The For-Purpose Alliance

FPA IMPACT REPORT 2026

FPA Leadership HUB Participant Survey:

47/60 Respondents (78.3%)

Measuring the impact of the For Purpose Alliance Leadership HUB Program.

JULY 2026

CELEBRATING 11 YEARS LEADERSHIP IMPACT

FPA's Purpose | Vision | Theory of Change

The For Purpose Alliance (FPA) catalyses the collective wisdom, knowledge and experience of For Purpose Leaders.

We believe that the quality of leadership in the For Purpose sector directly determines the quality of outcomes for the people and communities those organisations serve.

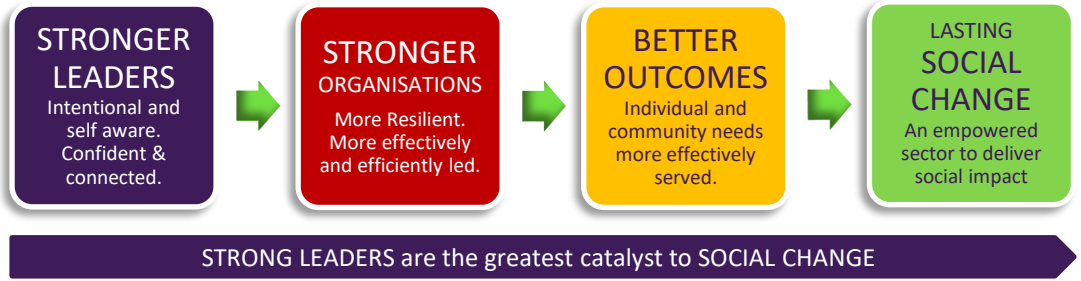
Through our FPA Leadership HUB program we bring leaders, from across the sector, together in structured peer cohorts (Leadership Hubs) creating a safe space for honest exchange, mutual accountability, and shared growth that many for purpose leaders rarely have access to.

The foundation of everything we do is our firm belief about where change begins..

Without strong leadership, we cannot realise social change.

The for-purpose sector faces extraordinary demands: scarce resources, complex social problems, relentless pressure, and a pace of change that shows no sign of slowing. In that environment, the leader is the single highest-leverage point of intervention.

Our theory of change is simple yet powerful chain:



We believe the quality of sector leadership directly determines the quality of outcomes

FPA Member Experience – Proof of Impact Survey Design

The For Purpose Alliance (FPA) collects qualitative and quantitative data to determine program outcomes against 10 dimensions of leadership – under 4 Strategic Pillars that underpin our FPA Leadership HUB program.

10 DIMENSIONS OF LEADERSHIP

Personal Growth & Confidence

FPA helps shape the way I show up as a leader - adopting new practices and approaching challenges more confidently, and becoming more intentional in how I lead

Re-set & Reflect

FPA gives me the space and permission to step back from the daily pressure and prioritise my own development as a leader

Resilience & Relationships

The relationships built through FPA provide genuine support through the leadership challenges I face in my role

Accountability

My FPA peers hold me accountable to myself - the commitments I make and the goals that matter most to me

Collaborative Problem Solving

When I face a difficult challenge, FPA gives me a trusted space to work through it - with people who truly understand what it means to lead in this sector

Shared Experience & Fresh Thinking

FPA exposes me to diverse ways of thinking and solving problems beyond what I encounter within my own organisation or experience

Resources & Networks

Through FPA I have access to expertise, knowledge and networks that strengthen how I lead my team and/or organisation

A Network of Reciprocal Learning

FPA has connected me with leaders across the sector whose experience and wisdom I can draw on — and who can draw on mine

My Leadership Impact

The growth I experience through FPA doesn't just stay with me - I can see it flowing through to my team and the people my organisation serves

The Ripple Effect

I can see the difference FPA makes - not just in me, but in the leaders around me and the communities we exist to serve

The For Purpose Alliance (FPA) collected qualitative and quantitative data to determine program outcomes against the Strategic Pillars.

Structure: **Organised by 4 Strategic Pillars & 10 Dimension of Leadership:** Open-ended responses are organized by FPA's 4 Strategic Pillars and 10 Leadership Dimensions, each illustrated with 3–4 participant quotes.

Questions: **16 in total** including: 10 Leadership Dimension questions, 4 Participant Profile questions, 2 open-ended questions.

Rating Scale **1-5 scale** from strongly disagree to strongly agree.

1 = Strongly Disagree	**2** = Disagree	**3** = Neutral	**4** = Agree	**5** = Strongly Agree

Organisations represented: **NFPs; Charities; Social Enterprises** from NSW & QLD. Please refer to P.10 for details.

Participant Profile: **47** participants in the FPA Leadership HUB Program - For Purpose Executives from across the sector.

37 NSW + **10** Queensland

Current Position	CEO/ Executive Dir:	Senior Exec/ C-Suite:	General Manager:	Other:
	43.5%	43.5%	13%	0%

	Less than 1 YR:	1-3 YRS:	3-5 YRS:	Over 5 YRS:
Years in Current Position:	17%	45%	19%	19%
Years in FPA Leadership HUB	14%	48.5%	28.5%	9%

Response Rate: **78.3%** - 47/60 Leadership Hub Program participants. Responses are anonymous.

Notes: *14% of participants have been in the program less than 12mths – this included some very new members (1-2mths). Results from new members may have skewed some of the results as they were told to select '3 / Neutral', if N/A or if they didn't yet have enough experience to respond.*

THE LEADER WITHIN

STRATEGIC PILLAR

1

OVERALL SCORE:

(4.7/5)

DIMENSIONS OF LEADERSHIP MEASURED		RESPONSES:
Personal Growth & Confidence FPA helps shape the way I show up as a leader - adopting new practices and approaching challenges more confidently, and becoming more intentional in how I lead	4.6/5	• *"Helped me feel more grounded and confident, which helps me show up better as a leader."* • *"Gave me the confidence to walk away from a very difficult role and try a new path."* • *"It has changed the way I show up as a Leader. FPA is now a non-negotiable for me."* • *"So much more confident with strangers than I used to be... I give better to my team."*
Re-set & Reflect FPA gives me the space and permission to step back from the daily pressure and prioritise my own development as a leader	4.8/5	• *"Provide a safe space for me."* • *"It has given me time to reset each month and invest more in myself as a leader."* • *"FPA gives me the space and permission to step back from the daily pressure and prioritise my own development as a leader."* • *"Every session leaves me feeling re-energised, inspired, and equipped with fresh ideas and perspectives."*

Rating Scale 1-5:

1 = Strongly Disagree	**2** = Disagree	**3** = Neutral	**4** = Agree	**5** = Strongly Agree

THE POWER OF PEER CONNECTION

STRATEGIC PILLAR

2

OVERALL SCORE:

(4.4/5)

DIMENSIONS OF LEADERSHIP MEASURED		RESPONSES:
Resilience & Relationships The relationships built through FPA provide genuine support through the leadership challenges I face in my role	4.6/5	• *"Not sure I would still be leading in an NGO without the support the group gave me during a really difficult time."* • *"Guidance for personal health and wellbeing at a point of crisis. Benefits for me, team, people I serve."* • *"Supportive, honest and humble in their guidance and advice."* • *"Felt lost... helped me regain clarity, confidence, and direction in my leadership."*
Accountability My FPA peers hold me accountable to myself - the commitments I make and the goals that matter most to me	4/5	• *"I liked the clarity of the meeting rhythm and the agenda items for each meeting."* • *"Valuable to set accountability and start to have more conversations around impact and accountability for leaders to lead themselves first."*
Collaborative Problem Solving When I face a difficult challenge, FPA gives me a trusted space to work through it - with people who truly understand what it means to lead in this sector	4.7/5	• *"They come up with ideas your own colleagues will not — unbiased and separated from your work situation."* • *"Networking with other CEOs in working through complex issues."* • *"Navigating supporting an ELT member through a family crisis — she was supported to leave the role and find one with less pressure."* • *"Helped me move through the blockage of adding new senior positions, by looking at it objectively."*

NOTE. New Members included in the sample may skew results on dimension related to 'Accountability' (17% <1YR)

COLLECTIVE WISDOM

STRATEGIC PILLAR

3

OVERALL SCORE:

(4.6/5)

DIMENSIONS OF LEADERSHIP MEASURED		RESPONSES:
Shared Experience Fresh Thinking FPA exposes me to diverse ways of thinking and solving problems beyond what I encounter within my own organisation or experience	4.6/5	• *"Helped our organisation learn from others when implementing AI for the first time."* • *"The value of prioritising rocks, pebbles and sand."* • *"Sharing information and learning to build capacity across team and organisation — it's invaluable."* • *"Challenging my thinking, questions that get outcomes."*
Resources & Networks Through FPA I have access to expertise, knowledge and networks that strengthen how I lead my team and/or organisation	4.5/5	• *"A fellow Hub member's recommendation led me to an HR consultancy that helped navigate a complex issue and laid the foundations for a successful restructure."* • *"Provided me with resources and contacts."* • *"Trusted resources I can lean on outside formal meetings, especially on fundraising or HR issues."* • *"Building networks, sourcing expertise."*
A Network of Reciprocal Learning FPA has connected me with leaders across the sector whose experience and wisdom I can draw on — and who can draw on mine	4.6/5	• *"Diversity of the experiences of my peers has informed my strategic approach to outsourcing key corporate services rather than being reliant on the narrow experience of a single headcount."* • *"Diversity of experience and leadership styles are so helpful when problem solving."* • *"Discussions with the hub have helped our organisation learn from others when implementing AI for the first time."*

The Ripple Effect **SOCIAL IMPACT**

STRATEGIC PILLAR

4

OVERALL SCORE:

(4.2/5)

DIMENSIONS OF LEADERSHIP MEASURED

RESPONSES:

My Leadership

4.2/5

The growth I experience through FPA doesn't just stay with me - I can see it flowing through to my team and the people my organisation serves

- *"It has reinforced the importance of empowering teams, enabling me as a leader to stay focused on strategic goals while building the foundations needed to achieve them."*
- *"I look after myself better and then give better to my team."*
- *"It has given me time to reset each month, which has strengthened my presence and delivery for my team."*
- *"Gave me the confidence to develop and roll out fundraising strategy, and I am so happy with what we've achieved in 12 months."*

The Ripple Effect

4.3/5

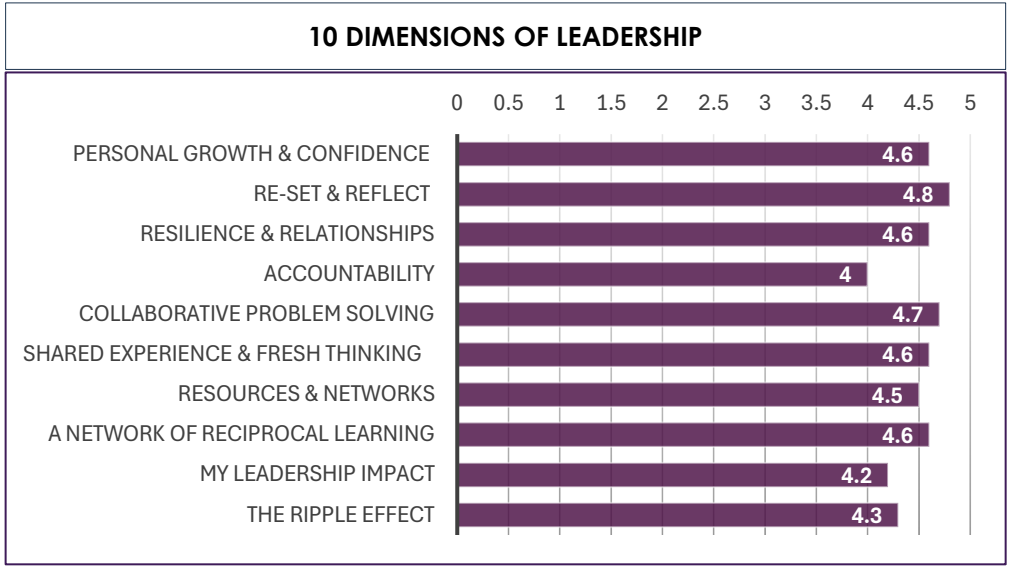
I can see the difference FPA makes - not just in me, but in the leaders around me and the communities we exist to serve

- *"Guidance for personal health and wellbeing at a point of crisis. Benefits for me, team, people I serve."*
- *"I can see the change in my colleague — her confidence to use her voice has grown and this has created some shifts in how she shows up for her team."*
- *"Sharing information and learning to build capacity across team and organisation — it's invaluable."*
- *"Diversity of peer experience informed our move to outsource HR, IT and Accounting, enabling us to respond to rapid growth and build credibility with funders."*

NOTE. New Members included in the sample may skew results on dimensions related to 'My Leadership Impact' & 'Ripple Effect'(17% <1YR)

Proof of Impact – FPA Member Experience

10 Dimensions of Leadership impacted by the FPA Leadership Hub Program:



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RESPONSE RATE: **78.3%** 47/60 Participants in the FPA Leadership HUB Program 2026.

CURRENT POSITION:	CEO/ Executive Dir:	Senior Exec/ C-Suite:	General Manager:
	43.5%	43.5%	13%

THE LEADER WITHIN **4.7/5** Dimensions 1, 2

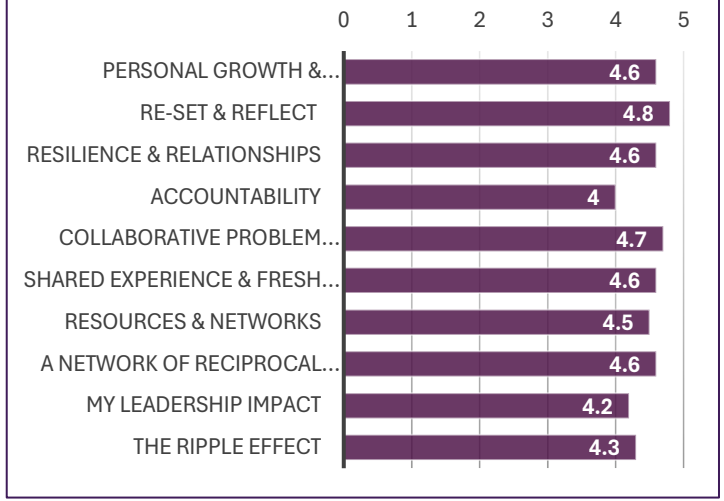
THE POWER OF PEER CONNECTION **4.4/5** Dimensions 3, 4, 5

COLLECTIVE WISDOM **4.6/5** Dimensions 6, 7, 8

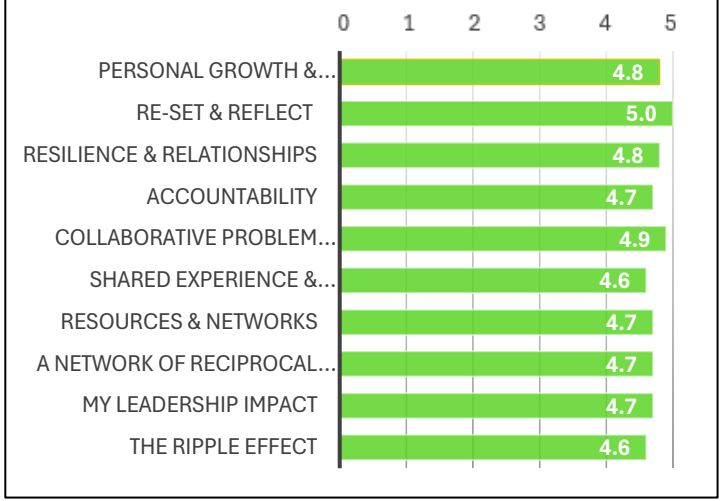
The Ripple Effect SOCIAL IMPACT **4.2/5** Dimensions 9, 10

Summary – Participants NSW/QLD + QLD Pilot only (first 12-mths)

10 DIMENSIONS OF LEADERSHIP - **NSW & QLD**



10 DIMENSIONS OF LEADERSHIP - **QLD ONLY**



AVERAGE SCORES – Rating 1-5 (Strongly disagree (1) to strongly agree (5)

RESPONSE RATE: 78.3% 47/60 Participants in the FPA Leadership HUB Program 2026.

QLD PILOT 2025-2026 PROUDLY SUPPORTED BY:

Just some of the wonderful organisations that FPA has the privilege of working with!

FPA Touch Points with For Purpose Leaders

F/YR 2025-2026

55 FULL DAY LEADERSHIP HUBS HELD

158 1on1 COACHING SESSIONS

110+ PEER ISSUES UNPACKED (MIN)

81 SKILLS/ STRENGTHS ASSESSMENTS

550+ BAROMETER CHECK-INS ON WELLBEING

47 DISCOVERY DAY EXPERIENCES

10 LEADERSHIP NEWS & VIEWS PUBLICATIONS

8 VALUED PARTNERSHIPS FORMED

17 FPA KEYNOTES/ EVENTS HELD

23 SUBJECT EXPERTS ENGAGED

495 GUESTS ATTEND FPA EVENTS

Please get in touch..

TO FIND OUT MORE: Please email jane@forpurposealliance.com.au or use the contact details or Zoom link below.

PAYING IT FORWARD: For Purpose Alliance is proud to be a Social Enterprise. For every paid membership, FPA contributes to the FPA Scholarship Program to reduce inequalities of access to sector leadership support and development. FPA is a Member of SECNA – Social Enterprise Council of New South Wales and ACT; Social Enterprise Australia; and QSEC Queensland Social Enterprise Council.

CONTACT: For further information please visit www.forpurposealliance.com.au Or contact Carmel Molloy: e. carmel@forpurposealliance.com.au | m. 0401710837 | z. *Schedule a 30-min Zoom with Carmel*

The For Purpose Alliance is part of The NonProfit Alliance group and was founded in 2015. ABN 67 613 555 696

Always was .. Always will be! We acknowledge the Gadigal People of the Eora Nation, and all the traditional owners of the beautiful lands where FPA is privileged to operate and pay our respects to elders past and present.

Thanks to our Program Partners + Logistics & Venue Alliances

Social Enterprise; Industry & Memberships