



IMPACT REPORT 2021

OUR IMPACT

Kilfinan Australia is the only organisation offering bespoke, long term, confidential mentoring to for-purpose leaders, free of charge. We are a volunteer driven organisation, with our mentors contributing a collective \$1.5 million per annum of in-kind support to the sector. We believe developing leadership capacity through executive mentoring is key to a strengthened for-purpose sector, resulting in resilient, sustainable organisations that are more effective in delivering their missions and achieving outcomes for the communities they serve.

382 *Mentorships matched*

228 *Active mentorships
in FY20-21*

68 *New mentorships
in FY20-21*

213 *Volunteer mentors*

8 *Events
in FY20-21*

242 *Event participants*

\$1.5M *Pro bono equivalent* contributed by Kilfinan mentors
in FY20-21*

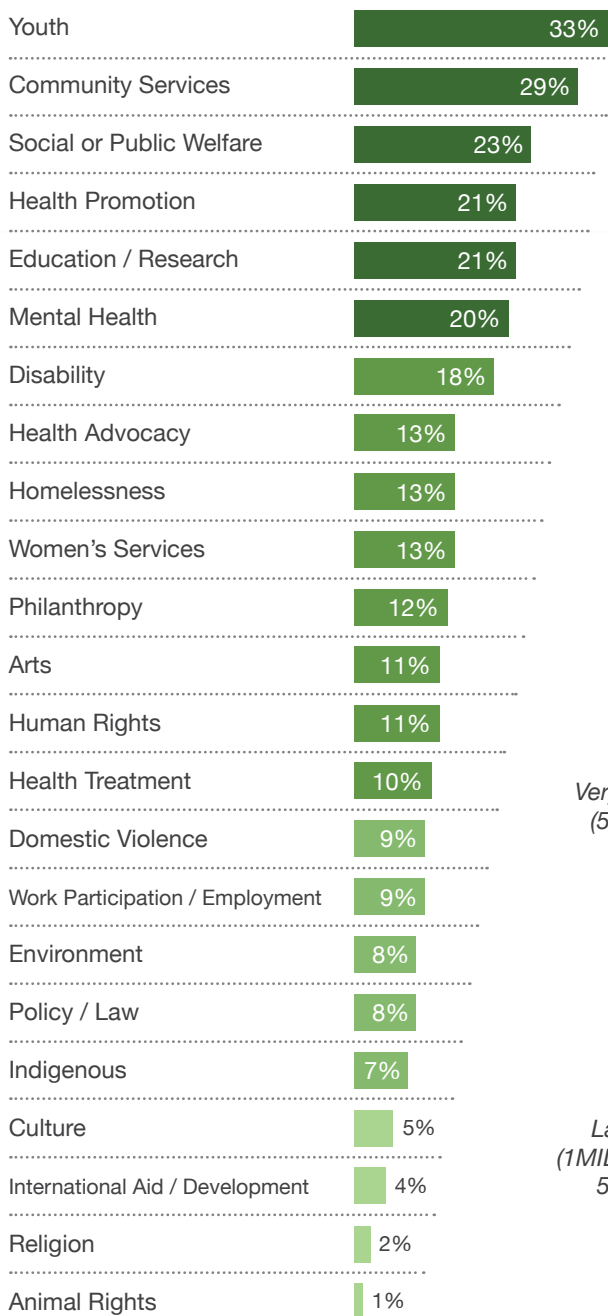
\$6.16M *Pro bono equivalent* contributed by Kilfinan mentors*

* Pro bono contribution calculation: number of mentorships per FY x average number of meetings per FY year x 1.5 hours of professional mentoring, based on a conservative hourly rate of \$550/hr

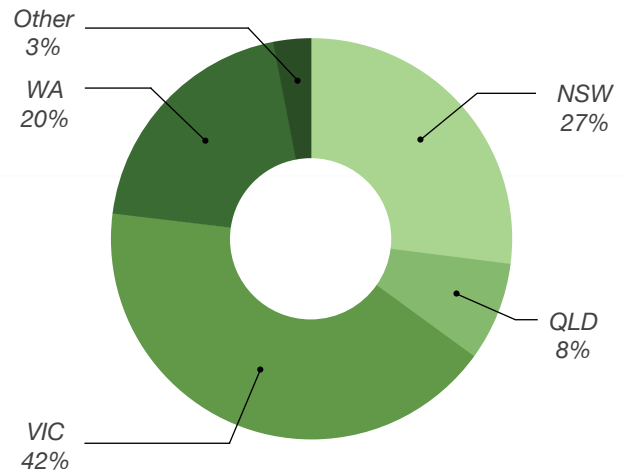
“My expectations were massively overachieved. I was very happy to take part in the program even though I hadn’t done any mentoring in the not for profit sector historically. My initial intuition was that it was going to be a one-way street – a complete transfer from mentor to mentee. But as I’ve said to a number of people, there is an equal flow of value across the table. Whatever benefit my mentee got, I got an equal amount coming back the other way. The program is a great credit to Kilfinan Australia.”

– Kilfinan Mentor

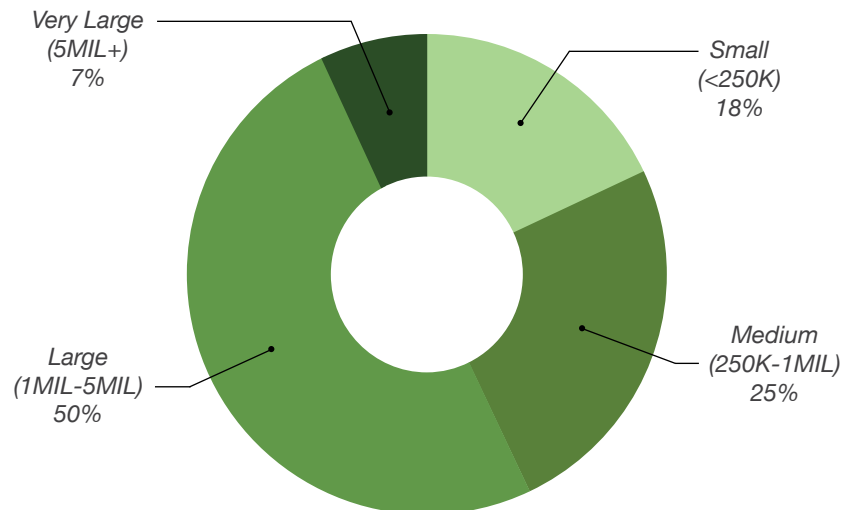
MENTEE ORGANISATIONS BY SECTOR



MENTEE ORGANISATIONS BY STATE



MENTEE ORGANISATIONS BY ANNUAL REVENUE



THEORY OF CHANGE

<p>THE CHALLENGE</p>	<p>For-purpose leaders lack access to affordable and accessible leadership development. Business leaders lack opportunities to give back to the community in direct, meaningful ways that leverage their skills and experience.</p>	
<p>KILFINAN ACTIVITIES</p>	<p>Mentoring Program One on one interview Personalised matching Mentoring induction Mentoring agreement Long term mentorship Specialist mentoring</p>	<p>Events Mentor and mentee forums Roundtable workshops Thought leadership events</p> <p>Community Newsletter LinkedIn group Mentoring stories Alliances with other for-purpose providers</p>
<p>SHORT TERM OUTCOMES</p>	<p>Mentees <i>Changes in access to networks and resources</i> Mentorship engagement Increased access to networks/resources Accelerated learning</p>	<p>Mentors <i>Changes in access to networks and resources</i> Mentorship engagement For-purpose sector exposure Accelerated learning</p>
<p>INTERMEDIATE OUTCOMES</p>	<p><i>Changes in knowledge and mindsets</i> Enhanced leadership capacity* Improved confidence in abilities and skills Ability to explore new ways of thinking</p>	<p><i>Changes in knowledge and mindsets</i> Increased knowledge Understanding of the for-purpose sector and empathy for the community it serves</p>
<p>LONG TERM OUTCOMES</p>	<p><i>Changes in practice</i> Our mentees become higher calibre for-purpose leaders who are better positioned to realise their goals, more proficient in running their organisations, and have a deepened confidence in their own capabilities.</p>	<p><i>Changes in practice</i> Our mentors are more knowledgeable about and engaged in the for-purpose sector, bringing their skills and experience to strengthen it through engagement, advocacy and support.</p>
<p>LONG TERM GOAL</p>	<p>A strengthened for-purpose sector, with resilient, sustainable organisations that are more effective in delivering their missions and achieving outcomes for the communities they serve.</p>	

*We define leadership capacity as a capability that goes beyond the standard parameters of operational management and includes vision, strategic capacity, innovation, and the confidence of leaders to use these skills in their roles.



MENTORING STORIES

This year we had conversations with many of our mentors and mentees to understand what they are working on together and to gain valuable insights on the big and small changes occurring for them as a result of their mentorships. These stories focus on learning, growth, and the effect of mentoring on our mentors and mentees.

We discovered that our mentor and mentees are experiencing significant changes in their resources, knowledge, mindsets, and practice. For our mentees, these changes demonstrate strengthened leadership capacity and confidence, and the effect of their development on organisational performance.

CRITICAL GOVERNANCE ISSUES

Sue and her mentee began working together right at the start of the COVID-19 pandemic. Sue, a longstanding Kilfinan Australia mentor, says that it's often the case that mentees come to the mentoring relationship with goals and challenges they'd like to work on that are not always representative of their actual needs. Such was the case with her mentee, who is a young, first-time CEO... [Read more.](#)

AGEING BOARD

Neil is a first-time CEO and, though he's been in the role for several years now, he very much felt like he was learning on the job. When Neil was first matched with his mentor, working with the Board was his biggest challenge. The board members were ageing in terms of tenure and energy, including a powerful Chair who had been on the Board for 20 years... [Read more.](#)

LEADERSHIP AGILITY

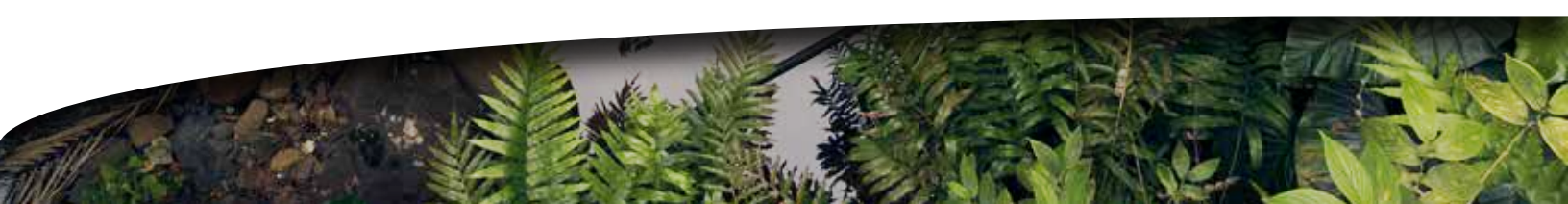
Harry and his mentee started their mentoring relationship just as she was on the precipice of implementing massive transformational change in the organisation. In late 2019, a month after their first meeting, Harry's mentee presented her new three year strategic plan to the Board, where it was broadly supported. They were to regroup in the new year to begin implementation. Of course, the new year came with the unprecedented double-crises of bushfires and COVID and she had to move into crisis management... [Read more.](#)

FOUNDER AND CEO TRANSITION

Maria was the long-standing CEO of an organisation she co-founded 19 years ago. Maria approached Kilfinan once she'd made the decision to step down from the role and sought a mentor who could help her make the transition out of the organisation as smooth as possible and ensure she left it in the best possible shape. Maria felt the last year in the role would be her legacy time. *"As the founder of the organisation, and in the role for 19 years, it was very easy to lose perspective and try to do everything you haven't done in last 19 years in the last year..."* [Read more.](#)

ACTING CEO

Thea held the position of COO at her organisation and was appointed to be acting CEO for a six month period while the long-term CEO took extended leave. She was aware of the Board's strong loyalty to the original CEO and knew that navigating change as an acting CEO would prove challenging... [Read more.](#)



“My mentor is like a secret weapon. I can ask him things and I know it’s not going to go anywhere. I know I can be completely honest. There are no strings attached with it. I value the authenticity and complete independence. I wanted to learn about data and analytics. In the end, I didn’t learn anything about data and analytics. I learned more. My attitude changed after meeting him. How you think about things can often be more profound in the long run.”

– Kilfinan Mentee

MATCH QUALITY

Kilfinan’s expertise lies in our considerable insight into the needs of for-purpose CEOs, and the challenges and unique pressures they face, and we understand that the “match” is where success begins. Our mentors and mentees are carefully matched, using a detailed process to align the needs and personal style of each CEO with the skills, experience and preferences of the mentor. Mentees at all stages of their mentorships report overwhelming levels of satisfaction with the quality of their match.

MATCH QUALITY INDICATORS

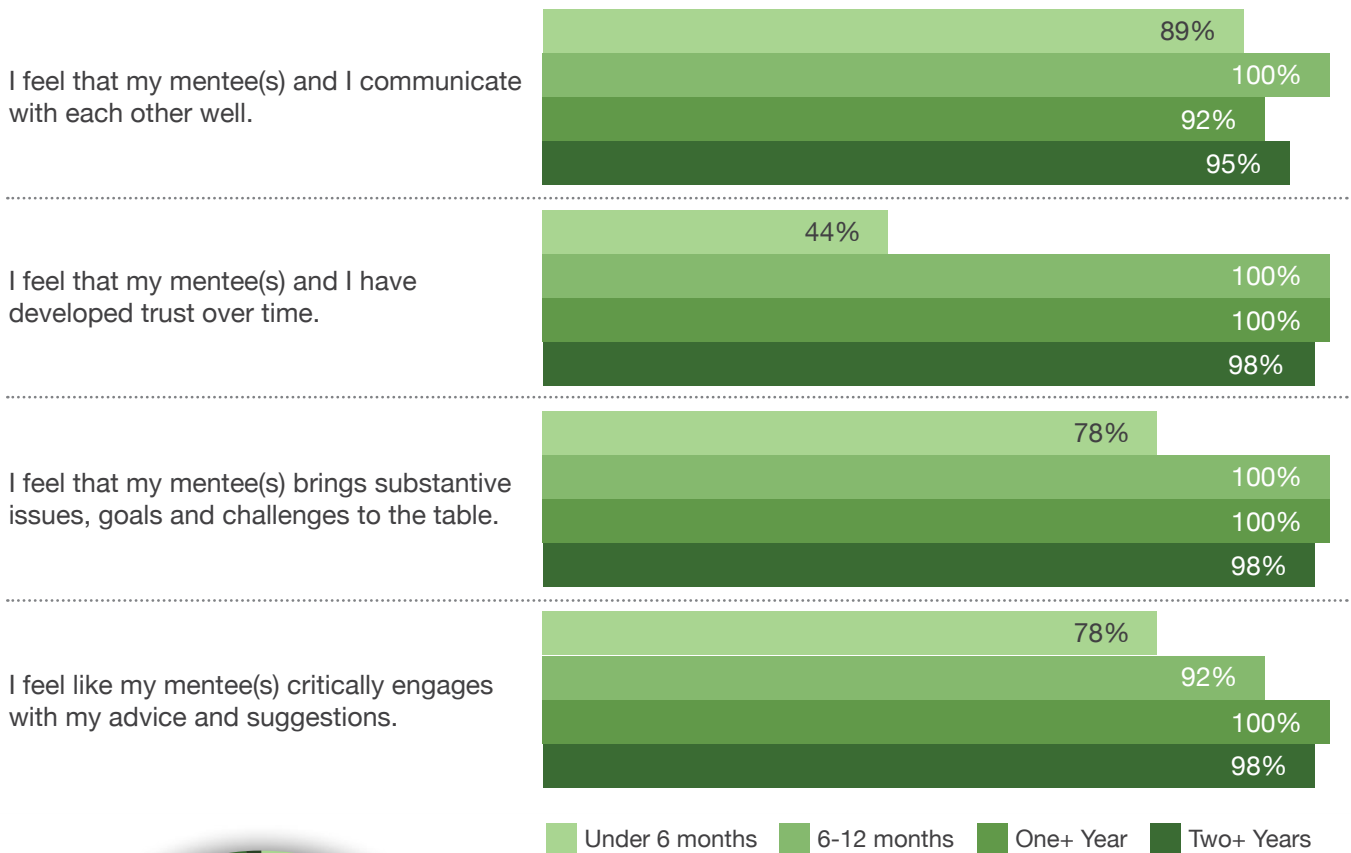


Data indicates the percentage of mentees who “Agreed” or “Strongly Agreed” with the statements, segmented by length of time they have been engaged in their mentorships.

MATCH ENGAGEMENT

Match engagement is the foundational piece in supporting mentees with their identified challenges and goals. Feedback from mentors demonstrates how accountability and trust in mentoring relationships are developed over time.

MATCH ENGAGEMENT INDICATORS



Data indicates the percentage of mentors who "Agreed" or "Strongly Agreed" with the statements, segmented by length of time they have been engaged in their mentorships.



MEETING FREQUENCY

- More than once a month (4%)
- Once a month (44%)
- Once in two months (36%)
- Once in three months (15%)
- Less than once in three months (1%)

"I couldn't possibly stop working with my mentee because she deserves support. She is intelligent, well organised, very thoughtful, and resilient. She has got real courage to persevere through quite difficult times. We are quite different people, but we managed to work out a rapport. I feel very lucky to be working with her."

– Kilfinan Mentor

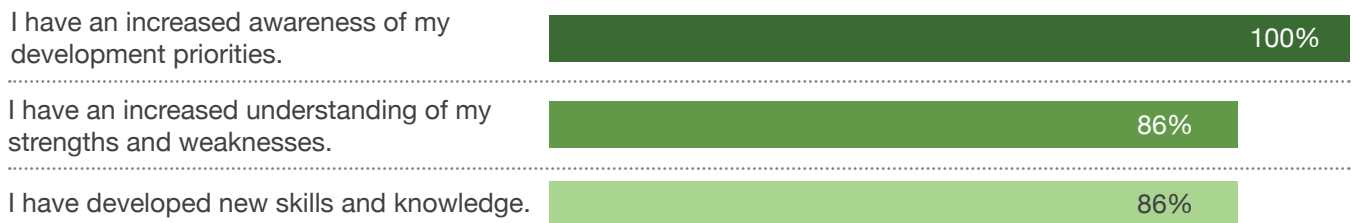
GETTING STARTED

SIX TO TWELVE MONTHS

Our FY20-21 Annual Survey (*n=77, 51% response rate*) tells the story of the development pathways for mentees, from the critical first six months of forming a rapport and rhythm with their mentor, all the way through to well-established mentorships of two years or more.

Mentees who have been in a mentorship between six and twelve months report that they are increasingly aware of their priority development areas and have developed new skills and knowledge as a platform for future capacity building.

ACCELERATED LEARNING OUTCOMES

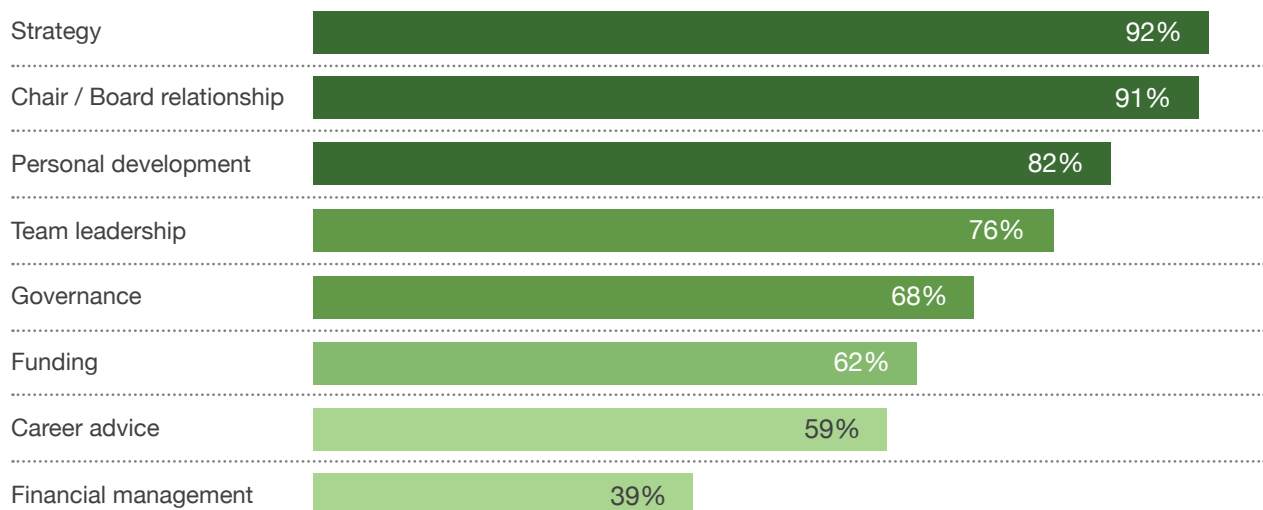


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"Working with a mentor who comes from a more service-based sector to my own has opened my eyes to frameworks and management techniques that I otherwise would not have been exposed to. This has been particularly useful as a CEO of a small not for profit in terms of navigating my relationship with our Board and that of our staff."

– Kilfinan Mentee

MENTORSHIP DISCUSSION TOPICS

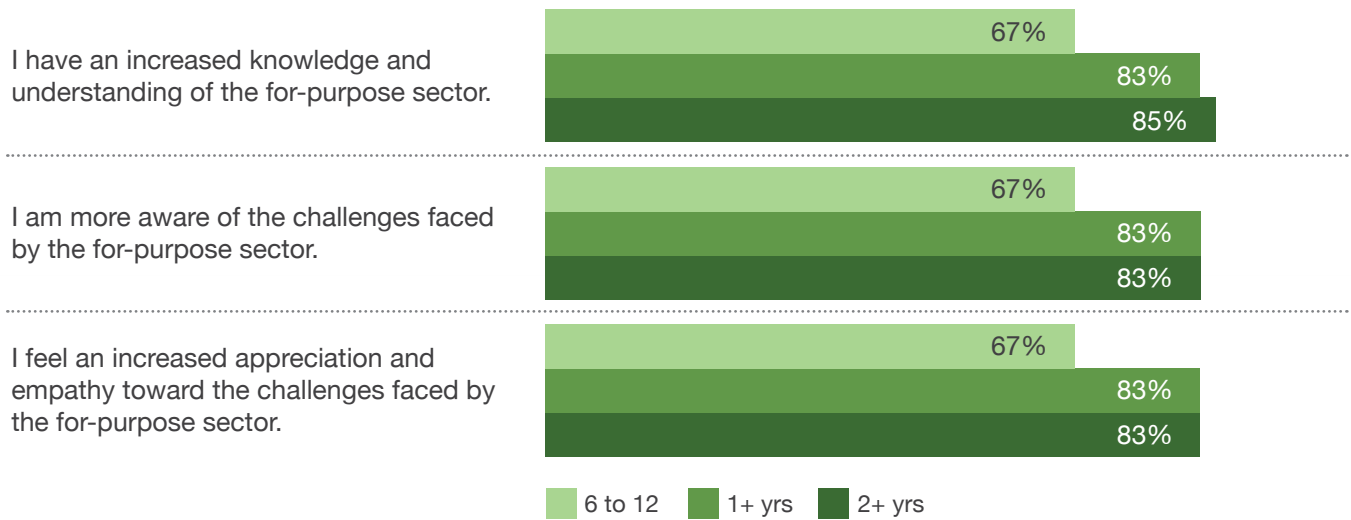


MENTOR OUTCOMES

ONE TO TWO YEARS

At around one year, Kilfinan mentors indicate that they are increasingly aware of the challenges their mentees and the for-purpose sector are facing. Our mentors are actively going above and beyond to bring their skills and resources to support their mentee(s) and the sector as a whole.

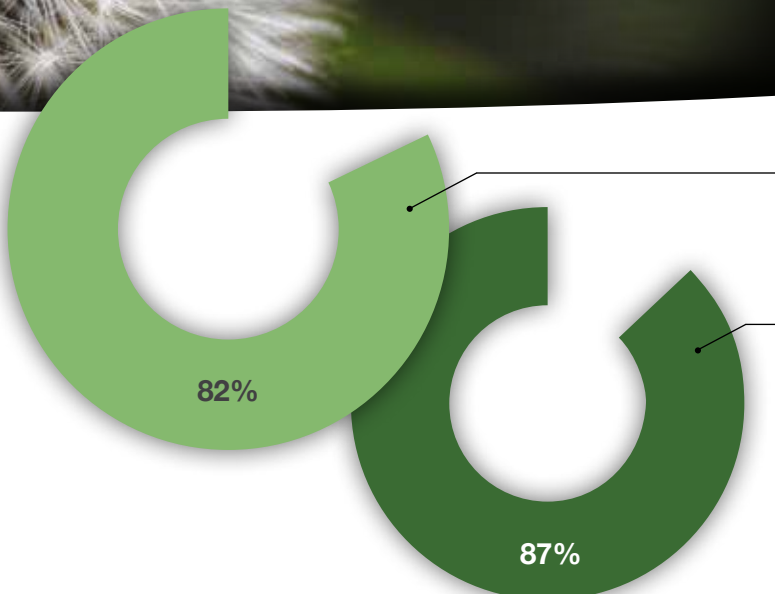
FOR-PURPOSE SECTOR UNDERSTANDING



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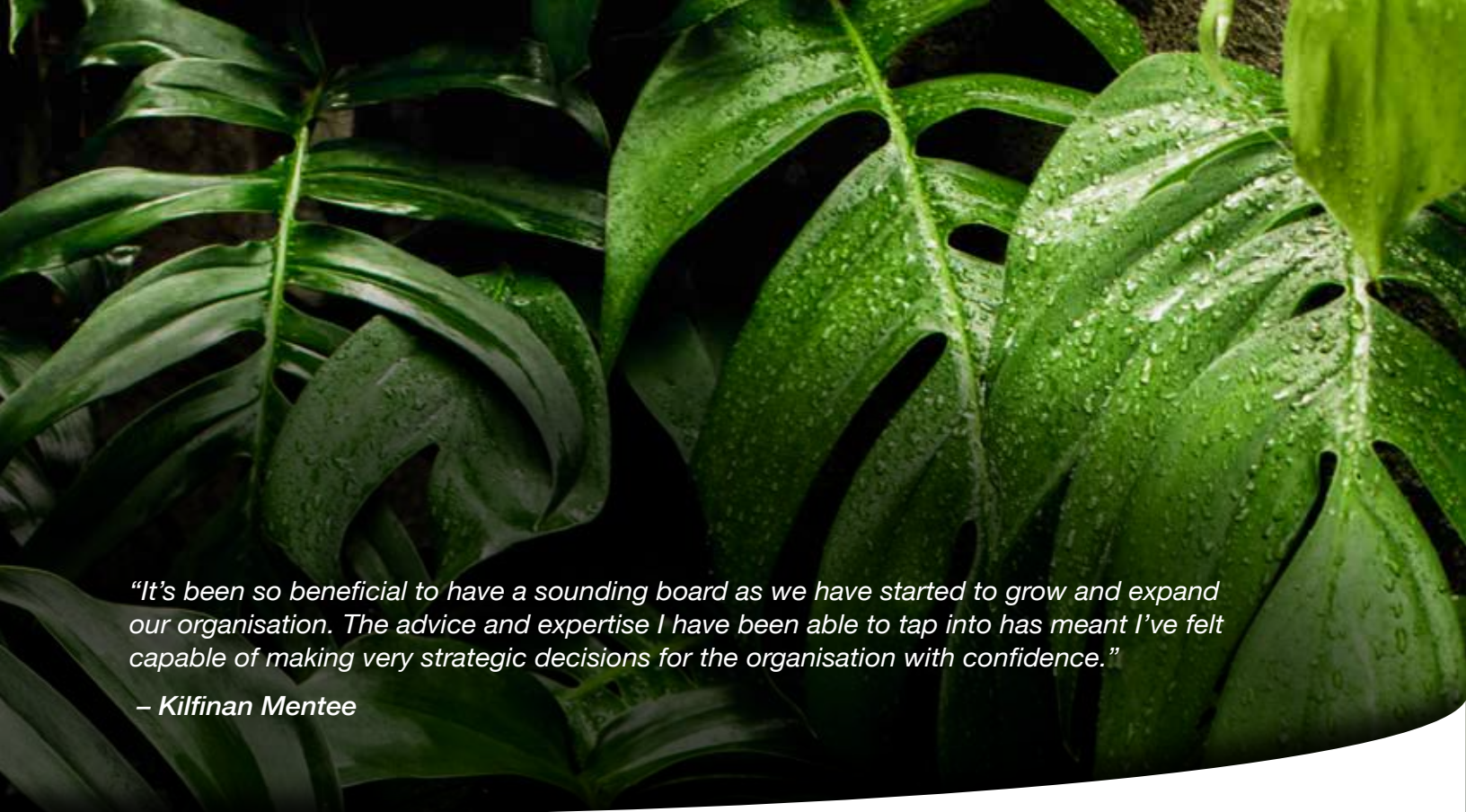
"I take my hat off to her. What she has achieved as the CEO of her organisation has been amazing. She's been open and thoughtful, all in all a great mentee. I didn't feel like I was advising into a black hole, but that I was value adding. My mentee didn't follow everything I advised, but we've had great discussions on what was possible. It's important as a mentor that you're doing something positive and that you feel you are adding value."

- Kilfinan Mentor



82% of mentors have supported their mentee(s) by connecting them with new networks and/or external resources.

87% of mentors involved with Kilfinan for more than a year report being engaged in additional activities in the for-purpose sector, such as donating, volunteering, non-executive director roles, advisory committees, and/or advocating to peers, colleagues, government, or otherwise.



“It’s been so beneficial to have a sounding board as we have started to grow and expand our organisation. The advice and expertise I have been able to tap into has meant I’ve felt capable of making very strategic decisions for the organisation with confidence.”

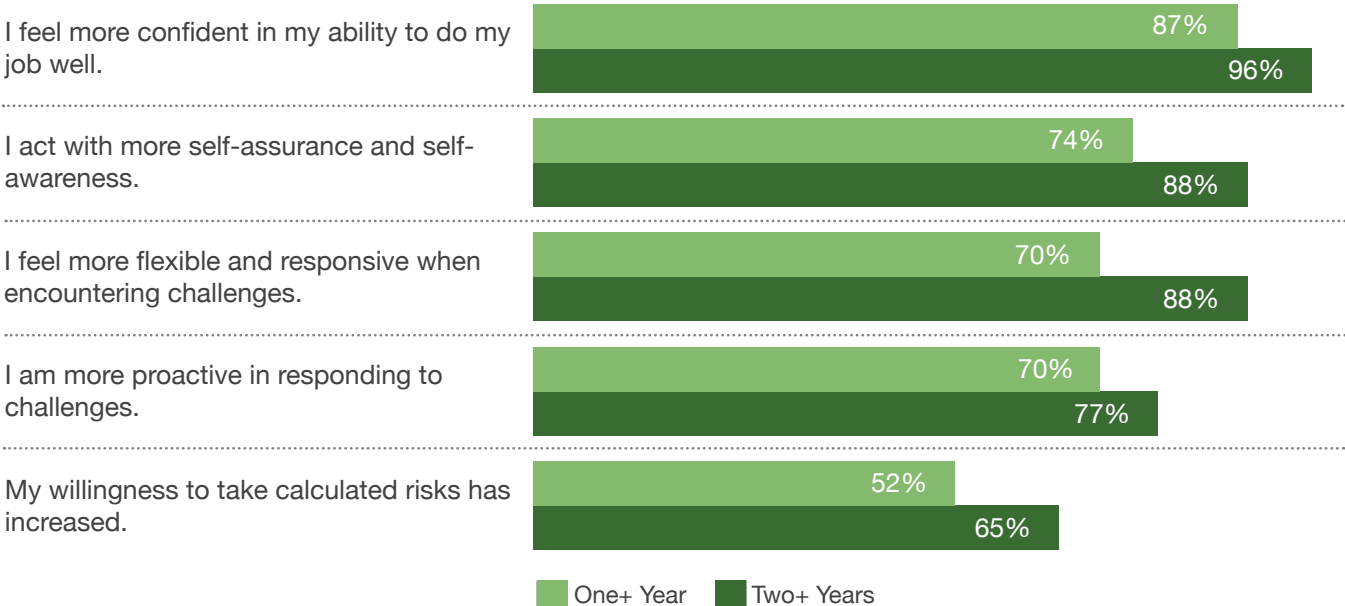
– Kilfinan Mentee

MENTEE OUTCOMES

ONE TO TWO YEARS

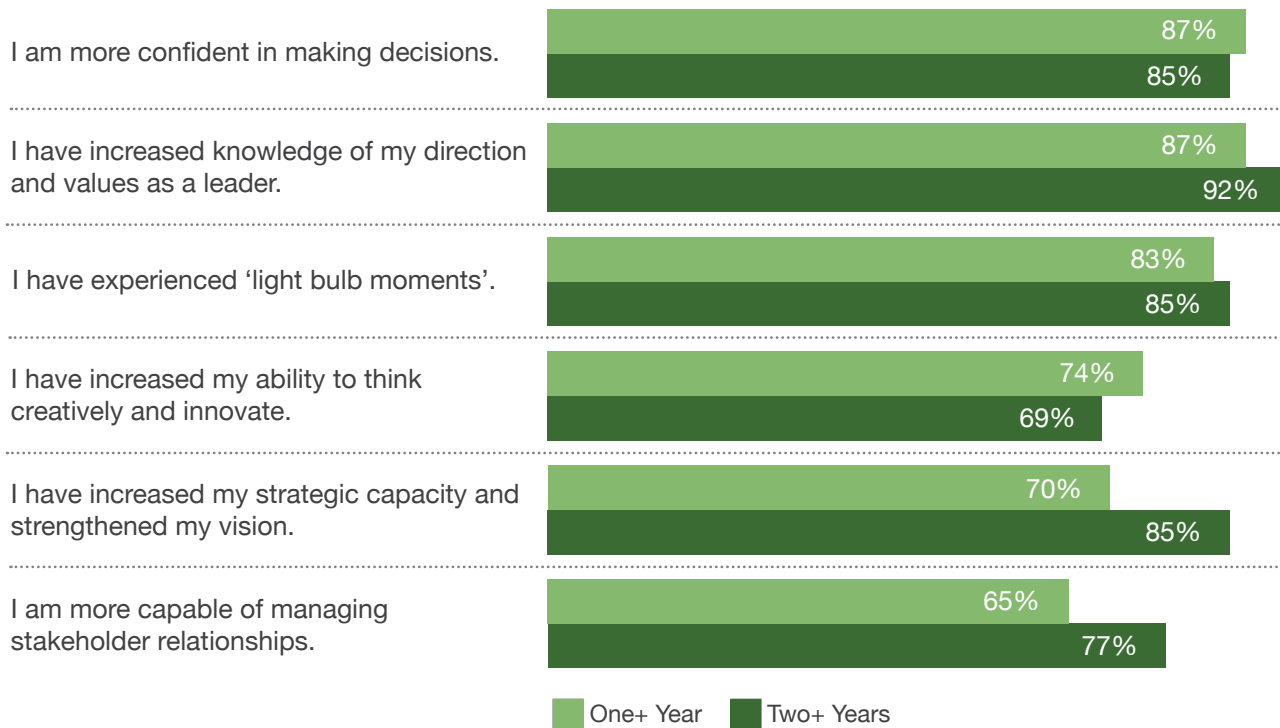
At the one-year mark, we start to see indicators that mentees have enhanced their overall confidence and leadership capacity.

ROLE CONFIDENCE OUTCOMES



Data indicates the percentage of mentees who “Agreed” or “Strongly Agreed” with the statements, segmented by length of time they have been engaged in their mentorships.

LEADERSHIP CAPACITY OUTCOMES



Data indicates the percentage of mentees who "Agreed" or "Strongly Agreed" with the statements, segmented by length of time they have been engaged in their mentorships.

"The support I received from my mentor assisted greatly with difficult and challenging aspects of my role and I highly valued the guidance that I was given. Further, I felt my mentor was a great support to me as a person - he gave me guidance to aid the organisation and to aid my own professional development at all times. His advice assisted me in going back to the Board with clear directions and options on a number of difficult matters."

– Kilfinan Mentee

MENTEE OUTCOMES

TWO+ YEARS

Once our mentees make it to the two-year mark, they report that Kilfinan’s mentoring program has resulted in considerable changes to their overall leadership capacity.

LONG TERM OUTCOMES

I am more proficient in leading my organisation.

100%

I am better positioned to achieve my professional goals.

100%

I have a deepened confidence in my abilities and skills.

96%

Data indicates the percentage of mentees who “Agreed” or “Strongly Agreed” with the statements.

“I honestly credit the support of my mentor as one of the key reasons I was able to continue to do my job and navigate through what was an extremely dysfunctional Board. The organisation now has a new Board, multi-year philanthropic funding secured as part of the new strategy I developed, and we are going from strength to strength. My mentor’s support through a very challenging time was pivotal to that. It is an absolutely amazing program and fills a significant gap in CEO development in our sector. I am and remain a huge advocate for this program and Kilfinan as an organisation.”

– Kilfinan Mentee