

# What can we do?

## Capacity development for leaders

Task	Some questions to ask	Example	What can we do?
Assess your leaders' training needs.	<p>Who are our leaders?</p> <p>What sort of training should we provide for them?</p> <p>How often should we offer training?</p> <p>Do we need outside expertise to help us assess and respond to our training needs?</p>	<p>A council decided to engage a consultant to assess the training needs of its councillors. As a result, members are now taking part in a four-year councillor training program developed by an external agency.</p>	
Look beyond your governing body for capacity development.	<p>Are there other similar organisations that we could work with to design governance training programs?</p> <p>Are there organisations or institutions that we could form partnerships with?</p>	<p>An artists' organisation has worked with other regional arts centres to design and deliver a highly successful governance training program for the boards and staff members of the art centres. The training program is offered locally in three-day workshops four times a year, and is conducted in language that includes Aboriginal and Torres Strait Islander concepts.</p> <p>A medical service has a partnership with a tertiary institution that enables staff members improve their skills in statistical analysis, report writing, computers and research.</p>	

<p>Encourage your staff members to undertake training and professional development, and make it easily accessible.</p> <p>Develop guidelines about the type of external training your organisation will support.</p>	<p>Do we have the resources to pay for training?</p> <p>Do we have the resources to release staff from duty to attend training?</p>	<p>A health service provides financial support for training and releases staff from duties if they are taking accredited training and university courses. The health service is also gradually implementing individual development plans as a way of helping staff to set professional goals and to identify their training and educational needs.</p>	
<p>Emphasise the importance of mutual respect in the governing body.</p>	<p>What is the turnover rate for members of our governing body?</p> <p>Are bad relationships to blame for member resignations?</p> <p>Are our leaders taking good enough care of the relationships between their staff members?</p>		
<p>Keep up to date with technology.</p>	<p>Do our governance values allow for the use of modern technology? What technology are we using at the moment?</p> <p>Would taking training courses on technology (such as word processors, spread sheet software, the Internet) improve our governing process?</p>		
<p>Keep staff morale high.</p>	<p>How do our leaders keep the staff motivated?</p> <p>How do they deal with poor attitudes?</p>		

<p>Create rules and policies to prevent one person from taking too much control.</p>	<p>How do our leaders distribute power between themselves?</p> <p>How can they work together to make sure no-one takes advantage of our governing system?</p>		
<p>Encourage the role of women as leaders.</p>	<p>How many female leaders are there in our governing body?</p> <p>Is there any training we can provide within our governing body to emphasise the role of women?</p>		