LEGACY REPORT

PLACE

BENEFICIARIES

PEOPLE

STAKEHOLDER

the **growth** **project**

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Foreword

The Growth Project journey began in 2013 over a coffee that I was fortunate to have with Peter Baines. Peter shared the insight that he gained from many smaller not for profits who sought him out to learn about his own experience with Hands Across the Water. The constant observation was their need for support and leadership development. He was also reminded how lonely the journey of a charity leader was.

We discussed the best way to support these charities, we both had a deep desire to help. At the same time, we knew too, that corporates are always seeking ways to engage and develop their leaders.

We found that collaboration between charity and corporate was spoken about often, but we had not seen many examples of engaged and deep collaboration of leadership development between sectors.

Could we develop a program that provided for all this while making a positive impact on society?

We did, and The Growth Project now stands as its own legacy of collaborative learning between the sectors. Over the past 5 years from 2015 – 2020, we have brought together 100 business and 100 charity Leaders, who shared their previous experiences within a structured personal development program for the benefit of society.

Over the five years, the emergent learnings of The Growth Project have been analysed and summarised through this Legacy report.

The Growth Project belongs to no-one and we share these findings with you in the hope that as a reader you are able to implement all or some of the findings and extend the ripples of impact.

With gratitude to all the engaged supporters, leaders and Board of The Growth Project who made this journey incredible.

With eternal gratitude
Larry Fingleson
Co-Founder

the growth project

Executive summary

The Growth Project has held a vision **'to help those who help'** by exploring collaborative learning between business and charity leaders for the benefit of society. Over the past five years there has been much advancement in the topic of collaboration and seven global forms have been identified as being enablers for collaboration. The emphasis around the world has been on finding ways to be collaborative and tackle complex issues that also benefit all of society, a commitment The Growth Project shares.

It is well-argued that form follows function, and this holds true when it comes to collaboration.
The purpose that brings actors together is the foundation for collaborative practice. However,
it is the form that brings collaborations to life. The form is the infrastructure required to drive the purpose:
it shapes the way an ambition is articulated, the governance that enables activity, the type of actors engaged
the way resources flow and so on (Collaborate 2019).

The Growth Project is best described as a **mission-orientated collaboration** (Appendix D) and the Legacy Report along with the information contained within it is intended to stimulate discussion well after The Growth Project journey has begun:

- What is required for collaboration?
- What will help you achieve your purpose whether a business or charity leader?
- Highlighting what areas, you may still need to work through?

Collaboration is an art, not a science and in my role as measurement and impact lead for The Growth Project I have used Quadrants to distil our learnings from these questions, which are brought to life by using a number of case studies from the collaborative experiences of 100 business and 100 charity leaders.
Most importantly this information has been aligned and presented across the United Nations Sustainable Development Goals to ensure these collaborative decision-making learnings benefit society.

Why a legacy?

This Legacy report provides a summary of The Growth Project and the emergent and shared learnings of collaboration between business and charity leaders for the benefit of society. These learnings are necessary due to the 21st century challenges of rapid pace and uncertainty, thus creating a paradigm shift and a need to make decisions that balance opportunities and extreme change. As part of the paradigm shift The Growth Project has focused on exploring the complexities and benefits of collaboration between business and charity leaders. Our understanding of collaboration and the impact it can have is informed by five years of program delivery and three generations or different sets of data - resulting in The Growth Project legacy being described diagrammatically in the form of a **Collaboration Equation.**

Who should read The Growth Project Legacy report?

The intended audience is anyone who is interested in and /or involved in collaboration between business and charity leaders for the benefit of society. Whether from business or charity or another aspect of civil society this report should be read by those who are seeking to positively influence the future, by **doing well by doing good.**

We would encourage those leading Foundations and/or within Learning and Development programs within organisations to read this report and collectively consider the findings and the way they can influence collaboration for a greater impact on society.

The report is set within an emergent and ever-changing mode and therefore naturally attracts those who are interested in transformation and being agile in their decision making for both their personal and professional life.
The charities involved in The Growth Project have all been selected around having already achieved start-up success (in existence for at least a few years). This has included being able to demonstrate a willingness to close the organisation, having made enough of a difference to their chosen cause. 'Grow or go' was an important selection guideline. Equally the businesses involved in The Growth Project all share an interest in either adopting or expanding their social license to ensure social purpose becomes part of their main line business. To this end the United Nations Sustainable Development Goals have played an important part of the measurement and impact element of The Growth Project thus opening up any interest to any party committed to the global goal's agenda – to do no harm and leave no–one behind.

How is this report organized?

This report is presented in two parts that collectively describe the learnings that have been gained, as influenced by our exploration, into how business and charity leaders collaborate in ways that benefit society.

Part One captures the findings which have been organized into a single overarching framework for business/charity collaboration: **The Collaboration Equation.** This equation takes:
- The Growth Project Collaboration Building Blocks
- and combines them with four quadrants of impact
- to produce The Growth Project perspective on four pillars of collaboration
- that capture the power of collaboration between the two sectors – business and charities:

The four pillars of collaboration **PEOPLE; BENEFICIARIES; PLACE; STAKEHOLDERS** represent the collection of collaboration learnings highlighted throughout The Growth Project journey and in this report are illustrated through a series of findings, quotes and case studies.

- **PEOPLE**   **finding your individual why and how this influences collaboration**
- **BENEFICIARIES**   **the importance of including the whole of society**
- **PLACE**   **in collaboration one size or one place does not fit all**
- **STAKEHOLDERS**   **business and charity equally together to achieve 'win-win'**

Part Two offers a deeper dive into the emergent methodology and framework that has supported The Growth Project. The framing of Purpose; Process; Performance; details The Growth Project approach to its theory of change (enabling) (Appendix A); module outline – objectives and methods; final analysis – indicators and reference to the Sustainable Development Goals.

With three generations of data extracted from a thematic matrix review I have summarised the learnings of The Growth Project through the Collaboration Equation formula. The Growth Project Collaboration Equation as detailed in diagram 1 brings together the four collaboration pillars with the collaboration building blocks – **matching process; netweaving; progressed learning; social promotion; and how they provide impact across four quadrants of service delivery; public influence; community; institutional power.**

The Growth Project Collaboration equation

MATCHING PROCESS + **Service Delivery** = **PEOPLE**

- 3 GOOD HEALTH AND WELL-BEING
- 5 GENDER EQUALITY
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS

NETWEAVING + **Public Influence** = **BENEFICIARIES**

- 1 NO POVERTY
- 4 QUALITY EDUCATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

PROGRESSED LEARNING + **Community** = **PLACE**

- 2 ZERO HUNGER
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES

SOCIAL PROMOTION + **Institutional Power** = **STAKEHOLDERS**

- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 14 LIFE BELOW WATER
- 15 LIFE ON LAND

PEOPLE · BENEFICIARIES · STAKEHOLDERS · PLACE

Making sense of The Growth Project Collaboration Equation is a journey that unfolds throughout Part one and Part Two of The Growth Project Legacy report.

What is The Growth Project impact on collaboration?

A summary of The Growth Project learnings is presented visually on page 11 - The Growth Project Collaboration Impact statement. The Growth Project has identified the following four critical learnings:

1 **Fulfilling the vision of helping those who help** is fundamentally dependent on the clarity of an individual's 'personal why' which becomes a bedrock for collaboration. In addition, such clarity is a precursor to being able to mobilise the under standing of 'purpose' for any organisation.

2 **Commitment to better understanding collaboration** has been key to exploring collaborative decision-making. Concluding with four pillars of collaboration impact The Growth Project captures the power of successful collaboration between two sectors – business and charity- together better decisions and better impact.

3 **The four collaboration pillars** deliver their own lessons through the decision-making process:

- **People** benefit and are more collaboratively engaged if their personal why is understood and being tapped into when collaborative decisions are being made.
- The **Beneficiaries** of such collaborative decisions are positioned beyond sector boundaries so wider engagement is encouraged in the decision-making process.
- The importance of **Place** in collaborative decision-making highlights the need for flexibility, by broadening associations across the multiple facets of life - one place or size does not fit all.
- Time spent building relationships across **Stakeholders** is of utmost importance to enable sustainable collaboration as it blurs the boundaries and brings stakeholders from all walks of life to partner on society's most complex and critical issues.

4 The key emergent learnings found for the leaders within The Growth Project:

Charity leader- the remuneration and ability to work on their business rather than in their business became an important step in collaborating for both effort and effect.

Business leaders – finding ways to ensure their day to day work was contributing towards impact not only made for a sustainable collaboration result but the work they 'do' was more purposeful.

Board/All leaders - ensuring the importance of emotional status is as prominent as financial sustainability in business planning.

• The Future

The conclusion of The Growth Project Legacy report provides aspirations for the future. These aspirations build on the United Nations Sustainable Development Goals along with The Growth Project's emphasis on target 17 (partnerships). Effective partnerships can only be achieved through effective collaboration and decision-making between business and charity leaders for the benefit of society.

The Growth Project, through its experience of collaborating with 100 business and 100 charity leaders (10 cohorts over 5 years) has identified that for the learnings to be amplified throughout society, corporate Australia holds the resources and talent that can and should be encouraged to collaborate more closely with their chosen charity. We would encourage these collaborative "blurring of the lines" between business and charity.

This is the legacy of The Growth Project

Dr Jayne Meyer Tucker
The Growth Project Director and measurement/impact lead

Please note: For those preferring a deeper dive into The Growth Project learnings please continue to read Part One and Part Two. Otherwise please skip to the Conclusion to explore The Growth Project collaboration aspirations for the future.

The Growth Project Collaboration Impact Statement

How to help those who help

- Clarity of personal why and purpose
- Clarity of business / charity purpose
- Deep connection to society
- Transformative blend of selfishness
- Emergent environment

TGP commitment to collaboration

Bringing together leaders (business and charities) for a personal developmemt journey that has maximum positive social impact

What TGP has achieved

Collaboration Equation 4 Decision making Pillars

- **PEOPLE -** individual's why
- **BENEFICIARIES -** whole of society
- **PLACE -** one size does not fit all
- **STAKEHOLDERS -** equality of business & charity

Top 3 TGP threads to achieve collaboration

- **Business leaders:** day to day work aligned with having a collaborative impact
- **Charity leaders:** remuneration for lead roles and spending time on purpose of organisation rather than in organisation
- **Board:** emotional status is just as important as financial sustainability

Future Recommendations

- **PEOPLE**
  time to build cross sector relationships
- **BENEFICIARIES**
  end-user engagement
- **PLACE**
  growth through collaboration
- **STAKEHOLDERS**
  personal + professional platform

"By helping those who help, we have created connections and ripples of impact that will endure well beyond The Growth Project"

2015 - 2020

100 Business Leaders
100 Charity Leaders

Part One

1. INTRODUCTION

The legacy of The Growth Project begins with helping those who help, expanding a collective commitment of collaboration between business and charity leaders. The Growth Project is considered to be an inaugural step on an important journey that began in 2015 with intentions for ongoing emergence and timelines way beyond the date of this report 2020.

This is not a report from the perspective of one nor the five members of the Growth Project Board. This report represents ten cohorts of business and charity leaders and a wider stakeholder group all keen to learn how to collaborate in ways that benefit society. The Growth Project has represented an emergent learning platform that welcomes opportunities to be both innovative and contribute to the local and global agenda.

The Growth Project is an advocate for the United Nations Sustainable Development Goal agenda and has committed to be an enabler for Target 17 and impact indicator 17.17 (further details see Part Two).

17.17 Encourage and promote effective public, public-private and civil society partnerships, building resourcing strategies of partnership.

Through The Growth Project Collaboration Equation and four collaboration pillars this report also sets out recommendations for future emergent leaders to expand upon. For example, The Growth Project UK becomes the first market outside of Australia to expand the learnings of The Growth Project commencing 2020 – 2022.

• What do we mean by collaboration between business and charity and leaders?

The motivation for better understanding the deep impacts of collaboration between business and charity leaders was at the core of the inception of The Growth Project.

In addition, it was clear there was not enough investment in the leadership development of those running emerging charities. Donors wanted their funding to go to projects and causes – the majority were comfortable that the charity leaders donated their time and did it all on the smell of an oily rag. Very few were prepared to have their funds used for the charity leader to educate and invest in themselves.

Almost in tandem, there was a considerable dialogue around the lack of collaboration, between the business (for profit) and the charity (for-purpose) sectors and corporates were crying out for their business leaders to develop their influencing skills.

The Growth Project was keen to find a way to give charity leaders a leadership development program at no cost to the charities while providing a unique and innovative way to engage business leaders.

• How does The Growth Project operate?

The Growth Project is a Case Study in the collaboration between business and charity leaders.

Each cohort brings together 10 Leaders from emerging charities to be matched with 10 business leaders.
The 20 leaders share their previous experiences, connect, learn and collaborate.

At the outset, it was the smaller charities that could not afford to pay for development of their leaders.
This led to the decision to support emerging charities and their leaders. The selection criteria included charities with turnover <$2m, where the founder or CEO participated – so that they could directly implement what they learned from the program.

Each cohort comes together for 8 full day sessions over 10 months, with sessions exploring topics and areas that
The Growth Project believe are critical to every sustainable charity – and indeed every sustainable business:

- **Getting clear;**
- **Building your future;**
- **Enabling connections (Netweaving);**
- **Shared value;**
- **Influencing through telling your Story;**
- **Measurement and impact;**
- **Governance**
- **Graduation (a day of reflection of the year and celebration in the form of a graduation ceremony)**

The Growth Project is a personal development journey – the ripples of impact on the charities, their beneficiaries, businesses, their teams and their customers are created by the leaders – long after they leave the room.

Each session is facilitated by content specialists who infuse their time, insights, wisdom and passion to make every session magical.

As a charity itself – The Growth Project began with a clear vision to impact 100 business and 100 charity leaders through a number of cohorts over a 5-year period. The mission was to execute and document the case study and journey so that the findings of collaborative leadership could be shared in the form of emergent learning for the benefit of society.

Each cohort is the name of a bird, with the first letter of each bird ascending as the program progresses. As birds fly, it is hoped that each of the alumni will graduate with a higher and broader perspective than when they started. This is not where it ends for the Alumni as each year the Alumni is invited to join together as a collective. This is a wonderful opportunity to reconnect and engage with not only their own cohort but others within The Growth Project.

The Cohorts were set across 2 countries and 4 cities:

Albatross – Sydney
Bowerbird – Perth
Cockatoo – Sydney
Dove – Sydney
Eagle – Melbourne
Falcon – Sydney
Gannett – Melbourne
Hummingbird – Sydney
Ibis – Melbourne
Jay - London

Please note: At the time writing of the report in 2020, The Growth Project in London will create and run 4 more cohorts over the next 2 years – which will mean that 14 cohorts (140 Charities and 140 Business Leaders) over 7 years will have benefited directly from the program.

• What was The Growth Project looking for?

With a broad outcome of collaborative learning between business and charity leaders for the benefit of society, The Growth Project has applied an emergent learning approach based on an understanding that organisations are experiencing a transformative paradigm shift. There have been three generations of data analysis. Following the completion of a thematic matrix analysis, (observation; conversation; written feedback; communication – Appendix B) four collaborative building blocks for emerging business and charity leaders have been identified: **matching process; netweaving; progressed learning; social promotion**.

There is no specific order to these building blocks, but they have been drawn from the analysis of the three generations of data and reflect the two Growth Project outcomes and three objectives (further details of The Growth Project enabling theory of change, outcomes, objectives and thematic matrix analysis are detailed in Part 2 of this report).

Each of these four collaborative building blocks hold an important piece of the collaboration equation between business and charity leaders. The Growth Project exploration uncovered how these four 'building blocks' are critical when designing for and measuring collaboration across the business and charity sectors. The combination of these four building blocks unlocks the power of purposeful collaboration across the sectors, leading to transformative outcomes on multiple levels - or ripples of impact.

• Matching Process – A deliberate approach to matching people together across the corporate and not-for-profit sector.
A focus on the potential for complementary skills as well as the power in differences lays the foundation for effective collaboration.

• Netweaving – Encouraging connections within and across people, sectors and societies drives outcomes for all participants and communities as a whole. This requires specific focus to nurture and grow connections that traverse roles and sectors.

• Progressed learning – Creating an environment that encourages personal development where growth is gained through collaboration.
A rise in self-awareness and personal efficacy creates ongoing, sustainable change on an individual level.

• Social Promotion – Enabling a rise in the social conscience of organisations, encouraging a rise in profit with purpose and the ongoing maintenance of a company's social license.

Considered together these four collaborative building blocks point to what collaborating business and charity leaders can achieve. For example, the ability to welcome differing perspectives embedded in a myriad of relationships that build purpose into all business decisions (whether for profit or profit for purpose) creates the ripples that benefit society. These ripples encourage and promote effective public, private and civil society partnerships, building resourceful strategies for collaboration – **doing well by doing good.**

2. FINDINGS

It has been clear both pre and post The Growth Project period that there is much interest and talk about collaboration, with the key challenges being around mobilising collaboration. More importantly making collaborative decisions and taking collaborative action. Over the three generations of data and emergence of the four-collaboration building blocks and pillars, The Growth Project Collaboration Equation was formulated.

To assist in solving the Collaboration Equation, The Growth Project Collaboration Grid represents a mapping exercise drawn from the findings of the strategies and methods that were utilised within each cohort. Whilst the mapping of collaboration theories abound, it is less common to try and map collaboration in action, especially the role decision-making plays between business and charity leaders – which is what the Collaboration Grid attempts to achieve.

The Collaboration Grid is presented in three diagrams in this report and sets out four quadrants that lay the foundations for The Growth Project aspirations for a 'collaborative future for the benefit of society'.

Please note for those preferring a deep dive into The Growth Project learnings please continue reading otherwise skip to the Conclusion to explore The Growth Project collaboration aspirations for the future.

• The Growth Project Collaboration Grid

The Growth Project Collaboration Grid as presented in diagram 3 encompasses the three Growth Project strategic objectives; Collaboration; Leaders; Development across both an informal and formal setting. The informal setting refers to situations that are less known and described as being unpredictable such as ordering food in an unknown restaurant not yet tried before.
Formal setting is much more controlled and measured like visiting a regular known restaurant and ordering the same food off the menu.
Shifting from restaurants to business and charity leaders (and the topic of collaboration) the Collaboration Grid is presented as a useful tool for business and charity leaders to consider as they make collaborative decisions.
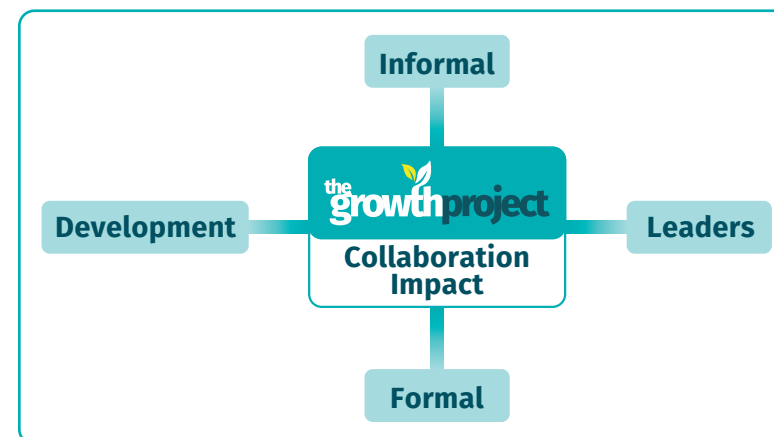
Diagram 3: **The Growth Project Collaboration Grid**

• The Quadrants

The learnings from The Growth Project case studies are numerous to the extent that in Part 2 the indicators drawn from across the cohorts align with all of the 17 Sustainable Development Goal targets (Appendix C). Diagram 4. expands The Growth Project Collaboration Grid to include the four collaborative building blocks.

Diagram 4. **The Growth Project Collaboration Grid and Building Blocks**
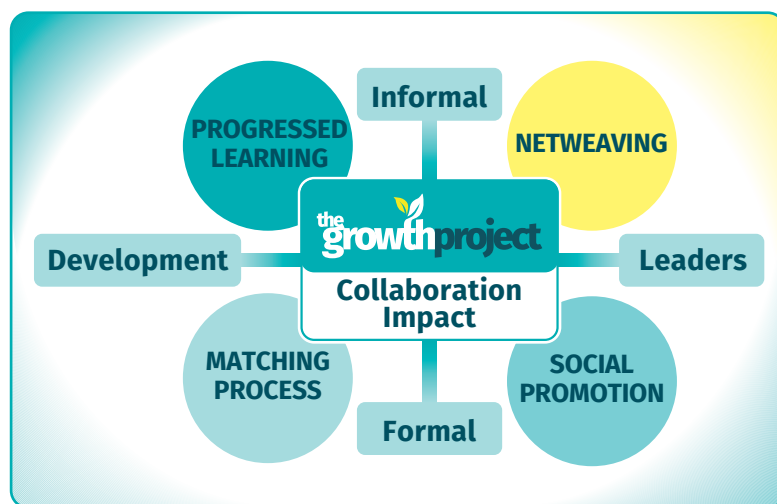
Please note: Case studies are presented noting relevant organisation's commitment to the Sustainable Development Goals.

⊙ Quadrant bottom left: MATCHING PROCESS

The Growth Project has always been designed to enhance shared learning between business and charity leaders and over the ten cohorts the matching process of business and charity leader has provided an important lesson regarding the value of matching with differences – especially when building collaboration. The matching process is evident not just at a formal level but lays the foundation for effective collaboration.

The first-generation data around the matching process between business and charity leaders firstly alerted The Growth Project that a disconnect in intention and action had occurred. It became evident that although the intention had been a shared learning experience the approach was often articulated within an unbalanced framing of; business leaders knowing more; and charity leaders needing to learn from business leaders – missing the extremely important intention of collaborative shared learning. This was an important learning to fully enable the implementation and revitalisation of partnerships (SDG 17.7).

This shift in action extended to all Growth Project written materials so there could be no future misinterpretation. As a result of such action being taken and the service being delivered (considered as the same whether you were a business or charity leader) this particular metric shifted from being a heightened tension to lesser concern by the second generation of data.
This also led to an equal partnership rather than creating a patriarchal relationship between business and charity leaders.

"When we failed, we failed together, in a controlled environment. We all learned. We all grew. And when we tasted success, we shared that success together. We were all uplifted". (Albatross, Tim Dodd, Business leader - Terrace Tower Group)

11 SUSTAINABLE CITIES AND COMMUNITIES | **12 RESPONSIBLE CONSUMPTION AND PRODUCTION**

Being paired with Travis was rewarding and inspiring. I realised that there were some important lessons and insights I could offer. It helped me to grow one-on-one leadership skills and build personal confidence in taking on positions of influence. (Bowerbird, Dylan Smith, Charity leader - Freemantle Foundation)

1 NO POVERTY | **2 ZERO HUNGER** | **4 QUALITY EDUCATION** | **16 PEACE, JUSTICE AND STRONG INSTITUTIONS**

◉ Quadrant top right: NETWEAVING

Netweaving became most evident between the charity and business leaders 'in and out' side of their business leader/charity leader partnership arrangements, as well as within their existing and past cohorts. The word 'netweaving' became most apparent after the second-generation data analysis where the forms of networking that were being recorded were also evident across the cohort of business and charity leaders, including the growing Alumni. This form of networking is one that is best described as horizontal; vertical; diagonal; even round corners and it forms the basis of emergent learning. Emergent learning is different to continuous learning (what works for then – but may not be relevant for now) or intended learning (we know what we want you to know – which is at risk of not including the end user). Emergent learning is informal and invites a netweaving approach to learning which is where true collaboration takes place.

Thanks to The Growth Project, our business has now joined global giving initiative Buy1Give1, we've started a new division to help artisans and craft people in developing countries, and my faith in humankind has been restored.
(Dove, Lance Shofer, Business leader - Shack Homewares)

The group of strangers that came together through The Growth Project has somehow morphed into a unique network of connected individuals who all support each other and inspire and encourage each other to grow.
(Albatross, Lara Garfinkel, Charity leader - MedEarth)

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◉ Quadrant top left: PROGRESSED LEARNING

Collaboration that builds on progressed learning is a form of shared learning that is found at two levels – self-awareness and personal efficacy. These two levels include connections across a broader remit which encourages variety, thus solidifying 'one size does not fit all'. Progressed learning represents the creation of an environment that encourages personal development and growth which is enhanced through collaboration.

This collaboration building block identified how the personal development of each business and charity leader, although stimulated through informal emergent means, became the most fruitful. These would be the moments where an individual either had their first 'a-ha' moment and /or made collaborative decisions based on newly found knowledge founded within the boldness of their collaborative actions.

For the first two generations these experiences of progressed learning were often described as overwhelm and this was not particularly weighted to any particular leader (business or charity). By the time the data was being analysed for the third generation, overwhelm was still being experienced but described more in the form of being bold or being 'personally stretched'. The collaborative benefits of such a shift was captured by individuals being willing to make bold decisions that went beyond their existing organisations and more aligned with their personal why and benefits for society. Collectively this created the opportunities for positive change in numerous locations or place-based settings.

If we have a clear understanding of what's important to us, we can be more deliberate about where we want to focus our energy - physical, emotional, social and organisational. (Cockatoo, Nicole Steven, Business - leader Blackmores)

Transformation begins with ourselves. It begins in here. Inside me. Where I live and breathe. Unless and until I am fully connected with that, the danger is that I will just turn up and go to work to pass the time and draw the salary. Connecting with a deeper sense of purpose and meaning has the power to transform us from inside out. (Eagle, Jacqui Watts, Charity leader - No to Violence)

◉ Quadrant bottom right: SOCIAL PROMOTION

The formal setting of social promotion introduces a collaborative building block that enables a rise in the social conscience or social license of organisations. This quadrant provides organisations the opportunity to encourage business and charity leaders alike to take what they had learned from their Growth Project experience and make collaborative decisions for the benefit of society. With the ideal that the Sustainable Development Goals are on every organisations and persons agenda, finding ways to work collaboratively for positive effect, provided a pathway to heighten interest around creating a 'Massive Transformation Purpose' (MTP) – most recent form of creating shared value.

The bottom right quadrant of the Collaboration Grid identifies how institutional power is key to making the world a positive place. Often set within formal boundaries and settings, encouraging leaders to begin with purpose or their 'big why' was a fundamental step of The Growth Project. Such social promotion is key to how institutional power encourages and promotes effective public, public-private and civil society collaborative partnerships.

The responsibility of social promotion is not solely at an organisational level and each leader has the ability to influence and enable collaboration in action. Although the dialogue is in its early stages in Australia, The Growth Project presents social promotion as being a foundation in encouraging a rise in profit with purpose and the ongoing maintenance of a company's social license.

The moment I embraced the process of getting clear on my values, things began to shift in my own world and I became more aware of the impact of my actions and their alignment with my own core values, which in turn caused me to focus more consciously on my purpose (Eagle, Juliet Mackenzie, Business leader - CBA)
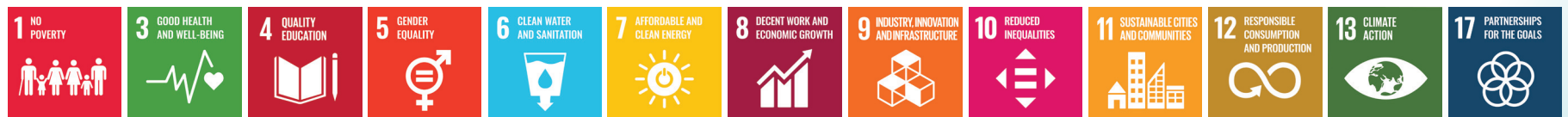
Pandora's box had truly been opened, and with it came not only unexpected (yet much needed) personal growth but the growth and strengthening of the foundation I lead. (Cockatoo, Victoria Bowring, Charity leader - Stillbirth Foundation)

• Quadrants and The Growth Project collaboration impact (case studies)

The third dimension of The Growth Project Collaboration Grid is presented in diagram 5 and further expands the four quadrants using case studies that begin to populate The Growth Project Collaboration Impact:

- **Service delivery:** This quadrant is where delivery is shared across sectors - **People**

- **Public influence:** This quadrant represents the space between the end user and social, cultural norms - **Beneficiaries**

- **Community:** This quadrant is where individuals come together also referred to as 'my tribe'- **Place**

- **Institutional power:** This quadrant represents organisations with the ability to influence - **Stakeholders**
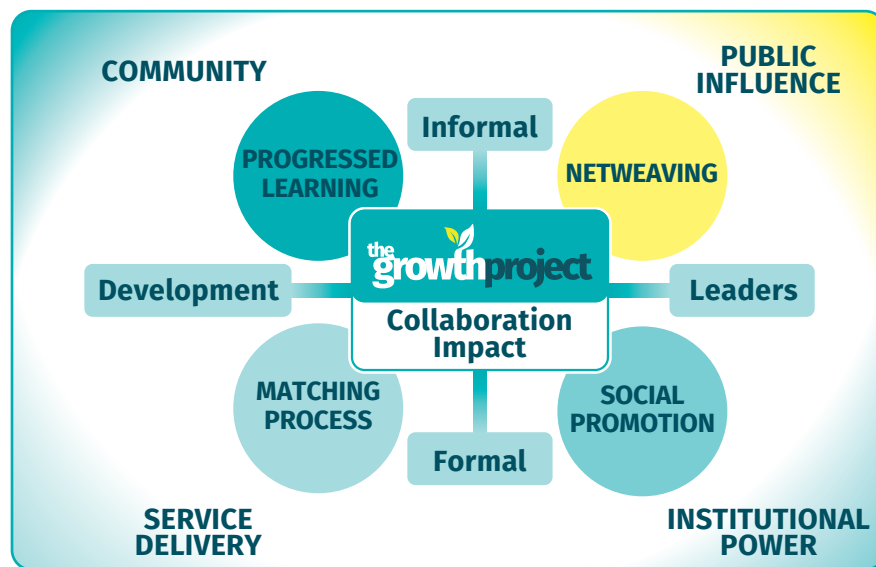
Please note: There were many case studies supporting the impact of The Growth Project and the following examples have been selected to illustrate each quadrant.

• SERVICE DELIVERY (bottom left quadrant)

Examples of business and charity leaders collaborating to benefit society through service delivery became most evident following the second generation of data. This case study is drawn from the Falcon cohort (third generation) and highlights the matching process between Musicians Making A Difference (Dom – charity leader) and Junction Works (Chris – business leader). Having gleaned from previous cohorts of The Growth Project that it was important to create an environment of equality across the service delivery leaders - regardless of where they came from i.e. business and/or charity leaders, Dom and Chris provide a cohesive example of service delivery differences, working and collaborating effectively.

In the case of Dom and Chris all was made possible through adopting a formal and structured decision-making setting. This included the ages of their respective organisations (Dom's being newer) and their worlds being quite different. For example, Dom's being around music was less formal whereas Chris's service delivery being around supporting and creating opportunities for people living with a disability was much more formal and structured.

The picture reflects a strategy meeting where Dom and Chris noted their differences (such as choice in footwear) but more importantly how they were benefiting from being exposed to their differing service delivery model.

• PUBLIC INFLUENCE (top right quadrant)

Public influence that benefits society is often best achieved by amplifying the voice of the marginalised or those least heard. The Growth Project across all generations of data analysis has been interested to explore purposeful public influence – the kind that benefits the beneficiaries. As encouraged by SDG 17 the analysis has considered business and charity leaders that promote effective partnerships. This case study is drawn from the first-generation analysis (inaugural Albatross cohort) where the collaboration of two leaders present an outstanding example of business and charity leaders providing public influence for a wide range of beneficiaries.

As the program began the charity was very much run by the founder (James - Feel The magic). The business leader (Carl – Meet Magic) had sponsored himself to complete The Growth Project. Both leaders had experienced transformative benefits from expanding their networks into connections that took them not only into new areas but opened up opportunities of impact for public influence that they could have never anticipated.

During his time on The Growth Project Carl developed his own social purpose venture that helps charities raise funds by connecting salespeople and business leaders to contribute to a cause. Feeling empowered to give back, Carl is having a long-term influence on the public through his commitment to collaborating across social and business purposes.
https://probonoaustralia.com.au/news/2016/03/executives-raise-funds-for-their-charities/

These learnings and commitment to broader public influence go beyond raising capital funds and are inclusive of an ecosystem of capital collection i.e. human, social, environmental. James (Feel The Magic) has demonstrated the ability to influence the public through the expansion of the organisation structure. Shifting his focus from working internally in his charity James expanded firstly with an external focus developing a board and a number of advisory connections.
https://www.fpmagazine.com.au/fundraising-leadership-349183/

These external developments by Feel The magic encouraged James to spend more of his time connecting the purpose of the charity. The most recent report (May 2019 Social Impact report) identifies such public influence and impact through positive increases in resilience, life skills and mental health of the children who attend the Feel The Magic camps – (next step will be adopting the Sustainable Development Goals).
https://www.feelthemagic.org.au/wp-content/uploads/2019/06/FEEL-THE-MAGIC-SOCIAL-IMPACT-REPORT-MAY-2019-FINAL.pdf

The knock-on effect of the netweaving experiences of Feel The Magic and The Growth Project have filtered at all levels from the end user to even the Founding Partners of The Growth Project where relationships have been strengthened between the family members of the foundation.

• COMMUNITY (top left quadrant)

Making collaborative decisions at a community level starts at the individual level and to enable any sustainable change (SDG 17) requires a conscious approach to this. Community can mean many different things and in The Growth Project the immediate community is best represented in collation of specific geographical and population groups (also described in this report as 'my tribe' or place). The Growth Project Alumni (or tribe - shown on the final page) offers numerous examples of progressed learning across a community.

With many examples of individual progressions throughout The Growth Project period this case study specifically identifies the progressed learning of a business leader and the benefit this has had on the broader community.

Within any community or place setting 'progressed learning' has been defined within The Growth Project as starting with the individual and the individual being responsible for their own collaborative decision-making. This in return has a broader and collective response and extends to the community surrounding the individual. Communities and place can be found across all aspects of life, be it social, work or even the coffee shop where an individual chose to buy their coffee. The case study being drawn upon is taken from the second generation of data highlighting a business leader's experience from Blackmores (Nicole).

Blackmores is a Cornerstone supporter of The Growth Project and Nicole was the trailblazer for Blackmores' Growth Project business leaders. Blackmores already being a company focused on natural health and wellbeing of individuals was keen to ensure learning could be expanded for the personal and professional life of those attending The Growth Project. In tandem with this development Blackmores is keen to be contributing to the community in a meaningful way. Being typical of many of The Growth Project leaders Nicole held a demanding role often juggling personal and professional life responsibilities with an equally busy personal life.

Written within Nicole's reflective chapter in RIPPLES - (RIPPLES is a book of collaborative reflection compiled on the experiences of each leader in each cohort) she noted how there were many new experiences that played a part in shifting her approach from being totally focused on business results. Having connected with charity leader Edo (A Sound Life) Nicole found opportunities to share her progressed learning within a wider community. These opportunities included Edo making various guest appearances at Blackmores yoga classes and even the sourcing of funds for the Sound Life Dome. Edo coming from a stance that the 'funds were there they just needed to be sourced' and Nicole desiring a more planned strategic approach. The result of their collective progressed learning not only positively impacted them both but their wider community.

For example, Nicole recorded how the graduation for The Growth Project was the absolute pinnacle:

"The true reward followed The Growth Project graduation night, when my teenage children – also my harshest critics - acknowledged my contribution with, "You did great, Mum!" In turn this has stimulated their interest in their own community contribution".

For Edo the support of Nicole's business acumen was most helpful in him shifting into a role where he could manage the future of the charity with others to take the lead on business related areas. One key result of this is the creation of the Sound Life Dome a unique space for wellness and creativity for all communities in Sydney. *https://asoundlife.org*

• INSTITUTIONAL POWER (bottom right quadrant)

This quadrant plays an important role in creating the setting for corporate social purpose and the ongoing maintenance of an organisations social license. The case study offers an example of how institutional power starts with individuals in an organisation and how through collaborative decision-making a foundation of shared power can extend both national and/or international levels.

The learnings around the impact of institutional power were relevant across all generations of data analysis with the pinnacle being in the third generation of data analysis. For example, in the early stages of The Growth Project Sage became a Cornerstone partner. The support from Sage has been more than financial and as each Sage business leader has played a role in The Growth Project the collaborative decision-making and involvement of Sage has increased.

This case study begins with the Sage business leader, Peter (Eagles cohort/second generation). Peter being a very skilled business leader (over 40 years) was equally as keen to make the world a positive place by using the power of institutions. In the case study Peter and Sage expanded their support to the wider Growth Project cohort and not just Peter's direct charity leader.

Peter connected with Loren another Eagles charity leader (Missing Persons Advocacy Network -MPAN) and was able to assist a ground-breaking MPAN campaign that revolutionized the message of MPAN. MPAN had negotiated a campaign where faces of missing people were placed on coffee cups to assist with recognition and hopeful reunification. The biggest challenge for MPAN was where to store these cups pre and post printing and this is where Peter found some storage space in Sage thus offering a solution. *https://mpan.com.au/*
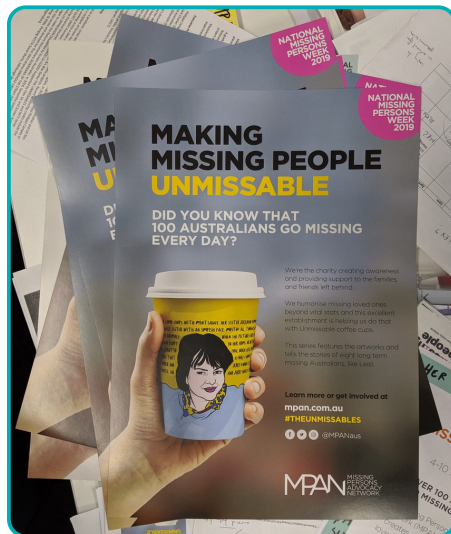
For Sage it was minimal effort to find a place where they could store these cups but at the same time Sage were cognisant that the space made a major difference to MPAN to achieve their purpose. The power of an institution to utilise something that cost very little for them whilst enabling purpose offers a major RIPPLE opportunity and this has been evident by all the business leaders involved in Sage and at all levels (Australia – Rebecca and International – Deb).

This is not where the Sage example of social promotion and institutional power ends. Rebecca shared The Growth Project experience with the Sage Foundation (key outcome for Sage of creating a culture of engagement and supporting the SDGs 4; 5; 7; 8; 9; 10; 17). Sage Foundation at an international level is led by Deb who was keen to consider options for The Growth Project to be taken to an international level.

As a result, Sage have adopted the UK role of Founding partner with The Growth Project and along with two UK professionals (Paul and Nicole)

The Growth Project UK has commenced – institutional power that makes a difference across markets.

As part of The Growth Project UK launch Larry (Growth Project Co-founder and Managing Director) reflected that The Growth Project UK represented an alignment of social promotion through the power of institutions.

Please note: To further understand the emergent methodology and framework that has underpinned The Growth Project please review Part 2 – otherwise skip to the Conclusion to explore The Growth Project collaboration aspirations for the future.

Part Two

The Growth Project has been based on an emergent learning platform with the vision of helping those who help being identified as the single constant within a shared learning context. Part 2 offers a deeper dive reflection upon the varying stages of emergent learning across the five-year period. Based on the six enablers of emergent learning the measurement and impact of The Growth Project is best described as a mission-orientated collaboration with shared learning experience across the following six enablers:

- **Sense and sensemaking**
- **Generative conversations**
- **Collaborating across diversity**
- **Comfort with uncertainty and ambiguity**
- **Systems thinking**
- **Reflective practices**

With a focus on measurement and impact these shared learning enablers are presented as The Growth Project Best Practice Framework set within three subheadings:

1. PURPOSE
2. PROCESS
3. PERFORMANCE

1. PURPOSE

In representing the emergent learning platform, The Growth Project purpose welcomes opportunities to be both innovative and contribute to the local and global agenda.

To this end in being an advocate for the Sustainable Development Goals, The Growth Project has maintained its focus on target 17 (impact indicator 17.17).

Aspiration: 17.17 Encourage and promote effective public, public-private and civil society partnerships, building resourcing strategies of partnership.

Drawing on the Theory of Change model The Growth Project adopted an enabling Theory of Change (eTOC Appendix A) which refocuses the emphasis and discussions to begin with the end in mind - rather than the points of action to achieve. The eTOC draws on the research of Dr Jayne Meyer Tucker (Board Director of The Growth Project) who consequently adopted the lead role for the measurement and impact aspects of The Growth Project. The views of how best to use the Theory of Change and program logic have become quite topical and being at the cutting edge of these approaches the Growth Project is in good company:

> *A theory of change is your hypothesis of how your activity will lead to the intended impact that you are seeking to achieve.....*
> *the program logic is the supporting aspect of a theory of change. (Think Impact, Robbie, K 2019)*

As part of the broad outcome of collaborative learning between business and charity leaders for the benefit of society The Growth Project needed to firstly identify the conditions that would be used to measure this aspiration. The enabling Theory of Change (eTOC) was adopted to consider how The Growth Project would measure the collaboration between strategic partners (with a focus on business and charity leaders). Three principals were adopted:

- **It should be plausible.**
  Does evidence and common sense suggest that the activities, if implemented, will lead to the desired outcomes?

- **It should be doable.**
  Will the economic, technical, political, institutional, and human resources be available to carry out the initiative?

- **It should be testable.**
  Is the theory of change specific and complete enough for an evaluator to track its progress in credible and useful ways?

Over the course of five years there were three renditions of the eTOC which provided opportunities to build on the learnings from each cohort. Possibly the most fundamental shift in the evolution of The Growth Project eTOC (as identified in Appendix A which presents the most recent eTOC) was the additional outcome and objective around Development. The Development outcome was added in December 2018 at the point of commencement of the third generation of data.

The Development outcome became its own separate entity due to the excessive experiences and examples of progressed learning. These experiences included the positive influence on other stakeholders and the wider community – especially those with an interest of helping those who help.

The three generations of data are key to supporting the emerging learning platform that has occurred between 2015 and 2020. The theoretical analysis included a thematic matrix review where information was drawn from observed, verbal and written feedback and consequently collated into themes. The three generations of data analysis were structured across the following cohorts:

1st generation (2015)   **Albatross - benchmark**
2nd generation (2016 – 2018)   **Bowerbirds; Cockatoos; Doves; Eagles**
3rd generation; (2019-2020)   **Falcons; Gannets; Hummingbirds*; Ibis*; UK cohorts***
*Please note ***** Did not experience the full analysis- COVID-19 influences*

With a broad outcome exploring the collaboration between business and charity leaders and how their combined efforts benefit society it was extremely important for the strategic decisions of The Growth Project to be based on its purpose and vision of helping those who help. This was summarized and presented as listed in Diagram 6:

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Diagram 6 – **The Growth Project Purpose and Vision**

Vision:	Helping those who help
Mission:	Bringing leaders together to share collective experiences for personal development and maximum positive social impact
Purpose/ Outcomes:	Broad Outcome: Collaborative learning between charity and business leaders that benefits society
1. Measure the shared learning experience between collaborating leaders:	
• **Collaboration:** Social cohesion and increased resilience/ownership for social purpose solutions *(1.1.1/1.1.2)	
2. Positive contribution and engagement within the relevant social purpose/impact	
• **Leaders:** Influence social purpose through collaboration and storytelling as shared between charity and business leaders *(2.1.1/2.2.1)	
3. Demonstrate learning in both personal and professional life	
• **Development:** Personal development influencing purposeful collaborative leadership *(3.1.1/3.1.2/3.1.3)	

2. PROCESS

The measurement and impact process of The Growth Project has also been set within a more contemporary approach rather than traditional methods of measurement.

The history of measurement comes from an understanding that if you can't measure it you can't manage it. Whilst the evolution of such an idea began with measuring inputs (at risk of being too internally focused) the focus has since shifted to outputs (which became too limiting) and the most recent evolution has extended to outcomes.

Outcomes measurement is more often than not being considered within a complex environment and therefore attribution is impossible. There is an additional issue attached to this kind of measurement framing which is - an outcome focus can in return create an unintended result of a 'measurement cage' (often referred to as gaming) increasing competition rather than collaboration.

> *Campbell's Law is the observation that the more quantitative social indicators are used for social decision-making, the more subject they will be to corruption pressures and the more apt it will be to distort and corrupt the social pressures it is intended to monitor. (Campbell 1979)*

The Growth Project has where possible avoided the measurement cage, by ensuring the frame of its' impact being considered across a broad alignment, particularly between the local and global agenda – hence the alignment with the Sustainable Development Goals.

The Growth Project 'GLocal' alignment is covered by its objectives and methods:

Objective : – outlined within four strategies

1. Collaboration: Strong relationships and shared learning have been developed between charity and business leaders

2. Charity leader: Gained new skills and strategic knowledge and report improvement in social outcomes

3. Business leader: Report greater awareness of activities in the community and for social purpose

4. Development: Report greater self-awareness and demonstrate application of the (their) learning in both (their) personal and professional lives

The methods of The Growth Project offer insights into the emergent learning and framing of how the objectives were operationalised:

Method:

• eTOC is reviewed on an annual basis (end of calendar year)
• Quarterly Measurement and Impact Reports against benchmarks (benchmarks drawn from three generations Albatross
  #1st generation; Bowerbirds, Cockatoos, Doves, Eagles #2nd generation; Falcons, Gannets, Hummingbirds, Ibis #3rd generation)
• Four internal Board reports:
  Q1   July – September   Qtr Board report (Dec)
  Q2   October – December   Qtr Board report (March)
  Q3&4 January – June   Qtr Board report (June)
  Annual 'Collaboration For Purpose' Scorecard   Qtr Board report (Sep)
• External info graphics   'Collaboration Building Blocks' (Appendix A)
• Graduation – public verbal report   'Collaboration Building Blocks' (Appendix A)
• RIPPLES Book – after 12 months of learning and growing as part of The Growth Project, the leaders produce a collection of their
  thoughts and shared learning experiences around collaboration between charity and business leaders.

The objectives and methods have been influenced by the feedback process that in return has underpinned all delivery. In the first generation a feedback sheet was completed at the end of each session with a belief that this process would deliver the best results. During the second generation of data analysis the in between session Director chats became heightened and this 'one to one' discussion began to provide a more detailed level of collaborative learnings for both the business and charity leader. Although most discussions were completed over the phone and for very short periods this process became most fortuitous and expanded into a single three-way chat (Director/business/charity leader) in the period of the third generation. At the same time the end of module feedback sheet was shortened with an end of program feedback sheet being implemented in 2019.

The collective feedback is reported through six structured actions which in turn have influenced the various parts of The Growth Project Collaboration Equation:

• pre-course BOLD enquiry;
• end of each module written feedback;
• six mid-session individual phone calls;
• one three-way Board Director, charity and business leader chat (in between session 3 & 4 or over new year break)
• post course reflection including statement scale
• RIPPLES Book for each cohort

The Growth Project has been very careful to operate from a contemporary measurement paradigm where the emergent learning has informed not only what was been offered but the way it has been measured. It is only at this point of the report that the performance or metrics are being considered to be shared. The Growth Project is keen to share its own learnings in a way that reinforces good measurement practice rather than reinforcing a measurement cage. As with any complex system it is important to be humble about any knowledge that is offered. Relationships are important in sharing such knowledge and as the following metrics are outlined it is also recognised that differing stakeholders may hold differing views – these views are welcomed.

3. PERFORMANCE

A systems tool matrix was applied to the qualitative data received from the first cohort (Albatross feedback forms and one to one interviews). This resulted in the population of the enabling theory of change (eTOC) and benchmarks being set against each of the strategic objectives. (A second generation set of benchmarks were established in 2018 in readiness for final and third generation benchmarks for 2019-2020).

• **Indicators**
The achievements of The Growth Project were analysed against the outcomes and objectives (as outlined in the eTOC -Appendix A) resulting in the creation of the four pillars of collaborative decision-making:

Diagram 7 – **The Growth Project metrics**

1. 0% Charity and Business Leaders demonstrate improved collaboration
1.1.1 Collaboration: Relationships have been developed between charity & business leaders - (PEOPLE)
1.1.2 Collaboration: Value assessment from charity and business leader on experiences of matching process - (PEOPLE)
2. 80% charity leaders report that they have changed their practice for the better
2.1.1 Leaders (Charity): Reported 'netweaving' opportunities to achieve successful outcomes – (BENEFICIARIES)
2. 80% business leaders report that they are better connected with 'social purpose' within their business and the community
2.2.1 Leaders (Business): Greater awareness of activities in the charity and for social purpose sector – (PLACE)
3. 80% charity and business leaders demonstrate application of the learning in both personal and professional lives
3.1.1 Development: Report improvement in social purpose knowledge – benefits taken back into personal and professional roles – (STAKEHOLDERS)
3.1.2 Development: Gained new skills and knowledge in strategy as demonstrated completion of purposed based strategic plan (Strategic Plan)
3.1.3 Development: Stories are progressed or completed through written compilation - (Ripples)

The Growth Project program is built upon foundations of embracing good practice and emergence thus resulting in the four collaboration pillars and The Growth Project Collaboration Equation. Throughout this process change was not only anticipated and welcomed but expected. Along with the broad frame of the Sustainable Development Goals it is recommended that collaborative learning can be gained by any organisation taking The Growth Project frame forward.

As the 21st century (and post COVID-19 pandemic) period brings many challenges, the performance setting of this new era must be inclusive of the ecosystem and ensure that no one is left behind. This means specifically adopting metrics that enable doing well by doing good. In sum this means reinforcing social capitalism rather than shareholder capitalism.

As part of distilling the data across the Sustainable Development Goals, The Growth Project Collaboration Equation creates the frame for future action. The resulting detail is presented in Appendix C which identifies the varying points of influence and impact that can be associated across all leaders (both business and charity) collaborating in ways that benefit society. These learnings are not static and will continue to emerge.

CONCLUSION

Part One and **Part Two** of the Growth Project Legacy report provide detailed learnings that over the past five years and three generations of data are best summarized diagrammatically through The Growth Project Collaboration Equation. Collaboration building blocks form collaboration pillars which in return establish a collaboration equation that is relevant for both business and charity leaders.

In sum first generation data helped establish the four collaboration building blocks with important learnings around the use of language and emphasis of emergent shared learning. The second-generation data began the introduction of the Sustainable Development Goals and points of impact across four collaborative quadrants (as shown in The Growth Project Collaboration grid). The third generation of data crystalizes four collaboration pillars that assist with collaborative decision-making.

Collectively these learnings add up to The Growth Project Collaboration Equation which not only helps mobilise the many acts of purpose that relate to the Sustainable Development Goals but assist leaders in making collaborative decisions – particularly the kind that benefit society – to do good while doing good (Massive Transformation Purpose).

The Growth Project aspirations for future collaboration between business and charity leaders are best summarized across the four collaboration pillars that make up The Growth Project Collaboration Equation:

PEOPLE

The Growth Project **PEOPLE** aspiration consists of collaborative decisions that continue to encourage and be based from an individual's why. It is from this position that collective individuals can form effective organisations whether they be positioned as business or charity leaders. Equal consideration must be given towards such collectives to ensure diversity of thought is embraced, just as the matching process throughout The Growth Project demonstrated. There is no single person trait or trait ratio to propose but making collaborative decisions that impact on society; benefit from diversity with a combined business and charity leader input is the priority. The time it takes to achieve and engage people must not be underestimated or ignored.

BENEFICIARIES

Although this Growth Project aspiration is based around the benefiting of the whole of society it is underpinned by sourcing collaborative relationships that are formed across numerous **BENEFICIARIES.** By this, the emphasis is not just on those already within a leader's circle but extending collaboration to those outside of the norm such as upward and downward line reports or even those outside of traditional boundaries – referred to in The Growth Project as netweaving. Taking collaboration and collaborative decision-making forward means ensuring those who become the end user of these decisions must also be involved in the decision-making process. Such an approach goes beyond checks of customer satisfaction and brings into the approach true engagement which again takes time to build and can be as quickly destroyed by non-collaborative decisions and actions.

PLACE

Business and charity leaders in moving forward will need to uphold this Growth Project aspiration where collaboration also means finding 'your tribe' and within a 'one size does not fit all' frame. By this The Growth Project experience of collaboration across the different cohorts equated to over 100 + collaboration experiences that were all both similar and different. Being able to make collaborative decisions that benefited and met needs rather than dominant default decision-making models, requires advanced personal development which was articulated in The Growth Project experience as progressed learning. Such learning was about making collaborative decisions that created an environment and **PLACE** where growth was gained through collaboration. Again, not a quick fix to some of the challenges that business and charity leaders face and being relevant to place means taking the time to ensure decisions have collaborative relevance to the relevant purpose.

STAKEHOLDERS

The Growth Project aspiration to engage all **STAKEHOLDERS** within collaborative decision-making highlights the importance of a 'win-win' equal opportunities approach. Each sector has much to offer the other and in some way with the advancement of the ecosystem and connected economy the ability to make collaborative decisions that embrace the needs of a wider group are the kind of decisions that hold gravitas for a productive future. Decisions that do not consider stakeholders having equal input are not collaborative and in fact become limiting and create 'silos'. Many Growth Project Alumni members have described this experience as living their truth – being bold and silo free. As an Alumni their commitment of social promotion is evident in all that they do both personally and professionally.

FUTURE

There has been mention of Massive Transformation Purpose (MTP) throughout this report and it is difficult to speak of The Growth Project's future without reinforcing the message and learnings behind it. Just like the aspirations of The Growth Project and its desire to support and 'help those that help', having a Massive Transformation Purpose encompasses how at the core of any collaborative leader a desire to deliver positive economic, social and environmental impact in the world. It is finding the balance across the ecosystem that is the end point. The four collaboration pillars of The Growth Project leading to the Collaboration Equation, offer a guide for leaders in collaborating towards and making collaborative decisions for the benefit of society.

The Growth Project began with a desire to positively influence, being clear that the end outcome would be to share what had been learned regarding the collaborative experiences between business and charity leaders - most importantly collaboration that benefited society. The boldness of the co-founders Peter Baines and Larry Fingleson to start the journey of The Growth Project has captured many others from The Growth Project Board, Founding partners Cornerstone partners, Specialists, sounding board support and most importantly of all - the cohorts and now Growth Project Alumni – together we grow and collectively we fly and collaboratively we embrace The Growth Project Collaboration Equation.

We started with the end in mind. We end with a start in mind for a deeper collaborative future for business and charity leaders. Our collaboration learnings are the gift we share with all in society.

With Gratitude, admiration and hope for a collaborative future.

The Growth Project 2015-2020

APPENDIX A – Enabling Theory of Change (eTOC)

The Growth Project Program/Project Logic

Long term outcomes	Objective	Outcomes	Outputs	Activities
Collaboration: Social cohesion & increased resilience / ownership for social purpose — **MATCHING PROCESS**	80% charity & business leaders demonstrate improved collaboration	**Collaboration:** Charity leaders are more confident & less isolated with a stronger sense of social cohesion	**Collaboration:** Relationships have been developed between charity & business leaders (1.1.1)	**Collaboration:** Charity & business leaders are matched based on charity needs & aspirations & Business preferences, skills & aspirations
	Collaboration: Strong relationship & shared learning have been developed between charity & business leaders	**Collaboration:** Charity & business leader experience varying levels of collaboration due to matching process	**Collaboration:** Value assessment from charity & business leader on experiences of matching process (1.1.2)	**Collaboration:** Charity & business leaders meet outside of session & are in regular contact to provide ongoing support
Leaders: Positive contribution & engagement within the relevant social purpose / impact — **NETWEAVING**	80% charity leaders report that they have changed their practices for the better (2.1)			
	Charity leader: Gained new skills & strategic knowledge & report improvement in social outcomes	**Charity Leaders:** benefit from greater connectedness with networks	**Charity leaders:** Reported netweaving' opportunities to achieve successful outcomes (2.1.1)	**Charity leader:** Able to capture & track networking opportunities
— **PROGRESSED LEARNING**	80% business leaders report they are better connected with 'social purpose' within their business & the community (2.2)			
	Business leader: Report greater awareness of activities in the community & for social purpose	**Business leader:** Gain respect for, & more opportunities arise for social purpose activities	**Business leader:** Greater awareness of activities in the charity & for social purpose sector (2.2.1)	**Business leader:** Provide practical advice; financial, people, culture, operations support as relevant to charity
Development: Demonstration of learning in both personal & professional life — **SOCIAL PROMOTION**	80% charity & business leaders demonstrate application of the learning in both personal & professional lives			
	Development: Report greater self-awareness & demonstrate application of the (their) learning in both (their) personal & professional lives	**Development:** Show an improved sense of social purpose through purposed based strategic plan	**Development:** Gained new skills & knowledge in strategy as demonstrated completion of purposed based strategic plan (3.1.2)	**Development:** Produce a clear single page strategic plan including total income & donors (current & projected)
— **RIPPLES**		**Development:** Contribute to The Growth Project book of collaboration stories - Ripples	**Development:** Outcomes are progressed or completed through storytelling - Ripples (3.1.3)	**Development:** Collate learning experiences & contribute to Ripples

OBSERVATION

WRITTEN FEEDBACK

CONVERSATION

COMMUNICATION

APPENDIX C – The Growth Project Cohort Alumni Sustainable Development Goals

P	B	PI	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
First generation data #1																					
	Y	Y		Aviate Group								Y			Y						
Y				Batyr			Y														
		Y		Gunawirra										Y							
Y				KYDS			Y														
Y	Y	Y		Kids Giving Back		Y	Y	Y													Y
	Y			Kookaburra Kids					Y												
Y			Y	Medearth			Y									Y	Y				
Y	Y			Meet Magic			Y						Y								
Y		Y		Miracle Babies Foundation			Y							Y							Y
Y				SIDS & Kids			Y														
Y				10 thousand girl					Y												
		Y		Thomas Kelly Youth Foundation											Y						

P	B	Pl	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Second generation data #2																					
Y				A Sound Life			Y														
Y				Aim for the Stars Foundation					Y												
		Y		Cahoots										Y							
	Y			Catalysr								Y									
	Y			Churchill Education					Y												
			Y	Cool Australia													Y				
Y			Y	Complete Wealth			Y										Y				
Y	Y	Y		Council of Single Mothers & their Children	Y				Y					Y							
Y	Y	Y	Y	Craig Mostyn Group								Y	Y	Y	Y	Y	Y				
Y		Y		Dandelion Support Network			Y							Y		Y					
Y				Dreams 2Live4			Y														
	Y	Y		Edmund Rice Camps				Y						Y							
Y	Y	Y		Fair Game			Y		Y					Y	Y						
		Y		Fighting Chance										Y							
	Y	Y		Focus Creative									Y		Y						
Y	Y	Y		Fremantle Foundation	Y	Y		Y												Y	
		Y		Fresh Tracks										Y							
Y				Heart Kids			Y														
		Y		ICEA										Y							
	Y	Y		Impact Savings/ Empowered Financials								Y		Y							
		Y		Koolkuna										Y							
Y				LACW					Y												
	Y			Leadership WA				Y													
Y	Y	Y	Y	Love Mercy Australia	Y	Y	Y	Y	Y	Y		Y							Y		Y

P	B	PI	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Second generation data #2																					
		Y		Manna										Y							
		Y		MPAN										Y							
Y				Mr Perfect			Y														
		Y		No to Violence										Y							
		Y		PartnerSpeak										Y							
			Y	Pyrmont Cares												Y					
Y		Y		Royal Flying Doctors			Y							Y							
Y		Y		Sanfilippo Childrens Foundation			Y							Y							
	Y			Seven Women								Y									
	Y	Y	Y	Shack								Y			Y	Y	Y				
	Y			Spider Development				Y													
	Y			Starcom								Y	Y								
Y	Y	Y		Street Works			Y	Y						Y							Y
Y				Stillbirth Foundation			Y														
Y				The Banksia Project			Y														
	Y			The Footpath Library				Y													
			Y	Growing Change														Y			
		Y		The Groundswell Project											Y						
	Y			12 Buckets				Y													
	Y			Teach Learn Grow				Y													
	Y	Y	Y	Wingate								Y			Y	Y					
Y	Y			Woman & Mentoring					Y				Y								
	Y			Uniting Care Hotham mission										Y							
Y				Volunteering Australia																	Y

P	B	Pl	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Third generation data #3																					
Y		Y		ABTA			Y							Y							
Y	Y			A Friends place			Y	Y													
Y				AIA			Y														
Y	Y	Y		Ability Homes Australia			Y						Y	Y	Y						
	Y	Y		Aussie Books for Zim	Y			Y				Y			Y						
Y	Y	Y	Y	Bicycles for Humanity	Y		Y	Y	Y		Y	Y			Y	Y					Y
		Y	Y	Big Group Hug										Y	Y	Y					
Y	Y			Birth for Humankind			Y	Y	Y												
		Y	Y	Brooke Global											Y	Y					
Y	Y			Burn Bright			Y	Y	Y			Y									
		Y	Y	BWX Ltd											Y	Y	Y	Y	Y		
Y				Communiteer								Y	Y								Y
Y	Y	Y		Community Veracity Ltd			Y	Y				Y			Y						
Y	Y	Y		Dance Health Alliance			Y	Y							Y						
Y	Y			Flyhighbillie Ltd			Y	Y	Y												
		Y		Free to Feed										Y	Y						
Y	Y	Y		Free to Shine				Y	Y			Y			Y						
	Y	Y	Y	Fruit2work								Y	Y	Y	Y	Y					
Y	Y			HealthAid Matters			Y	Y													
	Y	Y	Y	Human & Hope Association			Y					Y			Y	Y					
Y	Y			Humanitix			Y	Y				Y									
Y	Y	Y		impact				Y	Y					Y							
		Y	Y	Incitec Pivot						Y	Y					Y	Y	Y	Y		
	Y	Y	Y	Kidsafe Victoria			Y								Y	Y					
Y	Y			Little Dreamers			Y	Y				Y									

P	B	Pl	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
				Third generation data #3																	
Y	Y	Y		Lumina			Y					Y		Y							
Y	Y	Y		Matt Runnalls			Y	Y		Y				Y							
	Y			MMAD				Y													
Y	Y	Y		MMVLLEN			Y					Y		Y							
Y	Y			AMBA			Y	Y													
Y				Mum For Mum			Y														Y
Y		Y		NICHE			Y		Y					Y							
Y				Other Side of the Table																	Y
Y	Y	Y		Pink Elephant Support Network			Y	Y	Y					Y							
Y		Y		Pride Cup Ltd			Y		Y					Y							
	Y	Y		Silberstein & Associates								Y	Y	Y							
Y	Y	Y		Society Melbourne	Y		Y					Y			Y						Y
Y		Y	Y	Southtrade International			Y								Y	Y					
Y		Y		Stand Up Events Melbourne Inc			Y		Y					Y							
Y				Stella Bella Little Stars			Y														
Y		Y	Y	The Corner Store Network			Y		Y					Y			Y				
Y	Y	Y	Y	The Elevation Co			Y	Y						Y			Y				
		Y	Y	The Generous & the Grateful											Y	Y	Y		Y		
Y	Y	Y		The Junction Works			Y	Y						Y							
Y	Y	Y		The National Justice Project			Y					Y		Y							
	Y			The Strategy Institute				Y													
Y	Y	Y		Tuberous Sclerosis Australia			Y	Y						Y							
Y	Y			WeFlex			Y	Y													
Y	Y	Y	Y	Wear for Success			Y	Y	Y			Y		Y	Y	Y					
Y	Y	Y		Wild at Heart			Y	Y						Y	Y						

P	B	PI	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Plural data sets #1 #2 #3																					
Y	Y		Y	**Blackmores**			Y					Y				Y	Y	Y	Y		Y
Y	Y	Y	Y	**CBA**	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y				Y
Y		Y	Y	**City Wide**			Y	Y						Y					Y		
Y		Y		**Feel the Magic**			Y							Y							
Y				**Gidget Foundation**			Y														
	Y	Y	Y	**MinterEllison**								Y		Y			Y				
Y	Y	Y		**Sage**				Y	Y		Y	Y	Y	Y							Y
	Y	Y	Y	**Stuart Alexander**									Y		Y	Y					
		Y	Y	**Terrace Tower Group**											Y	Y					Y
Y				**The Growth Project**																	Y

Nominates those in generation 3 that have not completed full analysis and only include The Growth Project Australia.

Appendix D Glossary & References

Collaboration Building Blocks

Four building blocks that enable collaboration

- **Matching Process** – A deliberate approach to matching people together across the corporate and not-for-profit sector. A focus on the potential for complementary skills as well as the power in differences lays the foundation for effective collaboration.

- **Netweaving** – Encouraging connections within and across people, sectors and societies drives outcomes for all participants and communities as a whole. This requires specific focus to nurture and grow connections that traverse roles and sectors.

- **Progressed learning** – Creating an environment that encourages personal development where growth is gained through collaboration. A rise in self-awareness and personal efficacy creates ongoing, sustainable change on an individual level.

- **Social Promotion** – Enabling a rise in the social conscience of organisations, encouraging a rise in profit with purpose and the ongoing maintenance of a company's social license.

Collaboration Equation

Four decision-making pillars that represent the collection of collaboration learnings & decision-making traits to help prevent dominant default models and encourage better collaboration.

Collaboration Grid

Four collaboration segments that are presented diagrammatically and underpinned across five years of program delivery and three generations of different sets of data.

- **Collaboration pillar 1 PEOPLE** – finding your individual why and how this influences collaboration
- **Collaboration pillar 2 BENEFICIARIES** –the importance of including the whole of society
- **Collaboration pillar 3 PLACE** – in collaboration one size does not fit all
- **Collaboration pillar 4 STAKEHOLDERS** -business and charity equally together

Collaboration Quadrants

Four quadrants that lay the foundations for collaboration

- **Service delivery:** This quadrant is where delivery is shared across sectors - People

- **Public influence:** This quadrant represents the space between end user - social and cultural norms - Beneficiaries

- **Community:** This quadrant is where individuals come together also referred to as 'my tribe'- Place

- **Institutional power:** This quadrant represents organisations with the ability to influence -Stakeholders

Enabling Theory of Change – Purpose; Process; Performance

Collaboration hypothesis that underpins The Growth Project

Mission -orientated collaborations – The Growth Project

Mission-orientated collaborations are a form of visionary collaboration. They are designed when a number of multi-sector partners have identified an ambitious mission that others haven't yet attempted or addressed. It is reserved for missions that are audacious, can be measured, and are viewed by many as risky.

Thematic matrix review

An analysis based on micro themes collected and organized into macro themes

The Growth Project Broad Outcome

Collaborative learning between charity and business leaders that benefit society

The Growth Project strategies

1. **Collaboration**: Strong relationships and shared learning have been developed between charity and business leaders
2. **Charity leader:** Gained new skills and strategic knowledge and report improvement in social outcomes
3. **Business leader:** Report greater awareness of activities in the community and for social purpose
4. **Development:** Report greater self-awareness and demonstrate application of the (their) learning in both (their) personal and professional lives

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COCKATOO

BOWERBIRD

DOVE

ALBATROSS

EAGLE

JAY

FALCON

IBIS

GANNET

HUMMINGBIRD

zero2hero

growing change

FAiR GAME FAIR GAME CIRCLE

Edmund Rice Camps

koolkuna [safe place]

TLG

miracle babies FOUNDATION

icea

12 Buckets

GUNAWIRRA Prevention through Early Intervention

Gidget Foundation

MEDEARTH.

KIDS GIVING BACK

HeartKids

Thomas Kelly YOUTH FOUNDATION

feel the magic

sids and kids

10 thousand girl. FINANCIAL THINKING FOR WOMEN.

batyr

Kookaburra Kids

THE FOOTPATH LIBRARY

Pyrmont Cares Inc.

Stillbirth Foundation AUSTRALIA

LOVE MERCY AUSTRALIA

KYDS YOUTH DEVELOPMENT

a sound life

Fresh Tracks

FIGHTING CHANCE

street work

THE GROUND SWELL PROJECT

THE BANKSIA PROJECT

nccg NATIONAL CENTRE FOR CHILDHOOD GRIEF

MR. PERFECT MENTAL HEALTH'S MATE

AIM FOR THE STARS LAYNE BEACHLEY FOUNDATION

Dandelion Support Network

Sanfilippo Children's Foundation

catalysr

Dreams 2 Live 4

L|A|C|W LAW & ADVOCACY CENTRE FOR WOMEN

Edmund Rice Camps

PartnerSPEAK.org.au

Volunteering AUSTRALIA

council of single mothers and their children

No to Violence Working together to end men's family violence

MPAN MISSING PERSONS ADVOCACY NETWORK

coolaustralia.org Learn for life

UnitingCare Hotham Mission

seven women FAIR TRADE. HAND MADE. EFFECTIVE AID.

iheart Innate health education and resilience training

Bright Futures UK

CIRCLE COLLECTIVE

best beginnings working to give every child the best start in life

SPREAD 4 SMILE

LRMN

Migrate

niche NATIONAL INSTITUTE for CHALLENGING HOMOPHOBIA Education

bicycles for humanity.com MELBOURNE · AUSTRALIA

aussie books for zim

Tuberous Sclerosis Australia

lifechanging experiences foundation

Human & Hope Association Inc Empowering Cambodians to create a sustainable future for themselves

free to shine

DANCE HEALTH ALLIANCE

Australian multiple birth Association

elephants

communiteer

humanitix

the kids network Connecting for Change

jvn Jewish Volunteering network

THE POWER IN YOU PROJECT In Partnership With Community Veracity

National Justice Project

WAM WOMEN AND MENTORING

Free to Feed

Wild at Heart Community Arts

MMAD MUSICIANS MAKING A DIFFERENCE

NS

HealthAid matters

Ability Homes Australia

Gidget Foundation Australia

BIRTH FOR HUMANKIND

BIG GROUP HUG .ORG COMMUNITY HELP FOR BABIES IN NEED

The Welcome Dinner Project

PrideCup

THE CORNER STORE NETWORK. PRESERVING THE FUTURE

Kidsafe Child Accident Prevention Foundation of Australia Kidsafe VIC Inc

Burn Bright

The Generous the Grateful

WEAR FOR SUCCESS

LITTLE DREAMERS

mmvllen maribyrnong and moonee valley local learning employment network

mpact

society melbourne

feel the magic

flyhighbillie

MUM FOR MUM NCJWA

mindfull aus stand up against stigma

Stella Bella Little Stars Foundation Bringing sparkle to the lives of seriously ill children & their families

birth trauma Australasian Association

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