

Growing Leaders 2012 - National Vegetable Industry Leadership Program

Jill Briggs
Rural Training Initiatives Pty Ltd

Project Number: VG11022

VG11022

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**Project Title: Growing Leaders 2012 -
National Vegetable Industry
Leadership Program**



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The final report provides the vegetable industry with the following: a background to the need for leadership development in the Australian vegetable industry; the design and development of the 2012 Growing Leaders program; the relationships and networks built throughout the project; reporting on project deliverables and key performance targets; an evaluation of participant and stakeholder perceptions of the 2012 program outcomes; and some recommendations for improvement.

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Report Date: November 2012

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Table of Contents

| | |
|--|-----|
| List of Tables | 2 |
| List of Figures | 2 |
| Media Summary | 3 |
| Acknowledgements | 6 |
| 1. Introduction | 7 |
| 2. Program objectives and targets | 9 |
| 3. Methods | 10 |
| 3.1. Develop the leadership capability of the vegetable industry | 10 |
| 3.2. Individuals from a broad cross section of industry are encouraged and supported to develop their leadership potential | 10 |
| 3.3. Encourage cross-sectoral understanding within the vegetable industry | 11 |
| 4. Results and discussion | 12 |
| 4.1. Recruitment | 12 |
| 4.2. Successful graduation of 2011 participant achieved | 12 |
| 4.3. Program development and delivery | 13 |
| 4.4 Sponsorship | 21 |
| 4.5. Connection with, and induction into, GAIN | 22 |
| 4.6. Engagement with social media | 23 |
| 4.7. Out-of-program support | 23 |
| 4.8. Publicity and media coverage | 24 |
| 4.9. Program Reporting | 24 |
| 4.10. Budget information | 24 |
| 4.11. Project staffing | 24 |
| 5. Evaluation | 25 |
| 5.1. Method | 25 |
| 5.2. Evaluation results | 25 |
| 5.3. Improvement opportunities | 30 |
| 6. Conclusions | 34 |
| Attachment 1: Growing Leaders 2012 recruitment information | 35 |
| Attachment 2: Growing Leaders 2012 participant list | 36 |
| Attachment 3: Ivan Bogicevic graduation project report | 39 |
| Attachment 4: Growing Leaders 2012 participant workbooks (see separate Attachment 4) | 43 |
| Attachment 5: Growing Leaders graduates’ success | 44 |
| Attachment 6: Growing Leaders 2012 mission strategies | 45 |
| Attachment 7: Detailed program guest statistics and profiles | 48 |
| Attachment 8: Growing Leaders 2012.....the Twitter story | 89 |
| Attachment 9: Media release templates provided to all Growing Leaders 2012 participants | 95 |
| Attachment 10: Sample of media coverage from Growing Leaders 2012 | 98 |
| Attachment 11: Collated evaluation feedback from each residential | 102 |

List of Tables

| | |
|---|----|
| Table 1: Participant by industry sector | 12 |
| Table 2: Participant demographics..... | 12 |
| Table 3: Guest speaker topics | 19 |
| Table 4: Guest statistics – Summary | 21 |
| Table 5: Growing Leaders 2012 project staff | 24 |

List of Figures

| | |
|---|----|
| Figure 1: Ivan at his graduation with Richard Mulcahy, CEO of AUSVEG..... | 13 |
| Figure 2: L-R: GL grads networking in action! Lukasz Goracek, Cherie Gambley, Callum Cormack (GL 2012) and Dr Mark Boersma make new connections at the GAIN networking function in Hobart | 22 |
| Figure 3: Rural Training Initiatives has a YouTube channel where videos from the GL final Canberra presentation were posted..... | 23 |
| Figure 4: L-R: Guest speakers Dr Mark Boersma (CSIRO) and Alison Clark (Harris Farms) with GL 2012 participants Lisa Breaden, Gavin Kerr and Nick Greig | 27 |
| Figure 5: L-R: Minister for Agriculture Joe Ludwig, participant Daniel Scavo and AUSVEG Chair John Brent at the Graduation Dinner in Canberra | 27 |
| Figure 6: L-R: GL 2012 participants Pedro Zimmerman, Linda Snart and Gavin Kerr with industry panellist and guest speaker Deb Corrigan and daughter | 29 |
| Figure 7: The youngest GL 2012 participant, Joe Boratto, working with his industry mission project team in Canberra..... | 29 |
| Figure 8: AUSVEG’s Courtney Burger with GL 2012 participant Clem Hodgman | 32 |

Media summary

Growing Leaders 2012 – National Vegetable Industry Leadership Program successfully completed its third and final year of delivery under current funding arrangements. The program has now concluded with applications being currently sought by the funders to continue the program for another three years as part of the industry's new funding call. This final report details the methods and outcomes from the 2012 program.

Growing Leaders (GL) 2012 objectives were to:

- Develop the leadership capability of the vegetable industry;
- Ensure individuals from a broad cross section of industry were encouraged and supported to develop their leadership potential and;
- Encourage cross-sectoral understanding within the vegetable industry.

The program was required to meet the following targets:

- 12+ graduates of a national vegetable industry leadership course – Growing Leaders 2012,
- Minimum of 80% to complete Growing Leaders 2012, and
- The learning activities and outcomes that support graduates to seek formal assessment through a registered training provider against accredited outcomes.

Fourteen participants (12 men, two women) from across the industry value chain participated in, and all successfully graduated from, the GL 2012 program. This represented a 17% over-delivery by the project manager. The participants were reflective of the whole industry and were an intelligent and engaged group, willing to take on new ideas and be challenged. In addition a participant from GL 2011 completed requirements for his successful graduation due to being unable to attend the final residential last year.

Program evaluation found that the participants and stakeholders consulted identified that the Growing Leaders program achieved significant outcomes for participants, their businesses and the industry. They spoke very highly of the program, were extremely supportive of it and believed that it was a key strategic program for the industry's future development and leadership succession planning. They identified that the skills gained by participating in this industry leadership program were different to the skills industry personnel develop in their businesses.

Program outcomes were perceived to have been delivered at multi-faceted levels of personal, business and industry.

At a **personal development level** the major outcomes for participants were identified as:

- Increased confidence,
- Improved public speaking and communication skills including an ability to present their ideas effectively,
- Increased leadership skills and recognition by others (peers and industry organisations) of their leadership abilities,
- Improved ability to build networks and an increased knowledge of, and connection with, an influential industry (and beyond) network, and
- Improved ability to work successfully with others through new knowledge, tools and processes and greater understanding of themselves and others.

At a **business level**, participants reported that they had applied their new-found knowledge and skills back in their businesses. They developed an improved ability to more effectively manage meetings; had the tools to undertake consultations and listen to others more effectively and they recognised the value of involving staff at all levels in decision-making. They had also shared their new knowledge with management and applied their learnings to improve their business' systems. Some also expressed a willingness and desire to step up and take on new roles within the business.

The **industry outcomes** seen to be delivered by GL were significant and valuable. They included:

- Increased industry leadership capability,
- The development of a core group that was better informed about the industry's decision-making processes and that had developed a strategic understanding of the whole-of-industry value chain,
- A program that made a vital contribution to industry leadership succession planning and that was a visible and accessible point-of-contact for industry bodies seeking new leaders, and
- The development of a core group that was more involved and had increased its participation in the industry including participating in decision-making bodies at a local, state and national level; participating in industry events and sharing ideas for industry improvement.

A feature of the program was a self-directed group learning project where the group was required to work together, and reach decisions independently, to develop a vision, mission and strategies for the future of the Australian vegetable industry.

The benefits to the vegetable industry at a decision-making level from this process are far reaching and of high value. Participants developed capability, skills and knowledge in understanding the challenges of working constructively with industry organisations, committees and boards. At a whole-of-industry level the benefits include a confident group of individuals who are able to work as a team to achieve outcomes for the industry. The graduates are well-placed to ensure positive change occurs for industry and are all poised to take on new opportunities. Having made the investment in the development of this group, the industry has a responsibility to integrate them into existing and future decision-making and leadership opportunities within and beyond the industry. This has been the experience of the past GL graduates, many of whom have been encouraged to become involved in organisations such as the Industry Advisory Groups and roles in local and national industry associations.

The vision and mission of the GL 2012 group presented to the national industry was:

Vision: Daily fresh produce consumption of 2x fruit and 3x vegetables every child with 100% Australian grown produce

Mission: Within six months develop a fruit and vegetable education program encompassing production through to consumption for the national school system

From this mission the participants developed three strategies capable of fulfilling this mission.

- i. Current education programs within Australia
- ii. Current state of the vegetable industry
- iii. The outcomes of the current situation and solutions to increase consumption

All three strategies were worked on and resulted in the graduates gaining a deeper understanding of leadership through the process of self-managing and leading others towards a goal.

The nine-day face-to-face program included 29 skill development workshops, 13 industry networking events and 10 guest speaker or panel sessions.

A highlight of the program included the unique opportunity that the GL 2012 offered participants to develop their networks across the industry value chain and beyond. Participants found the pressure to work together to deliver their team presentation to stakeholders in Canberra stretched and challenged them and took them well out of their comfort zone. They learnt about needing to compromise, how to support others who were not as engaged as them to deliver and to let go of their own agendas for the benefit of the group achieving its outcome. They also found that "putting yourself and your opinion out there" as a leader to peers and others was stressful but the benefits were profound. Despite the pressures involved participants also nominated, as a highlight, their experience of a diverse team from across the industry working together successfully to develop and present its mission and vision.

In the words of one participant, *"To be perfectly frank everybody stood up beyond expectation, it was absolutely extraordinary. They did a great job. Often times, people will step up when they have to and people can deliver extraordinary results in extraordinary circumstances when you would have said that would be impossible."*

The feedback about the program structure, delivery mechanisms, logistics and content was overwhelmingly positive. Participant diversity was identified as a strength of the program with industry stakeholders identifying that the program recruitment process was attracting high quality applicants and that the industry organisations were actively promoting the program. One stakeholder identified the need to continue to ensure women are recruited to the program due to the important role they play in the industry.

The evaluation identified some improvement opportunities for potential consideration for future programs. These included:

- i. Include an opportunity for the group to come together post-program, even for just a short time, to reflect and share overall learnings. There is a possibility this could be done via asking participants to undertake some personal reflection and then conducting a teleconference with the group. Obviously this would require additional resources.
- ii. Improve communication and links with stakeholders about program progress and outcomes such as:
 - Feedback to industry organisations about who was selected,
 - Provide a regular specially targeted report to the stakeholders after each residential about what happened, and
 - Ask graduates to build a relationship with a key stakeholder e.g. be the program's representative to liaise with that stakeholder during the program, write a personal letter to a sponsor etc
- iii. Improve stakeholder understanding of the program philosophy and design to more effectively manage expectations regarding the group's ability to implement its mission and strategies.³
- iv. Ensure presenters at dinners are apolitical.
- v. More funding provided for better quality venues that reflect the status and image of the program; diversify funding sources.
- vi. Develop a modified, less intensive program targeted at a lower level managers and casual workforce.

Particular mention should be made of the attraction of the financial and in-kind sponsorship provided by FreshState and Plant Health Australia which added an additional \$6,000 to the program budget.

GL 2012 has delivered highly successful outcomes for industry, business and participants and comprehensively met its objectives. It over-delivered on its key targets for participant graduation. It is recognised, valued and supported by key industry stakeholders and has a reputation as a quality program that is key to the industry's leadership capability development and succession planning.

³ Note: There was feedback from the stakeholders interviewed that they would like to see increased emphasis on implementation of the group's mission strategies.

Acknowledgements

Rural Training Initiatives Pty. Ltd. would like to thank the vegetable industry for providing significant individuals to participate into the program. We would also like to thank the following 2012 graduates for their commitment to the industry through completing the program:

| | |
|--------------------|----------------------------|
| Joe Boratto | Boratto Farms |
| Lisa Breden | Harvest Moon |
| Callum Corrmack | Moratis, P/L |
| Jim (James) Fuller | MushroomExchange Pty Ltd |
| Nick Greig | Boomaroo Nurseries Pty Ltd |
| Clem Hodgman | Barden Produce |
| Scott Humphreys | Monsanto Vegetable Seeds |
| Gavin Kerr | Nufarm Australia |
| Conrad Leeks | Monsanto Aust Ltd |
| Chris Manning | Boomaroo Nurseries Pty Ltd |
| Nathan Plant | Lachlan Produce |
| Daniel Scavo | Young Sang & Co |
| Linda Snart | Village Herb Farm |
| Pedro Zimmerman | Costa Exchange Pty Ltd |

Thank you also to 2011 participant Ivan Bogicevic from Coolibah Herbs who had been unable to attend the final residential last year. Ivan was required to work with one of the program facilitators and complete a number of requirements, approved by HAL. He did this successfully and was formally recognised as a graduate at the first GL 2012 Melbourne Residential Dinner.

Rural Training Initiatives Pty. Ltd. would like to thank a number of industry organisations and individuals within those organisations who have contributed to GL 2012. A significant contribution to the program was made by participant businesses and organisations. In addition the support offered by the following organisations was a major contributor to the project's success:

- Project Funder Horticulture Australia Limited
- The program sponsors who have contributed in-kind or real dollars adding approximated value of \$6,000:
 - FreshState (real \$1,000),
 - FreshState (in-kind \$3,000)
 - Plant Health Australia (in-kind \$2,000)
 - Strategic program supporter AUSVEG

Thank you to all guest speakers and panel members who generously provided their valuable time, experience and industry insights at all three residential sessions.

1. Introduction

The initial research to develop a national leadership program for the vegetable industry originated from the Australian Vegetable Industry Training Needs Analysis in Business Skills and Leadership Developed (2007) and Vegvision (2006).

The industry leadership needs analysis and industry consultation concluded:

‘that good leaders, across the industry, have similar characteristics and skills; however, more skills were needed by a wider range of people. There is a lack of leadership development for younger growers and little encouragement for them to participate in industry organisations. Most industry participants felt that leadership training should build on the skill base that exists already in the vegetable industry.

Leadership skills identified from a range of sources were:

- *Communication, including media skills*
- *Conflict resolution*
- *Negotiation skills*
- *Work/life balance, including time management*
- *Self-management*
- *Presentation skills*
- *Team-building skills*
- *Understanding of government networks*

A review of successful leadership programs indicated that inclusion of a personal project encouraged participants to practice skills learned in the program. Current industry leaders also felt that programs should include networking opportunities and a mentoring component.

It was clear from previous studies, grower interviews and industry consultation that a key driver in growers’ willingness to engage in training is the convenience of the training. Time, venue, location and duration were all factors that influenced uptake. Quality of training organisations and presenters was very important.’

These concepts were then further articulated by the industry through Vegvision 2020. Specifically in the Leadership Platform detailed in -

- 1.1 Achieving efficient and effective service delivery to support industry growth;
- 1.2 Upgrading leadership development and succession planning and;
- 1.3 Improving industry communication and change management.

It is with this background knowledge that Rural Training Initiatives Pty. Ltd. commenced designing and subsequently delivering the inaugural Vegetable Industry Strategic Leadership Course (VISLC). The 2009 VISLC was developed after comprehensive research of current primary industry national and international leadership programs. The 2009 VISLC materials were developed from leadership material and information available in the public domain. The materials generated for the program for 2009 were all sourced from published academic sources. The contact details and databases used for industry communication were developed from public information. All other data and information used during the planning and delivery of the project have been sourced from public records.

From this base, and with ongoing conversation and informal consultation particularly with the VISLC 2009 graduates and GL 2010 and 2011, the GL 2012 program was refined and finalised.

During the year the Australian Vegetable Industry Strategic Investment Plan 2012-2017 was finalised and released to industry. Its vision was:

“To be a cohesive, financially and environmentally sustainable, and highly efficient industry focussed on growing demand profitably”.

The GL 2012 program content and processes continues to align very well with the industry’s new strategic direction.

There is continued need for leadership development in the industry. Each primary industry organisation receiving matching funding from the Federal Government is charged with the responsibility of enhancing industry personnel. From the perspective of decision-making and responsive leadership it would appear that the vegetable industry continues to provide significant injection of new leaders who have been exposed to this knowledge and who have experienced the implementation and success of applying that knowledge.

It remains vitally important for all sectors of the industry to be able to contribute to debate, drive change and address challenges in order to enable the vegetable industry to reach its potential. Specific issues which continue to challenge the industry, and where leadership is continually required include:

- Considering global markets and drivers;
- The ability to engage with research and policy and understand future directions regarding production, resource use and management;
- Understanding the industry value chain;
- Alignment of the whole industry with end consumers; and
- Effective relationships, information flow and communication through the whole value chain.

The three years of investment in leadership development has seen considerable success of the GL program and a genuine commitment from industry through its significant support of participants. However leading primary industries have embraced the concept that leadership development requires long-term commitment. Other primary industries, such as the wine, seafood and dairy industries, have been investing in leadership capability programs for many years. It is hoped that the vegetable industry will continue to invest in leadership and succession planning as these provide the foundation for personnel and stakeholders from all sectors to successfully work together to realise the industry's vision.

2. Program objectives and targets

GL 2012 objectives were to:

- Develop the leadership capability of the vegetable industry;
- Ensure individuals from a broad cross section of industry were encouraged and supported to develop their leadership potential; and
- Encourage cross-sectoral understanding within the vegetable industry.

The program was required to meet the following targets:

- 12+ graduates of a national vegetable industry leadership course – GL 2012;
- Minimum of 80% to complete GL 2012; and
- The learning activities and outcomes that support graduates to seek formal assessment through a registered training provider against accredited outcomes.

3. Methods

The method section has been designed to list the activities undertaken to deliver on the three program objectives. Section 4 (Results and Discussion) also outlines some of the methodology relating to specific parts of program delivery.

3.1. Develop the leadership capability of the vegetable industry

Activities undertaken to develop the capability of the vegetable industry included:

- Connect three times with the vegetable industry informed via a project communication plan – industry sector representative organisations; state vegetable councils/boards; state and federal government agencies and departments; vegetable companies and businesses; research bodies and individuals.
- Undertake communication activities that provided industry and registering individuals with an understanding of GL 2012 aims and the anticipated industry, GL 2012 team and individual outcomes.
- Refine program goals and outputs via regular conversations with the informal advisory group.
- Develop and deliver a nine-day program with quality materials and logistics via face-to-face training.
- Undertake evaluation, via both written and verbal methods, using a varied evaluation form which requested feedback on logistics, topics, delivery, outcomes and project staff.
- Deliver a nationally significant mission and strategies through co-operation of all program participants which focuses on an essential and relevant industry-wide and inclusive issue.
- Enhance participants' leadership skills in the workplace or organisation through the implementation of the abovementioned nationally significant mission, mission strategies and participant's personal leadership learning plan.
- Connect participants with industry stakeholders and national organisations through the mentoring process and industry panel sessions and program industry networking activities.
- Build an industry profile for GL 2012 participants via industry functions (dinners and lunches) and media releases.
- Connect participants with current national and global issues through the guest speakers at each residential.

3.2. Individuals from a broad cross section of industry are encouraged and supported to develop their leadership potential

Activities undertaken to ensure individuals from a broad cross section of industry are encouraged and supported to develop their leadership potential included:

- Communicate with industry organisations across Australia including sector and state organisations and individuals to ensure inclusion.
- Identify missing population cohorts from the program e.g. indigenous, women and grass roots industry members.
- Communicate directly with above sectors via specific organisations and individuals and HAL and AUSVEG networks.
- Manage the selection process through the development of selection criteria process which matched application criteria.
- Ensure delivery and support incorporates effective management of all participants through the appreciation that individuals learn differently and consequently require specific support.
- Identify specific methods of connecting with individual participants who are remote using email, text and predominantly telephone.
- Provide a cross-section of the industry as speakers and dinner guests.
- Provide ongoing email, written and phone support.
- Ensure program mission guidance was delivered through program materials and learning, mentoring and facilitator staff.

3.3. Encourage cross-sectoral understanding within the vegetable industry

Activities undertaken to encourage cross-sectoral understanding within the vegetable industry included:

- Recruit participants from all parts of the industry value chain.
- Develop group mission around an industry issue of significance and working in strategy teams.
- Undertake whole group activities throughout the program's face-to-face delivery.
- Include industry tours (e.g. Melbourne Markets, Parliament) to expose participants to new experiences and perspectives.
- Implement in-program mentoring with mentor and mentoree difference established as a success factor.
- Source program guest speakers from a variety of sectors.
- Ensure program dinner and lunch guests represent diversity of the industry.

4. Results and discussion

4.1. Recruitment

Recruitment for the program was undertaken through media releases and with support from industry organisations that posted information about the program on their websites and in industry newsletters (refer Attachment 1).

Sixteen applications were received for GL 2012 - two women and 14men. There were a multiple number of applications from across the industry value chain.

Pre-program preparation was managed via email, phone calls and direct mailing. All applicants received a letter of receipt of application and a personal call from the Program Manager to indicate success of application, with many expressing gratitude for the call. There should be an on-going review of postal addresses to ensure that information is accurate and current.

Fourteen participants participated in, and graduated from, the 2012 program (refer Attachment 2). Initially the ratio of value chain to grower participant was 1:3 at commencement. Unfortunately due to circumstances beyond the project manager's control (climatic events and family requirements) this ratio dropped to 4:10 value chain to grower participant ratio. The GL 2012 were reflective of the whole industry and were an intelligent and engaged group, willing to take on new ideas and be challenged.

Table 1: Participant by industry sector

| Industry Sector | Participant Numbers |
|---------------------|---------------------|
| Growers | 9 |
| Wholesale/marketing | 1 |
| Service | 4 |

Table 2: Participant demographics

| | Numbers |
|-------------------------|---------|
| MALES | 12 |
| FEMALES | 2 |
| INDIGENOUS | 0 |
| ESL cultural background | 3 |
| Low Literacy | 2 |

4.2. Successful graduation of 2011 participant achieved

Ivan Bogicevic from Coolibah Herbs was unable to attend the final residential of the GL 2011 program. Rural Training Initiatives applied for funding to support Ivan post-program to enable him to graduate. This funding was approved and Ivan was required to work with one of the program facilitators and complete a number of requirements which included:

- Writing a piece for industry publications about the program, mission, outcomes and personal rewards and achievements,
- Preparing a three slide power point presentation that highlighted Ivan's role in the GL 2011 Mission and his personal leadership achievements and leadership aspirations. The three slide power point presentation was to be accompanied by a written "script",
- Receiving two peer reviews for leadership feedback from other GL 2011 participants to be followed by a discussion with Rural Training Initiatives program facilitator Cynthia Mahoney, and
- Attending one of the events in GL 2012 to be publicly graduated to ensure industry acknowledgment.

“Growing Leaders is beneficial for the vegetable industry. We were able to speak with people we normally wouldn’t have access to and it is just as good for them to talk to us as it is for us to talk to them. You get some valuable insights into how things work outside your farm and you can see why we (the industry) are doing the things we are doing”.

Ivan Bogicevic, GL 2011 graduate



Figure 1: Ivan at his graduation with Richard Mulcahy, CEO of AUSVEG

Ivan completed the requirements successfully and was formally recognised as a graduate of the GL 2011 program at the first Melbourne Residential Dinner for the 2012 program (refer to Attachment 3 for a full report on the requirements for his graduation and what he delivered).

4.3. Program development and delivery

i. Development of program materials

Pre-Program

A minimum of fifteen (15) GL documents were produced prior to the first residential commencing. These documents included:

- Pre-course material included a number of emailed documents and PDF’s
- A letter of invitation to industry
- Two information releases
- Program photo banner
- Dinner invitation
- Informal communication to advisory group
- Letter of participation
- Selection process
- Communication with GL informal advisory group

Program

Program booklets and accompanying materials and facilitation information was developed and produced for the program and for each of the residential sessions (refer Attachment 4 for full details of booklet materials and samples of workshop materials). These documents were:

- Melbourne – Participant Workshop Folder and Materials
- Melbourne – Participant and Guest Speaker Profiles
- Melbourne – Participant Roles and Responsibilities Brief
- Melbourne – Industry Dinner Guest List
- Melbourne – Guest Information Packages
- Hobart – Participant Workshop Folder and Materials
- Hobart – Guest Speaker Profiles
- Hobart – Media Release
- Hobart – Further Reading Materials
- Hobart – Participant Roles and Responsibilities Brief
- Hobart – Participant Briefing Pack
- Hobart – Industry Dinner Guest List
- Hobart – Guest Information Packages
- Canberra – Participant Workshop Folder and Materials
- Canberra – Guest Speaker Profiles
- Canberra – Guest Information Packages
- Canberra – Graduation Dinner Guest List
- Canberra – Graduation Certificates

Post-Program Communication

Post-program materials were two fold – one thank you and promotional material sent to all individuals connected to the 2012 program (such as speakers and sponsors) and two provisions of further information for graduates. The documents included:

- Information and photos of course provided to all graduates
- Guest speaker letter of thanks
- Dinner guest letter of thanks
- Mission Launch letter of thanks
- General media release for the general media
- Media release for all participants with graduation photo attached
- Final “exit letter” for each participant
- GAIN induction information

ii. Program design and delivery

The program was developed using adult learning principles, focusing on experiential learning. It was underpinned by Chatham House Rule⁴ which allows participants and guests to freely share opinions, insights and leadership experiences and encourages free discussion.

The program consisted of three, three-day residentials held in Melbourne, Hobart (to coincide with the AUSVEG Convention) and Canberra (refer next page for program overview). The program included a mixture of:

- interactive presentations and training from the program facilitators on a range of topics drawing from a variety of theories including leadership, communication, management and personal development;
- guest speakers and industry panels;
- individual work and reflection;
- group discussion;
- introduction to, and connection via, social media;
- networking tasks including the group being required to organise, host and present at industry dinners at each residential;
- group activities, simulation exercises and role plays, including the provision of feedback;
- development of an individual leadership learning plan;
- identification of a mentor and development of a plan;
- a self-directed, action learning group project to develop an industry vision, mission and strategies;
- tours of Brisbane and Melbourne markets;
- observation of the upper and lower houses of Parliament in Canberra;
- meetings with politicians, industry leaders and government in Canberra;
- individual formal presentations to industry leaders on the GL 2012 group’s vision, mission and strategies in Canberra; and
- An official graduation dinner in Canberra and induction into GAIN (the vegetable industry’s alumni network for graduates of leadership programs).

The program was developed to include some flexibility to enable modification by the participants during the sessions based on their interest and needs. The topics covered and the time devoted to exploring them was changed as the focus for their leadership development became clear. Materials were also prepared to support the course delivery. Sessions were designed to be interactive which allowed the participants to draw on their own experiences and relate them to the course topics.

⁴ The Chatham House Rule reads as follows: "When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed." (Source: <http://www.chathamhouse.org/about-us/chathamhouserule-translations>).

Growing Leaders 2011 program overview

For full details of the 2012 Program refer to Participant Course Notes (Attachment 4)

| March 2012 – Melbourne | | | May 2012 – Hobart | | | August 2012 – Canberra | | |
|-------------------------|-------------------------------------|----------------------------------|--|----------------------------|---------------------------------|--|--|---|
| Knowing Leadership | | | Experiencing Leadership | | | Implementing Leadership | | |
| Day 1 | Day 2 | Day 3 | Day 4 | Day 5 | Day 6 | Day 7 | Day 8 | Day 9 |
| | Market Tour & FreshState Breakfast | | | | ORID Day 4 & 5 | | | |
| Purpose of the Program | Reviewing Day 1 & Tour | Understanding Day 1&2 | Re-connecting | Outcomes for the Mission | Handling Conflict | Meetings in Canberra organised by participants | Looking Forward | ORID & Day 7 & 8 |
| Identifying Leadership | Building Teams | Leadership Theories and Practice | Strategy Update | Understanding the Industry | Media and Messages | | Understanding & Working with Organisations | Taking the Next Step |
| Communication I | Industry Panel | Effective Meetings | A Supply Chain View of the Industry – Guests | Understanding the Industry | Strategy Next Stage | | Industry Panel | Leading the Industry |
| Learning and Leadership | Developing a Mission & Mission Plan | Mission & Strategy Proposal | Power and Behaviour | Understanding the Industry | Public Presentation Preparation | Mission and Strategy Planning | Parliament Question Time | Mission Launch & Networking Afternoon tea |
| Communication II | | | Teams and Leadership | Reshaping our Mission and | Industry Tour | | Parliament Question Time | |
| Personalities | Networking Dinner | Debrief | Planning for Tomorrow | Reviewing Strategies | Briefing | Team Dinner | Strategy Presentation Preparation | Final Session and Dinner Briefing |

iii. Leadership Learning Plan

At the conclusion of the residential one, participants were required to develop a leadership learning plan to be implemented over the remainder of the program. They were asked to identify the leadership skill/behaviour they could realistically commit to and develop further by October 2012 in the areas of:

- Personal
- Workplace/Business
- Industry

They were also asked to identify two people who could support them with their commitment:

- One GL participant (Internal Mentor)
- One other person (Potential External Mentor)

Rural Training Initiatives provided coaching to the participants outside the residential via phone and email to support them to implement their leadership development plan. Participants were asked at each residential to keep informally reporting to the group on their progress. Notes were taken at each of the sessions and the participant's development was documented.

All the participants set significant development goals in the learning plans which included:

- Delegation
- Being a motivator
- Transition to new business structure - Melbourne
- Communication skills
- Build relationships with farmers
- Delegation and training
- Developing the skill of delegation
- Body language and reflection time
- Work on communication and tactfulness
- Mentoring roles within the business
- Team building, improve organisation - clutter
- Confidence in delegation
- Body language
- Showing vision confidence and direction
- Conflict management
- Build opportunities between workplace and leadership
- Checks and balances for goals and outcomes

Participant identification of personal leadership learning goals was valuable as these targets provided a focal point for participants in areas of self-identified need. Progress was measured at the end of the program during the "Taking the Next Step" workshop and participants considered successes and peer-reviewed their leadership growth with two other participants. The plans were also used by the Project Manager as a reference during support contact outside the residential. Combining the learning plans with the implementation of the team vision and then mission and a group strategy focus on leadership growth was maintained throughout the course. Particular emphasis was placed on three essential leadership areas – communication, relationships/mentors and managing change (personal, project and industry).

The GL program has been designed at a Certificate V and VI level. Participants are encouraged to seek further assistance from Rural Training Initiatives P/L to gain Recognition of Prior Learning.

iv. Self-directed group project to develop and present an industry mission and strategies

A feature of the program was a self-directed group learning project where the group was required to work together, and reach decisions independently, to develop a vision, mission and strategies for the future of the Australian vegetable industry.

The benefits to the vegetable industry at a decision-making level are far reaching and of high value. The participants developed capability, skills and knowledge in understanding the challenges of working

constructively with industry organisations, committees and boards. At a whole-of-industry level the benefits include a confident group of individuals who are able to work as a team to achieve outcomes for the industry. The graduates are well-placed to ensure positive change occurs for industry and are all poised to take on new opportunities. Having made the investment in the development of this group, the industry has a responsibility to integrate them into existing and future decision-making and leadership opportunities within and beyond the industry. This has been the experience of the past GL graduates, many of whom have been encouraged to become involved in organisations such as the Industry Advisory Groups and roles in local and national industry associations. A number were also recognised at the 2012 AUSVEG Awards for Excellence (Attachment 5).

The group project is underpinned by Rural Training Initiatives' experience in designing and delivering leadership programs that generate transformational change. This is one of the fundamental points of difference of this leadership program that differentiates it from a more traditional management program. The group's learning is taken beyond the technical content of the project to new understanding and insights of self, teams and leadership i.e. transformational change.

The facilitators provided the group with “groundrules” and support in how to work together via the tools, theories and processes discussed in the program and by encouraging open dialogue and reflection. However it was up to the group to work together to make the decisions about **how the group conducted itself** to undertake the project as well as **undertaking the project itself** (ie the group worked “on” the project as well as “in” the project). In the GL 2012 group it was interesting to observe the following play out as the project progressed:

- the roles participants took on at different stages (e.g. leader, facilitator, mentor, questioner, supporter, driver, motivator, completer-finisher, technical expert);
- stages of team development (forming, norming, storming, performing, adjourning)
- interpersonal dynamics;
- personality and leadership styles;
- self-awareness leading to behaviour change;
- the development of sub-groups within the group;
- task and relationship conflict;
- creativity and generation of new ideas;
- identification of unhelpful and destructive behaviours;
- development of interdependence;
- individuals and the group navigating a pressure environment;
- personal and group capability being developed through individuals being encouraged to go out of their comfort zones and challenge themselves (in a supportive environment);
- influence and negotiation;
- individuals making the choice to compromise and put their own agendas aside for the good of the group;
- building trust and providing constructive feedback;
- skills in communicating a message powerfully and effectively;
- personal and group empowerment;
- meeting and decision-making processes and consensus building;
- developing a team strategy;
- facilitation styles;
- awareness of the need for the group to present a professional and cohesive image to the industry and to conduct itself accordingly; and
- what individuals were prepared to take on to get the whole team over the line.

The self-directed group process enabled different participants to step up at different times to take on a leadership role for the group. The leadership role shifted so that the group practised “shared” or “distributed” leadership⁵ which meant that the leadership role was not in the hands of one individual. Whenever the group

⁵ Shared leadership is proposed to be beneficial to team processes in part because there are more “heads” and “hands” (i.e., leaders) to attend to the team's developmental and functioning needs, particularly the motivational, social, and cognitive processes needed for the team's performance (Solansky, S (2008) *Leadership Styles and Team Processes in Self-Managed Teams*, Journal of Leadership

was struggling to progress, it was very powerful to observe someone in the group stepping up when needed to play the role the group needed to shift and move forward.

This method allowed the group to experience and put into action a different model of leadership to the traditional hierarchical model commonly found in businesses and industry organisations.

v. Development of vision, mission and strategies

At the Melbourne residential the group was asked to discuss and agree upon:

- What is the GL 2012 vegetable industry vision?
- For the purpose of the GL 2012, you are to develop a mission statement that the GL will scope, develop and deliver by October 2012. What is the GL 2012 Six-Month Mission?
- Draft up a general plan of action for delivering the GL Team Mission.

The group was required to present its vision and mission at each industry dinner. It was also required to present the vision, mission and strategies as a whole team, involving individual presentations, to the industry at a formal presentation (Mission Launch) session in Canberra.

The vision and mission of the GL 2012 group that was presented to the national industry was:

Vision: Daily fresh produce consumption of 2x fruit and 3x vegetables every child with 100% Australian grown produce

Mission: Within six months develop a fruit and vegetable education program encompassing production through to consumption for the national school system

From this mission the participants developed three strategies capable of fulfilling this mission:

- i. Current education programs within Australia;
- ii. Current state of the vegetable industry; and
- iii. The outcomes of the current situation and solutions to increase consumption.

All three strategy concepts were worked on and developed up into a presentation (refer Attachment 6 for examples PowerPoint presentations) and resulted in the graduates gaining a deeper understanding of leadership through the process of self-managing and leading others towards a goal.

iv. Mentoring program

During the program participants were encouraged to identify a mentor to assist them in their career life development – this was not a program requirement and was voluntary. Participants were invited to inform Rural Training Initiatives who their mentor was and the Project Manager contacted the mentor to provide them with context and background of the program and to offer support. Both mentor and mentee were provided with a mentoring package⁶ by email that outlined a process to ensure this relationship is productive for both parties. The Project Manger continues to keep in contact with mentor and mentee periodically. This contact takes the form of a quarterly email mentoring newsletter with extra materials to assist in the mentoring process and one-on-one phonecall conversations as required.

At the beginning of the second residential one participant reported back to the group that he had met with his mentor and the career benefits that this had already delivered. This inspired others in the group to take action and at the final residential in Canberra nine of the 14 participants had established a relationship with a mentor.

and Organisational Studies, Vol 14, Number 4, May 2008, pg 332-341. Accessed at: <http://www.uk.sagepub.com/northouse5e/study/articles/pdfs/11-Solansky.pdf>.

⁶ This mentoring package can be publically accessed from the Rural Training Initiatives website and has been distributed to vegetable industry organisations which some have displayed on their web pages: <http://www.ruraltraininginitiatives.com.au/home/component/remository/Vegetables/GAIN-Mentoring-Information-and-Learning/>

v. Guest speakers, meetings and tours

Ten guest speakers featured in the 2012 program - five in Melbourne, four in Hobart and five in Canberra. Topics covered during the program ranged from, 'How to make the most of your leadership learning experience', through to 'International Economics and Markets'. A complete list of topics addressed were as follows:

Table 3: Guest speaker topics

| Topic | Speaker | Organisation | Residential |
|--|--------------------------------|---------------------------------|-------------|
| Leadership Learning | Lukasz Gorajek | Avanti Plus | Melbourne |
| Wholesale Sector | Various Wholesalers | Melbourne Markets | Melbourne |
| Leadership and the Industry - Panel | Deborah Corrigan | Corrigan Produce | Melbourne |
| Leadership and the Industry - Panel | Vince Brancatisano | Prestige Produce | Melbourne |
| Leadership and the Industry - Panel | John Said | Fresh Select | Melbourne |
| A Value Chain View of the Industry | Dr Mark Boersma | Tasmanian Inst of Ag (TIA) | Hobart |
| A Value Chain View of the Industry | Allison Clark | Houston's Farm | Hobart |
| Media & Messages – Participating, Understanding, Outcomes | Courtney Burger | AUSVEG | Hobart |
| The Vegetable industry Future – Current Economics & Forecasts | Ian James | Industry Data Economic Analysis | Hobart |
| The Future for the Australian domestic vegetable industry & Industry Panel | Bill Slattery | DCCEE | Canberra |
| How to make the most of your personal leadership experience & Industry Panel | Jo Slattery | Plant Health Aust | Canberra |
| Horticulture R&D and levy process, about HAL & Industry Panel | Kathryn Lee | HAL | Canberra |
| Leadership - the Vegetable Industry and the Future | Shane Schnitzler John Roach | Freshstate | Canberra |

The project database is constantly reviewed at each Residential, specifically a significant database enhancement occurred throughout the delivery of GL 2012.

Guest speakers were all supplied with briefing documents and were supported prior to their address. Participants who were assigned the task of managing the guest speaker sessions during the program also attended to the needs of the speakers.

Participants also had the opportunity to observe five IAC Advisory Group meetings at the AUSVEG Convention in Hobart. Feedback from participants was that this insight into industry decision-making processes was a program highlight. AUSVEG also reported that the IAC groups themselves welcomed the interaction with the GL 2012 participants. It was pleasing to see that a number of graduates from the 2011 program had been selected to sit on the advisory groups. The IAC groups that GL 2012 observed were:

1. Market development & consumers advisory group – Scott Humphries, Linda Snart, Callum Cormack
2. Production advisory group – Nathan Plant, Nick Greig, Pedro Zimmerman
3. Information technology & dissemination advisory group – Gavin Kerr, Daniel Scavo, Clem Hodgman
4. Biosecurity working group – James Fuller, Lisa Braden, Conrad Leekes
5. Environmental working group – Chris Manning, Joe Boratto

Tours are a key part of the program to enable participants to understand the working of the whole industry value chain. For the 2012 program Residential 1 included a tour of the Melbourne Market with part of the program being conducted at the FreshState offices. Residential 2 included an industry interaction with all participants attending the AUSVEG IAC meetings. Residential 3 included a visit to Parliament House to observe the lower and upper houses during question time. The second day of the program was conducted at Plant Health Australia.

At the end of the second residential in Hobart the program facilitators advised the group that the final Canberra residential included time for self-organised meetings with key stakeholders. Participants were briefed that, whilst the purpose of the meetings would be self-determined, it was an opportunity to discuss their mission and strategies with key people, further build their network, raise the GL 2012 group's profile and discuss industry issues. During the second and third residentials some of the participants identified key people and organisations they wanted to meet with and scheduled a time. Once in Canberra one of the participants took responsibility for co-ordinating the meeting day program and the group decided who would meet with which stakeholder. Participants were responsible for managing, chairing and following-up the meetings.

Seven stakeholder meeting were organised with:

- Plant Health Australia
- APVMA
- DAFF
- CSIRO
- Senator Colbeck
- Senator Abetz
- Senator Cobb

An example of a positive outcome from these meetings was the formation of a strong relationship with Senator Colbeck resulting in the Senator contacting the participants he met with to congratulate them on their graduation and to offer assistance regarding industry issues.

vi. Industry dinners

For participants to be provided with leadership experience and industry networking opportunities, an industry dinner was planned and managed at each of the three residentials. At the recommendation of graduates, significant diversity at these dinners occurred. Guests were sourced through personal contacts and industry networks. Invited guests included vegetable industry personnel and organisations; local, state and federal politicians; leading business owners and operators; government agencies and community leaders.

Guests who attended the networking events were provided with a hard-copy invitation and during the event received the program guest information pack that included participant contact details, program overview and an expression of interest.

The dinners were designed to provide the GL 2012 participants with various responsibilities e.g. table hosts, formal presenters, logistics, special guest hosts, venue liaison and chair. Table rotations form part of the evening to facilitate networking. The GL 2012 group presented its industry mission and vision to guests at each dinner and two participants also delivered a profile on their business and role in the industry.

The dinners were highly successful and well attended, providing GL 2012 participants and the guests excellent networking opportunities. The Canberra dinner was particularly well attended with the Federal Minister for Agriculture, Joe Ludwig, being present, as well as the Parliamentary Secretary, Sid Sidebottom, and Shadow Minister for Agriculture, Richard Colbeck. Key industry organisation and business figures were also in attendance along with government representatives and graduates from past programs.

A total of 68 guests attended dinners throughout the program, 24 in Melbourne, 18 in Hobart and 26 in Canberra (refer Attachment 7 for full guest list).

Table 4: Guest statistics – summary

| Guest Profile | # Melb | # Hobart | # Canberra |
|---------------------------------|---------------|-----------------|-------------------|
| Politicians and/or staff | 0 | 0 | 6 |
| Training Organisations | 0 | 1 | 0 |
| Industry Organisations | 8 | 9 | 5 |
| Industry Businesses/Companies | 6 | 4 | 3 |
| Government Agencies/Departments | 3 | 0 | 7 |
| Industry Leaders | 2 | 0 | 3 |
| Industry Individuals | 1 | 3 | 0 |
| Past Growing Leader Graduates | 4 | 1 | 2 |
| Total | 24 | 18 | 26 |

The result of the industry dinners and guest speakers and industry tours is that the participants have developed an extensive network throughout the industry value chain and beyond, from growers to federal policy development. At a sector level graduates now have more awareness and understanding of the complexities of the supply chain, global market, policy environment, and future issues. This knowledge and information will be transferred through to participants' workplaces and sectors, and value will be further added if participants are actively encouraged, and provided with opportunities, to share their knowledge.

vii. Logistics

All logistics were managed (note - not delivered) by Rural Training Initiatives. There were significant teams of people who assisted in ensuring that GL 2012 was delivered without major incident. The participants were solely responsible for managing transport and accommodation with Rural Training Initiatives providing suggestions.

Venues were booked by Rural Training Initiatives but management of venues remained with the venue. Melbourne Market was an excellent venue due to the location of the market with reasonable access to conference venues. The program should consider housing future residentials in Melbourne and strengthening the program's relationship with FreshState. The industry tour in Melbourne was very well received by the participants.

Aligning one of the residentials with the AUSVEG Convention is a strategy that should be pursued in future programs as it allows for significant networking, access to decision-making processes (e.g. IAC meetings) and decision-makers, supports a major industry function and cuts back on travel time for participants as many attend AUSVEG and so are not required to have an extra trip away from work and home.

Guest speakers are an essential industry connection and diversity exercise for the participants. Sourcing of speakers will be easier as the pool of graduates begins to understand that this is an essential role of leadership – to engage with the current participants. Dinner guests may also become easier to attract for the reason above.

4.4 Sponsorship

Sponsors were an important element of GL 2012 with sponsorship providing in excess of \$6,000 of real and in-kind contributions. One sponsor provided money for the informal dinners for the participants at the commencement of each residential. Fresh State provided a financial contribution to the Industry Dinner in Melbourne, and in-kind sponsorship for the Melbourne Markets tour and program venue. Plant Health Australia also provided in-kind sponsorship of the program venue and catering in Canberra. These sponsors have strongly aligned themselves with the program, are highly engaged with it and have developed significant ownership. This is reflected by their expression of interest in providing participants for GL 2013.

Unrecognised support of the program also occurs through all guest speakers providing their knowledge, time and transport at no cost to the program. This contribution has been estimated to be in the vicinity of \$8,000.

Therefore the 2012 program attracted in excess of an additional \$14,000 which is a visible indicator of the increasing industry recognition and support for the program and the participants.

Sponsorship of the participants, through industry associations, state organisations, employers and personal business operations, is a vital part of the program. Through these financial commitments, organisations, in many cases monitor the leadership journey of the participant.

4.5. Connection with, and induction into, GAIN

An innovative new network for graduates of the Australian Vegetable Industry's leadership programs was launched in 2012 at the AUSVEG Convention in Hobart. 'GAIN' is the Graduate Alumni Industry Network, an initiative of the Vegetable Industry Development Program. It aims to bring together graduates of leadership programs including GL, Nuffield Farming Scholars and the Australian Rural Leadership Foundation.

The industry now has a core group of people who have graduated from formal leadership programs who have communicated that they still have more to offer and that they want to continue to give back to the industry. GAIN was created to provide a formal structure to connect people across these programs and provide the industry with a central point of contact to be able to access their skills and talents.

The GL program facilitators, Jill and Cynthia, delivered the GAIN project. They established GAIN's social media presence through setting up a members-only group on LinkedIn and Facebook as a way of promoting confidential discussion and sharing information. GAIN also has a public presence on Twitter via the handle @v_GAIN. GL 2012 graduates were invited to join connect with GAIN via its social media platforms upon their graduation.

The launch of GAIN coincided with Residential 2 of GL 2012. As well as establishing social media platforms, the project involved:

- A workshop with GAIN members to develop a vision and recruit members to a steering group,
- An industry networking function, including an induction into GAIN for the alumni present, and
- An industry launch by AUSVEG Chair John Brent at the AUSVEG conference.

The GL 2012 group was invited to these functions to connect with industry leaders and past graduates and most attended. Gavin Kerr also volunteered to be part of the GAIN steering committee which is still meeting (as of November 2012) to develop a business plan for GAIN.

GL 2012 graduates were provided with a GAIN welcome pack which included:

- ✓ GAIN Welcome Letter
- ✓ GAIN Introduction document
- ✓ GAIN Member branded keyring
- ✓ Leadership postcard
- ✓ Mentoring expression of interest



Figure 2: L-R: GL grads networking in action! Lukasz Goracek, Cherie Gambley, Callum Corrmack (GL 2012) and Dr Mark Boersma make new connections at the GAIN networking function in Hobart

4.6. Engagement with social media

Social media has been a major feature of the GL program over the past two years. The major social media platforms used in the program are Twitter, Facebook, LinkedIn and YouTube. Research undertaken by the program facilitators has shown that participants' social media use varies e.g. someone may use LinkedIn but not Facebook and vice versa. Therefore it is important to have a presence on a range of platforms to ensure that participant needs are met.

Twitter is the major social media platform used by the GL program to engage with participants and followers during the residentials. GL uses the Twitter handle @GrowLead and this is referred to constantly throughout the program. Participants are encouraged to use Twitter to connect with each other, keep in touch, share their experiences and new information, and broaden their networks.

Only one GL participant used Twitter at the beginning of the 2012 program and by the end another seven participants were enthusiastically engaging in the technology. Attachment 8 shows a selection of the many Tweets sent throughout the program.

The program facilitators, Jill and Cynthia, are experienced social media users and a major part of their role is to communicate with the program's participants and followers about what is happening during the program. They play a role of social media content curators by posting relevant industry information, leadership opportunities, and encouraging connections on the various platforms.

A social media workshop is also delivered by the facilitators during the program which discusses the role of social media in the industry and highlights some of the features and uses of the different platforms.

As noted above, GL 2012 graduates were invited to connect with a members-only GAIN group on LinkedIn and Facebook. The GL program decided not to establish a LinkedIn or Facebook group itself, but rather avoid duplication and encourage broader connection through supporting and utilising the GAIN platforms.

4.7. Out-of-program coaching and support

Significant support, via email and phone, was provided by the Project Manager to participants throughout the duration of the program as well as post-program. Between each residential a minimum of three contacts per participant were made. With some participants this can be considerably higher if need is identified. The implementation of the internal mentoring system assisted this internal communication and many participants mentioned the positive nature of these relationships.

Contact is maintained with participants to provide encouragement and support for the group's progress on the mission and vision; to check in with progress on each participant's individual leadership learning plan; to keep in touch with personal issues being experienced by participants (e.g. health, work stress, family life); to pass on key program information and to support participants during the formal program mentoring process.

Rural Training Initiatives endeavours to keep connected with participants in all program years after they graduate to keep providing support and encouragement, pass on key industry information and to maintain the GL network and relationships. The facilitators are also continuing to play the role of content curators and network support through posting on the GAIN social media platforms (these are unfunded activities).

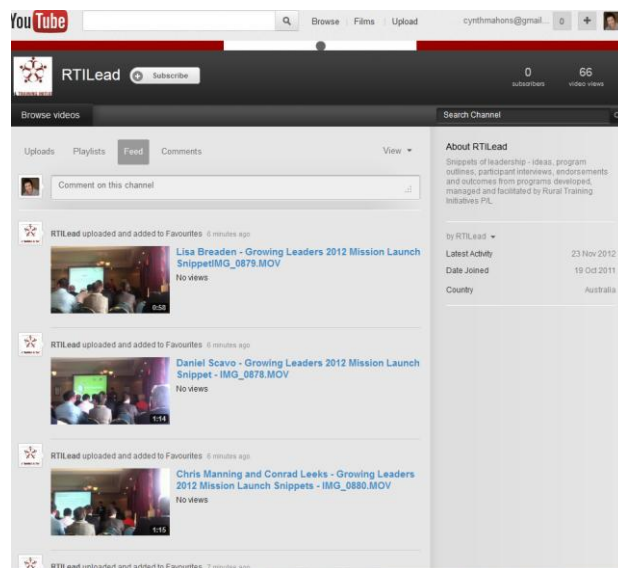


Figure 3: Rural Training Initiatives has a YouTube channel where videos from the GL final Canberra presentation were posted.

4.8. Publicity and media coverage

GL 2012 participants were encouraged to develop skills in engaging with the media. The Project Manger supported their ability to do this by providing participants with a media press release template after two residentials where participants could insert their own quotes and photos (refer Attachment 9). Media coverage during the program was most effective coming from within industry organisations – state industry organisations and regional newspapers covered the program (refer Attachment 10 for a selection).

4.9. Program reporting

Program reporting was undertaken as required and milestone reports were delivered to HAL throughout the year.

4.10. Budget information

The program was delivered on time and to budget.

The full cost of the program per participant is approximately \$5,000 plus out-of-pocket expenses including accommodation, travel and other sundries. To ensure that all eligible GL 2012 participants were supported in accessing HAL grower support for program costs.

4.11. Project staffing

Project staffing has remained consistent over the past two years of program delivery and the team works very well together.

Table 5: GL 2012 project staff

| Name | Role |
|-----------------|---|
| Jill Briggs | Project Manager – Managing Director, Rural Training Initiatives |
| Cynthia Mahoney | Program Co-facilitator |
| Melissa Tan | Administration Manager |

The project team management was straightforward through effective delegation by the Project Manager and consistent communication between all staff. Feedback from participants and industry stakeholders about the project team was overwhelming positive.

5. Evaluation

5.1. Method

A mixture of quantitative and qualitative evaluation techniques were used to undertake the program evaluation which involved both participants and program key stakeholders.

Participants were provided with evaluation questionnaires at the conclusion of each residential. These questionnaires evaluated program content and structure; program facilitation; speakers; logistics (including venue); participant reactions to the program; the changes participants intended to make at an industry, business and personal level; and participants' leadership learnings.

To gather further data about program outcomes, improvement opportunities and industry perceptions of the program's value, semi-structured interviews were conducted with two participants (growers) and three key program stakeholders (two national organisations and a state grower organisation) in November 2012.

Data from the interviews were examined and analysed and key themes identified to inform the final project report and add to the recommendations.

5.2. Evaluation Results

The evaluation found that the participants and stakeholders consulted identified that the GL program achieved significant outcomes for participants, their businesses and the industry. They spoke very highly of the program, were extremely supportive of it and believed that it was a key strategic program for the industry's future development and leadership succession planning. They identified that the skills gained by participating in this industry leadership program were different to the skills industry personnel develop in their businesses.

"The executive of our grower organisation are all very enthusiastic about it and supportive of us promoting it. We try to get out there and promote it as much as possible. The IDOs also go out in the field and see young growers and they try to promote it as well." Industry Stakeholder (state)

"Our Chair speaks highly of the program (as do a lot of other people in the industry and in our organisation) and sees it as a key program in the industry, addressing the need for up skilling and leadership." Industry Stakeholder (national)

"Growing Leaders is a golden opportunity to push development and push people who are in their comfort zones, pushing them into skilling themselves in ways that are not the same as progressing in a business. We take the opportunity to try to develop people which helps the industry develop. With next year's program we've ear tagged the people to go on that." Industry Stakeholder (national)

5.2.1. Program Outcomes

Program outcomes were perceived to have been delivered at multi-faceted levels of personal, business and industry.

At a **personal development level** the major outcomes for participants were identified as:

- Increased confidence,
- Improved public speaking and communication skills including an ability to present their ideas effectively,
- Increased leadership skills and recognition by others (peers and industry organisations) of their leadership abilities,
- Improved ability to build networks and an increased knowledge of, and connection with, an influential industry (and beyond) network, and
- Improved ability to work successfully with others through new knowledge, tools and processes and greater understanding of themselves and others.

At a **business level**, participants reported that they have applied their new-found knowledge and skills back in their businesses. They have an improved ability to more effectively manage meetings; have the tools to undertake consultations and listen to others more effectively and they recognise the value of involving staff at all levels in decision-making. They have also shared their new knowledge with management and applied their learnings to improve their business' systems. Some also expressed a willingness and desire to step up and take on new roles within the business.

The **industry outcomes** seen to be delivered by GL were significant and valuable. They included:

- Increased industry leadership capability,
- The development of a core group that is better informed about the industry's decision-making processes and that has a strategic understanding of the whole-of-industry value chain,
- A program that makes a vital contribution to industry leadership succession planning and that is a visible and accessible point-of-contact for industry bodies seeking new leaders, and
- The development of a core group that has more involvement and increased participation in the industry including participating in decision-making bodies at a local, state and national level; participating in industry events and sharing ideas for industry improvement

5.2.2. Participant development

Participants and stakeholders spoke of observing GL' participants and graduates develop and transform during the program. They identified a number of personal development outcomes in participants including:

i. Increased confidence

"I will be at industry meetings and participants will come up to me and have the confidence to present their ideas and get some guidance." Industry Stakeholder (national)

"I feel more confidence with everything I do now. Its having the resources behind you to ask, "what should I do here, what shouldn't I do", being more confident with the knowledge you have absorbed." Participant

"I can step up and be a great leader." Participant

ii. Improved public speaking and communication skills, including an ability to present their ideas effectively

"Their presentation skills in particular improve, they are able to get in front of people and present and quite a few of them have gone on to roles in the industry. One participant I know, he is not in a formal leadership role at the moment but he is in a leadership role in his own business, he will now get up and speak in front of people, he was a quiet soul and now he is out there." Industry Stakeholder (state)

"The public speaking session put me out of my comfort zone. I needed to improve and it forced me to overcome my fear." Participant

iii. Increased leadership skills and recognition by others (peers and industry organisations) of their leadership abilities

"There is a confidence about them, it is opening their eyes. They step up, in their peers' eyes, it is seen by their peers that they are displaying leadership characteristics that they are working for the broader industry, not just their own businesses, and then we further push them that next step to be able to progress." Industry Stakeholder (national)

iv. Improved ability to work successfully with others through the knowledge, tools and processes they've learnt and new understandings of themselves and others

“For me a breakthrough moment was that you have to let the young people have a go. All the ideas aren’t in old heads. Often times, people will step up when they have to and people can deliver extraordinary results in extraordinary circumstances when you would have said that would be impossible.” Participant

“One lesson was about listening. I am a loud person and very dominant in terms of my opinion - another take out for me on the course was that I needed to shut up.” Participant

“Being able to work together with all those people from different parts of the industry with different ideas and different management techniques, that’s what I found the most interesting, the interaction.” Participant

iv. Improved ability to build networks and an increased knowledge of, and connection with, an influential industry (and beyond) network



Figure 4: L-R: Guest speakers Dr Mark Boersma (CSIRO) and Alison Clark (Harris Farms) with GL 2012 participants Lisa Breaden, Gavin Kerr and Nick Greig



Figure 5: L-R: Minister for Agriculture Joe Ludwig, participant Daniel Scavo and AUSVEG Chair John Brent at the Graduation Dinner in Canberra

“Most of it was around the networking opportunities. I met and was exposed to some amazing people. When I went through my notes after the course, I was never going to throw away the critical list of contacts and details that will be of use to me in the future. I also developed some strong friendships.” Participant

“The network they build and groups of people they meet and share ideas with is very important. When people are on the farm a lot they don’t understand and it’s hard to sell the benefits, that you get the value from programs like this by building the relationships.” Industry Stakeholder (state)

“The networking was great, it’s a different way to socialise and meet people and a good opportunity to meet people away from their normal work environment. You could also see how there was a bit of a support network amongst participants there by the end” Participant

“Most of the political stuff the program does well. What we experienced in Melbourne of having them in the market and them seeing the much broader supply chain in its whole right is a big positive. We gave them good access around here, I think that shakes the tree a fair bit and supports the course itself.” Industry Stakeholder (national)

“Got to see leaders in action, great to hear the learnings of a current leader, some great tips on leading organisations.” Participant

5.2.3. Business benefits

Throughout the program participants were provided with exposure to current industry leaders, new theories, processes and tools such as a project planning model; leadership styles; stages of team development; running effective meetings; public speaking; handling conflict and personality styles.

In addition a major part of the program was a self-directed group activity where the whole group was required to work together to develop their industry vision, mission and strategies. The outcomes of this were

at two levels – the outputs this activity produced plus the learnings self and others by needing to work together as a self-directed team. Participants were also able to practise new skills, were provided with feedback and undertook self-reflection to further consolidate learnings. These aspects of the program ensured participants were provided with practical tools, theories, processes, experiences, reflection and feedback that they could then apply back in their businesses.

The feedback showed that this has resulted in business benefits with participants developing an improved ability to more effectively manage meetings; having the tools to undertake consultations and listen to others more effectively and recognising the value of involving staff at all levels in decision-making. They have also shared their new knowledge with management and applied their learnings to improve their business' systems. In addition some participants showed an increased willingness to step up and take on new roles within the business.

“I want to continue to improve my leadership and strategic skill set in order to further implement things that I am learning in my workplace hopefully resulting in higher morale and increased productivity.” Participant

“I want to step up into other management areas within my company.” Participant

“I learnt about listening. Now I will address a meeting here and then ask people to say what they think. People will just sit and listen to the boss and won't say anything, you have to ask them. Make sure all members of the team are getting their say. At least give them the opportunity to do that.” Participant

“I think it's been good for my business because we have been doing a lot of work in staff development and we are changing our business structures at work so it is good to be able to teach them, I am teaching people in different ways some of the stuff I've learnt on the program. I've been working a lot with our casual employees – I've been asking them for information and sharing that with management, giving them a say to stand up and know how the process works.” Participant

“I have been able to consult more effectively and bring them in as a group that we needs to listen to and understand, because they have lots of ideas, and get some ideas in a way they feel safe to volunteer so that has been good.” Participant

5.2.4. Industry benefits

The industry outcomes seen to be delivered by GL by stakeholders and participants were significant and valuable. They included:

i. Increased industry leadership capability

“Young growers who have attended have been very enthusiastic, as a training avenue for future growers it is very good, gives them confidence to speak and enhances their abilities, we encourage it in any way we can, we love it.” Industry stakeholder (state)

“We see the need for up skilling, it's not just about getting new people into industry, it's about getting new skills into the industry to allow people to move up further in their businesses or to start new businesses or go into areas they haven't before. The course is about leadership skills which we support and all issues encompassed in the program are important.” Industry Stakeholder (national)

“I've heard from people who have participated and they speak highly of it, everyone speaks of the benefit it does have for the industry. It gives people confidence, addresses upskilling as opposed to initial education, allows people to better their skills. It has a high profile in the vegetable industry so for participants any association they have with it is a positive as it can make people stand out.” Industry Stakeholder (national)

“I think it's a good investment for industry because there are a lot of people in our industry that have come from a non-educated background and they've fallen into a lot of these roles because they can stand up and talk but they don't understand how meetings should work for example. They have a voice but they need to know the other side of things so they can hear other people's ideas and be more articulate in how they convey themselves, this helps the industry.” Participant

“It demonstrates that you can make a difference and bring that to the table, it is a toolkit that you use to make that difference, how you go about it, how you engage people, how you better present your arguments in

a smart and coherent way and allows people an articulated but simpler way of understanding what a difference people can make and what ideas they have.” Industry Stakeholder (national)

ii. The development of a core group that is better informed about the industry’s decision-making processes and that has a strategic understanding of the whole-of-industry value chain



Figure 6: L-R: GL 2012 participants Pedro Zimmerman, Linda Snart and Gavin Kerr with industry panellist and guest speaker Deb Corrigan and daughter

“The industry should keep investing in it because the participants are wiser and smarter when they finish the course, they are more informed about the industry, no one in normal circumstances is exposed to the network on the course, just recognizing how powerful it is, state government, AUSVEG, board that runs Brisbane market vs Melb market, you just wouldn’t know this, you can’t get that exposure on any other course anywhere, it is gold.”
Participant

“GL graduates look at the industry with a far greater awareness of what the industry is and the many parts that make up the industry vs people who conduct business within the industry but at times don’t appreciate the broader aspects of the industry - that is quite a big outcome of the program.” Industry Stakeholder (national)

iii. A program that makes a vital contribution to industry leadership succession planning and that is a visible and accessible point-of-contact for industry bodies seeking new leaders



Figure 7: The youngest GL 2012 participant, Joe Boratto, working with his industry mission project team in Canberra

“Succession planning is a big issue our organisation has identified and we want to support it and drive it for the industry. We see this course as contributing to this.”
Industry Stakeholder (national)

“We definitely see an increasing confidence in the participants, people feel more confident in coming up and speaking with us, because they now have a point of contact, they can say we are part of the program. Because they are a participant in the program, we know that this person is a go-getter, someone who is trying to move up in the industry, who is in the industry. It identifies people in the industry who are really striving for more”. Industry Stakeholder (national)

“In terms of personal development it was particularly good for the younger people on the group. We will be sending other people to the course subject to HAL coming good for the money; we will be sending people to the course.” Participant

iv. The development of a core group that has more involvement and increased participation in the industry including participating in decision-making bodies at a local, state and national level; participating in industry events and sharing ideas for industry improvement

“I will look and listen for opportunities to act in my industry.” Participant

“The fact that people are more confident and attending more things is great. The important thing is they are also rallying other growers to attend things. If we have a function we used to get one or two growers whereas now with one of the Growing Leaders graduate’s enthusiasm we get more growers to attend.”

Industry Stakeholder (state)

“They have more confidence to make contact with the peak industry body, we are the facilitators of industry committees and they are in for consideration for those. We’ve had the Growing Leaders sit in on our advisory meetings, this has been good to get people in touch with the industry.” Industry Stakeholder (national)

“What we notice about those people is that there is a confidence, the course extends them to a degree where they start to develop an inner confidence, by having that they share their ideas on industry improvement better, they have a greater confidence about talking in public and are better able to articulate their message that they wish to put out. We see that there is a respect that is developed where they better present themselves and better speak about the course itself.” Industry Stakeholder (national)

5.2.5. Program highlights and lowlights

Participants were asked to reflect on their program highlights and lowlights during each of the program sessions. These are outlined in more detail in the individual course evaluations (refer Attachment 11).

A highlight of the program included the unique opportunity that the GL 2012 offered participants to develop their networks across the industry value chain and beyond. Participants found the pressure to work together to deliver a team presentation to stakeholders in Canberra stretched and challenged them and took them well out of their comfort zone. They learnt about needing to compromise, how to support others who were not as engaged as them to deliver and to let go of their own agendas for the benefit of the group achieving its outcome. They also found that “putting yourself and your opinion out there” as a leader to peers and others was stressful but the benefits were profound. Despite the pressures involved participants also nominated, as a highlight, their experience of a diverse team from across the industry working together successfully to develop and present its mission and vision.

“The highlight was the networking. Within networking was the exposure to the politics behind the game. This sadly is one of the things that causes the industry to become unstuck. Politics is everywhere and it is about the loudest voice getting a hearing.” Participant

“To be perfectly frank everybody stood up beyond expectation, it was absolutely extraordinary. They did a great job.” Participant

“I think the highlight was the last bit where we did our presentation, seeing what we were like the first day and not being able to do it, and then at the end we were completely full circle back to a different group, that was the highlight for me.” Participant

5.3. Improvement opportunities

The feedback about the program structure, delivery mechanisms, logistics and content was overwhelmingly positive. Participant diversity was identified as a strength of the program with industry stakeholders identifying that the program recruitment process was attracting high quality applicants and that the industry organisations were actively promoting the program. One stakeholder identified the need to continue to ensure women are recruited to the program due to the important role they play in the industry.

There were some program improvement opportunities identified by participants and stakeholders which are outlined below. Not surprisingly sometimes what was identified as important by one industry organisation was the opposite to the need expressed by another industry organisation e.g. one organisation spoke of the need to have the majority of participants being growers whereas another industry organisation spoke of the

need to have a varied participant mix to ensure a diversity of roles from within the industry value chain. Similarly there were different perspectives from participants on program content but generally the program was seen to meet industry and participant needs.

5.3.1. Program design

During the interviews both stakeholders and participants were asked about the possibility of incorporating some virtual delivery into the program e.g. webinars. However the feedback was that the program should be kept as face-to-face. Stakeholders recognised that the program achieves the outcomes it does because participants are required to come together in a challenging environment, stretch themselves beyond their comfort zones and develop new networks and relationships. Plus there was a lot of value for participants in spending time away from their business and allowing them to focus on the program for a block of time.

Feedback about program content was also positive although unsurprisingly there were different perspectives from participants – for example one participant spoke of his need for the Canberra residential to have less structure and formal presentations so that participants could have more time to work on their final presentation. Another participant said she would have preferred some additional structured sessions during the final residential in order to consolidate learnings and reflect on the program as a whole.

“In terms of delivery ie face-to-face vs virtual - having both options could be good e.g. technology of webinars but people who are in regional areas sometimes don't have streaming so its not always a solution for those who can't attend.” Industry Stakeholder (national)

“It was a safe environment to practice some of the stuff we did, we were all in the same boat, we were all in the same environment to practice, get feedback on what we did well, where we could improve, so we had the theory but then we practiced too.” Participant

“Most of the other stuff was really good, it was nice it was spread out and it wasn't one week or one day etc, you learn more by going away and thinking about it.” Participant

“As far as technologies go for course delivery, you need the program to be face-to-face to shake them up and get them out of their comfort zones, can't do this virtually.” Industry Stakeholder (national)

One idea to consider was raised by one of the participants. She expressed a need to reflect on the program as a whole after the final presentation had been conducted. Once the all-consuming challenge of the final presentation was over she would have liked the opportunity to have re-examined the program content and recap on how it related to the group's journey over the program. She suggested the future program incorporating an opportunity for the group to come together post-program, even for just a short time, to reflect and share overall learnings. There is a possibility this could be done via asking participants to undertake some personal reflection and then conducting a teleconference with the group. Obviously this would require additional resources.

5.3.2. Improve communication and links with stakeholders about program progress and outcomes

Stakeholders who were interviewed were very supportive of the program and had the perception it was delivering valuable outcomes. There was a lack of detailed knowledge as to the program content which, given the fact they have not been participants in the program and that their interest is at a more strategic level, is not surprising. All stakeholders identified that they would like to develop closer linkages with the program and would like to see communication improved.



Figure 8: AUSVEG's Courtney Burger with GL 2012 participant Clem Hodgman

Suggestions they made included:

- Feedback to industry organisations about who was selected,
- Provide a regular specially targeted report to the stakeholders after each residential about what happened, and
- Ask graduates to build a relationship with a key stakeholder e.g. be the program's rep to liaise with that stakeholder during the program, write a personal letter to a sponsor etc.

“It would be good to know when the course is on, it would be good for us to know who from our state is involved, so that we can support it better. If we know who the people are then if we have an executive meeting then we can ask them to come along and they can share their experience, we can put something in our magazine and promote it even harder.” Industry Stakeholder (state)

“I would also like to see a better targeted summary about what the grads are up to as well as their vision – then I can put that in our newsletter etc.” Industry Stakeholder (national)

“Communication is good about the course, but once the participants enter the course there is no communication from within from the participants unless you know them. As a sponsor and host at the first session it would have been good to get a letter from one of the participants to keep you informed following the first session, this is what we've found, this is what we are up to, at the end of the Canberra session you've sponsored, I would like to give you a quick brief of the course. This information would assist me to go to our members and our board and it helps us gain support for the program.” Industry Stakeholder (national)

5.3.3. Increase emphasis on implementation of ideas developed during the group project and/or some ability for next year's GL group to pick up on past ideas

The two national stakeholders interviewed found that the group project on developing an industry vision, mission and strategies delivered many ideas that had the potential to benefit the industry. Their perception was that, because the challenge for the group is to develop strategies rather than undertake implementation, the ideas may not be realised and hence value for industry is not maximised.

“Coming up with ideas is important but execution of those ideas is important too. They also need to get the skills on how to execute them. What could they practically implement during the program?” Industry Stakeholder (national)

“Where you do the vision and mission, what I notice is that it doesn't always pass through to the next course. Unless it is continually picked up and driven, those ideas, which are often really good, fade away. I appreciate the point of the exercise is a learning experience, but in some cases it is a shame some ideas get left on the shelf. It's a shame that the baton can't be passed, some are good and they require a broader spread of people to keep driving it, industry gets more out of it, re implementation. Rather than just planning, rather than just we could do it, if we could get them to take some of the ideas from the year before further as well as them doing their own vision.” Industry Stakeholder (national)

The program has been designed so that the industry is invited to engage with and support the vision throughout the program e.g. the industry is presented with the vision, mission and strategies at each residential dinner, throughout the year in meetings with and engagement by participants and at the final presentation. The GL group continually invites the industry to get behind them and to offer any support they can in achieving the vision. At the 2012 program there was a lot of interest expressed by one of the key stakeholders (Shane Schnizler) through his interaction with one of the participants and some of the ideas were being incorporated into a project proposal Shane's organisation was developing.

The participants are challenged by the facilitators to keep working on the vision beyond the program and it is part of their own leadership development to take the ideas forward and enact them. The program only has a certain amount of resources and can only take the process so far. With the advent of the GAIN group, potentially this is a project for the GAIN group – to review past group’s vision, mission and strategies and look for opportunities to enact them.

The program has been designed so that each new group’s project vision and mission needs to be developed and owned by them. They are introduced throughout the program to graduates of past programs and invited to connect with these people, talk to them and engage them in their vision and mission. Through this process any similar ideas raised by previous groups can be identified and incorporated into the new group’s vision. Given the perception of stakeholders is that more could be done on the implementation side, there is an opportunity for the program manager to communicate about the program design process, what its purpose is and what the outcomes are in order to more effectively manage stakeholder expectations.

5.3.4. Offer an additional program that is targeted at casual staff and lower level managers

One of the participants suggested that there may be an opportunity to provide a modified, less intense version of the program to middle or lower management in casual workforces. She found many of the skills she had learnt in the program she was sharing with her business’ casual workforce and could identify benefits to them if they were able to develop their skills.

5.3.5. More funding provided for better quality venues that reflect the status and image of the program

Feedback about venues at all three residential was mixed. Venues were a challenging aspect of the 2012 program as they needed to meet the requirements of the program eg room size, breakout areas, ability to host a quality industry dinner plus location-wise they needed to be in proximity of external program sessions eg Melbourne and Brisbane Markets, Hobart Convention Centre. They also need to be within the program budget. As was reported in the project milestone reports through the year, the Old Woolstore in Hobart will not be used again in light of the feedback and a future venue will be sourced. Feedback about the Brassey was also mixed (refer to stakeholder comments below).

“Part of selling the GL program happens at the dinner night. Currently there is a gap in delivering the best course in the right environment. Half those things are judged on what happened last year. The value of the course needs to be presented better or at a higher level. Obviously expenditure on venues needs to be within reason but we need to ensure that those who make those funding decisions don’t curtail the program’s effectiveness by cutting budgets. E.g. the Brassey sends the wrong signal. We need to be in a position that the growth of the course and its reputation is matched by the venues, particularly where outside guests are sharing their time and confidence with people.” Industry Stakeholder (national)

6. Conclusions

GL 2012 has delivered highly successful outcomes for industry, business and participants and comprehensively met its objectives. It over-delivered on its key targets for participant graduation. It is recognised, valued and supported by key industry stakeholders and has a reputation as a quality program that is key to the industry's leadership capability development and succession planning.

The benefits to the vegetable industry at a decision-making level are far reaching and of high value. Participants developed capability, skills and knowledge in understanding the challenges of working constructively with industry organisations, committees and boards. At a whole-of-industry level the benefits include a confident group of individuals who are able to work as a team to achieve outcomes for the industry. The graduates are well-placed to ensure positive change occurs for industry and are all poised to take on new opportunities. Having made the investment in the development of this group, the industry has a responsibility to integrate them into existing and future decision-making and leadership opportunities within and beyond the industry.

The GL 2012 program content and processes continues to align very well with the industry's new strategic direction as outlined in the Australian vegetable industry Strategic Investment plan 2012-2017:

“To be a cohesive, financially and environmentally sustainable, and highly efficient industry focussed on growing demand profitably”.

The three years of investment in leadership development has seen considerable success of the GL program and a genuine commitment from industry through its significant support of participants. It is hoped that the vegetable industry will continue to invest in leadership and succession planning as these provide the foundation for personnel and stakeholders from all sectors to successfully work together to realise the industry's vision.

“My company would like to send someone again, subject to HAL funding.” Participant

“Generally I think it is great, it is a fantastic initiative, Jill needs to be congratulated on what she's achieved, I can't speak highly enough about it.” Industry Stakeholder (state)

“I just think it's a great program and I'd recommend it to anyone. I think we could send some more people from our business. It is a good resource to help them to develop in the area we want to develop. It is a bonus to be able to go to it and feel your business has supported you to go; it is a good recognition that you might have something to offer the business and the industry too.” Participant

Attachment 1: Growing Leaders 2012 recruitment information



Growing Leaders is the national leadership program for the vegetable industry designed for people wishing to take up leadership roles at all levels of business and industry leadership. These roles may be at a business, commodity or regional level but participants may also have national and international leadership aspirations. The focus, however, of the program is for participants to develop an understanding of how to have a positive impact in their business and industry.

Growing Leaders is funded by Horticulture Australia Ltd and the national vegetable levy, supported by AUSVEG and facilitated by Jill Briggs, Rural Training Initiatives.

The six month/nine day course involves:

- Skill development sessions in key leadership areas - communication, conflict management, team building, personalities, networking and effective meetings.
- Guest speakers on current and relevant industry issues
- Industry functions – tours and industry dinners

Participants will graduate with the following:

- Confidence to provide leadership at any level in the industry – workplace, organisation, teams, community
- Essential skills to be used now and into the future – working in teams, understanding personalities, managing projects and people, communicating effectively, networking to benefit many
- Contacts with key industry individuals – through course participant diversity, industry dinners, tours and guest speakers
- Leadership pathways – goal setting concepts will ensure all participants develop pathways that are challenging but relevant.

When and where:

Residential #1 – 6 - 8 March – Melbourne

Residential #2 – 8 - 10 May – Hobart in conjunction with **AUSVEG National Convention**

Residential #3 – 21 - 23 August – Canberra

Cost:

Growing Leaders is funded through HAL and the national vegetable levy at no cost to vegetable levy payers. The cost to vegetable supply chain participants is \$1,000 + GST.

**To attend or enquire contact Jill Briggs, Project Manager, Rural Training Initiatives P/L
Mobile: 0409455710 Email jill@ruraltraininginitiatives.com.au**

Attachment 2- Growing Leaders 2012 participant list

| Name | Details | |
|---------------------------|---|---|
| Mr Gavin Kerr |  | <p>Northern Australia Horticulture Manager Nufarm Australia Portal North Unit 13/16 Metroplex Ave, Murarrie, QLD. 4172 Ph: 07 3909 2075 Mob: 0419 558 219 gavin.kerr@au.nufarm.com www.nufarm.com</p>  |
| Mr Conrad Leeks |  | <p>Territory Manager Monsanto Aust Ltd 12/600 St Kilda Rd, St Kilda. VIC. 3000 Mob: 0428 560 192 Conrad.leeks@monsanto.com www.monsanto.com.au</p>  |
| Mr Pedro Zimmerman |  | <p>Business Improvement Engineer Costa Exchange Pty Ltd 45 Cookes Road, Mernda. VIC. 3754 Ph: 03 9218 1102 Mob: 0423 758 201 Pedro.zimmermann@costaexchange.com costaexchange.com.au</p>  |
| Ms Linda Snart |  | <p>Operations Director/Owner Village Herb Farm PO Box 24. Lot 8 Greenhills Rd, Kuranda. QLD. 4881 Ph: 07 4093 7482 Mob: 0439 491 357 info@villageherb.com.au www.villageherb.com.au</p> |
| Mr Scott Humphreys |  | <p>Territory Manager Monsanto Vegetable Seeds 12/600 St Kilda Rd, Melbourne. VIC. 3004 Ph: 1800 069 569 Mob: 0438 169 157 Scott.humphreys@monsanto.com www.monsanto.com.au</p>  |
| Mr Clem Hodgman |  | <p>Queensland Operations Manager Barden Produce 56 Gatton Esk Rd, Gatton. QLD. 4343 Ph: 075 620 800 Mob: 0419 233 887 c.hodgman@bardenproduce.com.au www.bardenproduce.com.au</p>  |

| | | | |
|--------------------------------------|---|---|---|
| Mr Callum Cormack |  | <p>General Manager Moraitis P/L 542 Footscray Rd, West Melbourne. VIC. 3003 Ph: 03 9687 1408 Mob: 0412 21 4248 ccormack@moraitis.com.au www.moraitis.com.au</p> |  |
| Mr Jim (James) Fuller |  | <p>Spawn Lab Team Leader MushroomExchange Pty Ltd 45 Cookes Rd, Mernda. VIC. 3756 Ph: 03 9218 1106 Mob: 0411 304 165 James.fuller@costagroup.com.au costaexchange.com.au</p> |  |
| Mr Daniel Scavo |  | <p>Business Development Manager Young Sang & Co. 299-301 542 Footscray Rd. West Melbourne. VIC. 3003 Ph: 03 9687 2427 Mob: 0411 606 112 Daniel@youngsang.com.au</p> | |
| Mr Nick Greig |  | <p>Dispatch Coordinator – Supervisor Boomaroo Nurseries Pty Ltd 105 St Andrews Dve, Lara. VIC. 3212 Ph: 03 52 822 199 Mob: 0421 551 499 nick@boomaroo.com www.boomaroonurseries.com.au</p> |  |
| Mr Chris Manning |  | <p>Sales & Planning Boomaroo Nurseries Pty Ltd 105 St Andrews Dve, Lara. VIC. 3212 Ph: 03 52 822 199 Mob: 0409 285 426 chris@boomaroo.com www.boomaroonurseries.com.au</p> |  |
| Ms Lisa Breaden |  | <p>QA Manager Harvest Moon 288 Leith Rd, Forth. TAS. 7310 Ph: 03 6428 2505 Mob: 0408 330 223 lbreaden@harvestmoon.com.au www.harvestmoon.com.au</p> |  |
| Mr Nathan Plant |  | <p>Production Manager Lachlan Produce Moora Farm River Rd, Hillston. NSW. 2675 Ph: 02 6967 4152 Mob: 0458 674 153 nathanlachlan@bigpond.com</p> | |

**Mr Joe
Boratto**



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VIC. 3340
Ph: 03 5367 2830
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boratto@bacchusmarsh.net.au

Attachment 3: Ivan Bogicevic graduation project report

15th December 2011

Ivan Bogacevic
Coolibah Herbs
191 Craig Rd,
Pearcedale VIC 3912

Dear Ivan,

This communication is to provide you with formalised information to assist you in graduating from Growing Leaders 2011 – National Vegetable Industry Leadership Program.

The managers of the program would like to state that this process has been developed due to the special circumstances in which you found yourself immediately prior to Growing Leaders 2011 Residential #3. We would also like to state that the process is specific to you and we look forward to supporting you to complete the program by adhering to and delivering the criteria outlined below.

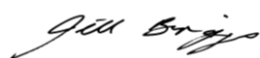
For Ivan Bogicevic to graduate from Growing Leaders 2011 he is required to complete the following by the due dates.

| Criteria | Descriptor | Date Due |
|----------|---|--------------------------------|
| 1 | Write a piece for industry publications about the program, mission, outcomes and personal rewards and achievements. <ul style="list-style-type: none"> • Draft to be provided to Cynthia Mahoney - Rural Training Initiatives via email by 23/1/2012 • Finalised written piece provided to Cynthia Mahoney - Rural Training Initiatives via email by 31/1/2012 • Written piece to be circulated by Rural Training Initiatives. | 31 st January 2012 |
| 2 | Three slide power point presentation that highlights your role in the Growing Leaders 2011 Mission and your personal leadership achievements and leadership aspirations. The three slide power point presentation is to be accompanied by a written "script". | 13 th February 2012 |
| 3 | Receive a peer review leadership feedback to be followed by a discussion with Rural Training Initiatives program facilitator Cynthia Mahoney | 13 th February 2012 |
| 4 | Attend – if possible - one of the events in Growing Leaders 2012 to be publicly graduated to ensure industry acknowledgment. | By April 2012 |

Rural Training Initiatives sincerely trust that these arrangements are to your liking and that you will be in a position to complete the criteria. Please contact Cynthia Mahoney – Program Facilitator, Rural Training Initiatives P/L if there are further details required.

Please acknowledge the receipt of this communication via return email.

Sincerest wishes



Jill Briggs
Managing Director, Rural Training Initiatives P/L

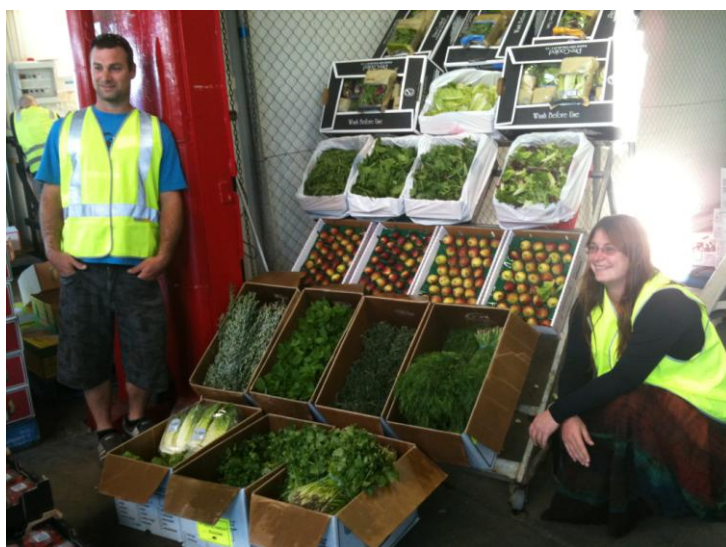
Participant Profile - Ivan Bogicevic

Business: Coolibah Herbs, Melbourne, VIC

Role: Farm Manager

“I signed up for the Growing Leaders Program because I was looking for something to help me with this place (Coolibah Herbs), said Ivan. “I thought the program was going to be more about personal development and it was a bit of a surprise that it also emphasised learning about how the whole the industry works. I’ve got more of a broad-minded attitude towards it all now – my attitude was a bit stuck on the farm and then I realised you have to know what’s going on in the world to be able to survive. As a grower we can tend to focus on what is happening here on the farm rather than thinking about what we should be doing and the way things are going”.

The Growing Leaders Program combines interactive workshops with guest speakers, industry tours and networking events. Ivan found the industry tours of great benefit because they gave him the opportunity to see and hear how other people and businesses operated that he wouldn’t normally see.



Ivan and his sister Emma viewing Coolibah Herbs’ produce at the Brisbane markets

As Ivan explained, “I was getting a lot of information about what is going on out there from other participants in the Growing Leaders program. For example, I hadn’t had much exposure to the markets before and I learnt about how the market runs and why things happen the way they do. This new knowledge has helped me in my business and has me thinking in a different way about the future of my business”.

Ivan wants to continue to increase his understanding of the whole supply chain, “I want to have a broader understanding of everything, mostly from the shed to the market side of things, and where the business is going and the why and the how”.

Ivan also gained new information and skills to assist him in the people-management aspects of his business. “We learnt about different types and styles of leadership. This made me realise I can’t just be the same when I’m dealing with people, I need to have a variety of ways of operating as everyone is different. I’d recommend this program to anyone who needs to improve how they deal with people.”

One of the features of Growing Leaders is that the participants develop a whole-of-industry mission statement aimed at improving the industry. They spend part of the program working on planning and implementing their mission. In 2011, the group’s mission statement was, “*Through utilising the diverse skills of Growing Leaders 2011 we will strive to unite the vegetable industry by promoting information flow and active communication.*”



Ivan with Growing Leaders co-facilitator, Cynthia Mahoney



Ivan discusses the industry mission with fellow Growing Leaders participants, Jo Slattery and Bryony Hackett

“I thought that doing the mission was really good actually”, said Ivan. “Initially it seemed a little bit pie in the sky but in the end the general feel of it was really good. And it would be great if you could get a bit more of that communication going on in the industry. It is not mission impossible but it will be very hard to do, it is a very competitive industry”.

Ivan also gained a better understanding of industry strategy and decision-making through meeting and talking with a range of vegetable industry leaders who are guest speakers during the program and also attend the program’s networking dinners and tours. “Growing Leaders is beneficial for the vegetable industry. We were able to speak with people we normally wouldn’t have access to and it is just as good for them to talk to us as it is for us to talk to them. You get some valuable insights into how things work outside your farm and you can see why we (the industry) are doing the things we are doing”.



AUSVEG CEO Richard Mulchay presents Ivan with his Growing Leaders 2011 graduation certificate

My Growing Leaders experience.

My name is Ivan, I'm from Coolibah Herbs, a family-owned farm south of Melbourne. We grow a large range of herbs, salad mixes and baby vegetables.

I decided to take part in Growing Leaders 2011, mostly to further my own leadership skills, after the first day of the first residential it became clear that there is much more to the program than I had realised.

There were many useful sessions about personal leadership skills/behaviours etc. I found the session on leadership styles the most interesting and beneficial. Industry tours including visits to Boomaroo Nursery and the Brisbane Wholesale Market. Guest speaker sessions and dinners gave us the opportunity to meet people from all areas of the industry.

One of the main aims of the program was for us as a group to discuss our vision for improving and promoting the vegetable industry as a whole. We then had to develop a mission statement, which is "Through utilising the diverse skills of Growing Leaders 2011 we will strive to unite the vegetable industry by promoting information flow and active communication". We were then required to implement strategies to achieve our mission, these included- putting together fact sheets to be distributed to different areas of the industry, doing surveys and possibly setting up an exchange program.

Unfortunately due to work commitments I was unable to attend the final three-day residential which was held in Canberra. Although I didn't get to complete the course I still learnt a lot about myself and got some invaluable insight into the industry and how it works. Growing Leaders has motivated me to become more involved in our industry and has made me realise the importance of encouraging younger people to do the same.

Ivan Bogicevic

Attachment 4: Growing Leaders 2012 participant workbooks (See separate Attachment 4 pdf)

Attachment 5: Growing Leaders graduates' success



Vegetable Industry GAINs young leaders

An innovative new network for graduates of the Australian Vegetable Industry's leadership programs was launched this week at the AUSVEG Convention in Hobart. 'GAIN' is the Graduate Alumni Industry Network, an initiative of the Vegetable Industry Development Program. It aims to bring together graduates of leadership programs including Growing Leaders, Nuffield Farming Scholars and the Australian Rural Leadership Foundation. The high calibre of GAIN graduates was highlighted at the 2012 AUSVEG National Awards for Excellence with GAIN members winning four of the ten awards.

Young Grower of the Year was won by Growing Leaders 2011 graduate, Michael Vorassi, whilst the Rising Star of the Year was won by another graduate from the same program, Tim Walker. Tim said, "I see GAIN as the next step for me following on from Growing Leaders to expand my leadership skills and to connect with others in the industry. I'd like to encourage other people to enrol in programs like this so that we can come together as one voice and promote the national industry". Two more Growing Leaders 2011 graduates, Emma Bogicevic and Bryony Hackett, were also nominated in the Rising Star category.

Nuffield Scholar Steve Newman took away the Environmental Award, for which Growing Leaders 2009 graduate, Andrew Craigg, was also nominated.

Denise Kreymborg, Growing Leaders 2009 graduate, won the Industry Recognition award and was nominated a second time for the Women in Horticulture Award. As well as being nominated for the Rising Star, Bryony Hackett was also nominated for a second award, Women in Horticulture, along with another 2011 Growing Leaders graduate, Monika Fiebig.

Rural Training Initiatives representative and GAIN Alumni Co-ordinator, Cynthia Mahoney, said, "The Vegetable Industry is committed to developing the next generation of leaders. It now has a core group of people who have graduated from formal leadership programs who have told us that they still have more to offer and that they want to continue to give back to the industry. Up until now there has been no formal structure in place to connect people across these programs and provide the industry with a central point of contact to be able to access their skills and talents. This is where GAIN steps in".

Nuffield Scholar Andrew Dewar was one of the graduates at a GAIN planning workshop in Hobart. "I am very excited about the establishment of GAIN as it was just what I was looking for following the completion of my leadership training", said Andrew. "At the workshop we identified that GAIN is a great way of connecting people from all parts of the industry. It could be a potential 'think tank' for industry as well as supporting further training and development for graduates. We also identified the need for further funding to support GAIN's development as a major priority".

Social media will be one way of connecting GAIN members with groups being established on LinkedIn and Facebook as a way of promoting discussion and sharing information. Graduates and the broader industry are invited to connect with GAIN on Twitter by following @v_GAIN.

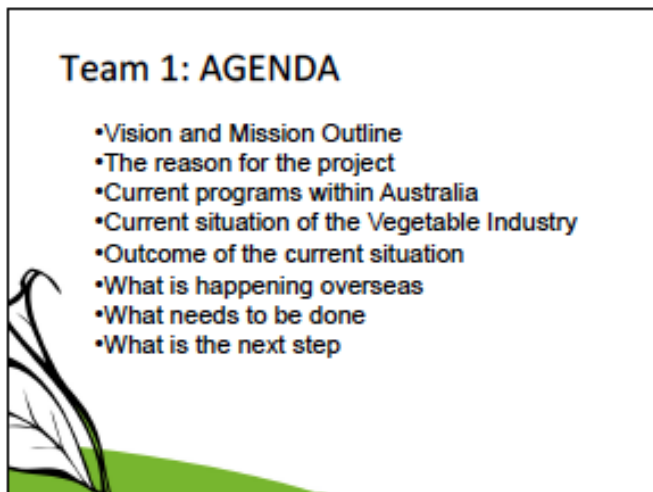
GAIN is an initiative of the Vegetable Industry Development Program which is funded by HAL through the vegetable levy with matched funds from the Australian Government.

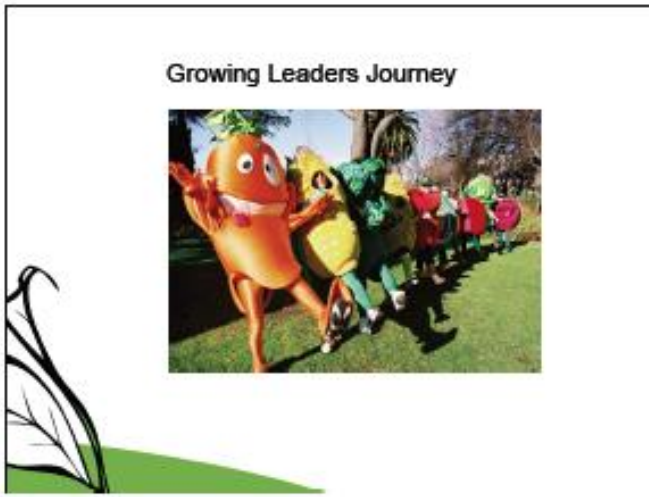
For further information please contact Jill Briggs (jill@ruraltraininginitiatives.com.au) or Cynthia Mahoney (cm_associates@live.com.au).

Note: For any media interviews please contact Jill Briggs on 0409 455 710.

Attachment 6: Growing Leaders 2012 Mission strategies

Mission Launch Presentation





Growing Leaders Vision & Mission

Vision

Daily fresh produce consumption of 2 fruit and 5 vegetables for every child with 100% Australian grown produce.



Growing Leaders Vision & Mission

Vision

To deliver this vision, we must first consider where we are now and what progress has been made both here and overseas in recent times.

Increasing fruit & vegetable consumption helps our industry



Growing Leaders Vision & Mission

Mission


Within six months develop a fruit and vegetable education program encompassing production through to consumption for the national school system.



Growing Leaders Vision & Mission

Mission

To deliver our mission a we need to get all the groups working on their individual projects to unite together.



The reason for the project

Growing Leaders

- As a group we intend to:
- share some startling statistics!
- deliver some key position improvement strategies!
- end with OUR plan to increase consumption across Australia in line with our vision.



The reason for the project

Areas to cover:

1. Obesity
2. Chronic Disease
3. Inactivity
4. Health Cost



The reason for the project _____

OBESITY

- Obesity is an epidemic Source: National Health Report 2006, 6th April, 2007
- It is well recognized that **CHILD OBESITY** is a world wide problem. Source: NSW Cancer Council 2006
- Over the last 20 years, rates of obesity in children have risen greatly in MANY countries INCLUDING Australia. Source: ANHWCC 2006
- In 2003: 1 in 5 children were obese.
- In 2009 this had risen to 1 in 4. Source: Queensland Health Report, Booth et al.

The reason for the project _____

OBESITY

- Obese children have a 70% chance of progression to teenage obesity. Source: Mart & Straw 2005.
- 80% of obese teenagers will become obese adults. Source: Mart & Straw 2005.
- TV advertising controls continue to be abused resulting in the breach the Children's Television Standards in reference to food advertising across Australia. Source: NSW Cancer Council 2006
- 194 breaches across 645 hours of recorded television. Source: NSW Cancer Council 2006

The reason for the project _____

OBESITY

Childhood obesity in Australia remains a wide spread health concern that warrants population wide prevention programs.



The reason for the project _____

CHRONIC DISEASE

- Clear evidence links lack of healthy eating to chronic diseases.
- The poorer your diet, the more likely you are to encounter problems.

FSANZ research has concluded that there was a consistent relationship between fruit and vegetables intake and Coronary Heart Disease, based on the results of twelve exhaustive case-control studies. As a result of these findings:


FSANZ recommends that a high level health claim could be used linking high intake of fruit and vegetables and Coronary Heart Disease. Source: FSANZ, 2008.

The reason for the project _____

CHRONIC DISEASE

World Health Organization findings (WHO)

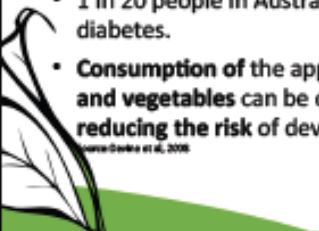
- WHO estimate **10% of fatal heart disease** is directly attributable to **insufficient consumption of fruit and vegetables**.
- WHO reports that **eating 60g of vegetables a day could reduce heart disease by 31%**.
- They conclude that around the world, **inadequate fruit and vegetable consumption** is responsible for **2.7 million deaths per annum**. Source: Australian Bureau of Statistics, 2012



The reason for the project _____

CHRONIC DISEASE

- Poor diet increases the risk of **developing Cancer**.
- Approximately **30% of all cancers** are thought to be the result of consuming a diet high in saturated fat and **low in fruit and vegetables**. Source: Bellizzi & Drapeau, 2007
- 1 In 20 people in Australia will suffer from type 2 diabetes.
- **Consumption of the appropriate quantity of fruit and vegetables** can be considered important in **reducing the risk of developing type 2 diabetes**. Source: Givens et al., 2006




The reason for the project _____

CHRONIC DISEASE

Symptomatic of people with poor nutrition and/or lower than required fruit and vegetable consumption. Source: World Health Organization 2009


- Orthopaedic complications (muscular/ skeletal). The most common reason for surgery globally.
- Fatty Liver-Hepatic Steatosis
- Many common Cancers including:
 Bowel, Kidney, Uterus, Stomach cancers.
- Heart problems, specifically coronary complications resulting in reduced blood flow.
- Diabetes.



The reason for the project _____

Less known but just as problematic:


- Sleep Apnea
- Low Self Esteem
- Depression
- **Each of these can manifest themselves early in a child's life.**



The reason for the project _____

INACTIVITY



- **Inactivity** Social Media, computer games, internet, all contribute to a life style of inactivity.
- People aren't moving! **40% aren't getting any exercise at all.** Source: ABS, 2008
- Together with poor nutrition is a lack of exercise.



The reason for the project _____

HEALTH CARE COST

- National Health Care Costs in **1999 \$48.5 Billion**
- In 2006 costing blew out to **\$86.9 Billion**, up 79%
- This year will eclipse **\$100 Billion.** Source: ABS, 2012



The reason for the project _____


HEALTH CARE COST

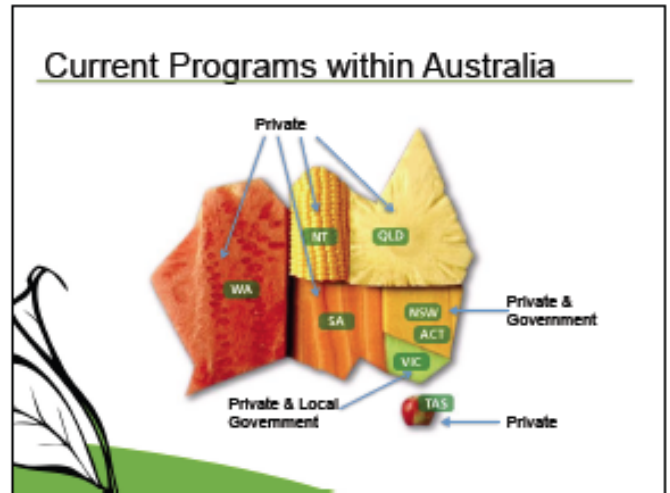
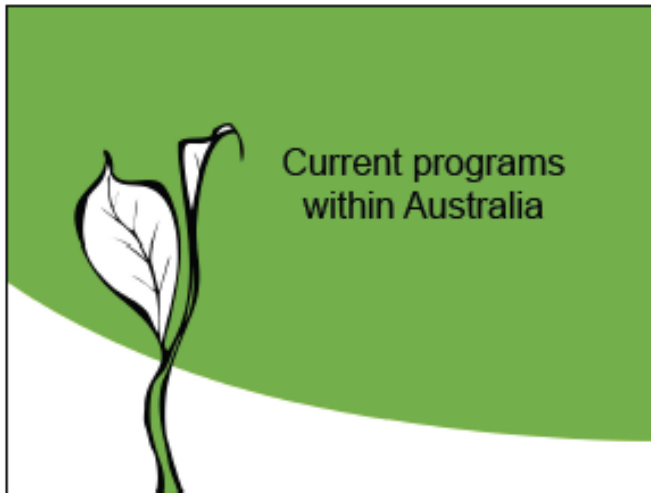
Trends

- **Only 50%** of the Adult population eat 2 serves of fruit a day.
- **A meagre 10%** of Adult population eat 5 serves of vegetables a day.
- **90% DONT. That's a huge target advance.** Source: QAO, 2004



The reason for the project _____





Current Programs within Australia

PRIVATE PROGRAMS

- Nutrition Australia – encouraging food and exercise – Kids in the kitchen 5 – 11 years
VIC, SA, TAS, QLD, NT, ACT, WA
- There are MEMBERSHIP FEES
- 2 and 5 program
- MARKET DRIVEN PROGRAMS – CRUNCH BUNCH




Current Programs within Australia

VICTORIAN PROGRAMS

- Government initiative – GO FOR YOUR LIFE – HOME ECONOMICS VICTORIA – Fruit and Veg partnership
Kids – 'Go for your life'
- Government initiative - HEALTHY CANTEEN KIT guide to healthy living
- VICTORIAN KITCHEN GARDEN PROJECT KIDS and FRUIT – non profit organisation – disadvantages schools




Current Programs within Australia

NSW PROGRAMS

- Government - Fresh Tastes @ Healthy Schools Canteen strategy
- FRESH FOR KIDS



Current Programs within Australia

SOUTH AUSTRALIAN PROGRAMS

- Adelaide: CRUNCH BUNCH (private)



Current Programs within Australia

QUEENSLAND PROGRAMS

- Queensland Kids Fresh Net (Brisbane Markets)
- "Crunch Bunch" – making fruit & veg fun for kids aged 2 to 7
- FRESH FOR KIDS



Current Programs within Australia

Facts to Note

- Australia has moved to a nation school curriculum
- Markets have made money from licencing their children's programs
- There are few organisations allowed to enter schools and talk to kids.

Current Programs within Australia

Summary

- No centralised national program involving fruit and vegetables with education
- No national push to get promote Healthy eating at schools
- Private organizations making money through licensing
- Fractured programs across states



"Kids are involved in growing produce at schools"

Current state of Vegetable Industry in Australia

Vegetable Industry within Australia

- All vegetable producers are under financial pressure to succeed
- The industry is looking for areas to increase sales



Vegetable Industry within Australia

- There is currently too much fruit and veg going to waste (landfill)
- Australia wastes \$1.1 billion fruit and vegetables every year
- On average, each household in the country throws away \$616 of fruit and vegetables every year


Source: food@au.com Publication date: 7/08/2012

Vegetable Industry within Australia




“Kids need to get involved in the industry”

Outcome of the Current Situation



Outcome of the current situation


- Despite these and many other programs.....
- Fruit consumption has **fallen** in the previous decade from **56% to 47%**.
- Vegetable consumption has fallen from **12% to only 10%**.
- A recent survey taken among 5-8 year olds revealed that **40% ate no fruit** and **30% ate no vegetables**.
- 70% of those who **ATE** vegetables, **50%** of that was potatoes of which **75% was deep fried chips**.
- However, once we get to 16 year olds, only **1%** met the guidelines for fruit and only **5 %** met the guidelines for vegetables.

Source: DHA, 2008

Outcome of the current situation


- The vast majority of teenagers in this country eat **insufficient quantities of fruit and vegetables**
- This in-turn reflects a very dramatic slide in consumption as Australians race towards adulthood and **this must be our target audience.**

• **The core of this problem, we believe is EDUCATION and culture.**




Outcome of the current situation

- Well recognized guidelines recommend adults consume a minimum of 5 serves of vegetables and two serves of fruit per day. But despite all the good work that is being done, **we are losing the battle.**
- **Only a fraction of Australians** eat the recommended five serves of vegetables and two serves of fruit per day.
- **There is certainly a need for Culture Change.** Our current culture is insensitive to fruit and vegetables and consistently undervalues them.



Outcome of the current situation

- The problems associated with low fruit and vegetable consumption reach into every corner of our community.
- This surely warrants a National focus, lead by the Federal Government.
- Right now, no large-scale campaign exists in Australia to increase consumption.
- Leaders in the field are now stressing, 'business as usual' not an option.



Outcome of the current situation



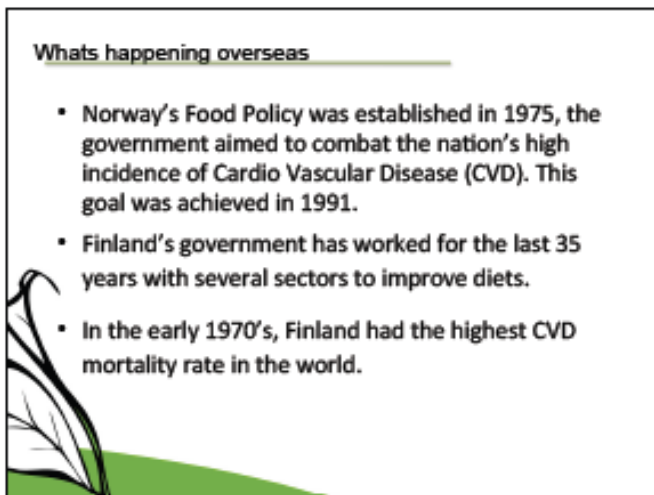
"Make Fruit & Vegetables Fun"





Whats happening overseas

- In European countries where Fruit and Vegetable consumption is high **child and adult mortality rates are low.**
- In these regions, most groups achieved a combined daily consumption level of over 400g of fruit and veg per day. Source: Cook, Pomarino, Carter, Almonro & Miles, 2003
- Several Scandinavian nations, including Norway, Finland and Sweden have integrated agriculture, food and health policies which have been in place for some time.



Whats happening overseas

- Norway's Food Policy was established in 1975, the government aimed to combat the nation's high incidence of Cardio Vascular Disease (CVD). This goal was achieved in 1991.
- Finland's government has worked for the last 35 years with several sectors to improve diets.
- In the early 1970's, Finland had the highest CVD mortality rate in the world.



Whats happening overseas

- Finland's government and health agencies worked with the food industry to alter the food supply and systematically roll out clear dietary guidelines for all meals served in government institutions.
- As a result, **mortality from CVD was reduced by 50%** as the Finns doubled their vegetables intake in a single decade and cut the proportions of saturated fats in total fat consumption.

Source: Tyrolerweitz & Anderson, 2007



What needs to be done?

Back in Australia

- Evidence suggests that there is much to be done to address the public health issues arising from food consumption, and a **need to do so in a "joined-up way"** Source: STRATEGY FIRST, 2006, p. 4
- AUSVEG** recently launched a new strategy, heavily focused on consumer research and end use for the sole purpose of driving up consumption. **FANTASTIC!! But it's just a start.**

What needs to be done?

1. Government should invest in specific social marketing campaigns designed to improve health and consumption.

- Research has demonstrated that use of a consistent slogan in the US, New Zealand and several European countries **increased awareness of the need to eat more fruit and vegetables.** Source: Allier, Pollack, Health & Behavior, 2007
- Mass media advertising, public relations events, publication and school and community activities are each a **key contributor to an overall healthy lifestyle and increased consumption strategy.** Source: Pollack et al., 2007
- Funds must be directed to successful campaigns that provide consistent messages.

What needs to be done?

Such a campaign will only be effective if implemented in every state with increased funding.

- A consideration might be that the Federal Government has the power to raise the marketing levy on fruit and vegetables and match the levy increase with public funds.
- This levy increase and the corresponding matching increase can then be used to significantly increase promotional funding.

All funding must be long-term and underpinned by continual and regular evaluation.

What needs to be done?

2. The Commonwealth Government needs to regularly monitor nutrition.

- Currently, lack of data inhibits government and others from identifying problems and developing effective solutions.
- **Surveys are therefore essential** to monitor the Australian situation and to inform and evaluate public health and environmental campaigns.
- **It leads that a key building block must be to conduct a regular National Nutrition Survey.**
- **Without a National Nutrition Survey of adults in the last 13 years, it is impossible to develop informed policies and programs.**

If you don't measure it, you can't improve it!

What needs to be done?

3. Mandatory fruit and vegetable requirements in all government facilities would be a great start.

- Consistent and confident government leadership is pivotal. By implementing this, Government would be sending a strong signal that it values fruit and vegetable consumption and the value of good nutrition.
- The time is now right for Government action and we must deliver food consumption reforms over the next decade.
- **Food is essential to human existence but Healthy Nutritious Food is VITAL for living life to its full potential.**
- What we eat not only affects us, but our environment and the people around us.

What needs to be done?



"Increase Fruit & Vegetables Consumption"



What is the next step?

What is the next step?

- Poor coordination between government, industry and consumers is resulting in market signal failure.
- **So much good work is being done, but the effort remains fragmented and in the main part ineffective.**
- Today we are proposing yet another program, but a program, underpinned by the initiatives already presented will, with a whole of Government/Community focus and support, make a difference to the lives of Australians for decades to come.
- **Let's look forward to a healthy bright future!**



Attachment 7: Detailed program guest statistics and profiles







| Guest Profile | # Melb | # Hobart | # Canberra |
|---|--------|----------|------------|
| Politicians and/or staff Ben Smith-Stubbs (Advisor – J Ludwig) - Canberra Senator the Hon. Joe Ludwig – Canberra The Hon. Sid Sidebottom and advisor – Canberra Senator the Hon Richard Colbeck – Canberra Jane Lovell (Advisor – R Colbeck) - Canberra | 0 | 0 | 6 |
| Training Organisations Tundra Howe (TQA) - Hobart | 0 | 1 | 0 |
| Industry Organisations David Beatty (VFF) – Melbourne Steve Grillo (Freshstate) – Melb John Roach (FreshState) – Melb Sonja Van Eijk (FreshState) – Melb Shane Schnitzler (Freshstate) - Melb Richard Mulcahy (ASUVEG) – Melb David Wallace (VVGA) – Melb Robin Wallace – Melb Andrew Heap (Tasmanian Farmers & Graziers Ass) – Hobart Keeton Miles (Tasmanian Farmers & Graziers Ass) – Hobart Beth Miles (Tasmanian Farmers & Graziers Ass) – Hobart Ian McSpedden (IAC Chair) - Hobart Frances McSpedden - Hobart Courtney Burger (AUSVEG) – Hobart Mark Napper (AUSVEG) - Hobart Tony Imeson (VVGA) – Hobart Maureen Imeson (VVGA) – Hobart William Churchill (AUSVEG) – Canberra John Brent (AUSVEG) - Canberra Sonja Van Eijk (Fresh State) – Canberra Shane Schnitzler (Fresh State) – Canberra John Roach - (Fresh State) – Canberra | 8 | 9 | 5 |
| Industry Businesses/Companies Kristy Huider (Costas) – Melb Maureen Schuyt (Costas) – Melb Michael Croatto (Rabobank) – Melb Richard Bligh (Rabobank) - Melb Greg Davis (Coles) – Melb Daniel Williams (Coles) – Melb Daniel Williams (Coles) – Hobart Phillip Frost (Peracto) – Hobart Ian Macleod (Peracto) – Hobart Dr Kevin Clayton-Greene (Harvest Moon) - Hobart Callum Urquart (Boomaroo) - Canberra Jerome Teal (Boomaroo) – Canberra | 6 | 4 | 3 |

| | | | |
|---|-----------|-----------|-----------|
| Rachel Palumbo (Monsanto) - Canberra | | | |
| Government Agencies/Departments Dr Sze Flett (DPI) – Melb Rob Dimey (DPI) - Melb Richard Bennett (HAL) – Melb Bill Slattery (DCCEE) –Canberra Jo Slattery (PHA) - Canberra Peter Melville (HAL) – Canberra Greg Fraser (PHA) – Canberra Margo Andrae (RIRDC) – Canberra Dr Colin Grant (DAFF) – Canberra Michael J Claessens (Agrifood Skills Aust) - Canberra | 3 | 0 | 7 |
| Industry Leaders Luis Gazzola – Melb Gloria Gazzola – Melb Darral Ashton (Director HAL) – Canberra Marion Rak (Australian Women in Agriculture) - Canberra Jim Geltech (Nuffield Farming Scholars) - Canberra | 2 | 0 | 3 |
| Industry Individuals Ian James (Consultant) – Melb Assoc Prof Colin Birch (UTas) – Hobart Ian James (Consultant)- Hobart Joan James – Hobart | 1 | 3 | 0 |
| Past Growing Leader Graduates Emma Bogicevic (Coolibah Herbs) - Melb Ivan Bogicevic (Coolibah Herbs) – Melb Tom Loveless (Peracto) – Melb Stuart Grigg (Consultant) – Melb Dr Mark Boersma (TIAR) – Hobart Lukasz Gorajek (Avanti Fresh Produce) – Canberra Alan Norden (Aust Pesticides & Veterinary Medicines Authority) - Canberra | 4 | 1 | 2 |
| Total | 24 | 18 | 26 |

Melbourne Residential Guest List – provided to all program participants and guests**Growing Leaders**

National Vegetable Industry Leadership Program

Industry Dinner Guest List – Wednesday 7th March 2012

| Name | Details |
|--|---|
| Mr David Beatty  | Executive Director Corporate Advisory Services Board Member VFF Credit Suisse (Australia) Limited Corporate Advisory Melbourne, SWPA 321 101 Collins Street, 3000 Melbourne Ph: 03 9280 1735 Debbie.kelly@credit-suisse.com www.credit-suisse.com |
| Mr Michael Croatto  Rabobank | Branch Manager Rabobank 50 Albert St, Warragul. VIC. 3820 PO Box 285, Warragul. VIC. 3820 Ph: 03 5622 0682 Mob: 0419 250 793 Michael.Croatto@rabobank.com www.rabobank.com.au |
| Mr Ivan Bogicevic  | Coolibah Herbs 191 Craig Rd, Pearcedale, VIC 3912 Ph: 03 5998 2217 ivan@coolibah.com.au office@coolibah.com.au www.coolibahherbs.com.au |
| Ms Emma Bogicevic  | Coolibah Herbs 191 Craig Rd, Pearcedale, VIC 3912 Ph: 03 5998 2217 emma@coolibah.com.au office@coolibah.com.au www.coolibahherbs.com.au |
| Mr Greg Davis  | General Manager Fresh Produce & Bakery Coles Group Limited L2M4 / 800 Toorak Rd, Hawthorn East, VIC 3123 Ph: 03 9829 4527 Silvia.roldan@coles.com.au |
| Mr Daniel Williams  | Business Category Manager Vegetables Coles Group Limited L2M4 / 800 Toorak Rd, Hawthorn East, VIC 3123 Ph: 03 9829 4527 Silvia.roldan@coles.com.au |



RURAL TRAINING INITIATIVES





Horticulture Australia

Growing Leaders

National Vegetable Industry Leadership Program



| | |
|--|---|
| <p>Mr Steve Grillo</p>  | <p>Moraitis Wholesaler Fresh State Ltd Committee Member Melbourne Market Box 43, 542 Footscray Rd, West Melbourne, VIC 3003 Ph: 03 9687 1408</p> <p>www.moraitis.com.au</p> |
| <p>Ms Kristy Huider</p>  | <p>Learning & Development Manager Costa Group of Companies 275 Robinsons Road, Ravenhall, VIC 3023</p> <p>www.costagroup.com.au</p> |
| <p>Mr Tom Loveless</p>  | <p>Research Officer Peracto Pty Ltd 815 Toorak Road Hawthorn East, Melbourne, VIC 3123 Mob: 0438 822 770 tloveless@peracto.com www.peracto.com</p> |
| <p>Mr Ian James</p>  | <p>Vegetable Industry Economist Economic Services Provider to the Vegetable Industry Industry Data Economic Analysis Mob: 0439 440 023 idea@jiskapark.com.au</p> |
| <p>Dr Sze Flett</p>  | <p>Director Horticulture Services Department of Primary Industries Farm Services Victoria Private Bag 15, Ferntree Gully DC, VIC 3156 Ph: 03 9210 9431 Sheridan.furey@dpi.vic.gov.au</p> |
| <p>Mr Richard Mulcahy</p>  | <p>CEO Ausveg Suite 1, 431 Burke Road, Glen Iris, VIC 3146 PO Box 2042, Camberwell West, VIC 3124 Ph: 03 9822 0388 info@ausveg.com.au www.ausveg.com.au</p> |



RURAL TRAINING INITIATIVES








Horticulture Australia

Growing Leaders

National Vegetable Industry Leadership Program



| | |
|--|--|
| <p>Mr John Roach</p>  | <p>Chief Executive Officer FreshState Ltd Melbourne Market Box 113 542 Footscray Rd, West Melbourne, VIC 3003 Ph: 03 9689 3233 john.roach@freshstate.com.au</p> |
| <p>Mr Shane Schnitzler</p>  | <p>President - Fresh State Ltd Kapisris Bros Melbourne Market Box 52, 542 Footscray Rd, West Melbourne, VIC 3003</p> |
| <p>Ms Maureen Schuyt</p>  | <p>General Manager People & Culture Costa Group of Companies 275 Robinsons Road, Ravenhall, VIC 3023 Ph: 03 8363 9070 Mob: 0466 153 035 Maureen.schuyt@costagroup.com.au www.costagroup.com.au</p> |
| <p>Mr Luis Gazzola</p>  | <p>Former President, VGA-Victoria Gazzola Farms 65 Bungower Road, Somerville, VIC 3912 PO Box 133, Somerville, VIC 3912 Ph: 03 5977 8921 Mob: 0418 172 320 luis@gazzolafarms.com.au www.gazzolafarms.com.au</p> |
| <p>Mrs Gloria Gazzola</p> | <p>Gazzola Farms 65 Bungower Road, Somerville, VIC 3912 PO Box 133, Somerville, VIC 3912 Ph: 03 5977 8921 mail@gazzolafarms.com.au www.gazzolafarms.com.au</p> |
| <p>Mr Philip Mclaughlin</p>  | <p>Moraitis Hydroponic Tomatoes 6130 Midland Hwy, Tatura VIC 3616 Ph: 0741 597 012 Mob: 0438 302 015 pmclaughlin@moraitis.com.au www.moraitis.com.au</p> |



RURAL TRAINING INITIATIVES








Horticulture Australia

Growing Leaders

National Vegetable Industry Leadership Program



| | |
|---|--|
| <p>Mr David Wallace</p>  | <p>President, VGA- Victoria Vegetable Growers' Association of Victoria Inc. Box111, Melbourne Markets 542 Footscray Road, West Melbourne, VIC 3003 Ph: 03 9687 4707 Mob: 0412 301 578 www.vegetablesVictoria.com.au</p> |
| <p>Mrs Robin Wallace</p> | <p>Partner of Mr David Wallace</p> |
| <p>Mr Stuart Grigg</p>  | <p>Agronomist Stuart Grigg Ag-Hort Consulting Pty Ltd 48 Jopling Street, Ballan, VIC 3342 Mob: 0400 860 763 stuartgrigg@bigpond.com</p> |
| <p>Dr John Skerritt</p>  | <p>Deputy Secretary Agriculture and Fisheries Services Department of Primary Industries, Victoria 1 Spring ST, Melbourne, VIC 3000 Ph: 03 9658 4822 Mob:0438 800 407 John.skerritt@dpi.vic.gov.au</p> |
| <p>Ms Sonja Van Eijk</p>  | <p>Business Manager State Fresh Ltd Melbourne Market Box 113 542 Footscray Rd, West Melbourne, VIC 3003 Ph: 03 9689 3233 Mob: 0421 632 521 sonjav@freshstate.com.au</p> |
| <p>Mr Richard Bligh</p>  <p>Rabobank</p> | <p>Rural Manager Rabobank Locked Bag 7, Collins St East, Melbourne, 3000 Ph: 03 9940 8434 Mob: 0427 807 076 Richard.Blight@rabobank.com www.rabobank.com.au</p> |

Growing Leaders

National Vegetable Industry Leadership Program



| | |
|--|---|
| <p>Mr Richard Bennett</p>  | <p>Product Integrity & Training & Leadership Manager Horticulture Australia Limited PO Box 1968, Shepparton VIC 3632 Ph: 03 5825 3753 Mob: 0429 329 731 Richard.bennett@horticulture.com.au</p> |
| <p>Mr Rob Dimsey</p>  | <p>Program Manager Productivity Services Horticulture Services Branch Principal Centre Leaders, Bairnsdale Department of Primary Industries Farm Services Victoria PO Box 483, Bairnsdale, VIC 3875 Ph: 03 5152 0600 Mob: 0427 592 006 Robert.dimsey@dpi.vic.gov.au</p> |

Hobart Residential Guest List – provided to all program participants and guests



Guest Speaker – Tuesday 8th May 2012
 1.45pm “A Value Chain View of the Industry”

| Name | Details |
|---|---|
| <p>Dr Mark Boersma</p>   | <p>Horticultural Scientist Post-Doctoral Research Fellow Tasmanian Institute of Agriculture (TIA), Private Bag 3523 Burnie, TAS 3523 Ph: 0364304928 Mob: 0428 186 850 Location: Cradle Coast Campus mark.boersma@utas.edu.au</p>  |
| <p>Ms. Allison Clark</p>  | <p>General Manager Customer Relationships Houston’s Farm Ph: 02 9521 2004 Mob: 0408 146 750 alison@theandersons aclark@houstonsfarm.com.au</p> <p>Allison Clark is the Quality and Innovation Manager at Houston’s Farm, where she manages the Quality Assurance and Product Development Teams to ensure products produced by Houston’s Farm meet and exceed customer and consumer requirements. She led the Houston’s Farm Environmental Sustainability Project which was successful in winning the inaugural 2007 Woolworths Fresh Food Grant. This grant was used in conjunction with Horticulture Australia Limited to develop a carbon (greenhouse gas) calculation tool for the vegetable industry across a product’s life cycle. Alison’s role has changed to now include both the Sales & Marketing and QA Teams covering Tasmania, Victoria, and Queensland.</p> |
| <p>Guest Speaker – Wednesday 9th May 2012 1.30pm “Media & Messages – Participating, Understanding, Outcomes.”</p> | |
| <p>Ms. Courtney Burger</p>   | <p>Senior Communications Officer AUSVEG Suite 1, 431 Burke Road, Glen Iris VIC 3146 PO Box 2042, Camberwell West VIC 3124 Ph: 03 9822 0388 Mob: 0439 784 890 courtney.burgerausveg.com.au@ausveg.com.au www.ausveg.com.au</p> |



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| | <p>3.15pm</p> <p>“The Vegetable industry Future – Current Economics & Forecasts.”</p> |
| <p>Mr Ian James</p>  | <p>Vegetable Industry Economist Economic Services Provider to the Vegetable Industry Industry Data Economic Analysis PO Box 870, Wonthaggi VIC 3995 Mob: 0439 440 023 idea@jiskapark.com.au</p> |
| | <p>Industry Dinner</p> <p>7.00pm – Half Merino Room – The Old Woolstore</p> |
| <p>Mr Daniel Williams</p>  | <p>Business Category Manager Vegetables Coles Group Limited L2M4 / 800 Toorak Rd, Hawthorn East, VIC 3123 Ph: 03 9829 4527 Silvia.roldan@coles.com.au</p> |
| <p>Assoc Prof Colin Birch</p>   | <p>Vegetable Centre Leader Ph: 03 6430 4938 Colin.birch@utas.edu.au Teaching in agronomy (the science and practice of plant production) with emphasis on crop agronomy, plant nutrition and fertiliser use, use of computers in agriculture, specifically as an aid to decision making. Research is principally in crop adaptation, growth and development, crop nutrition and fertiliser use, plant structural and crop modelling and the safe and effective use of reclaimed resources (including industrial waste. Service activities include external consulting in agronomy and participating in committees that organise national and international conferences, as well as participating in many activities within the University.</p> |
| <p>Dr Mark Boersma</p>  | <p>Horticultural Scientist Post-Doctoral Research Fellow Tasmanian Institute of Agriculture (TIA), Private Bag 3523 Burnie, TAS 3523 Ph: 0364304928 Mob: 0428 186 850 Location: Cradle Coast Campus mark.boersma@utas.edu.au</p> |
| <p>Ms. Allison Clark</p>  | <p>General Manager Customer Relationships Houston's Farm Mob: 0408 146 750 aclark@houstonsfarm.com.au</p> |



RURAL TRAINING INITIATIVES






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National Vegetable Industry Leadership Program



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| <p>Mr Ian James</p>  | <p>Vegetable Industry Economist Economic Services Provider to the Vegetable Industry Industry Data Economic Analysis PO Box 870, Wonthaggi VIC 3995 Mob: 0439 440 023 idea@jiskapark.com.au</p> |
| <p>Mrs Joan James</p> | <p>PO Box 870, Wonthaggi VIC 3995</p> |
| <p>Mr Kim Evans</p>   | <p>Chairman TIAR Secretary DPI Parks, Water & Environment TIAR Private Bag 98 Hobart TAS 7001 Ph: 03 6233 4037 Lauren.Parr@dpiuwe.tas.gov.au</p> <p>Kim Evans is head of the Department of Primary Industries, Parks, Water and Environment (DPIPWE), a position he has held for over 15 years. He has over 25 years' experience in the management of Tasmania's primary industries and natural resources. In his role as head of DPIPWE, he holds a number of statutory positions including the Director General of Lands, and the Director of National Parks and Wildlife, and, in the recent past, was Chairman of the Forest Practices Board and the Environmental Management and Pollution Control Board.</p> <p>Kim was the inaugural Chair of the Tasmanian Aquaculture and Fisheries Institute (TAFI), a position he held up until it became part of IMAS. He also Chairs the Board of the Tasmanian Institute of Agricultural Research (TIAR) as well as representing the State on a number of other Boards and Committees, including Tasmanian Irrigation Pty Ltd, and the Salmon Enterprises Tasmania.</p> <p>Kim is the State representative on a number of national bodies including the Senior Officers Groups supporting the Ministerial Standing Council on Primary Industries and the Ministerial Standing Council on Water and Environment.</p> |
| <p>Mr Phillip Frost</p>   | <p>Principal Project Manager Peracto 16 Hillcrest Rd, Devoonport TAS 7310 Ph: 03 6423 2044 Pfrost@peracto.com www.peracto.com.au</p> <p>Phil has over 10 years' experience in the evaluation and development of crop production inputs including herbicides, fungicides, insecticides, PGR's and nutrients. He works closely with a number of the local industries to develop practical solutions to agronomic issues with the aim of improving the efficiency and sustainability of crop production.</p> <p>With offices in both Launceston and Devonport the Tasmanian team is well positioned to access the diverse range of crops and agricultural industries in Tasmania where a relatively reliable climate with mild temperatures is ideal for growing high quality crops.</p> |



RURAL TRAINING INITIATIVES







Horticulture Australia

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National Vegetable Industry Leadership Program



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| <p>Mr Andrew Heap</p> | <p>Strategic Planning & Policy Development Vegetable Industry Facilitator Tasmanian Farmers & Graziers Ass. PO Box 193, Launceston TAS 7250 Mob: 0409 456 366 Andrew.Heap@tfqa.com.au www.tfqa.com.au Strategic planning and policy in rural sector with emphasis on vegetable industry</p> |
| <p>Ms. Courtney Burger</p>   | <p>Senior Communications Officer AUSVEG Suite 1, 431 Burke Road, Glen Iris VIC 3146 PO Box 2042, Camberwell West VIC 3124 Ph: 03 9822 0388 Mob: 0439 784 890 courtney.burgetausveg.com.au@ausveg.com.au www.ausveg.com.au</p> |
| <p>Ms. Tundra Howe</p>  | <p>Business Manager TQA Australia 78A Oldaker Street, Devonport TAS 7310 PO Box 606, Devonport TAS 7310 Ph: 03 6423 6008 Mob: 0407 317 533 tundra.howe@tqainc.com.au www.tqainc.com.au</p> |
| <p>Mr Tony Imeson</p>  | <p>Executive Officer Victoria Vegetable Growers Association Mail Box 111 Melbourne Markets West Melbourne VIC 3003 Ph: 0414 458 561 Tonyi@vgavic.org.au www.vgavic.org.au</p> |
| <p>Mrs Maureen Imeson</p> | <p>Victoria Vegetable Growers Association Mail Box 111 Melbourne Markets West Melbourne VIC 3003</p> |
| <p>Ms Denise Kreyborg</p> | <p>Industry Development Manager Bowen District Growers Association Warrick Rd, Delta QLD 4805 Ph: 07 4785 2860 bdgainc@bigpond.com</p> |



RURAL TRAINING INITIATIVES








Horticulture Australia

Growing Leaders

National Vegetable Industry Leadership Program



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|  | <p>Denise's role consists of liaising between growers and industry to ensure solutions and challenges are addressed and supporting programs which aim to address issues such as skills and labour shortages.</p> <p>Denise talks about the large population of grey nomads working within the Bowen District, and the attractions of the region such as the Whitsundays and the Great Barrier Reef, as well as outlining the types of crops grown in the region, and the best season for harvesting.</p> |
| <p>Mr Ian Macleod</p>   | <p>Managing Director, Peracto Pty Ltd 16 Hillcrest Road, Devonport, Tasmania. 7310. Australia Ph: 03 6423 2044 Mob: 0418 140 837 imacleod@peracto.com www.peracto.com.au</p> <p>Ian has headed up Peracto since 1985 and has responsibility for setting and implementing strategic direction and overall company management.</p> <p>Research Interest – Developing and managing research teams and networks nationally and internationally.</p> <p>Crop protection research, particularly in poppies, pyrethrum and horticultural crops.</p> |
| <p>Mr Keeton Miles</p>   | <p>Director – Vegetable Council Tasmanian Farmers & Graziers Ass. PO Box 193, Launceston TAS 7250 Ph: 03 6332 1800 reception@tfga.com.au www.tfga.com.au</p> <p>Keeton has lived on the family farm at Nietta all his life. He farms with his wife, Beth. Over the years, the farm has produced Angus beef, fat lambs, seed potatoes and swedes. In the community, Keeton has been a local councillor for 11 years on both the Ulverstone and Central Coast councils</p> |
| <p>Mrs Beth Miles</p> | <p>PO Box 193, Launceston TAS 7250</p> |
| <p>Mr Kent West</p> | <p>Vice Chairman–Growcom PO Box Anderson St, Fortitude Valley QLD 4006 West Farms Pty Ltd 10 Kents Lagoon Rd, Kalbar QLD 4309 Ph: 07 5463 9555</p> <p>Kent is General Manager of West Farms, a family owned business growing carrots and beetroot and providing a packing operation at Kalbar in south east Queensland. West Farms has more than 300 hectare under vegetable production and works in conjunction with an additional seven growers in the Lockyer and Fassifern Valleys.</p> |



RURAL TRAINING INITIATIVES



Horticulture Australia

Growing Leaders
National Vegetable Industry Leadership Program



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| <p>Dr Kevin Clayton–Greene</p>   | <p>R & D, Technical and Projects Harvest Moon 288 Leith Rd, Forth TAS 7310 Ph: 03 6428 2505 kevin@harvestmoon.com.au</p> <p>Kevin is an industry consultant with 30 years’ experience in Horticulture in research and industry. His current roles include Biosecurity consultant to Ausveg and serving on the Biosecurity committee to HAL and Ausveg and the CRC for Biosecurity Advisory panel.</p> <p>He is Chair of the Australian Technical Advisory Group on Potatoes and the technical advisory group on the Tomato Potato Psyllid, and is a member of the Vegetable Industry Advisory panel to Horticulture Australia Ltd. Former roles are as Chair of the Australian Blueberry Growers Association and the Industry Advisory Committee on Potato Research in Tasmania.</p> <p>Working for some years for Harvest Moon (a major fresh vegetable producer in Tasmania) until recently as Operations Manager; among other things overseeing introduction and licensing of new potato cultivars, he still works with Harvest Moon part-time on technical and research matters.</p> <p>He was awarded a Life-time Achievement Award by Ausveg at the 2011 National Vegetable Conference in April.</p> |
| <p>Mr Mark Napper</p>    | <p>AUSVEG PO Box 2042, Camberwell West VIC 3124 Ph: 0398220388 Windsor Farm PO Box 168, Blacktown NSW 2148 Ph: 02 9622 8007 marknapper@windsorfarm.com.au www.windsorfarm.com.au</p> <p>Mark has 25 years’ experience in Australian agribusiness, 17 of them in horticulture. He was Managing Director of the Australian Horticultural Corporation from 1998 to 2001, and a member of the Steering Committee of government and industry representatives that oversaw the formation of Horticulture Australia Limited (HAL).</p> <p>Presently, he is CEO of Windsor Farm Foods Group, which manufactures canned mushrooms, potatoes, seed beans, green beans, asparagus, diced and sliced fresh apple, soups and salad dressings.</p> <p>Mark’s background extends along the supply chain from grower to retailer, both domestic and international. He has experience in finance, marketing and general management, and has developed strong working relationships with all levels of government.</p> <p>Mark was appointed to the AUSVEG Board in 2009.</p> |







Canberra Residential Guest List - provided to all program participants and guests



Industry Panel – Tuesday 21st August 2012

Boardroom Plant Health Australia

11.00am to 12.30pm “The Future for the Australia domestic vegetable industry – HAL – Horticulture R&D and levy process and leadership.”

| Name | Details |
|-----------------------------|---|
| <p>Jo Slattery</p> | <div style="display: flex; align-items: flex-start;">  <div> <p>National Biosecurity Extension Coordinator Plant Health Australia Suite 1, 1 Phipps Close Deakin ACT 2600 02 6215 7700 jslattery@phau.com.au www.planthealthaustralia.com.au</p> </div> </div> <div style="margin-top: 10px;">  </div> <div style="margin-top: 10px;"> <p>Jo has a strong background in agricultural research and project management, working many years with the Victorian DPI at Rutherglen and more recently with CSIRO PI in Canberra. She has more than 20 years’ experience in Rhizobium legume research working on grain, pasture and native legume projects across Australia, as well as joint projects with overseas collaborators.</p> <p>Jo works on projects involved in promoting and capturing information from industry-based surveillance activities for plant pests and the Grains On-farm Biosecurity Program.</p> <p>Growing Leaders 2011 Graduate</p> </div> |
| <p>Bill Slattery</p> | <div style="display: flex; align-items: flex-start;">  <div> <p>Senior Research Scientist Director of Agriculture Inventory Unit – Land Division Department of Climate Change & Energy Efficiency 02 6159 7199 bill.slattery@climatechange.gov.au www.climatechange.gov.au</p> </div> </div> <div style="margin-top: 10px;">  </div> <div style="margin-top: 10px;"> <p>Bill is a Senior Research Scientist and Director of the Agriculture Inventory Unit working on greenhouse and agriculture issues with the Department of Climate Change and Energy Efficiency in Canberra. Bill has worked in the agriculture sector his entire working career, some 39yrs, and prior to moving to Canberra in 2002 was at the Rutherglen Research Institute. Bill has a background in soil science issues including the measurement of greenhouse gases from agricultural soils, the role of soil carbon in conservation farming practices and acid soils research and liming. Although spending most of his time in the grains industry he has been active in both the viticulture and livestock industries.</p> </div> |



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| <p>Kathryn Lee</p> |   | <p>Vegetable Program Manager Horticulture Australia Limited – HAL Level 7, 179 Elizabeth St Sydney NSW 2000 02 8295 2305 kathryn.lee@horticulture.com.au www.horticulture.com.au Kathryn manages the portfolio of projects related to crop production, post-harvest and commercialisation for the member industries of HAL. She also supports the R&D services team with the vegetable industry R&D program.</p> |
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Growing Leaders

National Vegetable Industry Leadership Program



Guest Speakers – Wednesday 22nd August 2012

9.00am to 9.30am The Brassey of Canberra
"Leadership - the Vegetable Industry and the Future"

| Name | Details |
|-------------------------|--|
| <p>John Roach</p> | <div data-bbox="339 600 563 757" data-label="Image"> </div> <div data-bbox="349 792 552 927" data-label="Image"> </div> <p>Executive Director Australian Chamber of Fruit & Vegetable Industries Ltd CEO Fresh State Ltd Melbourne Markets Mailbox 113, 542 Footscray Rd West Melbourne VIC 3003 03 9689 3233 0415 767 737 john.roach@freshstate.com.au www.freshstate.com.au</p> <p>John is the Executive Director of the Australian Chamber and the CEO of Fresh State Ltd. In his previous role he was the CEO of Ausveg from 2005 to 2008. Prior to Ausveg, John held various leadership positions in the seafood industry.</p> <p>Australian Rural Leadership Program 2000 Graduate</p> |
| <p>Shane Schnitzler</p> | <div data-bbox="360 1111 539 1341" data-label="Image"> </div> <div data-bbox="352 1377 552 1512" data-label="Image"> </div> <p>Fresh State Board of Directors – President Kapiris Bros. (VIC) Pty Ltd Market Box 52, 542 Footscray Rd, West Melbourne VIC 3003 03 9689 6711</p> <p>Shane commenced his working life in the fresh produce section of Safeways in the late 1980s and progressed through the firm including its amalgamation with Woolworths in 1992. He rose to business (category) manager at Woolworths and was awarded the Woolworths Fresh Food Category Manager of the year in 1997.</p> <p>He joined Harry Kapiris and the team at Kapiris Bros as CEO with responsibility for national production and marketing in 1997. In 1999 he was instrumental in the formation and operation of the highly successful Tomato Promotions Committee.</p> <p>Shane was the recipient of the Col Johnson Young Achiever of the Year Award in 2004 and the Meritorious Services Award in 2008 from the Australian Chamber of Fruit and Vegetable Industries. He was elected President of Fresh State Ltd in 2005 and has held the Presidency of the Australia Chamber since 2009.</p> <p>He completed his Business Degree at Deakin University with a major in Marketing. He lectured for the Dale Carnegie Foundation in leadership from 2005 to 2009 and has a formidable reputation for being an innovative and progress leader in the fresh produce industry.</p> |



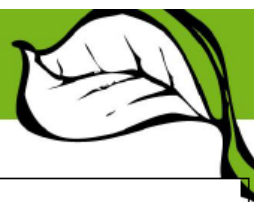
RURAL TRAINING INITIATIVES



Horticulture Australia

Growing Leaders

National Vegetable Industry Leadership Program






Mission Launch Guests – Wednesday 22nd August 2012 1.30pm to 3.30pm – The Brassey of Canberra

| Name | Details |
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| <p>Alan Norden</p> | <div style="display: flex; align-items: flex-start;">  <div> <p>Manager, Minor Use – Pesticides Program Australian Pesticides and Veterinary Medicines Authority (APVMA) PO Box 6182, Kingston ACT 2604 02 6210 4769 Alan.norden@apvma.gov.au www.apvma.gov.au</p> <p>Alan Norden is the APVMA’s Minor Use Manager with responsibility for the regulatory approval of pesticides on minor crops and issuance of permits, including emergency uses.</p> <p>Alan is a member of Ausveg’s Chemical Working Group.</p> <p>Alan has had for over 18 years significant interaction with many agricultural industries who face problems due to a lack of registered crop protection products on their crops.</p> <p>Alan also participates in several international activities in the area of crop protection for minor crops where he is current Chair of an OECD Expert Group on Minor Uses, Australia’s representative to the Codex Electronic Working Group on Minor Uses and Specialty Crops and member of the organising committee for the Second Global Minor Use Summit held in February 2012.</p> <p>Growing Leaders 2009 Graduate</p> </div> </div> <div style="margin-top: 10px;">  </div> |
| <p>Dr Tony Gregson</p> | <div style="display: flex; align-items: flex-start;">  <div> <p>Chairman – Plant Health Australia Level1, 1 Phipps Close Deakin ACT 2600 02 6215 7700</p> <p>Dr Tony Gregson is a grain grower from Victoria’s Wimmera region with an extensive science and corporate research management background. He has degrees in science (PhD and DSc) and is an Adjunct Professor at the University of Ballarat and a Fellow of the Australian Academy of Technological Sciences and Engineering.</p> <p>Tony is Chairman of the Victorian Committee of the Crawford Fund and a board member of the Crawford Fund; Chairman of the University of Melbourne School of Botany Foundation; and a Director of RIST (Rural Industries Skills Training) based in Hamilton, Victoria.</p> <p>Previous appointments include: inaugural Director of the CSIRO and the GRDC; Director of the Australian Nuclear Science and Technology Organisation; Director of CIMMYT in Mexico; Chairman of the Plant Science CRC and the Molecular Plant Breeding CRC; and Chairman of Biodiversity International in Rome.</p> </div> </div> <div style="margin-top: 10px;">  </div> |



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| <p>Sonja Van Eijk</p> |  | <p>Business Manager Fresh State Ltd Melbourne Market Box 113 542 Footscray Rd, West Melbourne VIC 3003 03 9689 3233 0421 632 521 sonjav@freshstate.com.au www.freshstate.com.au</p> |
| <p>Calum Urquart</p> |   | <p>Human Resources Manager Boomaroo Nurseries Pty Ltd 105 Andrews Drive, Lara. Vic 3212 03 5282 2199 0400 636 800 calum@boomaroo.com www.boomaronurseries.com.au</p> <p>With a Bachelor of Commerce (majoring in HR) Calum Urquhart fills the position of Human Resources Manager. Some of his key responsibilities are recruitment, performance management, training, policies and procedures and the well-being of our workforce, no two days are the same for him.</p> <p>Boomaroo is a world class vegetable seedling producer, supplying around 300 million seedlings to growers across Victoria, New South Wales, Queensland and South Australia. We are renowned for the high quality of our commercial seedlings and wholesale greenlife, and our capacity to deliver on time, every time. Located in Lara, Victoria, we have 20 hectares under production.</p> <p>Our hallmark combination of high quality products, customer service and innovation in seedling production mean that much of the fresh vegetable produce available in supermarkets originates from Boomaroo seedlings, including lettuces, cabbages, broccoli, cauliflowers, leeks and onions We also specialise in greenlife products, including potted colour (ornamental flowering plants), and are now one of Australia's largest cyclamen producers.</p> <p>Beginning as a small family business, Boomaroo was built on the passion of the three Jacometti brothers. Now with over 130 employees, Boomaroo is one of Australia's largest seedling suppliers and is recognised for its state-of-the-art technology and processes.</p> <p>Boomaroo provides a unique level of quality, service and reliability, at highly competitive prices. However our main focus is on understanding the individual needs of our growers, including local growing conditions and seasonal factors.</p> |



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National Vegetable Industry Leadership Program



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| <p>Jerome Teal</p> |  | <p>Human Resources Officer Boomaroo Nurseries Pty Ltd 105 Andrews Drive, Lara. Vic 3212 0422 323 157 www.boomaroonurseries.com.au Jerome is new to Boomaroo, having previously worked in Human Resources in the Tafe sector, and in the transport industry. Prior to this Jerome had experience in recruitment. Jerome is excited about the challenges and opportunities ahead at Boomaroo, while learning and understanding our industry.</p> |
| <p>Dr Ray Johnson</p> |    | <p>Managing Director & CEO Agriplacements Australia Pty Ltd St Kilda Towers Business Centre, 1 Queens Road, Melbourne VIC 3000 0419 012 841 rjohnson@agriplacements.com.au www.agriplacementsaustralia.com.au Non-Executive Director at Horticulture Australia Limited Level 7, 179 Elizabeth St, Sydney NSW 2000 02 8295 2321 Joan.nga@horticulture.com.au After gaining his PhD at the Department of Biochemistry and Nutrition at the University of New England, Ray worked at the Victorian Animal Research Institute, then joined Rhone-Poulenc Animal Nutrition as Technical Director in 1989. In 1990 he was appointed General Manager of Rhone-Poulenc Animal Nutrition then in 1992 Managing Director (Australia & New Zealand). Ray joined Greens Foods in 1996 as General Manager of Supercoat Petcare Pty Ltd, the then largest Australian-owned pet food business, and in 2000 joined Ridley Agriproducts as General Manager of Ridley Aquafeeds, General Manager of CCD Animal Health and R&D/Technical Manager. In 2004 Ray became the Chief Executive Officer of NSW Farmers Association, the largest agri-political group in Australia, and in 2006 became Chief Executive Officer of Genetics Australia. He resigned in 2010 in order to set up his own business specializing in agribusiness recruitment and consulting, Agriplacements Australia Pty Ltd. Ray is currently a non-executive Director of Horticulture Australia Ltd (HAL) and of the Australian Meat Processer Corporation (AMPC), and a past Director of the Fisheries Research & Development Corporation (FRDC) and the CRC for Innovative Dairy Products. Ray was also a member of the Australian Farm Institute Research Advisory Committee from 2005–2010.</p> |

Growing Leaders

National Vegetable Industry Leadership Program



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| <p>Lukasz Gorajek</p> | | <p>Special Projects Manager Avanti Fresh Produce Melbourne Markets, 542 Footscray Road, West Melbourne VIC 3003 039687 7677 0402 167 749 Lukasz@avantifresh.com.au www.avantifresh.com.au Lukasz is also representing Mr Mark Lorenzetto Managing Director – Avanti Fresh Produce 03 9687 7677 0419 505 741 mark@avantifresh.com.au Lukasz role within Avanti fresh is to – Assist Managing Director with organisational strategy formulation – Conduct and evaluate feasibility studies and develop business plans – Attain and maintain Quality Assurance / HACCP certification through program development and management – Manage corporate identity, during the development of packaging and promotional materials, in accordance with corporate style guide. Growing Leaders 2010 Graduate</p> |
| <p>Greg Fraser</p> | | <p>Executive Director & CEO Plant Health Australia Suite 1, 1 Phipps Close Deakin ACT 2600 02 6215 7700 www.planthealthaustralia.com.au Greg Fraser has a diverse background in Australian agriculture having worked in tropical and temperate horticulture, broad acre agriculture, sugarcane, cotton and forestry industries. He has held membership on a number of boards and managed various enterprises in the agricultural, chemical and biotechnology industries. Greg is currently a Director of the Australian Institute of Agricultural Science and Technology. He holds degrees in science and management and is a Fellow of the Australian Institute of Company Directors.</p> |
| <p>Peter Melville</p> | | <p>Manager – Natural Resources, Climate, Training & Leadership Horticulture Australia Limited Level 7, 179 Elizabeth St Sydney NSW 2000 02 8295 2317 0404 381 242 Peter.melville@horticulture.com.au</p> |

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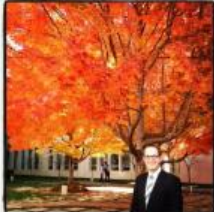
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| <p>Jo Slattery</p> |  | <p>Guest Speaker – see details previous</p>  <p>Plant Health AUSTRALIA</p> <p>Growing Leaders 2011 Graduate</p> |
| <p>Bill Slattery</p> |  | <p>Guest Speaker – see details previous</p>  <p>Australian Government Department of Climate Change and Energy Efficiency</p> |
| <p>John Roach</p> |  | <p>Guest Speaker – see details previous</p>  <p>fresh state</p> <p>Australian Rural Leadership Program 2000 Graduate</p> |
| <p>Shane Schnitzler</p> |  | <p>Guest Speaker – see details previous</p>  <p>fresh state</p> |

Growing Leaders

National Vegetable Industry Leadership Program



Graduation Dinner Guests – Wednesday 22nd August 2012 7pm – The Brassey of Canberra





| Name | Details |
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| <p>Senator the Hon. Joe Ludwig</p> | <div style="display: flex; align-items: flex-start;">  <div> <p>Minister for Agriculture, Fisheries & Forestry Minister Assisting on Queensland Floods Recovery Senator for Queensland PO Box 6022 Parliament House Canberra ACT 2600 02 6277 7520 yvette.dowse@maff.gov.au www.maff.gov.au</p> <p>Joe Ludwig was born in Longreach, Queensland. He is married and lives in Brisbane with his wife and two daughters. Senator Ludwig began his career as an Industrial Inspector and Training Consultant, before moving to the Queensland Branch of the Australian Workers' Union. He is also a Barrister and served for over 10 years with the Australian Army Reserve. Joe has a Bachelor of Arts from the University of Queensland, a Bachelor of Laws from the Queensland University of Technology and a Graduate Diploma in Legal Practice from the Australian National University.</p> <p>An ALP member since 1978, Joe was first elected to the Senate in 1998. He was re-elected to the Senate in 2004 and 2010. Following the 2004 election, he was appointed to the Shadow Ministry as Shadow Minister for Justice and Customs, Citizenship and Multicultural Affairs and Shadow Attorney-General. Prior to this he was appointed Parliamentary Secretary to the Attorney-General and for Homeland Security. He was Manager of Opposition Business in the Senate from 2001 to 2007.</p> <p>After the 2007 election, Senator Ludwig was sworn in as Minister for Human Services and Manager of Government Business in the Senate. On 8 June 2009, Joe was appointed Special Minister of State and Cabinet Secretary. Senator Ludwig was sworn in as Minister of Agriculture, Fisheries and Forestry on 14 September 2010.</p> </div> </div> <div style="margin-top: 10px;">  </div> |
| <p>Ben Smith-Stubbs</p> | <div style="display: flex; align-items: flex-start;">  <div> <p>Adviser to Senator the Hon Joe Ludwig GPO Box 228 Brisbane QLD 4001 07 3001 8110 Adviser to Minister for Agriculture, Fisheries and Forestry in areas of agvet chemical regulation, grains policy and various other areas.</p> </div> </div> |



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| <p>Jim Geltch</p> |   | <p>CEO Nuffield Australia Farming Scholars PO Box 586, Moama NSW 2731 0354 800 755 0412 696 076 jimgeltch@nuffield.com.au www.nuffield.com.au</p> <p>As Chief Executive Officer of Nuffield Australia Farming Scholars since 2005, Jim Geltch manages the application phase, selection and international study program for up to 21 Australian Nuffield Scholars annually. A farmer and Nuffield Scholar himself, Jim simultaneously operates a production unit growing 22,000 tonnes of processing tomatoes in Victoria. He undertook a Nuffield Scholarship in 1986 to explore farmer education, advances in irrigation technology and computer-based crop modelling in Europe and Israel. This unlocked new opportunities. From 1994-2000 Jim was responsible for farm management and raw material procurement at Cedenco Australia, which processes and markets 80 per cent of Australia's tomatoes. A respected industry leader, Jim studied at Yanco Agricultural High School and Murrumbidgee College of Agriculture. He has been actively involved in numerous agricultural organisations, including appointments as Chairman of the Murrumbidgee College of Agriculture Advisory Council and Chairman of the National Vegetable Centre Advisory Council. In 2001 Jim was awarded the Order of Australia for service to primary industry in the field of irrigated agriculture and promotion of agriculture and education</p> |
| <p>Michael J Claessens</p> |   | <p><u>Michael is Representing Mr Arthur Blewitt</u> General Manager Workforce Development and Analysis AgriFood Skills Australia Level 3, 10-12 Brisbane Avenue Barton 2600 PO Box 5450 Kingston ACT 2604 02 6163 7222 www.agrifoodskills.net.au</p> <p>A qualified economist (BEC Hons) Mr Claessens has worked for AgriFood for three years. Prior to this he worked for Allens Consulting and in a range of senior positions in Federal Government in, Invest Australia - Senior Manager Agribusiness & Food, The Department of Innovation, the Australian Federal Treasury; and AUSAID. Michael has been Awarded Departmental Australia Day Award 1999 Achievement Medallion for policy advice influencing the aviation and transport industry' and also Awarded Hobart Chamber of Commerce Prize for International Economics (1981)</p> |



Growing Leaders

National Vegetable Industry Leadership Program





| | | |
|---------------------------------|---|--|
| <p>John Brent</p> |    | <p>Chairman Ausveg www.ausveg.com.au www.bunnybitefoods.com.au</p> <p>John has a deep interest in regional and rural issues, and as Mayor of the Scenic Rim Regional Council in South-East Queensland, is heavily involved in the local community. He has more than 40 years' experience in vegetable production and has spent the last 30 years balancing his business life with his work in local government. John has served on a number of boards, and is currently a Board Director for the Queensland state horticultural body, Growcom, a Board Member of Local Government Mutual Queensland, Deputy Chair of the Council of Mayors in South-East Queensland and was an inaugural director of Horticulture Australia Limited (HAL). He is also a director of Bunny Bite Foods, a family-owned business that grows and processes vegetable crops for a diverse range of markets. John believes that there has been a great base established by the previous board, with two arms of AUSVEG — the desire for enhanced R&D and the issues surrounding advocacy for industry. "We are developing a new team with new directors and our administrative wing, to work closely with Horticultural Australia Limited (HAL) and Horticulture Australia Council (HAC) to achieve these goals. We need to put our resources where we can best add value and ensure we are not doubling-up on the efforts of others," John says. John hopes to bring the vegetable industry closer together, which he believes is achieved through "interaction, advocacy and integration from the grower through to retail with strong advocacy on behalf of growers".</p> <p>John was appointed to the AUSVEG Board in January 2007 and became Chairman in November 2008.</p> |
| <p>William Churchill</p> |   | <p>Communications & Public Affairs Manager Ausveg PO Box 2042, Camberwell West Vic 3124 03 9822 0688 wchurchill@ausveg.com.au www.ausveg.com.au</p> <p>William manages all vegetable and potato communications projects within AUSVEG. William also leads the AUSVEG Public Affairs unit that provides a voice to growers in Canberra. He has studied a Bachelor of International Hotel and Tourism Management at the University of Queensland St Lucia Campus with selected majors in hotel and event management and was until recently Marketing Manager at AUSVEG.</p> |



Growing Leaders



National Vegetable Industry Leadership Program





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| Jane Lovell |  | <p>Adviser & Electorate Officer Office of Senator Richard Colbeck Senator for Tasmania, Shadow Parliamentary Secretary for Fisheries & Forestry Suite1-47 Parliament House, Canberra 02 6277 5814/03 6424 5960 0119 554 147 Jane.lovell@aph.gov.au</p> <p>Initially qualified as a Plant Pathologist, Jane developed and managed one of the first quality management systems in agribusiness in Australia she then became a private consultant and implemented SQF 2000 across fruit and vegetable producers, market agents, trucking companies and supermarkets.</p> <p>Jane’s knowledge includes international market requirements through direct involvement with implementation and auditing of Tesco’s Nature’s Choice and Marks and Spencer’s Field to Fork. She has also undertaken many international market visits including Germany, UK, Japan, Malaysia, China, South Africa and India.</p> <p>In 2008, Jane was awarded the “Outstanding Individual or Organisation Working in a Non-Industry Institution” at the HACCP Conference Awards and was awarded the 2009 RIRDC Tasmanian Rural Women’s Award. Jane was also selected in to participate in the Australian Rural Leadership Program</p> <p>Jane was Managing Director of TQA Australia, Jane has comprehensive experience in effective project management and has strong leadership skills. She has a technical background in quality management, food safety and environmental management systems and has been involved in system development, implementation and training for more than 15 years.</p> <p>ARLP Graduate 2009/10</p> |
| Rachel Palumbo |  | <p>Marketing & Licensing Lead Monsanto PO Box 6051, St Kilda Road Central, VIC 8008 03 9522 7122 rachel.frances.palumbo@monsanto.com www.monsanto.com.au</p> <p>Rachel leads the team responsible for marketing strategy, marketing programs, commercial communications and biotech licensing. Working across our cotton trait, canola trait and vegetable seed businesses.</p> |



Growing Leaders

National Vegetable Industry Leadership Program











| | | |
|------------------------------|--|--|
| <p>Dr Colin Grant</p> |   <p style="text-align: center; font-size: small;"> Australian Government Department of Agriculture, Fisheries and Forestry </p> | <p> First Assistant Secretary Plant Division – DAFF GPO Box 858 Canberra ACT 2601 6272 4004 Denise.hutchinson@daff.gov.au </p> <p> Colin is a member of the Commonwealth’s Coordination Committee on Science and Technology and the International Science Standing Committee. He has been a CSIRO research scientist and an academic at two universities, and has worked for the governments of New South Wales, the United Kingdom and the United States. </p> <p> Colin was raised and educated in Kenya. He undertook university studies in science at the former Haile Selassie University in Ethiopia, in Tasmania and in Queensland, achieving Bachelor of Science (Hons) and PhD qualifications. </p> <p> Dr Grant is representing Ms Rona Mellor, Deputy Secretary, DAFF </p> |
| <p>Marion Rak</p> |   | <p> President – Australian Women in Agriculture Pty Ltd 562 Jones Road, Mount Bruno Vic 3675 0357 652 331 – 0409 009 878 marion@cherryfarm.com.au www.awia.org.au </p> <p> Marion and her husband Tony have a horticultural property west of Wangaratta, growing cherries, wine grapes and olives. She also runs her own Business Management, Financial Services and Training and Assessing company. These qualifications and skills, along with Occupational Health and Safety and Equal Employment Opportunity exposure, computer skills and a vast knowledge of Governance and organisational protocols are just a few of the strengths that Marion brings to the AWiA. Marion was a recipient of the Australia Day Community Achievement Award and has also been awarded a RIRDC award for Victoria. She is a graduate of Australian Alpine Valleys Leadership Program and has been on the Board for several years. Marion’s international exposure includes attending the Rural Women’s International Conferences in Washington D.C. 1998 and Madrid 2003 and she also organised the pre-conference horticultural tour of 6 European countries. Marion is keen to involve women in agriculture and does this through organising and assisting women to attend the Women on Farms Gatherings each year and is involved at a grass roots level with industries throughout Victoria and the wider nation. Marion Rak has been a member of Australian Women in Agriculture for 12 years and is our current President. With a keen interest in getting more young people involved in agriculture and especially women, Marion’s focus on the board is on the wider AWiA exposure and building our industry connections. </p> |



Growing Leaders

National Vegetable Industry Leadership Program













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| <p>Darral Ashton</p> |   | <p>Director HAL Level 7, 179 Elizabeth St Sydney NSW 2000 loan.nga@horticulture.com.au www.horticulture.com.au Mr Ashton has been involved in the Apple and Pear industries for more than 35 years. He has managed a family orchard at Batlow, NSW and also has broad experience in retail and importing/exporting produce, as well as marketing. Mr Ashton is a former Chairman of Apple and Pear Australia and a current director of Plant Health Australia Limited. He is also a former director and chairman of the Batlow Fruit Cooperative. Mr Ashton is an associate member of the Australian Institute of Marketing and a fellow of the Australian Institute of Company Directors.</p> |
| <p>Margo Andrae</p> |  | <p>Research Manager Rural Industries research & Development Corporation PO Box 4776 Kingston ACT 2604 02 6271 4132 0404 836 634 margo.andrae@rirdc.gov.au www.rirdc.gov.au</p> |
| <p>Senator the Hon Richard Colbeck</p> |  | <p>The Senator will arrive @ approx. 8.30pm Senator for Tasmania Shadow Parliamentary Secretary for Fisheries & Forestry Shadow Parliamentary Secretary for Innovation, Industry, and Science 5-7 Best Street, Devonport Tas 7310 03 6424 5960 Maria.billing@aph.gov.au www.richardcolbeck.com.au</p> |
| <p>Greg Fraser</p> |   | <p>Attending Mission Launch – see previous details</p> |
| <p>Alan Norden</p> |   | <p>Attending Mission Launch – see previous details</p> <p>Growing Leaders 2009 Graduate</p> |



Growing Leaders

National Vegetable Industry Leadership Program



| | | |
|--------------------------------|---|---|
| <p>John Roach</p> |  | <p>Guest Speaker/Attending Mission Launch – see previous details</p>  <p>Australian Rural Leadership Program 2000 Graduate</p> |
| <p>Shane Schnitzler</p> |  | <p>Guest Speaker/Attending Mission Launch – see previous details</p>  |
| <p>Sonja Van Eijk</p> | | <p>Attending Mission Launch – see previous details</p>  |
| <p>Calum Urquart</p> |  | <p>Attending Mission Launch – see previous details</p>  |
| <p>Jerome Teal</p> | | <p>Attending Mission Launch – see previous details</p>  |
| <p>Lukasz Gorajek</p> |  | <p>Attending Mission Launch – see previous details</p> <p><u>Lukasz is also representing</u> Mr Mark Lorenzetto Managing Director – Avanti Fresh Produce Growing Leaders 2010 Graduate</p> |
| <p>Peter Melville</p> | | <p>Attending Mission Launch – see previous details</p>  |



Growing Leaders

National Vegetable Industry Leadership Program



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| <p>Jo Slattery</p> |  | <p>Guest Speaker/Attending Mission Launch – see previous details</p>  <p>Plant Health AUSTRALIA</p> <p>Growing Leaders 2011 Graduate</p> |
| <p>Bill Slattery</p> |  | <p>Guest Speaker/Attending Mission Launch – see previous details</p>  <p>Australian Government Department of Climate Change and Energy Efficiency</p> |



Attachment 8: Growing Leaders 2012.....the Twitter story

The following tweets are a **brief** selection of the many that made up the twitter conversation that was a key feature of the 2012 Growing Leaders program.

 **Growing Leaders** @GrowLead 6 Mar
 @GrowLead - @AgChatOZ - growing leaders 2012 have just decided on the values that will guide them and are now setting participant goals
 Expand

 **Growing Leaders** @GrowLead 6 Mar
 Growing leaders 2012 has commenced - welcome team and we look forward to great times and amazing outcomes
 Expand

 **Cynthia Mahoney** @cynth_mahons 6 Mar
 Lucasz Gorajek from Avanti Fresh Produce "everywhere&anywhere is an opportunity to practice your leadership" @growlead
pic.twitter.com/XmdU4rJ7
[Hide photo](#) [Reply](#) [Delete](#) [Favorite](#)



The GL program official Twitter handle is @GrowLead (tweets by Jill Briggs).

Residential 1 in Melbourne commences!

Industry speakers are a key part of the program - GL 2009 graduate, Lukasz Gorajek, addresses the group on industry issues and his leadership journey.

 **Growing Leaders** @GrowLead 8 Mar
 @GrowLead are at Melbourne markets and touring Moraitis facility-callum cormack providing info about integrated lines
pic.twitter.com/nXVd7Mbn
[Hide photo](#) [Reply](#) [Retweet](#) [Favorite](#)



One of the GL participants leading the team in a tour of the Melbourne markets.

 **Cynthia Mahoney** @cynth_mahons 9 Mar
 @GrowLead 2012 first residential complete. What a fabulous group they are! #vegetableindustryisfullofleadershiptalent
 pic.twitter.com/qEaYaTks
[Hide photo](#) [Reply](#) [Delete](#) [Favorite](#)



Co-facilitator Cynthia Mahoney tweeting about the leadership quality in the vegetable industry.

 **RuralTrainInitiative** @RTILeAd 13 Mar
 Amazing week with @GrowLead 2012 team last week-draft mission is develop fruit&veg educat prog encompassing production through2consumption.
 Retweeted by Cynthia Mahoney
[Expand](#)

Rural Training Initiatives reporting back on the group’s industry mission.


 **clemhodgman** @clemhodgman 24 Apr
 'Growing Leaders' article appears in April addition of Good Fruit and Vegetables magazine. It's a great read. Page 4. Enjoy!
[Expand](#)


Clem alerts us to an industry publication profiling GL 2012.

 **Growing Leaders** @GrowLead 8 May
 Allison Clark @HoustonsFarm talking about the processing chain that has allowed them to move into new markets through innovation
[Expand](#)

Residential 2 commences – tweets about the industry panel.


 **Growing Leaders** @GrowLead 8 May
 Gavin Kerr chairing the @GrowLead Speaker panel with Mark Boersma and Allison Clark - Nick Greig and Lisa Breaden to manage the Q&A-go team
[Expand](#)

 **Growing Leaders** @GrowLead 8 May
 Mark Boersma speaks sense about value chain to @GrowLead - and asks the question why are research scientists not part of the value chain
[Expand](#)

 **Cynthia Mahoney** @cynth_mahons 8 May
 @GrowLead other changes people made incl becoming a mentor, taking on a new role, using frameworks 2 reflect &change behaviour, negot'n Wow!
[Expand](#)

Some of the changes made by participants since Residential 1.

 **Cynthia Mahoney** @cynth_mahons 8 May
 Amazing changes in 2012 @GrowLead grp since last w'shop incl more delegation, stepping back 2 let others take the lead, seeking out a mentor
[Expand](#)

 **Cynthia Mahoney** @cynth_mahons 9 May
 Ian James "as leaders you need to understand the #carbontax, #emissionstradingscheme & #carbonfarminginitiative & their impact" @GrowLead
 Expand

Words of wisdom from one of our guest speakers.

 **Vege Industry Alumni** @v_GAIN 6 May
 #v_GAIN is the alumni network 4 leadership grads of the Aust vege industry incl Growing Leaders, Aust Rural L'ship Prog, Churchill&Nuffield
 Expand

Growing Leaders are invited to be part of the newly established GAIN (Graduate Alumni Industry Network).

 **Daniel Scavo** @DanScavo 10 May
 @cynth_mahons @v_GAIN @GrowLead @RTILead Great speech Cynthia - Can't wait to be a part of GAIN pic.twitter.com/e5dTkcb0
 Retweeted by Vege Industry Alumni
[View photo](#)

 **Daniel Scavo** @DanScavo 10 May
 @v_GAIN @cynth_mahons @RTILead @GrowLead @Plant315 @CallumCormack @clemhodgman @LongTallTex At GAIN alumni drinks !! pic.twitter.com/gvFy7aBJ
 Retweeted by Vege Industry Alumni
[Hide photo](#) [Reply](#) [Retweeted](#) [Like](#)



The Growing Leaders attend the GAIN launch at networking function and connect with other vegetable industry leaders.

 **Daniel Scavo** @DanScavo 12 May
 RT @cynth_mahons And Tim walker wins rising star!! #AUSVEG @GrowLead @v_GAIN Met Tim yesterday ! Great guy! #Congratulations
 Retweeted by Vege Industry Alumni
 Expand

Some of the GL 2012 crew attended the AUSVEG awards after the GAIN networking event. Dan was excited about GL 2011 grad Tim's win – quite a few GL grads won awards!

 **RuralTrainInitiative** @RTILead 31 May
 "@LongTallTex: @cynth_mahons @RTILead I applied for the Woolworths agricultural scholarship program-brilliant @RTILead leader having a go
 Retweeted by Vege Industry Alumni
 Expand

Jim tweets that he applied for a Woolworths scholarship which Jill retweeted – nice to see increasing awareness of opportunities.

Jim Fuller @LongTallTex 4 Jun
@cynth_mahons I spoke to @vff_yaps today and we found that us @GrowLead ers are natural #generationF #agchatoz @DanScavo @CallumCormack
Expand

Growing Leaders @GrowLead 4 Jun
@LongTallTex @cynth_mahons @vff_yaps @danscavo @callumcormack love that you spoke to @vff_yaps - did they tweet?
Hide conversation Reply Retweeted Favorited

Jim doing some communication with industry in between residential 2&3 for the group’s industry mission.

Cynthia Mahoney @cynth_mahons 19 Aug
The Aust vegetable industry is preparing to welcome the 2012 grads of the Growing Leaders prog into its midst. More alumni for @v_GAIN :)
Expand


Growing Leaders @GrowLead 19 Aug
@GrowLead arriving in Caberra 4 final residential for 2012 - r we gathering tonight? Where&what time? @RTILead & @cynth_mahons @jw_ludwig
Expand

Daniel Jacometti @DanieJacometti 19 Aug
@GrowLead @rtilead @cynth_mahons, Good Luck!!!
Expand

Cynthia Mahoney @cynth_mahons 19 Aug
@DanieJacometti @GrowLead @RTILead Thx Daniel! Bringing back memories for you of the 2011 program I'm sure! They are a great crew @v_GAIN
Hide conversation Reply Delete Favorite
2:31 PM - 19 Aug 12 - Details

Some discussion with one of the 2011 graduates, Daniel Jacometti, before the final residential.

Jim Fuller @LongTallTex 20 Aug
At parliament house pic.twitter.com/76N9HvzV
Hide photo Reply Retweet Favorite



1:18 PM - 20 Aug 12 - Details Flag media

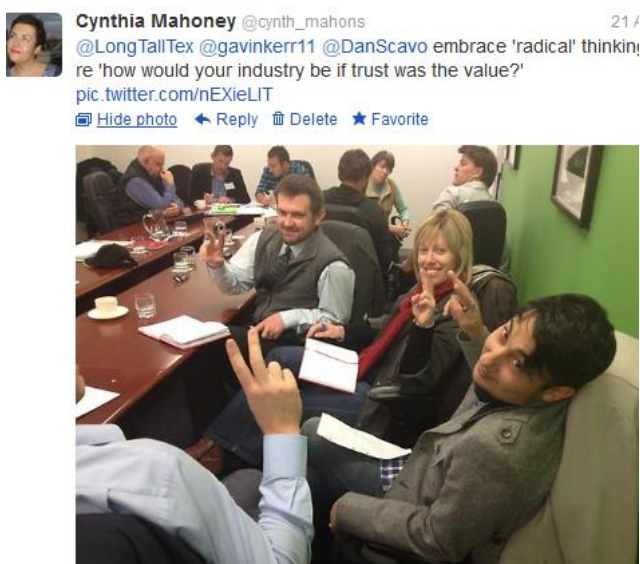
Reply to @LongTallTex

Daniel Scavo @DanScavo 20 Aug
@LongTallTex Where's Julia?
Expand

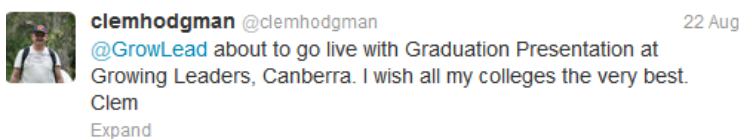
Jim and Daniel chatting about the Parliament House tour.



Some of the GL 2012 meeting the Canberra pollies to advocate for their industry mission and issues.



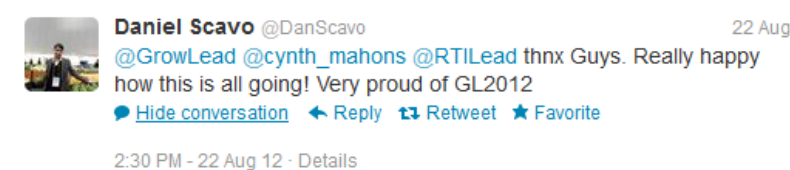
Small group discussion about leadership frameworks and theories and how they apply to the industry is a key part of the program.



Clem supporting the team just prior to the group's final presentation to industry.



Some of the interactions during the final presentation to industry. Jill tweeted video excerpts from all participants' presentations. These videos are also posted on YouTube.



- 

Growing Leaders @GrowLead 22 Aug

Now here is an #australianfarmeroftheyear-look @ Linda Snart village herbs telling part of story @RTILead @AgChatOZ yfrog.us /nqwe8qxryuehmu... [View video](#)
- 

Growing Leaders @GrowLead 22 Aug

Nathan plant changing the world and the future of the veg industry @GrowLead @jw_ludwig yfrog.us/Ofi2giuqxjapir... [View video](#)
- 

Growing Leaders @GrowLead 22 Aug

Honestly imagine being in a room of future veg industry leaders seeing them sow the seeds 4 future - look @RTILead yfrog.us /nc6nekyqmhnwsg... [View video](#)

Some more tweets from the final presentation.



Cynthia Mahoney @cynth_mahons 22 Aug

Great to see AUSVEG chair @jb133 with minister for ag @jw_ludwig chatting to @GrowLead @DanScavo at the grad dinner :) pic.twitter.com/X6BVEjuV [Hide photo](#)



1 RETWEET

8:33 PM - 22 Aug 12 · Details Flag media



Daniel Scavo @DanScavo 22 Aug

@cynth_mahons @jb133 @jw_ludwig @GrowLead it's been a pleasure to have had the opportunity to speak with them both. #greatexperience [Hide conversation](#) [Reply](#) [Retweet](#) [Favorite](#)

8:40 PM - 22 Aug 12 · Details



Vege Industry Alumni @v_GAIN now

GAIN welcomes grads from the 2012 @growlead program incl. @DanScavo @LongTailTex @CallumCormack @clemhodgman @gavinkerr11 @Plant315 [Expand](#)



clemhodgman @clemhodgman 8 Sep

"@GrowLead @producenews: Ready Pac offers solutions to schools for new nutrition standards ow.ly/1mloJ1" great line for V machines. [Expand](#)

And its all over for another year! GL 2012 Graduate Daniel networking at the graduation dinner.

GL 2012 grads were inducted and welcomed into GAIN.

Clem still thinking about the GL industry mission post-program – more on their vending machine idea.

And the conversation will keep continuing. An interactive, dynamic leadership community for the vegetable industry on Twitter has been built via @GrowLead and @v_GAIN and will continue to operate.....

Attachment 9: Media release templates provided to all GL participants

Growing Leaders

National Vegetable Industry Leadership Program



MEDIA RELEASE - GROWING LEADERS 2012

Picking the Best – Leadership participants create a new mission.

[Name of participant] of [name of workplace and town/state] is one of fifteen vegetable industry leaders who commenced their six months of leadership development in Melbourne during March 2012. Growing Leaders – National Vegetable Industry Leadership Programs is funded by Horticulture Australia Limited and sponsored during 2012 by FreshState and supported by Ausveg.

Participants gathered in Melbourne on the 6th of March for the commencement of the program. “Growing Leaders 2012 participants, including [name of participant] was involved in a number of key activities including a FreshState sponsored tour of Melbourne Fresh Produce Market to understand first hand the opportunities available to growers and wholesalers. The industry dinner also sponsored by FreshState, held on the 7th of March allowed Growing Leaders participants to meet and network with vegetable industry and community stakeholders” said Jill Briggs of Rural Training Initiatives, program manager and facilitator.

A major element of the program is to provide the participants with exposure to leadership in action and therefore they are invited to develop a six-month mission that is presented in Canberra at the conclusion of the program. Growing Leaders 2012 Mission is “Within six months develop a fruit and vegetable education program encompassing production through to consumption for the national school system.” Participants are now spending time consolidating their implementation strategies to ensure that the mission is delivered to the industry.

Jill Briggs went onto say that the program provides skill development sessions for the participants by primarily encouraging participants to implement leadership change at the various levels of the industry. “We are clear that we have people who aspire to lead their industry into a sustainable and productive future but they desire this change to happen at various levels within the industry, from small business through to federal decision-making. This makes for a dynamic and complex process for the participants – this is not easy but leadership isn’t easy.”

The participant is to add a personal quote about the positive outcomes from Residential #1 or anticipated positive outcomes for the vegetable industry/community.

For further information please contact Jill Briggs 0260357284; 0409455710;
jill@ruraltraininginitiatives.com.au

Growing Leaders

National Vegetable Industry Leadership Program



Media Release

Ausveg Addresses Growing Leaders 2012

Release Date: 14th May 2012

Attention: Editors; Industry Organisations

Growing Leaders 2012 are now halfway through the six-month leadership program that culminates in September 2012 in Canberra. The vegetable industry participants gathered in Hobart on the 8th of May for the second three-day residential and spent time building their skills around conflict management, understanding power and working with media. During the Working with the Media workshop Courtney Burger – Ausveg Communications Manager spoke to the participants outlining how to work with the media and the pitfalls to avoid. Ian James vegetable industry analyst presented to the group the economics and the leadership required to act on the economic facts that underpin vegetable production. The Growing Leaders 2012 also have the opportunity to hear from Allison Clark and Mark Boersma about the industry value chain.

One of the exciting opportunities for the Growing Leaders 2012 is to attend as observers, the Ausveg Industry Advisory Group meetings held in Hobart on the 10th of May. “This is an invaluable experience for the participants to see the inner workings and decision-making process at an industry organisation level,” said Jill Briggs, Program Manager.

[Add your name] participant in Growing Leaders 2012 and [add your role and business name here] said “[Add your own positive thoughts about what you learnt from the Ausveg meetings]”

Growing Leaders have spent two months since the first residential held in Melbourne working individually on their businesses and within their industry to further develop and enhance their personal leadership capacity. The 2012 team have also committed to enhancing the vegetable industry through the delivery of a team mission that will be presented to the industry in Canberra in August.

“One of the strengths of the Growing Leaders program is the breadth of the industry that is represented by the participants in the group – there is such knowledge growth among the participants as they work on the mission – they learn about the variety and skills across the supply chain simply by being in a group that reflects the diversity of the industry” said Jill Briggs of Rural Training Initiatives – Managers of Growing Leaders, a Horticulture Australia funded and Ausveg supported program.

For further information contact [Add your name and contact details] Jill Briggs – 0409455710 / jill@ruraltraininginitiatives.com.au

Media Release

**Growing Leaders –
National Vegetable Industry Leadership Program 2012**
Release Date: 17th August 2012
Attention: Editors; Industry Organisations
Contact: Rural Training Initiatives Jill Briggs – 0409455710

Growing Leaders

National Vegetable Industry Leadership Program



Federal Minister Graduates New Crop of Leaders

Fourteen leaders will graduate from the six-month 2012 Growing Leaders - National Vegetable Industry Leadership Program in Canberra on the 22nd of August 2012. The fourteen participants from across the industry will be officially graduated by Honourable, the Senator Joe Ludwig.

The Growing Leaders Graduation is part of the final industry networking dinner that is once again strongly supported by key stakeholders in the vegetable industry, who will fly in for event from across Australia. During the Graduation participants will provide an overview of the outcomes of the six month 2012 Growing Leaders Mission which they have facilitated and implemented.

The Graduation Dinner guests include federal members and senators, industry who's who and key stakeholders. Two 2012 Growing Leaders participants will address the assembled guests to provide excellent information about specific sectors which make up the broad vegetable industry and community.

Jill Briggs, Growing Leaders Program Manager from Rural Training Initiatives said, "This is one of the great concepts of industry "future proofing", what better way to guarantee a strong industry into the future than invest in new leaders. Rural Training Initiatives provides skills sessions and practical that enhance participants knowledge and confidence to lead the industry into the future."

The graduation dinner is the final activity of the six month 2012 Growing Leaders. During the six months participants attend three 3-day residential. Growing Leaders plan and implement an industry mission; participate in more than twenty skills development sessions; network with over 90 industry stakeholders through guest speaker panels and industry networking activities and; tour at least two industry workplaces. Participants give varied responses when asked to consider the most vital element of Growing Leaders but a number speak highly of the networking dinners and guest speaker panels and comment on the high calibre of invited individuals who attend the program. "From my experience one of the "sleeper" issues identified regularly by the graduates is professional friendships that are commenced during and continue well beyond the program," said Jill Briggs.

Photo 1 – Growing Leaders 2012 – emma Bogicevic, Conrad Keeks, Callum Corrmack and Jim Fuller
Photo 2 – Growing Leaders 2012

Attachment 10: Sample of media coverage from Growing Leaders 2012



MEDIA RELEASE

LOCAL MUSHROOM GROWERS RECOGNISED AS INDUSTRY LEADERS

21ST MARCH 2012

Local Mushroom Spawn Lab Team Leader, Jim Fuller, and Business Improvement Engineer, Pedro Zimmermann, have been recognised as two of fifteen vegetable industry leaders under the Growing Leaders - National Vegetable Industry Leadership Program.

Mr Fuller and Mr Zimmermann, who both work at the Costa Exchange Mushroom farm at Mernda, have commenced the 2012 Growing Leaders Program which develops the leadership skills and potential of promising young professionals in the Australian vegetable industry.

“The Costa Exchange mushroom farm at Mernda is one of the biggest in the southern hemisphere and it provides us with a great opportunity to learn about the vegetable industry and to develop our leadership skills”, said Mr Fuller.

As part of the program, Mr Fuller and Mr Zimmermann will develop a fruit and vegetable education program for the national school system encompassing all elements of the fruit and vegetable growing process, from production through to consumption.

They will then present their program to our nation’s leaders in Canberra in August this year.

The Australian vegetable industry needs not only a skilled workforce but also leaders who can ensure that the industry’s future is both economically and environmentally sustainable and is able to meet the needs of Australian consumers.

“The Growing Leaders Program allows me to experience real and practical situations where I can learn from my peers and established industry leaders. This interaction is invaluable,” said Mr. Fuller.

“Jim and Pedro are the future of our business and the Australian vegetable industry. The Growing Leaders Program gives them the added experience and knowledge they need to become effective leaders. This benefits Costa Exchange and our industry. It’s a win-win,” said Costa Exchange General Manager - Mushroom Category, Richard Hamley.

Further information: Michael Toby - (03) 8363 9000



Young Sang & Co ▾



United Wholesalers ▾
& Growers

Growing Leaders 2012 Graduation

August 29th, 2012 , Young Sang & Co

0 comments



Fourteen leaders graduated from the six-month 2012 Growing Leaders – National Vegetable Industry Leadership Program in Canberra on the 22nd of August 2012. The fourteen Growing Leaders from across Australia were graduated by the Minister for Agriculture, Fisheries and Forestry, Hon., the Senator Ludwig and Ausveg Chair John Brent.

Minister Ludwig ensured the assembled guests and graduates that leadership was an essential element for any industry and spoke about the importance of young leaders becoming active in the industry. Minister Ludwig also congratulated the 2012 Growing Leaders graduate group and encouraged them in their leadership endeavours. Chris Manning from Boomaroo Nursery hosted Minister Ludwig at the commencement of the evening. John Brent also addressed the gathered key national industry stakeholders and encouraged the graduates "to get involved and

The Graduation was part of the final industry networking dinner that was once again strongly supported by key stakeholders in the vegetable industry, who flew in for event from across Australia. During the Graduation participants provide addresses outlining the six-month mission that 2012 Growing Leaders have managed and delivered for the Australian vegetable industry.

The Graduation Dinner guests were addressed by two 2012 Growing Leaders graduates who provided excellent information about specific sectors which make up the broad vegetable industry and community. Gavin Kerr, Nufarm Australia, provided an inspirational address outlining his role as an information disseminator for the vegetable growers of the industry and Pedro Zimmermann, Costa Exchange, spoke about the financial benefit for his company through being involved in leadership development.

Jill Briggs, NSILP Manager, also addressed the gathered dinner guests. "I spoke to the guests and graduates about the importance of understanding the concept of being change agents and the invaluable knowledge they now have as graduates of Growing Leaders. I specifically made reference to the knowing of "self" as a leader and positive impact in a rapidly changing industry that strong and focused leaders can provide. I encouraged the graduates of Growing Leaders to continue to step out into the exciting area of leadership for the vegetable industry."

The graduation dinner was the final activity of the six month 2012 Growing Leaders. During the six months participants attend three 3-day residentials. Growing Leaders plan and implement an industry mission; participate in more than twenty skills development sessions; network with over 90 industry stakeholders through guest speaker panels and industry networking activities and; tour at least two industry workplaces.

Daniel Scavo, of Young Sang & Co Melbourne graduated from Growing Leaders 2012 and highlighted these areas of standout elements of the six month program.

It was an amazing and fulfilling experience, being part of a program that enabled a group of people in the industry to collectively put their efforts together in order to reach an outcome that is good for the industry as a whole.

Being able to present our Mission and Vision to industry leaders & stakeholders in Canberra was a fantastic learning experience and pointing out the facts related to increasing consumption of fruit & vegetables in children was a proud moment for the whole leadership group.

I have established a great new network of partners in the industry through Growing Leaders 2012 and would highly recommend this program to anyone who is serious about contributing to the fruit & vegetable industry.

Daniel Scavo also suggested that any person in the vegetable industry who wants a valuable and rewarding experience to step up and get involved in Growing Leaders 2013.

Crop of vegetable industry leaders harvested

HARVEST Moon quality control manager Lisa Breaden is one of a crop of new leaders who have just graduated from a national course.

The 36-year-old, who works at Harvest Moon's Forth processing site, was the only Tasmanian among 14 participants in the Growing Leaders initiative, run as part of the National Vegetable Industry Leadership Program.

Miss Breaden, who was born and raised in Burnie, said she had benefited greatly from the experience.

"It's to encourage the next generation of leaders to step up," she said.

"It's a growing industry, and being a leader is

something you need to be able to do."

Miss Breaden said conflict resolution and people skills were some of the key topics covered during the course.

She said her chosen career was what she has always wanted to do.

Miss Breaden studied agricultural science at university and has since worked her way up the ranks during 12 years of employment at Harvest Moon.

In a challenging economic climate, Miss Breaden said making the industry more unified was a key to ensuring a positive future.

"I would like to think we could be communicating and collaborating, working towards a common goal,"

she said.

"We want to promote our industry and get more people eating fruit and vegetables.

"That's going to have a lot of benefits for our industry, but also for the community as a whole."

Miss Breaden said those on the course were from diverse backgrounds, including producers and employees of seed and chemical companies.

"You get so many different stories in the agriculture industry and we have challenges," she said.

"But there were 14 of us from all different walks of life and we worked together as a group to solve all of the problems we encountered."



ALL GROWN UP: Harvest Moon quality control manager Lisa Breaden has graduated from the Growing Leaders initiative.

www.theadvocate.com.au
www.vegetableindustry.com.au

The Advocate, Thursday, September 20, 2012 - 41
 2108 02 (advocate) (sept20) (advocate) (41)

AUSVEG newsletter

4

John Brent AUSVEG Chairman

In October, I had the pleasure of representing AUSVEG at the official launch of the 2012 Australian Year of the Farmer initiative. The event was held at the Royal Botanic Gardens in Sydney, which was a fitting location as it was the site of Australia's first European farm.

The often unsung heroes of Australia are at last being given the acknowledgement and accolades they deserve with 2012 being marked as the Australian Year of the Farmer.

The year-long campaign aims to celebrate farmers throughout the country and recognise their important contribution to the economy and the community. It also seeks to bring important issues affecting agriculture, such as food security, into the spotlight.

Governor-General of Australia, Quentin Bryce AC, is the official Patron for Australian

Year of the Farmer - which will deliver various events throughout 2012, including an Agricultural Technology and Innovation Expo. AUSVEG's leading strategic partner Elders has been announced as a Foundation Sponsor of the year.

AUSVEG is continually working towards ensuring the future of Australian vegetable growers and it is heartening to know that the rest of the country will also take a moment to really appreciate their invaluable contribution.

Meanwhile, a new generation of horticultural leaders have graduated from the 2011 Growing Leaders - National Vegetable Industry Leadership Program. The 15 participants from across the industry were officially graduated by Senator Richard Colbeck and myself in Canberra.

With many vegetable growers

either retiring or selling their farms, there is a real need to identify innovative young people who can play a key role in advancing the interests of the broader industry and ensuring its long-term viability. Not only does the industry need those who can continue on-farm production, but it also needs people who can work with and understand the whole supply chain.

As part of the six-month Growing Leaders Program, participants have taken part in more than 20 skills development sessions; networked with more than 90 industry stakeholders through guest speaker panels and networking activities and toured at least two industry workplaces.

Effective leadership in this industry is the constant search to find inventive and efficient ways of doing things, to ensure

growers continue doing what they do best - supplying some of the freshest and safest produce in the world.



John Brent
Chairman
AUSVEG

Attachment 11: Collated evaluation feedback from each residential

Growing Leaders 2012 Evaluation – Res #1–Melbourne

Please note that this information is confidential and will be incorporated into the final report for HAL for public release.

The evaluation for Residential #1 was completed by 13 of the 14 participants each section will highlight different responses gathered by the program managers Rural Training Initiatives P/L. What happened throughout the 3 days – CIRCLE WORDS

| | | | | | |
|-------------------------------|-------------------------------|-------------------------------------|--|-------------------------------|-------------------------------|
| Interesting 9 responses | Fun 4 responses | Challenging 9 responses | Informative 5 responses | Satisfying 3 responses | Motivating 7 responses |
| Useful 2 responses | Unimportant 0 responses | thought-provoking 5 responses | information overkill 0 responses | Supportive 4 responses | Irrelevant 0 responses |
| Boring 0 responses | Exciting 1 responses | Threatening 0 responses | Enjoyable 4 responses | Stimulating 6 responses | Appropriate 2 responses |
| Easy 0 responses | Humourous 1 responses | Monotonous 0 responses | Straightforward 1 responses | Helpful 4 responses | Educational 6 responses |

What three (3) workshops did you enjoy most and why?

Listed below are the workshops that the participants nominated and their reasoning – some participants didn't select three workshops and some didn't write comments.

Workshop 2 – Identifying Leadership (1 participant response)

Identifying leadership is very important and I am happy that I was able to take that in

Workshop 3 – Communication (4 participant responses)

Listening I need to grow this
Think of how people engage
The sender and receiver information very interesting

Workshop 4 – Learning and Leadership (1 participant response)

To hear what Lukasz had to say about his experience and journey motivates us to perform also

Workshop 5 – Communication – Speaking in Public (5 participant responses)

Bought up an opportunity to speak on a subject I am familiar with and practice public speaking.
Pushed me out of my comfort zone

Good to come out of your comfort zone
Very helpful tips
Chance to use skills that you don't normally

Workshop 6 – Personalities (6 participant responses)

Good to see your strength and weakness. Something to work on your weakness to improve in other areas.
Scary stuff but results interesting
Pushed me out of my comfort zone and confirmation of my pros/cons what to look out for and improve on
Interesting to know my strengths
Interesting to see the group mix
It was impressive to identify my type of personality

Workshop 7 – Team Dinner (4 participant responses)

Unfacilitated team achievement of coming to an agreement among the team of a clear vision of the future.
Because we got to know each other and worked together for the first time
Good to fully understand all the aspects behind a good dinner
Pushed me out of my comfort zone

Workshop 8 – Market Tour (1 participant response)

Exciting to see the hustle and bustle of the selling environment.

Workshop 9 – Building Team (4 participant responses)

Great to see the team building process and hear how to do it.
I am fascinated by the power of strength
Great

Workshop 10 – Guest Speakers (2 participant responses)

Great to hear industry leaders and the Q&A was great;
Great to hear the panel's ideas

Workshop 11 – Developing a Mission (1 participant response)

The discussion session we had afterwards and the evolution process towards our mission was very insightful

Workshop 12 – Mission (2 participant responses)

How to pull group with diverse backgrounds together, working through differing views and achieving an outcome

Projection is important and it is a tool that I will implement that into my work
Because we saw/learnt what we had to do in the next 8 weeks

Workshop 13 – Networking (2 participant responses)

Working out how to do it and were to find the skill to do it.

Workshop 14 – Industry Dinner (2 participant responses)

Exposed to industry heads

Opportunity to showcase program and network industry

Workshop 16 – Leadership Theories and Practice (2 participant responses)

Made me realise I had to be more Greenleaf about leading my team.

Look at your team as a whole to see what type of leadership style

Workshop 17–Meetings (5 participant responses)

New skills to take to meetings

Hearing new concepts, opportunity to put into practice

Enjoyed hearing about how it all works

It made me think about my company

The different colour hats concept was very interesting

What three (3) workshops challenged you most and why?

Workshop 5 – Communication – Speaking in Public (8 participant responses)

Because I find it hard to talk in front of people that I don't know.

Speaking publicly to an unknown group of peers

Public Speaking not confident in front of groups

Outside my comfort zone and was personally challenged

Challenging to talk in front of the others

I need to improve it put me out of my comfort zone. It forced me to overcome fear.

It reminded me to be scared

Getting over your nerves

Workshop 6 – Personalities (2 participant responses)

Interesting

It was scary but interesting to see the results

Workshop 7 – Team Dinner (5 participant responses)

Working with a group of people who I have just met to develop a vision statement was a big ask.

Building up confidence to speak in front of a group

Balancing social and professional tasks in an uncontrolled environment

To solve issue with a large group unfamiliar with each other

Workshop 9 – Building Teams (1 participant response)

The challenges of conflicting personalities

Workshop 10 – Guest Speakers (1 participant response)

Thinking of appropriate questions and be concise

Workshop11 – Developing a Mission (5 participant responses)

Hard work

Needed to own my “squirreling” feelings, find my own voice and speak up

Confusion and Chaos without a leading direction

The large group and differing ideas

Workshop12 – Strategy Plan (1 participant response)

Hard work

Workshop 13 – Networking (1 participant response)

Wasn't sure who I wanted to talk to so it made it hard to make a decision.

Workshop 14 – Industry Dinner (7 participant responses)

Own my discomfort about present vision/mission and feelings that resulted from a sense of disappointment in myself

To make sure I got everything right in front of my peers and industry people

It was something different and new to me.

Achieving my personal targets for the dinner

Being scrutinised knowing I had a major role in a public affair

The challenge of networking

Trying to keep all my goals

Workshop 16 – Leadership Theories (2 participant responses)

Taking in the concept of theories that I have not heard of before

Challenging

Workshop 17 – Meetings (4 participant responses)

Not taking over the discussion and operating as a shadow.

Chairing the meeting was a new challenge

Meetings is something that I do not do frequently in my company.

Insightful

Workshop 18 – Mission Proposal (1 participant responses)

Making sure the mission was clear. Ensuring everyone has a very clear direction

What changes will you make:**To yourself:**

- Be more time savvy to my own bodies needs
- Care more, challenge less when challenging for the sake of it
- To sit back and listen
- Relook at what I do within life and the business
- Think beyond the next year – reassess my presentation and public speaking
- Take on roles / study the reply in the communication process
- Pause after speaking;
- To just get out there and try new things
- Publicly expose myself at every opportunity.
- Try and get out of my comfort zone
- Put myself into challenging position at work take control of a meeting
- I will try to switch between being an introvert and an extravert.
- Open myself to new opportunities socially

In your workplace:

- Be mindful of my leadership style with my team. Attempt to be more Greenleaf.
- Care more challenge less
- Time Management/Work life balance
- Prepare well for important meetings and provide summaries
- I will try and be patient and give other employees the chances to express their views
- Complement staff more
- To understand and work better with individuals
- Try a different style of leadership
- Seeking to seel rather than tell (Hersey and Blanchard)

In your industry:

- Care more challenge less
- Look and listen for opportunities to act in my industry
- To understand a broader perspective
- Get more involved and lead meetings
- Try and get out there and try some things
- Get out there are interact within industry
- Make a difference big or small
- Build my network
- I will aim to be more active and maintain relationships

- Work to understand peers body language better
- Break into industry discussions

What leadership steps will you take?

- To be clear and positive through the assistance from Lisa and Jim
- Listening to my other half to give him greater respect through pausing and thinking then opening my mouth with the assistance of Chris
- I will take as many as I can to get as much out of Growing Leaders 2012
- Time management and professionalism to promote myself through self-motivation and satisfaction with assistance from the stakeholders.
- I haven't fully found out what I am as a leader yet - I want to discuss what steps I want to take
- Mentoring to help myself and others grow and develop through talking between mentor and mentoree
- Assess my personal leadership skills through inner thinking with the assistance with members of my team.
- Want to utilise my mentor who will help me through the program through contacting and communicating through the assistance of Clem.
- I will try and inform myself as much as possible in order to be a great leader because you need to be informed through networking with others in the industry through the assistance from everyone in the Growing Leaders team.
- To early to say I am focused on the Mission with the assistance of Scott
- I will send back, assess and look at where I can improve I need balance and would like to explore and balance opportunities with help from family and fellow-workers with assistance from my mentor, family and workmates.
- To be better at assessment through working out who I am talking to and to think and be prepared with assistance from external coaches.

Logistics Circle and make comment**Venue:**

| | | | | |
|-----------|------|-------------|-------------|------------|
| Very Poor | Poor | Average | Good | Very Good |
| | | 3 responses | 8 responses | 1 response |

Comments: No comments provided

Meals:

| | | | | |
|-----------|------|-------------|-------------|------------|
| Very Poor | Poor | Average | Good | Very Good |
| | | 2 responses | 9 responses | 1 response |

Comments: No comments provided

Pre-course information:

| | | | | |
|-----------|------|---------|--------------|-------------|
| Very Poor | Poor | Average | Good | Very Good |
| | | | 10 responses | 2 responses |

Comments : No comments provided

Application process:

| | | | | |
|-----------|------|---------|-------------|-------------|
| Very Poor | Poor | Average | Good | Very Good |
| | | | 8 responses | 4 responses |

Comments: No comments provided

Course Materials:

| | | | | |
|-----------|------|------------|-------------|-------------|
| Very Poor | Poor | Average | Good | Very Good |
| | | 1 response | 8 responses | 3 responses |

Comments: Some mistakes

Guest Speaker:

| | | | | |
|-----------|------|---------|-------------|-------------|
| Very Poor | Poor | Average | Good | Very Good |
| | | | 4 responses | 8 responses |

Comments: Fantastic,

Facilitators:

| | | | | |
|-----------|------|---------|------------|--------------|
| Very Poor | Poor | Average | Good | Very Good |
| | | | 1 response | 10 responses |

Comments Great team, very supportive, great work, Excellent, very good !!

| | |
|--|-----------------------|
| Growing Leaders Residential #2 – HOBART | NAME: Collated |
|--|-----------------------|

Please place an 'x' in the answer that best fits

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
|--|----------------|-------------|----------------------------|------------|-------------------|
| Workshop structure | | | | | |
| The mix of presentations, group activity and industry activities was appropriate | 5 responses | 8 responses | | 1 response | |
| The 3-day length of the workshop was appropriate | 9 responses | 5 responses | | | |
| Holding the workshop on week-days was suitable | 9 responses | 5 responses | | | |
| There were good opportunities to network and exchange ideas | 10 responses | 4 responses | | | |
| The mix of people at the dinner with experiences and knowledge was useful | 4 responses | 6 responses | 4 responses | | |

Comments:

- Really enjoyed Ian and Dr brocc. Courtney, not so much but the material was still of interest. LOVED GOING TO Aus Veg meeting and IAG's Proud to be amongst such future industry giants
- Overall the workshop gave us a good opportunities to network with different people form the industry
- Overall really enjoyed the three days. The only criticism I had were the three days had too much time allocated to the group activity which ended unproductively. Would have liked more gutsy presentations. Also disappointed in the social media session, it was really on a group discussion, there are some amazing people out there really utilising this and it would have been great to hear how we could utilise it more. Would have been great to see some more industry leaders there at the dinner, maybe next time put it to the group to invite someone and partner them with another group member. Would like to see more practical examples also of the presentations – give the group 5mins to put what they have learnt into practice
- As discussed as a group the dinner guests were more on the senior side.
- Good Mix of useful activities and presentations, good timing and location. Opportunities were plentiful for those willing to capture them. For me, there were a couple dinner guests that made all the difference.
- This residential was less structured than the first, which was a learning process for me (in a positive way).

Workshop content

| | | | | | |
|--|---|--------------|-----------------------------------|-----------------|--------------------------|
| Overall, the topics covered were useful and relevant | 4 responses | 10 responses | | | |
| The industry guest speakers were useful and relevant | 8 responses | 6 responses | | | |
| The industry networking dinner structure was useful and relevant | 6 responses | 7 responses | 1 response | | |
| The Enhancing the Mission ½ day activity was useful and appropriate | 5 responses | 7 responses | 1 response | 1 response | |
| The media and messages session was interesting and valuable | 2 responses | 9 responses | 2 responses | 1 response | |
| The sessions on power, conflict and team and The Big Five were valuable | 6 responses | 6 responses | 2 response | | |
| Comments | <ul style="list-style-type: none"> • All assist me in better understanding myself and how I tend to work, whilst at the same time challenging me to consider making some changes. • Media could have been longer, very interesting. • Power and conflict.....fight you for it! • I think we came a long way on our mission this time. • Took a lot of good points from the sessions on power and conflict. • The media and message session was good as this is becoming the way of the future. • Love hearing from the industry and love the way you get everyone involved with jobs • Sessions were helpful, and appropriately relevant as well as practical. I found our structured time to be productive • I found the guest speakers very diverse and interesting. Could have heard lots more from them. Was glad that I could talk to them further at the dinner • Ian James was fantastic. I could spend hours listening and looking into the data shared with the group. | | | | |
| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
| Workshop Logistics | | | | | |
| The facilitators were well prepared and have facilitated my understanding of the information | 10 responses | 3 responses | | 1 response | |
| The Old Woolstore venue was appropriate | 5 responses | | 8 responses | 1 response | |

| The catering was appropriate | 4 responses | 5 responses | 2 responses | 1 response | 1 response |
|---|--|----------------|----------------|---------------|---------------|
| Comments | <ul style="list-style-type: none"> • Room failed as a dinner venue, meal was tiny, service was poor. • Don't move to the Casino! Whilst there may been issues with the bar during our dinner, everything else worked very well and the staff were more than helpful. • Pedro did point out that the bar was left un attended for a 30 minute time frame, which I find disappointing and the carpets in our conference room was appalling (as pointed out by Callum) • Agenda kept changing and was hard to follow. • Bar the venue's poor handling of our function, I thought the Old Woolstore was Excellent. • The venue did not feel organised. The structure of the room was not well suited to the dinner but day sessions were ok. • Old Woolstore let themselves down with the poor service at the dinner. | | | | |
| Action | | | | | |
| Between residential #2 and residential #3 I will implement the following leadership skills... | <ul style="list-style-type: none"> • To strive for better time management and better communication skills • Listening more • Focus on co-ordinating our group meetings in Canberra – that will probably keep me busy! • Complete support of my team engaging them to deliver the best result • Need to ensure I communicate with my team as per the schedule we agreed last week and fulfil my obligations to the group. • In terms of our business, I need to delegate more to be able to focus on the strategy and business development. Communication and conflict resolution are areas I would specifically like to look at. • I will try to handle any conflict with the any of the phrases we learn during the course. • Also bring the way they ran the meeting at the Aus. veg convention in to the way I ran meetings. • Conflict management • Continue to implement effective leadership skills by using team work as a base for success, try and stay involved in any of the day to day situations that may occur and try to maintain a strong and confident mentality when instructing my staff on carrying our important tasks. • Time management • Lock in a mentor outside of Nufarm • Stick to our groups timeline, and keep communicating. • Work on the techniques for conflict resolution in day to day operations. • Use the four f s through conflict Management. • Spend time analysing my interactions with other members of my team and how I work with their different management styles. | | | | |

| | |
|--|--|
| <p>Between residential #2 and residential #3 I will deliver the following regarding my strategy.</p> | <ul style="list-style-type: none"> • I will listen to all before making any decisions • Be even wiser • I will be developing the Cost Benefit Analysis of our project, so need to talk to other members of the group to ensure I have the information necessary. Having stepped up to co-ordinate our Canberra meetings, I will ensure I get to talk to the relevant government departments in between to try and develop a relationship prior to the meetings themselves. • I will succeed in completing my strategy • Work within the group to deliver the Canberra presentation • Organisation • Time will tell – I'm getting my head around #1 and #2 the next couple of weeks will get me going – then bang! It will roll • My main focus is hitting deadlines in order to not let my team down, I will be travelling overseas for a 3 week period and will need to strategise how and when I contribute and make sure that it's effective and useful for the rest of my team. • I do not want my absence to be detrimental to achieving our long term goal. • I will deliver my strategy! • Working closely with my group we will all work it through and then we will split the strategy's up for each person • Step up into other management areas within my company. Attend more industry events and practice my networking ability • Well investigated and collated information for the approval of my team. My support and assistance to those leaders in need regarding the relevant presentation material, the coursework and any experiences that are useful. |
| <p>By residential #3 I wish to</p> | <ul style="list-style-type: none"> • Have all the tools to complete the growing leaders coarse and improve myself for the future as a Leader of my industry. • No typos Jill, well done. • You are both still legends. • I couldn't do what you do. • I love my team • I love GL • Implement as many skills possible, that I have obtained from the Leaders Group in my farming business • Have my piece of the presentation completed. Have set up a mentor relationship outside of Nufarm. • See that we can shape public policy, that our project is not just a process we're following for the sake of it. • Be a Millionaire and retire • Be a leader • Network, share, embrace and get the most out of the whole opportunity. • Continue to improve my leadership and strategic skill set in order to further |

| | |
|----------------|---|
| | <p>implement the things that I am learning into my work place in hopefully resulting in higher moral and increased productivity.</p> <ul style="list-style-type: none"> • Be confident with the mission/ vision that we are presenting and have helped the other members of our group achieve the same goal. • Deliver the appropriate amount of focus and drive to get our group to a point where we are able to deliver a strong presentation in Canberra. • Make sure I full understand where my group is going with the strategy and not to lose track and get left behind , because there a few strong guys who will run with it very quickly |
| Final Comments | <ul style="list-style-type: none"> • I look forward to developing my leadership skills further. • I feel anything is possible if you put your mind to it – bring on Canberra. • I am looking forward to the whole groups presentation in Canberra for Residential #3, but I am more so looking forward to the pressure of the next 3 months in preparing ourselves and how we effectively communicate and correlate information Australia wide in order to compile an exciting and informed presentation. • I learnt a lot from our 3 days in Hobart and looking forward to Canberra and presenting our Vision and Mission • This course would be a nightmare to organise and is one i keep recommending to other industry people. I have provided feedback to improve but don't get me wrong it is a really useful course and one i thoroughly enjoy. Great work Jill • Commend the group and the facilitators on maintaining the focus of our future goals. Perseverance, though at times fleeting, was not abandoned. • I was a bit worried about the time spent with my group about our tasks , there's a lot of things to do and I will have to wait for others and feel out of control , but saying that I have full faith that the guys will deliver. • Don't won't the course to end enjoying it and have very little opportunity to do more training, feel like I get left behind in the country??? • This has been an excellent course to help me assess my own management style and behaviour within the industry (I want to keep learning) |

Collated Growing Leaders 2012 Evaluation – Res #3–Canberra

Please note that this information is confidential and will be incorporated into the final report for HAL for public release.

Growing Leaders 2012 Evaluation – Residential Session #3 – Canberra Name:

Choose the word that best describes days 7, 8 and 9 for you and explain why?

Day 7

Fantastic – it was an amazing opportunity;

Enormous – so many attitudes of leadership here – we organised several high profile meetings, gave an amazing presentation and did not slow down;

Cool – visiting CSIRO;

Stressful – get the entire teams presentation together but privilege to meet stakeholders;

Challenging – but got through it;

Pressure – the amount of work that was completed in a short space of time was relentless;

Why – not sure what was going on;

Interactive – talking with industry people;

Different – just because I haven't done anything like this;

Clear – Jill and Cynthia's messages were clear

Day 8

Even better than fantastic – I loved the experience;

Eye-opening – question time we saw the “masters” at work; Interesting – visiting Parliament House;

Tiring – long hours working on presentation but great PH question time;

Mixed feelings – Didn't know if and when I was going to get through;

Interesting – great speaker presentations and visit to Parliament House;

Feeling better – happy with the space we were all in;

Questions – about question time;

Understanding – looking to see the core of leadership in Parliament House;

Nervous – due to preparation of Mission Launch;

Achievable – what we thought was just an exercise on the first day we achieved thanks to the facilitators;

Day 9

Empowering – the sense of completing and achieving our goals together was empowering;

Great – Glad it all came together;

Fulfilling – all our work and we gave an engaging presentation which will resound at high levels;

Entertaining – the song session;

Completion – putting in the hard work and getting over the line;

Accomplishment – to get to the finish line and cross it together;

Exciting – the team pulled it all together and shot for the stars;
Relief – Looks like it's all coming together and yes it did;
Satisfied – glad that is have done this program;
Challenging – to complete the Mission presentation;
Nerve-racking – didn't want to do the Mission Launch but I did;

What three (3) workshops did you enjoy most and why?

Taking the Next Step (5 participants responded) – Freshstate– great to hear the learnings of a current leader – tied it all together; some great tips about leading organisations; Shane was awesome; Interesting perspective; understanding that leadership requires a plan also was very useful;

PH Question Time (6 participants responded) – Got to see leaders in action; Got to watch the system at work; what a lesson on leadership!!; very interesting; Want to go back – very interesting;

Working with Decision-Makers (3 participants responded) – useful information; good insight on how to influence decisions; good practical advise;

Reflection Day 9 (2 participants responded) – Fun activity; fun and good break;

Industry Panel (1 participant responded) – great insight from guest speakers;

Closing Session (1 participant responded) – The informal 360 degree review of what we have done;

Mission Launch (1 participant responded) – contented with our work;

Stakeholder Meetings (1 participant responded) – got a lot out of the meetings

Looking Forward (1 participant responded) – liked the concept of looking at the big picture;

Mission Practice (1 participant responded) – Jill and Cynthia helped us to practice our presentations and helped us to refine;

Mentoring (1 participant responded) – helping me understand how important it is to have a mentor – Jill helped me find mine;

Can't chose (1 participant responded) – they all were just so good

What two (2) workshops challenged you most and why?

Industry Meetings (3 participants responded) – preparing for these meetings as this was all new to me and something I am not as passionate about; because it was something I have not done before; understanding the politics;

Next Steps (3 participants responded) – took me out of my normal thinking and changed my self-perception; got positive and challenging feedback;

Self-profile (1 participant responded) – I don't like saying positive things about myself but like complementing others;

Working with Decision-Makers (2 participants responded) – useful for reflecting on our stakeholder meetings from Day 7; understanding the politics;

Mission Practice (3 participants responded) – difficult to get everyone together; supporting the team to the best of my ability; Nerve racking
 Re-connecting (1 participant responded) – timing on day 7 was difficult after a long day;
 Guest Speakers (1 participant responded) – struggled with their relevance;
 Closing (1 participant responded) – very well run although challenging;

What have been your most significant learnings for the Growing Leaders 2012?

i. About yourself?

I am strong in many personal styles of engaging;
 That in the final hour I can relax and complete the tasks that are presenting; everything;
 I can rise to the challenge; To really hear you need to listen;
 Shhhh and listen before making comment;
 Coming from a background where I am always the boss I have learnt about letting go, giving others space and position and allowing the team to move forward without me at the helm;
 I came to Res #3 and therefore I had challenging and mixed emotions;
 I may appear calm and composed on the outside, when on the inside I am the same as everyone else;
 How I handle myself in the last presentation I was pleased and surprised;
 I am more of a leader than I think and be focused with a clear vision and utilise the different forms of communication, be more professional, more structured – loved the activities.

ii. About yourself and leadership?

I am extremely capable in many styles of leadership;
 The change in confidence;
 That I can manage my time better and that is an important concept for a leader;
 Need to be a little more open-minded passion is a key requirement;
 I can step up and be a great leader;
 A group can make change; Importantly I feel that I learnt to let go and this was a good thing;
 Having to be able to balance workload before Res#3 and switch off to get through;
 I am grateful for the recognition I go for my accomplishments so far. Some I knew of, but many I didn't;
 Different people bring out varied leadership skills

Where will you be using your leadership skills?

Tomorrow

On the plane; day-to-day life; At work and in meetings; Work; Share information; Catching up with my team back in Melbourne and being a husband and Dad; Everywhere; Home; at work and at home;

In 6 months

At work; Build it into my business; Work and home; Hopefully manager of my department; In the workplace and home; encourage partners in work to step outside the comfort zone; Getting back into the swing of things and design a new warehouse; Everywhere; Business leadership; Within my new workteam;

In 2 years

In life; wherever I can; Work and home; Make a difference in industry; Hopefully involved in more industry groups; Everywhere; Still going strong in the industry; Industry presence; Still regional management working towards a national GM role.

Can you suggest one thing what is essential to ensure that Growing Leaders 2013 will be excellent?

Jill and Cynthia continuing to run the program, I feel that without the support of the facilitators the program would not be as effective;

A few more real examples through more industry leaders involvement – companies etc...

No; Keep Jill and Cynthia running it;

It is already excellent;

Diverse participant group – great industry connections;

Is working until 10pm absolutely necessary?

That Jill and Cynthia are leading it;

Mentoring – it was a terrific opportunity

Raincheck;

Suggest one person we should contact to participate in Growing Leaders 2013

Many names were suggested – they remain confidential.