



Evaluation of the SLA program – Cohort two report

18th September 2023

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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 cohort to deliver another successful program for Cohort two. Through its groundbreaking design, SILA aims to achieve multi-layered outcomes by:

- supporting **individual leaders** by improving their understanding of self while building self-leadership and leadership cultures
- supporting **for-purpose organisations** by aligning self-leadership with organisational strategy to advance organisational capability
- creating a stronger **for-purpose ecosystem** by building a network of system-thinking leaders that can lead for social impact and navigate the complex social ecosystem.

Through a range of evaluation activities including interviews with 23 participants, the Cohort two report has found that SILA delivered positive outcomes for CEO participants and remains on track to deliver outcomes at the organisational and ecosystem levels. SILA also continues to deliver positive outcomes for cohort one. Responses to an alumni survey demonstrate that cohort one continue to receive benefits at the individual level. Cohort one has also started to realise tangible outcomes at the organisational and ecosystem levels.

SILA ACHIEVED POSITIVE OUTCOMES FOR CEOs

Cohort two CEOs were very positive in their overall assessment of the program with a strong net promoter score (NPS) of 85 out of 100 – 15 out of 20 CEOs that responded to the post-program survey rated the program 10 out of 10. For context, an NPS score above 80 is seen as a world class result.¹

SILA's intensive and in-depth learning opportunities allowed CEOs to increase their knowledge and skills while also reflecting on and redefining their relationships with themselves and their roles. Critically, over 80 percent of Cohort two CEO survey respondents agreed to some degree that they can now better manage their wellbeing as a leader. Additionally, almost three-quarters of surveyed CEOs have been able to maintain a better wellbeing following the program.

ORGANISATIONS EXPERIENCED MOSTLY POSITIVE OUTCOMES

The experience of Cohort two has reinforced the fact that SILA has far reaching impacts on participating organisations. The SILA program has empowered Cohort two organisations to enhance their capabilities. CEO participants have used their new skills and knowledge uplift their organisation. Meanwhile, the sabbatical gave staff an opportunity to develop new skills in leadership roles. Consequently, Step-Up Leaders (SULs) and other staff gained greater confidence and independence. Organisations have thus become less reliant on their CEOs.

Although too early to quantify tangible changes in performance, all the Cohort two CEO survey respondents agreed to some degree that their organisation has or is likely to enhance its capability and culture due to their participation in SILA. This is a positive sign. Cohort one organisations, which had similar post program responses, have seen long-term positive impacts because of SILA. Almost 90 percent of Cohort one CEO alumni survey respondents noted tangible improvements in their organisation's capability and culture, particularly in the areas of team cohesion and employee performance.

THERE ARE EARLY SIGNS OF ECOSYSTEM IMPACT

SILA is on track to have broader impact at the ecosystem level for Cohort two. The evaluation has observed CEOs shifting towards more active systems leadership. Other CEOs noted they had formed new collaborations due to the program. Cohort one has already started to show tangible results at the ecosystem level. 90 percent of surveyed Cohort one CEOs reported positive ecosystem. One participant, for instance, mentioned collaborating with a SILA peer to deliver a program for migrant communities.

IMPROVEMENTS TO PROGRAM DESIGN AND DELIVERY WILL STRENGTHEN SILA FOR FUTURE COHORTS

SILA continues to take an adaptive program delivery approach. Notable positive changes since Cohort one provide a strong foundation to further improve the program based on feedback from Cohort two stakeholders. This means there remains more potential to optimise the program for greater impact.

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

SUMMARY OF EVALUATION FINDINGS

BACKGROUND TO THE EVALUATION

The Centre for Social Impact (CSI) has engaged Nous Group (Nous) to complete a long-term evaluation of the SILA program. It focuses on the experience of the second cohort of participants that completed the SILA program from August 2022 through to May 2023. It also includes insights on the ongoing impact of SILA on Cohort one participants.

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). The rest of the executive summary provides an assessment of the extent to which SILA has achieved its stated objectives across the six levels. It then provides a summary of the key recommendations to improve the program.

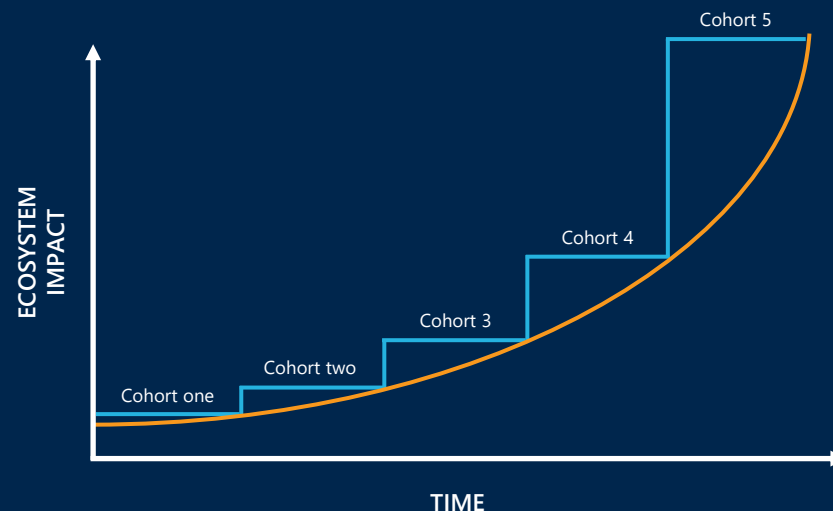
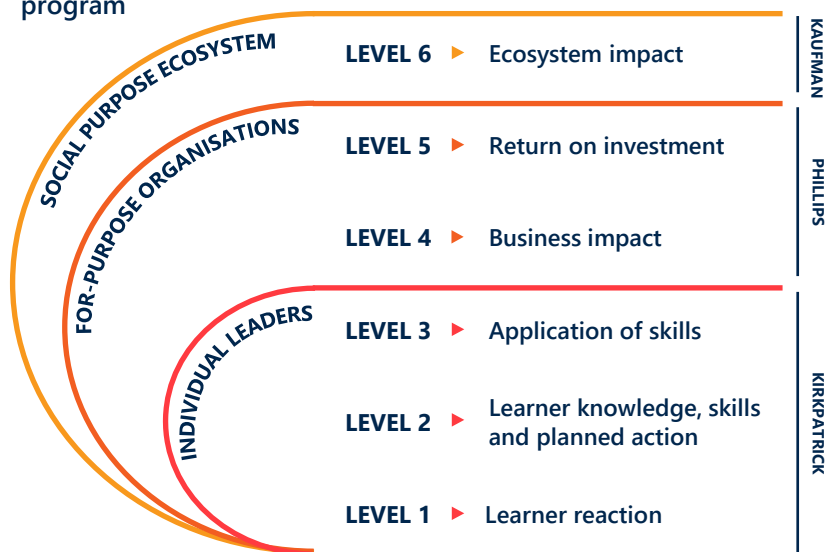
THE COHORT TWO EVALUATION REPORT IS THE SECOND OF FIVE.

The five cohort reports will be followed by an overall summative evaluation report to identify the program's impact and outcomes on individuals, organisations and the ecosystem.

The evaluation of the program will focus mostly on formative findings early on to inform future direction. Each cohort specific evaluation will also include summative aspects to assess the impact of the program on individual participants and their organisation. It is likely that individual and organisation outcomes will fully manifest one to two years post-program completion. For this reason, the evaluation will follow up with program participants one year and two years post-program completion.

The long-term nature of the evaluation will allow it to explore the cumulative impact of SILA on the for-purpose ecosystem. It will be difficult to observe the program's tangible influence on the ecosystem in the early cohort evaluations. Later cohort evaluations and the final summative report will highlight these cumulative impacts. The graph displays how ecosystem outcomes may accumulate over time.

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.

SUMMARY OF EVALUATION FINDINGS

The following seven pages provide a summary of the evaluation findings against each level of the Kirkpatrick, Phillips and Kaufman modified model. The findings are organised against the key evaluation questions for each level. It starts with the program's outcomes and impact on CEO participants and then moves to the outcomes and impact on organisations and the ecosystem. For each key evaluation question, Nous has provided an overall assessment drawing on all the evaluation data. For longer-term outcomes, such as the ecosystem and organisational outcomes, Nous has indicated the extent to which the SILA program is on track to achieve those outcomes. For each assessment, Nous has provided a rationale which is detailed further in the body of the report. Outcomes and impact on Cohort two were similar to Cohort one overall, with points of difference highlighted as appropriate.

1. Evaluation assessment of CEO outcomes

LEVEL 2 ▶ Learner knowledge, skills and planned action	Did the CEO participants learn new knowledge and skills?
Evaluator assessment	 Achieved Level 2 outcomes for CEOs.
Rationale <i>See page 20</i>	<p>Cohort two CEO participants learned new frameworks, behaviours and skills relating to leadership and social impact theories and tools. Participants shared that:</p> <ul style="list-style-type: none"> The intensive, immersive retreats taught them new frameworks and skills covering a range of topics, for example, adaptive leadership, systems leadership and social impact. Almost all participants provided overwhelmingly positive feedback on most discussed topics. Repeated exposure to concepts and reflection opportunities through the sabbatical, coaching and learning circles helped to reinforce the key learnings.
LEVEL 2 ▶ Learner knowledge, skills and planned action	Were the CEO participants ready and willing to apply the new skills?
Evaluator assessment	 Achieved Level 2 outcomes for CEOs.
Rationale <i>See page 21</i>	<p>Cohort two CEOs gained the confidence and knowledge to drive change in their organisations by leveraging their learnings, reflection opportunities and structured frameworks. This is reflected by the following data points:</p> <ol style="list-style-type: none"> Most CEOs had clear ideas on how to implement their learnings including by empowering team members and setting up weekly reflection times. CEOs gained confidence as they better understood their authority and power. Board members often observed a notable shift in the thinking of CEOs' upon their return to the organisation.


"I learnt so much on the retreats. The way they were structured led to some really profound discoveries."
- Cohort two CEO

"I feel really fortunate to have had an opportunity to acquire new knowledge and understandings about leadership of the self, organisation and system."
- Cohort two CEO

95% of Cohort two CEO survey participants agree or strongly agree that they have clear ideas about **how to use the new skills and knowledge.**¹


¹ Cohort two post-program participant survey, Nous analysis

SUMMARY OF EVALUATION FINDINGS

LEVEL 3 ▶ Application of skills	Have the CEO participants successfully applied their new skills in their role?	
Evaluator assessment		Achieved Level 3 outcomes for CEOs.
Rationale <i>See page 20, 21, 25</i>	<p>The program empowered Cohort two CEOs to redefine their relationships with themselves and their roles. This resulted in the following benefits:</p> <ul style="list-style-type: none"> • A greater understanding of the importance of their well-being and a better work-life balance. • Growth in self-confidence as they better understood their authority and power. <p>Some Cohort two CEOs have applied their learnings to drive organisational change. Examples of CEO-driven impact include:</p> <ul style="list-style-type: none"> • Greater shared responsibility across the organisation. • Enhanced organisational strategy. • Improved advocacy, negotiations and professional interactions with external parties. <p>The majority of Cohort one Alumni CEOs have successfully applied the knowledge they gained from SILA. Rationale for this included:¹</p> <ul style="list-style-type: none"> • All the surveyed Cohort one alumni CEOs have applied the skills they gained from the program in their role. • Almost three-quarters of surveyed Cohort one CEOs have continued to maintain a better wellbeing following the program. 	

95% of Cohort two CEO survey respondents agreed or strongly agreed that **they can make a difference in their organisation and sector using the skills they learned.**²

2. Evaluation assessment of organisation outcomes

LEVEL 4 ▶ Business impact	Did SILA have positive impacts on Step-Up Leaders?	
Evaluator assessment		On track to achieve level 4 outcomes.
Rationale <i>See page 22</i>	<p>Most Step-Up Leaders saw significant positive changes a result of the program. Most notably:</p> <ul style="list-style-type: none"> • SULs saw a notable increase in their confidence as the sabbatical exposed SULs to variety of experiences. • Through the experience SULs also gained knowledge and skills, which were further reinforced by the valuable coaching they received. • SULs enhanced their skills in working with boards, and in some cases, assisted boards in identifying them as potential future CEOs. <p>Some SULs said they would have benefitted from more support in the form of coaching from SILA. The value of the support SILA provided is reflected in the poorer experience of SULs that due to specific circumstances, couldn't receive the complete program support (for example, coaching or webinars).</p>	

"The opportunity was great, it helped me build confidence and I got an opportunity to be the CEO."
- Cohort two SUL

"My experience has been really great. It was also really tiring."
- Cohort two SUL

¹ Cohort one participant alumni survey, Nous analysis; ² Cohort two post-program participant survey, Nous analysis

SUMMARY OF EVALUATION FINDINGS

LEVEL 4 ► Business impact Evaluator assessment	<p>Did SILA have positive impacts on organisational culture and/or performance?</p> <p>.....  On track to achieve level 4 outcomes</p>	<p>Did SILA have positive impacts on organisational approaches to leadership development and succession planning?</p> <p>.....  On track to achieve level 4 outcomes</p>
Rationale <i>See page 22, 25</i>	<p>The SILA program has a powerful impact on participating Cohort two organisations. Four staff and organisational shifts were common, particularly owing to the sabbatical:</p> <ul style="list-style-type: none"> • SULs saw a notable increase in their confidence. • SULs had different leadership styles that often positively shifted ways of working. • Organisations often became less dependent on their CEO. • Organisations more actively considered their succession planning. <p>A small number of organisations faced adverse outcomes because of the sabbatical, generally a result of misalignment or tensions among CEOs, SULs and/or board members.</p> <p>Cohort one organisations have seen long-term positive impacts because of SILA. After completing the program, all surveyed Cohort one CEOs expected improvements in the capability and culture of their organisation.³ A year later and 89 percent of Cohort one CEOs have noted tangible improvements in this area. The most notable areas related to improvements in team cohesion and improved employee performance.²</p>	

LEVEL 5 ► ROI	<p>Was the organisational investment in SILA justified?</p>	
Evaluator assessment	<p>..... </p>	<p>On track to achieve Level 5 outcomes for organisations.</p>
Rationale <i>See page 22</i>	<p>Most CEOs and SULs interviewed believed that the SILA program provided a positive return on their investment of time and energy. It generated positive impacts for CEOs and their organisations. CEO participants were especially enthusiastic about the program.</p> <p>However, several board members expressed uncertainty about the overall value of the organisation's time and effort, stating that it was too early to determine whether the entire organisation would benefit as much as the CEO and SUL. Furthermore, to maximise benefits several organisations had to contribute their own additional financial investment to bolster organisational capability, incurring further costs for organisations.</p>	

100% of Cohort two CEO survey respondents agree to some degree that their organisation has or is likely to enhance its capability and culture due to their participation in SILA.¹

89% of Cohort one CEO Alumni have noted tangible improvements in their capability and culture one year after completing the program.²


"A million times yes, SILA was worth definitely it!"
- Cohort two CEO

"It's a bit too soon to tell if it was worth it. It's a program that takes requires a lot of investment from the organisation."
- Cohort two board member

¹ Cohort two post-program participant survey, Nous analysis; ² Cohort one participant alumni survey, Nous analysis; ³ Cohort one post-program participant survey, Nous analysis

SUMMARY OF EVALUATION FINDINGS

3. Evaluation assessment of ecosystem outcomes

LEVEL 6 ▶ Ecosystem impact	Did SILA have a positive impact on the social purpose ecosystem?	
Evaluator assessment		On track to achieve Level 6 outcomes.
Rationale <i>See page 23, 25</i>	<p>There are early signs of ecosystem impact for Cohort two. CEOs indicated that they gained access to new knowledge, tools and frameworks that enabled them and their organisations to consider instigate systems change. A subset of organisations begun to implement these learnings, they:</p> <ul style="list-style-type: none"> • used SILA learnings to create impactful programs that drive systemic change • worked together to facilitate systems change. <p>Cohort one organisations are beginning to make tangible impacts in the broader ecosystem. Following the program, half the Cohort one CEOs shared an explicit intention to drive purposeful collaboration. Over half had also reported taking steps to be more systems-oriented.² Now 90 percent of surveyed Cohort one CEOs have been able to make a difference in the sector to varying extents.³</p>	



95% of Cohort two CEO survey respondents agree or strongly agree that they have a network of for-purpose CEOs that they can support and collaborate with.¹

90% of Cohort one CEOs have been able to make a difference in the sector.³

¹ Cohort two post-program participant survey, Nous analysis; ² Cohort one post-program participant survey, Nous analysis; ³ Cohort one participant alumni survey, Nous analysis

SUMMARY OF EVALUATION FINDINGS

4. Evaluation assessment of program design and delivery for CEOs


LEVEL 1 ▶ Learner reaction	Was the overall learner experience for the CEO positive?		Was the program relevant to the CEO's role?	
Evaluator assessment		Achieved Level 1 outcomes for CEOs		Achieved Level 1 outcomes for CEOs
Rationale <i>See page 27</i>	<p>CEOs responded positively to the overall program design and delivery. CEO participants provided overwhelmingly positive feedback on the program's overall learning experience. This is displayed in the following data points:</p> <ul style="list-style-type: none">On average, CEOs rated their likelihood of recommending SILA to other NFP CEOs a 9.5/10.Most participants found the learning experience satisfying and the program content easy to understand and engaging. <p>SILA's unique and holistic approach continues to be ground-breaking. Cohort two participants have echoed this sentiment from Cohort one and went even further by explicitly underscoring the unparalleled uniqueness of SILA when compared to other leadership programs. This is because SILA allowed CEOs to:</p> <ol style="list-style-type: none">develop stronger connections with a cohort of like-minded NFP CEOscontinuously reinforce their learnings over several months through an interactive programtake a 3-month sabbatical as part of the program.			

100% of Cohort two CEO survey respondents agreed or strongly agreed that they felt appropriately challenged by the program.¹

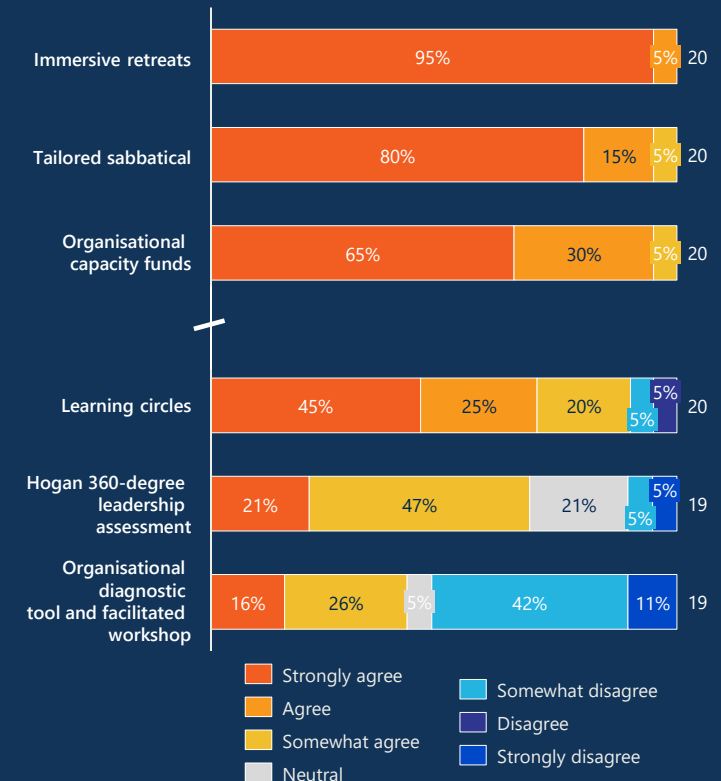
100% of CEO survey respondents agreed or strongly agreed that the program was relevant and useful to their role.¹

¹ Cohort two post-program participant survey, Nous analysis

SUMMARY OF EVALUATION FINDINGS

LEVEL 1 ▶ Learner reaction	Was the learner experience of each element positive for the CEO?
Evaluator assessment	 Mostly achieved level 1 outcomes across elements for CEOs.
Rationale <i>See page 27-32</i>	<p>The combination of elements and their interplay amplify individual and organisational outcomes. For example:</p> <ul style="list-style-type: none"> Immersive retreats provided participants with significant knowledge and learning opportunities. The sabbatical provided CEOs with the opportunity to reflect on their in-depth learnings from the retreat. Coaching enabled participants to apply their learnings. Learning circles allowed CEOs to test their learnings with fellow participants and develop connections. <p>SILA's adaptations to their program delivery for Cohort two were generally well-received. Positive changes since Cohort one include:</p> <ul style="list-style-type: none"> Cohort two CEOs and SULs found greater value in the coaching and noted it was better integrated into the program. SULs felt better integrated into the program, mainly a result of the highly valued coaching and webinars. <p>Stakeholders identified several potential areas for improvement. This included:</p> <ul style="list-style-type: none"> CEOs suggested that the organisational diagnostics tool and facilitated workshop, Hogan 360-degree leadership assessment and learning circles provided less value when compared to other program elements. The integration of elements can be further improved. Some elements, particularly the organisational diagnostic tool and facilitated workshop and the Hogan 360-degree leadership assessment felt disjointed from the rest of the program. Communication with participants was inconsistent. Certain CEOs expressed challenges in dealing with SILA due to inconsistent and mixed communications. There was limited guidance and structure to assist in preparing the CEO for the sabbatical and deciding how to spend the organisational capacity funds. There was limited diversity among Cohort two CEO participants and SULs. CEOs would have appreciated support engaging boards and sharing learnings. Potential for alumni to be better leveraged.

The top three and bottom three rated elements based on the survey question - *I found the following valuable¹*




95% of Cohort two participants 'strongly agreed' that the immersive retreats were valuable compared to **79%** in Cohort one.²

¹ Cohort two post-program participant survey, Nous analysis; ² Cohort one post-program participant survey

SUMMARY OF EVALUATION FINDINGS

5. Evaluation assessment of program design and delivery for SULs and organisations

LEVEL 1 ▶ Learner reaction	Was the learner experience for the SUL and broader organisation positive?
Evaluator assessment	 Mostly achieved Level 1 outcomes for SULs and Boards
Rationale See page 28-32	<p>The combination of elements and their interplay amplify organisational outcomes. For example:</p> <ul style="list-style-type: none"> • The sabbatical provided SULs with the opportunity to develop and apply their learnings. • Coaching enabled participants to test their learnings and solve problems identified during the sabbatical. • Organisational capacity funding offered essential financial support to enhance the capabilities of organisations and prepare for the sabbatical. <p>Stakeholders identified some potential areas for improvement, including:</p> <ul style="list-style-type: none"> • Some boards were not engaged in the program to their full potential. Some board members felt in the dark as to what the program entailed and more specifically what the benefits would be. • There was limited guidance and structure to assist in preparing organisations for the sabbatical and spending the organisational capacity funds. This lack of guidance created difficulties for several SULs who particularly struggled to navigate the transition out of the CEO role.

"It wasn't just me, 3-4 other people stepped up - we all grew and appreciated the opportunity."
 – Cohort two SUL, interview

"We could've been engaged a little bit earlier. Some boards would be resistant to what CEOs have come back with?"
 - Cohort two Board member, interview

SUMMARY OF EVALUATION FINDINGS

6. Recommendations for program improvement

The evaluation has identified a series of recommendations that build from the findings outlined above. The recommendations aim to improve the design and delivery of SILA and to enhance outcomes for individuals, organisations and the ecosystem. The recommendations are:

- 1 Improve the diversity of CEO participants in future cohorts.
- 2 Develop structured sabbatical support.
- 3 Develop mechanisms to better engage boards.
- 4 Improve the design and delivery of the learning circles.
- 5 Improve participant experience by streamlining communications.
- 6 Evolve the alumni network.
- 7 Design tools to support CEO participants share learnings with their organisations.

Further details on each recommendation, including rationale and potential actions, are provided in section 5.

2 Introduction and background

2.1 Overview of the evaluation

The CSI engaged Nous to conduct a long-term evaluation of the first five cohorts undertaking the SILA program. This report is the second cohort evaluation report. It focuses on the experience of the second cohort of participants that completed the SILA program from August 2022 through to May 2023. It also includes insights on the ongoing impact of SILA on Cohort one participants.

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.

Cohort two 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. The levels of impact are demonstrated in a modified model for leadership evaluation based off the Kirkpatrick (1998), Phillips (1997) and Kaufman (1995) models.

In addition to the outcomes and impact, this document looks at the effectiveness and efficiency of the program overall and the individual program elements.

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

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 (23), SULs (16) and board delegates (8)
- mid and post-program participant surveys (*refer to [Appendix B](#)*)
- mid and post-program coach survey (*refer to [Appendix C](#)*)
- three participant post-retreat surveys (*refer to [Appendix D](#)*)
- Hogan 360 summary report* (*refer to [Appendix E](#)*)
- organisational capacity diagnostic reports*
- learning management system (LMS) usage report
- Cohort one alumni survey (*refer to [Appendix F](#)*).

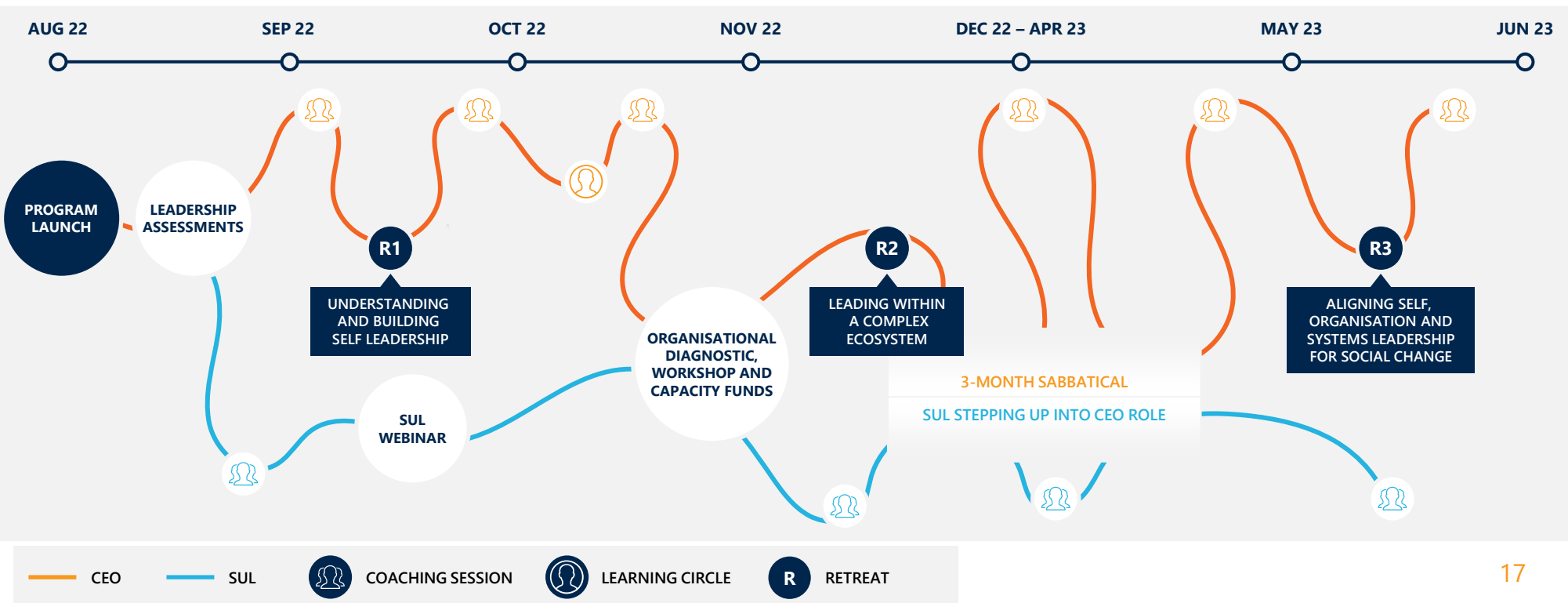
***Evaluation limitation:** The Hogan 360, GLWS survey and organisational diagnostic were only conducted at the beginning of the program. Therefore, the evaluation did not have access to a pre- and post-program comparison. Nous did not receive data relating to the GLWS survey.

2.2 The Cohort two program journey

The SILA program is multi-faceted and incorporates several evidence-based leadership development elements. This includes:

- Curriculum that addresses identified skills gaps.
- The Hogan 360 and Global Leadership Wellbeing Survey leadership assessments for CEOs and SULs to provide a baseline of strengths and opportunities for improvement to work on across the program.
- Immersive retreats to provide CEOs time out, an opportunity to develop trusting peer relationships and a reflective space for learning.
- An organisational diagnostic, untied organisational capacity funds and Step-Up Leader support to create space for the CEOs to engage fully in the program, support succession planning and to provide development opportunities for emerging leaders.
- Executive coaching to enhance the impact of the program on the CEO participants and the Step-Up Leaders.
- A tailored sabbatical to give the participating CEOs an opportunity for rejuvenation and personal renewal.
- Peer-based support and networks to create a community of practice. This included action-learning learning circles.

The diagram below presents an example learner journey for a CEO and SUL. The sequence of elements differed for each individual as they chose the timing for their coaching sessions and 3-month sabbatical. Some groups also chose to continue with their learning circles.



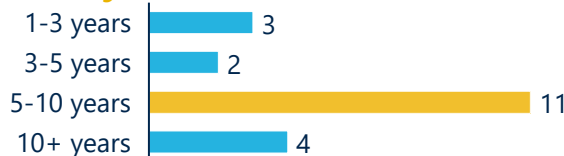
2.3 Cohort two SUMMARY

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

15 FEMALES
OUT OF **24** CEOs

1 participant identifies as neither female or male

CEO tenures varied between 1 and 10+ years with **just over half** having served as a CEO for **5-10 years**



*out of 20 survey respondents

ORGANISATIONS VARIED IN **REVENUE** **SIZE**



*out of 20 survey respondents

SECTORS INCLUDE...

- Education
- Social Welfare
- Philanthropy
- Arts and culture
- Environment
- Health
- Advocacy, justice and human rights



19 organisations based in **Victoria**

organisations based in **Tasmania**



12 delivering services in rural, regional and remote areas

HOGAN 360 DATA

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

Cohort two CEOs build effective relationships, have high ethical standards and integrity, have strong leadership skills and are visionary and strategic.

Cohort two CEOs need to delegate more, challenge poor performance, stop taking on too much and spreading themselves thin and set clear goals and performance indicators.

ORGANISATIONAL DIAGNOSTIC DATA

The averages (out of 4) of the five evaluated elements by capacity across all 24 organisations are listed below.

While most organisations scored well in leadership and responsiveness capacity, they struggle to find operational capacity.

- | | |
|--------------------------------|------|
| 1 Leadership capacity | 2.96 |
| 2 Responsiveness capacity | 2.85 |
| 3 Management capacity | 2.55 |
| 4 Adaptive leadership capacity | 2.55 |
| 5 Operational capacity | 2.36 |

STEP-UP LEADERS came from



diverse roles, experiences and career aspirations.



Some had been CEOs before

Some want to be the next CEO

Some had stepped-up before

Some are now acting CEOs

3 Outcomes and impact

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

The three 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 through the following sub-sections:

- 3.1 The SILA program delivered positive outcomes for Cohort two CEOs.
- 3.2 The SILA program has a powerful impact on participating organisations.
- 3.3 There are early signs of ecosystem impact.
- 3.4 Participant learning journeys highlight the distinct experiences and outcomes across the cohort.
- 3.5 SILA has achieved lasting impact for Cohort 1.

3.1 The SILA program delivered positive outcomes for Cohort two CEOs

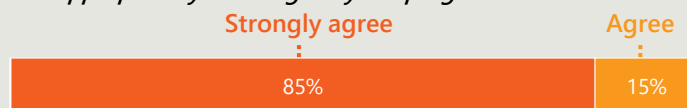
3.1.1 CEO participants learned new frameworks, behaviours and skills relating to leadership and social impact theories and tools.

Participants gained new insight across leadership and social impact from SILA. For example:

- CEOs learned new frameworks and skills through the intensive, immersive retreats. The retreats covered a range of topics related to adaptive leadership, systems leadership and social impact. Almost all CEOs provided positive feedback on the range of topics. Many CEOs noted adaptive leadership as one of the most influential theoretical learnings and behaviours of the program.¹
- Several CEOs suggested that repeated exposure to concepts and reflection opportunities through the sabbatical, coaching and learning circles helped to reinforce these key learnings.

All surveyed CEOs expressed interest in continuing to enhance their leadership skills beyond the program.¹ All CEOs were also appropriately challenged by the program (see Figure 1).

Figure 1 | *To what extent do you agree with the following statement: I felt appropriately challenged by the program.¹*



100% of surveyed Cohort two CEOs felt **appropriately challenged by the program.**

3.1.2 The program empowered CEOs to redefine their relationships with themselves and their roles.

CEOs experienced a powerful learning opportunity that allowed them to gain insights into themselves and their connection to their work. The retreats provided a safe space for vulnerable self-reflection. The sabbatical allowed CEOs to reflect, rejuvenate and prioritise personal relationships. For example, most CEOs noted using their sabbatical to spend more time with friends and family.

“ I was able to understand myself better... I stepped into my power.
- Cohort two CEO ”

These powerful, reflective opportunities led to significant personal shifts in individuals, including:

- A greater understanding of the importance of their well-being and a better work-life balance with 95 percent of CEO survey participants agreeing to some degree that they can manage their wellbeing better following the program.¹
- Growth in self-confidence as they better understood their authority and power.^{1,2}

¹ Cohort two post-program participant survey, Nous analysis; ² Cohort two CEO interview



"I have been able to uplift and empower my team allowing them to step up into new roles."
– Cohort two CEO

"I have already started to apply the knowledge in my professional interactions with key stakeholders (in respect to systems leadership)... and in my organisation (in respect to rank and authority and technical and adaptive challenges)."
– Cohort two CEO

"The language of the strategic plan has shifted. It's much more ambitious."
– Cohort two board member

"I have already drawn on [my learnings] to address adaptive leadership challenges within our organisation."
– Cohort two CEO



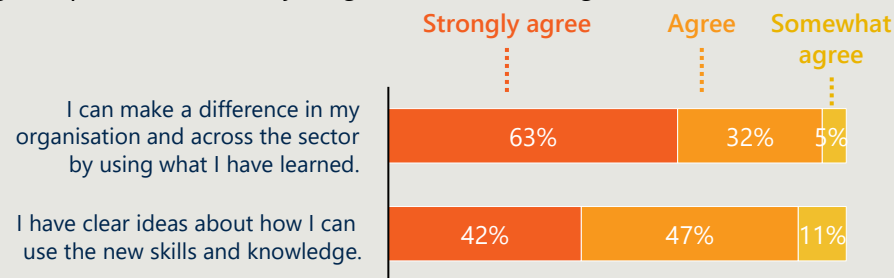
3.1.3 CEOs have or intend to apply their learnings to drive organisational change.

Cohort two CEOs gained the confidence and knowledge to drive change in their organisations by leveraging their learnings, reflection opportunities and structured frameworks.¹ This sentiment was echoed by board members who often observed a notable shift in CEOs' thinking upon their return to the organisation.²

In general, CEOs expressed that it was too early to observe significant tangible impacts from applying their skills or making behavior shifts.^{1,3} However, as shown in *Figure 2* below, some CEOs did demonstrate tangible impacts as a direct result of the program. Examples of CEO-driven impact included:

- **Greater shared responsibility across the organisation.** Most CEOs suggested that they were much more willing to delegate their work and empower their staff. Several CEOs had already begun to share responsibility across their teams. For instance, one CEO acknowledged the need to change their leadership approach and utilised their SILA learnings to establish a RACI framework⁴, effectively dividing responsibilities across the entire organisation.¹
- **Enhanced organisational strategy.** Access to new tools and frameworks enabled CEOs to improve the strategic focus of their organisations. For example, one CEO highlighted how they used the new knowledge, language and structure provided by SILA to shift their organisation's 5-year plan.¹ Board members have also seen a greater strategic focus from CEOs as they learn to delegate operational tasks.²
- **Improved advocacy, negotiations and professional interactions with external parties.** Through the program most CEOs acknowledged gaining the frameworks to instigate change.^{1,3} One CEO, for instance, shared their systems learning with their staff, empowering them to collaborate more closely with a government body to drive change within their sector. Another CEO noted that the focus on systems mapping enabled them to have productive conversations with team members "working in complex collaborations.. where there.. [were] reputational risks".¹

Figure 2 | To what extent do you agree with the following statement: (n=19)¹



100% of CEO survey respondents agree to some degree that they have a clear idea about how to apply their skills and knowledge.

¹ Cohort two post-program participant survey, Nous analysis; ² Cohort two board member interview; ³ Cohort two CEO interview; ⁴ RACI – responsible, accountable, consulted and informed. A RACI framework is a matrix of all the activities or decision-making authorities undertaken in an organisation set against all the people or roles.



"Some SULs experienced growth in confidence in their ability to take on a CEO role. The biggest shifts were an acceptance that they didn't need to have all the answers and an understanding of organisations as complex systems in which they could effect change by their own small changes in behaviour."
– Cohort two SUL coach

"The growth and learning of senior leadership and core board leadership was significant."
– Cohort two CEO

"Being exposed to a new manager was helpful, it got the organisation to think about different ways of working and shifted the culture."
– Cohort two board member

"I think it's too early to see tangible differences right now, but I hope we will see that."
– Cohort two CEO



3.2 The SILA program has a powerful impact on participating organisations

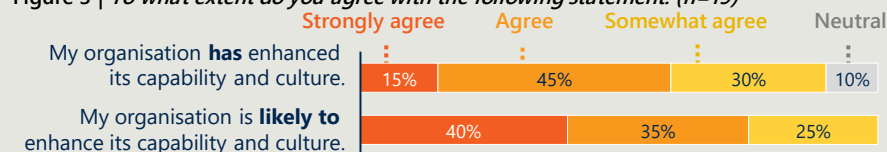
Stakeholders noted that SILA, particularly the sabbatical, empowered staff to enhance their capabilities. The sabbatical gave staff the opportunity to develop new skills in leadership roles. Four shifts were common as a result:

- **SULs saw an increase in their confidence.** The sabbatical exposed SULs to a variety of experiences, which helped to develop their confidence. Cohort two SULs highly valued the coaching, recognising its crucial role in providing support during the sabbatical.¹ Some SULs said they would have benefitted from more support in the form of coaching. The value of the support SILA provided is reflected in the poorer experience of SULs that due to specific circumstances, could not receive complete program support (for example, coaching or webinars).
- **SULs had different leadership styles that often positively shifted ways of working.** Some SULs and board members highlighted that this was especially the case in organisations with CEOs that had either founded the organisation or had been there for an extended period.^{1,2}
- **Organisations often became less dependent on their CEO.** Separating the organisation from its CEO provided an opportunity to partially disentangle its image and culture from the CEO. This was true for internal and external stakeholders. For instance, a board member noted that their SUL attended numerous community events, portraying that the organisation extended beyond the CEO.²
- **Organisations more actively considered their succession planning.** The performance of SULs and other staff during the sabbatical period brought succession planning to the forefront for Boards.² For some the experience reinforced their original plans while for others, the experienced identified significant gaps.

Most CEOs and SULs interviewed believed that the SILA program provided a positive return on their investment of time and energy. It generated positive impacts for CEOs and their organisations. Despite the numerous positive impacts, some organisations faced neutral and/or negative short-term impacts:

- **Some CEOs suggested it was too early to discern significant organisational change.** This was particularly true in organisations that were undergoing a transitional period that caused disruption and transformation.³
- **A small number of organisations faced adverse outcomes because of the sabbatical.** These negative outcomes were often a result of misalignment among CEOs, SULs and/or board members. For example, one CEO shared that a SUL had used the sabbatical to push across changes that the CEO and board did not agree with, leading to ongoing challenges for the organisation. However, it is important to note that 100 percent of participants expect their organisation's capability and culture to enhance following the program (see Figure 3).⁴

Figure 3 | To what extent do you agree with the following statement: (n=19)⁴



100% of CEO survey respondents expect **their organisation's capability and culture to be enhanced.**

¹ Cohort two SUL interview; ² Cohort two board member interview; ³ Cohort two CEO interview; ⁴ Post-program participant survey, Nous analysis



"The program has made a substantial difference in how I am tackling, networking, negotiations and advocacy."
– Cohort two CEO

"I have already met with peers from the program and intend to regular connection with these CEOs as well as CEOs from my sector to share knowledge and provide support."
– Cohort two CEO



3.3 There are early signs of ecosystem impact

As mentioned in Section 3.1.3, CEOs gained access to new knowledge, tools and frameworks that enabled them and their organisations to consider instigating systems change.

Most CEOs noted that while their understanding of systems leadership had developed, it remained too early to see tangible impacts on their sector. Nonetheless, a subset of organisations begun to implement these learnings and drive ecosystem change because of the program:

- **Some CEOs have taken a more proactive role within their sector.** Several CEOs have observed that their increased confidence has facilitated greater vulnerability and decisiveness, especially in systems leadership. They have noticed feeling more comfortable vocalising their opinions at sector forums, negotiating more effectively with external stakeholders and pushing "for the changes that... [they] care about"².
- **Organisations used SILA learnings to create new programs that drive systemic change.** For example, one CEO highlighted that SILA empowered them to establish a "first of its kind" Australian program that gave a voice to traditionally underrepresented and marginalised cohort.
- **Organisations worked together to facilitate systems change.** Some CEOs and their organisations developed active partnerships with SILA peers to amplify their impact and mutually support and enhance their skills. *Figure 4* demonstrates the strong connection among SILA participants, as nearly all of them believe they have a support network they can collaborate with.

Organisations that had already prioritised and focused on systems leadership before attending the retreats generally experienced more limited impact and growth in their systems leadership.

Figure 4 | To what extent do you agree with the following statement: I have a peer support network of for-purpose CEOs. (n=20)¹



95% of CEO survey respondents believe they have a **network of CEOs** that they can support and collaborate with.

¹ Post-program participant survey, Nous analysis; ² Cohort two CEO, interview

3.4 Participant learning journeys highlight the distinct experiences and outcomes across the cohort.



Participant A



This participant represents the 90% of survey respondents that are 'promoters' on the NPS scale.¹

Participant A had been in their role for 10 years. Their organisation has an annual revenue of \$1.5M-\$3M.

Outcome and impact on **individual leaders**

- Participant A overcame imposter syndrome by actively engaging with peers, listening to their experiences and realising that they are "not alone" in their struggles. This connection and support from others led to increased confidence and a more measured approach.
- They increased their level of delegation of operational activities and focused on more strategic and political issues.
- They increased board engagement and effectively used the board as a "sounding board".
- They realised the importance of leadership development for themselves and their team.

Outcome and impact on **for-purpose organisations**

- SILA learnings were utilised for an organisational restructure.
- Staff were empowered to address technical challenges and steer the organisation through the adaptive challenges.

Outcome and impact on **social purpose ecosystem**

- SILA made the CEO more confident in how they go into discussions and negotiations with external stakeholders.
- Organisation used SILA learnings to collaborate more with federal government resulting in ecosystem benefits.



Participant B



This participant represents the 10% of survey respondents that are 'passives' on the NPS scale.¹

Participant B had been in their role for 10 years. Their organisation has an annual revenue of \$10M-\$25M.

- Participant B found the connections with peers to be the most valuable aspect of the program and has continued to connect with them following the program.
- They do not feel that the program has impacted their leadership but believe that it is a "sleeper program" and that they'll think back and benefit from it in a few years.
- They were not able to maintain a focus on their wellbeing due to organisational issues that occurred while they were on sabbatical. The issues led to the participant questioning whether things would have been better had they not gone on sabbatical.
- The organisational issues that occurred while the participant was away had a short-term negative impact on culture and created conflict.
- However, they have an ongoing focus on leadership development and on culture due to SILA.
- SILA created new relationships with other organisations which will likely lead to future projects.

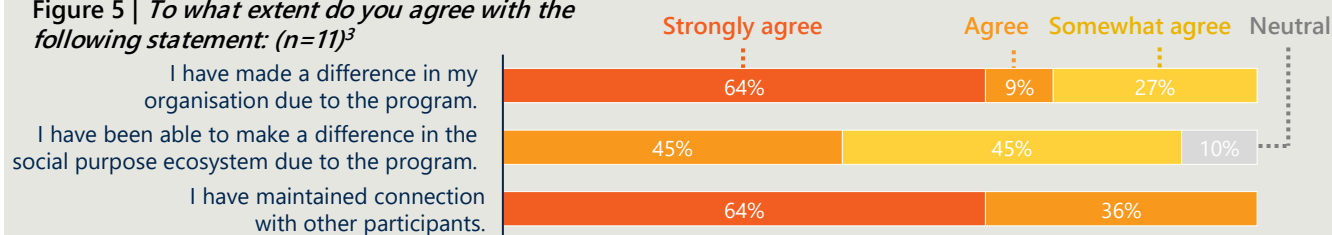
¹ Cohort two post-program participant survey, Nous analysis; The Net Promoter Score (NPS) is a score out of 10 for which 'detractors' are respondents who score 6 or lower, 'passives' are those who score 7 or 8 and 'promoters' are those who score 9 or 10. The average response to the Cohort two post-program participant survey was 9.5 out of 10.

3.5 SILA has achieved a lasting impact on Cohort one

To explore the long-term outcomes and impacts of SILA for individuals, organisations and the broader ecosystem, Nous distributed a survey to Cohort one alumni.¹ The survey responses highlighted the lasting impact that SILA has had for a significant proportion of Cohort one. Three long-term outcomes highlight the lasting impact of SILA:

- **The majority of Cohort one Alumni CEOs have successfully applied the knowledge they gained from SILA.** All the surveyed Cohort one Alumni CEOs have applied the skills they gained from the program in their role. The changes in the skills and behaviour of CEOs led to varying levels of impact on their organisations (see *Figure 5*). Further, almost three-quarters of surveyed Cohort one CEOs have continued to maintain a better wellbeing following the program. Cohort one CEOs have also continued their professional development journey with 91 percent still investing in their own leadership development.
- **Organisations have seen long-term positive impacts because of SILA.** After completing the program, all surveyed Cohort one CEOs expected improvements in the capability and culture of their organisation.² A year later, 89 percent of Cohort one CEOs have noted tangible improvements in this area. The most notable areas related to, improvements in team cohesion and improved employee performance. While most impacts were positive, one respondent mentioned that organisational buy-in and support was challenging when only the CEO was involved in the program.
- **Organisations are beginning to make tangible impacts in the broader ecosystem.** Following the program, half the Cohort one CEOs shared an explicit intention to drive purposeful collaboration. Over half had also reported taking steps to be more systems-oriented.² Now, 90 percent of surveyed Cohort one CEOs have been able to make a difference in the sector to varying extents (see *Figure 5*). For example, two Cohort one CEOs worked together on a joint project to deliver positive outcomes for migrant communities. The impact of SILA on the broader ecosystem is also evident in the lasting connections that Cohort one CEOs have developed with each other. All surveyed CEOs have maintained connection with other participants. Several CEOs highlighted they have collaborated with their peers (see *Figure 5*).

Figure 5 | To what extent do you agree with the following statement: (n=11)³



¹ The Cohort one alumni survey was distributed 12 months post the completion of the program. It received 11 responses out of 23 CEOs. The low response rate may bias the data toward the most engaged participants. Nevertheless, it remains valuable, offering insights from almost 50 percent of Cohort one; ² Cohort one post-program participant survey, Nous analysis; ³ Cohort one alumni survey, Nous analysis



"SILA has been a transformational experience for myself and our organisation.

Thank you."

– Cohort one CEO

"SILA remains a positive experience for me that I continue to access."

– Cohort one CEO

"In hindsight it turned out to be a positive but...going on sabbatical did lead to extra stress on the team and some decisions made by the team while I was away did impact us financially."

– Cohort one CEO



4 Effectiveness and efficiency

Unique design, effective delivery and adaptability is the foundation of SILA's impact

The unique design, effective delivery and adaptability of the SILA program team has contributed to the effectiveness and efficiency of the program. This in turn has laid the foundation for the outcomes outlined in the previous section.

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

- 4.1 SILA's unique and holistic approach continues to be ground-breaking.
- 4.2 CEOs had a positive learner experience.
- 4.3 The combination of elements and their interplay amplify individual and organisational outcomes.
- 4.4 Changes to program design and delivery were generally well-received.
- 4.5 Stakeholders identified several areas for improvement.

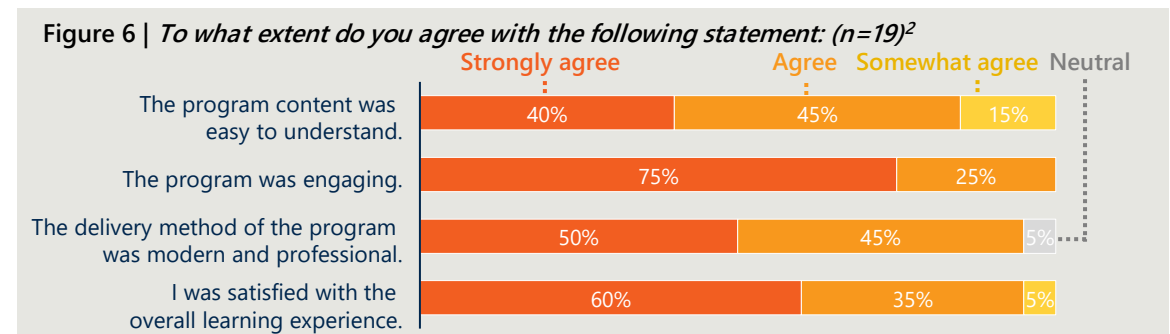
4.1 SILA's unique and holistic approach continues to be ground-breaking

In the *Cohort one report*, Nous highlighted the strength of the SILA program was in large part due to its unique nature, which was an intentional design feature based on the evidence base SILA developed in the *Leadership for Purpose* report. Cohort two participants have echoed this sentiment and went even further. Many participants explicitly emphasised the uniqueness of SILA when compared to other leadership programs. This is because SILA allowed CEOs to:¹

- **Develop stronger connections with a cohort of like-minded NFP CEOs.** Other comparable programs are not designed specifically for NFP CEOs. For example, the McKinsey Executive Leadership Program brings together leaders from the private, public, and social sectors.
- **Continuously reinforce their learnings over several months through an interactive program.** SILA, at 12 months long with three immersive retreats, is generally longer than other comparable leadership programs. The number of program elements is also generally higher and more diverse. CEOs were very supportive of both the length and diversity of elements.¹²³
- **Take a 3-month sabbatical as part of the program.** No other comparable leadership program includes a funded sabbatical. Participants saw the sabbatical as extremely beneficial. One CEO shared "having the permission and validation to spend time in deep reflection and self-care was very valuable. I'm a better version of myself as a result and everyone around me benefits."²

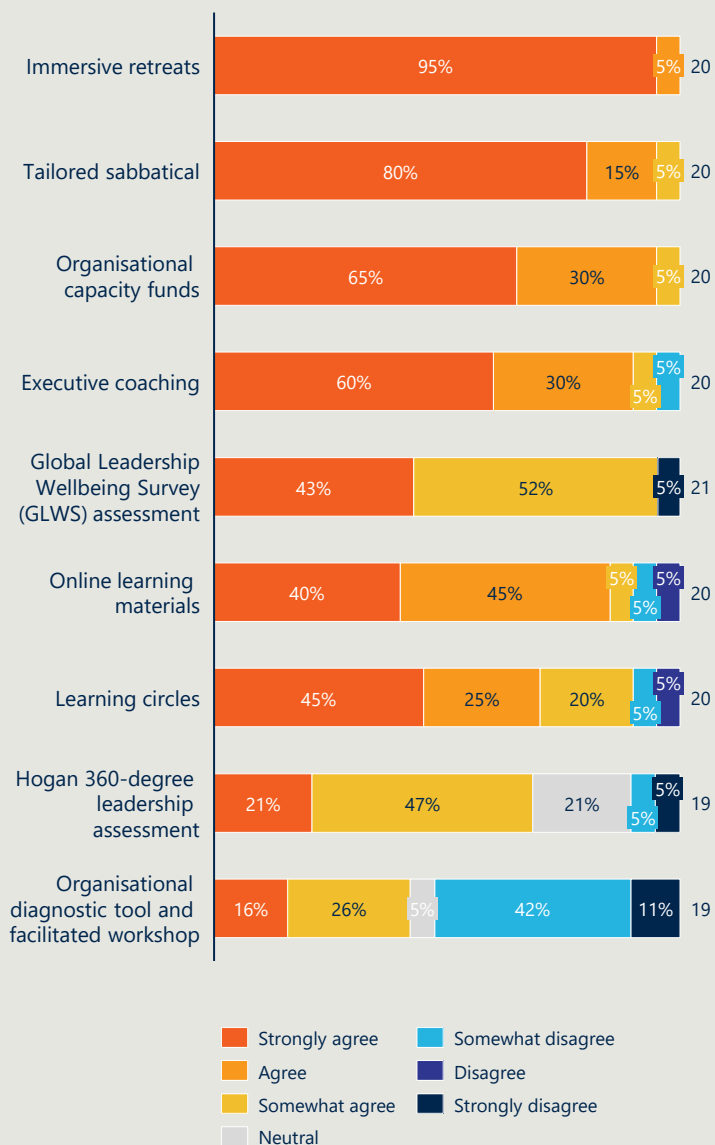
4.2 CEOs had a positive learner experience

CEO participants provided positive feedback on the program's overall learning experience. On average, CEOs rated their likelihood of recommending SILA to other NFP CEOs a 9.5/10.² Most participants found the learning experience satisfying and the program content easy to understand and engaging (see *figure 6*). A major contributing factor to the positive learner experience was the high-quality facilitation, which received a total combined average score of 4.79 out of five.³



¹ Cohort two CEO interview; ² Cohort two post-program participant survey; ³ Cohort two post-retreat surveys

Figure 7 | To what extent do you agree with the following statement: *I found the following valuable.*^{1,2,3}



4.3 The combination of elements and their interplay amplify individual and organisational outcomes

Together the unique program elements of SILA amplify the impact of the program on individuals and organisations to deliver a once-in-a-lifetime learning experience. For example:

- **Immersive retreats provided participants with significant knowledge and learning opportunities.** 95 percent of CEO survey participants strongly agreed that the retreats were highly valuable (see figure 7).¹
- **The sabbatical provided CEOs with the opportunity to reflect on their in-depth learnings from the retreat.** It also allowed SULs to implement the knowledge they gained from the webinars and coaching when they took on the CEO role.
- **Organisational capacity funding offered essential financial support to enhance the capabilities of organisations and prepare for the sabbatical.** One CEO noted that the capacity funds were essential to their organisation participating in “such an extraordinary opportunity”.¹
- **Coaching enabled participants (and SULs) to reflect on and apply their learnings.** Coaches noted that coaching was integral to supporting CEOs and SULs to prepare and work through the sabbatical. They also noted that flexible scheduling allowed the sessions to focus on both program learnings and day-to-day issues.
- **Learning circles allowed CEOs to test their learnings with fellow participants and develop connections.** Successful learning circles provided CEOs with a “sounding board” where they could hear “other perspectives on [their] issue in a trusting and non-judgmental environment.”

However, not all program elements were equally as valuable. Notably the organisational diagnostic tool and the Hogan 360-degree leadership assessment were the least well-received elements. This is explored further in Section 4.5.

“

Any one aspect of the program would have been beneficial in its own right, but the real power came from the combination of the retreats, learning circles, coaching and sabbatical.

- Cohort two CEO

”

¹ Cohort two post-program participant survey; ² Cohort two mid-point participant survey; ³ Please note that the mid-point survey responses (i.e. coaching, GLSW, Hogan 360-degree leadership assessment and organisational diagnostic tool) were measured on a 5-point scale without the options for 'disagree' and 'agree'.



"The program is exceptional and is a genuinely transformational opportunity for leaders and SULs. The coordination this year is light years better than last year, and it's felt by the participants."

– Cohort two coach, survey response

"It's promising to know that SILA has made many changes since the last time around."

– Cohort two CEO, interview

"It's great to see SILA review the program to continuously improve it."

– Cohort two CEO, interview



4.4 Changes to program design and delivery for Cohort two were generally well-received

SILA successfully implemented several changes that improved the experience for Cohort two CEOs, SULs and their organisations. These changes have generally received positive feedback. There remain some areas that have potential for further improvement to deliver an even better experience for future cohorts (explored in more detail in Section 4.5).

Identified change	Effectiveness	Rationale
Improve coaching element including better integration with other program elements.		Cohort two CEOs found greater value in the coaching. In Cohort two, 60 percent of surveyed CEOs strongly agreed that the coaching was valuable, compared to only 40 percent in Cohort one. One Cohort two CEO noted that it was great to "have a coach who was connected to (and aware of) the learning from SILA". ¹ This is largely due to Cohort two coaches feeling much better prepared and supported to be a coach on the program. ²
Design program features to better integrate SULs into the program.		SULs felt better integrated into the program, mainly because of the webinars and coaching. However, SULs also suggested that further integration into the program and receiving greater support (e.g., through more in-depth webinars) would be beneficial. ³
Develop processes and guidance for CEOs, SULs and their organisations to manage the organisational diagnostic funds and the sabbatical period.		Organisations had difficulty planning for the sabbatical. Despite making efforts to enhance the sabbatical and capacity funding process, such as offering more sabbatical planning opportunities, CEOs, SULs, and board members still emphasise the lack of support and structure around sabbaticals, especially when it comes to the CEO's transition out and back into their role. ^{1,2,3,4,5}
Provide clearer initial communication of effort required and timing of assessments.		Initial communication relating to administration remained burdensome. Four Cohort two CEOs noted that the initial communication was cumbersome "particularly on smaller organisations that don't have dedicated administrative resources". ¹
Improve organisational diagnostics through better connections with program content.		The organisational diagnostics continued to provide limited value to Cohort two CEOs. Only 42 percent of surveyed CEOs found at least some value in the organisational diagnostic. ¹ It is noted that SILA has decided to discontinue this element and redirect resources to other areas of the program.

¹ Cohort two CEO post-program survey; ² Cohort two coach post-program survey; ³ Cohort two SUL interview; ⁴ Cohort two CEO interview; ⁵ Cohort two board member interview



"In terms of diversity, the CEOs were all pretty white and of similar age."

– Cohort two CEO, interview

"The sabbatical process feels undercooked, there's no scaffolding or support for the sabbatical."

– Cohort two CEO, interview

"The program was pitched as you don't pay anything and SILA offers funds. But in order to get the most you need to invest huge amounts of CEO capacity and a bunch of cash."

– Cohort two CEO, post-program participant survey

"Board engagement was fairly light. We could've been engaged a little bit earlier."

– Cohort two board, interview

"Most of the organisation didn't even know the CEO was going on sabbatical until a couple of months beforehand."

– Cohort two SUL, interview



4.5 Stakeholders identified several opportunities for improvement

While the SILA program has notable strengths and has made changes since Cohort One (see section 4.3), there are still opportunities for further improvement. Stakeholders identified seven key areas for improvement.

4.5.1 There was limited diversity among Cohort two CEO participants and SULs. Cohort two CEOs and SULs noted the limited diversity within the program, particularly noting the lack of representation of individuals with disabilities and people of colour.^{1,2} Several CEOs expressed concerns that the lack of diversity may reinforce barriers to participation for CEOs from diverse backgrounds. One CEO highlighted that this lack of diversity extended to coaches, arguing that the lack of coach diversity may make it difficult for certain participants and coaches to connect.²

4.5.2 There was limited guidance and structure on how CEOs could make the most of the sabbatical and organisational capacity funds. CEOs, SULs and their organisations highlighted the following problems:

- **Misaligned expectations and inadequate support for the sabbatical.** CEOs and SULs consistently emphasised an absence of clear guidelines and misaligned expectations for the sabbatical. This was despite the SILA team making changes to provide CEOs more opportunities to reflect and discuss the sabbatical. Although CEOs and SULs expected there to be some disruption from the sabbatical, in many cases it was more than they had anticipated. Further, CEOs were uncertain of how to optimise the sabbatical experience for themselves and best prepare their organisations to thrive. A particular pain point is the CEO's exit and re-entry into the organisation.^{2,3} One CEO noted the opportunity to reframe the sabbatical as a growth and learning opportunity for the entire organisation in SILA communications. This will also help counter a staff view across several organisations (as cited by three Cohort two CEOs and board members) that the sabbatical is a 'holiday' for the CEO. The additional sabbatical support from the SILA team will be a welcomed inclusion for Cohort three.
- **Uncertainty on how to best use the organisational capacity funds.** While organisations found the funds useful, several CEOs noted being unsure of when and how to spend their funds. Many defaulted to using the funds on salaries to cover backfilled roles, including the SUL. Almost a quarter of CEOs also noted that the organisational capacity funds were insufficient. These CEOs noted that they needed to invest additional funds, and in one case, up to one hundred thousand dollars, to address issues or capitalise on opportunities that arose due to SILA. The CEOs suggested that SILA should provide more information upfront to set clear expectations that organisations may need to invest their own cash to generate maximum benefit.

4.5.3 The SILA program could engage the entire organisation more effectively. While CEOs are the focus of the program, the impact extends well beyond to the broader organisation (as outlined in Section 3.2). SILA also compels organisations to undertake significant disruption through the sabbatical period. Alongside better support and guidance for the CEO and SUL around the sabbatical, SILA could improve its engagement with boards and better support CEOs to share their learnings with their organisations. These are explored overleaf.

¹ Cohort two CEO post-program survey; ² Cohort two CEO interview; ³ Cohort two SUL interview; ⁴ Cohort two board interview



"We really struggled to schedule times that everybody could commit to. I wonder if there could be dedicated time at the intensives for the leadership circles."

- Cohort two CEO, post-program participant survey

Didn't feel like a thread knitting the elements together - they all felt disparate. It could be done so that you learn a concept then get coaching on it and discuss it in the learning circles."

- Cohort two CEO, post-program participant survey

"Communication from SILA was often poor, late and varied between emails and messages on Compass that you had to find yourself."

- Cohort two CEO, post-program participant survey

"I had to ask six times to receive some of the initial onboarding documents."

- Cohort two CEO, interview



- **Active board engagement can support a positive participant experience and amplify outcomes.** Across Cohort one and two there were several examples of CEOs actively engaging with their boards, which built board buy-in for the program. CEOs that did not receive adequate buy-in from their boards often faced difficulties during the program and when implementing their learnings. Three Cohort two CEOs and SULs noted that when boards did not support the selection of the SUL or were not in agreement with the CEO taking a sabbatical, it created additional obstacles for the SUL's decision-making process and overall experience during the sabbatical period. A third of interviewed board members were unsure of the value of SILA with one wondering if the CEO "should've gone on long service leave" which "would not have caused [sabbatical related] issues".⁴ The SILA team has already identified the need and benefits of improved board engagement and are implementing an online board director course for Cohort 3.
- **Cohort two CEOs noted difficulties in sharing their learnings with their organisations.** Several CEOs mentioned that following the program they were unsure of how to implement their key learnings. One CEO would have liked "more tools to bring language.. to the organisation". This was particularly notable in organisations where the CEOs had less board support.^{2,3} Alternatively, some Board members shared that they received minimal information from their CEO. They shared that more frequent and structured presentations from their CEO to the board on their experience and learnings from the program would be helpful.

4.5.4 Three elements did not hit the mark for some Cohort two CEOs:

- **Organisational diagnostic tool and facilitated workshop was the least valuable element for the second year.** CEOs identified multiple issues, including the poor quality of the facilitated workshop and inadequate time for debriefing on the findings.^{1,2} SILA has decided to discontinue this element and redirect resources to other elements such as further sabbatical support.
- **Hogan 360-degree leadership assessment had mixed responses.** Some CEOs found limited value in repeating a 360-degree assessment which they had previously done. Other CEOs wanted extra debrief time with their coach to discuss the findings.^{1,2} The SILA team have highlighted that CEOs and SULs that have done 360 assessments in last year do not need to do it again. They have also requested more nominations for this assessment for Cohort three and have asked coaches to increase debrief time.
- **Learning circles were less effective for Cohort two.** Participants thought that SILA was not intentional enough in how it set up and then used the learning circles throughout the program. For example, several CEOs thought that there was a missed opportunity to use these groups to support learning and reflection on the retreats. Several CEOs also noted that their learning circles rarely met because of difficulties with organising meeting times outside the program. Some CEOs suggested that this was because they had not developed a strong enough rapport with their learning circle. As a result, there was a 34 percent decrease in the percentage of CEOs that "strongly agreed" that the learning circles were valuable from Cohort one to Cohort two.^{1,3} The SILA team have increased the usage of learning circles for Cohort three retreats, rather than random groupings.

¹ Cohort two CEO post-program survey; ² Cohort two CEO interview; ³ Cohort one CEO post-program survey



"We would benefit from SILA running an alumni network so we can connect to other cohorts, as well as our own cohort."

- Cohort two CEO, post-program participant survey

"I would've liked the opportunity to speak with the previous SILA alumni and how they managed their sabbatical for more info."

- Cohort two CEO, interview



4.5.5 SILA can further improve the integration of elements. As emphasised in *Section 4.4*, the integration of coaching into the wider program has improved. However, CEOs noted the opportunity to further integrate program elements, such as better linking the assessments with the rest of the program and ensuring retreat-based learning is reinforced through learning circles and coaching.¹ SILA have now given coaches access to the LMS (Compass).

4.5.6 Communication with participants can improve. SILA has made efforts to improve communication for Cohort two by streamlining processes and informing CEOs about the time commitment required. However, CEOs noted that communication with SILA was sometimes late and inconsistent, particularly during the early stages of the program. Feedback on inconsistent communication generally coincided with staff changes in the SILA team. For example, one CEO received conflicting messages from different members of the SILA program team, facilitators and their coach regarding whether there was flexibility in the sabbatical start date, the duration of the sabbatical and even whether they needed to complete the sabbatical at all.¹ Another CEO also noted discrepancies between what communicated via email and what was posted on Compass. SILA has now decreased the amount of communication to Cohort three and is only broadcasting messages via the LMS.

4.5.7 There is more opportunity to engage alumni. Noting that alumni connection events may be participant/SUL led events with encouragement and potentially brief coordination provided by SILA. Four points support the value in making improvements in this area:

- **Cohort two expressed interest in more alumni events.** Several CEOs, SULs and board members displayed unprompted interest in alumni events to keep participants connected.^{1,2,3} They would appreciate catch-ups like the Cohort one Alumni event. SILA team have noted that this will occur for Cohort two in May 2024.
- **Alumni events allow CEOs to continue their leadership journey and implement their learnings with the ongoing support of SILA.** A quarter of CEOs felt like the program "ended abruptly" following retreat three and they were left to implement their learnings themselves.¹ This experience could be minimised with a pre-determined and communicated schedule of alumni connection events.
- **There is greater opportunity to connect alumni as more cohorts graduate from the program.** SILA now has two cohorts of 43 total alumni. This presents an opportunity to evolve the alumni network so that it encourages both within-cohort and cross-cohort connections. Cross-cohort connections can help to expand the network of NFP CEOs so that alumni can continue to lean on each other to reflect and take action based on their learnings.
- **The lack of formal engagement of the alumni network in the delivery of the program is a missed opportunity.** Formally connecting current participants with program alumni is a great way to offer further support. Many Cohort two CEOs reached out on their own accord to get advice from Cohort one CEOs when they began the program. SILA could play an active role to broker these relationships. SILA could also explore incorporating alumni into program delivery elements. For example, SILA could engage CEO and SUL alumni to complete a pre-sabbatical webinar in which they share their experience and respond to questions.

¹ Cohort two CEO interviews; ² Cohort two SUL interviews; ³ Cohort two board interviews

5 Conclusions and recommendations

Seven recommendations can enhance the program.

The second cohort of the SILA program has built on the strength the first to deliver a highly valuable experience for participants. The evaluation has demonstrated positive outcomes for the CEO participants, SULs and their organisations.

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 outcomes for individuals, organisations and the ecosystem.

The recommendations are as follows:

- 1 Improve the diversity of CEO participants in future cohorts.
- 2 Develop structured sabbatical support.
- 3 Develop mechanisms to better engage boards.
- 4 Improve the design and delivery of the learning circles.
- 5 Improve participant experience by streamlining communications.
- 6 Evolve the alumni network.
- 7 Design tools to support CEO participants share learnings with their organisations.

1 IMPROVE THE DIVERSITY OF CEO PARTICIPANTS IN FUTURE COHORTS

POTENTIAL ACTIONS

Cohort two CEOs and SULs noted the limited diversity within the program, particularly noting the lack of representation of individuals with disabilities and people of colour (*see section 4.5.1*). While the current diversity may be representative of the sector and CEO role, SILA can explore several actions to better promote diversity within the program.

1.1 Attract diverse participants through:

- exploring new marketing channels to better reach diverse potential applicants
- engaging advocates (including alumni and board members from participating organisations) from diverse backgrounds to promote the program to diverse communities.

1.2 Consult and build relationships with a range of diverse stakeholders to understand how SILA can better engage with and include CEOs from diverse backgrounds. This could include engagements with peak bodies such as the National Aboriginal Coalition of Community Health Organisations (NACCHO) and the Federation of Ethnic Communities' Councils of Australia (FECCA).

1.3 Strengthen the overall pipeline of diverse social sector CEOs through, for example, using the SILA platform to highlight the issue in the sector and advocate for change.

1.4 Consider diversity beyond the CEO participants to create a program that embraces diversity and allows diversity to thrive. This includes having diverse coaches, facilitators and guest speakers and sharing reading materials from a diverse range of authors. These changes encourage diverse thinking and learning which may in turn positively impact diversity throughout the sector.

2 DEVELOP STRUCTURED SABBATICAL SUPPORT

POTENTIAL ACTIONS

As highlighted in sections 4.1 and 4.3, the sabbatical is a foundational element of the program, however, as the SILA team has identified, further support and guidance will improve the experience and outcome for CEOs and their organisations (*see section 4.5.2*).

2.1 Continue to develop and finalise the 'Sabbatical toolkit' to offer greater scaffolding and guidance for CEOs. Consider engaging 2-3 alumni to test and develop this tool. The toolkit should include guidance on:

- Preparation for the sabbatical including how to communicate the sabbatical to staff and the board and how to clearly define the role of a SUL.
- The transition back to the CEO's original role including how to manage the handover period and provide the SUL with further growth opportunities if desired.

2.2 Facilitate joint coaching sessions with both the CEO and the SUL prior to and following the sabbatical period. This will align expectations prior to the sabbatical and support the post-sabbatical transition through frank discussions and self reflection.

3 DEVELOP MECHANISMS TO BETTER ENGAGE BOARDS

POTENTIAL ACTIONS

When board members were consistently engaged, they further appreciated the value of the SILA program and provided greater support to the CEO and SUL (*see section 4.5.3*). Bringing board members along the journey will lead to benefits for CEOs and organisations.

3.1 Follow through with the proposed idea of having Cohort 3 participants nominate board members for CSI's Governance for Social Impact: Not-For-Profit Board Directors Course.

3.2 Design board briefing sessions to be delivered by SILA to provide board representatives opportunities to engage with the program scope and objectives and better understand the sabbatical benefits.

3.3 Provide boards access to relevant learning materials that can support their capability uplift alongside their CEO.

3.4 Provide CEOs with guidance on how best to engage their board across the program to foster buy-in and support accountability. For example, SILA could embed expectations that CEOs present summaries of their key retreat and sabbatical learnings to their board. SILA could support this with pre-designed presentation templates.

4 IMPROVE THE DESIGN AND DELIVERY OF THE LEARNING CIRCLES

POTENTIAL ACTIONS

As emphasised in section 4.5.4, learning circles were not fully used to support reflection and learning, and some learning circle groups did not realise the full potential of this element due to logistical difficulties. More can be done by the SILA team to leverage this element.

4.1 Better integrate the learning circles into the program design. This could include:

- Providing dedicated time in the first retreat for learning circle groups to form, build rapport and schedule their engagements.
- Using learning circle groups in subsequent retreats for group learning and reflection activities.
- Including dedicated learning circles for the CEOs to prepare for and reflect on the sabbatical.

4.2 Set stronger expectations and clearer guidelines. For example:

- Nominating a minimum number of learning circles (e.g. three)
- Providing guidance on how to make the most of the learning circles

5 PROVIDE CONSISTENT, STREAMLINED COMMUNICATIONS TO IMPROVE THE PARTICIPANT EXPERIENCE

POTENTIAL ACTIONS

Some participants experienced pain points relating to the communications received from the SILA team and other stakeholders (see section 4.5.6). To alleviate these pain points, two potential actions can be taken.

5.1 Improve program documentation, including guidance for staff handover, and information management systems to mitigate against the impact of staff turnover.

5.2 Align all SILA stakeholders (including SILA program team, facilitators and coaches) on the key program requirements, milestones and messages. SILA could also consider nominating clear points of contact relating to key questions or issues (for example the sabbaticals). This may mitigate against SILA stakeholders providing mixed messages to SILA participants.

6 EVOLVE THE ALUMNI NETWORK

POTENTIAL ACTIONS

Cohort two shared that they would have valued formal connections with program alumni throughout the program. They also shared interest in continuing to have formal opportunities to connect with their own cohort (*see section 4.5.7*).

6.1 Facilitate events in local areas and online to support the continuous learning and engagement of alumni. There could be events for both:

- Individual cohorts to strengthen their connections and build on specific learnings from their retreats.
- Multiple cohorts to provide opportunities for alumni to further collaborate and connect.

6.2 Establish formal connections between current participants and interested alumni to better support participants' experiences. This could for example be the nomination of 2-3 alumni as SILA mentors who are available to provide advice across the duration of the program.

6.3 Consider actively engaging alumni in the delivery of SILA. This could include inviting them as guest speakers at retreats, including them in webinars to share their experiences and advice or involving them as a testing group for new SILA features.

7 DESIGN TOOLS TO SUPPORT CEO PARTICIPANTS SHARE LEARNINGS WITH THEIR ORGANISATIONS

POTENTIAL ACTIONS

As shared in section 4.5.3, some CEOs noted difficulties in sharing their learnings with their organisations. Board members and SULs also shared that they felt disconnected to the learnings in many instances. The SILA team can support CEOs to better disseminate their learnings.

7.1 Include an expectation that CEO participants proactively share their learnings with their board and executive at a minimum after each retreat and the sabbatical.

7.2 Develop guidance and materials that support CEO participants to share their learnings. This could include:

- presentation templates for participants to use when presenting on their learnings/experience to their executive and/or board
- Workshop and training guides that provide a head start for CEO participants to share frameworks and practices with their organisation.

6 Appendices

Appendix A – Cohort two participant summary

Cohort two consists of 24 social sector leaders from Victoria and Tasmania.

1. **Adrienne Picone**, CEO TasCOSS
2. **Aileen Ashford**, CEO Kids First Australia
3. **Alison Lai**, CEO Alcohol, Tobacco and other Drugs Council Tasmania
4. **Andrea Goddard**, CEO Stars Foundation
5. **Andrew Davies**, CEO B Lab Australia and Aotearoa New Zealand
6. **Bill Mithen**, CEO Give Where You Live Foundation
7. **Charlotte Jones**, General Manager Mental Health Legal Centre
8. **Chris Povey**, CEO Justice Connect
9. **Daniel Santangeli**, Artistic Director and Co-CEO Footscray Community Arts
10. **Donna deZwart**, Managing Director Fitted for Work
11. **Elisa Buggy**, CEO Western Region Centre Against Sexual Assault Inc. (WestCASA)
12. **Fiona Davis**, CEO Farmers for Climate Action
13. **Jaison Hoernel**, CEO Good Cycles Ltd
14. **James Hattam**, CEO Tasmanian Land Conservancy
15. **Jane Hunt**, CEO The Front Project
16. **Jo Flanagan**, CEO Women's Health Tasmania
17. **Kirsty Albion**, Executive Director Centre for Australian Progress
18. **Melodie Potts-Rosevear**, CEO Teach For Australia
19. **Michael Kelly**, CEO Relationships Australia Tasmania
20. **Natalie Egleton**, CEO Foundation for Rural & Regional Renewal (FRRR)
21. **Sam LaRocca**, Co-Executive Director The Sunrise Project
22. **Sarah Neal**, Executive Producer and Co-CEO Malthouse Theatre
23. **Simon Ruth**, CEO Thorne Harbour Health (Victorian AIDS Council Inc)
24. **Tania Farha**, CEO Safe and Equal

Appendix B – Participant mid and post-program survey results

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

To understand SILA Cohort two's program experience, there were two surveys distributed throughout the program – one halfway through the program and another at the end.

The **mid-program survey** was a brief 25 question survey which requested feedback on the delivery of the program; effectiveness of diagnostic tools and executive coaching; and benefits and barriers of the program.

The **post-program survey** is more detailed, with 63 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 analysis:

- 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 survey questions that appear in both, but also questions that only appear in one.

- 19 out of 24 participants responded to the survey
- Survey consisted of 25 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 and debrief session?
11. What can be improved regarding the GLWS assessment and debrief?
12. How do you intend to take action (if any) gained through the GLWS and debrief?
13. I found the organisational diagnostic tool and facilitated workshop valuable (5-point scale – Strongly agree to strongly disagree)
14. What did you find useful about the organisational diagnostic tool and facilitated workshop?
15. I am finding the executive coaching valuable (5-point scale – Strongly agree to strongly disagree)
16. What are you finding valuable about the executive coaching?

Participant mid-program survey questions

17. Have you experienced any benefits from participating in the program? (Yes/No)
18. Can you please describe the benefits?
19. Have you experienced any unexpected benefits from participating in the program? (Yes/No)
20. Can you please describe the unexpected benefits?
21. Have you experienced any barriers to fully participating in the program? (Yes/No)
22. Can you please describe these barriers?
23. What has been the most valuable aspect of the program?
24. What do you think is the most important change to improve your experience for the remainder of the program?
25. Is there anything else you would like to share?

- 21 out of 24 participants responded to the survey
- Survey consisted of 63 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

3. The length of the whole program was... (Too short, just right or too long)
4. The program content was easy to understand. (7-point scale – Strongly agree to strongly disagree)
5. The program was engaging. (7-point scale – Strongly agree to strongly disagree)
6. The delivery method of the program was modern and professional. (7-point scale – Strongly agree to strongly disagree)
7. I was satisfied with the overall learning experience. (7-point scale – Strongly agree to strongly disagree)
8. 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)
9. 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?
10. 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?
11. Is there anything you would like to share about the organisational diagnostic tool and facilitated workshop that you did not share or has changed since the mid-point survey?
12. I found the organisational capacity funds valuable. (7-point scale – Strongly agree to strongly disagree)
13. At a high level, what did your organization spend the capacity funds on?
14. What did you find valuable about the organizational capacity funds?
15. What can improve regarding the organizational capacity funds?

Participant post-program survey questions

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

16. I found the leadership circles valuable. (7-point scale – Strongly agree to strongly disagree)
17. What did you find valuable about the leadership circles?
18. What can improve regarding the leadership circles?
19. I found the immersive retreats valuable. (7-point scale – Strongly agree to strongly disagree)
20. What did you find valuable about the immersive retreats?
21. What can improve regarding the immersive retreats?
22. I found the executive coaching valuable. (7-point scale – Strongly agree to strongly disagree)
23. What did you find valuable about the executive coaching?
24. What can improve regarding the executive coaching?
25. I found the tailored sabbatical valuable. (7-point scale – Strongly agree to strongly disagree)
26. What did you do for your tailored sabbatical?
27. What did you find valuable about the tailored sabbatical?
28. What can improve regarding the tailored sabbatical?
29. I found the online learning materials valuable. (7-point scale – Strongly agree to strongly disagree)
30. What did you find valuable about the online learning materials?
31. What can improve regarding the online learning materials?

Participant post-program survey questions

Level 2 – Knowledge, skills and planned action questions asked

32. The program provided the right level of coverage of: (7-point scale – Strongly agree to strongly disagree)
- 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
33. The program encourages continued learning and conversation with others. (7-point scale – Strongly agree to strongly disagree)
34. I felt appropriately challenged by the program. (7-point scale – Strongly agree to strongly disagree)
35. Why did you disagree with the statement above? (The program was too challenging, The program was not challenging enough)
36. The program was relevant and useful to my role. (7-point scale – Strongly agree to strongly disagree)
37. Which parts of the program were the most relevant and useful?
38. I have clear ideas about how I can use the new skills and knowledge. (7-point scale – Strongly agree to strongly disagree)
39. Please provide examples of how you can use the new skills and knowledge.
40. 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)
41. Please 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

42. Developing self - As a result of the program: (7-point scale – Strongly agree to strongly disagree)

- 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

43. Please explain your responses to the above.

44. Growing networks - As a result of the program: (7-point scale – Strongly agree to strongly disagree)

- I intend to maintain connection with other participants
- I have a peer support network of for-purpose CEOs

45. Please explain your responses to the above.

46. Managing wellbeing - As a result of the program: (7-point scale – Strongly agree to strongly disagree)

- I can now better manage my wellbeing as a leader

47. Please explain your responses to the above.

48. Investing in self and others - As a result of the program: (7-point scale – Strongly agree to strongly disagree)

- 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

49. Please explain your responses to the above.

Level 4 – Business impacts questions asked

50. As a result of the program: (7-point scale – Strongly agree to strongly disagree)

- My organisation has or is likely to enhance its capability and culture
- My organisation has or is likely to experience tangible improvements across key business measures
- My organisation intends to invest more in leadership development

51. Please explain your responses to the above.

Participant post-program survey questions

General reflections

- 57. Did you experience any unexpected benefits from participating in the program? (yes/no)
- 58. Can you please describe the unexpected benefits?
- 59. Did you experience any barriers to fully participating in the program? (yes/no)
- 60. Can you please describe what the barriers were?
- 61. What do you think was the most useful and engaging aspect of the program?
- 62. What do you think is the most important change to improve the program for future cohorts?
- 63. Any additional feedback?

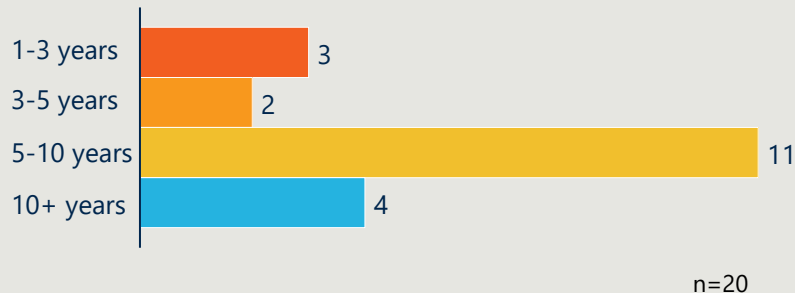
CEO participants primarily had a medium-term tenure in their roles and worked in organisations with various revenues.

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

Overall, the post-program survey received 20 responses. Not all respondents answered every question.

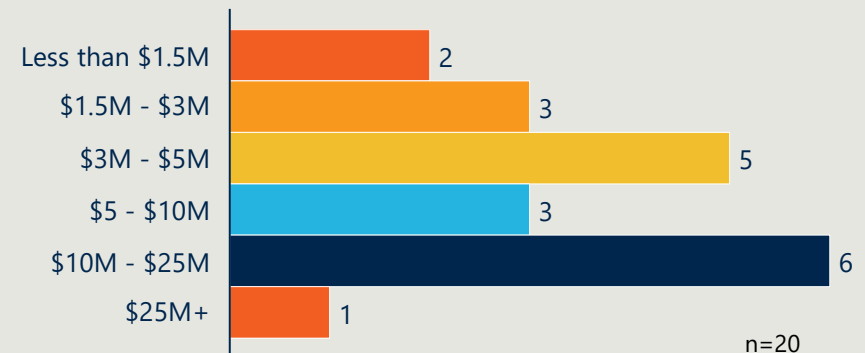
Most of the respondents had been in a CEO role for over five years (75%).

How many years have you acted in a CEO role?



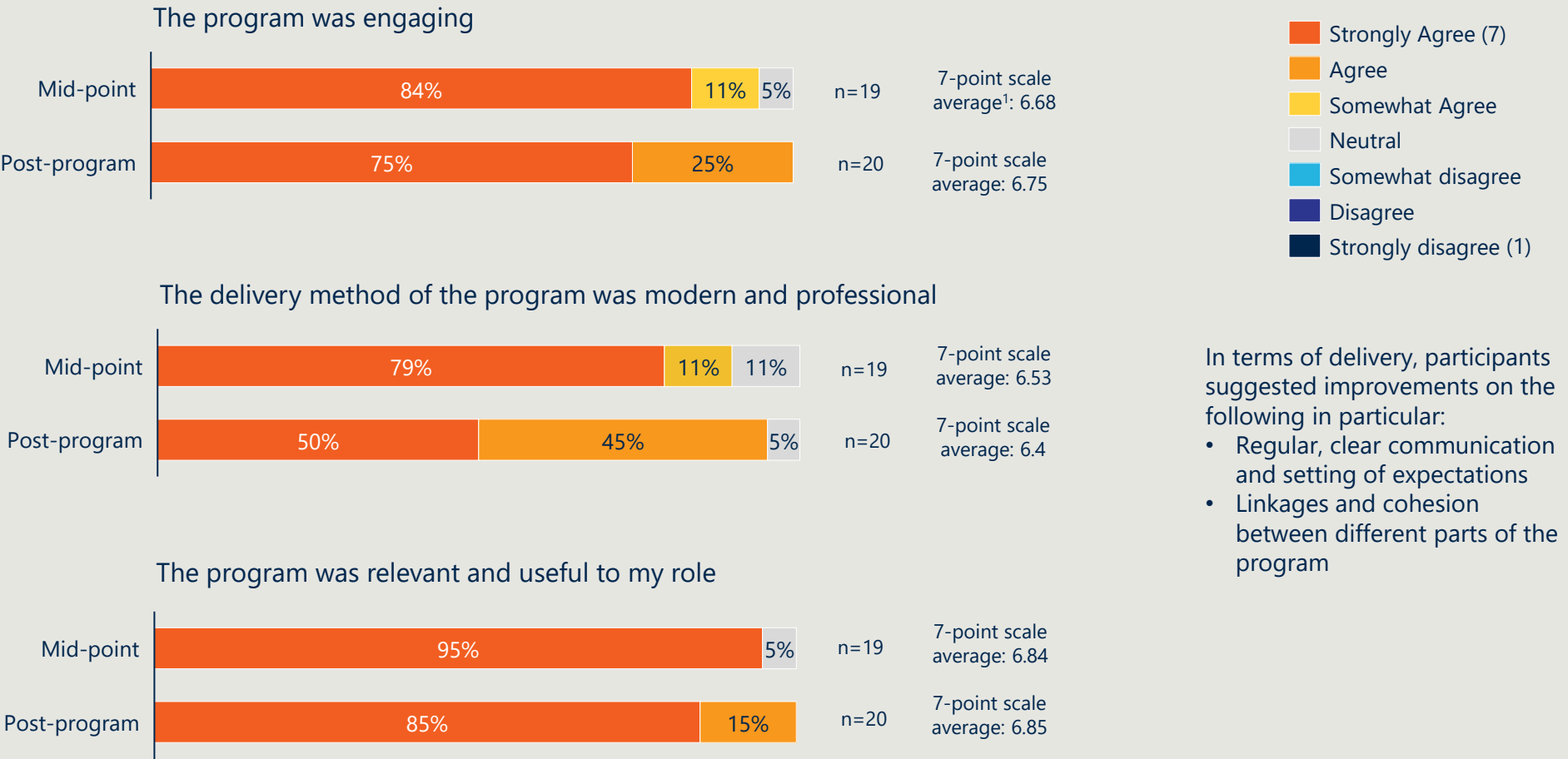
50% of organisations were larger than \$5M in revenue with one organisation exceeding \$25M.

How large is your organisation by revenue?



Participants found the program to be engaging and useful until the end, however the delivery method could be improved.

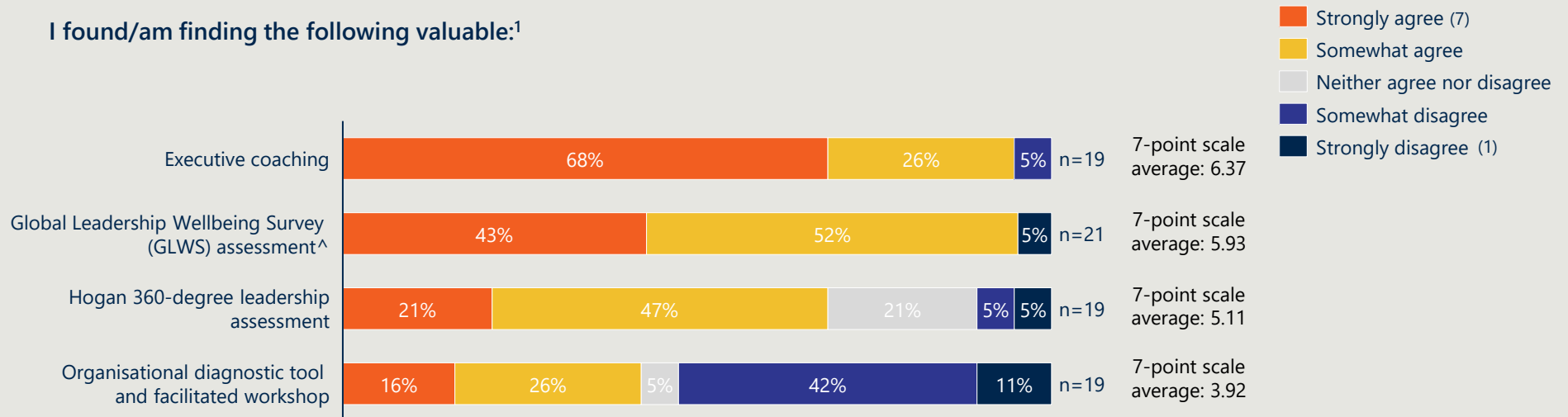
The average response to the question “How likely is it that you would recommend the SILA program to another social purpose sector CEO?” was **9.5/10 (n=20)**.



¹ 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

The retreats and coaching elements were deemed the most valuable, while the program assessments and diagnostic were of less use during the program.

I found/am finding the following valuable:¹

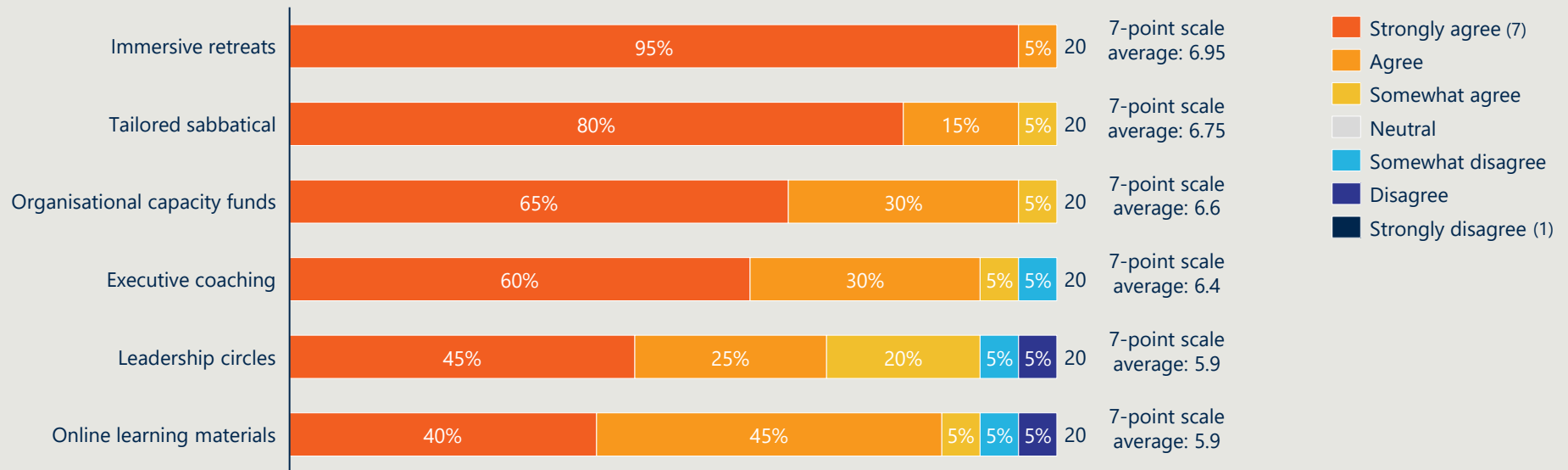


¹ During the mid-point survey answers were provided on a 5-point scale (from 1, Strongly Disagree to 5, Strongly Agree) while post-program were provided on a 7-point scale (from 1, Strongly Disagree to 7, Strongly Agree). To enable comparison across surveys the mid-point results have been adjusted to 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 immersive elements of the program were deemed the most valuable, including retreats and sabbaticals. However, some experiences like leadership circles were not as effective due to logistic constraints.

I found the following valuable:



The individual assessments were reassuring and beneficial in highlighting areas for improvement.

Hogan 360-Degree Leadership Assessment

What participants found valuable

- Unpacking results with the coach
- Opportunity to receive feedback from a range of stakeholders
- Feedback boosted confidence and highlighted where to focus improvement efforts

"The opportunity to hear from staff, key stakeholders and my Board was highly welcomed. The discussion with my executive coach to unpack and synthesize the information was the most useful part of the process."

"Shining a light on what I'm doing well has been incredibly helpful when I am often full of self-doubt."

What can improve

- Further support such as setting expectations, additional dedicated coaching time and action planning support
- The tool itself is ambiguous with unclear language and framing

"I think I needed more time with the coach to talk about it. One hour didn't feel like enough."

"I'm not sure it's a useful tool due to the language and the lack of framing for how it is being used - without this it can be underestimated by those completing it or an opportunity for venting if there is a gripe."

Global Leadership Wellbeing (GLWS) Assessment

What participants found valuable

- Unpacking results with the coach
- Highlighted 'flags' and provided improvement methods

"The debrief was extremely useful. I think part of that is the tool but [my coach] is a big part of this."

"Suggestions for small lifestyle changes which I'm now benefiting from."

What can improve

- Providing more time to engage with results before and during debrief

"I needed more time to engage with it to make it worthwhile."

The retreats and coaching elements were well received overall, with the diagnostic being hit or miss amongst organisations.

Retreats (1 and 2 only)

What participants found valuable

- Opportunity to have time to connect with a supportive network of peers
- The immersive nature and engaging with the community

"Being able to be present in a deep learning environment, connecting with other CEOs and learning that we share many of the same challenges, laughing, the approach to immersing in the Burnie community and system, and learning about Aboriginal history there."

What can improve

- Better debrief after uncomfortable situations
- More down-time for reflection, self-learning and recovery

"Some time for personal reflection and to spend with your learning circle group to unpack the content, catch up on learning circles outcomes for each other and to further build the network."

Executive coaching

What participants found valuable

- Being challenged by the coach was valuable in pushing the participants to reflect and grow
- Held participants accountable and motivated them to apply their learnings

"Enjoying speaking to someone with some objectivity. I like the fact it forces me to stop and slow down and reflect more. I am much more likely to act on those reflections rather than merely have the in passing and forget about them. It also feels very supportive."

What can improve

- Having more sessions with a clear plan for each

"More often & well scheduled before the course so the learnings from the retreats and learning circles could be incorporated into the coaching dialogue."

Organisational diagnostic and workshop

What participants found valuable

- Good opportunity for internal stakeholders to come together
- The process of completing the report encouraged consideration and validation of the organisation's capacity

"It validated the work we are doing and enabled the Board to engage."

What can improve

- The workshop was not useful due to limited duration and poor facilitation in some cases
- Clarity about the intentions and purpose of the session and how the results would be used was poor

"The workshop itself was a little awkward, and I am not sure how much we really got out of it. It would have been good to have a chat with the facilitator prior to the workshop to really understand what we were trying to get out of it."

Participants found the group experiences to be rewarding and worthwhile.

Improvements to the logistics and scheduling of these activities were suggested to improve understanding and allow participants to get the most out of their time in the sessions.

Leadership circles

What participants found valuable

- Provided a safe space for open, honest sharing and problem solving among peers

"Hearing other perspectives on my issue in a trusting and non-judgmental environment."

- The smaller groups were favourable, it created a more intimate and inclusive environment

"Smaller groups to discuss challenges is always more meaningful."

What can improve

- Clearer instructions about the process, logistics and expectations of the sessions

"Coordinating 6 CEOs to meet was a struggle. one person never presented as they were never able to meet. It would be good to have set times for these at the start of the program, either after hours or on weekends."

- Dedicated time at intensives for leadership circle planning

"The walk we completed during the first intensive, where we each told a story, could have been completed with your leadership circle. This would have created a greater bond and shared experience with that group which I think would have led to us meeting more regularly."

Retreats (post-program reflection on all retreats)

What participants found valuable

- Opportunity to have time to connect with and build values with peers

"Being together enabled and embedded trust. This also meant that we were able to be present, we were not managing back issues and teams."

- Having the time to step away from their role and immerse

"Time – listen, reflect, learn, be challenged, know you're not alone as a CEO."

- Facilitators and content

"The facilitators and the subject matter was the most valuable component. I loved the pre-reading and the ability to be part of a broader discussion led by the facilitators to unpack the content."

What can improve

- More down-time for reflection, self-learning and recovery

"A few more breaks for the introverted amongst us. They are long sessions, and sometimes just a moment to re-energise alone for more than half an hour in between tasks / commitments."

The individual program elements were great and could have been further improved by offering more timely guidance and support.

Many participants found the structure of the individual elements to be lacking and could be improved with more guidance on how to get the most from these activities, especially for the sabbatical and executive coaching.

Executive coaching

What participants found valuable

- Having the space and support with an objective advisor to unpack challenges

"The chance to discuss individual challenges in the course and as CEO."

What can improve

- More tailored matching of participants to the coach

"Allow some level of selection rather than allocation. Try to get coaches to a retreat so that people can meet in person."

- More coaching sessions or time with the coaches

Tailored sabbatical

What participants found valuable

- Time to recharge and reflect

"It allowed me to reflect on so many aspects of my personal and professional self and get clear about my purpose and what's important to me."

- Allowing the rest of the organisation to step up led to internal growth and confidence

"I am already seeing the benefits to my leadership and that of my executives, stepping in and up."

What can improve

- More information/guidance on how to plan and structure the end-to-end process of the sabbatical

"There needs to be a lot more work put into Sabbatical planning, selection of step-up leaders, step-up leader preparation, coaching with SU leaders, limit setting, working with the Board, fitting back into roles, etc."

Online learning materials

What participants found valuable

- Great quality and variety of materials to provoke learning

"The content was well curated and really served to reinforce the learning experiences presented during the retreats."

- Great diversity of mediums

"Loved the combination of articles, book chapters, poems and videos."

What can improve

- Providing the materials in a more timely manner

"There was often poor communication about learning materials. People arrived at Retreats not having realised there was work to do."

- Sharing more resources

"I appreciated the mix of materials - videos and podcasts as well as articles. Maybe more podcasts and videos?"

The diagnostic was not greatly valued amongst organisations, however all participants greatly valued the capacity funds.

Many participants acknowledged the organisational diagnostic's value in proving what they knew about their organisation but also described it as a flawed tool and process that did not contribute much to the overall program.

Organisational diagnostic and facilitated workshop

Similar to the mid-point survey, there was mostly negative feedback on the organisational diagnostic. It was an interesting opportunity to reflect but there was no time to talk through the organisational diagnostic results.

What can improve

- Clarity about the intentions and purpose of the session and how the results would be used was poor

"The facilitated workshop was too brief with too much content. People left frustrated. these tools should be optional with explanations about how to utilize them internally rather than workshops that fail to utilise them properly."

- The facilitated workshop was not useful to many and felt disjointed from the rest of the program

"Not integrated into program, poorly facilitation, insights of no value to organisation, no follow up from facilitator. "

"The organisational diagnostic tool didn't really work for us. The workshop was organised at very short notice making it hard for Board members to attend, the links didn't work - wasting quite a bit of time and then the facilitation was not very good. We didn't feel like we got much out of this, and we had been looking forward to it very much."

Organisational capacity funds

How it was spent

- Most funds went to backfilling CEO and other leadership roles that became vacant due to sabbatical
- Some also invested in individual and team development
- There were a couple that spent it on operating expenses such as financial/legal advice

What participants found valuable

- Funds made the sabbatical possible, especially from a board perspective

"Without the capacity funds, our organisation would not have the financial resourcing to support either me, or the leadership team to participate in such an extraordinary opportunity"

- Flexibility to use the funds wherever they needed

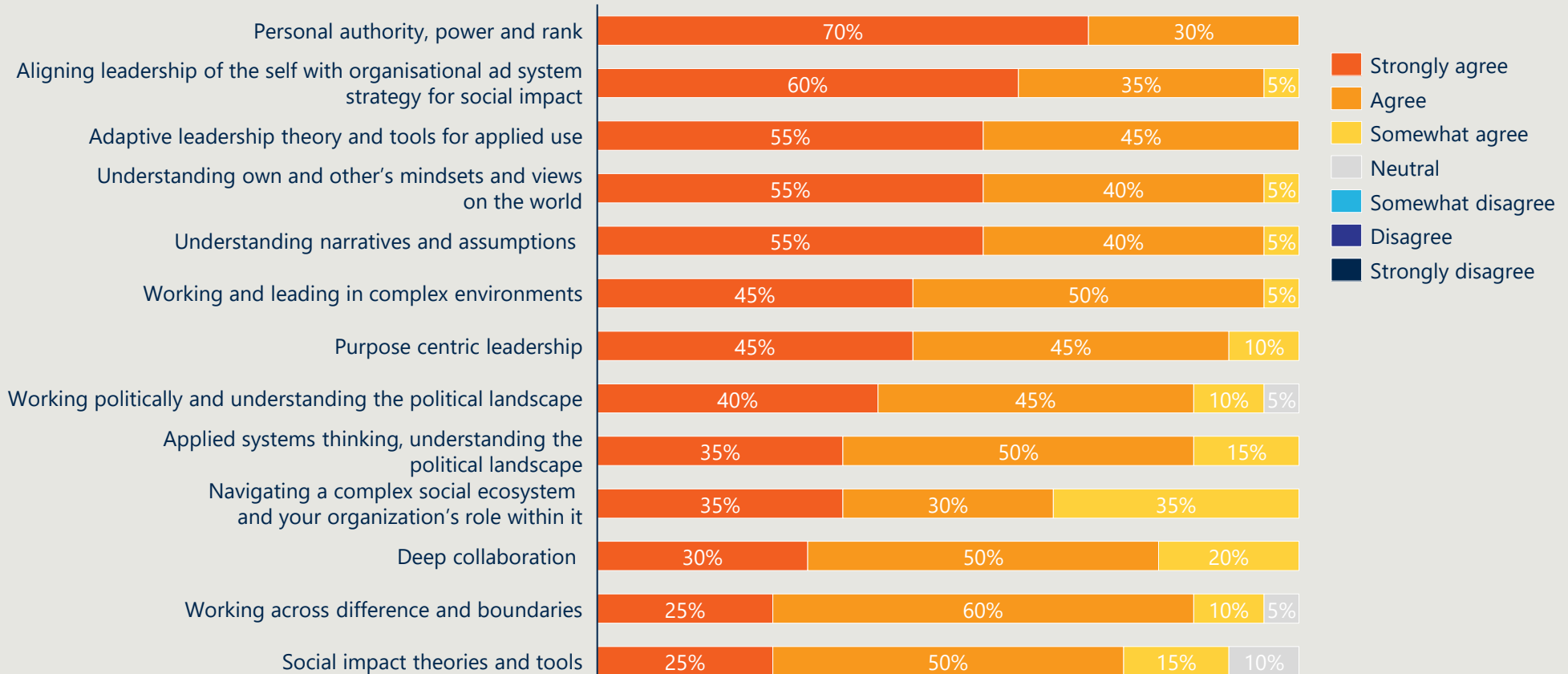
What can improve

- Participants commented that there needs to be better communication around how the funds can/should be used.
- Some participants found that the funding was insufficient. They suggested increasing the funding or setting the expectation that organisations also need to invest in this program.

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

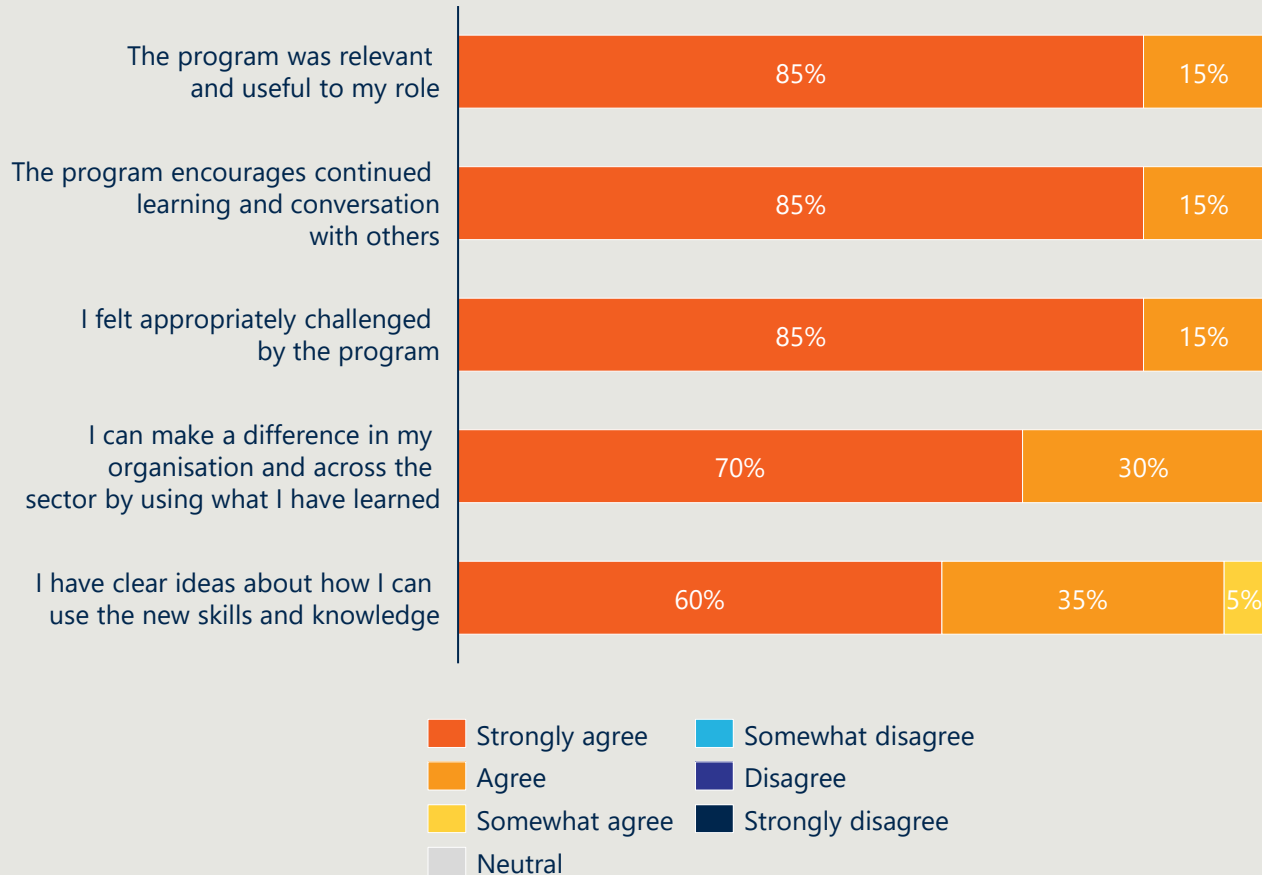
The majority of participants either agree or strongly agree that they sufficiently explored all of the key areas identified as most important to the SILA program.

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 have a clearer sense of my role and what is expected and want to move away from some of my limiting beliefs.

”

“

I have already started to apply the knowledge in my professional interactions with key stakeholders (in respect to systems leadership), and in my personal life (in respect to role and purpose) and in my organisation (in respect to rank and authority and technical and adaptive challenges).

”

“

I am so much more confident. This has made a substantial difference in how I am tackling networking, negotiations and advocacy. It also means I am working much more quickly because my decision making is quicker.

”

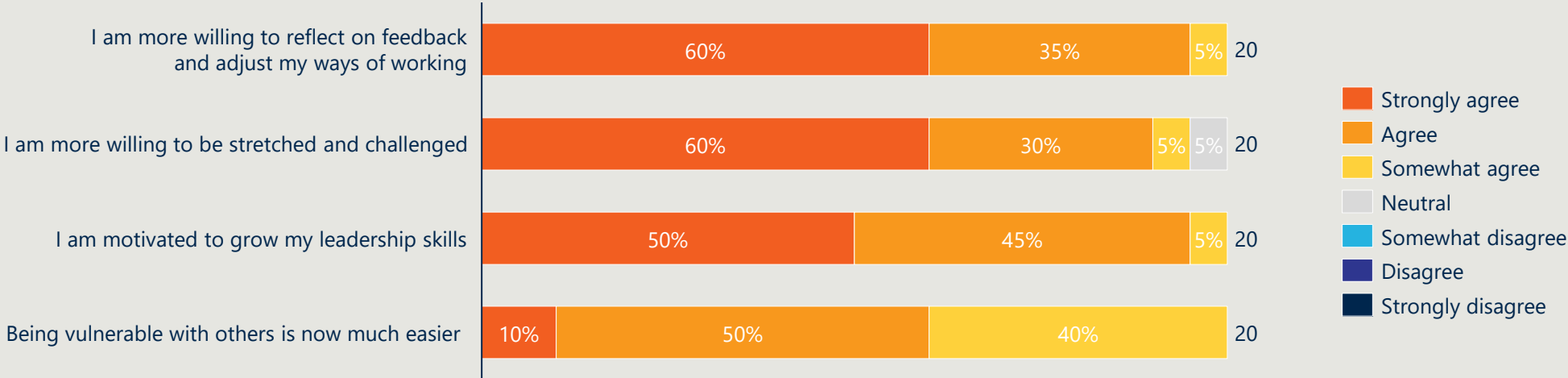
Self-reflection was one of the most difficult aspects of the program but also facilitated personal growth.

Many participants found the self-reflective aspects of the program challenging but rewarding as it gave them better sense of self and confidence to be vulnerable.

“SILA has challenged me to take more time, think and analyse, prepare and reflect. SILA has helped me realise that these actions are the work of good leadership and taking time to do them is just as important as doing the technical work of management.”

“I felt I had a reasonable comfort in this space before SILA, but working closely with a cohort of CEOs has given me confidence in my approach and new skills learned from both the curriculum at SILA and from the peer network.”

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



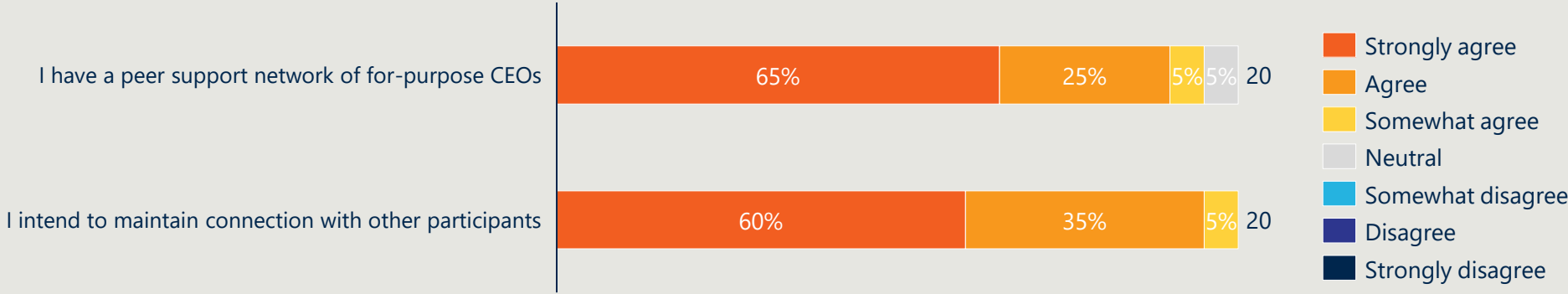
Almost every participant found the greatest benefits from collaboration and networking with their fellow CEOs.

Most of the feedback regarding connections with the other participants was overwhelmingly positive. However, there was one participant who “suspects it will be challenging” as they had poor experiences with their leadership circle.

“ I have already met with peers from the program and intend to regular connection with these CEOs as well as CEOs from my sector to share knowledge and provide support. ”

“ Since returning from the last retreat, I have already reached out to at least 6 participants (In Tasmania and Vic) to seek assistance with work and personal challenges. ”

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



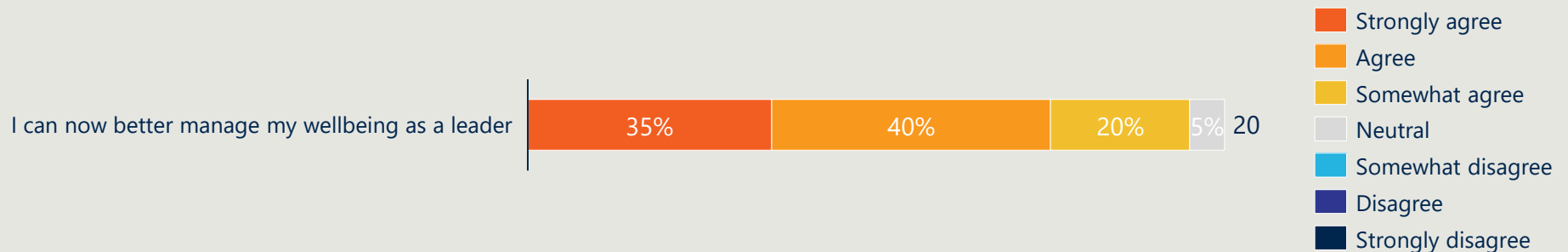
Participants improved wellbeing when they continued their efforts, but this can be hard to maintain outside of the program.

Participants found implementing wellbeing tools easier during the program but afterward it became harder to implement practices into their daily lives.

“ I have a lot of lessons and information at my disposal, and I have been more mindful at work, and particularly at home in remembering my role/purpose (and not bringing it into the home as much) and finding myself to be calmer and more confident in both settings as a result. ”

“ After sabbatical it was pretty much straight back into a heavy workload with compounded issues due to SU leader performance issues. ”

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



The benefits of investing in leadership are clear and participants are starting to share these with their leadership team.

Reflecting on their time in the program, participants can now share their learnings and help others grow as they did.

“

'The last five years in my role has had a strong focus on building organisational capability and improving services to clients. As a result of SILA I have decided to make professional development, including leadership development, a priority moving forward. I can see now how intrinsically linked it is to systems reform, organisational development as well as client experiences.'

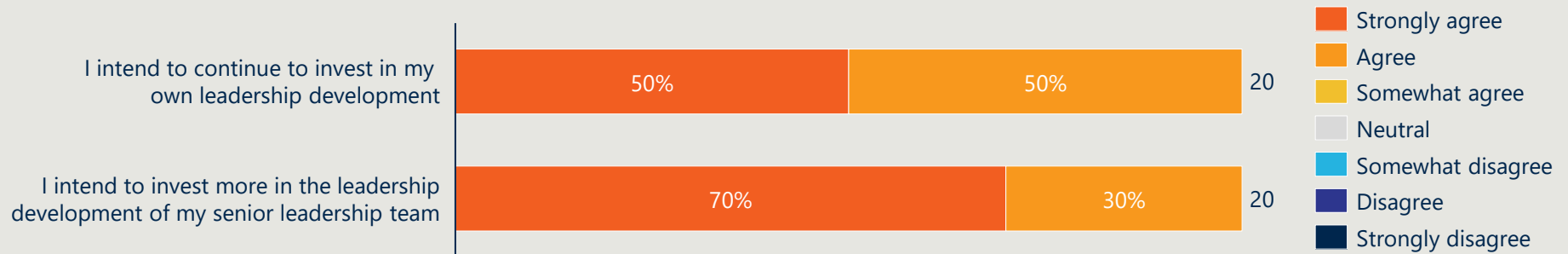
”

“

Leadership is lifelong learning; I intend to remain open to continuous learning and growth and to supporting others to do the same.

”

A greater proportion of participants strongly agreed to invest in their senior leadership team compared to themselves.



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

These benefits predominantly came from the growth in responsibility for the step-up leaders and the development the CEOs themselves went through.

“

I agree we have improved, and I strongly agree we will continue to improve. I feel like having staff step up at different levels in the organisation while I was on sabbatical has deepened understanding of business requirements and leadership skills across the organisation. One very tangible outcome organisationally was the successful negotiation of a large funding agreement with a philanthropist which had been proving a bit sticky.

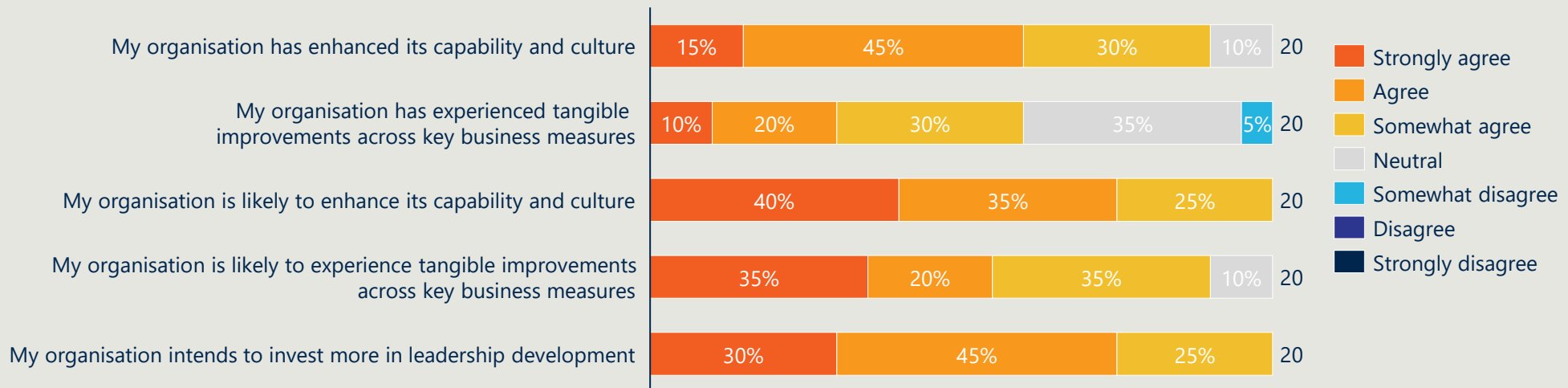
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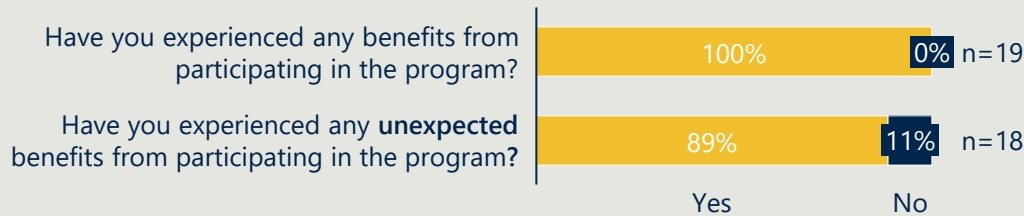
Hard to see tangible outcomes at the moment. In fact, I could argue that part of this work causes discomfort and disruption for people which is unsettling and difficult. Therefore, we could even be in worse shape than prior to SILA. However, I am confident we are on the right course and that discomfort will disappear as the adaption and change takes hold.

”

All participants could at least somewhat agree that they would see tangible benefits from participating in the SILA program.



The program provided rewards beyond what was originally expected.



“ Even the hard bits have been massive lessons. I feel I've learned a lot and grown in confidence. Also, the network has been great - I've been in touch with other CEOs about particular issues and they are really helpful. ”

Categorised **expected** and **unexpected** benefits (n=19 and n=16 respectively)



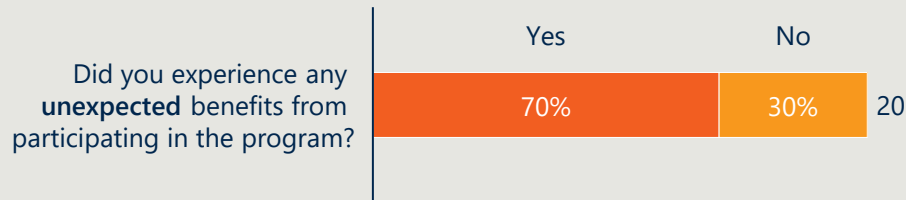
“ Finding a great group of people who I feel deeply privileged to share this with and who I now regard as friends. ”

“ Personally, I was surprised by the focus on wellness and spirituality. That has been a lovely unexpected benefit. I really gained a lot from the early wellness survey, wellness coaching and opening retreat. ”

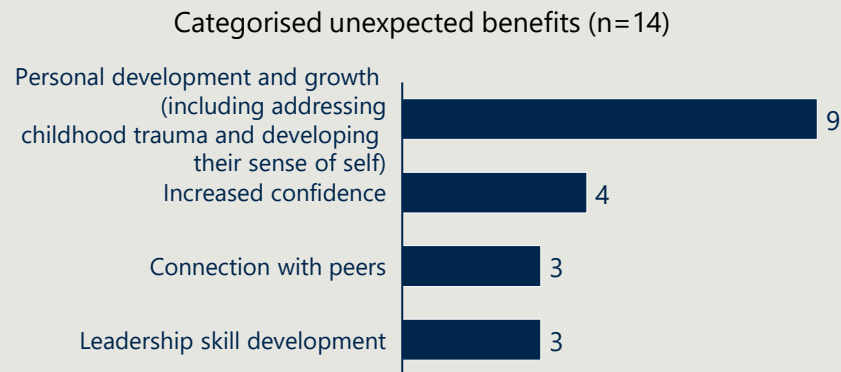
The program provided rewards beyond what was originally expected.

Most of the participants experienced some sort of unexpected benefit, ranging from personal development to connections with peers.

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



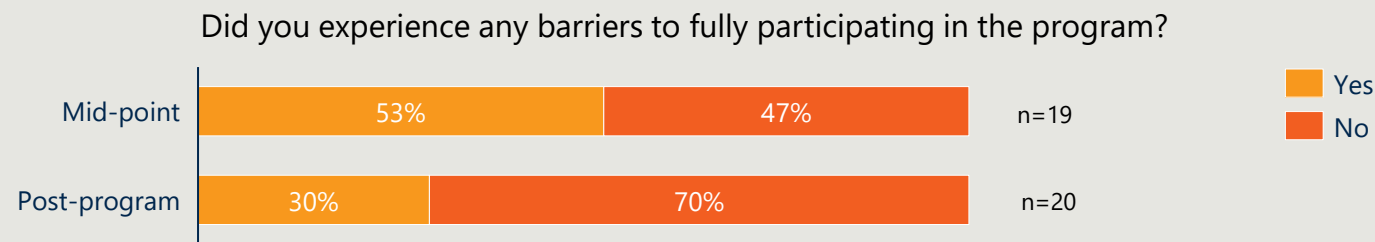
I wasn't really sure what to expect from the program. I had assumed leadership training but there was so much more to SILA than that. I was not expecting the deep personal reflection and growth that I experienced.



Not so much unexpected but I think I underestimated the power of the cohort on helping to reduce feelings of stress and isolation that result from our roles as CEOs.

I found friends, more so than just a peer group. I also grew my confidence and realised how shaky this had been for a longtime. I also learnt from a group of women that we are remarkable at enduring events and then turning those into learnings and drivers.

Some participants were restricted during their time in the program but some of these barriers reduced over time.



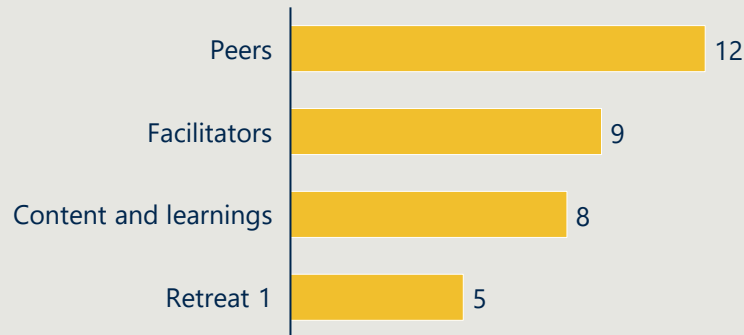
Work obligations and ill-timed planning of activities was a major barrier throughout the program. There were also some concerns post-program about the lack of adequate support when it came to confronting/upsetting content.

Mid-program barriers (responses)	Post-program barriers (responses)
<ul style="list-style-type: none">• Work obligations (5)• Packed schedules limiting reflection and learning (2)• Disorganised and contradicting program information (2)	<ul style="list-style-type: none">• Work obligations (4)• Some content was confronting and upsetting (2)

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

What has been the most valuable aspect of the program?

Categorised responses (n=18)



“

It's hard to narrow it down. The whole experience has been such a privilege. The opportunity to connect with other CEOs is pretty important. In other things that I've attended, there's been a range of senior management personnel which hasn't been the same as only CEOs. I think this has contributed to the exceptional group dynamic.

”

“

I think it would be good if the retreats were a bit less intensive. They are exhausting and the tiredness was very evident at the end of the second retreat.

”

“

[Most important change to improve is] clearer expectations set far further in advance of what is happening next.

”

What do you think is the most important change to improve your experience for the remainder of the program?

Categorised responses (n=19)



Overall feedback was positive, but there is room for improvement around communication of expectations and support for sabbatical.

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



Overall feedback was positive, but there is room for improvement around communication of expectations and support for sabbatical.

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

Highlights of the program include the retreats, sabbatical and program facilitators.

“ There are many leadership programs, but they tend to have the leader doing the work in isolation. The SILA program is unique in that it seeks to integrate the learning of the leader, the step-up leader and then engagement of the broader leadership team through processes. I think this brings a much greater likelihood for the organisation to see an uplift in the leadership capability of those involved directly and indirectly. ”

“ The facilitators
The content
The sabbatical
The executive coaching
The kindness and engagement of the other participants ”

“ Kirsty and Robbie were great so (overall) the intensives and the readings and tools were very useful. My coach was terrific and was a great help. The wellbeing survey was a game changer. The learning circles have been wonderful. The support for the step up was great. The 360 was good, but needed more time for discussion to be really effective. ”

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.

“ There needs to be a much stronger focus of preparing for the sabbatical, what supports are provided to SU leaders, how limits should be set with step up leaders, how SU leaders should work with Boards, returning back to roles, etc. I think CEOs should meet with SU leaders coaches to also set limits. My SU leaders coach encouraged her to undertake an organisational restructure. ”

“ I think mostly some of the communication and clarity of expectations. I found the initial communication a bit difficult. Our first online call we were told to leave our CEO hat at work, be open be curious. But in the same breath we were told that we would have long days, there was preparation and reading to do etc. It made me want to know when, where, what we need to prepare, but none of that information was given to us. ”

“ Please integrate the disparate parts more fully. The scope is good but the sequence and integration of learning design could improve to help weave the elements together more seamlessly and reinforce some of the retreat-based learning in other forums. Also, a resources sharing for CEOs for sabbatical I think could go a long way to accelerating the impact of those high cost experiences. ”

The participants are generally very thankful for the program, with a few sharing some additional reflections and comments.

Any additional feedback?

I continue to be so grateful and feel so privileged to be part of such an incredible program.

Only one thing which at the time was important but over time has become much less important: The positioning of the program in the very first phone call was awkward and created some barriers in my mind. A great deal about the lead up, application process and narrative were about wellbeing and support.

Loving the program. Life changing for me and can't wait to see where it continues to take me. Thank you for the opportunity. It is indeed a gift.

I think it's useful for feedback surveys to be anonymous as much as possible to keep separate from tracking improvements. It was hard to fill in a survey knowing that it was not anonymous.

Greatly appreciate the effort of Kristy and Robbie. It is so good to have 2 such knowledgeable and experienced facilitators who are able to hold the space for us.

One example, when filling out the paperwork, I had to put in a name for the SUL. I put down a name but without contact details and noted that this may change and not to contact the person without confirming with me. The person I listed then mentioned they were engaged in the program. I can only assume their contact details were taken from my 360 list.

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 tool.

Any additional feedback?

Lots of gratitude to the team at SILA, the faculty and the funders. An extraordinary, generous and enriching program!

I am very grateful for the opportunity to participate in this program. I have worked in small, underfunded NGOs all my life and there is no budget there for professional development - so nearly all the content in this course was new to me and it has been of huge benefit. I feel proud to have been part of the second SILA cohort. Thank you very much to everyone involved.

Just to reiterate how grateful I am for having the opportunity to participate in a program of this nature. It's amazing to have the support of Paul Ramsay Foundation, Vincent Fairfax Family Foundation, The Myer Foundation and the Sidney Myer Fund and to see their willingness to invest in the leadership capacity of the for-purpose sector in Australia. The Centre for Social Impact staff were amazing in managing all the logistic of the program, you can always tell when things look seamless from the outside how good the contribution is from the people making it happen.

Thank you so much for an extraordinary and life changing experience.

Communication from SILA was often poor. Often late and varied between emails and messages on Compass that you had to find yourself.

How do we build organisations that support holidays and breaks and stop the 24 hour switch on?

Life changing, and a privilege. Thank you for the opportunity.

Appendix C – Coach mid and post-program survey results

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

43%



of coaches
supported CEO
participants

57%



of coaches
supported Step
Up leaders

43%



of coaches
were in their
first year of
supporting the
SILA program

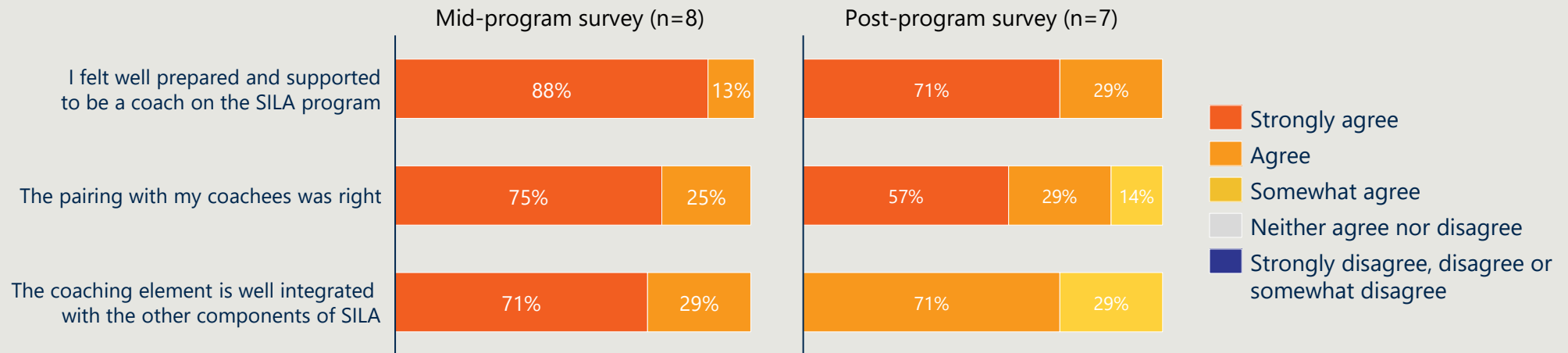
86%



are 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.



“

The program is exceptional and is a genuinely transformational opportunity for leaders and SULs. The coordination this year is light years better than last year, and it's felt by the participants.

”

“

All aspects of the program were made clear, the opportunity to meet with the other coaches with Terri Soller was useful. Terri was always responsive when I had any questions or wanted to provide any thoughts on the program to her.

”

“

I enjoyed working with my coachees and believe they have grown and developed tremendously through this program.

”

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.

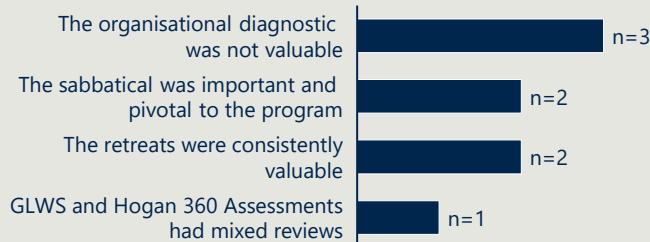
The CEO participants were fully engaged in the coaching.



- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Strongly disagree, disagree or somewhat disagree

Categorised responses (n=3):

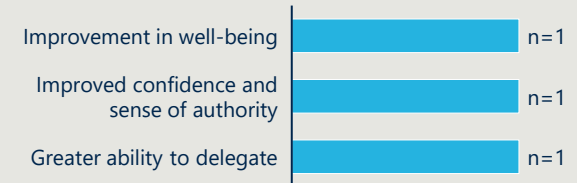
What reflections did CEO participants share on their experience with the other SILA components?



What shifts in mindset did you observe in CEO participants?



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



“

All CEOs found the retreats both nourishing and exhausting. Sabbatical - the most talked about, challenging and impactful part of the program.

”

“

The most significant mindset shifts were around dis-identification from their roles as being the equivalent to who they were as human beings. A mindset shift around valuing and understanding what wellbeing really looks and feels like was significant.

”

“

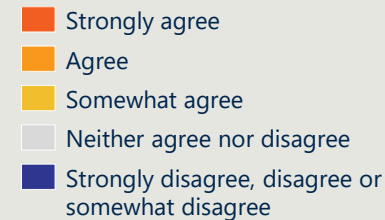
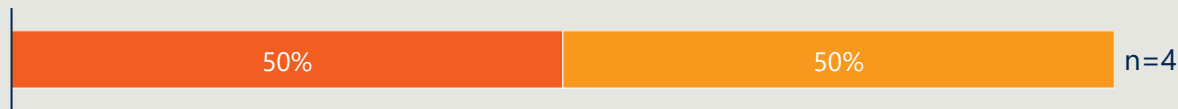
The shifts in thinking and behaviours were evident from the way they described how they operated in their CEO role once they returned from the sabbatical, in particular in managing expectations, handing the work back and working across difference.

”

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

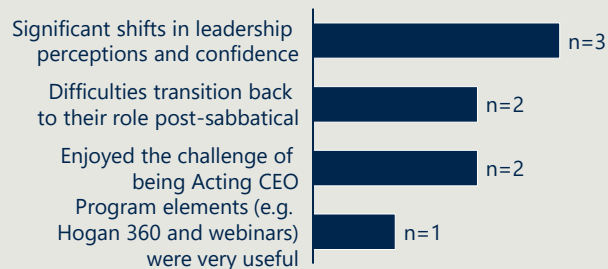
The post-program coach survey included open-ended and Likert scale questions to explore SUL engagement. Themes and supporting quotes are shared below.

The SUL participants were fully engaged in the coaching.



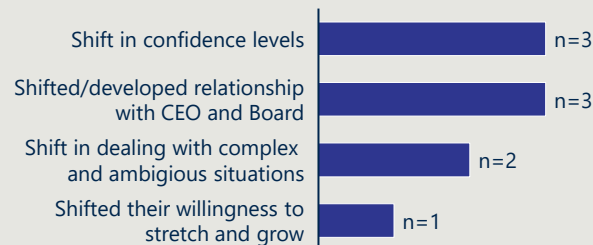
Categorised responses:

What reflections did CEO participants share on their experience with the SILA program? (n=3)



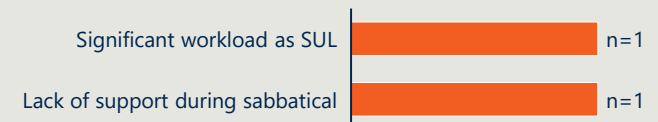
“ They found the 360 valuable to challenge some of the narratives they had about themselves. Some felt they had made a big shift in their perceptions of themselves as CEO material and faced some challenges transitioning back into their substantive roles after the growth they'd experienced. ”

What shifts in mindset did you observe in SUL participants? (n=4)



“ Some experienced growth in confidence in their ability to take on a CEO role. The biggest shifts were an acceptance that they didn't need to have all the answers and an understanding of organisations as complex systems in which they could effect change by their own small changes in behaviour. ”

What barriers to engaging did SUL participants experience? (n=2)



“ Some change to the sequencing of the coaching sessions could be useful, especially in instances where the sabbatical is delayed. We should ensure that the coaching straddles the Step Up period, so that objectives can be agreed prior to the period and a proper debrief can be held after the sabbatical. ”

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

The feedback indicates that the program's flexibility to support SULs and CEOs in their learning and development is well regarded. Opportunities to integrate program elements further would be beneficial.

What do you think can improve with the delivery of the coaching sessions? (n=7)

“ I feel coaching could be further integrated and that coaches could be more well-informed around where CEOs were at in terms of their progress. ”

“ A way to bring the CEO and SUL together for one session pre and post sabbatical would be extremely useful - perhaps with the two coaches that are assigned. This will aid contracting and the transition in/out of the role in a safe way. ”

“ SULs and CEOs have consistently asked for more coaching and perhaps a combined session with CEO and SUL prior to sabbatical and post sabbatical would be useful. ”

“ Whilst we have more visibility on the retreat facilitation, I would like to see more connection to what has been covered. ”

“ Given a number of the SULs had completed other [360 feedback tools], I thought Hogan added limited value. ”

What did you find worked well with the delivery of the coaching sessions? (n=7)

“ Coaching was integral to supporting SUL and CEOs prepare and work through sabbatical. Readings and resources were shared with coaches. ”

“ A mix of using program themes and connecting into the issues that they brought into the session; a mix of working with them in action real time and then also modelling reflection proactive with them. ”

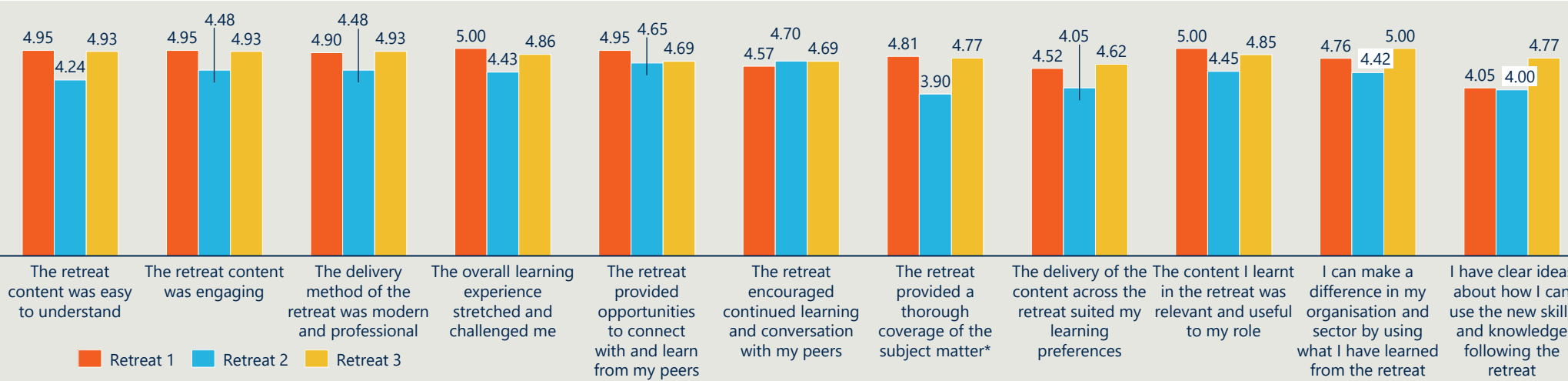
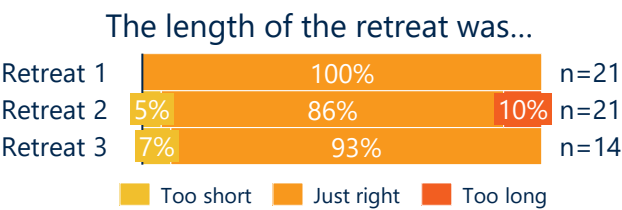
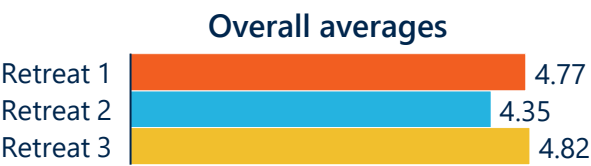
“ They were flexible whilst timed around the major program components. There was plenty of space provided to the coaches for tailoring the sessions to the individual needs. ”

“ SUL webinars were a great addition to the program. I received positive feedback about these sessions. The tracking system was also helpful in communicating where we were at and also how we were tracking in comparison to others. ”

“ Having a cross-connecting session with Terri to bring me up to speed on what's been happening for the coachees during their intensives. I think what's worked well is that the sessions have come after the SUL groups sessions that I have attended. ”

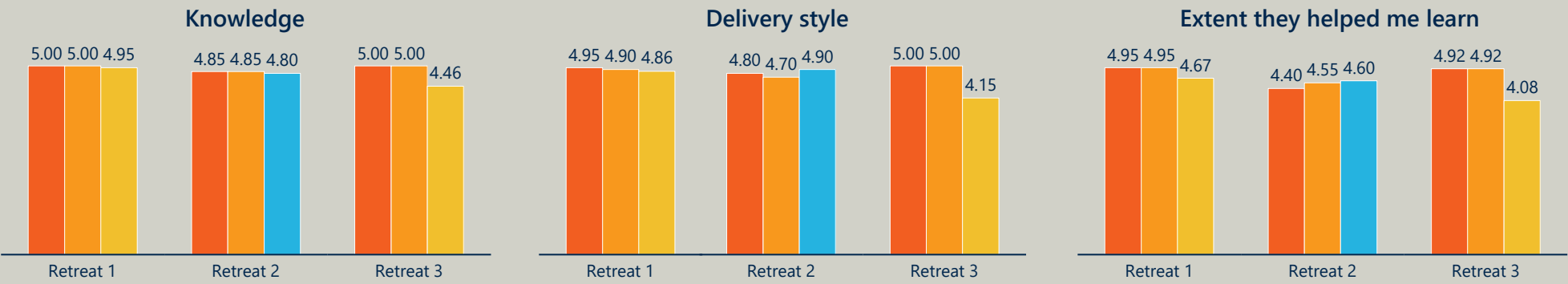
Appendix D – Post-retreats survey results

On average, participants scored retreats 1 and 3 higher than retreat 2.



Facilitator average rating

Kristy Muir (orange), Robbie Macpherson (light orange), Terri Soller (yellow), Mark Yettica-Paulson (blue)



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

	Retreat 1 themes (n=21)	Retreat 2 themes (n=19)	Retreat 3 themes (n=13)
What did the retreat help you learn about yourself as a leader?	<ul style="list-style-type: none"> • The need for testing assumptions and being vulnerable (6) • The importance of deep listening and reflecting (6) 	<ul style="list-style-type: none"> • Knowing when to listen (or get on the balcony) and when to talk (7) • The need to turn up the heat (5) • Greater awareness of leadership style and tendencies (4) 	<ul style="list-style-type: none"> • Better sense of self, role and purpose (8) • Importance of networking and communication skills (2) • It's okay to be vulnerable and provide candour (2)
What did you learn from the retreat that is applicable to your organisation?	<ul style="list-style-type: none"> • Adaptive leadership/challenges (9) • Learning/growth edge (5) • Deep listening (4) 	<ul style="list-style-type: none"> • System thinking/understanding (10) • Factions (3) • Deep collaboration (3) 	<ul style="list-style-type: none"> • Politics and factions (5) • Styles of engagement and leadership (4) • Systems mapping/thinking (2)
What did you value most about the retreat?	<ul style="list-style-type: none"> • Engaging, interacting and connecting with others (17) 	<ul style="list-style-type: none"> • Peer relationships (12) • Engaging with community (10) • Hearing from Brendan and other facilitators (8) 	<ul style="list-style-type: none"> • Content and activities (e.g. manifesto, music and book activities) (10) • Peer relationships (7) • Safe space to be vulnerable (3)
How could the retreat experience be improved?	<ul style="list-style-type: none"> • More break out spaces (3) 	<ul style="list-style-type: none"> • More time to process/reflect throughout and at the end of the retreat (5) • Better debrief after uncomfortable situations (2) • Less moving across groups (1) 	<ul style="list-style-type: none"> • More time to process/reflect at the end of the retreat (7) • More time out in nature (2)
Which session or concept was most impactful?	<ul style="list-style-type: none"> • Rank and authority (6) • The 'philosopher's walk' (4) • Comfort vs growth zone (learning edge) (4) 		

Appendix E – Hogan 360 assessment results

Cohort two participants are above the global average for all assessment item groups

- Cohort two results were fairly similar to Cohort one results
- Strategy was much higher (+0.4) than the global average for Cohort two participants

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

There were consistencies amongst most and least common strengths across cohorts

- All SILA participants tend to build effective relationships and have strong leadership skills
- Cohort two appear to be better than Cohort one at making tough decisions and having a good sense of humour

Table 1 - The most and least common strengths for Cohort two participants (n=24)

Most common strengths	n
Builds effective relationships	24
Has high ethical standards and integrity	24
Has strong leadership skills	23
Works hard with a strong work ethic	22
Motivates and inspires others	21
Is visionary and strategic	21

Least common strengths	n
Shows loyalty	5
Challenges poor performance	7
Is well organised	10
Is customer focused, and good with clients	11
Good sense of humour	13
Is competitive and determined	13

Table 2 - The most and least common strengths for Cohort one participants (n=23)

Most common strengths	n
Has strong leadership skills	23
Builds effective relationships	22
Is visionary and strategic	22
Has high ethical standards and integrity	22

Least common strengths	n
Good sense of humour	3
Challenges poor performance	4
Shows loyalty	4
Makes the tough decisions	8

* Similarity across cohorts 1 and 2

The assessment has identified three clear areas that all Cohort two participants should improve

- All 24 participants can improve in delegating more, challenging poor performance and taking on too much
- The top four most common areas to improve are consistent across both cohorts 1 and 2
- Cohort two appear to be more of team players than Cohort one

Table 1 - The most and least common areas to improve for Cohort two participants (n=24)

Most common areas to improve	n
Delegate more	24
Challenge poor performance	24
Stop taking on too much and spreading yourself too thin	24
Set clear goals and performance indicators	22
Share knowledge and resources	20
Give appropriate feedback	20

Least common areas to improve	n
Be more of a team player	4
Be less moody and control your temper	4
Be less aggressive	5
More customer and/or client focus	6
Be more positive	6
Treat people fairly and without favouritism	8

Table 2 - The most and least common areas to improve for Cohort one participants (n=23)

Most common areas to improve	n
Delegate more	23
Stop taking on too much and spreading yourself too thin	23
Set clear goals and performance indicators	22
Challenge poor performance	21

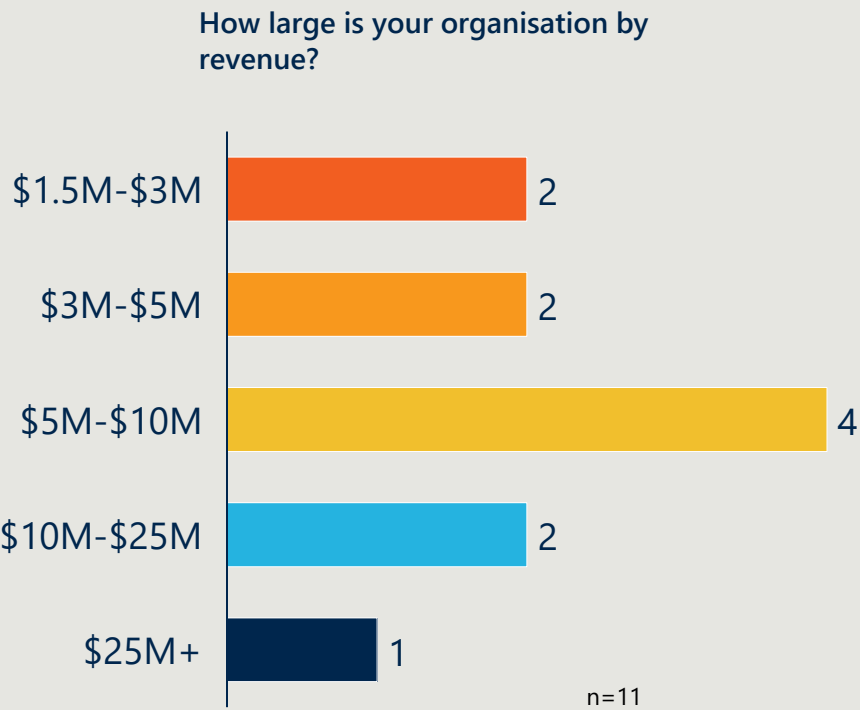
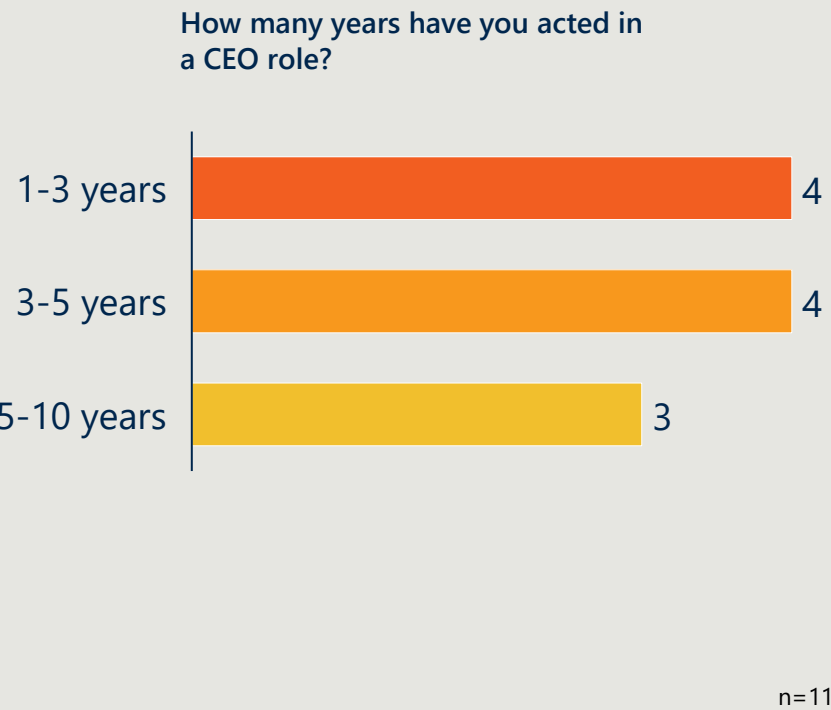
Least common areas to improve	n
Be less aggressive	1
Be less moody and control your temper	2
Be more positive	3
Show more empathy	4

* Similarity across cohorts 1 and 2

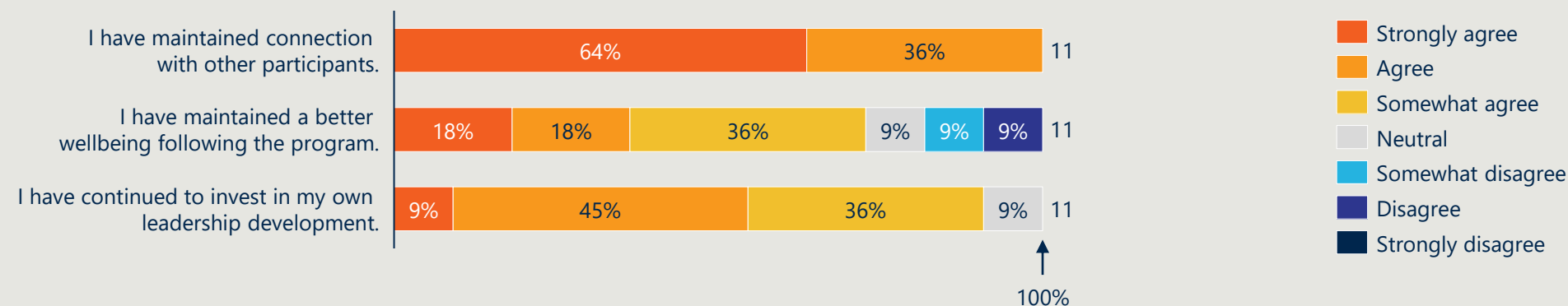
Appendix F – Cohort one alumni survey results

Respondents came from varied backgrounds and organisational contexts

100% of CEOs were still with the same organisation as when they undertook the SILA program.



The program had lasting effects on participants, particularly their connections and leadership development

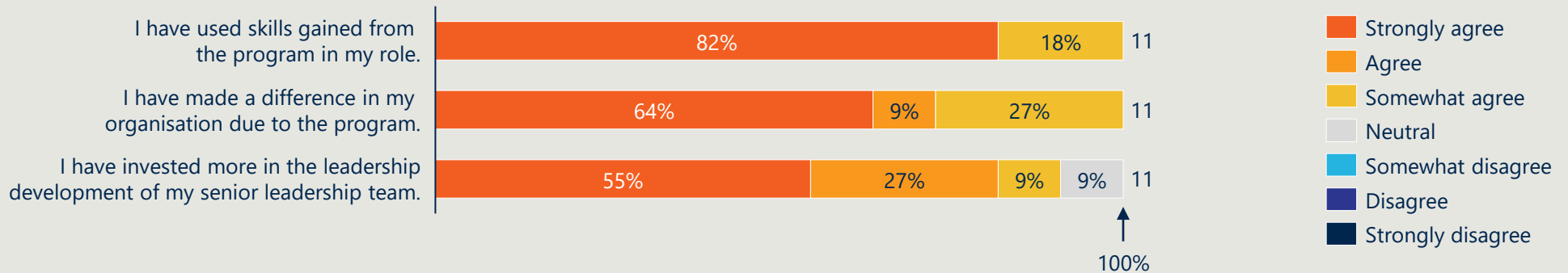


After the program, participants shared that they:
Categorised responses (n=4)

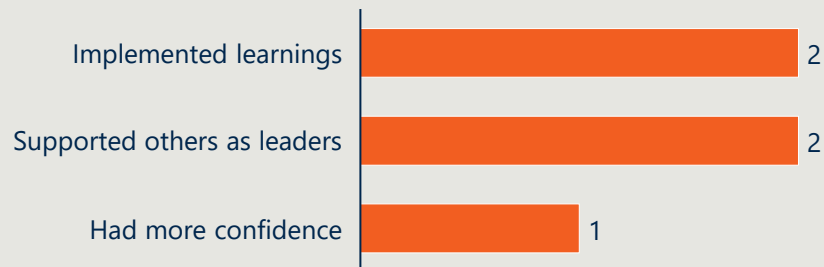


“SILA facilitates interaction with other CEOs within a sharing, mutual learning framework, and this has provided an incredible, live learning environment to reflect on and refresh my assumptions about leadership. This has been most valuable in my own leadership journey, more real and more helpful than simply reading theory.”

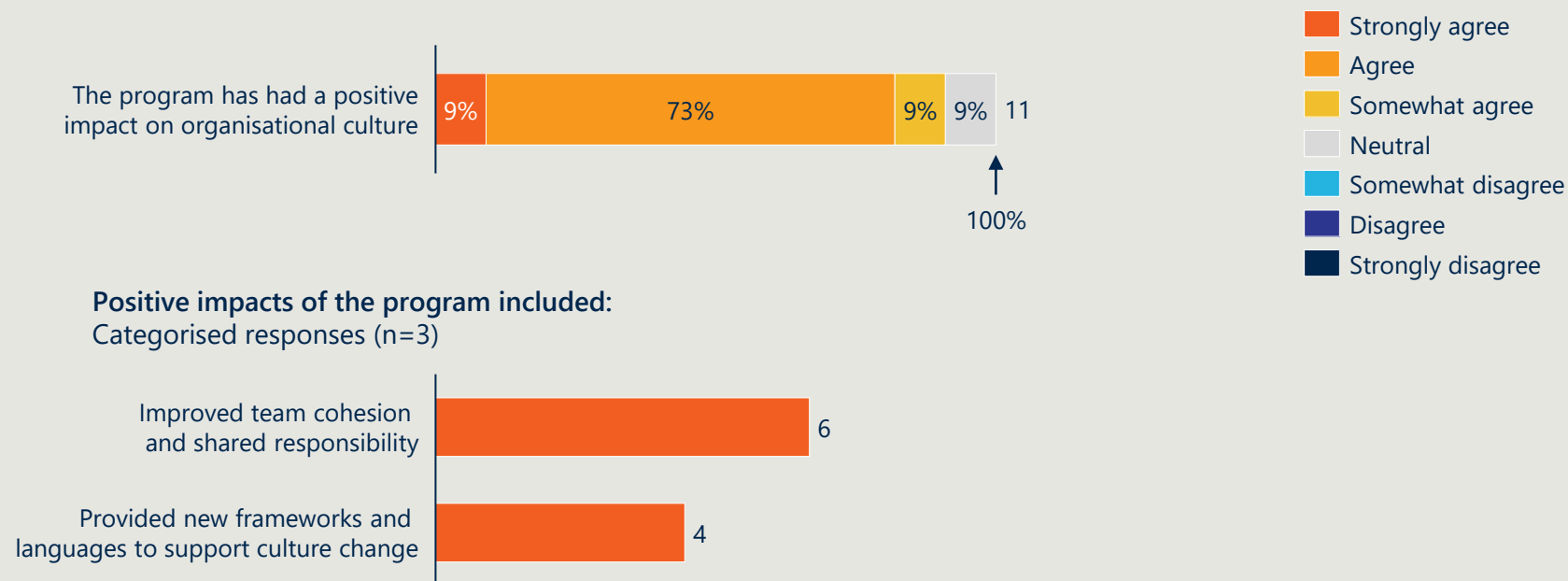
The experiences and skills gained from the program supported future action and leadership development



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

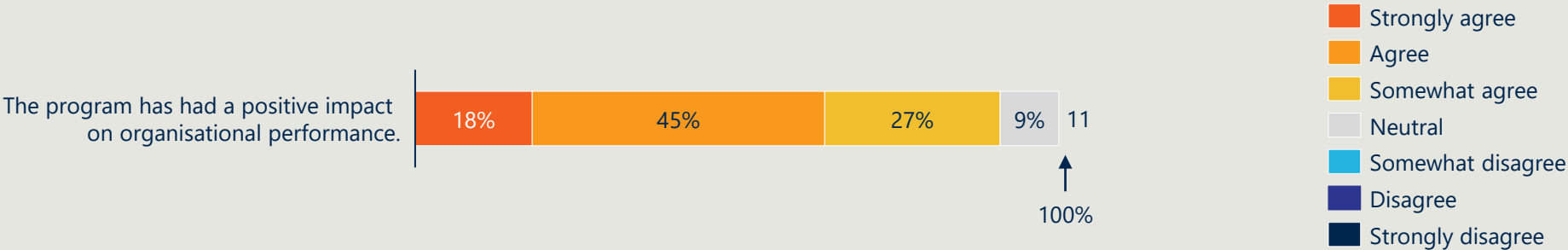


The benefits of the program extended beyond individual CEOs to positively impact their organisational culture

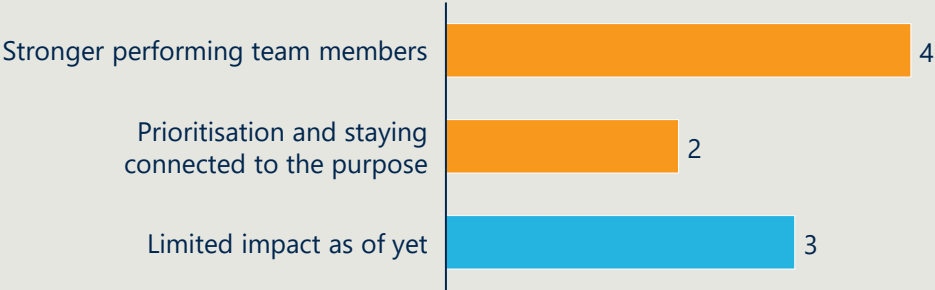


While most impacts were positive, one respondent mentioned that organisational buy-in and support was challenging when only the CEO was involved in the program.

The program also positively impacted organisational performance

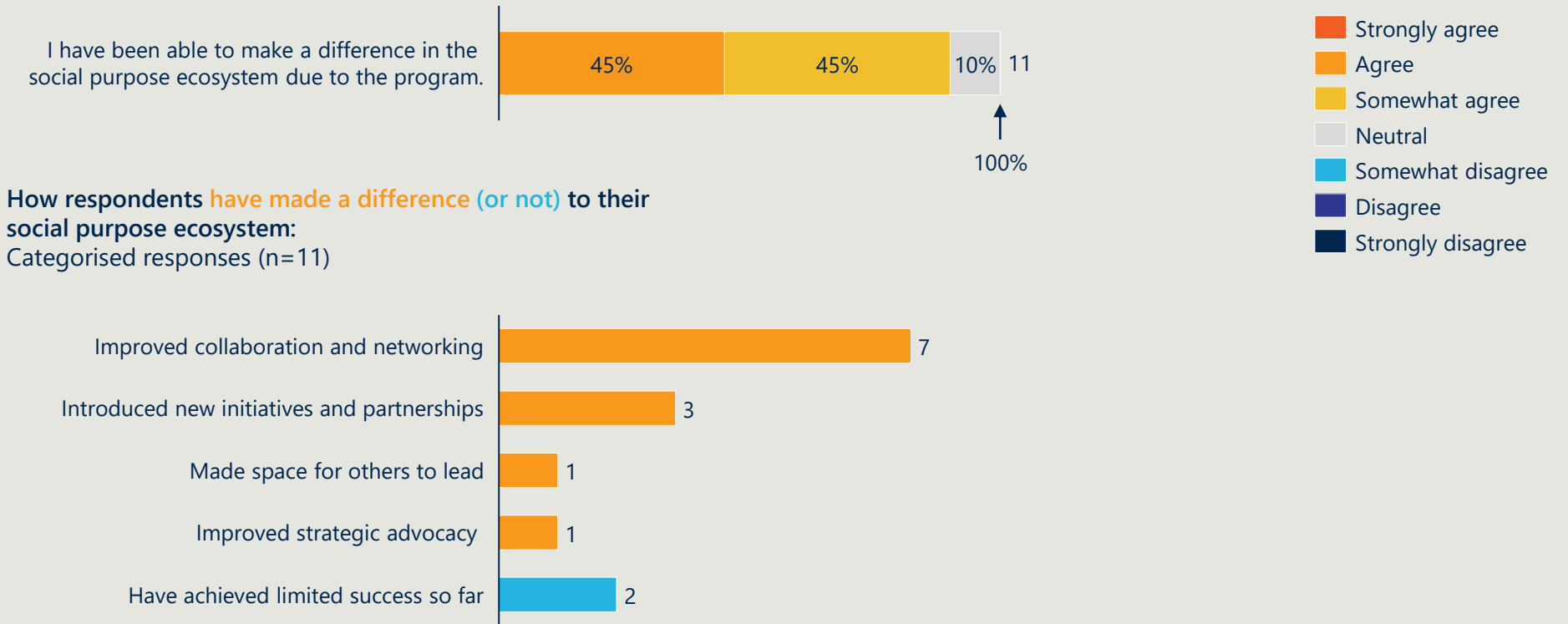


What impacts (positive or negative) has the program had on your organisational performance?
Categorised responses (n=11)



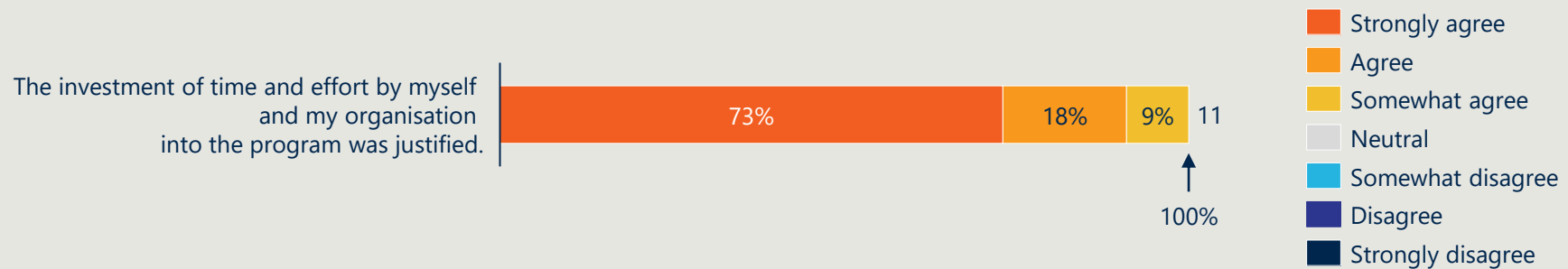
“
SILA has been a transformational experience for myself and our organisation. Thank you.
”

The program empowered participants to impact the broader social purpose ecosystem, particularly through improving collaboration and networking

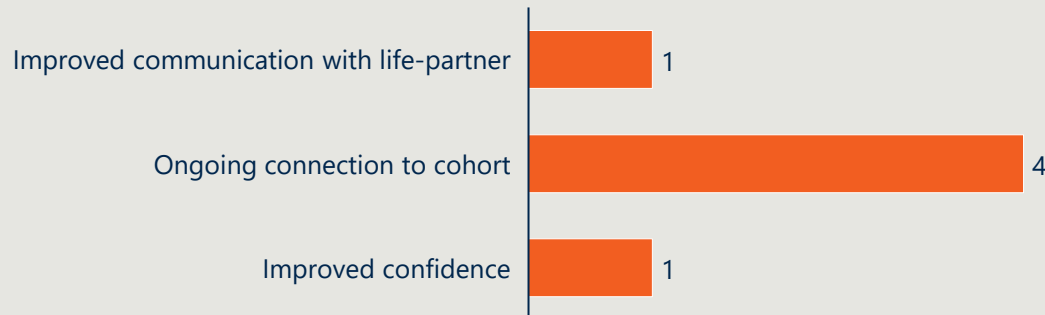


Participants valued the program highly and experienced some unexpected benefits

On average, out of 10, respondents scored the likelihood that they would recommend the SILA program as 9.55.



55% of respondents experienced unexpected benefits from the program, including:
Categorised unexpected benefits (n=6)



Despite many positive impacts, two respondents noted challenges induced by participating in the program

These setbacks included (n=2):

“

In hindsight it turned out to be a positive but...going on sabbatical did lead to extra stress on the team and some decisions made by the team while I was away did impact us financially....The upside to this was going on sabbatical was testing the pressure points and the leadership of the team.

”

“

[There were] some challenges with my step up leader about how we distribute leadership.

”



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