Horticulture Innovation Australia

Final Report

Growing Leaders 2013 - 2015 inclusive

Jill Briggs Rural Training Initiatives

Project Number: VG12053

VG12053

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Growing Leaders 2013-2015 Inclusive (National Vegetable Industry Leadership Program)

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Project Number: VG12053

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Summary

Growing Leaders 2013-2015 – National Vegetable Industry Leadership Program successfully completed its seventh year of delivery. The current project has now concluded and funding has been secured for a further three years of delivery (VG15030).

Growing Leaders (GL) 2013-2015 objectives were to:

- Develop the industry leadership confidence
- Develop the leadership skills and abilities of the vegetable industry
- Encourage networking and knowledge for positive industry outcomes.

The program was required to meet the following targets:

- 12+ graduates of a the GL program 2013-2015,
- Minimum of 80% of program participants to complete GL 2013-2015, and
- Program participants to meet following supply chain ratio of 2 levy paying growers: 1 value chain member.
- Program content includes: -
 - 29 skill development workshops, 13 industry networking events and 10 guest speaker/panel sessions.
 - The learning activities and outcomes that support graduates to seek formal assessment through a registered training provider against accredited outcomes.

Forty-two graduates (26 men, 16 women) from across the industry value chain graduated from the GL 2013-2015 program. This represented a 17% over-delivery by the project manager. The graduates were reflective of the whole industry and were an intelligent and engaged, willing to take on new ideas and be challenged Program outcomes were perceived to have been delivered at multi-faceted levels of personal, business and industry. Annually the nine-day face-to-face program included 29 skill development workshops, a minimum13 industry networking events and a minimum 10 guest speakers or panel sessions.

The vision and mission of the GL 2013 group presented to the national industry was:

Vision: A cohesive vegetable industry for an innovative and sustainable farming future.

Mission: Growing Leaders 2013 are committed to building a strong and profitable industry by strengthening relationships and capacity.

The mission of the GL 2014 group presented to the national industry was:

Vision: "The grower consumer relationship is at the heart of our vegetable industry, working hand in hand as a community and nosiness viability continues"

Mission: "Inspiring a fresh alliance for all Australians by establishing resources to educate generations"

The mission of the GL 2015 group presented to the national industry was:

Vision: "Quality Australian Produce - Globally'

Mission: "Together we revitalize the Australian produce industry through capabilities and confidence"

Throughout the three years all strategies were researched and developed and resulted in the graduates gaining a deeper understanding of leadership through the process of self-managing and leading others towards a goal.

Program evaluation found that the participants and stakeholders identified that the GL 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 program for the industry's future development and leadership succession planning.

GL 2013-2015 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.

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:

- o Communication, including media skills
- Conflict resolution
- Negotiation skills
- Work/life balance, including time management
- Self-management
- o Presentation skills
- o 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.

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.

Additionally the Australian Vegetable Industry Strategic Investment Plan 2012-2017 vision states: "To be a cohesive, financially and environmentally sustainable, and highly efficient industry focussed on growing demand profitably"

From this base, and with ongoing conversation and informal consultation particularly with the VISLC 2009 graduates and GL 2010, 2011 and 2012 the GL 2013 - 2015 program was refined and finalised. The GL 2013-2015 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 vegetable industry. Every vegetable project that is funded through industry levies with matching Federal Government funds must produce outcomes that enhance the industry. 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 required include:

- Considering global markets and drivers;
- Tackling labour market long-term shortfalls and working visas opportunities;
- The ability to engage with research and policy and understand future directions regarding production, resource use and management;
- Understanding the industry value chain; and
- Alignment of the whole industry with end consumers.

Program objectives and targets

Growing Leaders (GL) 2013-2015 objectives were to:

- 1. Develop the industry leadership confidence
- 2. Develop the leadership skills and abilities of the vegetable industry
- 3. Encourage networking and knowledge for positive industry outcomes.

The program was required to meet the following targets:

- 12+ graduates of a the GL program 2013-2015,
- Minimum of 80% of program participants to complete GL 2013-2015, and
- Program participants to meet following supply chain ratio of 2 levy paying growers: 1 value chain member.
- Program content includes: -
 - 29 skill development workshops, 13 industry networking events and 10 guest speaker/panel sessions.
 - The learning activities and outcomes that support graduates to seek formal assessment through a registered training provider against accredited outcomes.
 - o The delivery of the annual participant Growing Leaders Vision and Mission

Methodology

To deliver the project objectives an annual nine-day program was managed. Table 1 (below) outlines the GL 2013-2015.

Table 1: GL 2013-2015 Program overview

For full details of the GL Program refer to Participant Program Notes (refer Appendix 1)

| Kn | owing Leadershi | р | Exp | eriencing Leader | rship | Implementing Leadership | | hip |
|----------------------------|-------------------------------------------|----------------------------------------|----------------------------------------------------------|-----------------------------------|---------------------------------------|---------------------------------------------------------|-----------------------------------------------------|-----------------------------------|
| Day 1 | Day 2 | Day 3 | Day 4 | Day 5 | Day 6 | Day 7 | Day 8 | Day 9 |
| | Industry Tour | | | | Morning Session at AUSVEG | | Meeting at APVMA | |
| Purpose of the Program | Reviewing Day 1 & Tour | Understandi ng 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 | Understandi ng the Industry | Media and Messages | | Understanding & Working with Organisations | Taking the Next Step |
| Communicatio n I | Industry Panel | Effective Meetings | A Supply Chain View of the Industry - Guests | Understandi ng the Industry | Strategy Next Stage | Mission and Strategy Planning | Industry Panel | Leading the Industry |
| Learning and Leadership | Developing a Mission & Mission Plan | Mission & Strategy Proposal | Power and Behaviour | Understandi ng the Industry | Public Presentation Preparation | Team Dinner | Parliament Question Time | Mission Launch & Networkin |
| Communicatio n II | | | Teams and Leadership | Reshaping our Mission and | Industry Tour | | Parliament Question Time | Afternoon tea |
| Personalities | Networking Dinner | Debrief | Planning for Tomorrow | Reviewing Strategies | Briefing | | Strategy Presentation Preparation | Final Session and Dinner Briefing |

The program was developed using adult learning principles, focusing on experiential learning. It was underpinned by Chatham House Rule 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 a large population centre that provides access to a valuable industry tour (2013 – Gold Coast, 2014 – Adelaide, 2015 – Adelaide), location to coincide with the AUSVEG Convention (2013 – Melbourne, 2014 – Cairns, 2015 – Gold Coast), and Canberra. 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 Melbourne and Adelaide markets;
- observation of the upper and lower houses of Parliament in Canberra;
- meetings with politicians, industry leaders and government in Canberra;
- visiting APVMA;
- individual formal presentations to industry leaders on the GL 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 program delivery. Sessions were designed to be interactive which allowed the participants to draw on their own experiences and relate them to the program topics.

The methodology and activities undertaken to deliver the three program objectives are outlined below.

3.1. Develop the industry leadership confidence

Activities undertaken to ensure individuals from a broad cross section of industry are encouraged and supported to develop their leadership confidence 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 HIA and AUSVEG networks.
- Manage the selection process through the development of selection criteria process that 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.

3.2. Develop the leadership skills and abilities of the vegetable industry

Activities undertaken to develop the skills and abilities of the vegetable industry included:

• Provide vegetable industry stakeholders and organisations and participants formal connection three times annually through program networking activities.

- Undertake communication activities that provided industry and registering individuals with an understanding of GL aims ad the anticipated industry, GL 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 that requested feedback on logistics, topics, delivery, outcomes and project staff.
- Deliver a nationally significant mission and strategies through co-operation of all program participants that 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 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.

3.3. Encourage networking and knowledge for positive industry outcomes

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. Wholesale Produce Markets, Parliament House, APVMA) to expose participants to new experiences and perspectives.
- Implement in-program mentoring with mentor and mentee difference established as a success factor.
- Source program quest speakers from a variety of sectors.
- Ensure program dinner and lunch guests represent diversity of the industry.

Outputs

GL 13-15 Participant 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 Appendix 2).

Fifty-nine applications were received for GL 2013 - 2015. There were a multiple number of applications from across the industry value chain.

Table 2: Expressions of Interest (EOI) and Applicants

| GL | No. of | Supply Chain | Grower Applicants | Supply Chain | Grower |
|------|--------|-----------------|-------------------|--------------|--------------|
| Year | EOI | Applicants (22) | | Participants | Participants |
| 2013 | 18 | 6 | 11 | 5 | 10 |
| 2014 | 11 | 7 | 13 | 6 | 12 |
| 2015 | 18 | 8 | 14 | 5 | 13 |

Table 3: Participant demographics

| | 2013 | 2014 | 2015 |
|-------------------------|------|------|------|
| MALES | 9 | 13 | 9 31 |
| FEMALES | 9 | 3 | 9 21 |
| INDIGENOUS | 1 | 0 | 0 |
| ESL cultural background | 2 | 3 | 4 |
| Low Literacy | 4 | 3 | 2 |

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 (refer Appendix 3).

Program development and delivery

Pre-Program

A minimum of fifteen (15) GL documents were produced prior to the first residential commencing. These documents included (refer Appendix 3):

- Pre-program 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 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 Appendix 1). These documents were:

- Residential #1 Participant Workshop Folder and Materials
- Residential #1 Participant Workshop Extra Materials
- Residential #1 Participant and Guest Speaker Profiles
- Residential #1 Participant Roles and Responsibilities Brief
- Residential #1 Industry Dinner Guest List
- Residential #1 Guest Information Packages
- Residential #2- Participant Workshop Folder and Materials
- Residential #2 Participant Workshop Extra Materials
- Residential #2 Guest Speaker Profiles
- Residential #2 Media Release
- Residential #2 Further Reading Materials
- Residential #2 Participant Roles and Responsibilities Brief
- Residential #2 Participant Briefing Pack
- Residential #2 Industry Dinner Guest List
- Residential #2 Guest Information Packages
- Residential #3 Participant Workshop Folder and Materials
- Residential #3 Participant Workshop Extra Materials
- Residential #3 Guest Speaker Profiles
- Residential #3 Guest Information Packages
- Residential #3 Graduation Dinner Guest List
- Residential #3 Graduation Certificates

Post-Program Communication

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

- Information and photos of program 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

Leadership Learning Plans

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 the conclusion of the program 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 residentials 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 coaching sessions and the participant's development was documented.

Development of the GL 13-15 annual vision and mission

A feature each year of GL was a self-directed group learning GL Mission 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. 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.

Growing Leaders mentoring

During the program participants were encouraged to identify a mentor to assist them in their career 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 package 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.

Program events

Speakers Meetings and Tours

Thirty-nine guest speakers addressed the participants throughout the 2013-2015 programs. Topics covered during the program ranged from, 'How to make the most of your leadership learning experience', through to 'International Economics and Markets'. 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 participate in IAC Advisory Group meetings, Stakeholders meetings and an Innovation symposium at the AUSVEG Conventions during the 2013, 2014 and 2015 GL programs.

A complete list of topics addressed were as follows:

Table 4: Guest speaker topics

| Topic | Speaker | Organisation | Residential |
|-----------------------------------|------------------|---------------------------|-------------|
| | 2013 | | |
| Growing Leaders – Words of Advice | Bryony Hackett | Costas | Gold Coast |
| Leadership Panel | Peter Deuter | DAF - QLD | Gold Coast |
| | Alex Livingstone | Growcom | Gold Coast |
| A Value Chain Perspective | Andrew Bulmer | Bulmers | Melbourne |
| | Deborah Corrigan | Corrigans | Melbourne |
| | John Said | FreshSelect | Melbourne |
| | Callum Cormack | Moraitis | Melbourne |
| The Media | Andrew White | AUSVEG | Melbourne |
| The Industry Stats | Ian James | Consultant | Melbourne |
| The Industry Future | Ross Ord | Agrifood Skills | Canberra |
| | Matt Koval | Department of Agriculture | Canberra |
| | David Moore | HIA | Canberra |
| Leading the Industry | Richard Mulcahy | AUSVEG | Canberra |
| Leading the Industry | John Roach | Fresh Select | Canberra |
| | 2014 | | |
| Growing Leaders – Words of Advice | Michael Vorrasi | DSA Fresh | Adelaide |
| Leadership Panel | Angelo Demasi | Adelaide Markets | Adelaide |
| | Robbie Davis | Potatoes SA | Adelaide |
| | Trevor Ranford | Consultant | Adelaide |
| | Monika Fiebig | Monikas Organics | Adelaide |

| Topic | Speaker | Organisation | Residential |
|-----------------------------------|------------------|---------------------------|-------------|
| | 2014 | | |
| A Value Chain Perspective | Deana Said | FreshSelect | Cairns |
| | Noel Jansz | Elders | Cairns |
| | Sarah Limpus | DAF - QLD | Cairns |
| The Media | Andrew White | AUSVEG | Cairns |
| The Future of the Industry | Sharyn Casey | HIA | Canberra |
| | Martin Walsh | Department of Agriculture | Canberra |
| | Ross Ord | Agrifood Skills | Canberra |
| Leading the Industry | Andrew White | AUSVEG | Canberra |
| Leading the Industry | John Roach | Fresh Select | Canberra |
| | 2015 | | |
| Growing Leaders – Words of Advice | Vandy Yon | | Adelaide |
| Leadership Panel | John Harvey | Consultant | Adelaide |
| | Angelo Demasi | CEO – Adelaide Markets | Adelaide |
| | Monika Fiebig | Monikas Organics | Adelaide |
| A Value Chain Perspective | Cherie Gambley | DAF - QLD | Gold Coast |
| | Rachel Mackenzie | Growcom | Gold Coast |
| | Belinda Adams | Coastal Hydroponics | Gold Coast |
| The Media | Kurt Hermann | AUSVEG | Gold Coast |
| Understanding Leadership | Kareena Arthy | APVMA | Canberra |
| The Future of the Industry | Greg Fraser | Plant Health Australia | Canberra |
| | John Roach | Fresh State Ltd | Canberra |

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 residentials resulting in nine industry dinners through the project. 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 for future Growing Leaders programs.

The project database is constantly reviewed at each Residential, specifically a significant database enhancement occurred throughout the delivery of GL 2013-2015.

Table 5: Guest statistics – summary

| Guest Profile 2013 | Res #1 | Res #2 | Res #3 |
|---------------------------------|--------|--------|--------|
| Politicians and/or staff | 0 | 0 | 6 |
| Industry Organisations | 7 | 7 | 5 |
| Industry Businesses/Companies | 2 | 5 | 4 |
| Government Agencies/Departments | 4 | 0 | 6 |
| Industry Leaders | 2 | 2 | 7 |
| Industry Individuals | 2 | 2 | 9 |
| Past Growing Leader Graduates | 4 | 3 | 2 |
| Total | 21 | 19 | 39 |
| Guest Profile 2014 | Res #1 | Res #2 | Res #3 |
| Politicians and/or staff | 1 | 0 | 3 |
| Industry Organisations | 2 | 4 | 4 |
| Industry Businesses/Companies | 5 | 1 | 8 |
| Government Agencies/Departments | 3 | 2 | 9 |
| Industry Leaders | 4 | 5 | 10 |
| Industry Individuals | 0 | 6 | 6 |

| Past Growing Leader Graduates | 2 | 6 | 5 |
|-------------------------------|----|----|----|
| Total | 17 | 24 | 45 |

| Guest Profile 2015 | Res #1 | Res #2 | Res #3 |
|---------------------------------|--------|--------|--------|
| Politicians and/or staff | 1 | 0 | 2 |
| Industry Organisations | 1 | 2 | 0 |
| Industry Businesses/Companies | 6 | 6 | 9 |
| Government Agencies/Departments | 1 | 2 | 8 |
| Industry Leaders | 1 | 1 | 8 |
| Industry Individuals | 0 | 0 | 4 |
| Past Growing Leader Graduates | 2 | 2 | 1 |
| Total | 12 | 13 | 32 |

Growing Leaders engagement with social media

Social media has been a major feature of the GL program over the past three years. The major social media platforms used in the program are Twitter, Facebook, LinkedIn and YouTube. Twitter and Facebook are the major social media platforms 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. (refer Appendix 4)

Media releases

A minimum of 3 media releases are managed annually for the program and the participants. (refer Appendix 4)

Table 6: Media Release Data

| Year | Media Release | Date | Audience | Distribution |
|------|---------------------------|------------------------------------------|-------------------------------------|--------------------|
| 2015 | Recruitment Release | November 2014 | Whole of Industry | Email |
| | Recruitment Materials | November 2014 (x2) December 2014 (x2) | Program potentials | Social Media |
| | | January (x6) | Program potentials | Hard Copy Email |
| | | | Program | Email |
| | | | potentials, | Social Media |
| | | | industry | Individualised |
| | | | organisations and employers | communication |
| | Successful Participants | February (x2) | Whole of industry | Email |
| | | | Individualised for | Email |
| | | | each participant | |
| | Program progress | April | Program Database | Email |
| | | July | Program Database | Email |
| | Program Final Residential | September | Media Database | Email |
| | Graduation | September | Individualised for each participant | Email |
| 2014 | Recruitment Release | November 2014 | Whole of Industry | Email |
| | Recruitment Materials | November 2014 (x2) December 2014 (x2) | Program potentials | Social Media |
| | | January (x6) | Program potentials | Hard Copy |
| | | | | Email |
| | | | Program | Email |
| | | | potentials, | Social Media |
| | | | industry | Individualised |
| | | | organisations and employers | communication |

| Year | Media Release | Date | Audience | Distribution |
|------|---------------------------|--------------------|--------------------|----------------|
| | Successful Participants | February (x2) | Whole of industry | Email |
| | | | Individualised for | Email |
| | | | each participant | |
| | Program progress | April | Program Database | Email |
| | | July | Program Database | Email |
| | Program Final Residential | September | Media Database | Email |
| | Graduation | September | Individualised for | Email |
| | | | each participant | |
| 2013 | Recruitment Release | November 2014 | Whole of Industry | Email |
| | Recruitment Materials | November 2014 (x2) | Program potentials | Social Media |
| | | December 2014 (x2) | | |
| | | January (x6) | Program potentials | Hard Copy |
| | | | | Email |
| | | | Program | Email |
| | | | potentials, | Social Media |
| | | | industry | Individualised |
| | | | organisations and | communication |
| | | | employers | |
| | Successful Participants | February (x2) | Whole of industry | Email |
| | | | Individualised for | Email |
| | | | each participant | |
| | Program progress | May | Program Database | Email |
| | | July | Program Database | Email |
| | Program Final Residential | October | Media Database | Email |
| | Graduation | October | Individualised for | Email |
| | | | each participant | |

Outcomes

Recruitment

Fifty-two participants participated in GL 2013 - 2015 and forty-two graduated (refer Appendix 3). Initially the ratio of value chain to grower participant was 1:3 at commencement. During the annual delivery of the program a number of participants withdrew from the program. Throughout GL 2013-2015 five participants withdrew for a variety of reasons including career change (4) and 'life pressures' (1). Therefore, due to circumstances beyond the project manager's control, this ratio dropped to 1:3.5 value chain to grower participant ratio. The GL 2013 – 2015 participants were reflective of the whole industry and were intelligent and engaged, willing to take on new ideas and be challenged.

Leadership Learning Plan

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

- Delegation
- Professionalism
- Flexibility
- Communication
- Change management
- Negotiation
- Network building
- Demonstration of knowledge
- Build relationships
- Delegation and training
- Setting Goals
- Influencing
- Clear Vision
- Focus on Tasks
- Team building, improve organisation clutter
- Conflict management
- 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 residentials. 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 program. Particular emphasis was placed on four essential leadership areas – personal growth, workplace transformation, industry involvement and GL Mission delivery.

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.

Development of the GL 13-15 annual vision and mission

At Residential #1 the group was asked to discuss and agree upon:

- What is the GL vegetable industry vision?
- For the purpose of this GL group, you are to develop a mission statement that the GL will scope, develop and deliver by Residential 32. What is the GL Six-Month Mission?
- Draft up a general plan of action for delivering the GL Team Mission.

Annually 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 2015 group presented to the national industry was:

Vision: "Quality Australian Produce - Globally"

Mission: "Together we revitalize the Australian produce industry through capabilities and confidence"

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

- Product Branding
- Education Watch it Grow
- Education #ibelong
- The Roadmap for Exporters
- Industry Produce Waste understanding and value-adding
- The outcomes of the current situation and solutions to increase consumption

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

The vision and mission of the GL 2014 group presented to the national industry was:

Vision: "The grower consumer relationship is at the heart of our vegetable industry, working hand in hand as a community and nosiness viability continues"

Mission: "Inspiring a fresh alliance for all Australians by establishing resources to educate generations" From this mission the participants developed three strategies capable of fulfilling this mission.

- Apps for Kids
- Education Regional Vocational Opportunities
- Digital Resources for the Next Generation A Video Campaign Creating a Website

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

The vision and mission of the GL 2013 group presented to the national industry was:

Vision: A cohesive vegetable industry for an innovative and sustainable farming future.

Mission: Growing Leaders 2013 are committed to building a strong and profitable industry by strengthening relationships and capacity.

- Innovation
- Education
- Sustainability

All three strategy concepts were worked on and developed up into a presentation and resulted in the graduates gaining a deeper understanding of leadership through the process of self-managing and leading others towards a goal. (refer Appendix 5 for GL 2013-2015 Mission presentations)

Program events

Speakers, Meetings and Tours delivered on the following identified industry knowledge gaps:-

- Industry organisations and leadership provided to the industry
- Research organisations and leadership provided to the industry
- The Australian vegetable industry value chain
- · Understanding and working with the media
- The future global trading opportunities
- · Wholesale markets and their value
- Training and retaining employees
- Beyond the vegetable industry leadership lessons from another horticulture commodity.

Stakeholder meeting (2013 – 2015) were organised with:

- Plant Health Australia
- APVMA
- Department of Agriculture
- CSIRO
- Agrifood Skills Australia
- National Farmers Federation
- Minister for Agriculture staff
- Senator Colbeck
- Various local federal members and senators

Industry Dinners

The dinners were designed to provide the GL 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 groups 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 participants and the guests' excellent networking opportunities. The Canberra graduation dinner was particularly well attended each year with the Federal Minister for Agriculture, being represented by senior staff, the Parliamentary Secretary attending, and Shadow Minister for Agriculture, attending or being represented. Key industry organisation and business figures were also in attendance along with government representatives and graduates from past programs.

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 value chain, global markets, 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.

A total of 222 guests attended events during the program, 50 during the first residential, 56 during the second residential and 116 during the third residential in Canberra (refer Appendix 6 for guest information)

Growing Leaders engagement with social media

Fifteen GL participants used Twitter on entrance into the program. It is now a compulsory component of program participation to have a presence on twitter and facebook and by the conclusion of the program participants are more readily engaging in and understanding of the power of the technology. It should be noted that annually Rural Training Initiatives has effected the following:-

- 110 Facebook Growing Leaders status updates on three separate facebook pages.
- 23000 Facebook reaches
- 90 Growing Leaders tweets

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.

GL 13-15 graduates were invited to connect with a members-only GAIN group on LinkedIn and Facebook. Attachment 6 shows a selection of the social activity managed throughout the program.

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 a 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. Rural Training Initiatives is also continuing to play the role of content curators and network support through posting on the GAIN social media platforms.

Media releases

GL 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 prior to the commencement of and at the conclusion of the program where participants could insert their own quotes and photos (refer Appendix 4). Media coverage during the program was most effective coming from within industry organisation.

Evaluation and Discussion

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 and online questionnaires were facilitated with 15 participants (growers and value chain) and 10 program stakeholders including growers, employers, program supporters, national organisations and state grower organisations, in December 2015. The questionnaire was designed with a number of closed questions and a number of open questions.

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

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. (refer Appendix 7 for evaluation data).

Evaluation of Project Objectives

Generally program objectives were perceived to have been delivered at multi-faceted levels of personal, business and industry and the following concepts highlighted by the Growing Leaders participants illustrate the program success.

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.

"For industry it is so valuable. It creates the network we need for an industry." Industry Organisation Stakeholder (State)

"Fantastic program, huge benefit for the investment. Would like to think that industry would put through twice the amount of people. Would like to have someone come to the business for 6 - 10 employees and run a similar more concise format." Grower Stakeholder

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.

The **industry outcomes** seen to be delivered by GL participants 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, 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.

Stakeholders provided a 100% positive (yes) response to the specific questions regarding the delivery of project objectives.

"You only have to look at who is coming to industry events and taking on industry leadership roles. A large majority are graduates of the growing leaders program." Grower Stakeholder

"Every grower that I have spoken to who has participated in the project has spoken very highly of it. It has been evident that growers involved in the project have become more engaged with industry and that their confidence and leadership capabilities have improved noticeably." Industry Organisation Stakeholder (national)

"I have observed many participants and graduates who have shown greatly enhanced skills and confidence as a direct result of their participation in the program." Industry Organisation Stakeholder (national)

Closed questions responses from stakeholders and graduates have been collated below.

Table 6: Stakeholder collated closed question responses

| | estion | Responses | Percentage |
|----|--------------------------------------------------------------------------|-------------|------------|
| 1. | Do you believe that the project objectives of the project have been met? | 10 Yes 0 No | 100% |
| 2. | Have you observed increased leadership confidence in Growing Leaders? | 10 Yes 0 No | 100% |
| 3. | Have you observed new or improved leadership skills in Growing Leaders? | 10 Yes 0 No | 100% |
| 4. | Have you witnessed graduates working more effectively? | 10 Yes 0 No | 100% |
| 5. | Have you observed an increased involvement of graduates in workplace | 10 Yes 0 No | 100% |
| | management and/or leadership responsibilities? | | |
| 6. | Have you witnessed improved or new, industry networks built? | 10 Yes 0 No | 100% |
| 7. | Have you observed graduates participating in industry organisations? | 7 Yes 3 No | 70% |
| 8. | Have you accessed/approached Growing Leaders graduates for 'positions' | 5 Yes 5 No | 50% |
| | on industry decision-making bodies? | | |

Table 7: Graduate collated closed question responses

| Qu | estion | Responses | Percentage |
|-----|---------------------------------------------------------------------------|-------------|------------|
| 1. | Do you have increased leadership confidence? | 15 Yes 0 No | 100% |
| 2. | Do you have a deeper appreciation of your own leadership capability? | 15 Yes 0 No | 100% |
| 3. | Do you have a greater understanding of your strengths and limits as a | 15 Yes 0 No | 100% |
| | leader? | | |
| 4. | Do you have new or improved leadership skills? | 15 Yes 0 No | 100% |
| 5. | Do you work more effectively across the workplace and/or industry? | 15 Yes 0 No | 100% |
| 7. | Has the Mission been progressed since the conclusion of Growing | 2 Yes 12 No | 13% |
| | Leaders? | | |
| 8. | Have you demonstrated increased involvement in workplace management | 12 Yes 3 No | 80% |
| | and/or leadership responsibilities? | | |
| 9. | Have you remained in contact with those you met through the Growing | 11 Yes 4 No | 73% |
| | Leaders program? | | |
| 10. | Do you have improved or new, industry networks? | 14 Yes 1 No | 93% |
| 11. | Do you have a greater understanding of national vegetable industry | 14 Yes 1 No | 93% |
| | issues? | | |
| 12. | Do you have deeper knowledge of broad issue areas such as government | 14 Yes 1 No | 93% |
| | and politics, mass media, economics, environmental issues, etc.? | | |
| 13. | Will you pursue industry leadership roles/responsibilities in the future? | 13 Yes 2 No | 87% |

Develop the industry leadership confidence

All interviewees, stakeholders and graduates, responded positively regarding the development of leadership confidence as a result of GL. All graduates indicated that they have increased confidence and have a deeper understanding of leadership and personal strengths and weaknesses. Open responses to this question provide the following comments from graduates.

"I have a better understanding of my people management skills and how important they are in my current role." Graduate (Value Chain)

"More confidence, better understanding of how leadership is used in day to day life as well in your career. Conflict resolution. Your only limited by the goals you set yourself." Graduate (Grower)

"With doing Growing Leaders you are forced to use confidence and leadership that you never knew you had, or did not use." Graduate (Grower)

"Don't fall in the trap of assumptions and question the question. Listen more as ask the questions to get the whole picture before acting." Graduate (Value Chain)

Develop the leadership skills and abilities of the vegetable industry

Three questions have been asked of the stakeholders regarding the developing of participant skills. All three questions provide a 100% positive response. Below provides a snapshot of open responses to the three questions.

"Entrepreneurship. Something happens in the program that connects the graduates not only to the group they graduate with but also links them to the people who have graduated previously. You become very diplomatic at problem solving and even today from the inaugural group, I would still keep in touch with half of them and when I was on TFGA, it was nice to pick up the phone to discuss an issue with 2-3 other graduates who had no preconceived idea about the issue and then bounce ideas off them." Stakeholder (Industry Organisation - state)

"Innovative thinking is evident in their approach to projects they were assigned and public speaking skills have been markedly enhanced with many industry participants who have previously shown less confidence before proceeding through the course." Stakeholder (Industry Organisation national)

"Clearer about what they need to do and how they lead their teams." Stakeholder (Grower)

"Growing Leaders Graduates have been cautious but happy to try things on their own, with peers and senior peers. They still have training wheels on so confidence will come with more experience." Stakeholder (Grower)

Five questions have been asked of the graduates regarding the developing of leadership skills. All five questions provide a 100% positive response. Below provides a snapshot of open responses to the five questions.

"I have a better public speaking appreciate other peoples ideas." Graduate (Grower)

"My confidence in the industry grew and my part I play in my business and in the industry grew. It opened my eyes up to potential career opportunities that I had not thought of in the past." Graduate (Grower)

"I have much more confidence and I feel my leadership skills are definitely better than 3 years ago. I am more understanding of different personalities, better working in teams and are more beneficial in meetings." Graduate (Grower)

"The program gave me the opportunity to further develop my skills to deal with different personalities, which will prove very useful in the meetings I need to chair or facilitate through my work." Graduate (Value Chain)

A feature of the program is an annual self-directed group learning project (GL Mission) 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 have 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. GL graduates have been encouraged to become involved in organisations such as the industry project steering committees, Industry Advisory Groups and roles in local and national industry associations. Workplace advancements have included new roles and responsibilities; transferring to new employment; advancement to significantly different portfolios.

The benefits to the vegetable industry at a decision-making level are far reaching and have high value when considering the GL Mission. 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 understood the 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 HIA project reference groups, Industry Advisory Groups and roles in local and national industry associations. A number have been recognised annually at the AUSVEG Awards for Excellence.

The GL Mission 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 GL Mission 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 GL Mission as well as undertaking the Mission itself (i.e. the group worked "on" the Mission as well as "in" the Mission). Throughout the GL annual program 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, storing, 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 practiced "shared" or "distributed" leadership which meant that the leadership role was not in the hands of one individual. Whenever the group 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.

Encourage networking and knowledge for positive industry outcomes

The stakeholders provided responses to three closed questions about GL graduate involvement in workplace responsibilities and improved industry networks. The stakeholders responded 100% positively about graduate industry involvement for two of the questions and 70% of the stakeholder respondents indicated that they had observed graduates participating in the industry. Below are a selection of open responses to the three questions.

"I've seen graduates who are willing to participate (with confidence) in grower advisory panels as well as take industry leadership positions." Stakeholder (Industry Organisation - national)

"People who were highly involved in their own business and how they took it out to an industry and they no longer look at it as a personal progression but to benefit the whole industry. They have become more involved in the industry rather than just their personal business." Stakeholder (Industry Organisation - state)

"Our business now communicates across the country because of this program" Stakeholder (Grower)

The GL graduates have also responded to five questions about industry networks and industry knowledge and participation. The responses provided were overwhelming positive with the highest showing a 100% positive (yes) responses and the least positive(yes) showing an 80% positivity. These indicate very strong successes for the graduates as a result of engaging in Growing Leaders. Below is a selection of open responses to the abovementioned guestions.

"Greater ability to listen to employees, customers and industry colleagues. Developed a greater value for the knowledge that I have driving confidence to teach my employees." Graduate (Grower)

"I have knowledge of the wider industry, networking opportunities, delegation abilities, team work processes and have an ability for assessing situations from a broader view." Graduate (Grower)

"It has opened the door to many opportunities for me and my business." Graduate (Grower)

"I am involved in The Fresh Produce Safety Centre. This has followed on since Growing Leaders. The company is donating my time is and money for project funding i.e. workshops. This year we completed the upgrading of the Fresh Produce safety guide. This involvement included collaborative work with others outside my own organisation. This is benefiting the whole industry not just our own." Graduate (Grower)

"I can network more effectively at events and I'm making an effort to keep in touch with key people." Graduate (Value Chain)

Participants indicated that building of professional networks through the program activities was a program highlight. However feedback indicated that the AUSVEG Innovation Symposium was not as insightful and the opportunity for input into the event was negligible. AUSVEG also reported that the IAC groups themselves welcomed the interaction with the GL participants. It was pleasing to see that a number of graduates from the GL programs were present at the above AUSVEG events and had networked with the GL program participants.

Tours are a key part of the program to enable participants to understand the working of the whole industry value chain. For the program Residential 1 included a tour of the Melbourne Market (2013), SARDI (2014) and Adelaide Wholesale Markets (2015). Residential 2 (2013, 2014 and 2015) included an industry interaction with all participants attending the AUSVEG convention events. Residential 3 (2013, 2014 and 2015) 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 APVMA.

At the end of the second residential the program facilitators advised each 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 the GL Mission with key people, further build their network, raise the GL 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. Additionally there was an online discussion regarding the schedule of meetings and communication with stakeholders. Once in Canberra participants took responsibility for coordinating 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.

Further to these keys areas of evaluation to measure the success of the program additional concepts were considered by the individuals who have undertaken the evaluation questionnaire. Stakeholders considered whether they have accessed or approached the GL graduates to take up available industry organisation positions. It should be noted that not all stakeholders were in a position to provide an accurate response to this question which may explain the 50%. However of the respondents who are able to offer insight into

"I've seen graduates who are willing to participate (with confidence) in grower advisory panels as well as take industry leadership positions." Stakeholder (Industry Organisation - national)

this concept the following open answers where gathered.

"Our organisation has used Growing Leaders graduates on our technical reference group for reviewing training package materials. They made very positive contributions." Stakeholder (Supporter)

"Our employee graduates have participated in various industry organisation activities." Stakeholder (Grower)

The graduate cohort responded to closed questions about the annual GL Mission information, the ongoing connection with other graduates and the pursuit of leadership opportunities in the future. Of these three areas the annual GL Mission was least positive with only 13% indicating that any post-program continuation of the Mission has occurred. When the open responses are reviewed the lack of positive responses improve. Below are examples of the comments provided.

"I was keen to see the local school continue the farm tours that we started. I have since learned that this is happening at our company's head office/farm." Graduate (Grower)

"The mission has not been progressed formally since leaving the program, however I have agreed to work on several projects that is not officially part of work with the mission in mind, e.g. – I have given demonstrations to school age children to show them some aspects of horticultural jobs/science." Graduate (Value Chain)

"We (the graduates) as a result of our mission are more active on social media, connecting further with past graduates and key note figures." Graduate (Grower)

There was a 73% response from graduates regarding the maintaining of connections and relationships. This is a surprising response and perhaps the question was unclear as a number of the respondents who do maintain connections responded with a "no". The comments from the graduates to this question are highly valuable and a selection is posted below.

"My business and [business name] have become joint business partners in a market collaborative I speak often with [name] and [name]." Graduate (Grower)

"Close contact with [business name] participants as we require each other work wise. Social network connection with participants. Participants who work as agronomists/growers regular contact." Graduate (Value Chain)

"I do come across them at Expo's and we catch up then or at Alumni functions and at information sessions." Graduate (Grower)

Finally the project evaluation asked a number of questions seeking respondents to provide insight into improvements for future Growing Leaders programs. These have been incorporated into the Recommendations Section of the report.

Recommendations

The recommendation section has been separated into three sections – project manager recommendations, graduate/participant recommendations and stakeholder recommendations.

Project Managers Recommendations

Recommendation 1 – continue to review the value of the annual Mission with specific focus on participant value and transferring outputs to industry.

Recommendation 2 – communicate with funding organisation about the importance of connection with the graduates.

Recommendation 3 – review succession processes for industry organisations and ensure graduates are provided with opportunities to engage

Recommendation 4 – continue to resource GAIN but build a workshop opportunity annually

Graduate/Participant Recommendations

<u>Recommendation 5</u> – continue to build the opportunities for graduates to take on leadership challenges within 5 years of graduating from Growing Leaders.

Recommendation 6 – continue to review content and consider greater opportunities for self-evaluation.

<u>Recommendation 7</u> – continue to encourage participants to transfer knowledge back into workplaces.

Recommendation 8 – encourage participants to take up the opportunity to attend AUSVEG Convention.

Recommendation 9 – continue to review the structure of the program.

Recommendation 10 – continue to invest in the value of GAIN.

<u>Recommendation 11</u> – invest earlier during the program in the mentoring process.

Stakeholder Recommendations

Recommendation 12 – early understanding of the industry structure and levy system.

Recommendation 13 – continue to provide information about 'new industry issues' via guest speakers.

<u>Recommendation 14</u> – continue to encourage participants to transfer knowledge into the workplace.

Recommendation 15 – put some further energy into the mentoring process.

Recommendation 16 – continue to work on the communication plan for the program to ensure the industry is well informed.

Recommendation 17 – develop a business (truncated) program to roll out for all vegetable businesses.

Recommendation 18 – Growing Leaders is delivering for the industry and ongoing support should occur.

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 all the Growing Leaders 2013-2015 graduates for their commitment to the industry through completing the program.

Rural Training Initiatives Pty. Ltd. would like to thank a number of industry organisations and individuals within those organisations who have contributed to GL 2013-2015. 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 Innovation Australia
- The program sponsors who have contributed in-kind or real dollars adding approximated value of \$11500.00:
 - Department of Primary industries SA (In-Kind \$1500.00)
 - APVMA (In-Kind \$4500.00)
 - Adelaide Markets (In-Kind \$1,000)
 - Fresh State (\$1000 Cash Contribution and \$3500 In-Kind)
 - 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.

Appendices

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Appendix 1: Growing Leaders 2013-2015 recruitment information (samples)

Growing Leaders National Vegetable Industry Leadership Program

Are you interested in making a difference?

Are you interested in learning about your industry?

Willing to take on a challenge, work in teams to initiate change?

GROWING LEADERS Leadership Program



Growing Leaders 2015 – National Vegetable Industry Leadership Program (Growing Leaders 2015) is the leadership platform being delivered through funding from the Horticulture Australia Ltd and developed, managed and delivered by Rural Training Initiatives P/L.

Growing Leaders 2015 is the only national industry specific leadership program for the Australian vegetable industry and was designed in consultation with vegetable industry people and with their specific needs in mind. In its sixth year the program now has a graduate population of 100 people of all ages and from all sectors of the industry including growing, processing, wholesale and extension have now successfully completed the program.

Growing Leaders 2015 focuses on developing skills that participants can apply at three key levels –

onal, business and national industry Participants are also encouraged to develop and implement plans associated with these three areas. Overall the program's focus is to provide participants with the right tools and understanding to have a positive impact on their own future, the future of their own businesses and the future of the Australian vegetable industry as a whole.

The content of the program ensures that participants are exposed to effective ways of handling conflict, improved communication techniques, the management of efficient meetings, high performance team building, change management and media knowledge Participants are also exposed to the wide diversity of the Australian vegetable industry and some of the different issues facing the industry.



new energy, enthusiasm and in the way I conduct myself and approach my workplace and my

Graduates have applied their skills to a wide variety of areas including regional network development, regional and state industry association boards, reference committees and effective business and workplace management

The program content is tailored to meet the specific needs of the Australian vegetable industry and has been developed and modified in consultation with experienced industry leaders. The program is delivered through funding from the Horticulture Australia Ltd. The facilitators - Jill Briggs and Cynthia Mahoney of Rural Training Initiatives - have energetic and engaging processes that ensures learning occurs

In its 7th year, Growing Leaders 2015 will be delivered over six months and through three key residential sessions:-

FIRST RESIDENTIAL -March 2015

3 Days - June 2015

THIRD RESIDENTIAL – ays – September - Canbo



"Thanks again for the tremendous work Rural Training Initiatives; this leadership program has helped me enormously." "Interesting, challenging, informative, fun, helpful, thought-provoking.





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

Full Application

I am submitting this form for Growing Leaders – National Vegetable Industry Leadership Program. By submitting the form I am providing permission for Rural Training Initiatives P/L and/or HAL to contact me regarding Growing Leaders – National Vegetable Industry Leadership Program ONLY.

First Residential – 17 – 19 March 2015 - Adelaide Second Residential – 23rd – 25th June 2015 – Gold Coast Third Residential - 8h - 10th September 2015 - Canbe

| Name: | | | | |
|-------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------|-----------------|--------------------------------|
| Organisation: | | | | |
| Address: | | | | |
| City/Town: | | State: | | Postcode: |
| Phone: (W) | | | (H) | |
| Mobile: | | | Fax: | |
| Email: | | | | |
| Position: | | | | |
| Sector of the Vegetable In | dustr | y (please tick ✓) | | |
| Grower | | Extension | | Processor |
| Employee (growing) | | Wholesaler | | Supplier |
| Retailer | | Other | | |
| | | _ | | |
| Do you have any relevant t | rainin | g/qualifications? | eg Cert. Busin | ess Management, Certificate in |
| Do you have any relevant t Horticulture) | rainin | g/qualifications? | (eg Cert. Busin | ess Management, Certificate in |
| Do you have any relevant t Horticulture) | rainin | g/qualifications? | (eg Cert. Busin | ess Management, Certificate in |
| Do you have any relevant t Horticulture) Outline any leadership trai | rainin | g/qualifications? | (eg Cert. Busin | ess Management, Certificate in |
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| -ull Ap | olication |
|---------|-----------|
|---------|-----------|

What is your vision for the future of the vegetable industry/community? .

| You will be participating in and implementing a whole group mission (project) through working |
|------------------------------------------------------------------------------------------------|
| in small teams throughout Growing Leaders 2015. How might you develop part of the above |
| wining and the control based or indicates that all anomalous of Convinct and an will are based |

Nominated by:

| Name: | | |
|---------------|--------|-----------|
| Organisation: | | |
| Address: | | |
| City/Town: | State: | Postcode: |
| Phone: (W) | Fax: | |
| Mobile: | Email: | |
| | | |

I am registering for Growing Leaders - National Vegetable Industry Leadership Program 2015.

Vegetable levy payer: In registering for the Growing Leaders 2015, I understand that I will be

nsible for the payment of travel, accommodation and sundry costs which will be reimbursed through the vegetable levy at the end of the program.

☐ Supply chain participants: In registering for the Growing Leaders 2015, I understand that I will be responsible for the payment of a registration fee of \$1,200 + GST prior to commencement of the program. I will also be responsible for travel, accommodation and sundry costs.

| Printed Name: |
|---------------|
| |
| |
| |

Please return this form by FRIDAY JANUARY 16th 2015 to:

Rina Cooper, Administration Officer, Rural Training Initiatives, 2 Culbertson St, Rutherglen, Victoria 3685 ox, admin@ruraltraininginitiatives.com.au
PLEASE NOTE PLACES IN THE GROWING LEADERS PROGRAM ARE STRICTLY LIMITED.

Thank you for completing this form for Growing Leaders 2015. We will contact you to inform you of the success of your application.



Appendix 2: Growing Leaders 2013-2015 program information

Participant Lists



51 years old married for 30 years with 3 children, one grandchild. My hobbies include golf, travelling, following my children playing their sport and AFL: Collingwood.

4 yearsafton Vegetable Grower
I am Managing Director of Arnotts Vegetable Farm with 45 full time employees and 20 contract labour.

I am always continuing to expand my knowledge of the industry and teach to whoever wants

I am now how to listen.

I am now hivolved in the VGA (Vegetable Growers Association) Vegetables Victoria.

I am looking to put some employees through this course and I am a firm believer that I am looking to put some employees through this course and I am a firm believer that I always want to be on top of my game and know exactly what they are learning so new ideas

can be implemented and I understand the concept of why. Trust to lift the standards of Vegetable Growing will help with better sales. More knowledge will always help with the implementation of new concepts.

Managing Director Arnotts Vegetable Farms Pty Ltd 200 Moores Road Clyde Vic 3978





0419 336 454 craig@arnottsvegefarm.com.au

My name is Sean Christensen. I am a qualified Fitter and Turner and work for Rugby Farm in Bowen, North Queensland. I am the Packing Shed Manager where we pack fresh vegetables for supermarkets and central markets Australia wide with up to 130 staff.

regretations of superintenses and central intenses vacational water with or 140 statis.

I have joined the growing leaders program to help keep in touch with modern agriculture along with improving my leadership skills.

I would like to see the vegetable industry better utilise modern technology to enhance productivity and quality issues, while most importantly, health and safely. Thanks Sean...

Packing Shed Manager Rugby Farm Pty Ltd 471 Peter Delamothe Rd Bowen 4805

07 47852911 0418 407 981 seanc@rugbyfarm.com.au



Stephanie Corrigan



Trainee Farm Manager Corrigan's Produce Farms Pty Ltd 200 Tuckers Rd Clyde VIC 3978

Phone: 03 5998 5202 Email: stephanie@corrigan.com.au

My name is Geoff Foster I am 37 years old, married with three children. After working on our family farm for 17 years I recently changed jobs and now work for Amotts Vegetable Farms where I drive a trator.

I am participating in the growing leaders program to further my leadership skills for myself and Amotts Vegetable Farms for the future. It will be an asset to me for any jobs in the

Tuture.

I would like to work in the industry and help develop younger people to keep them in the industry for the long term benefit of the industry as a whole.





Suzanne Harper

Peracto is Australasia's leading provider of timely, quality plant production research and development, and related services. In my role as Regional Leader for Devonport, Tasmania, I am responsible for trial management and the development and training of current staff and those recruited through the Peracto Graduate Development Program. The Growing Leaders Program offers me the chance to develop my leadership skills with a focus on the vegetable industry.

I would love to see actointured increase of young people entering the vegetable industry and to be able to do my part in training, motivating and retaining these people.

Regional Leader Peracto Pty Ltd 16 Hillcrest Road Devonport TAS 7310

03 6423 2044 03 6423 4876 sharper@peracto.com www.peracto.com



Jarryd Janke

My name is Jarryd and I have lived in the Lockyer Vailey in south east Queensland all of my life. I am fifth generation farmer and have been working in and around the vegetable industry from the time I was old enough to accompany my parents on the farm. I am currently employed by Rugby Farm where I have been in a production/marketing manager's role for the past three years. I decided to participate in the growing leaders program to further my skills and to find new ways and ideas of how to move forward within the industry. I would like to help the industry find ways of ensuring better economic returns for Australian farmers as well as maintain sustainability for future generations.

Production/ Marketing Manager Rugby Farm Pty Ltd 22 Hoods Rd Gatton QLD 4343 Phone: 0754663226 Mobile: 0437407004 jarryd@rugbyfarm.com.au





My name is Noel Jansz and I work for Elders Rural Services in Balrnsdale, I cover a large area from Maffra in the West, the High Country and to Cann River in the Far East. I work in a predominantly horticulture area but there is also large areas of winter cereals and pastures planted each year.

Participating in give large program will help me batter understanding of the Australian Participating in give rough relevance program will help me batter understanding of the Australian What I would like to do for the vegetable industry is become more involved in the horticultural organisations to help growers implement successful research and development programs and be at the frontline of new technology being mechanical, chemical or biologic

Sales Agronomist Elders 692 Princess Highway Bairnsdale Victoria 3875

> 03 5152 3037 03 5152 3037 03 51524305 0427 838 020 noel.jansz@elders.com.au elders.com.au



Sarah Limpus

I have worked with the Department of Agriculture, Forestry and Fisheries for over five years, and currently work as an extension officer in Bowen, North-Queensland. I specialise in vegetable horticulture and currently work with growers in soil health, controlled traffic farming, and irrigation and nutrient management.

The Growing Leaders program provides a unique opportunity to learn from like-minded individuals, develop the confidence and skills in leading and supporting teams and projects and forging relationships.

and longing relationships.

I want to contribute to a cohesive, innovative and profitable vegetable industry that actively supports the development and retention of young people in the supply chain.

Development Horticulturist Agri-Science Queensland, Department of Agriculture, Fisheries and Forestry Bowen Research Facility 45 Warwick Road Bowen, QLD, 4805

sarah.limpus@daff.qld.gov.au www.daff.qld.gov.au







Hello, my name is Jason McNeill. I work as the Farm Manager for Premium Fresh Tasmania, a vegetable growing and packing company in Northwest Tasmania. I manage production of a variety of fresh vegetables on farms across northern Tasmania. I decided to participate in Growing Leaders to gain a greater understanding of how the vegetable industry operates nationally. Our local industry is rapidly changing from a predominantly processing base to one with greater exposure to fresh markets. This change has bought with it problems and opportunities. I hope that this Program will help me make sound decisions in my current role as well as for the greater industry.

Farm Manager Premium Fresh Tasmania PO Box 693 Devonport, Tasmania 7310 Australia

Phone: 03 6428 2253

03 6428 3858 0408 550 226 jason.mcneill@premiumfresh.com.au



Deana Said

Deana Said, 24 years of age. I have a Bachelor of Commerce with a Double major in Marketing and Management graduating in 2011. I'm currently the Sales and Marketing Coordinator for Fresh Select in Victoria, a farming and distribution company producing a range of vegetables nationally.

I believe it's important to equip myself with the necessary skills and tools to further my career in the vegetable industry. I am a passionate individual, eager to take on new challenges and develop my leadership abilities.

On a small scale, there is a lack of public knowledge in relation to sustainable-best farming practices; a challenge of engaging the public in this exercise requires careful planning. On a large scale: Alert government to the significance of the looming global food crisis and to make them aware that it's a matter of national interest.

Sales and Marketing Coordinator Fresh Select Pty Ltd 610 Duncans Road Werribee, Victoria 3030

03 9749 9230 03 9742 1529 0401 815 285 Email:

deana@freshselect.com.au www.freshselect.com.au





Carolyn Thomas

I am the Quality Assurance Coordinator for Fresh Select Australia. In my role I oversee the Quality Assurance Team and produce inspection Liaise and work with both supplier and customer to ensure quality specifications are met Ensure all suppliers have relevant accreditation.

Participating in the Growing Leaders program will equip me with the skills and confidence I need to become a leader within this industry. I look forward to developing my networking and relationship building skills and learning about the industry with like-minded people.

Being such a diverse and growing industry, I want to use my own experience/s and passion to motivate and to educate others and to assist them in viewing the whole industry from all aspects.

Quality Assurance Coordinator Fresh Select Pty Ltd 610 Duncans Road Werribee Victoria 3030

03 9749 9250 Phone: 03 9742 1157 0417 164 066

carolyn@freshselect.com.au www.freshselect.com.au



Kees Versteeg

I am the Sales, Marketing & Business Development Manager at Qualipac Pty Ltd in Gatton, Queensland, since July 2010. Qualipac is a major grower/packer and supplier of onions, broccoil and pumpkins within Australia. I would like to improve and learn more about leadership skills in order to make a better and/or more effective contribution to the horticultural industry I work in. I would like to develop and/or work on improvements resulting in a long-term sustainable Australian vegetable industry.

Sales, Marketing & Business Development Manager Qualipac Pty Ltd 5209 Warrego Highway Gatton QLD 4343

07 5466 5441 07 5466 5196 0488 494 911 kees@qualipac.com.au Phone:





My name is Sarah Simpson and I am the Industry Development Officer at Bowen Gumlu Growers Association. My role is to facilitate the horticulture development in the Bowen and Gumlu region.

The Growing Leaders program will help to develop my leadership and networking skills as well as provide me with a whole of industry perspective. The skills obtained through this training will help to facilitate industry development within the region.

I hope through participating in this program that I am able to achieve a better recognition for the Australian horticulture industry and the innovative work done by many within industry.

Industry Development Officer Bowen Gumlu Growers Association 45 Warwick Rd Po Box 489 Bowen QLD 4805

07 4785 2860 07 4785 2211 0427 701 225 idm@boweng



Luke Spittles

My name is Luke Spittles and I have grown up and worked on farms since I was a child. I have worked with sheep, cattle, grain and cotton and now vegetables. I started working for Koala Farms five years ago as a forklift driver. I then moved into irrigation and on to be the planting manager. I am now training to be the farm manager.

I have applied for the Growing leaders program so I can further my leadership skills and to gain in a more professional approach in this role. I would also like to learn more of the marketing side of the industry.

I would like to further my knowledge and skills by learning more innovative and more efficient ways of irrigation and ground prep. This would help by saving time and to get more even yields.

Farm Manager Koala Farms 5 Hawley Rd Lake Clarendon QLD 4343

07 5466 5865 lukes@koalafarms.com.au



Dr Calum Wilson

I am a University Academic within the School of Agricultural Science involved in Research and Teaching (and admin etc). I am also the Research Leader of the TIA Vegetable Centre. My discipline is plant pathology (plant diseases) and I work primarily with vegetable diseases (with a particular focus on potatoes). I wish to improve my leadership/management skill base and further my networks within the vegetable industry. My professional goals are to:

a) Provide solutions for important. Ilimitations within the vegetable industries through improvable send applied research (particularly those related to plant diseases).

wy professional goals are to:

a) Provide solutions for important limitations within the vegetable industries through
innovative and applied research (particularly those related to plant disease)
b) Lead development of vegetable focussed R&D and training activities for the Australian

industry

c) Provide professional training for new participants in the vegetable industry with key skills to drive industry innovation.

Associate Professor in Plant Pathology Tasmanian Institute of Agriculture University of Tasmania New Town Research Laboratories 13 St Johns Avenue New Town TAS 7008

03 6233 6841 03 6233 6145 0409 356 438 Calum.Wilson@utas.edu.au www.tia.tas.edu.au





Growing Leaders 2014 – Participant Biographies

David Bertino



I commenced working with Boomaroo Nurseries in August 2004 as a machine operator. After 5 years of working in rumerous departments within the runsery, I successfully achieved the role of Team Leader. This coincided with me undertaking further studies and broadened my knowledge by completing a Diploma in Business Management. As a Team Leader at Boomaroo, my role primarily focusses on people management, rostering staff, organising daily work schedules, audition, I am each year are in premium condition and meet our customer specifications. My role is both challenging and demanding but equally it's very rewarding. When I go to the supermarket and purchase a lettuce or broccoli, I take great satisfaction in knowing that I played a part of producing those products.

David Bertino Snr Team Leader Boomaroo Nurseries Pty Ltd 105 St Andrews Drive Lara Victoria 3212

03 5282 2199 0433 375 886 davidbertino@boomeroo.com Phone: Mobile: Email:



Andrew Braham



My name is Andrew Braham. I am currently owner of Braham Produce with my wife, Zurriyet and we grow capsicums in Virginia.

I want to help growers better themselves within the industry, and als help others to become better leaders, so they in turn can grow thi industry for the better.

I would love to clean up the area and district. I would also love to try to get growers to use more biologicals rather than chemicals so that we have a safer and cleaner environment. The only way we can do this by leading others so that they follow suit. We need to operate as one rather than individuals.

Andrew Braham Owner/Grower Braham Produce 102 Alfred Rd PO Box 1055 Virginia South Australia 5120

Mobile: Email: 0418 101 680 azbraham@bigpond.com

Growing Leaders



I am a 3rd year grower for Mulgowie farming company. My role is to oversee the growing of beans, corn, capsicums, and pumpkins. I started 3 years ago in the family company in the role of grower of crops. I take care of the crops from planting through to harvest. This role includes learning about all the operations involved in growing, from planting, spraying, scarffying, monitoring the crops progress, assessing the crops quality and maturity, and harvesting of the crop. I also work with the water usage for the crop. Whilst being 3 years into farming I have spent cropping opportunities, and new technologies.

As a young grower in this industry I would like have the knowledge of how and why things happen so I can help other growers who may struggle in this industry. I would like to build my network so I have contacts all over Australia and the world.

In my spare time I relax by listening to music and following a passion I have around disc jockey work.

Alex Emerick Farm Grower Mulgowie Farming Company PO Box 1393 Bowen Queensland 4805

Phone 0408 458 792 Email: break_dancer43@hotmail.com

Richard Foley



My Position at Houston's Farm is - Customer Order Analyst. The role is to be the interface between key retail customers, manage the independent account and manage information flows throughout the Houston's Farm Production and supporting teams.

The Growing Leaders program is a fantastic opportunity for me to refine/further develop my leadership skills, establish networks with skilled professionals in the vegetable industry, providing benefit for both myself and Houston's Farm customers/consumers.

I would like to use my position to change consumer attitudes, to be hy and convenient food options by working closely with wholesale and more aware of healt retail partners.

Richard Foley Customer Order Analyst Houston's Farm 121 Backhouse Lane Cambridge Hobart Tasmania 7170

03 6248 5233 0407 143 406 03 6248 5588

HOUSTON'S FARM



Nathan Free



25 year old farmer from Lake Boga Northern Victoria. I am responsible for vegetable production at Duralgal Horticultural PLL at which I am the tourth generation to farm. I am also the Managing Director of Wattle Organic farms, an organic supply business servicing major retail and exports markets.

I would like to build upon my leadership skills so that I can make improvements and innovations in my own business as well as have the opportunity to communicate and network, with the diverse range of people that make up the vegetable industry.

I would like to develop an industry where growers are rewarded for their effort. Where there are less third party marketing companies taking profits from the vegetable industry and improve consumer's awareness of the value and effort put into fresh produce.

Nathan Free Managing/ Director Duralgai Horticulture P/L Wattle Organic Farms P/L Trading as Alkira Organics 188 Tresco West Rd P.O Box 10 Lake Boga Victoria 3584 Office: Mobile Email:





Gillian Hay



For 13 years I have worked as a production supervisor and night duty manager at One Harvest Vegco producing bagged salads before moving to Bulmer Farms two years ago.

Tournetly am responsible for all sales orders and management of the process line, managing the shed and transport logistics and despatching.

I am also responsible for the entire quality department and for Is in conjunction with our agronomist.

I applied to Growing Leaders to advance my training and understanding in the growing industry.

Gillian Hay Pack House Manager Bulmer Farms Pty Ltd 30 Bulmers lane Lindenow Victoria 3865



Phone Mobile Email: 03 5157 1709 0419 738 995 ghay@bigpond.net.au



Soazig Le Bot



Working as a produce manager for Harvest Freshcuts, a national saled processor, I am responsible for the supply of veggies and baty leafs for our factory in WA. It's a continuous work between the field and the growers and our factory and its customers. The Growing Leaders program is a great opportunity to network within our industry share our knowledge and challenge our point of view. It's mindstyle to be considered to the product of the contribution of the cont

industry.

As a leader in this industry I want to ensure the adaptability of the demand of our customers as well as the grower's best interests and of

Soazig Le Bot Site Produce Manager Harvest FreshCuts Pty Ltd 109 Discovery Drive

PO Box 1012 Bibra Lake DC WA 6965 08 9418 9623 Phone Mobile

0437 642 123 08 9418 7398 Soazig LeBot@





My name is Duanne Lihou and I have lived in Stanthorpe for 38 years. I am currently the Manager of Rugby Farm for south east Queensland. The produce we grow here at Stanthorpe is Lettuce, Broccoli, Cauliflowers, Cabbage and Beans. Rugby Farm offered for me to participate in the Growing Leaders. I am looking forward to the challenges that this will bring and I am willing to learn from this experience as a farmer. I would like to provide the vegetable industry with quality products to meet consumer needs and to help the next generation understand what our industry means to our nation.

Duanne Lihou Manager Rugby Farm 6 Carniel Lane BAPAUME QLD 4352

Phone: Email: 0437 407 366 duane@rugbyfarm.com.au





Qiang (John) Lo



I was born and raised in Adelaide and moved to Sydney at the age of 16. I am enthusiastic, easy going and friendly. I have worked for Barden Produce and been in the fresh produce industry for 10 years as a Procurement Manager for NSW.

I am participating in the Growing Leaders program to learn and help improve my skill levels and to become a better Manger / Leader in my field of expertise.

Sales of fresh produce in the vegetable industry is an up and down market when prices of vegetables depends on availability, climate, quality and profit margins. I would like to see a consistent and fair price from when it's grown on farm to suppliers' to vendors/ customers.

Barden Produce



Phone: Mobile: Email: 02 8777 4999 0412 061 681 j.lo@bardenproduce.com.au

Annelies McGaw



Originally from Bathurst, NSW, I studied a Bachelor of Rural Science at the University of New England, which I received with first class honours. Since university I have worked for Orlando Wyndham as an on farm viticulturist and Elders as a grazing and cropping agronomist.

on nam vinculurust and clodes as a grazing and coroping agronomest.

I have been working for the Australian Pesticides and Veterinary
Medicines Authority (APVMA) since 2006 where I have been a
pesticides evaluator specialising in herbicides. I am now a senior
evaluator focussing on reform. The APVMA is currently working toward
the implementation of new legislation and I am working towards the
process of how this new legislation will be implemented on a day to day basis.

I am excited to participate in the Growing Leaders program to give me the tools to manage people and process through change. I would like to encourage and nurture the relationship between the vegetable industy and government departments.

Annelies McGaw Pesticides Registration Australian Pesticides and Veterinary Medicine Authority PO Box 6182, Kingston ACT 2604



02 6210 4859 0488 706 379 Annelies.mcgaw@apvma.gov.au



Steven Northrop



My name is Steven Northrop and I work for Young Sang and Co in the Melbourne Markets. We are a family owned business that are both growers and marketers of fruit and vegetables where I am the Floor Manager and Head of Sales. Starting with the company some 12 years ago as a part time picker and packer, I left for study in 2007 and was working for myself through until 2011 when I was made an offer to return to the markets where I now live and breathe the industry. Away from work I am the father of two and a very proud father at that. My goals are to take Young Sang and the team to the future with new My name is Steven Northrop and I work for Young Sang and Co in the

Floor Manager Young Sang & Co 19 McDonalds Drive Wandong Vic 3758





0418 832 881 steve@vcupc

ingsang.com.au



I have been working for Barden Produce for 10+ years in my current position is assistant production manager and I oversee day-to-day operation of the business. Barden Produce (Gatton) supplies prepacked vegetables/fruit/herbs to all major supermarkets.

Growing Leaders will give me an opportunity to build new relationships and develop my leadership skills whilst broadening my knowledge of the vegetable industry.

Through knowledge gained in the Growing Leaders program I would like to help implement change within my workplace by having an environmentally sustainable/growing vegetable industry and being focused on consumer quality while maintaining a high profit margin. Which in-turn will benefit the community.

Shaun Reina Assistant Produce Manager

Assistant Produce Manage Barden Produce 82 Woodlands Rd Gatton Queensland 4343



Adam Schreurs



I am a 3rd generation vegetable grower. I have been in a management position for around 20 years and have recently purchased the business from my family. The leadership program was recommended to me by a friend in the industry that had previously participated. I think it will be a great chance to network with a group of like-minded people, as well as provide me with the skills to contribute in industry forums.





03 5998 5370 0418 379 418 adam@schreurs.com.au





I'm a married 34 year old father of three daughters who was born and raised on a vegetable farm in the Lockyer Valley. I have been actively part of the vegetable industry for the past ten years and currently work as a Packing Shed Manager at Rugby Farm.

As I work in such a large facility with over 150 staff, I wish to extend my leadership skills by attending the Growing Leaders program to become a better leader for my staff.

My vision for the vegetable industry is to ensure staff receive quality training practices to ensure a high standard of quality produce delivered to our major suppliers nationwide.

Packing Shed Manager Rugby Farm Pty Ltd 22 Hoods Rd Gatton Queensland 4343







Ben Winter



After growing up on a mixed horticulture & broad acre farm managed by my parents, I completed a Bachelor of Science (Agriculture) at CSU in Wagga Wogga before finding work around Melbourne as a Trainee Agronomist with both Ballan Farms & Stuart Grigg Ag-Hort Consulting.

Consuming.

I chose to participate in Growing Leaders this year as I'm interested in gaining skills I can use to further my knowledge and career as well as networking with people within the industry. I'd like to provide the vegetable industry, particularly growers and marketers with the tools & e production and encourage sustainability and longevity of our current

Ben Winte

Trainee Agronomist
Stuart Grigg Ag Hort Consulting
48 Jopling Street
Ballan Victoria 3342

Stuart Grigg
Ag-Hort Consulting

Vandy Yon



I participate in the Growing Leaders to learn all new essential skills I need to improve myself and help other growers.

As I am in the leading team (Hortex Alliance) now which is the driving force for the Horticulture in SA, we will deal with & facilitate all issues to help the growers to other the Horticulture in SA, we will deal with & facilitate all issues to help the growers to other the Healthy, Sustainable & Viable Business in SA Horticulture industry.

Vandy Yon Green House Grower Vandy & Rattana Yon Lot 33 Penfield Rd Virginia SA 5120 P O Box 589 Virginia SA 5120



0411 486 809 vyon1@hotmail.com



Growing Leaders 2015 – Participant Biographies

Charmaine Archer Hi, my name is Charmaine Archer. I am a Material Coordinator for Mulgowie Faming Company. In my role, I am responsible for Service Management, Asset Management & Material Management.

I'm participating in the Growing Leaders as part of my professional development. I am seeking to improve my skills in effective ways of handling conflict, improved communication techniques, the management of efficient meetings, high performance team building and change management. By combining these new skills with my current role, I can help facilitate a more efficient and innovative work environment and be part of an industry leading team.

Charmaine Archer Material Co ordinator (Farm) Mulgowie Farming Company 22 Reeves Rd Bowen QLD 4805 Phone: 07 4785 2662 Mobile:0427 659 610 Email: bowenmcfarm@ lgowie.com.au



Lachlan Brownhalls
I am an agronomist for Rugby Farms and have been with company for 4 years. Previous to that I completed a Bachelor of Applied Science majoring in Horticulture at University of Queensland.

By participation in this program I would like to improve my leadership skill while having an impact on it on the vegetable industry.

I would like to see the vegetable industry educate customers on where there produce is coming from, so the customers can make more informed decision.

Lachlan Brownhalls Agronomist Rugby Farm 22 Hood Rd Gatton QLD 4343 Phone: 07 5466 3200 Mobile: 0477 040 701 Email: lachlan@rugb vfarm.com.au



Patrick Bynon
Patrick Bynon works at Harvest Farms as a Business Information Officer. In this role he
develops processes designed to capture data, improve efficiencies and improve safely. He
also provides administrative support and helps plan and coordinate developments.
By participating in Growing Leaders Patrick wants to apply, develop and acquire skills that
will aid in him being a driver for the evolution of the vegetable industry.



David Campbell Technical Development Specialist Monsanto Australia 12/000 St Kida Rd Melbourne VIC 3004 Melbourne VIC 304 766 Email: david nicholas campbell@monsanto.com



Rachel Commens
As the Produce Field Officer for Harvest FreshCuts in Brisbane, I assess numerous babyleaf As the rhouser rise to little in the rate set restricts in closelars, it assess interious baryons and whole head vegetable crops to ensure they are of the highest quality standard. This role also involves substantial interaction with our suppliers, and a great mix of farm and office based projects. The Growing Leaders Program is a great opportunity to network with other young leaders in the industry as well as gain invaluable skills and knowledge that could benefit the fresh produce sector. I believe that there is a significant opportunity in this industry to utilise technology to our advantage, particularly to improve the quality of fresh produce

Rachel Commens Produce Field Officer, Harvest Freshcuts Postal Address: PO Box 180 Carole Park QLD 4300 QLD 4300 Mobile:0476 670 072 Email: rachel.commens@oneharvest.com.au



Chelly Crawford
I am a Mum to 2 young boys and the Assistant Manager of Executive Services at Fresh

Select.

I provide administration support to the Executive and Operations, and am a member of the leadership team. PATTING CONTINUISMALION SUPPORT to the Executive and Operations, and am a member cleadership team.

Currently completing a Cert IV in HR and implementing a staff performance appraisal program.

I am participating in the growing leaders program to extend and build my knowledge of the industry. Also to get out of my comfort zone, test myself and develop as a leader.

Strengthen the awareness of the journey from farm gate to plate. Continue to raisa awareness that healthy eating starts at home, parents are responsible for what the eat and the basis for their relationship with good healthy fresh food. sible for what their children

Chelly Crawford
Assistant Manager, Executive Services
Fresh Select
610 Duncans Rd
Wernbee South VIC 3030
Phone: 03 9749 9200
Mobile: 0430 063 237
Email: chelly@freshselect.com.au





Patrick's vision for industry is a shift of focus from the domestic market to international markets. This has the potential to reduce the wastage of vegetables, increase economic prosperity and further diversify the industry.

r'atrick Bynon Business Information Officer Harvest Farms (a division of One Harvest) 1445 Grasstree Hill Road Richmond TAS 7025 Phone: 03 6260 2396 Mobile 0448 273 326 Email: patrick bynon@oneharvest.com.au Patrick Bynon



cently joined the team at the Tasmanian Farmers & Graziers As Name - acorder feesingly joined the team at the I astrantian Farmers & Grazer's Association in a new extension and vegetable industry development role. Ms. Cadoret's professional experience spans across multiple industries and sectors including retail, hospitality, biomed, aquaculture and tertiary education. Her last position involved a dual research and laboratory management role at the University of Tasmania (2008-2014).

Born and raised in Quebec, Canada, she graduated from the University of Sherbrooke with bachelor degrees in science (biolechnology) and business administration. Ms Cadoret expects to complete her MBA from the University of Tasmania in December 2015.

In 2012, Ms Cadoret received the University of Tasmania Vice-Chancellor Award for Exceptional Performance by Professional Staff in recognition of her significant contribution to the success of the National Centre for Marine Conservation and Resource Sustainability. Other professional achievements include peer reviewed publications, presentations at conferences of national significance and the development of a range of teaching materials in the field of fish histopathology.

Karine Cadoret Horticulture Field Extension Officer Tasmanian Farmers and Graziers Association (TFGA) Tasmanian Farmers and Graziers A: PO Box 193 Launceston TAS 7250 Phone:03 6332 1800 Mobile:0427 928 206 Email: karine.cadoret@tfga.com.au



David Campbell
My name is David Campbell and I am a Technology Development Specialist for Monsanto
Vegetable Seeds. I am responsible for scouting, trialling and evaluating vegetable hybrids to
identify superior traits that benefit producers, the supply chain and consumers.

I want the opportunity to network with other motivated agricultural professionals and develop my leadership, presentation, relationship building and motivational skills to enhance my value to industry.

Achieve long term sustainability both financially and environemntally, with a particular focus on sub-tropical and tropical production systems through supply chain efficiencies or new cropping systems.



Lauren East
I'm a young female farm manager working on the family farm in Manjimup, located in the South West of WA. With 620 acres, featuring an intensive broccoli and sheep breeding program.

Being female in the horticulture sector which is predominantly male dominated, I bring a fresh innovative approach to the future of the industry.

I believe this program will provide the opportunity to further develop my management and communication skills. I also hope it will give me the inspiration from a new found confidence of moving the farm into the future. Lauren East Farm Manager

Farm Manager
G& T East
PO Box 401
Manjimup WA 6258
Mobile: 0419 047 371
Email: Least@bigpone pond.com



Brett Lacey
My name is Brett and my title is Harvesting/Marketing Co-Ordinator within the Stanthorpe
region of Rugby Farm. I manage the coldrooms and transport in this area and also manage
the harvesting of Cauliflower and Chinese Cabbage.

I hope to get a better understanding of how to deal with different situations that we are faced with and also to appreciate other aspects of our growing industry.

I still think that there is a future for the little grower, so I would like to make them aware of change and opportunity for a better bottom line.

Graeme Lacey known as Brett Harvesting/ Marketing Co-ordinator Rugby Farm 27 Thompson St Stanthorpe QLD 4380 Mobile:0408 541 988 Email: brett@rugbyfarm.com.au



Andrew Meurant
Andrew is tertiary qualified in Horticulture, Agribusiness and Business Management and has
experience in the horticulture, cropping and the livestock segments. Career highlights
include pioneering the development of the mango industry through to senior roles with Bayer
and Elders.

I believe networks and relationships are fundamental to any business sector. GL's offers a chance to independently come together as an industry and understand the direction we need to take our industry.

I see this as my opportunity to lift the VI's confidence to network and communicate as Personally, I would also like to demonstrate my ongoing commitment to the VI, earn ru and further my experience, in view of future industry participation.

Andrew Meurant



Director/Owner LuxorAgri Pty Ltd PO Box 68 Fullarton SA 5063.

Mobile:0428823035 Email: andrew@lux



Julie O'Halloran I am an Extension Officer working with vegetable producers in the Fassifern and Lockyer I am an Extension Officer working with vegetable producers in the Fassifer and Lockyer Valleys in south-east Queensland. Current projects I am working on are focused on precision agriculture technology and adapting it to vegetable systems such as crop sensing technology, yield monitoring and variable rate applications. I am participating in the Growing Leaders 2015 to expand my industry networks and develop additional skills so that I can contribute to the future development of the industry. I would like to work with the vegetable industry to improve collaboration between stakeholders and innovate for future competitiveness and sustainability.

Julie O'Halloran Senior Development Horticulturist Queensland Department of Agriculture and Fisheries LMB 7 MS 437 Warrego Highway Gatton QLD 4343 Mobile 0409 034 263 Email: julie o'halloran@def.qld gov au



Anthony Palma
I am the Warehouse Manager and OHS representative at Fresh Select. I oversee the daily operation and safety of the warehouse and manage the warehouse team. Outside of work I am a father to 2 young ladies.

I am participating in the growing leaders program to gain the skills to improve my confidence and leadership capabilities. Also, to gain insight into the industry from different perspectives

I would like to encourage healthier eating in younger children via educating parents/guardians. I would also like to deliver this to my team and encourage a healthier

Anthony Palma Warehouse Manager - Health & Safety Fresh Select 610 Duncans Rd Werribee South ViC 3030 Phone: 03 9749 9200 Mobile: 0402 323 618 Emait: anthony@freshselect.com.au



Robert Rowley
I'm the operations manager for Australian Fresh Salads Victorian operations where we farm baby leaf salad on a 230 acre property. I am in charge of daily operations of the farm and



oversee 15 permanent staff. I've worked in the farming sector since leaving school and in the vegetable industry for the past 2 ½ years

I'm participating in this program to help develop my leadership skills in the workplace which in turn will also improve my skills in my volunteer roles on local sporting club committees and school council.

I would like to see the vegetable industry grow within our local area to become as pron and well established as the dairy industry. We have nich fertile soils and a strong water supply from the Macalister Imgation District with a stable climate making this an ideal location.

Robert Rowley Operations Manager Australian Fresh Salads 8 Mills Lane Maffra VIC 3860 Phone: 03 5147 1038 Mobile: 0407 953 573 Email: rowley@australia



Claire Russell
I am the Senior Agronomist at Houston's Farm. Houston's Farm is a vertically integrated
beby leaf saled producer situated in the Coal River Valley, Tasmania. My key responsibilities
include managing the plant rudition and soil fertility program whilst maintaining focus on soil
health and sustainability.

The Growing Leaders program will help me learn new skills and develop my leadership style and qualities. This in turn will be valuable for the business and for my continued involvement in the vegetable industry to help ensure that there is a future for farming and quality produce in Australia.

Claire Russell Senior Agronomist Houstons Farm 121 Backhouse Lane Cambridge TAS 7170
Mobile: 0400 864 927
Email: crussell@hous



Bruno Santalucia

I am a family man with a wife and 2 children. I work in a family food processing business
(firtul and vegelables), which has been a part of my whole life. We have grown the busin
from only having a hand full of customer to now supplying some of the biggest companie

By attending growing leader, I intend to better myself as a person, in my family life and professional career. I want to further extend my knowledge in showing leaderships throughout my company, helping all the people that I work with, and supply.



Through this program I hope to be able to make the contact and gain the knowledge to help make my company and the manufacturing industry strong in Australia, so that more products come for local grower, and are no imported

Manager Tasty Chips 410 Somerville Rd West Footscray VIC 3012 Phone: 03 9314 9200 Mobile: 0412 273 751 Email: bruno@tastychips.com.au

Julian Segfredo:

Thave heard great feedback from my fellow employees that have participated in growing leaders in the past, challenging, Jough, Juli-on, great for personal development - "best course I have ever done' among these." I was lucky to be selected for this year's course and am very excited to be participating in 2015.

I would love to see the mainstream media profile greatly lifted for fruit and vegetables grown in Australia-similar to the way Coles does it through Curtis stone—if I had the power/means

Julian Segafredo
Dispatch Co-ordinator Boomaroo Nurseries
105 St Andrews Drive
Lara VIC 3212
Phone: 03 5282 2199
Mobile: 0417 141 968
Email: julian@boomaroo.com



Mandy Tennant
My role at Houstons Farm is Senior Demand & Forecasting Planner Farm & Procurement.
I wanted to participate in the Growing Leadership Program to enhance my networking options and to gain beneficial knowledge that I can transpose into our business and improve py productifyty. I have spoken with a number of our business partners that have completed this course and have found it a great stepping stone for development.

I would like to see the vegetable industry become a sustainable commodity in the Austramarket. I would like to see the industry stand on its own two feet to eliminate imported product. WW and Coles seriously needs to look at their business module and understar what they are currently doing to our farmers and their longevity survival. I want to contingrowing our business to provide Australians with our own

Mandy Tennant Raw material demand plans Houstons Farm 121 Backhouse Lane Cambridge TAS 7170 Phone:03 6248 5233 Phone: 03 6248 5233 Mobile: 0407 533 173 Email: mtennant@houstonsfarm.com.au





I am an Office Manager at 4Ways Fresh Produce. I have also recent taken on the role as a Quality Assurance Manager. I also managed the accounts for our store at the Adelaide Produce Markets. I participate in the Growing Leaders Program as I believe this will help enhance my

leadership and management skills. I hope to use these skills I have acquired to help me effectively lead our admin and Quality Control team.

Coming from an ethnic vegetable growing community I would like to be able to contribute the skills and knowledge I have acquired back to our community.

Phuong Truong Office Manager Office Manager
4 Ways Pty Ltd
Lot 11 Womma Rd
Virginia SA 5120
Phone: (08) 8380 8317
Email: P.Truong@4waysfresh.com.au



Graduate List

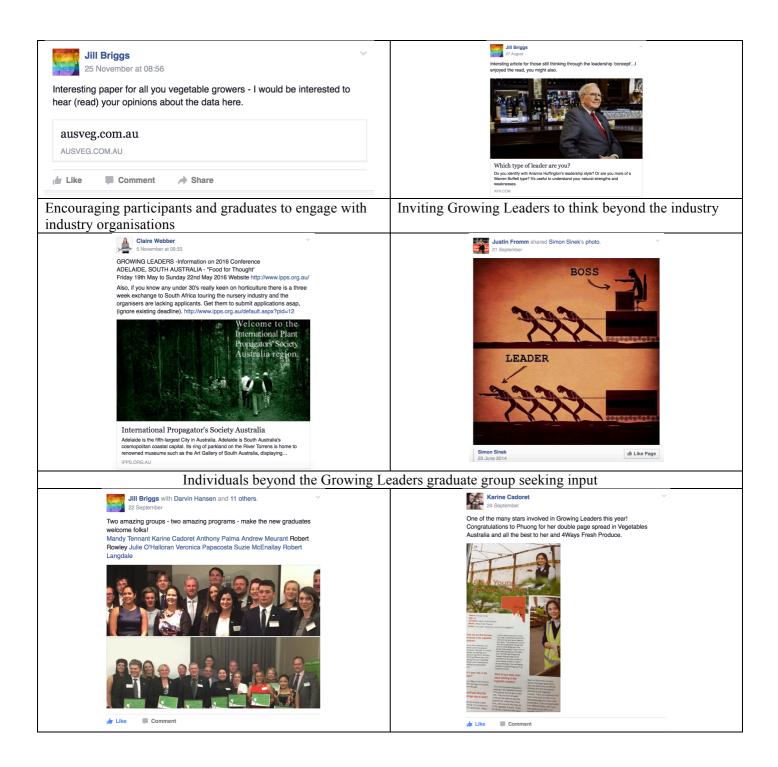
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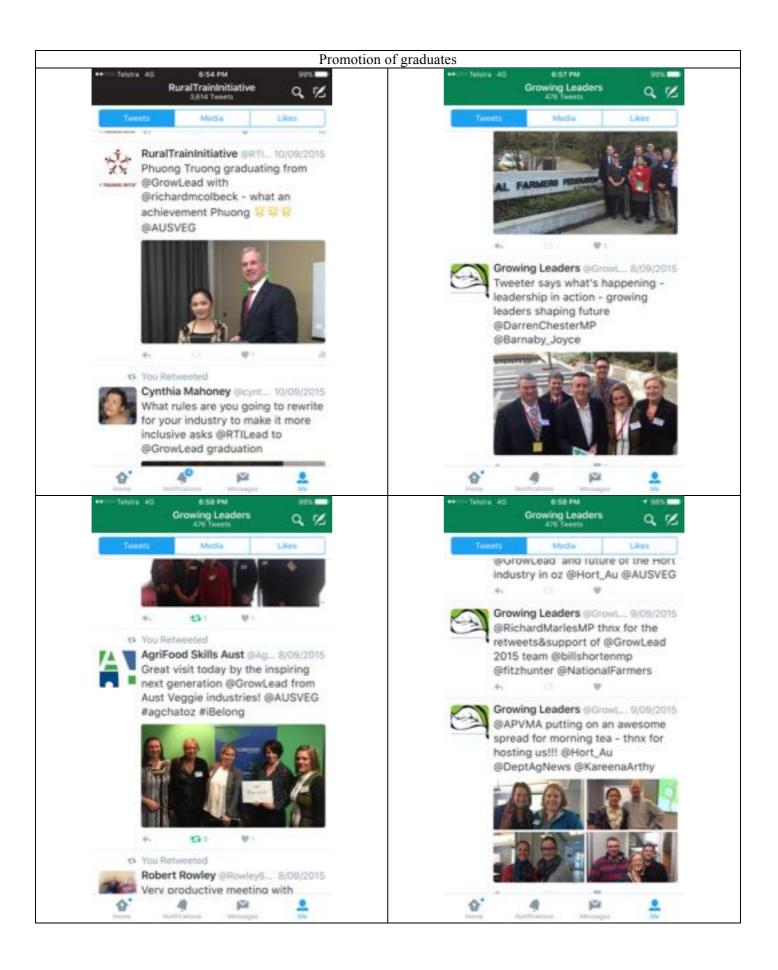
| Name | Workplace/Sector | Details |
|----------------------|------------------------------------|--------------------------------------------------------------------------------------------------------|
| Craig Arnott | Arnotts Vegetable Farms Pty Ltd | 200 Moores Rd, Clyde VIC, 3978, anne@arnottsvegefarm.com.au, 0359985330, 0419336454 |
| Sean Christensen | Rugby Farm Pty Ltd | PO Box 1338, Bowen, QLD, 4805, 0747852911, 0418407981 |
| Geoffrey Foster | Arnotts Vegetable Farms Pty Ltd | 200 Moores Rd, Clyde VIC, 3978, mgrmmfoster@gmail.com.au 0359985330, 0418581874 |
| Suzanne Harper | Paracto | 16 Hillcrest Rd, Devonport, TAS 7310, 0364232044, 0407860283 |
| Jarryd Janke | Rugby Farm Pty Ltd | 22 Hoods Rd, Gatton, QLD, 4343, 0437407004 |
| Noel Jansz | Elders Rural Services | 692 Princes Hwy, Bairnsdale, VIC, 3875, 035153199, 0427838020 |
| Sarah Limpus | DAFF - QLD | PO Box 538, Bowen, QLD, 4805, 0747614000, 0408064290 |
| Deana Said | Fresh Select (Aust) Pty Ltd | Fresh Select (Aust) Pty Ltd, Werribee South, VIC, 3030, 0979499200, 0401815285 |
| Sarah Simpson | Bowen Gumlu Growers Association | 45 Warwick Rd Po Box 489, Bowen, QLD, 4805, idm@bowengumlugrowers.com.au, 0747852860, 0427701225 |
| Luke Spittles | Koala Farms | 7 Hawley Rd, Gatton, QLD, 4343, 0754665865, 0427170935 |
| Carolyn Thomas | Fresh Select (Aust) Pty Ltd | 610 Duncans Rd, Werribee South, VIC, 3030, 0397499200, 0417164066 |
| Kees Versteeg | Qualinac Fresh Vegetables | 5209 Warrego Hwy, Gatton, QLD, 4343, 0754665441, 0488494911 |

| Name | Workplace/Sector | Details | |
|--------------------|----------------------------------------------|------------------------------------------------------------------------------------------------------------|--|
| Soazig Le Bot | Site Produce Manager, Harvest Fresh Cuts | 109 Discovery Drive, Birbra Lake, WA, 6965, soazig.lebot@oneharvest.com.au, 08 9418 9623, 0437 642 123 | |
| David Bertino | Snr Team Leader, Boomaroo Nurseries | 105 St Andrews Drive, Lara, Vic, 3212, davidberlino@boomaroo.com, 03 9528 2199, 0433 375 886 | |
| Alex Emerick | Farm Grower, Mulgowie Farming Company | 50 Africanda Rd, Bowen, QLD, 4805, break_dancer45@hotmail.com, 0408 458 792 | |
| Richard Foley | Customer Order Analyst, Houston's Farm | 121 Backhouse Lane, Cambridge, Jas. 7170, rfoley@houstonsfarm.com.au, 03 6248 5233, 0417 143 406 | |
| Nathan Free | Owner, Duralgai Horticultural Pty Ltd | 188 Tresco West Rd, Lake Boga, Vic, 3584, duralgai@bigpond.com, 03 5037 2109, 0427 178 626 | |
| Gillian Hay | Pack house manager, Bulmer Farms P/L | 30 Bulmers Lane, Lindenow, Vic, 3865, ghay@bigpond.net.au, 03 5157 1709, 0419 738 995 | |
| Duanne Lihou | Manager, Rugby Farms Pty Ltd | 6 Carniel Lane, Stanthorpe, QLD, 4343, duane@rugbyfarm.com.au, 0437 407 366 | |
| Qiang (John) Lo | Procurement Manager NSW, Barden Produce | 32 Currey Place, Fairfield West, NSW, 2165, John.Lo@bardenproduce.com.au, 02 8777 4900, 0412 061 681 | |
| Annelies McGaw | Pesticides Registration, APVMA | PO Box 6182, Kingston, ACT, 2604, annelies.mcgaw@apvma.gov.au, 02 6210 4859 | |
| Steve Northrop | Youngsang & Co | 19 McDonalds Dov. Wandong, Vic, 3758, stexe@youngsang.com.au., 0418 832 881 | |
| Shaun Reina | Assistant Manager Produce, Barden Produce | 82 Woodlands Rd, Gatton, QLD, 4343, arare00700@gmail.com, 07 5462 0800, 0405 707 746 | |
| Adam Schreurs | Director, Schreuts & Sons | 30 Twyford Rd, Clyde, Vic, 3978, adam@schreurs.com.au, 03 5991 6901, 0418 379 418 | |
| Corey Weier | Packing Shed Manager Rugby Farm Pty Ltd | 22 Hoods Rd, Gatton, QLD, 4343, Corey@rugbyfarm.com.au, 0408 556 561 | |
| Ben Winter | Trainee Agronomist, Ballan Farms | 48 Jopling St, Ballan, Vic, 3342, ben@sgahortconsulting.com.au, 0400 708 903 | |
| Vandy Yon | Vandy & Rattana Yon | Lot 33 Penfield Rd, Virginia, SA, 5120, vyon1@hotmail.com, 0411 486 809 | |

2015

| Name | Details |
|----------------|-----------------------------------------------------------------------------------------------|
| Andrew | PO Box 68, Fullarton, SA, 5063, andrew@lucoragri.com.au, 0428 823 035 |
| Meurant | |
| Anthony | 610 Duncans, Rd, Werribee South, VIC, 3030, anthony@freshselect.com.au, 03 9749 9200, 0402 |
| Palma | 323 618 |
| Charmaine | 22 Reeves Rd, Bowen, QLD, 4805, bowenmcfarm@mulgowie.com.au, 07 4785 2662, 0427 659 |
| Archer | 610 |
| Claire Russell | 121 Backhouse Lane, Cambridge, TAS, 7170, crussell@houstonsfarm.com.au, 0400 864 927 |
| David | 12/600 St Kilda Rd, Melbourne, VIC, 3004, david.nicholas.campbell@monsanto.com, 0400 304 |
| Campbell | 766 |
| Graeme | 27 Thompson St, Stanthorpe, QLD, 4380, brett@rugbyfarm.com.au, 0408 541 988 |
| (Brett) Lacey | |
| Julian | 105 St Andrews Drive, Lara, VIC, 3212, julian@boomaroo.com, 03 5282 2199, 0417 141 968 |
| Segafredo | |
| Julie | Gatton Research Facility, Warrego Hwy, Gatton, QLD, 4343, julie.o'halloran@daff.qld.gov.au, |
| O'Halloran | 0409054263 |
| Karine | PO Box 193, Launceston, TAS, 7250, karine.cadoret@tfga.com.au, 03 6332 1800, 04247 928 206 |
| Cadoret | |
| Lachlan | 22 Hood Rd, Gatton, QLD, 4343, lachlan@rugbyfarm.com.au, 07 5466 3200, 0477 040 701 |
| Brownhalls | |
| Lauren East | PO Box 401, Manjimup, WA, 6258, l.east@bigpond.com, 0419 047 371 |
| Mandy_ | 121 Backhouse Lane, Cambridge, TAS, 7170, mtennant@houstonsfarm.com.au, 03 6248 5233, |
| Tennant | 0407 533 173 |
| Phuong | Lot 11 Womma Rd, Virginia, SA, 5120, p.truong@4waysfresh.com.au, 08 8330 8317, 0418 469 |
| Truong | 099 |
| Rachel | 79 Tile St, Wacol, QLD, 4076, rachel.commens@oneharvest.com.au, 07 3712 3997, 0476 670 |
| Commens | 072 |
| Robert | 8 Mills Land, Maffra, VIC, 3860, rrowley@australianfreshsalads.com.au, 03 5147 1038, 0407 953 |
| Rowley | 573 |







Press Release - March 18th 2014

[Name of participant] a local grower of [name of business] has be successful in applying for a place in the highly respected vegetable industry leadership program, Growing Leaders.

Growing Leaders 2014 - National Vegetable Industry Leadership Program commences in Adelaide on the 18th of May 2014. Growing Leaders is the national leadership program funded through industry levies from Horticulture Australia Ltd. and is managed and facilitated by Rural Training Initiatives. The program extends throughout six calendar months and concludes in Canberra in September 2014.

Growing Leaders 2014 is the only national industry specific leadership program for the vegetable industry and has been informed and developed in consultation with and feedback from the industry. The program focuses on developing practical skills that participants can apply at a personal, business and national organisation industry level. Growing Leaders graduate Barry Christie said. "It gave me great insights into how I operate and practical tools for working more effectively."

Growing Leaders 2014 will have opportunity to network and connect with industry decision-makers throughout the program. Industry dinners, guest speakers and with the second Growing Leaders workshop being held in conjunction with 2014 AUSVEG Convention in Cairns participants will have access to current industry leaders.

Graduate Lukasz Gorajek said, "Growing Leaders has helped me understand where my workteam is currently and how to move them forward". Jill Briggs, program manager and facilitator says, "It was a very competitive selection process this year and congratulations to all the participants from across the industry and value chain. Growing Leaders provides a tremendous opportunity for individuals within the vegetable industry to develop skills, gain knowledge and grow networks. The opportunity to connect with industry leaders and network at the AUSVEG Convention ensures that the participants in Growing Leaders 2014 will meet many of the key stakeholders of the industry. Thanks also go to the industry support we receive for the program."

Growing Leaders is designed for people wishing to take up leadership roles at all levels of the vegetable industry - workplace supervisor through to industry representation. These roles maybe at a sector level 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 impact positively, resulting in constructive outcomes for the vegetable industry at all levels.

Photo: Growing Leaders making a difference in 2013. Graduates Luke Spittles and Sarah Limpus network with industry leaders. Graduates touring Melbourne Markets

> For further information, photos and interview opportunities please contact Jill Briggs 0409455710; jill@ruratraininginitiatives.com.au



Media Release

Growing Leaders –

National Vegetable Industry Leadership Program 2015

Release Date: 21st September 2015 Attention: Editors; Industry Organisations Contact: [ADD YOUR NAME AND NUMBER]



Embracing 'Social' for the Oz Vegetable Industry

Fifteen (15) leaders will graduate from the six-month 2015 Growing Leaders - National Vegetable Industry Leadership Program in Canberra on the 10th of September 2015. Local industry star, [ADD YOUR NAME], one of the fifteen participants from across the industry, was officially graduated by Senator Richard Colbeck officially representing the Hon. Tony Abbott, MP, Prime Mininster of Australia.

The Growing Leaders Graduation was part of the final industry networking dinner that is once again strongly supported by key stakeholders of the vegetable industry, who will fly in for the event from across Australia. During the Graduation participants will provided an overview of the outcomes of the six month 2015 Growing Leaders Mission which they have facilitated and implemented. The outcomes included a new social media campaign #ibelong which visually represents the people who belong to the Australian vegetable Industry. This social media activity combines with other concepts researched during the program including the effective use of the industry 'waste' produce.

Jill Briggs, Growing Leaders Program Manager from Rural Training Initiatives said, "This is one of the great concepts for the Australian vegetable industry. What better way to "future proof" our country than an ongoing investment in the leadership capability for the people of the industry. Rural Training Initiatives provides skills sessions and practical that enhance participants knowledge and confidence to lead the industry into the future."

During the teams visit to Canberra they facilitated multiple stakeholder meetings including Members of Parliament including Darren Chester, National Farmers Federation and Plant Health Australia. The Growing Leaders had a number of industry heads provide "future focused" guest speaking sessions including Freshstate, APVMA and Minister Joyce's Office.

"I believe that the three greatest <u>learnings</u> from Growing Leaders were [ADD YOUR THREE LEARNINGS] and I believe the program has already assisted me with [ADD YOUR OWN THOUGHTS] in my workplace. <u>said</u> [ADD YOUR NAME AND YOUR WORKPLACE TITLE AND YOUR WORKPLACE NAME].

Please find attached a photo [ADD YOUR NAME] being graduated from 2015 Growing Leaders with Senator Colbeck.

Appendix 4: Growing Leaders 2013-2015 Mission presentations

2013 Mission Launch Presentation



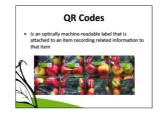






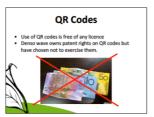




















































We need to get young people interested in the vegetable industry







Through our strategy.. · Increase graduates into industry · Improve health and wellbeing in young adults · Horticulture compulsory in national











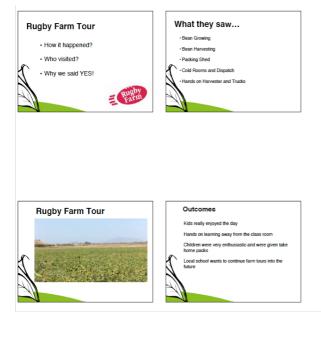






The concept of Kitchen Gardens provide educators the opportunity and resources to teach children about food and create awareness of the importance of the vegetable industry.









What is the GEOFF JANSZ FARM? GeoffJansz.com will be a fully comprehensive food education website



Geoff Jansz Farm



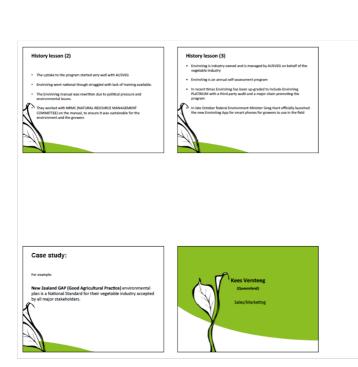


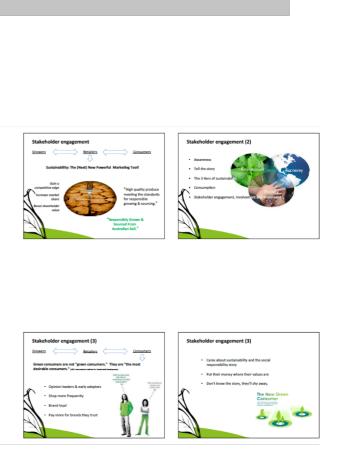


One.National.

Environmental Plan INTRODUCTION



































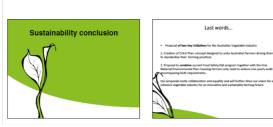




















Mission 2014







Employers value highly

employable skills

supervisor do?

- Workplace supervisors will participate in delivering structured training.
- Familiarise the trainee with the workplace and safety requirements Explain your role in your business to the trainee

What can a Cluster become for my business?



What's The Plan?

- What's the issue?
 How do we know this is an issue?
 What are the opportunities?
 What can we do about it
 YouTube video clips
 Social media
 Website



A study conducted twenty years ago showed that some Australian's described Agriculture in this country as:

What's the Issue?

How do we get younger people (The next

generation) involved in, more knowledgeable of or at least aware of, our industry?

> Antiquated A way-of-life

that was dead or dying A Relic of a by-gone era Irrelevant to modern Australia





- We're trusted, but nobody has faith enough to come and work for us
- There are community wide negative attitudes towards farming



Horticulture Jobs

- Breeder / Seed officer
- Seed/Crop Producti
 Nursery Manager
- · Fruit / Veg Grader
- Packing Shed Worker
 Production Operator



The core value to make this work is 'collaboration'.





Science Jobs

- Technical Officer
- Research and Developn
- Environmental Scientist
- Entomologist
- Biologist
- Bio-Chemist
- Soil Scientist
- Agronomist Horticulturist



Finance/ Business Jobs

- Rural Finance
 Supply Chain Manager
- Financial Advisor Logistic Planner / Manage
- Account Manger
- HR Consultant Accounting



- Trade Jobs Electrician

- Mechanic Diesel Mechanic
 Boiler Maker

Sales / Marketing Jobs



- Sales Rep
 Agronomist Sales
 Market Researcher Market Analyst



What can we do about it?

- Create a website
- Tell everyone all the great things about our industry and how the industry can be great for them too





- What can we do?.









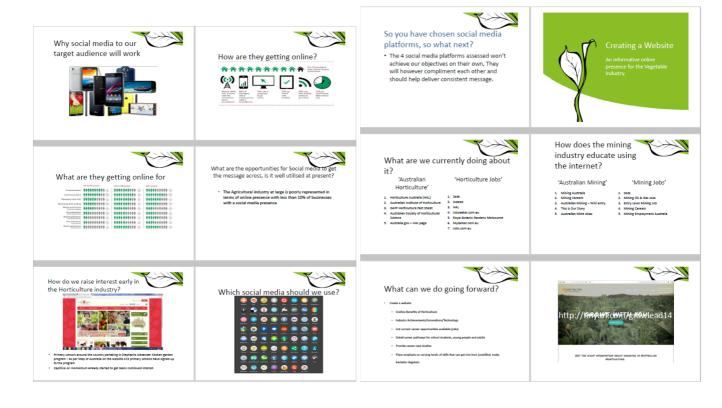
· How to reach teens who are our target

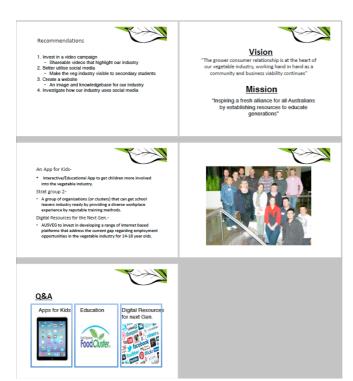












Mission 2015













- Harvesting/Marketing Coordinator
- Rugby Farms, Stanthorpe, SEQ
- Over 20 years in the business



The Growing Leaders Program

- 18 young horticulturalists
 An increase in confidence and inclusiveness with extroverts
 Conflict management
 How can we improve the vegetable industry?

The Current Climate

- Less than 3 out of 5 children have their recommended daily fruit intake
- Less than 1 out of 5 children have their recommended daily vegetable intake

'if I can get my children to grow their own vegetables, then they are more likely to eat it'

Our Proposal

- 'Watch It Grow'
 Getting the whole family involved
 To encourage home grown produce
 External support from local radio stations, and two agricultural businesses







Rachel Commens

Produce Field Officer

The 'Watch It Grow' Challenge

- In line with the Growing Leaders mission and vision statements for 2015.



- Median age of Australian farmers is 53 Median age of Australian employed population is 39

The Growing Leaders Program

- Networking opportunities
- Networking opportunities
 Public speaking and confidence development
 Negotiation training
 Conflict management
 Identification of gaps within the industry
 'Watch It Grow' proposal



"Teach the children... So it will not be necessary to teach the adults"

- Abraham Lincoln

























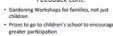






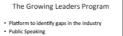










































































Key Learnings

- Make change don't wait for it to happen.
- Leadership is about team effort.
 Gained a greater understanding about my own leadership style and what works.
 Uncover our own networking skills.





The current situation

- Domestic market focus has led to oversupply
- Vegetable exports have remained flat in the last 7 years
- Currently only 4% of vegetables are exported

Do you think exporting is an opportunity?















- Keep it ACHIEVABLE
- Definitely keep it PRACTICAL
- Keep it SPECIFIC













App Development Costs

App Development Costs
Quoted by Nell Clark Business Intelligence
 \$34,000.00 plus GST for app development.

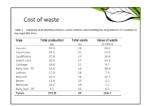
- \$1,200.00/Month plus GST maintenance and

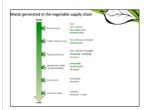
support
ted by Fruit Finder Pty Ltd
- \$24,000.00 plus GST for app development.
- Capability for growers to update their own information.
rower Video Profiling Costs
- \$3,000 to 4,000 (plus travel) per farm profile

Next Steps

- We will lobby for funding provider
 AUSVEG, Austrade, Australian Horticultural Exporters Association
- We will "pilot" the App













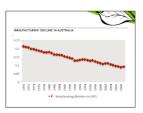








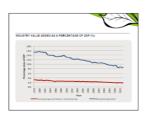


























In conclusion We acknowledge there is a global hunger problem
 We acknowledge that Australia has a food waste problem

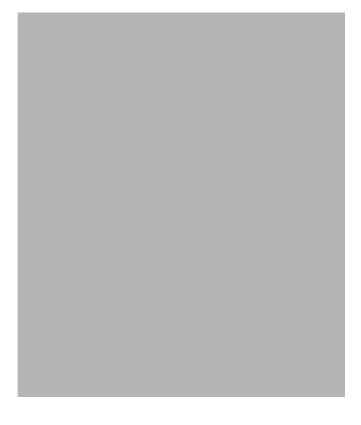












Appendix 5: Guest information

| Guest Profile 2013 | Res #1 | Res #2 | Res #3 |
|-------------------------------------|--------|--------|--------|
| Politicians and/or staff | 0 | 0 | 6 |
| Training Organisations | 0 | 0 | 0 |
| Industry Organisations | 7 | 7 | 5 |
| Gold Coast | | | |
| Alex Livingstone – Growcom | | | |
| Richard Bennett – HAL | | | |
| John Brent – AUSVEG | | | |
| William Churchill – AUSVEG | | | |
| William Gregory – AUSVEG | | | |
| Bree Grima – BFVG | | | |
| Peter Hockings – BFVG | | | |
| Melbourne | | | |
| Andrew White – AUSVEG | | | |
| Marion McLeod – VFF | | | |
| John Roach FreshState | | | |
| John Said – AUSVEG | | | |
| Peter Tuohey – VFF | | | |
| David Wallace – VVGA | | | |
| Lauren Winterbottom – AUSVEG | | | |
| Canberra | | | |
| David Moore – HAL | | | |
| Richard Mulcahy – AUSVEG | | | |
| David McKeon – NFF | | | |
| Angus Street – HAL | | | |
| Michael Bodarcuk - AUSVEG | | | |
| Industry Businesses/Companies | 2 | 5 | 4 |
| Gold Coast | | | |
| Oliver Flint – Costa | | | |
| John Said FreshSelect | | | |
| Melbourne | | | |
| Tom Brougton – RABOBANK | | | |
| Frank Costa - Costa | | | |
| Roger Turner – Coolibah Herbs | | | |
| Tim Walsh – Coles | | | |
| Daniel Williams – Coles | | | |
| Canberra | | | |
| Ross Ord – Agrifood Skills | | | |
| Allan Dall – Braden Produce | | | |
| Robert Wilson – Agrifood Skills | | | |
| Brad Siebert - PHA | | | |
| Government Agencies/Departments | 4 | 0 | 6 |
| Gold Coast | | | |
| Peter Deuter – DAF QLD | | | |
| Cherie Gambley – DAF QLD | | | |
| Craig Henderson – DAF QLD | | | |
| Nick McLeod – DAF QLD | | | |
| Canberra | | | |
| Matt Koval – Dep. Agriculture | | | |
| David Cunningham – Dep. Agriculture | | | |
| Mark Tucker – Dep. Agriculture | | | |
| Kareena Arthy – APVMA | | | |
| Robert Wilson – Dep. Agriculture | | | |

| Peter Ottesen – Dep. Agriculture | | | |
|----------------------------------|----|----|----|
| Industry Leaders | 2 | 2 | 7 |
| Gold Coast | | | |
| Denise Ellement | | | |
| Jeff McSnedden – VIAG | | | |
| Melbourne | | | |
| Deborah Corrigan | | | |
| Graeme Smith | | | |
| Canberra | | | |
| John Roach – Fresh State | | | |
| Matt Koval – Dep. Agriculture | | | |
| Richard Mulcahy – AUSVEG | | | |
| Ross Ord – Agrifood Skills | | | |
| David Cunningham | | | |
| Allan Dall | | | |
| Clem Hodgman | | | |
| Industry Individuals | 2 | 2 | 9 |
| Gold Coast | | | |
| Faith McSpedden | | | |
| Sandra Said | | | |
| Melbourne | | | |
| Jael Del Pilar Rincon Blanco | | | |
| Robyn Wallace | | | |
| Canberra | | | |
| John Roach | | | |
| Sandra Said | | | |
| Matt Koval | | | |
| Richard Mulcahy | | | |
| Alan Norden | | | |
| John Roach | | | |
| John Said | | | |
| Sandra Said | | | |
| Ross Ord | | | |
| Past Growing Leader Graduates | 4 | 3 | 2 |
| Gold Coast | | | |
| Bryony Hackett | | | |
| David Carey | | | |
| Callum Cormack | | | |
| Andrew Bulmer | | | |
| Melbourne | | | |
| James Fuller | | | |
| Stuart Grigg | | | |
| Conrad Leek | | | |
| Canberra | | | |
| Clem Hodgman | | | |
| Alan Norden | | | |
| Total | 21 | 19 | 39 |

| Guest Profile 2014 | Res #1 | Res #2 | Res #3 |
|--------------------------|--------|--------|--------|
| Politicians and/or staff | 1 | 0 | 3 |
| Adelaide | | | |
| David Ridgway MLC | | | |
| Canberra | | | |

| Jane Lovell (Sen. Colbeck) | <u> </u> | | |
|-------------------------------------------|----------|---|----|
| Joel Fitzgibbon | | | |
| | | | |
| Natasa Sikman (Joel Fitzgibbon) | 0 | 0 | |
| 5 5 | 0 | 0 | 0 |
| , , , | 2 | 4 | 4 |
| Adelaide | | | |
| Robbie Davis – Potatoes SA | | | |
| Jordan Brooke Barnett - AUSVEG | | | |
| Cairns | | | |
| Andrew White – AUSVEG | | | |
| Jordan Brooke Barnett – AUSVEG | | | |
| Keviin Clayton-Greene – AUSVEG | | | |
| David Moore HAL | | | |
| Canberra | | | |
| Sharyn Casey HAL | | | |
| Andrew White – AUSVEG | | | |
| Angus Street – HAL | | | |
| Stefan Oberman - AUSVEG | | | |
| Industry Businesses/Companies | 5 | 1 | 8 |
| Adelaide | | | |
| Angelo Demasi – Adelaide Produce Market | | | |
| Trevor Ranford – Horticulture Services SA | | | |
| Tony Burfield – Hortex | | | |
| Darren Alexander – EE Muir and Sons | | | |
| Peter Hoeck – EE Muir and Sons | | | |
| Cairns | | | |
| Julie Willis – Brismark | | | |
| Canberra | | | |
| Ross Ord – Agrifood Skills | | | |
| John Roach – FreshState | | | |
| Michael Claessens – Agrifood Skills | | | |
| Jim Geltch – Nuffield | | | |
| Ian McLeod – Peracto | | | |
| Sean Warren – Boomaroo | | | |
| Susan Driessen – ER&P | | | |
| Jim Geltch - Nuffield | | | |
| , , | 3 | 2 | 9 |
| Adelaide | | | |
| Ben Hebart – PIRSA | | | |
| Steven Lapidge – PIRSA | | | |
| Denise Little - PIRSA | | | |
| Cairns | | | |
| Nick McLeod – DAF – QLD | | | |
| Alan Norden APVMA | | | |
| Canberra | | | |
| Martin Walsh – Dep. Agriculture | | | |
| Caroline Crawford - Dep. Agriculture | | | |
| Leanne Rasheed - Dep. Agriculture | | | |
| Fran Freeman - Dep. Agriculture | | | |
| Bill Schumann - Dep. Agriculture | | | |
| Mark Koval - Dep. Agriculture | | | |
| Alan Norden – APVMA | | | |
| Ian Thompson - Dep. Agriculture | | | |
| Lionel Henderson - CSIRO | | | |
| Industry Leaders | 4 | 5 | 10 |
| • | l | | |

| Cairns | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---|---|
| Anthony Brandsema | | | |
| Andrew Craigie | | | |
| Sarah Limpus | | | |
| Deana Said | | | |
| Andrew White | | | |
| Canberra | | | |
| Martin Walsh | | | |
| John Roach | | | |
| Ross Ord | | | |
| Peter Ottesen | | | |
| Andrew White | | | |
| Fran Freeman | | | |
| Clem Hodgman | | | |
| Matt Koval | | | |
| Denise Kremborg | | | |
| Ian McLeod | • | | - |
| Industry Individuals | 0 | 6 | 6 |
| Cairns | | | |
| Daniel Fiebig | | | |
| Darren Hicks | | | |
| Noel Jansz Rachel Lancaster | | | |
| Jodie Pedrana | | | |
| Bruce Scott | | | |
| Canberra | | | |
| John Roach | | | |
| Deana Said | | | |
| Angus Street | | | |
| Carolyn Thomas | | | |
| caroly!! !!!cirido | | | |
| Ian Thompson | | | |
| Ian Thompson Sean Warren | | | |
| Sean Warren | 2 | 6 | 5 |
| | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said Sarah Limpus | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said Sarah Limpus Noel Jansz | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said Sarah Limpus Noel Jansz Marcus Brandsema Stuart Grigg Sarah Simpson | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said Sarah Limpus Noel Jansz Marcus Brandsema Stuart Grigg Sarah Simpson Canberra | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said Sarah Limpus Noel Jansz Marcus Brandsema Stuart Grigg Sarah Simpson Canberra Clem Hodgman | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said Sarah Limpus Noel Jansz Marcus Brandsema Stuart Grigg Sarah Simpson Canberra Clem Hodgman Denise Kremborg | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said Sarah Limpus Noel Jansz Marcus Brandsema Stuart Grigg Sarah Simpson Canberra Clem Hodgman Denise Kremborg Deana Said | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said Sarah Limpus Noel Jansz Marcus Brandsema Stuart Grigg Sarah Simpson Canberra Clem Hodgman Denise Kremborg Deana Said Carolyn Thomas | 2 | 6 | 5 |
| Sean Warren Past Growing Leader Graduates Adelaide Michael Vorrasi Monika Fiebig Cairns Deana Said Sarah Limpus Noel Jansz Marcus Brandsema Stuart Grigg Sarah Simpson Canberra Clem Hodgman Denise Kremborg Deana Said | 17 | 6 | 5 |

| Guest Profile 2015 | Res #1 | Res #2 | Res #3 |
|-----------------------------------------|--------|--------|--------|
| Politicians and/or staff | 1 | 0 | 2 |
| Adelaide | - | - | |
| David Ridgeway MLC | | | |
| Canberra | | | |
| Senator Colbeck | | | |
| Melinda Hashimoto (Minister Joyce) | | | |
| Training Organisations | 0 | 0 | 0 |
| Industry Organisations | 1 | 2 | 0 |
| Adelaide | - | _ | J |
| Jordan Brooke-Barnett – AUSVEG | | | |
| Gold Coast | | | |
| Kurt Hermann – AUSVEG | | | |
| Alison Anderson - HIA | | | |
| Industry Businesses/Companies | 6 | 6 | 9 |
| Adelaide | | | |
| Angelo Demasi – Adelaide Produce Market | | | |
| John Harvey – Bathe Wines | | | |
| Monika Fiebig – Monika's Organics | | | |
| Daniel Quattrochi – Monika's Organics | | | |
| Kingsley Songer – 4 Ways | | | |
| Vandy Yon – Vandy & Rattana Yon | | | |
| Gold Coast | | | |
| Belinda Adams – Coastal Hydroponics | | | |
| Rachel Mackenzie – Growcom | | | |
| Robert Hinrichsen – Kalfresh | | | |
| Paul Olive – Rugby Farm | | | |
| Elly Schmidt – Fresh Harvest | | | |
| Anthony Schmidt – Fresh Harvest | | | |
| Canberra | | | |
| Greg Fraser – PHA | | | |
| John Roach – FreshState | | | |
| Susanna Driessen – PHA | | | |
| Helen Jones – FreshSelect | | | |
| Catriona McAuliffe – Agrifood Skills | | | |
| Julien Palamara – FreshSelect | | | |
| Graham Smith – ARLF | | | |
| Gail Woods – Brismark | | | |
| Jim Geltch - Nuffield | | | |
| Government Agencies/Departments | 1 | 2 | 8 |
| Adelaide | | | |
| Steven Lapidge - PIRSA | | | |
| Gold Coast | | | |
| Cherie Gambley – DAF – QLD | | | |
| Ian Layden – DAF - QLD | | | |
| Canberra | | | |
| Kareena Arthy – APVMA | | | |
| Natasha Frawley – ABARES | | | |
| Matt Koval – Dep. Agriculture | | | |
| Mike McDonald - Dep. Agriculture | | | |
| Alan Norden APVMA | | | |
| Brian Moir - ABARES | | | |
| Sally Standen - Dep. Agriculture | | | |
| Martin Walsh - Dep. Agriculture | | | |

| Industry Leaders | 1 | 1 | 8 |
|-------------------------------|----|----|----|
| Adelaide | | | |
| Angelo Demasi | | | |
| Gold Coast | | | |
| Kurt Hermann | | | |
| Canberra | | | |
| Kareena Arthy | | | |
| Sharyn Casey | | | |
| John Roach | | | |
| Helen Jones | | | |
| Matt Koval | | | |
| Catriona McAuliffe | | | |
| Graham Smith | | | |
| Gail Woods | | | |
| Industry Individuals | 0 | 0 | 4 |
| Canberra | | | |
| Kurt Hermann | | | |
| Kareena Arthy | | | |
| Julien Palamara | | | |
| John Roach | | | |
| Past Growing Leader Graduates | 2 | 2 | 1 |
| Adelaide | | | |
| Vandy Yon | | | |
| Monika Fiebig | | | |
| Gold Coast | | | |
| Sean Chrsitensen | | | |
| Cherie Gambley | | | |
| Canberra | | | |
| Alan Norden | | | |
| Total | 12 | 13 | 32 |

Appendix 6a: Growing Leaders 2013-2015 – Evaluation data

Participants Evaluation 2013-2015 (samples)

Growing Leaders 2013 Res #1 Evaluation - COLLATED

This document is a collation of the opinions of the participants of Growing Leaders 2013.

1. In this question participants were asked to the following the value (number) indicates the number of participants who circled the word.

What happened throughout the 3 days - CIRCLE WORDS

| Interesting | Fun | Challenging | Informative | Satisfying | Motivating |
|-------------|-------------|-------------------|----------------------|-------------|-------------|
| 3 | 4 | 8 | 6 | 2 | 10 |
| Useful | Unimportant | Thought-provoking | Information overkill | Supportive | Irrelevant |
| 4 | 0 | 6 | 2 | 9 | 0 |
| Boring | Exciting | Threatening | Enjoyable | Stimulating | Appropriate |
| 0 | 3 | 0 | 5 | 4 | 2 |
| Easy | Humorous | Monotonous | Straightforward | Helpful | Educational |
| 0 | 1 | 0 | 3 | 3 | 6 |

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

<u>Industry Dinner (8 participants)</u> – daunting but enjoyed social setting and great chance to be acquainted with top industry representatives; meeting contacts and getting their thoughts on leadership; enjoyed liaising with members of the industry; because it was the first time we had worked as a team and it worked; really good industry people and improved networking skills; all guests we will be able to exchange knowledge and information; everything I wanted to learn was provided through the people in the room, great networking.

Communicating in Public (7 participants) – supportive to tackle my fear of public speaking; Golden Circle

^{2.} The information below provides the workshop name, the number of participants who selected that particular workshop and; the reason the participant selected the workshop.

theory made a good statement of where you should start and where you should head to; it was fun to try a few new techniques but not necessarily successfully; seeing the video helped develop and deliver the presentation; essential skills to have; the Golden Circle was a great way to help structured thinking throughout the 3 days.

<u>Personalities</u> (6 participants) – it helped me understand my own personality traits; gave me a chance to reflect on my personality; gave a good understanding of what I look for and how to handle it; made me reflect on the dynamics of the group; identified different personality types which will allow us to identify in others to allow and facilitate effective communication; very interesting.

<u>AUSVEG Meetings</u> (4 participants) —to see and hear what is going on in the background; got to understand what happens behind closed doors; it gave us an insight into how the process of developing where levy money is spent, good to see who and how projects are assessed; great to hear how the techniques we were taught were used in business and was also interesting to get access to real projects.

<u>Communication (4 participants)</u> – I thought I was a decent communicator but I realised I have more to learn; learnt there is a lot more to it than I would have ever realised; provided us with skills and knowledge to implement strategies to improve our communication skills; best skills to have

<u>Leadership Theories</u> (3 participants) – theories provided a guide on how I can improve my leadership style; learnt strategies and people relevant for workplace; important for me as it was informative and should me how to use these tools.

<u>Industry Panel (3 participants)</u> – Interesting and a chance for us to voice our concerns in a comfortable/relaxed environment; found out more about people than just whey they wanted to tell you.

<u>Graduate Address</u> (2 participants) - having the experience of the Bryony and what benefit she got out of the program; helped verify why I was here and were I can go.

<u>Team Dinner (2 participants)</u> – good opportunity to start to understand each other; it brought forward the problems meetings can cause without proper protocol and commitment.

Effective Meetings (1 participant) – learnt about how to handle meetings and situations.

<u>Identifying Leaders (1 participant)</u> – it helped us learn about each other's leadership values through photo examples

<u>Building Teams (2 participants)</u> – I can use these methods and theories in my personal leadership; to apply to my current work environment.

<u>Understanding Day 1 &2 (1 participant)</u> – very beneficial to recap on how we went – great to learn our strengths and where I need to improve, need external feedback occasionally.

Mission Proposal (1 participant) – because the session went well, everybody coming together;

3. The information below provides the workshop name, the number of participants who selected that particular workshop and; the reason the participant selected the workshop.

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

<u>Developing a Mission (10 participants)</u> – I found as the personalities came out it was hard to get an opinion out; still at formation stage of program, too many opinions, no action or resolution; it didn't feel like we were getting anywhere and the whole process felt disorganised and jumbled; hard to get everyone to find a common mission to agree on; you got to see people's passions for the industry; chaotic discussion session and we struggled to work together; frustrated by dominating personalities;

hard to step back when all I wanted to do was step up; so many different personalities and ideas made it difficult to focus; getting to the point was hard however rewarding when we did.

<u>Communicating in Public (9 participants)</u> – had to do a presentation; I don't like public speaking, I was out of my comfort zone; new faces and out of my comfort zone; presenting in front of everyone the first time was stressful; it was Day 1 and I didn't know people and was scared; I found this most challenging but rewarding once completed; I don't enjoy public speaking but through this workshop we were provided with techniques and strategies to cope; standing up and speaking in front of so many people that I do not know; confronting.

<u>Industry Dinner</u> (6 participants) —always a challenge for me to remember that I am allowed to approach and speak to people I revere and consequently am intimidated by; challenging and intimidating plus anxiousness of networking with industrial leaders; public speaking as part of the industry profiling; I was the chair for the evening, limited time frame and had to pull together as a group. Communicating in Public helped me; took me way out of my comfort zone.

<u>Team Dinner (4 participants)</u> – was challenging and frustrating to try and decide on a vision with so many personalities/opinions in a less than ideal setting; frustrated having to complete tasks over dinner with extraverts dominating; first day with everyone getting to know each other and so it took us a long time to reach a semi-agreed upon vision; too much debating over dinner nothing came out of it.

<u>Mission Proposal (3 participants)</u> – Felt like we had been going around in circles for 2 days until we finally had an outcome; not sure if we have tackled something to get the best possible outcomes; a bit less stressful but still difficult; not sure what the purpose was and where we are heading.

<u>Networking (3 participants)</u> – feels forced rather than just letting it happen; helped a lot with the dinner, well explained; it is easy to talk to people but it is hard to develop a relationship with people on such a short timeframe.

Industry Panel (1 participant) – two good speakers who made you want to listen and ask questions.

<u>Building Teams (2 participants)</u> – a little over my head; teams changed all the time so you had to quickly adapt to each member.

<u>Personalities (1 participant)</u> – was not the happiest with my profile but that is who I am and I need to accept that.

<u>General Comment</u> (1 participant) – On Day 1 I thought "I had done everything before" but rapidly changed my opinion after that.

4. The information below provides the participants commitments to change management in three (3) key leadership spheres.

What changes will you make:

To yourself:

- Think more strategically about how I communicate/lead within my workplace, place greater emphasis on networking;
- Try to be more up front and be heard.
- I will have more belief in myself
- To work on networking to ensure things are more enjoyable
- Talk less be less of an extravert (shut up and listen)

- Not sure yet
- Everyday to listen and ask questions, talk and try to implement
- Adopt some of the techniques learnt.
- Sometimes my personal opinions are not important in a team environment.
- Be more organised and willing to put my view forward
- I will have confidence in my work/opinion
- I will try to have more confidence with public speaking
- To listen more and make sure that I include people in conversations that are a little less outgoing.
- To prepare myself and to take better notes

In your workplace

- Structure my days
- Inspire changes in attitudes
- I will give further consideration to the personalities and needs of my team member to help them strive and succeed.
- To get my knowledge across to the correct person
- Be more open minded
- To communicate better with my co-workers
- Speak out loud
- Better structure to weekly meetings
- Try to build better teams with better communication
- Implement meeting strategies and leadership strategies
- Confidence and Conscientiousness
- I will work harder to implement the skills that I have learnt
- Help more people understand leadership

In your industry:

- Develop passion
- I will get involved and put myself out there

- Will network more, I now see the benefit of having industry contacts.
- Time will tell
- I am determined to be part of the bigger picture.
- To get to know the local industry advocacy organisation
- Some thinking to be done
- Contact others to discuss issues/problems to ensure they are heard and in the limelight
- Take leadership opportunities as they present.
- Be open-minded and listen to others in industry
- Extraversion and confidence
- Try to increase network
 - 5. The information below provides a general overview of participants commitments to change.

What leadership steps will you take?

- I will aim for servant leadership
- I would like to talk to more leaders so that I can understand how they moved into their roles and the detail of these roles. I will do this by putting my hand up for more involvement in programs like these with the assistance of industry members and my employer.
- I will take control of the situation when I have to by taking more responsibility over some people in my area with assistance from my GM's.
- I will judge the situation to understand when to stand-up and when to be quite through listening and with the assistance of people around me.
- I will be more proactive in achieving Growing Leaders goals and also work commitments through setting personal and work timelines with the support of Growing Leaders 2013 participants.
- I will think more about leadership roles and actions in the workplace through being more strategic and show more leadership with assistance from the Growing Leaders 2013 participants.
- To connect with me new network connections because it will give me direction I need to take a step into the industry through emailing and annoying people to talk to me with support from fellow employees and Growing Leaders 2013 participants.
- To keep trying new things through assistance from Koala Farms.

| - Remain in touch with current leaders and look at opportunities because I believe I can offer something to the industry. I will instigate this. |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| - To take risks and be fearless and increase confidence in others because I am sick of playing safe through increasing my involvement and responsibility with the assistance of General Manager. |
| - I will be more authoritative when I need to be because I sometimes feel taken advantage of because I don't always stand up for myself and I will do this by being braver with the assistance of other Growing Leaders 2013 participants. |
| - Delegating more and placing my trust in others because people need to take ownership of their responsibilities and I will do this through asking and this actually is my responsibility. |
| - I will become more focused so I can deliver outcomes through building my personal motivation and this relies on ME. |
| - I will put myself out more to gain knowledge of my industry through contacting my industry organisation with assistance from my peers and my workplace. |
| 6. This section is a logistics section and participants are requested to circle their preferred rating and add comments. The numbers indicate how many participants circled the rating. |
| Logistics (Circle and make comment) |
| Venue: |
| Very Poor 0 Poor 0 Average 0 Good 6 Very Good 8 |
| Comments: no comments |
| |
| Meals: |
| |

| | Very Poor 0 | Poor 0 | Average 0 | Good 6 | Very Good 8 |
|-----------------------------------|------------------------|---------------------|--------------------|-------------------|--------------|
| Comments: no cor | nments | | | | |
| | | | | | |
| Pre-program information: | Very Poor 0 | Poor 0 | Average 2 | Good 8 | Very Good 4 |
| Comments: A bit more detail would | be useful | | | | |
| | | | | | |
| Application process: | Very Poor 0 | Poor 0 | Average 1 | Good 9 | Very Good 4 |
| Comments: I think it would be ha | ard to select this tea | ım with the questio | n you asked; a few | things weren't to | tally clear. |
| Program Materials: | Very Poor 0 | Poor 0 | Average 1 | Good 4 | VeryGood9 |
| Comments: no comments | | | | | |
| Guest Speaker: | | | | | I |
| | Very Poor 0 | Poor 0 | Average 0 | Good 1 | VeryGood13 |
| Comments: Excelle | ent; all very good. | | | | |
| Facilitators: | | | | | · |
| | Very Poor 0 | Poor 0 | Average 0 | Good 1 | VeryGood13 |
| Comments: Excelle | ent: all verv good. | | | | |

Growing Leaders 2013 Evaluation – Res #3 – Canberra

Name

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

Day 7

- Hectic (2 responses) on the go all day, meetings/travel/no organised meal break;
- Worried (2 responses) about the presentation; a lot of work for Mission Launch
- Scattered (1 response) Horticulture industry is not united;
- Anticipation (1 response) to see everyone and get organised for the Mission Launch;
- Restart (1 response) picking up where we left off and seeing the team again;
- Deflating (1 response) now know about how disjointed our industry is;
- Brilliant (1 response) had my say at NFF and they listened;
- Challenging (1 response) organising 13 people at meetings was hard and we all needed to form a good again.
- Fine (1 response) it was fun
- Hard (1 response) to get back into the groove knowing so much was at stake;
- Anticipation and disappointment (1 response) psyched up for Minister Joyce (didn't happen)

Day 8

- Frustration/Tired (3 responses) ironing out the problems and bringing focus to the Mission Launch; so much to do and will it all work out;
- Full (2 responses) pushed to the limit which is what we should experience in leadership; Parliament House and APVMA
- Confident (1 response) the presentation is looking good
- JFK Quote (1 response) understand a bit more about how the politic works
- Insightful (1 response) insight into the greater industry
- Fine (1 response) it was fun
- Informational (1 response) Meeting assistant Sec and seeing PH
- Nervous (1 response) Mission Launch

- Relief (1 response) That as a group we have a chance to make a difference;
- Informative (1 response) Parliament House and the Ministers advisors;

Day 9

- Relieved (3 responses) it is over; Mission Launch over and enjoying the Graduation Dinner; completed successfully the Mission Launch;
- Good (1 response) all done
- Anxious/under-prepared (1 response) Strategy group was behind in our preparation AND Relieved/ Elevated Mission Launch provided a sense of completion;
- Digging Deep (1 response) pushed to the limit and then found another level of excellence;
- Results (1 response) al the effort is paying off;
- Fulfilling (1 response) We finished and received many great comments and we were invited to carry it forward;
- Evolution (1 response) can see the potential of the industry to evolve;
- Anxious now have to go home and change the world;
- Uplifting (1 response) I was reminded that there are others that think progressively and we can get out of our industry rut;
- Challenging (1 response) well outside my comfort zone but played a part in whole group success;
- Celebration (1 response) Mission Launch completed and Graduation dinner

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

- Parliament House (6 responses) very interesting; advisors were engaging and enthusiastic; finally understand the difference between the two Houses; see how it functions; opened my eyes; meeting advisors was a new experience for me
- Industry Panel (5 responses) The best industry panel; great inspiring and engaging speakers and relevant messages; well delivered and relaxed; very insightful and great speakers; fantastic;

- Leading the Industry (5 responses) reflection back to Gold Coast; something I was denying about myself and now I know; good insight into our leadership traits; eye-opener;
- Mission Launch (2 responses) because it challenged my public speaking; great finish off to the whole program;
- Guest Speakers John Roach (2 responses) good leadership model well explained; Kareena Arthy (2 responses) great insights; admire her enormously; Richard Mulcahy great insight into lobbying (and Cynthia (2 responses) great processes to use)
- Photo (1 response) can see how far I/we have come;
- Reflection Day 9 (1 response) song was fun;
- All group activities (1 response) getting different perspectives;
- Day 7 Meetings (1 response) so valuable to raise my profile;
- Mentoring (1 response) I didn't realise how much could be gained from having someone
- General (1 response) they all linked in across the nine days

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

- Mission Launch (6 responses) very challenging; I didn't think I would do well but I really did; as a primary producer we don't do much public speaking; still challenges me; challenging but very worthwhile and I wouldn't change a thing.
- Mission Launch Practice (5 responses) but getting beyond this and assisting others and able to share the final accolades; really underprepared and worried for the whole group; not as organised as we thought; unprepared; we were still not confident with our presentation;
- Day 7 Meetings (3 responses) needed to be more prepared; learning how professional people make decisions; organising was difficult and we were unprepared;
- Leading the Industry (2 responses) everyone sees you slightly differently; eye-opener
- General (1 response) brought it all together;

What have been your most significant learnings from Growing Leaders?

About yourself?

- I can step up and rise to the challenge and should always trust my gut. Never underestimate strength of the other individuals to keep you motivated

- Listen
- I can speak publicly
- I had these skills just had to have them pointed out to me and polished thank you
- The ability to put aside my agenda to connect with a group and help them reach theirs
- I am in the right industry
- That I need to share and back myself develop more confidence
- I need to communicate more, be more confident and more out of the hole more
- Learning what I was good at bit didn't realise ad what I need to improve.
- Not being shy and putting in in ackward situations including public speaking.
- Confidence
- I'm not confident but after years of working on this I now understand that this is just part of me.
- That I still have plenty of learning ahead of me and I need to push on to do it.

About yourself and leadership?

- I still have a lot to learn, but I can be influential even at a young age with little industry experience.
- I have potential but I don't have all the answers yet
- I can be a better leader than I already am
- My passion for the industry\That being a leader is not so bad communicating and listening are key. I can implement strategies to develop leadership skills
- With a good team supporting me I cam accomplish desired results
- I can get better at this
- I need to listen more when I do I understand where the other person is coming from and when you know this you are better prepared to pursuade
- A group can lead and I can lead a group.
- Listen to both sides
- Capacity
- That I can lead by using appropriate skills

What did you learn from the internal mentoring?

- Scary how to see yourself is how someone else also sees you
- That you need someone to lean on
- You need to know the person better, choose someone you know, don't be random
- Developing relationships was a good activity for the GL team
- Everyone can help in some way or another and each other
- You must make an effort to contact your mentor
- It is great to have an important friend

What did you gain from the external mentoring process?

- Rejection aimed to high.
- Work in progress
- Good advice and support
- Made contact and believe this will be good for the long term.
- That my mentor operates on the same principles as me and to keep networking
- I learnt how to pen the first contact communication in a mentoring relationship
- That there is not just one person who can assist me
- Excitement that someone wants to work with me

Where will you be using your leadership skills?

Next Week

- Initiating work tasks
- Developing a plan
- Planning for next years harvest season

- Be assertive
- Strategy for new positions
- At work and in general life
- Personal life
- Coles Head Office/Gatton
- Bettering my team, myself and my company
- Workplace
- Work and football
- At AUSVEG trying to convince them they were wrong

In 6 months

- Follow-up with GL 2013 about presenting our vision at AUSVEG Design Team meetings
- Implementing my plan and measuring my outcomes and encourage someone else to do Growing Leaders.
- At work and in general life
- Leading a better team into next season (more organised)
- Strategic positioning for future roles in industry
- Workplace
- Involvement in local industry association
- Moving up taking baby steps in moving our industry in the right direction and in my job
- In professional life
- Geoff Jansz Farm
- Trying to repair industry bridges
- Hopefully every day

In 2 years

- Start-up company and consulting

- Making big steps
- Be more involved in the industry
- Possibly in another industry
- More involvement with the vegetable industry
- Sit on an industry board, different role in FreshSelect.
- Hopefully every day
- Both personal and professional life
- Export CEO with Jarryd and helping Australia

Can you suggest one thing what is essential to ensure that Growing Leaders 2014 is excellent?

- Not a thing it is brilliant and you're both brilliant facilitators...perhaps a little more info about Tuesday industry meetings
- Jill and Cynthia are running the program and industry peak organisation more supportive.
- At work and in general life
- Endure
- More guests at the presentation
- External mentors invited earlier
- Reach out to people from further afield (WA/NT/SA)
- I liked it all but ensure that the industry leaders are more involved.
- The AUSVEG Convention (attendance) needs to specifically included in the program costs I could not go because of internal restrictions.
- Make sure you build a great team that develops over the duration of the program
- Maybe give them our contact details as a reference that they can tap into

Please provide us with names of others who should participate in Growing Leaders?

- Benjamin Winter (deana)
- Julian Palamara (deana)

- Ben Martin (Sarah S)
- Mike McGuire Rugby Farms (Sean)
- Craig Brackhey (Sarah S)
- Troy & Brad Qualischefski (Kees)
- Rowan Bornell (Luke Spittles)
- I will get back to you (noel)
- Ben walker (Stuart Griggs employee)
- I will work with Rugby Farms to find some (Jarryd)
- Contact me (Geoff)

Growing Leaders 2014 Res #1 Evaluation - Collated

What happened throughout the 3 days - CIRCLE WORDS

| Interesting | Fun | Challenging | Informative | Satisfying | Motivating |
|-------------|-------------|-------------------|----------------------|-------------|-------------|
| 9 | 2 | 12 | 6 | 1 | 7 |
| Useful | Unimportant | thought-provoking | information overkill | Supportive | Irrelevant |
| 5 | 0 | 7 | 1 | 7 | 0 |
| Boring | Exciting | Threatening | Enjoyable | Stimulating | Appropriate |
| 0 | 3 | 1 | 5 | 3 | 3 |
| Easy | Humorous | Monotonous | Straightforward | Helpful | Educational |
| 0 | 3 | 0 | 0 | 3 | 7 |

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

W15—Industry Dinner (10 participant responses)

Participant Comments:- Got to meet and talk with key industry people; made me realise that industry leaders are just normal people with their own area of knowledge; meeting and talking to interesting people; getting to know people because I need to do this; opportunity to network; validated that I belong here; Good opportunity to network, more informal chance to ask questions of the industry members; the networking was great, I really enjoyed the time with the guests and other GL 14 participants; meeting new people and talking to people in the industry; the dinner really opened my eyes to the politics and different areas of the industry; Great guests; meeting people and gathering a social network; great meeting people in the industry and understanding what diversity is out there.

W4—Communication II—Speaking in Public (8 participant responses)

Participant Comments:- Speaking public pushes my personal boundaries; getting to know people and getting to work on our public speaking skills; learning to speak in public in front of people is scarier than expected; great to understand the theories of leadership and understand the power of the 'little voice on the shoulder"; enjoyed the ability to speak and put my thought forward; puts everyone out of their comfort zone and good opportunity to meet the group; I found the theory section very useful as I need to

learn about listening more effectively; the public speaking section took me out of my comfort zone and challenged me; the public speaking got all the nerves out and us on our toes.

W10—Building Teams (4 participant responses)

Participant Comments:- loved the teamwork activity; learning the structure of a team; interesting in working with new people and looking at a problem that we could not really complete; watching different personalities feed off each other with the 'marshmallow challenge'; worked together and achieved the challenge; it was interesting to see teams come together with strong personalities and how we connected and didn't.

W11—Industry Panel and Q&A (4 participant responses)

Participant Comments:- great to get to network with guests; inspiring and good to meet graduates from the program; Interesting to hear all the speakers from the different parts of the industry; learnt a lot about the individuals and the industry, I don't have a lot of knowledge about the vegetable industry, great; it was inspirational to hear everyone's success stories and challenges.

W6—Personalities (3 participant responses)

Participant Comments:- Learning about the application of personality knowledge; understanding group roles; let me know more about myself; when things get tough on Vision, could really see group personalities at play; was a great exercise and lets you understand and have a result on paper.

W7—Team Dinner (3 participant responses)

Participant Comments:- we had a chance to work as a team and meet interesting people; enjoyed interacting with new people and understanding who they are; got to know other GL 2014 participants in a relaxed atmosphere.

W12—Developing a Mission (3 participant responses)

Participant Comments:- understanding of how to get your point across in a very concise manner; the confrontation of the group process; challenged group work skills, communication, meeting structures and team interaction; I found this very interesting because of all the turmoil and conflict and I love watching how people react.

W1—Purpose of the Program (1 participant response)

Participant Comments:- N/A

W2—Identifying Leadership (1 participant response)

Participant Comments:- N/A

W9—Reviewing Day 1 (1 participant response)

Participant Comments:- N/A

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

W2—Identifying Leadership (1 participant response)

Participant Comments:- Hard to find models or know where to implement leadership skills;;

W4—Communication II—Speaking in Public (4 participant responses)

Participant Comments:- Speaking in public required me to overcome my fears; To make sure that I spoke clearly and slowly and didn't repeat myself; Hate public speaking; Took me out of my comfort zone; Hated it; To be up front and challenge my nerves;

W6—Personalities (2 participant responses)

Participant Comments:- Always hard to answer the questions and a lot depends on your state of mind but provided interesting outcomes; Realising what type of person I am;

W8—Industry Tour (2 participant responses)

Participant Comments:- Not offered and really disappointed; didn't happen – very disappointed; very disappointed;

W10—Building Teams (3 participant responses)

Participant Comments:- needing to let go and give the team a say/go; Enjoyable but challenging at the same time; difficult task;

W11—Industry Panel and Q&A (3 participant responses)

Participant Comments:- Hate sexist comments; Nervous about chairing the session; Out of comfort zone up in front of the team and industry reps when I was co-ordinating the Q&A session; Being with new people, networking and building a network;

W12—Developing a Mission (8 participant responses)

Participant Comments:- Working on vision was brain-strain; the time issue I didn't feel like we had been given enough time personally or as a team; Really difficult to cater for everyone's needs; Many different people and their opinions; Difficult to step up and work in a group; We need more personality strengths and weaknesses before doing this; Group members not accepting what our people's opinions were; Being in a team and having to accommodate others thoughts; Started out an unorganised emotional chaos and I wanted to go home;

W13—Mission and Strategy Plan (5 participant responses)

Participant Comments:- A frustrating time with no direction; stressful; Hate people's negative comments and body gestures; Tough; what a nightmare I found this very confronting and hard to overcome. More

debrief would be good; Seems so much to do; Collecting as a group and working together with everyone's opinions;

W15—Industry Dinner (1 participant responses)

Participant Comments:- Knowing how to make the first approach;

W17—Meetings (2 participant responses)

Participant Comments:- Really hard to control team members when out of time; Working in chaos again and not being in the position of being in control;

W19—Strategy Proposal (1 participant response)

Participant Comments:- overwhelmed; concerned about the workload;

What changes will you make:

To yourself:

Ensure my buddy knows about my goals regarding communication so that I can achieve them;

To be positive;

Follow rules:

To be more outspoken and open with communication;

To be less nervous and more positive;

Control emotions, listen and don't take control;

To become more professional in the workplace;

Develop communication skills and public speaking;

Be prepared to be heard/stand up stand back, encourage others to step up;

Improve communication;

Challenge myself to stick with structure;

Organise and time;

Relax;

Be more confident in what I have to say;

Get involved with more thought;

Have more confidence when public speaking;

In your workplace:

Quietly hand over the reins to allow my team to lead and learn;

To be respectful;

Be more structured;

To inspire and motivate others;

More communication between departments;

Discuss teams and team dynamics, rewards and KPI's;

Be more confident to speak my thoughts are valid, don't be overawed;

Ensure effective communication between boss and myself and ensure I nurture our relationship to improve our business;

Personalise;

Listen to more ideas of everyone from top to bottom;

Listen more not to hear but to listen;

Split jobs and delegate;

Listen;

Listen to staff and their suggestions.

In your industry:

Contribute:

Network more often;

Be a voice;

Be more open about the industry;

Inspire and motivate the industry that sometimes may have given up;

Network to improve information sharing and knowledge development

Network (2);

Look for industry body to join;

Encourage communication.

What leadership steps will you take?

Keep reviewing my leadership strengths and weaknesses to improve my management skills by writing inspirational guidelines and ask someone to help me monitor with the assistance from my internal mentor.

Spend more time with friends and listen to what they have to say with assistance from my partner.

Get assistance from boss.

Listen and step-up to make sure I respect everyone's point of view and being able to make mine clear through planning and organising notes and communicate with the assistance from my colleagues.

Follow-up because I need to build this skill by listening to ideas and making time to follow-up and I will do this by myself.

Be more apporchable to team members by being open and accessable with the assistance from my internal mentor.

Communicate and team build to ensure clearer direction is given and feedback provided to try and improve communication with my staff with assistance from boss and supervisor.

Concentrate on my weaknesses (open) conceptual thinking. I feel that if this assessment was done at my workplace we would have the same result and therefore we need greater balance. I will do this through sharing my thoughts with my team, my manager and HR department, I see this as a great way for our business to evolve. I will do this through the assistance from my manager dn utilise a creative consultant.

I will increase networking amongst colleagues, listen to others so I can improve my knowledge gathering and job skills and relationships with clients and my employer. I will do this by listening to growers and seek information from within my network with the assistance of GL 2014 team, boss and one of my key clients.

I will work on my listening to create a feedback loop to initiate understanding by keeping quiet and not feeling threatened by others with the assistance of one of my co-workers.

Understanding others and delegating work and to understand how to do it effectively through understanding the history of delegation, I will do this by myself.

I will work on being a role model to my workers so that my workers can look up to me and be inspired through having a professional attitude and following leaders attributes with the assistance from my boss.

Delegate openly and maturely and adjust a bit with the older people with the assistance from Vyon;

I will work with my internal mentor to achieve change;

Logistics (Circle and make comment)

Venue was rated as follows: Average -1; Good -6; Very Good - 9

Meals were rated as follows: Poor -1; Average -1; Good -8; Very Good -6

Pre-program information was rated as follows: Poor -1; Good -12; Very Good -3

Application process was rated as follows: Good -9; Very Good - 6

Program materials were rated as follows: Good -6; Very Good - 10

Guest Speakers were rated as follows: Good - 8; Very Good - 8

Facilitators were rated as follows: Good -4; Very Good -12

Growing Leaders 2014 Evaluation – Res #3 – Canberra - Collated

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

Day 7

Disappointing; Enjoyable; Worthwhile; Fun; Awesome; Encouraging; Dead – sick; Lovely.

Day 8

Energised; Interesting; Challenging; Busy; Frustrating; Exhausting; Really tough - still sick; Inspiring.

Day 9

Excited; Rewarding x 2; Relief x 3; Worthwhile; Great.

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

- Question time (4)- insight into Australian politics; question time was entertaining; much more
 interested in this now, having seen it in person; parliament house -opened my eyes what I
 assumed was happening in parliament to actually seeing what happens.
- John Roach presentation:- insightful, relevant not boring x 2.
- Mission presentation (7):- everybody having a go in what they believed in was great; good to see
 everyone band together and deliver s strong; when it came together it was nice to see; relieved
 it all came together the reactions of those that we presented to and positive feedback making all
 the hard work so much easier; it was great to actually get to do the presentation with my CEO
 there
- Industry Panel (1):- this industry panel was one of the most informative for me
- Graduation (5) the networking; Dinner Chairing. I was so unsure of myself to pull this off yet was really relaxed and found it easy to do i could do this again; Still challenged even at last hurdle; further learnings acquired (coping with equipment failures having confidence to talk without notes); we had some fantastic guests and I gained some great networks
- Meetings Day (5):- very interesting to talk to these people; good networking; they were different; validation for what we were/are trying to achieve.

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

- Meetings day (1):- like to be in more control than i was on that day
- Mission Practice (4) Helping others with presentations or jobs, doing it for them not about me; run through - very little contribution from several members of the team, felt I had to carry my team; final touches on the project
- Mission Launch (2) public speaking; group presentation, don't like it; it was all so challenging for me as I was just so sick. It was really hard to just cowboy up
- Taking the next step (1) what I need to do now GL 2014 is finishe
- Graduation Dinner (1) networking is challenging for me, still working to improve this.
- No workshop in particular, more ensuring groups worked together and everyone's needs were taken care of when preparing presentations and organising as a group of 15
- They were all challenging anything on day eight that involved working as a team- I was not in the right head space and wanted to go home, due to conflict with another person.

What have been your most significant learnings from Growing Leaders?

About yourself?

Listening and reward, positive influence and confidence;

Self-confidence

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When pushed I can get the job done and still find time to help other people

I have a lot to offer this industry

I'm more patient than I had given myself credit for

I can speak in public

I am still a control freak and need to let a few things go

Graduation Dinner - networking is challenging for me, still working to improve this

About yourself and leadership?

A good leader needs an even better team;

I need to learn from the 6 last months to put into practice;

I'm better at leading and groupwork than I had given myself credit for;

I'm doing most things right;

I have more skill than I thought I had

I am a "natural" leader, I need to learn to network better (practice makes perfect);

Your 'plate' is only so big and things slip or are pushed off;

Everyone has leaderships skills they just aren't visible at first

What did you learn from the internal mentoring?

You only get out what you put in;

Was great for me in every day problems;

Many hands make light work;

Hmm, mentoring is something that I'm still not 100% sold on;

Didn't use it a lot;

Even though he was no longer a part of the group, he was still helpful;

Maybe the internal mentoring was more about building relationships than mentoring;

It only worked if the mentor/mentee was committed to it, I gained a bit, my mentee didn't seek advice/weren't receptive on what they highlighted they wanted to gain from me

What did you gain from the external mentoring process? My internal mentor still kept giving me advice from the different time in his life; Richard has a lot of qualities I can learn; My mentor was the reason that I did not give up on the program when I had lost it.; I nailed it, my External mentor is going to be fantastic for me and I will keep this going throughout my career No words can say how helpful Alan has been to me. Where will you be using your leadership skills? **Next Week** In my business and personally; Workplace (x3); With Clients; Everywhere; highlighting issues with in my leadership superiors; Home & work. Already hitting the library for books on sales/persuasive conversations (to get the most out of networking) In 6 months In my business and personally; community; Hopefully with the wider industry, working with contacts made during GL14;

In 2 years

Everywhere;

Work

MCG

Industry;

Everywhere x2;

Wanting to catch up with more politicians, as well as workplace

Project management with team members

In my business and personally;

With Agriculture as a whole;

Looking for a new job??

Work;

Madison Square Garden

Can you suggest one thing what is essential to ensure that Growing Leaders 2015 is excellent?

More self-assessment, some more difficult seasons, teamwork (Tuesdays meetings were good as we had to get places as a team) and staff managment ideas could be good but dependent on the group.

Include the 3 people I have suggested;

Jill and Cynthia must be present!!

Keep the same program

Greater direction in the first residential, when developing vision/mission

Setup measures to make teams be accountable for their presentations and rather than get Growing Leaders to

select roles they want, draw tasks out of a hat, will force everyone out of their comfort zone (some in 2014 didn't

chair a meeting, they missed opportunity to grow)

I think the participants need to be made fully aware of the pressures they will be placed under, how challenging the program is (and other participants can be), and it takes a lot of effort. But they need to be made aware of this in a real

sense before the sign up.

The same facilitators

General Comments

Thanks Jill & Cynth, I had a great time. Thanks also to Rina for all her work behind the scenes.

Jill and Cynth are just amazing. I couldn't think of better facilitators!

Thanks to Jill and Cynthia with out you guys I would have probably gone insane. Really you don't get enough appreciation for the job you do.

Would be valuable to highlight to the crop of 2015 what previous years have done. They can then steer their passion for the industry in a new direction which can only benefit the industry.

Growing Leaders 2015 Res #1 Evaluation - Collated

Participants were requested to circle words that described best the 3 days of Residential #1. The numbers below indicate the number of participants who circled the word.

| Interesting | Fun | Challenging | Informative | Satisfying | Motivating |
|-------------|-------------|-------------------|----------------------|-------------|-------------|
| 10 | 6 | 13 | 8 | 5 | 8 |
| Useful | Unimportant | thought-provoking | information overkill | Supportive | Irrelevant |
| 5 | 0 | 7 | 2 | 6 | 0 |
| Boring | Exciting | Threatening | Enjoyable | Stimulating | Appropriate |
| 0 | 1 | 0 | 4 | 9 | 3 |
| Easy | Humorous | Monotonous | Straightforward | Helpful | Educational |
| 0 | 2 | 0 | 0 | 6 | 6 |

It should be noted that two participants circled information-kill and they have been contacted to discuss their selection. It should also be noted that these two participants also selected more than 6 other positive words to describe Residential #1.

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

Workshop Industry Dinner (12 participants responses)

Why? Provided a great opportunity to meet and talk to guests but also to put into practice skills and tips we had learnt over the previous 2 days; fantastic opportunity to network with people in the industry; L love learning by doing-having the opportunity to be immersed in an event to practice new tips is very useful; As a team we were able to come together and show how we can perform and also getting to meeting the guest speakers again and interact with them; got to network –really enjoyed it got to make some good contacts; put me out of my comfort zone; great challenge for me but I felt very accomplished after; great to meet and network with some really interesting people; showed me that I am more capable and more approachable than I think I am; the industry dinner provided networking opportunities but also demonstrated the setup/personnel/roles required to run such an event; chance to meet new people in the industry and to put yourself out there; allowed me to share my story and network with people;

Workshop - Personalities (10 participants responses)

Why? Gave me an insight into myself; hadn't had that type of topic taught to me before; learnt about personalities, personal strengths and areas to improve; Get an idea of the personalities in the group to ensure everyone is included at all times; god to identify the different personalities that are in the room and everyone knows what other personalities are to help better the communication process; understanding different types of personalities and how to work together with them; new to me and can be applied; really loved the understanding of introverts and extroverts; understanding others; to understand my personality and determine my strengths and areas of improvement

Workshop Industry Tour (7 participants responses)

Why? Have never been to a market before so was interested both on a personal and business level; It showed me part of the industry that I don't normally get to see as I work within the farm gate; best experience-I have never been to the markets; It was in my field; great to see a market run differently got ideas for myself to take back; great to see the markets as I have never been to one before; comfort zone and new prospects

Workshop - Communication - Public Speaking (5 participants responses)

Why? Increased my confidence and understanding of what is involved; Speaking publically in front of the group established trust within the group early on; got me out of my comfort zone and helped me see other people have the same thoughts; I enjoyed being nervous and not being able to turn back; proved to myself that this is not as scary as I thought;

Workshop - Team dinner (4 participants responses)

Why? I saw people totally transformed and confident; good to get out of the closed room and into and informal environment; enjoyed getting to know the team in a comfortable environment; relationship building; enjoyable breaking down barriers d start building of teams and friendships

Workshop - Vision and mission (3 participants responses)

Why? good constructive discussion to get to the end point; chairing meant I was in control;

Workshop - Meetings (2 participants responses)

Why? Better understanding of how to run a meeting; I have learnt great new strategies on how to control and get the most out of a group;

Workshop Identifying Leadership (2 participants responses)

Why? Got to know one to be one; learnt what makes a great leader;

Workshop Developing a Vision and Mission (2 participants responses)

Why? It's good to have a goal; challenging group dynamic made me learn a lot-this was through consensus and compromise.

Workshop Industry Panel (2 participants responses)

Why? Such important skills to have and observing others having a go is reassuring and inspiring; leave comfort zone and practice some of the skills and tips learnt during the meeting;

Workshop – Leadership Theories (2 participants responses)

Why? It brought everything together; explains behaviour and can be used

Workshop - Networking and Dinner Briefing (1 participant response)

Why? Started to understand better ways to network;

Workshop - Building teams (1 participants response)

Why? learning more about stages of team development

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

Workshop Developing a Vision and Mission (16 participants responses)

Why? Too many people with too many ideas; Reality – have to deliver now; Diverse people trying to come up with a vision; the group launched into trying to find consensus and probably needed more processes in place to be more effective; dealing with so many people with different personalities all competing to have their ideas heard challenged me; Because we are endeavouring to revitalise an industry it is challenging and exciting; the large group environment was dysfunctional and not being the Chair I felt powerless; we went around in circles and it was very draining; mentally challenging; looking forward to the challenge and what can be achieved; I had to put myself out there and received good reward for doing it; session on Wednesday was really frustrating; too many people with strong personalities making it hard to get myself heard; too many people too many ideas, small space just made me want to not contribute and just let the dominators get it done; full on no agenda long day could have been managed a lot better it made me feel very anxious; too time constrained leaving it as a weak plan; too many voices to be shared; chaired the session and found it to be the hardest one I have ever done; seemed to get bogged down and it appeared inefficient

Workshop Communication-Public Speaking (9 participants responses)

Why? Not confident in public speaking; because we were challenged to get up and speak in front of the

group without knowing each other; Public speaking is my biggest fear; first time public speaking in along time got the sense I can do this; it is not a strong point for me; public speaking has always been a challenge for me but it was good to 'make me do it'; totally out of my comfort zone and in unfamiliar company: always hard to speak about yourself in front of a group of strangers; speaking in front of strangers and having feedback given by facilitators

Workshop Industry Dinner (4 participants responses)

Why? Very challenging to prepare in the time we had; was time poor before hand and that made it harder to prepare mentally and physically; I have to step out of my comfort zone and actually try to put myself out to everyone and to get to know them; hard to speak to new people and then speak in front of them;

Workshop Meetings (2 participants responses)

Why? Chaired a meeting which I had never done; brief and wishy washy

Workshop Industry Tour (2 participants responses)

Why? Nothing wrong with the tour just felt ill the whole time; we needed more purpose or prep instead of a nice walk

Workshop – Leadership Theories (2 participants responses)

Why? Was a bit zoned out overloaded by the time we got to this; could easily put into real life - resonated with me and will help me through.

Workshop - Team Dinner (2 participants responses)

Why? Very difficult environment my brain was overloaded by that tone; trying to network through exhaustion; first time to really get to know team members so I have to try to find ways to strike a conversation. Sometimes I don't feel like I really belong or have anything in common.

Workshop - Networking (2 participants responses)

Why? My company has a unique company way to doing networking and the pre-conceived ideas about personal Performance; not something I like to do; really tired at this point so it was very hard to take anything in

Workshop –Identifying Leadership (2 participants responses)

Why? Because at the start I didn't feel I should be in the room; probably a bit cynical about leadership workshops as in choose a word to describe etc. but I quickly noticed the subconscious learnings

Workshop Industry Panel (1 participant response)

Why? I was trying to ask a question but I didn't think mine were worthy

Workshop - Program Introduction (1 participant response)

Why? Was not sure what to expect

Workshop – Building Teams (1 participant response)

Why? I was just a bit flat at that point of the day...

Workshop - Personalities (1 participant response)

Why? learnt so much about me and how better to deal with others - also hard to take in

General comment – I loved that with each of the workshops we were given opportunities to practice the skills we were studying.

What changes will you make:

To yourself:

- Try to contribute more, try to be more clear and concise in my communication.
- -Talk more
- -Confidence and ability to say no when needed;
- -To be open-minded and put myself out there more;
- -Know that I have something to offer and use that knowledge;
- -Understand myself as a leader and how I apply that.
- -I will implement the learnings that I have had in my personal life to achieve better results. All conversations and meetings
- -To have a more defined goal to reach in my career.
- -Try and build confidence.
- -Brave on a personal level
- -Work hard to be reserved in my humour to ensure that I can demand respect and integrity about my ideas;
- -To be more confident with the inner me understand myself and my journey better than ever.
- -Stop pre-conceived ideas. Try to not 'sweat the small stuff'
- -Be more attentive to people's needs around people trying to get a point across
- -To be comfortable and confident in my own skin
- -Don't stereotype
- -Notice introverts and extroverts to ensure inclusion of all participants

In your workplace:

- -Challenge myself more by taking on manager leadership roles
- -Effective communication more directional/structured to team/ roles and responsibilities
- -Be open-minded with our workers
- -Changes in your workplace use some of the activities and workshops and implement some changes
- -Increase my communication tools i.e. Facebook
- -To try to implement some of the ideas from
- -I will stand my ground on the things that I believe should change
- -Run meetings more effectively and efficiently
- -Listen to my workers more everyone has a story to tell
- -I will put forward my ideas and prepare some supporting information and start at why.
- -Use the information learned and apply 2 points in my workplace
- -In my workplace I will be sure to be more open with staff and endeavor to use servant leadership
- -Implement learnings from gl2015
- -To put out my view point
- -I will reflect before I respond
- -To deal with change and be influential instead of sitting on the fence

In your industry:

- -To be more involved join a committee
- -Be more involved
- -I will get more involved in the industry
- -Be more involved in the industry
- -Use my networking skills to break the ice and strengthen networks
- -Be more of an active voice within the industry
- -I will contribute more than I have been
- -Identify memberships and roles I can take on in industry associations/organisations
- -Familiarise myself with the industry more
- -Have a taste of it now and better understanding I will learn more and make more contacts

- -I will be more open to the vegetable industry and keep in contact with the people that I have networked with
- -I will step up
- -Attend more industry driven activities conferences field days etc.
- -To get a better understanding of our industry and people
- -I will find an appropriate industry group to join
- -Try and be more involved in the community
- -To try to get involved in different groups more

Leaderships step statements

- I will try to be more to the point and clear with my communication bale cause currently I get caught talking too much and not being clear and to the point. I will do this by thinking before speaking with the assistance of Jill
- I will work on being open to ideas to get the views of others through asking for opinions in a meeting
- I will try to be more involved I the industry to share responsibility for the future direction of the industry instead of taking a back seat. I will do this by looking into options of how to become involved and I will do this with assistance from Growing Leaders 2015 and industry contacts.
- I will be more involved in being a better leader by building my confidence and become known in the industry. I will do this using steps learnt during the first 3 days with assistance from Growing Leaders 2015 and my mentor
- I will work on reflect strength and trust because I need to think comprehensively before putting things into actin. I will do this by taking a breath first and with the assistance of my manager
- I will put my hand up for leadership roles at every opportunity so I can put into practice skills and tips I have learnt over the last 3 days by identifying components of our project that I can take over leadership of with assistance of the team leader
- I will persevere in achieving outcomes and managing staff because perseverance will ensure it furthers resulting in being open to staff, ensuring that meeting are chaired well and respecting everybody's opinions with assistance with my boss.
- All of it!!

- I will listen more and be more tolerant to improve myself and the way I handle people. I will do this by taking a step back and slowing down and the assistance of my family friends facilitators and mentor.
- I will develop further understanding on people's personalities for we can more effectively run our team meetings by reading up on more supporting materials and with the assistance of company Manager
- I want to lead a more effective meeting because a lot of the meeting we have don't achieve their goal. I will do this through taking charge with the assistance of whoever has the skills at the time.
- I will speak up in operation meetings with my farm manager.
- I will work on my strength because I know I have more to offer and I will do this by joining groups and trying to find out more information about the industry.
- I will work on my understanding so that I am not so quick to judge somebody through taking a step back and listen and I will do this with the assistance of my family.
- I will work on becoming a better chairperson to ensure that we stay on task and let everyone be heard. I will do this by following the ORID and having an agenda with the assistance of my boss.
- I will recruit several Growing Leaders into AUSVEG PMA teams because we are short and this will assist with facilitation and membership.

Logistics

Please note that the numbers represent the number of participants who chose that word – comments have been collated.

Venue:

| Very Poor | Poor | Average | Good | Very Good |
|-----------|------|---------|------|-----------|
| 0 | 2 | 4 | 10 | 2 |

Comments: Hard to network crammed in; poor accommodation; for the activity is was well located; very poor for the price – couldn't close the curtain and had a shared balcony; suited me

Meals:

| Very Poor | Poor | Average | Good | Very Good |
|-----------|------|---------|------|-----------|
|-----------|------|---------|------|-----------|

| | 1 | 0 | 4 | 10 | 3 |
|--------------------------------------|------------------------|-------------------|----------------------|----------------------|--------------|
| Comments: service wa | as poor and unclean; | not supplied with | n meals as per my a | llergy | |
| Pre-Program information: | Very Poor | Poor | Average | Good | Very Good |
| | 0 | 1 | 2 | 12 | 3 |
| Comments: needed more clarity a | | | | | |
| Application process: | Very Poor | Poor | Average | Good | Very Good |
| Comments: | | | | 11 | 7 |
| Program Materials: | Very Poor | Poor | Average | | Very Good |
| Comments: very informative and educa | ational | | | 6 | 12 |
| Guest Speaker: | Vary Dage | Door | Average | Cood | Very Cood |
| | Very Poor | Poor | Average | Good | Very Good |
| Comments: Bought so | o much value to the pi | rogram; informati | ive and gave us a se | 5 ense of what we | 13 can do |
| Facilitators: | | | | | |
| | Very Poor | Poor | Average | Good | Very Good |

Comments: So good! Organised – not totally; not sure attention to detail was very good; informative;

Growing Leaders 2015 Evaluation – Residential #2 – Gold Coast

| Participant NameCharmaine | |
|---------------------------|--|
| Archer | |

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

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strong disagr |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workshop structure | | | | | |
| The mix of presentations, group activity and industry networking was appropriate | 6 | 4 | | 1 | |
| The 3-day length of Residential #2 was appropriate | 9 | 2 | | | |
| Holding the Residential on week-days was suitable | 8 | 3 | | | |
| There were good opportunities to network and exchange ideas | 9 | 2 | | | |
| The mix of people at the dinner with experiences and knowledge was useful | 8 | 3 | | | |
| Workshop content | the with g Thorough together a I felt more conversat This resid more effic Felt more Even thou have neve AUSVEG my eyes t I found the opportunit workshop as we req Adelaide. before we and more In proport too much rather tha This being | roup. ly enjoyed all and think with a confident in ion ential was a iently. relaxed/had agh I have been really under plays. Meeting o what AUSNeemix of presties a great was content immuested guest Not having to got there meenjoyable. ion of all the time 'debriefin actively lead a said, debriefing said, debriefing the said of all the grant was to the said of the | he Gold Coast real I; appreciated the a lout being rushed. I approaching peop Illot more organised Imore time to achie I en in the vegetable I erstood the industry Ing and talking to peop I entations and grout I entations and grout I entations and grout I entations and put I ediately. The dinnet I remained seated I or travel on the Wede I eant the dinner was I activities that were I entation in me concept I fing is important so I ion of the time allo | which allowed wh | nich to work uccessful u to networ residential. er 10 years d the roles of eally opene ey are networking uch of the better this to compared to owing our r and stressf It like we sp s to an act w material. kept in the |

| Overall, the topics covered were useful and | 6 | 5 | | | | | | | |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------|---------------------|---------------|--|--|--|--|
| relevant | | | | | | | | | |
| | | | | | | | | | |
| The industry guest speaker panel was useful | 10 | 1 | | | | | | | |
| and relevant | | | | | | | | | |
| | | | | | | | | | |
| The industry networking dinner structure was | 8 | 3 | | | | | | | |
| useful and relevant | | | | | | | | | |
| Growing Leaders 2015 Mission workshops were | 7 | 4 | | | | | | | |
| useful and appropriate | , | - | | | | | | | |
| userur and appropriate | | | | | | | | | |
| The media and messages session was | 6 | 4 | 1 | | | | | | |
| interesting and valuable | | | | | | | | | |
| Ğ | | | | | | | | | |
| The workshops on power, conflict and teams | 9 | 2 | | | | | | | |
| were valuable | | | | | | | | | |
| | | | | | | | | | |
| Comments | , , | • | found all of these | | • | | | | |
| | All the content was relevant to leadership and the selection of guest for the panel and industry dinner enabled to great events to take pla | | | | | | | | |
| | • | I would have liked the media session to go much deeper into comm: | | | | | | | |
| | | | s and or do's and | | | | | | |
| | | | ery interesting, I for | | | | | | |
| | | | e more of a genera | | | | | | |
| | | | e entire group felt | | | | | | |
| | | | nedia provided a b | rilliant insider lo | ok at how | | | | |
| | | deals with me | | | | | | | |
| | | ct session co | uld have had more | e time to explore | different | | | | |
| | strategies | | hanaiwa miaa ta h | ava thiana agusi | | | | | |
| | | | hensive; nice to hance and structure | | ng togethe | | | | |
| | | | ebook and twitter | | different | | | | |
| | | | y can promote ou | | different | | | | |
| | | | tent on conflict ma | | useful and | | | | |
| | | e to my role. | | , , | | | | | |
| | | | nflict workshop in | | | | | | |
| | | | w have some tacti | | etter results | | | | |
| | all areas of my life when conflict comes along. The guest speaker panel and dinner provided great opportunities for | | | | | | | | |
| | | | | | | | | | |
| | networking and practicing some of the roles around running meeti The power conflict and teams content was very valuable in the information and processes it provided. I am sure that I will be usin | | | | | | | | |
| | | | | | | | | | |
| | | | n the vegetable in | | | | | | |
| | | | strategies in sucl | | | | | | |
| | Strongly | Agree | Neither agree | Disagree | Strong | | | | |
| | agree | | nor disagree | | disagr | | | | |
| Workshop Logistics | | | | | | | | | |
| | | 1 | | T | 1 | | | | |
| The AUSVEG Session was interesting and | 3 | 8 | | | | | | | |
| valuable | | | | | | | | | |
| | | | | | | | | | |

| | 1 | | | | 1 | |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------|--------------------------------|------------------------------------------|--------------------|---------------|
| The facilitators were well prepared and have facilitated my understanding of the information | | 8 | 3 | | | |
| lacilitated my understanding of the information | | | | | | |
| The Jupiters Casino Conference venue was appropriate | | 7 | 4 | | | |
| | | | | | | |
| The Crowne Plaza – Gold Coast venue was appropriate | | 9 | 2 | | | |
| The catering was appropriate | | 8 | 2 | 1 | | |
| Comments | | | | za all the time Jil vas tremendous. | they made us f | eel very |
| | | | | enue and great for | ood and accomn | nodation |
| | • | will comn | nunicated bet | ter within my stra | | |
| | | resentation | | | | 0 |
| | l l | | | ct strategy and try a fantastic venue | • | |
| | l l | | | ation, perfect foo | | |
| | | | | e also provided n | | |
| | | | | discussions for va | | |
| | | | | rs were well preparations. I | | |
| | | | | cilitators towards | | |
| | attitude towards the program is questionable. Unfortunately this | | | | | |
| | appears to have a negative impact on many other participant experience. | | | | | |
| | | | | time at the AUS | VEC session or | to have the |
| | | | | rs previous as we | | |
| | r | | into. There v | wasn't much time | | |
| | | | | igher standard & | variety than GL | Res#1 |
| | | he Ausve pent on s | | is interesting but | there were very | limited of ti |
| | | | | hese really enjoy | | |
| | | | | vas interesting ar | | |
| | | | | tions. I recognise le at the res scho | | |
| | | | | de more valuable | | |
| | | | | orking and/or a n | | |
| | | | | ole in attendance any sort of netwo | | |
| | | | | od the session wo | | |
| Action | 1 | | <u> </u> | | | |
| Between Residential #2 and Residential #3 I will implement the following leadership skills | | | nue to listen r ful manner. | nore to my worke | rs and will discu | ss all confli |
| implement the following leadership skills | | • | | ticipants commen | ts in regards to | leadership |
| | b | eing a po | pularity conte | est. I will soon be | facilitating a nur | nber of |
| | | | | assertiveness is d | efinitely a leade | rship trait I |
| | | | displaying. | n and teamwork; | Communicato: 3 | To the work |
| | 5 | Stay on ta | sk | | | |
| | | | | oth internally and met at AUSVEG | externally to my | workplace |
| | 1 | ollow up | with beoble I | IIICI AL AUSVEG | | |

| | Decree and the design of the Manuscrip Head |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Become more involved with Women in Hort. Communicate clearly and provide support & encouragement. |
| | Communicate clearly and provide support & encouragement Take more of a proactive approach and do what is needed instead or |
| | waiting for someone else to take the lead. |
| | Use/apply the skills I have now acquired with regard to conflict next |
| | time I am faced with it. I am confident a better smoother outcome ca |
| | be achieved for all parties. |
| | Put into practice a mentoring coaching managing role with a colleag |
| | In doing this I will consider the team and power content discussed a |
| | this res as well as the mentoring info in the additional materials. I wi also use this information when working with others to develop future |
| | projects. |
| Between Residential #2 and Residential #3 I will | I will complete all of my videos and will keep in regular contact with |
| deliver the following regarding my strategy. | strategy group. |
| denter and renorming regarding my calcategy. | I agree to regular phone hook-ups with the team. Also I will create the second content of the second cont |
| | videos I committed to and edit the final video for our campaign. Fina |
| | in an informal role I will do my best to cheer up my team and keep the |
| | motivated to achieve the tasks we outlined during residential #2 |
| | Meeting our teams timelines. Complete the draft pitch for our project continue to push the team along so that we are ready for Capharra. |
| | continue to push the team along so that we are ready for Canberra. Registration form for our project, hopefully a couple of external supr |
| | for our strategy and part of our presentation. |
| | I will complete the tasks assigned to me (researching & reporting or |
| | Aid in Australia) and be available to help other strategy group memb |
| | as well as the rest of GL15 team to achieve our goals |
| | Complete my research and presentation. Research and information |
| | results + timely output (with hopefully limited stress) |
| | Contribute to proofing the concept through contact with external attached and contact with external attached and contact with a provided time. |
| | stakeholder. Complete my allocated activities in the specified time frames. Assist team members to develop our presentation for Canbo |
| By Residential #3 I wish to | Have my strategy sorted be connected to my group and have a stro |
| - , | honest relationship with my workers. |
| | To spend more time reflecting on the work I do so that I can pinpoin |
| | better things I want to keep doing and things I want to improve. I will |
| | also have had a couple of discussions with my mentor, whom I have |
| | specifically chosen to discuss career pathways. |
| | Be organised for my team so we are ready to go Have a clear idea of our project potential, and have a contingency p |
| | if the project does not work out. I would like to gain more confidence |
| | regards to managing difficult growers, and prepare for my profile of |
| | myself and OH. |
| | Have our action plan completed. |
| | Have completed our strategy group presentation so that we're not |
| | burning the midnight oil trying to get it finished at the last minute. |
| | Know exactly what I will be presenting and that it is aligned with our |
| | group members. |
| | Also I wish to know clearly what will be happening during residential Have my partner and our 5 month old happy bappy content and clear |
| | Have my partner and our 5 month old baby happy content and sleep at least 6 hours a night and be on top of my strategy/presentation |
| | commitments so that I don't let my teammate down of the other GL |
| | 2015 members down. And have my mentor sorted. |
| | Have used some of the processes presented through the course in a |
| | mentoring coaching role in my workplace. Have taken a lead role in |
| | developing future project opportunities. |
| | Have my session on the presentation written |

| | Be pre-pare for the meeting |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Final Comments | The Growing Leaders program is one of the best things I have ever undertaken. Jill and Cynthia make you feel relaxed and are fantastic getting the message across. |
| | • I have truly enjoyed Res #2. This time I have managed to be more quand observe the group better. I feel I have learnt a lot from the processor of stepping back a bit. The Growing Leaders program is quite unique other leadership courses I have done in the past as it lets the participants make the learning form themselves rather than merely teaching a whole bunch of contact on the theory of leadership. |
| | I belong GL 2015 is a valuable experience thus far. Being a more introverted |
| | person that I am, it challenges me mentally to break down those barriers and allow me to see the value of networking and leadership skills. Understanding the value of leadership is one thing but this coprovides the opportunity to demonstrate and applies these leadersh skills in different environment. |
| | Thank you Jill and Cynthia, I appreciate the manner and teamwork you both use to get your points across in a manner I can relate to and re understand – makes it easier for me to apply skills learnt into real life situations. Regards - A growing leader as I write. |
| | This is one of the best courses I have attended largely due to the structure and excellent facilitation. |
| | Looking forward to Canberra |
| | I feel the 2nd residential was relaxed. Because the vision and missio was sorted, the group dynamics were relaxed and Jill and Cynthia h a positive influence on group. |
| | So far I believe program is the best program I have been involved w |

Appendix 6b - End of Project Evaluation - Stakeholders

| 1. The objectives of Growing Leaders 2013-2015 were:To increase industry leadership capability, To develop a core group of new leaders. To deliver a leadership program that contributes to industry leadership succession planning. Do you believe that the objectives of the project have been met? Res Provide us with evidence of this As chair of the TFGA for 5 years, I am still mentoring and yes passing on the skills. I have observed many participants and graduates who have shown greatly enhanced skills and confidence as a direct yesult of their participation in the programme. On immited evidence yes. Evidence - Increased number of stakeholders that I interact with are graduates. More often than not, there are Growing Leaders graduates in the group I am working with whereas 4-5 years ago, you would not have come across hardly any Growing Leaders graduates. The 2015 group were an impressive co-hort. The calibre of participants has improved over the last few years. There is the odd one who struggles a little and may not have been | akeho | Iders 2013-2015 Growing Leaders Evaluation Data | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------------------------------------------------|---------------------------------------|
| increase industry leadership capability, To develop a core group of new leaders. To deliver a leadership program that contributes to industry leadership succession planning. Do you believe that the objectives of the project have been met? Res Provide us with evidence of this As chair of the TFGA for 5 years, I am still mentoring and yeas passing on the skills. I have observed many participants and graduates who have shown greatly enhanced skills and confidence as a direct year cresult of their participation in the programme. Un limited evidence yes. Evidence - Increased number or stakeholders that I interact with are graduates. More often than not, there are Growing Leaders graduates in the group I am working with whereas 4-5 years ago, you would not have come across hardly any Growing Leaders graduates. The 2015 group were an impressive co-hort. The calibre of participants has improved over the last few years. There is the odd one who struggles a little and may not have been yes ready for the course. Yes Every grower that I have spoken to who has participated in the project has spoken very highly of it. It has been evident that growers involved in the project have become more engaged with industry and that their confidence and i yes leadership capabilities have improved noticeably. Exposure to National Produce stage and personal yes development for me and my team. awesome. Nuffield has selected scholars who have completed the yes course You only have to look at who is coming to industry events and taking a on industry leadership roles. A large majority yes are graduates of the growing leaders programme. Not sure about the second point - A core group of new | | | When considering th |
| of new leaders. To deliver a leadership program that contributes to industry leadership succession planning. Do you believe that the objectives of the project have been met? Res Provide us with evidence of this As chair of the TFGA for 5 years, I am still mentoring and yes passing on the skills. I have observed many participants and graduates who have shown greatly enhanced skills and confidence as a direct yes result of their participation in the programme. On infinited evidence yes. Evidence Increased number of stakeholders that I interact with are graduates. More often than not, there are Growing Leaders graduates in the group I am working with whereas 4-5 years ago, you would not have come across hardly any Growing Leaders graduates. The 2015 group were an impressive co-hort. The calibre of participants has improved over the last few years. There is the odd one who struggles a little and may not have been yes ready for the course. Yes Yes Yes Every grower that I have spoken to who has participated in the project has spoken very highly of it. It has been evident that growers involved in the project have become more engaged with industry and that their confidence and yes leadership capabilities have improved noticeably. Exposure to National Produce stage and personal yes development for me and my team, awesome. Nuffield has selected scholars who have completed the yes are graduates of the growing leaders programme. Not sure about the second point - A core group of new | | | • |
| the objectives of the project have been met? Res Provide us with evidence of this As chair of the TFGA for 5 years, I am still mentoring and yeas passing on the skills. I have observed many participants and graduates who have shown greatly enhanced skills and confidence as a direct year result of their participation in the programme. Un illimited evitence yes. Evidence - Increased number or stakeholders that I interact with are graduates. More often than not, there are Growing Leaders graduates in the group I am working with whereas 4-5 years ago, you would not have come across hardly any Growing Leaders graduates. The 2015 group were an impressive co-hort. The calibre of participants has improved over the last few years. There is the odd one who struggles a little and may not have been yes levery grower that I have spoken to who has participated in the project has spoken very highly of it. It has been evident that growers involved in the project have become more engaged with industry and that their confidence and yes leadership capabilities have improved noticeably. Exposure to National Produce stage and personal yes development for me and my team. awesome. Nuffield has selected scholars who have completed the yes are graduates of the growing leaders programme. Nuffield has selected scholars who have completed the yes are graduates of the growing leaders programme. Not sure about the second point - A core group of new | | | . • |
| the objectives of the project have been met? Res Provide us with evidence of this As chair of the TFGA for 5 years, I am still mentoring and passing on the skills. I have observed many participants and graduates who have shown greatly enhanced skills and confidence as a direct yes result of their participation in the programme. On immited evidence yes, Evidence - Increases number of stakeholders that I interact with are graduates. More often than not, there are Growing Leaders graduates in the group I am working with whereas 4-5 years ago, you would not have come across hardly any Growing Leaders graduates. The 2015 group were an impressive co-hort. The calibre of participants has improved over the last few years. There is the odd one who struggles a little and may not have been yes ready for the course. Yes Every grower that I have spoken to who has participated in the project has spoken very highly of it. It has been evident that growers involved in the project have become more engaged with industry and that their confidence and yes leadership capabilities have improved noticeably. Exposure to National Produce stage and personal yes development for me and my team. awesome. Nuffield has selected scholars who have completed the yes are graduates of the growing leaders programme. Not sure about the second point - A core group of new | | | |
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| Yes passing on the skills Yes I have observed many participants and graduates who have shown greatly enhanced skills and confidence as a direct Yes result of their participation in the programme. Un illimited evidence yes. Evidence - Increased number of stakeholders that I interact with are graduates. More often than not, there are Growing Leaders graduates in the group I am working with whereas 4-5 years ago, you would not have come across hardly any Growing Leaders graduates. The 2015 group were an impressive co-hort. The calibre of participants has improved over the last few years. There is the odd one who struggles a little and may not have been Yes ready for the course. Yes Yes Every grower that I have spoken to who has participated in the project has spoken very highly of it. It has been evident that growers involved in the project have become more engaged with industry and that their confidence and Yes leadership capabilities have improved noticeably. Exposure to National Produce stage and personal Yes Nuffield has selected scholars who have completed the Yes course You only have to look at who is coming to industry events and taking a on industry leadership roles. A large majority Yes Not sure about the second point - A core group of new | Res | Provide us with evidence of this | Response |
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| Yes result of their participation in the programme. On limited evidence yes. Evidence - Increased number of stakeholders that I interact with are graduates. More often than not, there are Growing Leaders graduates in the group I am working with whereas 4-5 years ago, you would not have come across hardly any Growing Leaders graduates. The 2015 group were an impressive co-hort. The calibre of participants has improved over the last few years. There is the odd one who struggles a little and may not have been ready for the course. Yes Every grower that I have spoken to who has participated in the project has spoken very highly of it. It has been evident that growers involved in the project have become more engaged with industry and that their confidence and yes leadership capabilities have improved noticeably. Exposure to National Produce stage and personal yes development for me and my team. awesome. Nuffield has selected scholars who have completed the yes You only have to look at who is coming to industry events and taking a on industry leadership roles. A large majority yes are graduates of the growing leaders programme. Not sure about the second point - A core group of new | | | |
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| Yes Nuffield has selected scholars who have completed the Yes course You only have to look at who is coming to industry events and taking a on industry leadership roles. A large majority Yes are graduates of the growing leaders programme. Not sure about the second point - A core group of new | 103 | | 100 |
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| and taking a on industry leadership roles. A large majority Yes are graduates of the growing leaders programme. Yes Not sure about the second point - A core group of new | Yes | course | Yes |
| and taking a on industry leadership roles. A large majority Yes are graduates of the growing leaders programme. Yes Not sure about the second point - A core group of new | | You only have to look at who is coming to industry events | |
| Yes are graduates of the growing leaders programme. Yes Not sure about the second point - A core group of new | | , | |
| Not sure about the second point - A core group of new | Vac | | Voc |
| | res | are graduates of the growing leaders programme. | res |
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| | | Not sure about the second point - A core group of new | |
| | Yes | | Yes |
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| Yes Yes | | | |

| 3. W | hen considering the Growing Leaders program and/or graduates, have you | | | | | |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----------------------------------------------------------------------------------|--|--|--|
| observed new or improved leadership skills? (e.g. planning, problem-solving, | | | 4. When considering the Growing Leaders program and/or | | | |
| meetings, communication team-building, goal-setting, conflict resolution, | | | graduates, have you witnessed graduates working more | | | |
| | vative thinking, new ideas etc.) | | effectively? | | | |
| Res | Provide us with a list of these new or improved skills please. Entrepreneurship. Something happens in the program that connects the | Res | Provide us with an example of this please. | | | |
| | graduates not only to the group they graduate with but also links them to the | | | | | |
| | people who have graduated previously. You become very diplomatic at | | | | | |
| | problem solving and even today from the inaugural group, I would still keep | | | | | |
| | in touch with half of them and when I was on TFGA, it was nice to pick up the | | The networking and drawing on the wealth of knowledge to | | | |
| Vas | phone to discuss an issue with 2-3 other graduates who had no | Vaa | improve the position they hold and industry standing because | | | |
| res | preconceived idea about the issue and then bounce ideas off them. Innovative thinking is evident in their approach to projects they were | res | of the network. | | | |
| | assigned and public speaking skills have been markedly enhanced with | | I've seen graduates who are willing to participate (with | | | |
| | many industry participants who have previously shown less confidence | | confidence) in grower advisory panels as well as take indus | | | |
| Yes | before proceeding through the course | Yes | leadership positions. | | | |
| | | | | | | |
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| | | | | | | |
| | | | | | | |
| | Thinking more strategically, better idea of the bigger picture. Noticed those | | | | | |
| Vac | with a profile are attracting higher profile people ie Deanne Said success and increased confidence | | Can not comment on this one as I don't work with them | | | |
| Yes | Increased confidence | Yes | Can not comment on this one as I don't work with them. | | | |
| 100 | | 100 | | | | |
| | | | | | | |
| | | | | | | |
| Vaa | | Vaa | | | | |
| Yes | | Yes | Graduate won Rising Star of Year award and was promoted | | | |
| Yes | see previous | Yes | to run entire Operation locally. | | | |
| | | | | | | |
| | Difficult to quantify because no one from Nuffield who has completed a | , | P | | | |
| Yes | scholarship has followed up with the course. Hence no benchmark. | Yes | Ditto previous response Growing leaders gives graduates a better understanding of | | | |
| | | | the industry as a whole, which then In turn I believe should | | | |
| | Communication has increased across old and new networks, leading to | | help them to improve their business or direct management | | | |
| Yes | collaboration and new business opportunities. | Yes | areas | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | Communication and team building, how to conduct meetings and confidence | | Clearer about what they need to do and how they lead their | | | |
| Yes | with the knowledge they have gained. | Yes | teams. | | | |
| | | | | | | |
| | I have known a number of graduates that have come out of the program and | | | | | |
| | have spoken highly of it. There is one participant who found it difficult to get | | | | | |
| | involved as he didn't see himself as a leader and although he has not taken | | | | | |
| | up leadership at industry level, he has at a regional level. It has given him | | | | | |
| | confidence to speak publicly at infield demonstrations, on farm and convey | | | | | |
| | messages to a smaller industry groups. This person would have found it | | | | | |
| | difficult prior to the Growing Leaders program to do any of this. Improved | | | | | |
| | leadership also has a lot to do with their own independent business structures. So many graduates have been able to bring it into their family | | Networking and communication is important part of it so I ar | | | |
| | business meetings a lot sooner than if they had not learnt this through | | mentoring Claire Russel and she would have never thought | | | |
| | Growing Leaders. Some skills include meeting protocol and structure, | | speak to me and for her to contact me as a mentor prior to | | | |
| | industry issues awareness and presenting. It opens their eyes up to more | | participating in Growing Leaders. It would have been difficul | | | |
| Yes | potential. | Yes | she hadn't met me through Growing Leaders. | | | |
| | | | | | | |

| | hen considering the Growing Leaders program | | | | | |
|--------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--|--|--|
| and/or graduates, have you observed an increased | | | 6. When considering the Growing Leaders program | | | |
| | Ivement of graduates in workplace management for leadership responsibilities? | and/or graduates, have you witnessed improved or new, industry networks built? | | | | |
| | Provide us with details please | | Provide us with some details. | | | |
| 1100 | Trovide as with details please | 1100 | Trovide de with some details. | | | |
| | People who were highly involved in their own | | | | | |
| | business and how they took it out to an industry | | | | | |
| | and they no longer look at it as a personal progression but to benefit the whole industry. | | A huge yes. Graduates focus is more about | | | |
| | They have become more involved in the industry | | growing the industry as well as their | | | |
| Yes | rather than just their personal business. | Yes | business. | | | |
| | | | | | | |
| | I've seen, as previously stated, graduates | | I've seen one graduate, in particular, assume | | | |
| Yes | assume industry leadership roles. | Yes | leadership in the industry in his state. | | | |
| | • | | • | | | |
| | | | | | | |
| | | | | | | |
| | Three examples i. increased participation in | | | | | |
| | annual environmental scan (ie forums) ii. | | | | | |
| | greater involvement in specialist workshops ie | | | | | |
| Voc | energy efficiency, export markets iii.greater participation and presence at industry forums | | Can't comment on this one due limited involvement with horticulture industry. | | | |
| Yes | participation and presence at industry forums | Yes | involvement with norticulture industry. | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| Yes | | Yes | | | | |
| | | | broad and useful contacts are made during | | | |
| Yes | see previous | Yes | the 6 month course which are enduring. | | | |
| | | | | | | |
| Yes | Ditto | Yes | Ditto | | | |
| | | | | | | |
| | | | Our business now communicates across the | | | |
| Yes | Better involvement In management meetings | Yes | country because of this program | | | |
| . 00 | | . 03 | ocana y boodado on ano program | | | |
| | Growing Leaders Graduates have been | | | | | |
| | cautious but happy to try things on their own, | | | | | |
| | with peers and senior peers. They still have training wheels on so confidence will come with | | The group that they go through with they have | | | |
| Yes | more experience. | Yes | continued to network with. | | | |
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| | | | | | | |
| | | | | | | |
| | | | It is the key focus for the program. The | | | |
| | | | network capabilities and linking with the | | | |
| | More within the workplace leadership and more | | Ausveg convention, the connections were | | | |
| | defined roles more in farm managers, | | starting to be made. The graduates will | | | |
| Vac | operations and leadership in running their teams. | Vac | always have their class that they graduated with, to come back to. | | | |
| res | teams. | res | with, to come back to. | | | |

| | | 8. Have you | | |
|---------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------|-----|---------------------------------------------------------------------------------------------------|
| | | accessed/approached | ı | |
| 7. W | hen considering the Growing Leaders | Growing Leaders graduates | ı | |
| program and/or graduates, have you observed | | for 'positions' on industry | | Yes, was the above (Q8) a positive experience |
| | duates participating in industry organisations? | decision-making bodies? | | ou, the graduates and the organisation? |
| Res | Please provide details if possible | Response | Res | Please provide us with details. |
| | | | | Majority of the time it was positive but to the |
| | | | 1 | organisation. Some still contributing now but not |
| | Van I tank wat the value of Oheir of TEO A few | | 1 | in the vegetable industry but in the horticulture |
| | Yes. I took up the role as Chair of TFGA for five years. There are others who got growers | | 1 | industry. I have been trying to get people to take up an industry position and support them to do |
| | groups together 6 years ago and they are still | | 1 | the course to handle themselves in these |
| Yes | going. | Yes | No | positions. |
| 100 | gonigi | 100 | 1 | poditional |
| | | | ı | |
| | As per previous answers; others have been | | ı | |
| Yes | willing to serve on advisory positions. | Yes | Yes | Participants from Rugby farms. |
| | | | 1 | |
| | | | | |
| | | | | |
| | | | | |
| | | | | Our organisation has used Growing Leaders |
| | | | | graduates on our technical reference group for |
| | | | 1 | reviewing training package materials. They |
| | Refer to question 5 | Yes | Yes | made very positive contributions |
| No | | No | No | |
| | | | | |
| | | | 1 | |
| | | | 1 | |
| V | | Nia | 1 | |
| Yes | | No | - | |
| No | | No | ı | |
| 140 | | 140 | | |
| | | | 1 | |
| Yes | Ditto | No | | |
| | | | | |
| | | | ı | |
| | | | l., | |
| Yes | Women in horticulture tour | Yes | Yes | |
| | | | 1 | |
| | | | 1 | |
| | There has been Sarah Limpus and Sarah | | | |
| | Simpson , previous participants participating | | | |
| Yes | in industry organisations. | No | 1 | |
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| | Not aware of Growing Leaders people in | | | |
| | | | 1 | |
| | | | 1 | |
| | | | 1 | |
| | | | | |
| | an uptake by approaching graduates or else | | | |
| No | they can be forgotten about. | Yes | Yes | She participated in the review of a program. |
| No | | | Yes | She participated in the review of a program. |

| 10. What additional ideas/concepts should be considered for inclusion in the future Growing Leaders program? | 11. Do you have any further comments you would like to make about the Growing Leaders Program? |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Open-Ended Response | Open-Ended Response |
| T C C C C C C C C C C C C C C C C C C C | The state of the s |
| | If I have got anything to do with it, it will |
| Not sure as I don't know what is currently the course content. | continue. For industry it is so valuable. It creates the network we need for an industry. |
| Important they understand the levy system and the restructuring of HIA. They should also understand the role of the PIBs. | The programme is delivering good outcomes and should be supported going forward. |
| I am unsure of what the course content details are but it would be beneficial to highlight the advantages of trade opportunities and markets with Japan and other Asian Markets. A weakness is that the graduates are not given formal recognition for completing this program. ie it is not mapped to units of competency so that it can contribute to a cert 3 or 4. | My responses to this evaluation are based around the fact that my involvement with Growing Leaders has been limited to being a presenter over the years and irregular contact at various industry event with Growing Leaders Graduates. |
| All good presently. I don't know if Adelaide Market is big | |
| enough to justify a visit though. | love it, the Industry needs it!! This survey is targeted to businesses who nominate candidates for the course and does not fit the Nuffield profile. |
| Better access to real growers and more time spent on tasks that can make a difference within business. Less time spent on the bullshit projects that achieve nothing and frustrate the participants. | Briggsy, your the best!!! I've got another victim for next year. Have a good Xmas |
| Follow up with mentoring arrangements and ensure they have been completed. Sample and see what sort of contact there is with mentors after the program finishes. | Fantastic program, huge benefit for the investment. Would like to think that industry would put through twice the amount of people. Would like to have someone come to the business for 6 - 10 employees and run a similar more concise format. |
| covers. Positive media but get graduates to go and talk at events to promote it or organise case studies for publications ie. Ausveg communication, get a past growing leader and the roles in their business. Someone who has done industry things on farm. Selling it to the older growers to get their children in the program. A local older grower spoke to her about getting her son in so that the next generation are with people at the same level. Promote through HIA communications also. At AUSVEG convention whether we can do more ie do a bit of earmarking and target key industry people who would benefit from this program. Showcase - trade stand in conjunction with HIA, be part of a young growers event - under 35's event sponsored and go out to an activity. | No |

| Gr | duate 2013-2015 | Growing Leaders Evalu | ation Data | | | | |
|----|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | As a result of participating and graduating from Growing Leaders, do you have increased leadership confidence? | As a result of participating and graduating from Growing Leaders, do you have a deeper appreciation of your own leadership capability? | As a result of participating and graduating from Growing Leaders, do you have a greater understanding of your strengt and limits as a leader? | | As a result of participating and graduating from Growing Leaders, do you have new or improved leadership skills? (e.g. planning, problem-solving, personalities, working in teams, meetings, communication team-buildin goal-setting, conflict resolution, etc.) | | |
| | Response | Response | Respons e | | Respo nse | Provide us with a list of these new or improved skills please. | |
| | | | | i have a better understanding of my people management skills and how important they are in my | | | |
| 1 | Yes | Yes | Yes | current role . | | | |
| | | | | | | | |
| 2 | Yes | Yes | Yes | | Yes | | |
| 3 | Yes | Yes | Yes | Don't fall in the trap of assumptions and question the question. Listen more as ask the questions to get the whole picture before acting. | Yes | personalities, working in teams, meetings, communication, conflict resolution | |
| Ť | 100 | 100 | 100 | more picture beliefe dating. | 100 | 1000101011 | |
| 4 | Yes | Yes | Yes | My confidence in the industry grew and my part I play | Yes | Communication and conflict resolution | |
| 5 | Yes | Yes | Yes | in my business and in the industry grew. It opened my eyes up to potential career opportunities that I had not thought of in the past | Yes | Confidence in my team grew as I learned to delegate out to my team | |
| ľ | .00 | 700 | 100 | arought of in the past | 100 | issuince to delegate out to my team | |
| 6 | Yes | Yes | Yes | Be firm, but fair | Yes | Confidence in all of the above I have much more confidence and I feel | |
| 7 | Yes | Yes | Yes | I now realise that there is so much more to learn about leadership and every day will always be different. It will take a lifetime of experience to become a great leader. Some people pick it up quicker than others. | Yes | I nave much more conindence and I reei my leadership skills are definitely better than 3 years ago. I am more understanding of different personalities, better working in teams and are more beneficial in meetings. | |
| | | | | More confidence, better understanding of how leadership is used in day to day life as well in your career. Conflict resolution. Your only limited by the | | Problem solving, conflict resolution, | |
| 8 | Yes | Yes | Yes | goals you set yourself. | Yes | reflection, personalities. | |
| 9 | Yes | Yes | Yes | | Yes | | |
| 10 | Yes | Yes | Yes | I had not realised how beneficial my networking skills were to my professional success and wrongly assumed that everyone is as good a networker as me. The program made me more aware of people's inclination towards being introvert or extrovert. I usually get along with everyone without much effort but working with a large group of introverts during the program was definitely a challenge for me. I now have better skills at developing my social skills and further improve my capacity to positively influence people, whether they are like me (extrovert) or introvert. | Yes | The program gave me the opportunity to further develop my skills to deal with different personalities, which will prove very useful in the meetings I need to chair or facilitate through my work. | |
| 11 | Yes | Yes | Yes | With doing Growing Leaders you are forced to use confidence and leadership that you never knew you had, or did not use. | Yes | Public speaking appreciating other peoples ideas | |
| 12 | | Yes | Yes | I think my strengths are the ability to encourage and empower people to complete a project. My limits are listening to other's points of view and taking the most of opportunities given to me. | | I think I have added perseverance, the ability to let things go, and also to be stronger. Stronger in terms of not taking everything to heart. Also the ability to juggle a number of priorities was a great asset to add. | |
| 13 | Yes | Yes | Yes | Feedback from the group is that I am a well spoken, confident, inclusive leader. I also spoke at length with course facilitators and key speakers about dealing with criticism, having tough conversations etc | Yes | *Tips on presenting better in front of a group * Utilising mentors * Improved networking skills * How to run meetings more effectively * Getting more from teams | |
| 14 | Yes | Yes | Yes | Strength - being more open to others experience and opinions and realise I can't change them but I could encourage to develop solutions and working together by understanding where their experience and opinions come from. I use it a lot today. | Yes | I have a greater understanding of people's motivations/personalities, chairing meetings, asking questions, approaching and engaging with people, getting discussions back on track. Confidence to do these things. | |
| 15 | Yes | Yes | Yes | Strengths and limits were truly identified during the program. It highlighted my limits through conflict resolution. Strengths I didn't know I had at the time was confidence in networking and communicating with peers in the industry. | Yes | Networking and communication with people in the industry. I don't think I got a handle on my limits and dealing with conflict resolution very well and would like to have this sorted better. | |

| | | 6. As a result of participating and graduating from Growing | | |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 40 0 0 | esult of participating and graduating from Growing | Leaders, the annual Growing Leaders Mission provides graduates with skills and knowledge. What skills and | | |
| Leaders, | do you work more effectively across the | knowledge did you transfer to your workplace and/or | | the Mission been progressed since the |
| | ce and/or industry? | industry organisation? | | sion of Growing Leaders? |
| Respon se | Provide us with an example of this please. | Open-Ended Response | Resp | Provide us with details please. |
| | | | | |
| Yes | i have found my ability to handle conflicts in the workplace has benefited from growing leaders | | No | |
| | workplace has benefited from growing readers | Greater ability to listen to employees, customers and | | |
| | | industry colleagues. Developed a greater value for the knowledge that I have driving confidence to teach my | | |
| Yes | | employees. | No | |
| | | Not a lot of skills and knowledge regretfully are transferred | | |
| | | to the work place and if only the others in the workplace could do this similar training course that would definitely | | |
| | | help for the whole of the organisation. Regretfully a lot is | | |
| | | still dealt with in the old ways making mistake after mistake and only if enough mistakes are made some | | |
| | | change might happen. Personally I gained a lot but it is still very difficult to transfer my knowledge and experience to | | |
| Yes | Plan more | others in the workplace. | Yes | |
| | | | | |
| Yes | | communication | No | |
| | | Delegation skills. Reporting Jetsen-Life of health 21.7 | | |
| | External relationships have improved by my | Delegation skills Reporting Internal feed back Staff meetings and one on one training sessions Brown paper | | |
| Yes | confidence improvements | projects Process development projects | No | |
| | | | | Has progressed a little now almost |
| Yes | | Patience with others | Yes | stalled |
| | I am working more effectively through the | | | I was keen to see the local school |
| | workplace because of improved self esteem, communication skills and conflict resolution. This | | | continue the farm tours that we started. I have since learned that this is |
| | is not so at industry level because of the large | I definitely gained more self confidence in public speaking | | happening at our company's head |
| Yes | company I work for is very independent. | and I am lore likely to speak up when issues arise. | No | office/farm. |
| | Better understanding of the different personality | | | |
| Yes | types within my team resulting in a smoother running team. | A greater knowledge of how fragmented our industry is. How useful the skill of reflection is. | No | |
| | | Knowledge of the wider industry, networking opportunities. | | |
| Yes | | Delegation, team work, assessing situations from a broader view. | No | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | I can't think of any example that would | | | |
| | demonstrate this. | | No | |
| | | | | |
| | | | | |
| Yes | | | | Been our main part of season and also |
| | | leadership ability speaking up with alternative ideas | No | Been our main part of season and also been a distance apart from each other. |
| | Ciana di Maria di Mar | I think this has helped more in my volunteer organisations | No | |
| | Since graduating my stressful work has seemed a lot less difficult and prioritisation has been | I think this has helped more in my volunteer organisations where this level of governance was flailing. However, not that I have changed positions and are working with | No | |
| | a lot less difficult and prioritisation has been easier. I also have found that I am more aware of | I think this has helped more in my volunteer organisations where this level of governance was flailing. However, not that I have changed positions and are working with volunteer organisations more closely, I have found that I | No | been a distance apart from each other. |
| Yes | a lot less difficult and prioritisation has been | I think this has helped more in my volunteer organisations where this level of governance was flailing. However, not that I have changed positions and are working with | No No | |
| | a lot less difficult and prioritisation has been easier. I also have found that I am more aware of leaderships ups and downs, and am able to allow | I think this has helped more in my volunteer organisations where this level of governance was flailing. However, not that I have changed positions and are working with volunteer organisations more closely, I have found that I understand the governance requirements better, and | | been a distance apart from each other. I didn't really feel connected with the |
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| | a lot less difficult and prioritisation has been easier. I also have found that I am more aware of leaderships ups and downs, and am able to allow that to effect my emotions less. * Utilise the skills picked up from leading industry | I think this has helped more in my volunteer organisations where this level of governance was flailing. However, not that I have changed positions and are working with volunteer organisations more closely, I have found that I understand the governance requirements better, and explain and utilise visions and missions better. * Run more effective meetings * Better understanding of | | been a distance apart from each other. I didn't really feel connected with the mission. * More active on social media, |
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| 8. As a result of | participating and graduating from Growing Leaders, have | | articipating and graduating from | | |
|-------------------|-------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------|
| | d increased involvement in workplace management responsibilities? | | have you remained in contact with ough the Growing Leaders program? | | It of participating and graduating from Growing ou have improved or new, industry networks? |
| and/or leadership | responsibilities? | triose you met till | l lie Growing Leaders program? | Leaders, do y | Provide us with some details - who and |
| Response | Provide us with details please | Response | How often with whom and why? | Response | position. |
| | | | | | |
| Yes | | Yes | | Yes | |
| 100 | | 100 | | 100 | |
| | | | | | |
| Yes | | Yes | | Yes | |
| 100 | | 100 | | 1.00 | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| Yes | More so in the industry than in the workplace | No | | Yes | More involved in the horticultural industry |
| | | | | | general contacts with different people who |
| No | | Yes | | Yes | are in the similar areas of the industry and can help out. |
| | | | My business and Schreurs have | | |
| | | | become joint business partners in a | | h b d th - d : |
| Yes | | Yes | market collaborative I speak often with Adam and Ben winters | Yes | It has opened the door to many opportunities for me and my business |
| | | | Only Steve regularly because I'm a | | · |
| Yes | Have become more involved when public speaking is required | Yes | mentor to him.3 or 4 others that I run into at different industry things | Yes | No one in particular, just every one I met along the way |
| 165 | roquii 60 | 165 | into at unlerent industry things | 165 | along the way |
| | | | | | |
| | | | | | This is mainly due to account the said |
| | I have changed positions within the company I work | | | | This is mainly due to my new position within the company because I have also had to |
| Yes | for. I have taken a more senior management position. | No | | Yes | relocate to head office. |
| | | | | | |
| | | | | | |
| Yes | Greater input into our leadership team meeting. | No | | | |
| | | | | | |
| Yes | | Yes | | Yes | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | Mainly through Facebook; a mix of | | |
| | My involvement in the industry was already quite high, so I believe I have sustained this after graduating. On | | direct contacts and some leadership groups administered by Jill Briggs. | | I feel confident I could easily outreach to any of the Growing Leaders 2015 participants I |
| | the other hand, I have increased my involvement in my | | So no direct communications, but | | met during the program and would have their |
| No | community by taking a role in a management committee in another sector. | Yes | maintained contact through comments on statuses, photos, etc. | Yes | help/support. The need or occasion simply has not arisen yet. |
| | | | recently sent email's to touch base with | | , , , , , , , , , , , , , , , , , , , , |
| | | | a couple of leaders in my group. Sent | | |
| | | | email to one of our leaders which is based in Western Australia, concerned | | The reason for no is because i have not |
| Yes | | Yes | about fires. | No | followed through with some people. |
| I | Actually, I think this allowed me to see that I need to | | | | |
| I | drive my group from within a little more. I have not been acting as my manager since the programme but | | Only a few. Alex Emerick, Ben Winters, | | |
| I | more because I could now recognise that I needed | | Nathan Free, Steve (I can't remember | | |
| No | more knowledge and understanding of the working environment before trying it again. | Yes | his name!!) Facebook, message and calling - once a month?? | Yes | I had no industry contacts before I started. |
| 710 | GIVE GIRLOUIS BY SING IL AYARI. | 103 | * Close contact with Rugby Farms | 103 | That no industry contacts before I started. |
| | | | participants as we require each other | | |
| | | | work wise * Social network connection with participants * Participants who | | |
| | | | work as agronomists/growers regular | | * Understanding on how to approach political |
| Vos | * Provide technical leadership to new Manager * | Voc | contact * Luxor Agri in terms of | Voc | representatives * Jim Geltch * Networking |
| Yes | Close supervisory role with new trial coordinator | Yes | recruitment for future roles | Yes | with people like Kareena Arty |
| I | | | | | |
| I | | l | | | |
| | | | Sarah Simpson, we worked together on | | |
| 1 | | | a project. She has since landed a new | | |
| I | I now on manage a project and as anti-standard activity | | role and we keep in touch as friends | | I can network more effectively at events and |
| Yes | I now co-manage a project and co-ordinate activities with many different stakeholders to achieve outcomes. | Yes | and to exchange ideas and extension methods. | Yes | I'm making an effort to keep in touch with key people. |
| | a delicito del control. | | | | |
| | | | | | Definitely. I am involved in The Fresh Produce Safety Centre (Produce Marketing |
| | | | | | Ass Aust NZ Funded). This has followed on |
| | | | | | since Growing Leaders Course. The company is donating my time is and money |
| | | | | | for project funding ie workshops. This year |
| | Recently I became involved in a start up company | | | | we completed the upgrading of the Fresh Produce safety guide. This involvement |
| | program for exporting direct to China. My role is | | | | included collaborative work with others |
| | completing compliance documentation. I work closely | | I do come across them at Expo's and | | outside my own organisation. This is |
| Yes | with the CEO, financial manager and with other CEO's from other companies. | No | we catch up then or at Alumni functions and at information sessions. | Yes | benefiting the whole industry not just our own. |
| | | | | | |

| 11. As a result of participating and graduating from Growing Leaders, is there a greater understanding of national vegetable industry issues? | 12. As a result of participating and graduating from Growing Leaders, do you have deeper knowledge of broad issue areas such as government and politics, mass media, economics, environmental issues, etc.? | 13. Will you pursue industry leadership roles/responsi bilities in the future? | 14. When might you pursue these opportunities? | 15. What roles/responsibilities would you seek? | 16. What additional ideas/concepts should be considered for inclusion in the future Growing Leaders program? | Do you have any further comments you would like to make about the Growing Leaders Program? |
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| Response | Response | Response | Response | Open-Ended Response | Open-Ended Response | Open-Ended Response |
| | | | | | | |
| Yes | Yes | Yes | Within 5 years | | | |
| Yes | Yes | Yes | Within 5 years | | Greater self evaluation would assist participants to gain greater skills and learn more from the program | |
| | | | | | | |
| Yes | Yes | Yes | Within 5 years | More involvement in the horticultural industry, eg. AusVeg, GrowCom, HIA etc | The concept of somehow involving those that are higher up in the company, eg. Managing Directors, Owners. This would increase overall knowledge and more understanding to those that done the program further down the hierarchy of the business. | It's been a great programme and somehow I like to pursue participation soon again to polish up my skills (done the program in 2013 so surely a lot had changed since then) |
| | | | | | | |
| Yes | Yes | Yes | Within 5 years | | more effort to follow through with mission | |
| Yes | Yes | Yes | Within 5 years | More leadership roles on farm and potentially career in political circles | Less about a team project and more about building relationships in our industry | I really loved the program and Jill and Cynthia were wonderful influences to me and my career |
| l., | | | | | | |
| No | Yes | No | | | Stay for Ausveg conference | |
| Yes | Yes | | | I am not sure how much I would pursue industry leadership roles in the future, however I am planning to stay in a senior management position within the industry for at least the next 5-10 years | frequency or duration of the residential sessions to give participants more exposure with other people and/or other sides of the | Good program I struggled to meet work commitments at the same time due to peak harvest times with my company. |
| 163 | 163 | | | industry for at least the flext 3-10 years | mudstry. | marvest ames warmy company. |
| | | | | | | I believe its a great program, run in a fun |
| Yes | Yes | Yes | Within 10 years | Undecided | | and informative way by great people. |
| Yes | No | Yes | Within 5 years | | | |
| Yes | Yes | Yes | Within 5 years | I am pursuing management roles closely related to innovation and/or business development; however I must admit I am pursuing those roles in a different industry. | | The program is absolutely unique in the way it teaches and fosters leadership in the industry. More importantly, the alumni generated through many years of offering the program will prove very effective at promoting positive change and innovation when many graduates take up more influential roles in their organisations and the industry more broadly. |
| Yes | Yes | No | | | More time to work on mission/vision on last meeting before Canberra. Requests for high profile guests was disappointing with Canberra. Nobody seems to have the time. | Very rewarding course for personal and work skills |
| | | | | | and the state of t | The state of the s |
| Yes | Yes | Yes | Within 5 years | Management within my organisation but also seek to work for growers and not just government. | Additional site or market visits | I loved it. I think Cynth and Jill do a super job. I would recommend it to anyone looking to start their movement into management. |
| | | | | | More focus in initial workshop on mentoring as the benefits are extremely worthwhile going | Excellent program. Have been |
| Yes | Yes | Yes | Within 5 years | * Member of industry bodies | forward | recommending the program to many people |
| Yes | Yes | Yes | Within 5 years | I am looking at taking on project management roles where I will have greater responsibility within 5 years | | |
| Yes | Yes | Yes | Within 5 years | I would like to work broader beyond the company and current suppliers to other suppliers to educate them about awareness of all the food safety regulations within the next 5-10 years. | Five of the staff from Fresh Select have completed Growing Leaders over the last 5 years and there has been nothing but good comments about it. No negative comments. | No. Sometimes think I would like to do it again and then shake my head and think hell no. |