

PHILANTHROPY NEW ZEALAND CONFERENCE 2011 - PHILANTHROPY THROUGH THE LOOKING GLASS

CONTEMPORARY LEADERSHIP: LEADING THROUGH PARTNERSHIP AND COLLABORATION

PRESENTATION BY SYLVIA ADMANS

THANK YOU VERY MUCH FOR INVITING ME TO THIS WONDERFUL CONFERENCE AND GIVING SUCH A WARM WELCOME. IN MY VIEW THERE NEEDS TO BE MORE CROSS TASMAN CROSS FERTILISATION.

AH THE LEXICON OF LEADERSHIP – IS THERE EVER AN AREA SO WRITTEN ABOUT THOUGH PROVIDES SO LITTLE CLARITY AS A RESULT? FOR EXAMPLE YOU CAN BE:

- A TRANSFORMATIONAL LEADER
- A SITUATIONAL LEADER
- AN AUTOCRATIC LEADER
- AN INSPIRATIONAL LEADER
- A CONVENTIONAL LEADER
- A POST CONVENTIONAL LEADER

THE LIST CAN GO ON AND ON.

SO WHEN I READ A NOT AT ALL SERIOUS COLUMNIST RECENTLY IN A SUNDAY PAPER IN AUSTRALIA, I FINALLY READ SOMETHING THAT MADE SENSE, IT WASNT DIRECTLY ABOUT LEADERSHIP BUT IT WORKED FOR ME. I WOULD LIKE TO SHARE AN EXTRACT OF MIA FREEDMAN'S STORY PIRATE OR NAVY: WHICH ONE ARE YOU?, WITH YOU.

Are you Pirate or Navy? When [my friend Kate](#) asked me this question last week, my response was "...[blink]..." because I had no clue what she meant. Apparently, most of us can be divided into these two groups. Pirate people are risk-takers, adventurers, renegades. Navy people are obedient, law-abiding, organised and controlled. They like order. In fact, they live for it. If you're navy, you ask for permission. Pirates ask for forgiveness.

Julia Gillard? Navy. Tony Abbott? Pirate. Bob Katter? Pirate. Rob Oakshot? Navy. Lisa Wilkinson? Navy. Karl Stefanovic? Pirate. Mark Zuckerberg? Pirate. Bill Gates? Navy.

This is a fun game and I suggest you try it at home. What's not to love about putting big complex people in simple little boxes?

Anyway.

At the height of Queensland's flood crisis, my friend Kate's husband Jim jumped into his work boots and went down to a nearby flooded area to offer his assistance. "Nah, mate" said a police officer. "There's nothing you can do right now. You should go home." So he did. Because he's Navy.

That evening, Jim noticed his neighbours arriving next door covered in mud. They'd headed to the same area that morning and, ignoring similar instructions to go home, had instead gone to the local Bunnings and bought official-looking fluoro vests. Then they launched a borrowed tinny and motored around flooded streets helping evacuate people and animals. At one point, police rescue services ordered them to leave. "Only authorised personnel and residents are allowed in this area" they were told. But they simply took their boat a few streets away and kept going. Pirates.

So where did this Pirate/Navy concept come from? Kate first became familiar with it in the 90s at an advertising agency where she worked as a copywriter. On the wall was a framed, handwritten note from an American advertising guru that said: Remember, The Pirates Have More Fun Than The Navy.

"It was like the agency motto," she explained to me. "It encouraged us to do things differently. Break the rules. 'Disruption' was the word du decade."

That night, Kate emailed me the famous award-winning Apple ad from 1997 that embodied this idea. It featured footage of iconic 20th century personalities including Albert Einstein, Bob Dylan, Martin Luther King, Jr., Richard Branson, John Lennon, Muhammad Ali, Ted Turner, Maria Callas, Mahatma Gandhi, Amelia Earhart, Alfred Hitchcock, and Pablo Picasso with a voice-over that said:

*"Here's to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently. They're not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them. About the only thing you can't do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do." Ah, Pirates, all of them.*

That's not to say it's bad to be Navy. There is no implicit criticism in either label and the world needs both of them to be a functioning, interesting place. We can't all be renegades. Someone has to make sure the trains run on time and the health system works.

*Extract from [www.mamamia.com.au/weblog/2011/02/pirate-or-navy-which-one-are-you.html](http://www.mamamia.com.au/weblog/2011/02/pirate-or-navy-which-one-are-you.html)*

SO IN THE CONTEXT OF AUSTRALIAN WORK DONE IN RESPONSE TO A RECENT NATURAL DISASTER,

THE 2009 VICTORIAN BUSHFIRES I WOULD LIKE TO DRAW ON THESE CONCEPTS – PIRATE OR NAVY?

IN PLANNING THE DEVELOPMENT OF A COLLABORATIVE AND COORDINATED PHILANTHROPIC

RESPONSE TO THE VICTORIAN BUSHFIRES AS THE CEO OF THE FOUNDATION FOR RURAL &

REGIONAL RENEWAL (FRRR), I IMMEDIATELY BECAME AWARE OF WORK DONE IN 2004 AND

REVISED IN 2007 BY THE EFC AND COF. THE BOOKLET EXPLAINS 'BASED ON LESSONS LEARNED FROM

A YEAR LONG JOINT STUDY OF THE EUROPEAN FOUNDATION CENTRE AND THE COUNCIL ON

FOUNDATIONS, WE CONCLUDED THAT GRANTMAKERS CAN BE MORE EFFECTIVE AND STRATEGIC IN

ADDRESSING DISASTERS BY FOLLOWING 8 PRINCIPLES OF GOOD DISASTER MANAGEMENT:

NOW I THINK I AM PAINTING A NAVY LEADERSHIP MOMENT FOR YOU HERE AND A PERFECTLY VALID

ONE. THE 8 PRINCIPLES ARE:

1. DO NO HARM

2. STOP, LOOK AND LISTEN BEFORE TAKING ACTION
3. DONT ACT IN ISOLATION
4. THINK BEYOND THE IMMEDIATE CRISIS TO THE LONG TERM
5. BEAR IN MIND THE EXPERTISE OF LOCAL ORGANISATIONS
6. FIND OUT HOW PROSPECTIVE GRANTEES OPERATE
7. BE ACCOUNTABLE TO THOSE YOU ARE TRYING TO HELP
8. COMMUNICATE YOUR WORK WIDELY AND USE AS AN EDUCATIONAL TOOL

*From Disaster grantmaking: a practical guide for Foundations and Corporations The Report of the Joint Working Group of the European Foundation Centre and the Council on Foundations 2<sup>nd</sup> edition 2007*

I COMMEND THESE TO YOU AND ACKNOWLEDGE THAT IT TAKES A LOT OF WORK TO MAKE THINGS SEEM THIS SIMPLE. THEY COULD BE USEFUL IN DEVELOPING YOUR TRUSTS RESPONSE TO THE VERY RECENT CHRISTCHURCH EARTHQUAKE.

NOW I WOULD LIKE TO SHARE WITH YOU WHAT HAS TO BE A PIRATE STORY AND IT INVLOVES SOMEONE WELL KNOWN TO YOU, GENEVIEVE TIMMONS. IN RESPONSE TO THE VICTORIAN BUSHFIRES GENEVIEVE WAS ASKED BY HER TRUSTEES TO DO SOMETHING IMMEDIATELY, THOUGH HER INSTINCTS TOLD HER TO WAIT. SO ARMED WITH THESE DIRECTIONS SHE JUMPED IN HER CAR AND HEADED INTO THE NEARBY KILMORE MURRINDINDI FIRE COMPLEX AREA WHICH WAS NEAR TO MELBOURNE. SHE MANAGED TO GET THROUGH TO PLACES WHERE SHE SHOULDNT HAVE BEEN TALKING TO PEOPLE SHE MET ALONG THE WAY, FINDING OUT WHAT WAS THEIR MOST PRESSING NEED AND IT WAS HOUSING. SHE KEPT DRIVING AND ENDED UP AT FLOWERDALE PUB, A IN A SMALL VILLAGE AT THE END OF THE RANGES. HERE SHE HEARD THE HEROIC STORY OF HOW THE LOCALS HAD FOUGHT AND SAVED THEIR PUB WITHOUT ANY EMERGENCY ASSISTANCE, WHILST MOST OF THE HOMES IN THE VILLAGE HAD BEEN LOST. SHE ALSO NOTICED ON THE RECREATION RESERVE WAS A LONE CARAVAN. SHE WAS TOLD HOW WHEN HELP DID FINALLY COME TO FLOWERDALE THEY WERE TOLD THEY HAD TO LEAVE AND BOY DID THEY BECOME PIRATES! THEY

REFUSED TO LEAVE AND STAYED AT THE PUB. AS A RESULT OF THIS VISIT GENEVIEVE SET ABOUT FINDING OUT WHAT WAS PLANNED IN TERMS OF TEMPORARY HOUSING OPTIONS AND WAS TOLD THAT 100S OF CARAVANS WERE COMING BUT NO ONE KNEW WHEN. TRUSTING HER INSTINCTS AND ARMED WITH LOCAL KNOWLEDGE SHE GOT AGREEMENT FROM TRUSTEES THAT THEY WOULD ARRANGE/BORROW/PURCHASE CARAVANS AND DELIVER THEM TO THE COMMUNITY OF FLOWERDALE. SHE HAD ALREADY BEEN TOLD THAT YOU WERENT ALLOWED TO HAVE CARAVANS ON THE REC RESERVE. SHE TOWED THE CARAVANS TO FLOWERDALE INSTALLED THEM AT THE REC RESERVE AND HOUSED SOME OF THE LOCALS. THE 100S OF CARAVANS NEVER MATERIALISED AND THE PREMIER OF VICTORIA AND THE HEAD OF THE BUSHFIRE RECOVERY AUTHORITY WHEN THEY VISITED FLOWERDALE A FEW WEEKS LATER, LAUDED IT AS A MODEL OF COMMUNITY RECOVERY! IT TOOK PIRATE BEHAVIOUR TO FIND A SOLUTION.

A SECOND EXAMPLE FROM THE VICTORIAN BUSHFIRES INVOLVED WORKING WITH A COMMUNITY, STRATHEWEN, TO REALISE THERE VISION OF MAKING IT POSSIBLE FOR MEMBERS TO RETURN AS SOON AS POSSIBLE TO REBUILD THEIR HOMES AS OWNER BUILDERS. THEY HAD DONE THEIR HOME WORK AND KNEW THEY COULDNT HAVE ONE OF THE TEMPORARY VILLAGES WHICH WERE BEING CONSTRUCTED AS THEY HAD NO PUBLIC LAND AND THE GOVERNMENT POLICY WAS THAT TEMPORARY VILLAGES COULD ONLY BE ON PUBLIC LAND. COMMUNITY LEADERS CAME TO FRRR AND EXPLAINED THEIR DILEMMA AND THAT THEY ALSO HAD SOME FUNDS AVAILABLE TO THEM FROM THE LOCAL COMMUNITY BANK. FRRR WAS ESTABLISHED TO CREATE COMMUNITY RENEWAL AND REGENERATION AS A CHARITABLE PURPOSE, SO WITH MY NAVY UNIFORM ON AND ARMED WITH THE LOGIC THAT YOU COULDNT CREATE COMMUNITY RENEWAL AND REGENERATION UNLESS THE RESIDENTS COULD RETURN TO THEIR COMMUNITY I WENT TO TALK TO OUR PRO BONO LAWYERS ABOUT HOW COULD FRRR CREATE COMMUNITY BENEFIT BY PLACING TEMPORARY HOUSING ON PRIVATE LAND. INSTEAD OF SENDING ME AWAY THE LAWYER SET ABOUT DOING HOME WORK AND ADVISED ME WE WOULD NEED TO GET AN OPINION FROM THE AUSTRALIAN TAX OFFICE. DRAWING ON THE UK WORK ON COMMUNITY REGENERATION AS A CHARITABLE PURPOSE

WE WENT TO THE TAX OFFICE. AFTER MANY EMAILS WERE EXCHANGED, TELECONFERENCES WERE HELD, ASSURANCES GIVEN, CRITERIA AND GUIDELINES DEVELOPED I SENSED WE WERE AS FAR AS WE COULD GO. ALL THE WHILE THE LOCAL COMMUNITY LEADER WAS INVOLVED EVERY STEP OF THE WAY. SO I LEFT THE NAVY AND BECAME A PIRATE. FRRR WAS ABLE TO SOURCE FUNDS, WORK WITH THE LOCAL COUNCIL AS THE LANDLORD AND PROVIDE FUNDING FOR THE PURCHASE OF TEMPORARY HOUSING UNITS TO BE PLACED ON PRIVATE LAND. AT END OF THE TIME THE RENTED UNITS WILL BE SOLD AND THE REMAINING FUNDS RETURNED TO THE LOCAL COMMUNITY ASSOCIATION THROUGH FRRR FOR THEIR USE FOR OTHER CHARITABLE PURPOSES. WHILST IT WAS NECESSARY TO WORK WITHIN THE SYSTEM IT WAS ALSO NECESSARY TO NOT BECOME PARALYSED BY TRYING TO GET EVERYTHING JUST RIGHT AND THERE WAS THE OPPORUTNITY TO CAPITALISE ON THE GOOD WILL, BOTH PERSONAL AND POLITICIAL, AND MAKE THINGS HAPPEN.

THESE ARE EXAMPLES OF LEADERSHIP WHICH WAS NEEDED TO RESPOND TO VERY REAL NEED.

WOULD ANY OF THE PEOPLE INVLOVED CONSIDER THEMSELVES LEADERS? I DONT THINK SO. BUT NONE OF THINGS COULD HAVE HAPPENED WITHOUT COLLABORATION.

OURS IS A SECTOR WHICH HAS THE CHALLENGE TO WORK WITH THE VISION OF MANY INDIVIDUALS WHO ESTABLISHED TRUSTS AND FOUNDATIONS, WHO ARE USED TO GOING IT ALONE. TO FIND NEW WAYS OF WORKING, TO MAXIMISE THE IMPACT OF PHILANTHROPY IN ORDER FOR IT NOT ONLY TO FULFIL ITS POTENTIAL, BUT ALSO ACHIEVE THE GREATEST IMPACT AND THE GREATEST GOOD. TO ACHIEVE INFLUENCE AND BE POLITICALLY SAAVY PHILANTHROPY MUST HAVE COLLABORATIVE BEHAVIOURS – SO IS YOUR FOUNDATION PIRATE OR NAVY?

THANK YOU.