

Artful Leadership for Community Building Program

Program Information

What the Program is for...

The Artful Leadership for Community Building Program aims to support the resilience and sustainability of communities in the Goldfields-Esperance region by supporting local leaders to develop their capacity to make a positive difference in their community through more effective culture and arts activities, events and programs.

The program is designed to build leadership capacity at a local community level and, through participant projects, to have a positive, practical impact during the program and beyond.

Who the Program is for...

The Program has places for 15 participants who will; increase their knowledge about opportunities in the Goldfields-Esperance region of Western Australia; gain insight into diverse approaches to building community, and; develop their personal leadership capability, focus and confidence. Applicants may

... delivered on behalf of **COUNTRY+ARTS+WA=**

already be exercising local leadership and seeking ways to work more effectively, or they may want to take on a new levels of responsibility within their community.

Applications are encouraged from men and women based in the Goldfields-Esperance region who are offering (or interested in offering) their leadership to grow community or regional engagement with culture and arts activities. Applications are open to people who represent the region's diverse range of: communities; interests and expertise, and; ages and cultures but who share a common desire to grow their leadership influence for the sake of flourishing arts and culture activities, events and programs. No prior leadership learning is required.

How the Program is designed...

The Program involves a number of interconnected elements, which weave together to achieve program outcomes. They include community leadership projects, workshops and leadership coaching. Put together, the program pattern looks like this...



Program Element #1 — Adult Learning Workshops

The programs involves 3x three-day workshops that provide participants with an opportunity to explore new information and content together and what it might mean for your learning about leadership. These workshops focus on learning, not teaching, and involve structured learning experiences and peer conversations with fellow participants and the facilitators, exploring the relevance and use of new ideas and content.

As 'time out' from your usual responsibilities these workshops give you the opportunity to talk about your own leadership issues and the practical implications of leading change in your local region or community.

"People have a limited capacity to learn from being taught but an unlimited capacity to learn from experience."

Indicative Workshop Content

Your stories and what you hope to learn and achieve.

Leadership secrets and symbols — leadership as influence.

Leadership as learning — learning to be better observers of our self.

The role of moods and emotions.

Goldfields-Esperance Arts and Culture Framework 2015-2020 and its implications for you and your projects.

The role and importance of language and conversation in leadership.

The 'new' leadership paradigm, 'emergence' and self-organisation.

Project planning & coach selection.

Courageous leadership — authenticity, integrity and resilience.

The Art of Dialogue - building shared understanding with others.

Clear conversational intention and links to key 'linguistic building blocks'.

The features of strategic thinking and 'The Change Compass'.

The nature of sustainability and resilience and the local implications.

Regional 'snapshot'; local history, issues, leaders and success stories.

Entrepreneurship: Artful Leadership.

Applying Innovation Principles.

Coordinating effective action by 'managing commitments'.

Community 'Open Space' Workshop. 'Crucial conversations' and how to handle them.

Exploring our leadership 'shadows' — our reactive style and its impact.

Understanding and developing 'influencing skills'.

Reviewing 'Community Leadership Projects'; progress and learning.

Reviewing personal learning.

Reflections on leading and navigating collective change.

The role of celebration in navigating change.

Planning next steps.





Program Element #2— Leadership Projects

You will be required to devise, implement and assess a practical project over the life of the program (and possibly beyond) that results in a tangible benefit within your region or community AND supports your leadership development objectives. These ‘action-learning’ projects will include building support and involvement within your local community, and may be either an individual project or a group project with other participants. It can be a new initiative or something you have already conceived of, or started, and that you believe will yield better results and learning if you make it your leadership project.

These projects will give you the opportunity to engage more fully with your community, to develop your skills and to apply new learning from the workshops. We will give support and guidance on choosing an appropriate project during the first workshop.

Between workshops all participants meet in ‘action-learning sets’ — groups of 3-5 people — to support each others learning and implementation. These learning sets will be self-selected based on either a common group project or on common willingness to learn together, if you have separate projects. Each learning set will be supported by a group coach for two of their meetings (usually their first two).

Each action-learning set meeting will be essential to help you plan, implement and reflect on your leadership project. Each group will present back to the whole group at the end of the program, in the final workshop, on what was done, and what was learned.

**“I hear and I forget.
I see and I remember.
I do and I understand.”
Confucius**

Program Element #3— One-On-One Leadership Coaching

Each participant will have three personal leadership coaching sessions with their chosen coach from our panel of professional coaches. These one-on-one sessions are designed to support participants to; clarify their learning goals; deepen insights and skills or gain new ones; see and exploit opportunities and; work through barriers and obstacles. Repeated feedback suggests individual coaching is highly valuable in helping you to maintain momentum, plan new behaviours and reflect on emerging learning.

As members of the International Coach Federation (ICF), our coaches are bound by a code of ethics and standards and they base their approach on the view that you are the expert in your own life. Their job is to:

- Discover, clarify, and align with what you want to achieve
- Encourage self-discovery
- Support you to generate your own solutions and strategies
- Hold you responsible and accountable

**“Could a man or woman who is knowledgeable about many things be considered wise if they didn’t know themselves?”
Socrates**

Frequently Asked Questions

What is ‘Action-Learning’ and why is it important?

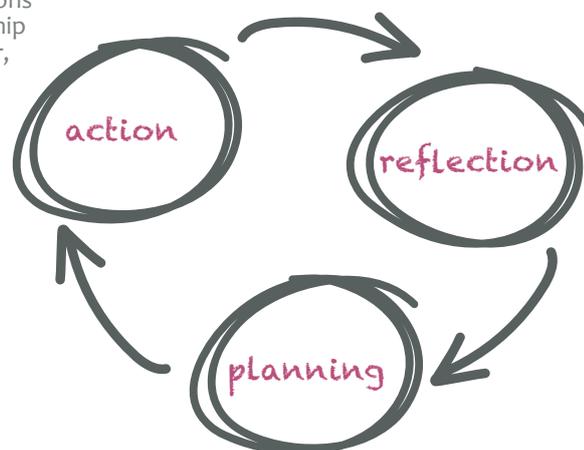
The Artful Leadership for Community Building Program is much more than just a series of modules or workshops. It is based on well-established principles of action-learning that support real, long-lasting growth not just ‘new information’.

With this program you are helped to integrate your learning into real tasks and actions within your community (including through your action-learning community leadership project) AND to also reflect on how those very tasks and actions lead you to further, deeper learning.

For leadership development to really ‘stick’ we know there needs to be a program of learning over a concentrated and focused period of time, and repeated cycles of:

- Absorbing new and relevant knowledge and information
- Planning and taking relevant action to apply this knowledge
- Reflecting on outcomes of actions
- This program does that by carefully mixing individual and group activities
- each with a balanced combination of action, discussion and reflection

“ Our focus is to support you to learn what is most important to you AND to implement this learning at the same time.”





Who will deliver the Program?

This program will be facilitated on behalf of Country Arts WA by regionally-based consulting and coaching company, Karrak Consulting. We specialise in delivering leadership development programs that obtain real and lasting shifts for individual leaders, and genuine innovation and change in their organisations or communities.

The Artful Leadership for Community Building Program will be supported by a broad team of associates in various roles — workshop facilitation, coaching and, program coordination & administration.



Your core workshop facilitation team for the program is:



Kim Lisson ~ The Principal of Karrak Consulting, Kim brings an extensive background in designing and facilitating action-learning leadership development programs. He is one of Australia's longest standing professional coaches and a highly experienced adult-learning facilitator having worked predominantly with the public sector as both employee and consultant.

Kim is committed to 'taking it seriously, and holding it lightly' — he takes seriously his role in supporting leaders to make their communities and organisations more sustainable and life-giving AND he holds coaching and facilitation spaces lightly. He is quietly playful and creative, and he approaches learning conversations as just that... conversations!

David Beyer ~ David brings unique leadership development expertise from project development and program management roles in the land development sector. This has given him a keen sense of balancing 'strategic' and 'grass roots' perspectives to help understand and implement community and project solutions that are practical and sensible.

David is deeply committed to authenticity, integrity and character and he has developed a number of leadership and culture change programs, designed to meet the urgent need to address sustainability challenges.



Louise Duxbury ~ Louise is a leading sustainability practitioner and facilitator with thirty years experience in leadership development and the implementation of local resilience and environmental initiatives that have contributed to major community-wide behavioural changes and regional outcomes.

Louise is well-known for her commitment to a sustainable future and to working to achieve the highest possible outcome. She is a solid, well grounded facilitator and brings a gentle but powerful approach that urges people to look little further or set goals a little higher.

The team's leadership coaching panel includes professional coaches, Mary Jo Harris, Arlene Quinn and Kim Lisson. Their role is to provide ongoing individual and/or group coaching support to participants to link your workshop learning with your practical community leadership experiences.

How long are the workshops, and how long are the days?

The program involves three residential workshops of three-days duration, each one involving up to 3 nights accommodation (depending on participant's travel timetable). Each workshop will be conducted on Friday, Saturday and Sunday.

What about travel and accommodation?

Each participant is responsible for getting themselves to and from the workshop venues. You will need to arrive ready to start first thing on Friday morning and you are required to stay until the conclusion of the workshop on the Sunday afternoon.

Country Arts WA will provide a subsidy toward travel costs to attend workshops.

Details on the basis for this reimbursement will be worked out on an individual basis with each participant prior to the workshops, once the particulars of your travel arrangements are known.

Country Arts WA recommend car pool arrangements wherever possible to reduce travel costs and emissions, as well as to allow for driving to be shared when long days are involved with both travel and workshops.

For most participants each workshop will involve three nights of accommodation (Thursday, Friday and Saturday night) and possibly a fourth on Sunday night, depending on travel requirements. Three nights accommodation are included in your program fees. Accommodation may be on a shared basis, which involves shared room or bunk style accommodation in cottages or dormitories, depending on the venue. Mostly we anticipate this will involve some sharing a room with 1-3 others.

If you prefer your own room and this is available at the venue, you will need to pay any additional costs. If you decide to travel earlier and stay overnight at the venue or elsewhere before or at the conclusion of the workshop, it is your responsibility to cover any associated costs that this may entail.

What about meals?

Depending on the location of workshops, meals will be 'self-catered', with menus prepared by groups of participants on a rostered basis. Don't worry, we'll make it as easy for you as possible and we will, of course, ask about and cater for dietary requirements. The provision of food and ingredients for workshop meals will be organised by Country Arts WA.





How much activity will I need to be involved in between the workshops?

Your commitment between workshops includes:

- At least one of your coaching sessions with your chosen leadership coach.
- Participating in at least 1x two-hour long action-learning project group session (n.b. This may involve some local travel if group members live relatively close to each other and want to meet face-to-face, but will otherwise be held by phone, Skype or video conference.
- Activities associated with planning and implementing your own leadership project (which may be an individual or group project).



Annette Carmichael performing Solace + Yearning at the Regional Arts Australia Summit: Arts & Edges. Photo by Travis Anderson.

What support is offered during the program?

Support for participants is offered in a number of ways. First and foremost, you will find that your fellow participants — particularly fellow action-learning group members — will become important sources of support for one another. You will also be supported by an extensive program delivery team including i) your own personal leadership coach who is an invaluable guide and sounding board between workshops, and; ii) the workshop facilitation team and Program Coordinator who are always available to help.

Do I receive a qualification and what is required?

The *Artful Leadership for Community Building Program* is not an accredited training program but you will need to attend

all workshops and complete a leadership project in order to graduate. This is important to make sure you gain the most from the program.

Do I need email and internet access?

Yes. All participants need to have access to the internet on a regular basis. If you don't have access at home or work, you'll need to be able to access emails elsewhere, such as at the local Community Resource Centre (CRC). This is important so that:

- We can share updates about upcoming workshops (for example, what you may need to read, to do, or to bring)
- Country Arts WA can monitor and evaluate the program and how you're finding it
- You can communicate with fellow participants, especially those in your action-learning project group.

How much does the Program cost?

The cost to participants is \$770 including GST. In return, this investment will provide you with a unique learning journey valued in excess of \$10,000. This non-refundable participant fee is payable upon acceptance into the program and demonstrates your commitment to the program. It covers all leadership workshops and coaching, written participant materials, all meals and accommodation at the workshop venues, and a contribution toward travel costs to and from workshops.

Participants can either pay independently for the program or actively source sponsorship from local organisations or community donations (or a combination of both).

If an applicant anticipates difficulty paying the full fee, or paying it in one payment, they are encouraged to discuss options with Barb Howard from Country Arts WA, prior to applying for the program as she may be able to help to connect you with organisations that may be willing to provide sponsorship or we may be able to negotiate payment plans.

If any organisation is willing to offer funding to support access for worthy candidates, please discuss this with Barb on

0417 506 389 or email her at BHoward@countryartswa.asn.au

How do I apply?

You can apply by completing our online application form on the Karrak Consulting webpage: www.karrak.com.au/artlead

ALL APPLICATIONS MUST BE SUBMITTED BY CLOSE OF BUSINESS, MONDAY 17 AUGUST 2015.



Photo by Keith Lightbody



Yarn-bombing on Egan Street, Kalgoorlie-Boulder. Photo by Travis Anderson.