or negative) has the program had on your organisational performance?

Impact on ecosystem

12. I have been able to make a difference in the social purpose ecosystem due to the program.
13. Please share any detail on your response to the question above.

General reflections

14. The investment of time and effort by myself and my organisation into the program was justified.
15. How likely is it that you would recommend the SILA program to another social purpose sector CEO?
16. Did you experience any long-term unexpected benefits from participating in the program?
17. Can you please describe the unexpected benefits?
18. Did you experience any long-term unexpected setbacks from participating in the program?
19. Can you please describe the unexpected setbacks?
20. Any additional feedback?

Cohort 2 answered the following questions:

Demographic questions

1. Are you still with the same organisation as when you undertook the SILA program?
2. What is your current role?
3. How many years have you acted in a CEO role?
4. How large is your organisation by revenue?

Feedback on alumni event (6 June 2024)

5. I found the alumni event valuable.
6. What did you like about the alumni event?
7. What would you change about the alumni event?

Impact on self

8. Please rate the following statements:
 - I have maintained connection with other participants.
 - I have maintained a better wellbeing following the program.
 - I have continued to invest in my own leadership development.
9. Please share any detail on your responses to the set of questions above.

Impact on organisation

10. Please rate the following statements:
 - I have used skills gained from the program in my role.
 - I have made a difference in my organisation due to the program.
 - I have invested more in the leadership development of my senior leadership team.
11. Please share any detail on your responses to the set of questions above.
12. The program has had a positive impact on our Step Up Leader.

13. What impacts (positive or negative) has the program had on your Step Up Leader?
14. The program has had a positive impact on organisational culture.
15. What impacts (positive or negative) has the program had on your organisational culture?
16. The program has had a positive impact on organisational performance.
17. What impacts (positive or negative) has the program had on your organisational performance?

Impact on ecosystem

18. I have been able to make a difference in the social purpose ecosystem due to the program.
19. Please share any detail on your response to the question above.

General reflections

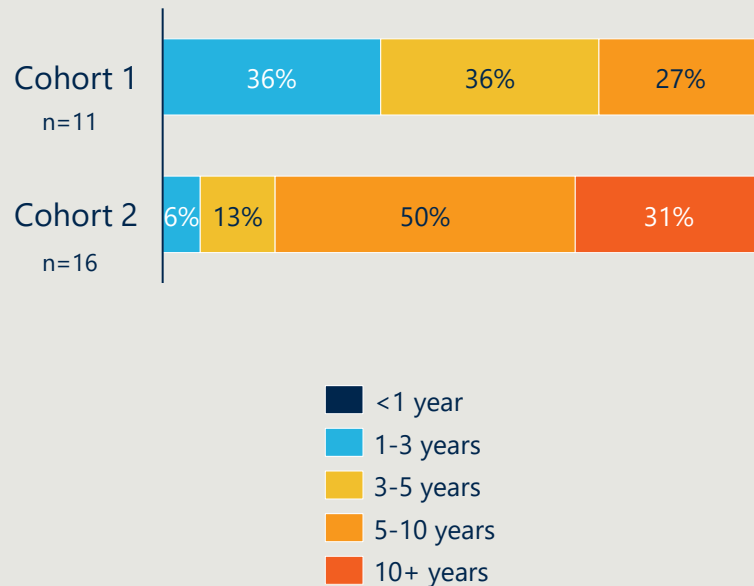
20. The investment of time and effort by myself and my organisation into the program was justified.
21. How likely is it that you would recommend the SILA program to another social purpose sector CEO?
22. Did you experience any long-term unexpected benefits from participating in the program?
23. Can you please describe the unexpected benefits?
24. Did you experience any long-term unexpected setbacks from participating in the program?
25. Can you please describe the unexpected setbacks?
26. How could SILA have better supported you or your Step Up Leader to benefit from the program?
27. Any additional feedback?

Respondents came from varied backgrounds and organisational contexts.

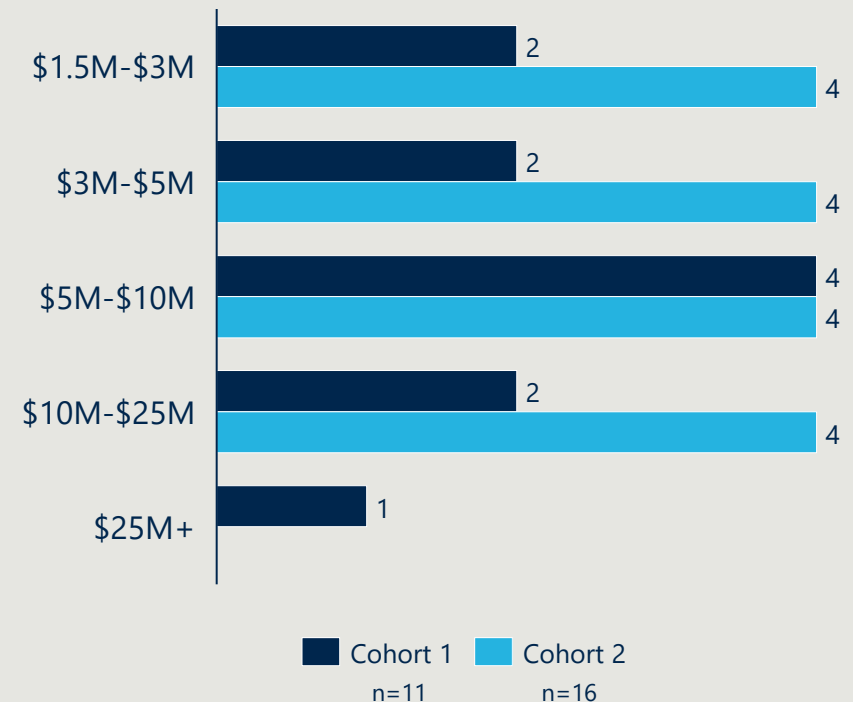
Cohort 1 was more diverse in organisational size by revenue, while Cohort 2 had more diverse CEO tenures.

One year after the program, all CEO respondents from Cohort 1 were still with the same organisation as when they undertook the SILA program. 69% of CEO respondents from Cohort 2 were still with the same organisation one year on.

How many years have you acted in a CEO role?



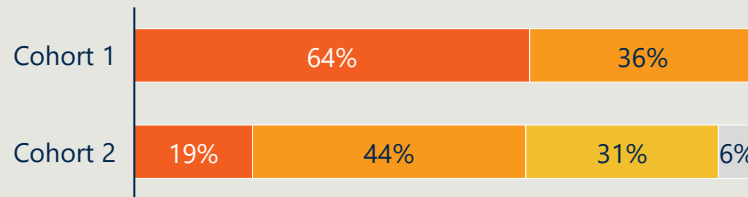
How large is your organisation by revenue?



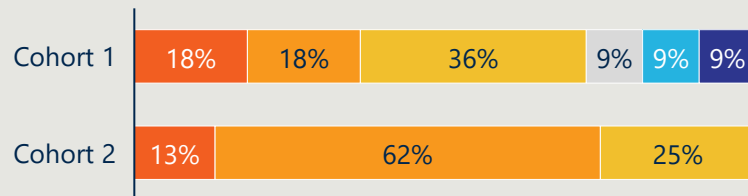
Both cohorts felt the impacts of the program were maintained one year on.

A larger proportion of cohort one felt they maintained a connection with their cohort one year after program completion. Cohort two agreed more strongly that they improved their wellbeing through the program.

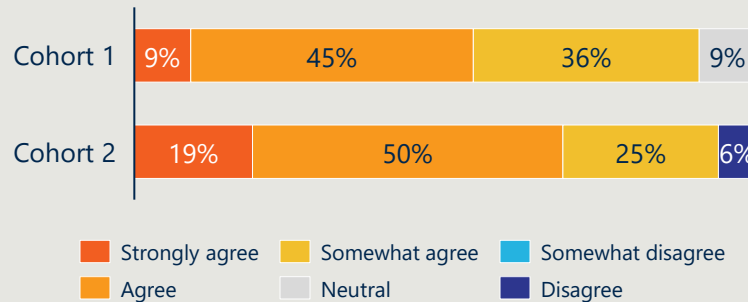
I have maintained connection with other participants.



I have maintained a better wellbeing following the program.



I have continued to invest in my own leadership development.



After the program, Cohort 1 participants shared that they:

Categorised responses (n=4)



“ We have established a new learning circle that we have independently facilitated. This was quite hard to establish but I think everyone is getting something out of it. I'm certainly more aware of my physical and mental wellbeing and am taking active steps to improve both. ”
- Cohort 2 participant

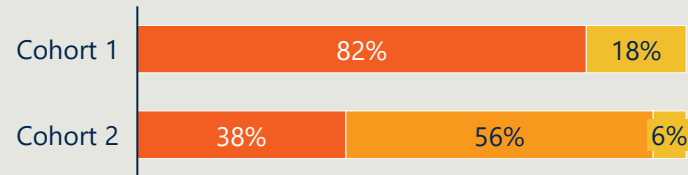
After the program, Cohort 2 participants shared that they:

Categorised responses (n=8)

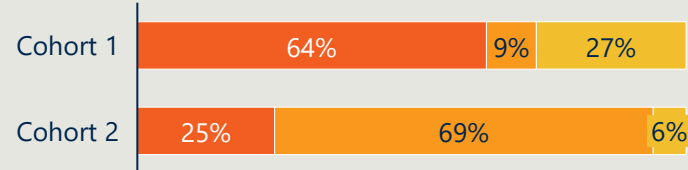


Both cohorts felt they were able to make a difference to their organisation.

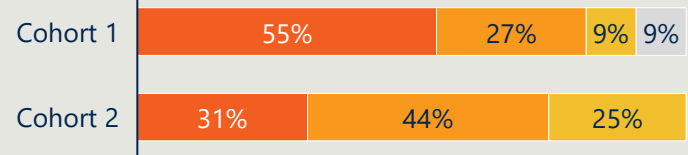
I have used skills gained from the program in my role.



I have made a difference in my organisation due to the program.

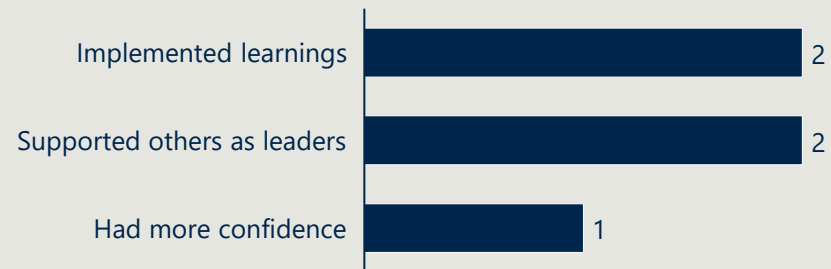


I have invested more in the leadership development of my senior leadership team.



Strongly agree Agree Somewhat agree Neutral

After the program, Cohort 1 participants shared that they:
Categorised responses (n=3)

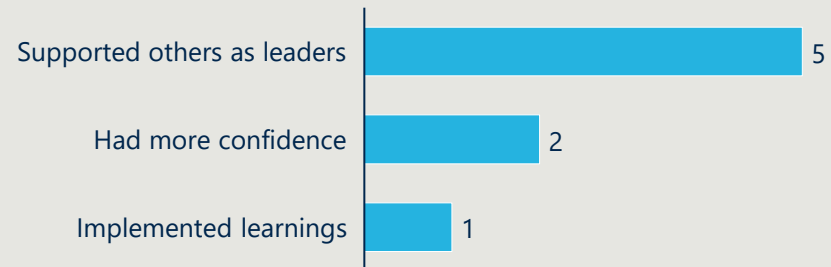


I'm able to share tools from SILA with my leadership team to help develop a shared language on leadership.

- Cohort 2 participant

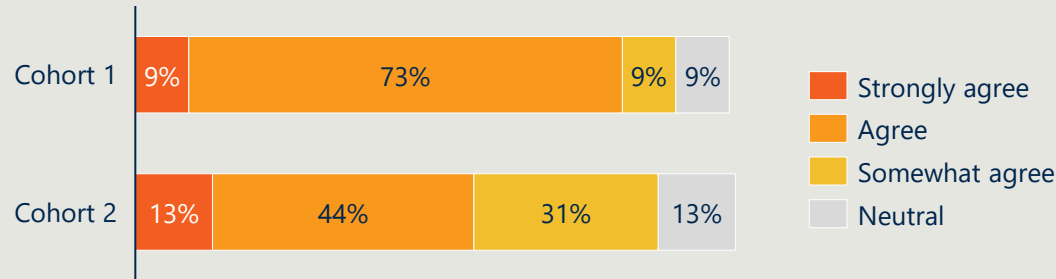


After the program, Cohort 2 participants shared that they:
Categorised responses (n=8)



The benefits of the program extended beyond individual CEOs to positively impact their organisational culture.

The program has had a positive impact on organisational culture.



“

Due to the small size of the team that I was working in, the perceived change in my wellbeing, had a ripple effect. Also the investment into the step-up, building their confidence and skills had a flow on, as did the obvious organisational commitment to professional development and staff wellbeing.

”

Positive impacts of the program for Cohort 1 participants included:
Categorised responses (n=11)



Positive impacts of the program for Cohort 2 participants included:
Categorised responses (n=14)

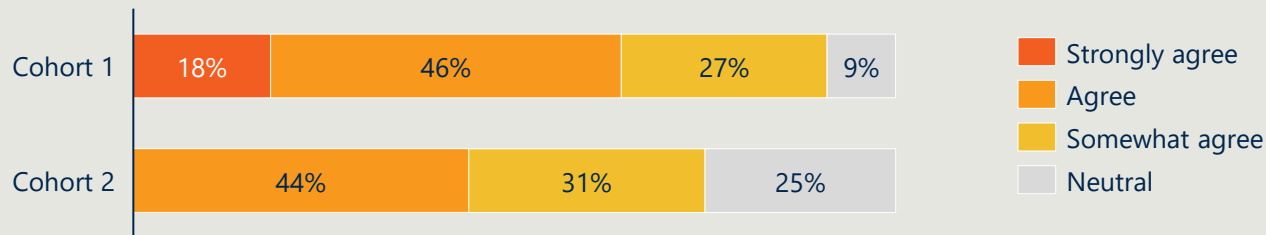


**While most impacts were positive, one Cohort 1 respondent mentioned that organisational buy-in and support was challenging when only the CEO was involved in the program.*

The program also positively impacted organisational performance.

Cohort 1 alumni reflected on a more positive impact on organisational performance than Cohort 2.

The program has had a positive impact on organisational performance.



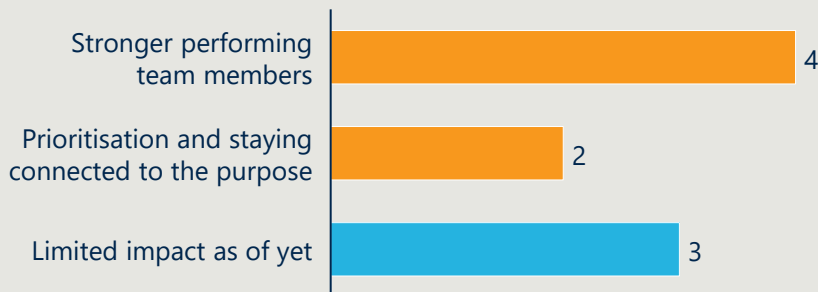
“

One of the things I've noticed is an increased spread of leadership, more people stepping up and less reliance on the CEO which has been very helpful.

”

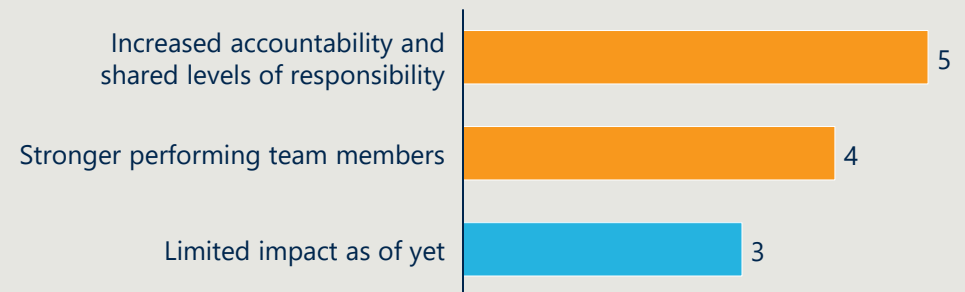
Cohort 1: What impacts (positive or negative) has the program had on your organisational performance?

Categorised responses (n=11)



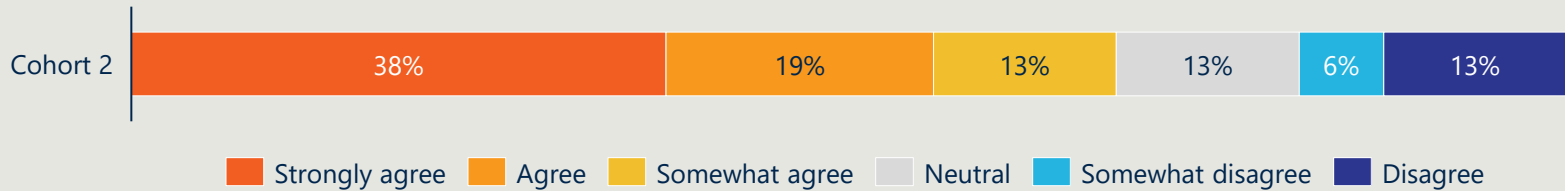
Cohort 2: What impacts (positive or negative) has the program had on your organisational performance?

Categorised responses (n=15)



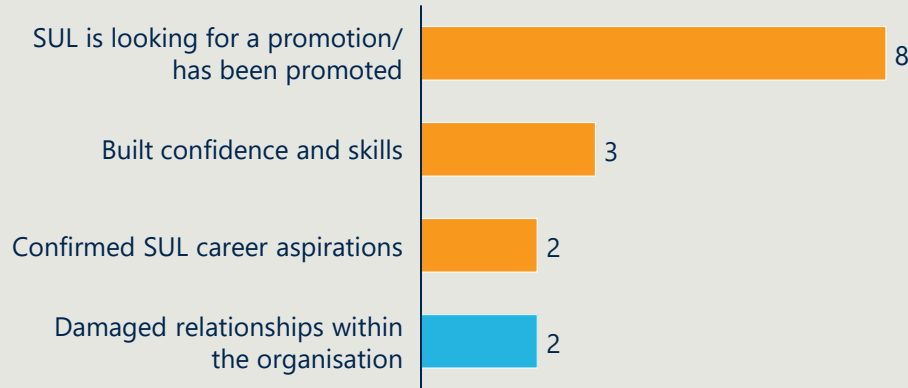
Cohort 2 alumni reflected on varying SUL experiences and the need for more structured support in the future.

The program has had a positive impact on our Step Up Leader.



What impacts (positive or negative) has the program had on your Step Up Leader?

Categorised responses (n=16)



How could SILA have better supported you or your Step Up Leader to benefit from the program?

“ The SULs coach encouraged her “to take the bull by the horns and lead” with little understanding of the consequences. The SU role is still a care taker role and should be viewed as such and used to explore leadership while caretaking. The coach also touted for work which is inappropriate. Much greater emphasis needs to go into containing SULs. ”

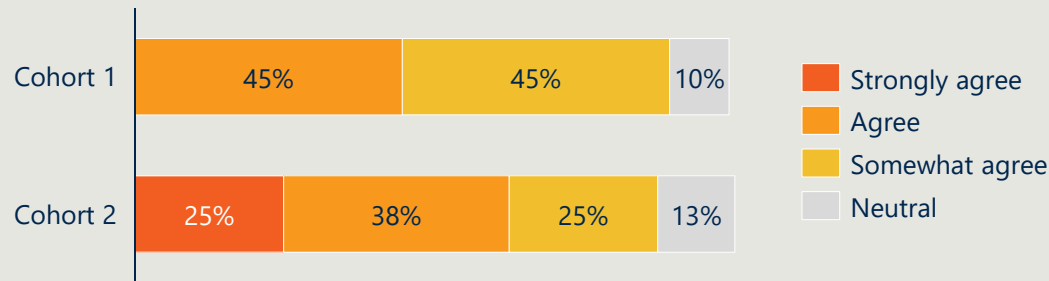
“ Much more contracting with the Board and step-up leader pre and post-sabbatical. ”

“ There wasn’t enough support for the SUL. I don’t think that there was enough discussion regarding what it might be like to step up AND THEN step down. ”

Participants are empowered to engage the broader social purpose ecosystem through building partnerships and networks.

Participants also feel they have been able to share and translate their learnings to new organisations when they move on.

I have been able to make a difference in the social purpose ecosystem due to the program.



“

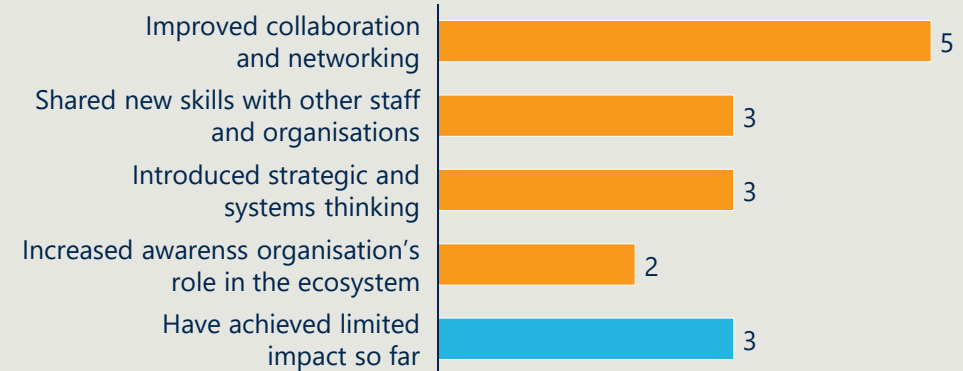
I have continued to develop and apply the skills I learned in SILA in my new for-purpose organisation, and have brought the same to various organisations and emerging leaders I support across other for-purpose ecosystems.

”

How Cohort 1 respondents **have made a difference (or not)** to their social purpose ecosystem:
Categorised responses (n=11)



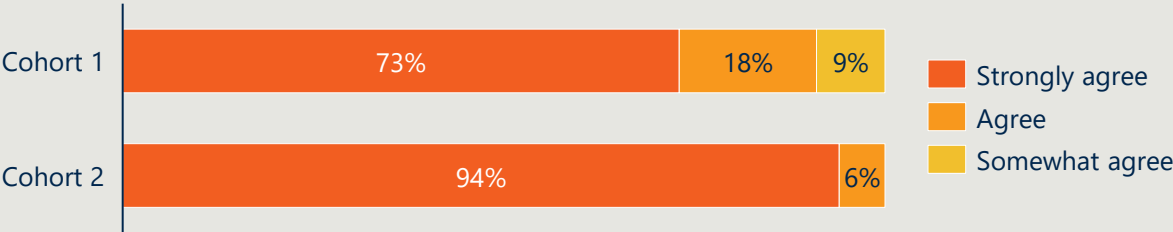
How Cohort 2 respondents **have made a difference (or not)** to their social purpose ecosystem:
Categorised responses (n=16)



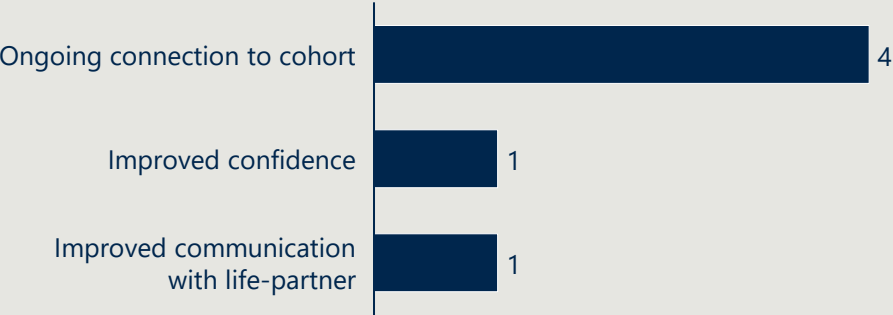
Cohort 1 and 2 participants experienced unexpected benefits and are extremely likely to recommend the SILA program.

On average, out of 10, respondents in Cohort 1 scored the likelihood that they would recommend the SILA program as 9.55.
On average, out of 10, respondents in Cohort 2 scored the likelihood that they would recommend the SILA program as 9.81.

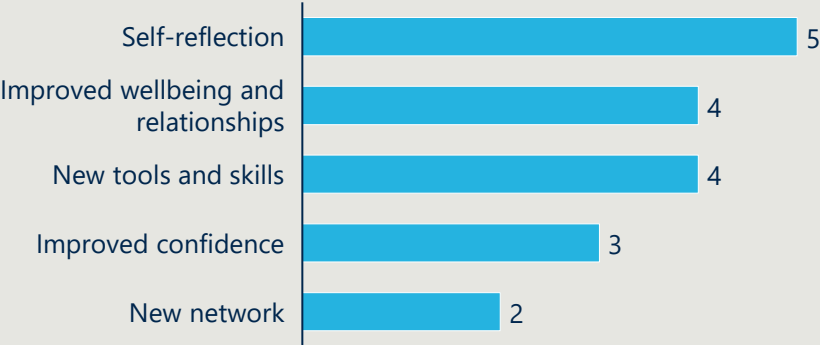
The investment of time and effort by myself and my organisation into the program was justified.



55% of respondents from Cohort 1 experienced long-term unexpected benefits from the program, including:
Categorised unexpected benefits (n=6)



81% of respondents from Cohort 2 experienced long-term unexpected benefits from the program, including:
Categorised unexpected benefits (n=13)



Despite many positive impacts, three respondents from Cohort 2 noted challenges induced by participating in the program.

Each challenge was related to a negative step-up leader experience.

These setbacks included (n=3):

“

The relationship with the step-up leader deteriorated and she created a faction in the organisation so the return after sabbatical was very challenging.

”

“

Only as already described with the relationship between me and my SUL becoming more difficult which has added to both of our levels of stress.

”

“

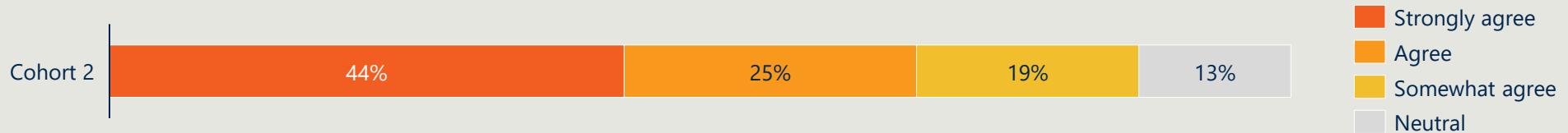
Step Up leader made a number of poor decisions that are still impacting on the organisation.

”

Cohort 2 participants valued the opportunity to reconnect with their peers and share their reflections at the alumni event.

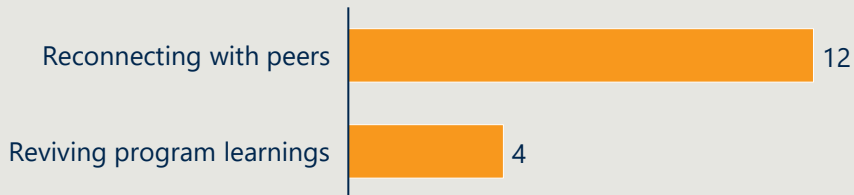
The event facilitated a space where participants could reconnect, share their challenges and reinforce their learnings.

I found the alumni event valuable.



What did you like about the alumni event?

Categorised responses (n=16)

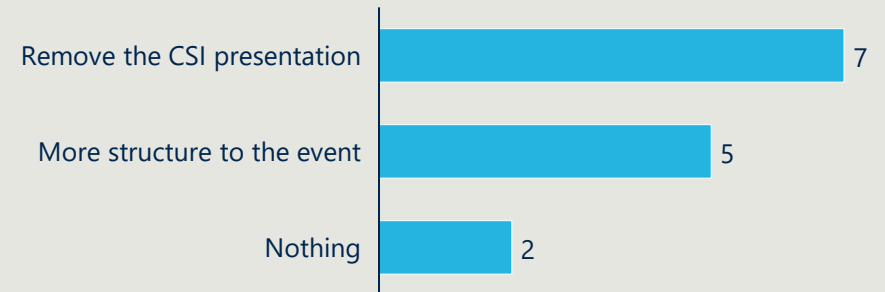


“ It reinforced some of the learnings of the course and it was a reminder to return to the practice of putting in place strategies I learned. ”

“ I enjoyed seeing people, hearing about their experiences over the last year and the impact that SILA had had on them. ”

What would you change about the alumni event?

Categorised responses (n=14)



“ I think having some more structure. I was expecting something a little more structured after receiving three documents to read prior to the event. I didn't enjoy the session with CSI. ”

Participants from Cohort 1 also received a survey two years after their program completion.

They answered the following questions:

Demographic questions

1. Are you still with the same organisation as when you undertook the SILA program?
2. What is your current role?
3. How many years have you acted in a CEO role?
4. How large is your organisation by revenue?

Significant and enduring impacts

5. What has been the most significant and enduring impact of the program on you as a leader?
6. What has been the most significant and enduring impact of the program on your organisation?
7. What has been the most significant and enduring impact of the program on how you make a difference in the social purpose ecosystem?

Maximising long-term benefits

8. What is the one piece of advice you would give to CEOs who have recently completed the program how to make the most of the program?
9. What is the one change you would recommend to SILA to maximise the long-term benefits of the program for participants?

Overall assessment

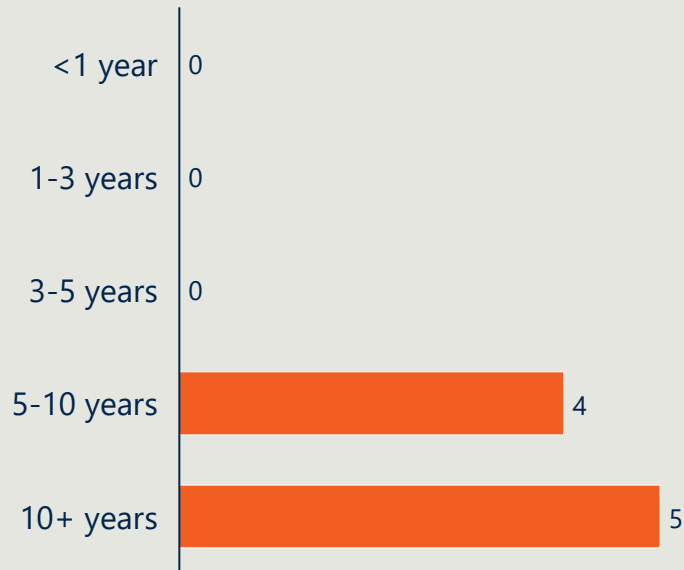
10. The investment of time and effort by myself and my organisation into the program was justified.
11. How likely is it that you would recommend the SILA program to another social purpose sector CEO?
12. Any additional feedback?

78% of respondents are still with the same organisation.

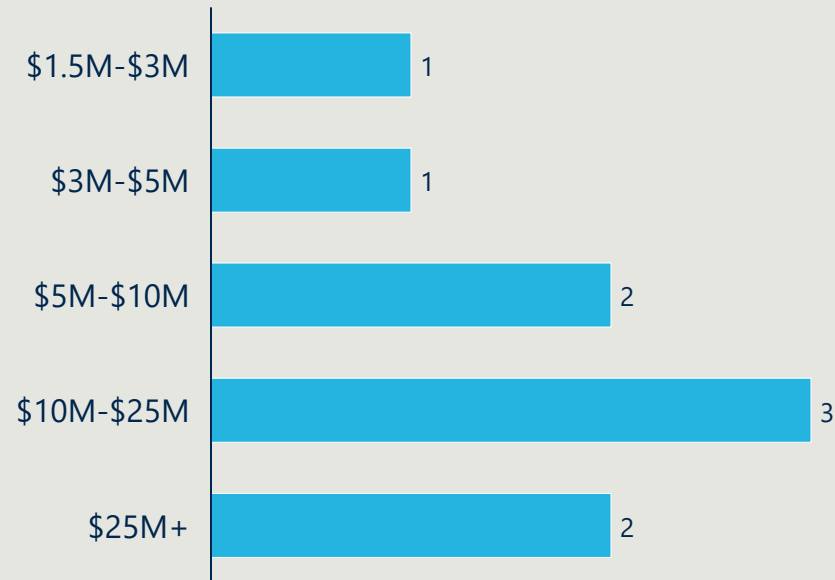
Nine participants from Cohort 1 participated in the two year alumni survey. Seven of the nine respondents are still with the same organisation as when they completed SILA.

Two years on from the program, two respondents have left their organisation. Both have gone on to be a CEO at another organisation.

How many years have you acted in a CEO role? n=9



How large is your organisation by revenue? n=9



Building a peer network was the most significant and enduring impact of the SILA program.

Two years on, SILA alumni still reflect that improved confidence in their ability to lead and a shift in their perspective or leadership styles were the greatest impacts.

What has been the most significant and enduring impact of the program on you as a leader?

Categorised responses (n=9)



“

I use the thinking skills I developed in the SILA program on a weekly, if not daily basis. The program had a profound effect on me as a leadership where I now mentor other leaders in how they think, manage their teams and how I engage with staff and stakeholders.

”

“

The connection that I made with other people and refreshing my thinking.

”

“

So many. The most significant is the confidence to (slowly) overcome imposter syndrome and step into my authority. As a result, I've actively instilled a culture of curiosity, compassionate leadership and introducing new language to help us think through adaptive challenges. We've had improved performance, growth and impact as a team.

”

The program had a long-term impact on organisational strategy.

Two years on alumni attributed the creation or adjustment of organisation strategic plans to the SILA program. Alumni have also invested in staff development and structured their organisations for succession planning.

What has been the most significant and enduring impact of the program on your organisation?

Categorised responses (n=9)



“

Implementing a new strategic plan centred around having a social impact.

”

“

It gave us a chance to explore the importance (and difficulty) of finding a step-up leader/succession planning.

”

“

I had the confidence to run an 'emerging leaders' program with 13 of our staff who have all shown increase in their ability to think big picture, to contribute in ways that they previously didn't feel confident and to support me in my leadership and the organisation in different ways. It has been truly wonderful.

”

The benefits of the program extended beyond individual CEOs to positively impact the social purpose ecosystem.

Two years on alumni attributed the creation or adjustment of organisation strategic plans to the SILA program. Alumni have also invested in staff development and structured their organisations for succession planning.

What has been the most significant and enduring impact of the program on how you make a difference in the social purpose ecosystem?

Categorised responses (n=9)



“Improved understanding of the system that we operate in and our role within it. Support collective impact work more actively. For our organisation it will be a 5-10 year journey to do systems work well and effectively.”

“It has given me a much broader scope in how I view what we do as an organisation within the social purpose ecosystem... Our organisation has grown significantly during the time from when I did SILA and I have used many of the ways of thinking that I learnt in SILA, through this growth.”

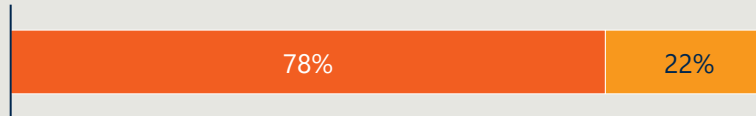
“Undertaking more advocacy, looking further for strategic partnerships that can help us achieve our purpose.”

“I was able to lead and steer the Board and organisation to envisage our impact into the community, thinking beyond our organisation, to the ecosystem.”

Participants still highly valued the program two years on.

On average, out of 10, respondents scored the likelihood that they would recommend the SILA program as 9.78.

The investment of time and effort by myself and my organisation into the program was justified.



- Strongly agree
- Agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Disagree
- Strongly disagree

The most common piece of advice from alumni was to stay connected with program peers.

Along advice offered, eight respondents noted opportunities to improve the program for future cohorts.

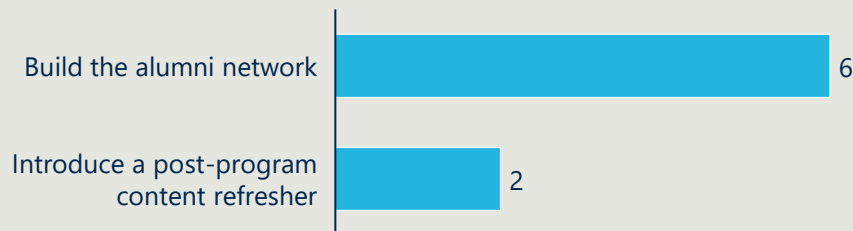
What is the one piece of advice you would give to CEOs who have recently completed the program on how to make the most of the program?
Categorised responses (n=9)



“ Find a way to stay connected to your peers in your cohort to continue the learning and support. ”

“ Take the SILA learnings and embed it across your organisation. Upskill your leadership team with the SILA concepts and approaches – this investment will reap dividends on improving culture, productivity and financial performance. ”

What is the one change you would recommend to SILA to maximise the long-term benefits of the program for participants?
Categorised responses (n=8)



“ It would be great to have some more 'light touch' catch ups over time supported by SILA. It would also be lovely to meet other cohorts over the years. Have an alumni network. ”

“ A refresher of the key themes presented. We absorb what we need with where we are at any one given time, there could be elements that with a refresher could be activated and / or revitalised. ”

“ Would it be possible to convene a forum for those working on similar issues across the states to get together? ”

Participants still express gratitude for the program and recognise its transformational impact.

Any additional feedback?

“

*Sincere gratitude for the experience and learning. I am without doubt a better leader as a result of undertaking this program.
Thank you!*

”

“

I reflect on my SILA experience quite regularly. I completed the program at the perfect time in my leadership journey. Still incredibly grateful for the opportunity and experience.

”

“

I hope the program continues and a second round is funded, and further alumni opportunities.

”

“

Thank you

”

“

It was truly life changing for me and still feel grateful, two years on, for what it gave to me as both a CEO and as a person. It has helped me navigate some really hard things through the combination of; how I think about things, the mentoring and inspiration of the facilitators i.e. having some 'what would ... do' moments, the network of close alumni (people who I admire and respect so much) as well as the opportunity I had for coaching and the sabbatical to step back and value the power of rest and perspective. If it hadn't been for SILA, I don't think our organisation would have grown the way it has, I don't think I would have been able to navigate some of the challenges and maybe would not be still in this role.

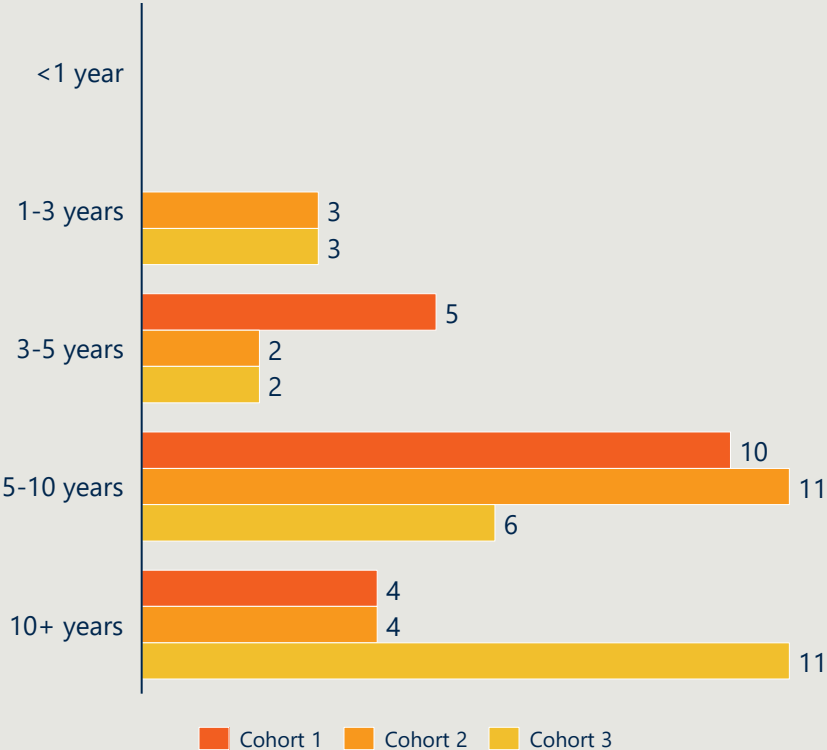
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Appendix I – Cross-cohort overall comparison

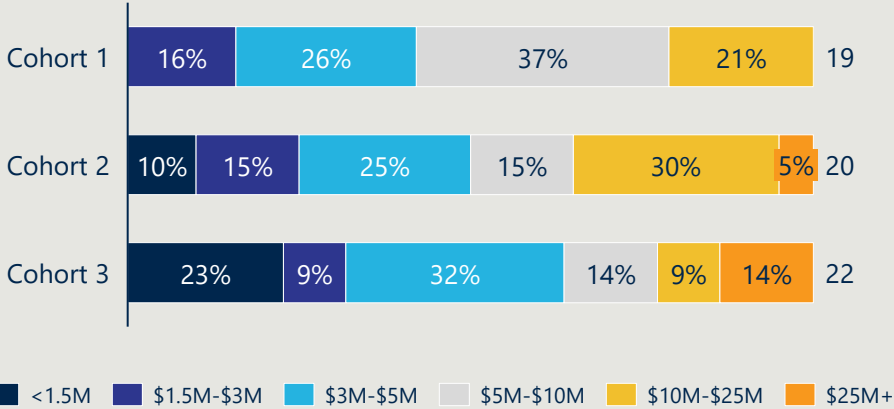
Average organisation size and CEO tenure has varied for each cohort since SILA began.

Half of the Cohort 3 participants had been in their roles for more than 10 years. Cohort 3 also had the largest variation of organisation size based on revenue.

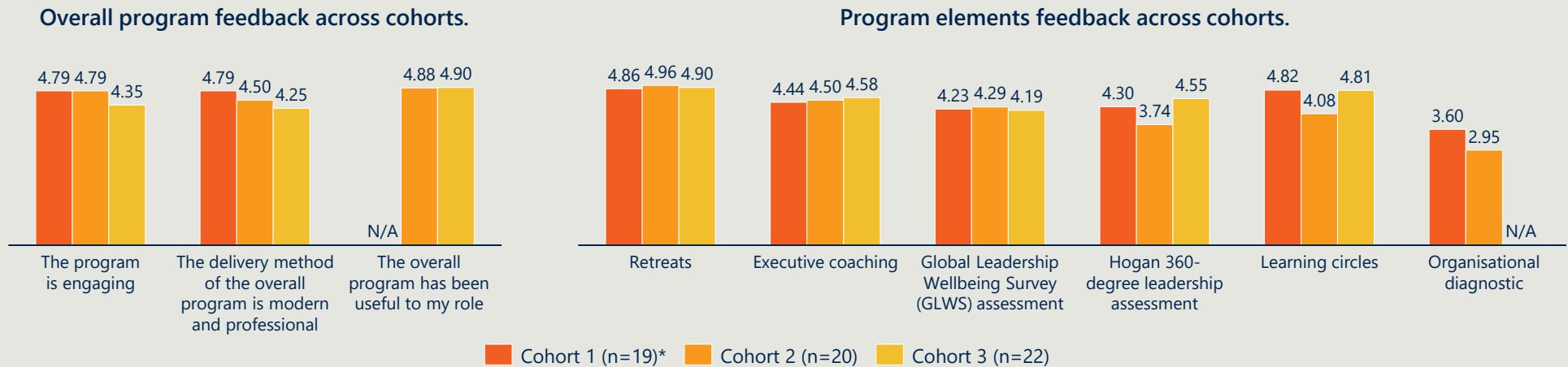
How many years have you acted in a CEO role?



How large is your organisation by revenue?



Participants generally rated the overall program and its elements consistently and positively across cohorts.



* Average scores are taken from cohort 1, 2 and 3 post-program surveys. Scores from cohort 3 were recorded on a seven-point scale and have been converted to a five-point scale for the comparison.

Program feedback has slightly improved across cohorts in engagement, delivery method and program relevance and usefulness. Participants across cohorts have varied in the value they perceive across different program elements:

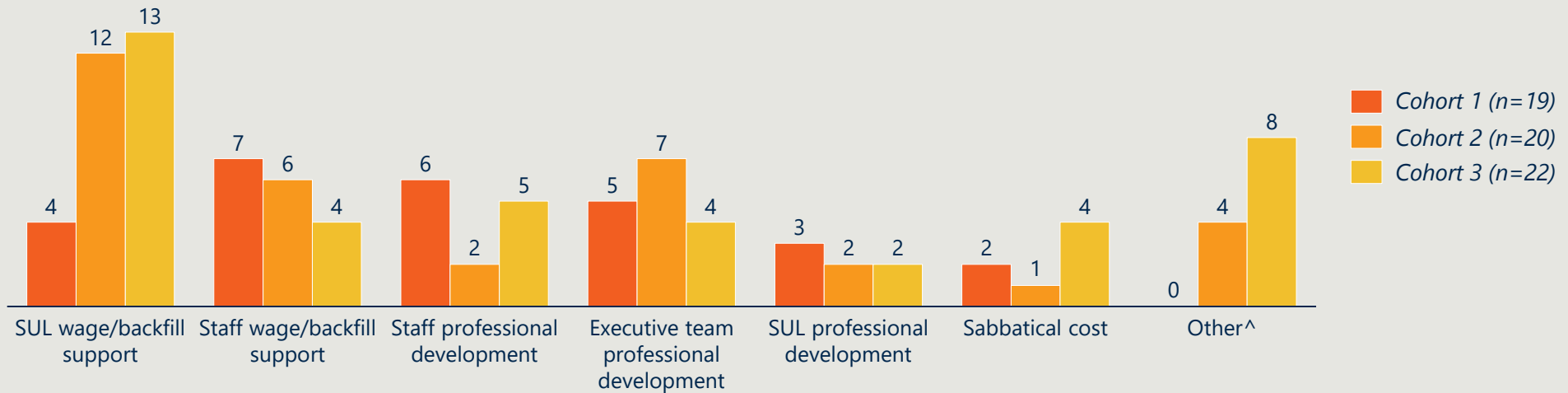
- **Retreats:** Participants across cohorts consistently perceived retreats most positively, with the most recent cohort rating it most favourably.
- **Executive coaching:** While Cohort 3 rated the executive coaching most favourably, all cohorts generally saw great value in this program element.
- **GLWS:** Participants across cohorts shared similar positive views on the value of the GLWS.
- **Hogan 360:** Cohort 2 participants saw less value in the Hogan than Cohort 1 and 3 who rated this assessment positively.
- **Learning circles:** A program improvement recommendation from Cohort 2 was to improve the design and delivery of the learning circles. Cohort 3 participant data shows that participants saw great value in the learning circles.
- **Organisational diagnostic:** The organisational diagnostic tool and facilitated workshop element was removed as cohorts consistently struggled to see value in this program element. This element was removed for Cohort 3.

Appendix J – Cross-cohort capacity funds analysis

Capacity funds were spent mainly for backfilling and professional development across cohorts.

- SILA participants from each cohort shared what they spent or planned to spend their capacity funds on.* The below analysis draws insights on how cohort participants spent or intended to spend their capacity funds.
- This information could be shared with participants to support decision-making around capacity funds usage and address suggestions for guidance around capacity funds.

Overall capacity funds usage or intended usage across cohorts.



* Post-program participant survey asks participants "At a high level, what did your organisation spend the capacity funds on?" – used for cohorts 1, 2 and 3 data.

^ Includes logistics and operating costs, financial and legal advice, staff retreats, systems upgrades, brand development, interstate travel, conferences and other organisational investments.



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