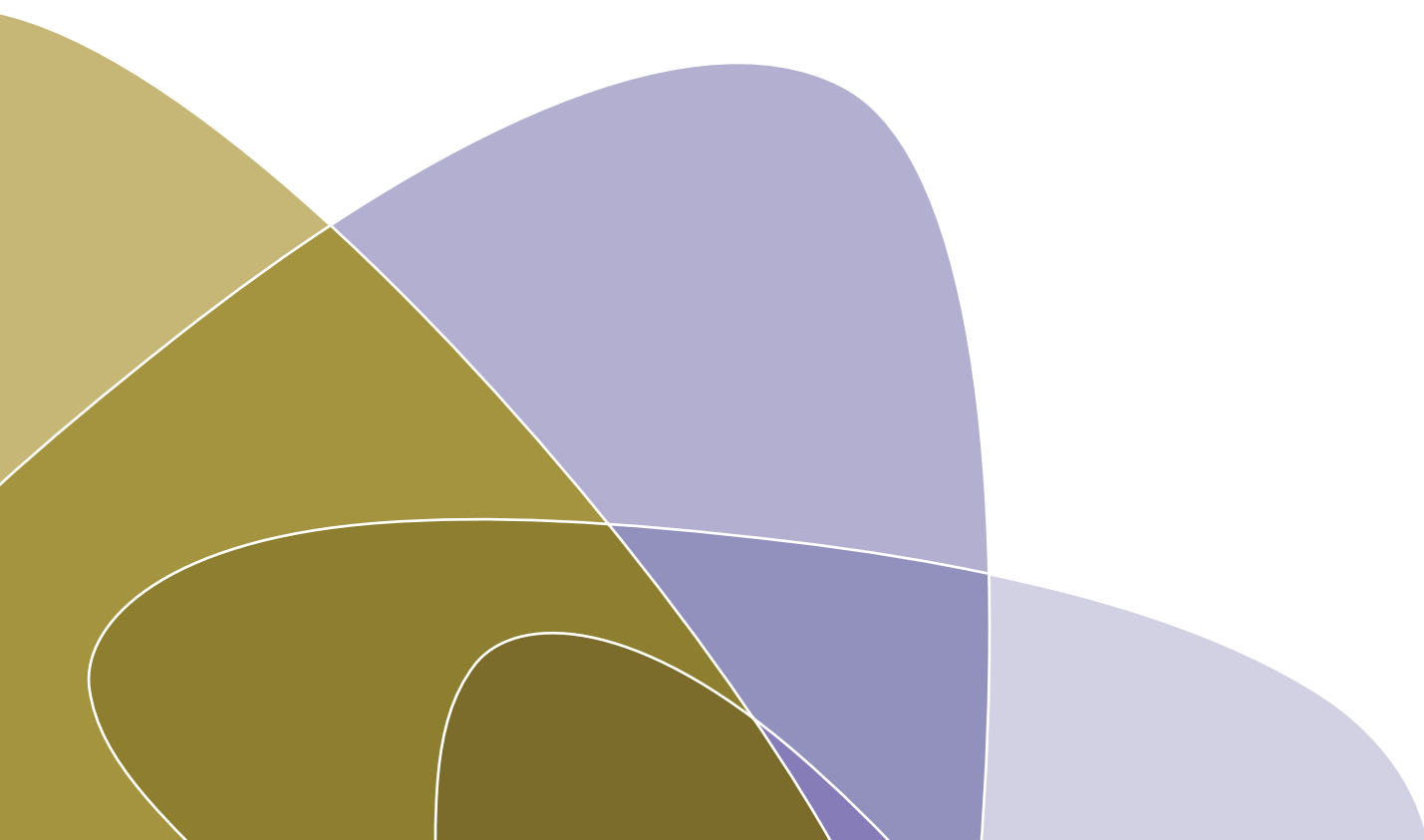


TASMANIAN  
**LEADERS**  
YEARBOOK

# 2018







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# OUR STORY

Our core business, the Tasmanian Leaders Program (TLP), is an intensive year-long action learning program for high potential leaders, focused on building leadership capacity and connectivity across all sectors.

In 2018 we delivered our twelfth program to 29 wonderfully diverse participants. We also delivered a new program Industry Leadership Enterprise and Development (I-LEAD). Designed in conjunction with industry to increase business leaders' capacity to lead lasting change within Tasmanian small businesses experiencing significant growth.

The Tasmanian Leaders Alumni is an influential network of program graduates leading change within their professions and communities. The organisation currently has 306 graduates.

Thinkbank events invite Tasmanian Leaders Alumni to apply high-level thinking to pressing future oriented issues. Skillsbank is a mechanism for society to access pro-bono Alumni support as mentors and public speakers and to fill board and committee positions.

Champions are leaders drawn from all sectors across Tasmania to serve as ambassadors for the organisation and provide wisdom and support to our program participants.

# OUR VISION

A confident Tasmania advancing opportunities through courageous leadership.





## OUR GUIDING PRINCIPLES

These guide and underpin all that we do:

- Diversity in people, perspective and opinion
- Integrity in everything we do
- Courage to make a difference
- Exceptional leadership beyond self
- Commitment to create a better world.

## OUR PURPOSE

Tasmania Leaders strengthens leadership and networks to increase business activity and community development for Tasmania's successful future.

# MESSAGE FROM THE CHAIR

As we welcome another group of Tasmanian Leaders Alumni to our ranks it is a great time to reflect on the past year. Although this year I must admit that my reflections have taken me back a little further in time – but more on that later.

2018 has seen the continued success of the Tasmanian Leaders Program under the direction of a new Residential facilitation team and a new offering with the completion of our inaugural industry development program (I-LEAD). Our annual leadership symposium was opened to the general public for the first time and our Thinkbank reached new heights – reaching its potential as a key influencer of Tasmania's future. I am heartened that our organisation continues to mature and is currently providing leadership development opportunities to more people than ever before.

But before I talk more about the successes of 2018 – let me begin by extending our congratulations to the graduates of TLP12!

I have had the pleasure of catching up with them throughout the year and it seems that each and every one of them has undergone a transformative journey that has challenged and inspired in equal measure. This makes them ready to take their place amongst the ranks of our Alumni. As a graduate myself, and previous chair of the Alumni Sub-committee, I whole-heartedly welcome them to the Tasmanian Leaders network.

This network includes the 248 graduates of our previous eleven programs, and the 29 graduates of our inaugural I-LEAD program. I-LEAD was developed in conjunction with industry to increase business leaders' capacity and drive to lead lasting change within Tasmanian industries experiencing significant growth. The program, delivered over a three month period, gave participants skills in three key areas: people, business and leadership. We are confident that the successful I-LEAD graduates will bring vigour to the Alumni allowing us to demonstrate our commitment to Tasmanian small business. We look forward to offering the program in Hobart in 2019 and in Burnie in 2020.

As a proud alumnus I am honoured to be surrounded by similarly ambitious colleagues and peers who are exercising leadership at all levels within their communities, organisations and businesses. Often this leadership goes unnoticed as recognition is not the motivating factor for many of our Alumni. However; we notice their achievements and want to take the time here to thank them for their contributions to our state. We highlight a number of these achievements here in the Graduates on the Go section on pages 62-63.

The Tasmanian Leaders Board is a volunteer board of busy professionals, and we'd like to recognise the strategic input by all Board members who ensure our organisation maintains momentum with relevance and strategic foresight. My special thanks to current Board members Bess Clark, John Perry, Kim Evans, Rob Woolley, Greg McCann, Rebecca Greenwood, and Gillian Biscoe. I particularly would like to acknowledge Greg McCann who is stepping down from our Board this year. Greg is no doubt well-known to many of you so it will be no surprise to learn that he has been a great contributor to our organisation. I know Greg will continue to be a strong supporter of Tasmanian Leaders and I thank him for his ongoing support.

The 2018 Tasmanian Leaders Program content was delivered by hundreds of leaders who volunteer their expertise, knowledge, lived experience and facilitation skills to help our participants to achieve more. None more than our Residential facilitators, Bob Campbell and Lynda Jones, who with General Manager, Angela Driver, design and deliver the Residentials, a critical pillar of the Program. We look forward to working with Bob and Lynda in 2019 and ensuring the program continues to excel.

Thank you as well to the speakers who volunteered for the Tasmanian Leaders Alumni Congress, which included a one-day symposium that, as I mentioned, was open to all Tasmanians for the first time ever. This event attracted over 100 delegates – the buzz in the room was palpable and the hunger for greater leadership from the attendees was evident. This year the event will look at complexity in leadership and will be held in Launceston from 5-7 September.







The Alumni Sub-committee is our engine room of graduates and we would like to thank them for their continued hard work and

commitment, which ensures a quality program of professional development and social opportunities that keep our Alumni engaged and contributing to the community. In particular, thank you to the outgoing Chair of the Alumni Sub-committee, Rebecca Greenwood who worked hard to strengthen the influence of the Tasmanian Leaders Alumni. I have thoroughly enjoyed working with Rebecca and appreciate her contribution to the Board as well as the Alumni Sub-committee. We welcome two new co-chairs in Prue Horne and Adrian Daniels and look forward to seeing their legacy unfold in the coming years.

Special thanks to Brian Lewis who designed and facilitated the 2018 Thinkbank on the topic – 'What stops us? Small Business: overcoming obstacles and seizing opportunities'. More about this event is listed on page 58, and I encourage you all to read the summary of the ideas generated at the event available on our website. I know our graduates were really pleased to work with Brian again and his expertise is always appreciated.

A particular thank you to the staff of Tasmanian Leaders. We are very fortunate to have three graduates work for the organisation. Led by Angela Driver as our General Manager, and ably supported by Jenn Heggarty, one of our most recent graduates, who manages our Alumni activity, communications and events and Frances Pratt, a graduate of our sixth program, who provides strategic support to the organisation and the delivery of I-LEAD. Thanks to all of you for your commitment and passion and by leading by example.

Our Leadership Champions are also deserving of thanks, they are a diverse mix of corporate, government and community leaders who continue to volunteer their time to help support participants, graduates and Tasmanian Leaders in many ways. Special thanks to the many who stepped up to mentor participants in the inaugural I-LEAD program.

The Tasmanian Government remains our foundation supporter, which together with participant and employer contributions and the generous support of our highly valued sponsors secures the Tasmanian Leaders Program into the future. Thank you to Treasurer Gutwein and the Department of State Growth who administer our funding and remain committed to investing in the leadership development of Tasmanians through both our programs. We are also incredibly appreciative of our major sponsors, whose investment allows us to enhance the learning and experience of all our participants.

This year the Residentials took place in three iconic locations across Tasmania, thanks to the generous support of RACT who provided us with discounts to their world-class facilities.

Thanks also to WIN Television for their generous in-kind advertising package at recruitment time. KPMG for managing our accounts with efficiency and professionalism, and the Federal Group for supporting our organisation particularly through financial support of our graduation dinner.

Thank you to all the organisations who enabled their staff to complete one of our 2018 programs. The 2018 I-LEAD program was financially supported by 28 businesses and included specific industry support from the Tasmanian Farmers and Graziers Association (through Skills Tasmania), Tasmanian Hospitality Association, and the Regional Tourism Organisations (Cradle Coast Authority, Destinations Southern Tasmania, Great Eastern Drive and Tourism Northern Tasmania) and Cityprom who all provided scholarships for their sectors and members. The 2018 Tasmanian Leaders Program was further supported by 28 organisations including the following scholarship partners: University of Tasmania, NRM South and the Regional Tourism Organisations.

The graduation dinner will mark the end of my time on the Tasmanian Leaders Board, which is why my reflections have extended beyond just the last twelve months. For those of you who have completed the Tasmanian Leaders program perhaps you too felt a mix of apprehension and anticipation prior to your first Residential. I can certainly recall feeling this way as I drove from Hobart to St Helens in February 2008. However any sense of uncertainty quickly evaporated to be replaced by a feeling of excitement and purpose with what the Tasmanian Leaders Program could offer. And I have been formally involved in Tasmanian Leaders ever since graduating from TLP2. From member to Chair of the Alumni Sub-committee and member to Chair of the Board, I have appreciated the opportunity to be involved in this organisation from its early stages and glad that I have been able to contribute in some small way. Perhaps one of the most pleasing aspects of being on the journey with Tasmanian Leaders is the sense of pride I feel when I come across a fellow Alumni in my day-to-day work. And as a passionate Tasmanian I am heartened that the leadership of our beautiful state is in better shape now than it was in 2007 thanks to the work of our organisation. A special thanks to those who I have worked with in my various roles with Tasmanian Leaders over the last ten years.

Thanks again to everyone who has contributed to, invested in and supported in Tasmanian Leaders over the past year.

To our new TLP graduates, congratulations on this momentous achievement and we look forward to supporting and charting your achievements into the future and welcome you to the Tasmanian Leaders Alumni.

**GINNA WEBSTER TLP2**

Chair

Tasmanian Leaders



# MESSAGE FROM THE GENERAL MANAGER

I am not sure who derives more benefit from our programs: me or the participants. Each year I am amazed by the gifts they bring. Their generosity in sharing their views, skills, and opinions is a key ingredient to the success of the program and makes our jobs as facilitators so rewarding and rich with learnings.

The Tasmanian Leaders Program begins with interviews the year prior to the first Residential retreat in Strahan. After the excitement of meeting everyone at interview, comes the sobering task of reducing the number of applicants to the number of places available. This always requires hard decisions to ensure a diverse balance of participants who are both willing and able to positively influence Tasmania's future.

This year after careful consideration and based on the quality and quantity of applicants we decided to take 30 Tasmanian Leaders Program participants for the first time. One person withdrew, and 29 completed the course. (We also offered 29 places in the inaugural I-LEAD program, which you can read more about on page 8.)

And what a great group the 2018 TLP participants were! Despite a few anxious 'have we chosen wisely?' moments during the first Residential with my co-facilitators Bob Campbell and Lynda Jones, I can honestly say we chose well and had the right mix of people in the room.

Together over the course of ten months we attended three Residentials and eight Linking Sessions. During that time we all had the opportunity to hear from and question almost 120 speakers and experts in various fields from many sectors of the community in some outstanding venues. This year's program included tours to several north western businesses as well as a men's shelter, a prison and the McRobie's Gully Waste Management Centre in Hobart. We stopped by berry farms during the fruit fly crisis, visited impressive advanced manufacturing sites and held sessions at a Tamar Valley winery and a sustainable learning centre in Mount Nelson, among other places.

The five Linking Sessions delivered by this year's TLP Learning Sets demonstrated the commitment of 2018 participants to tackle pressing future oriented issues. The Learning Set topics were:

- Difficult conversations
- Technology and the effects on mental health
- Cultural challenges for educational attainment in Tasmania
- Sustainable tourism
- Waste.

These sessions engaged many inspiring speakers and presenters. Their stories of courage, humility and innovation encouraged participants to consider alternative views and explore ways in which they might be able to step up and give back to their communities. While it is not possible to name all of the many speakers and presenters,

I would like to mention a few who shared especially inspiring leadership stories with the group during 2018:

- Her Excellency Professor the Honourable Kate Warner, AC, Governor of Tasmania
- Catherine Wheatley, Founder of Water for a Village and recent finalist for Tasmanian Australian of the Year
- Rodney Croome AM, LGBT rights activist and academic
- Polly McGee, author of *The Good Hustle*
- Robert Pennicott, Owner of Pennicott Wilderness Journeys.

When participants enter the Tasmanian Leaders Program they commit to undertake a project that will benefit the state's development and growth. These projects must be small enough to undertake but large enough to matter. This year's participants upheld the tradition by coming up with many exciting and varied projects. If you would like to read more about the projects please visit pages 52-53 or below for a brief synopsis.

- The **Handover Bag** project seeks to improve how personal effects are given to a person's significant other after someone dies in the acute care setting
- The **Cycling without Age** project aims to increase outdoor activities tailored to the needs and interests of elderly Tasmanians by providing safe options to ride a bike
- The **Adventure Therapy Sponsorship Resource** project aims to enable at risk students to participate in an evidence-based adventure therapy program, by developing a program specific sponsorship resource
- The **Produce to the People** project will assist a Burnie-based not-for-profit to attract funding by developing a 'how to' guide around fundraising
- The **Welcome to Tasmania – Migrant Resources Pack** will make new migrants arriving into Launceston feel genuinely welcomed through access to basic information to successfully navigate their first weeks and months in Tasmania.

Thank you to Bob Campbell and Lynda Jones for facilitating the TLP Residentials and bringing incredible content, effective process and a genuine desire to help TLP12 participants gain insights into themselves so they can be agents of change in their organisations and communities.

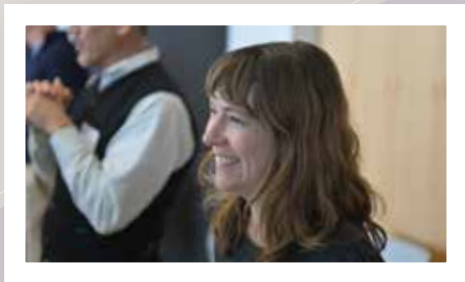
Thanks also to the Tasmanian Leaders staff team of Jenn Heggarty and Frances Pratt who enabled our organisation to increase its reach through the new I-LEAD program and the Tasmanian Leaders Alumni Congress, which was successfully opened up for open enrolment.

With the Tasmanian Leaders Program and I-LEAD 2018 now at an end we look forward to seeing what this year's participants will do to change the world in big and small ways.

**ANGELA DRIVER TLP3**

General Manager  
Tasmanian Leaders





# INDUSTRY LEADERSHIP ENTERPRISE AND DEVELOPMENT I-LEAD 2018

This exciting new offering from Tasmanian Leaders was delivered for the first time in 2018.

The Industry Leadership Enterprise and Development program (I-LEAD) is designed to bolster the capacity of small businesses to influence and lead long lasting change in Tasmanian industries. Our inaugural program brought together 29 vibrant people from across Tasmania, from Mount Field to King Island. Developed in conjunction with the needs of industry, the program content provided participants with skills in three key areas: people, business and leadership.

I-LEAD 2018 was highly successful for the small business owners and operators who participated. By the end of the program participants reported that they better understood themselves as leaders, had new skills and confidence to communicate and lead others and were better able to think strategically and long-term to grow their businesses. Participants also said the program helped them develop a wider, more valuable network and gain a community of relevant and connected peers.

I-LEAD 2018 consisted of two sessions, each held over two days, two months apart, at the new Peppers Silo Hotel in Launceston. Each session, a Sunday and a Monday, included a mixture of facilitator led workshops and sector experts.

During the program participants explored challenges for their businesses, discussed leadership and change management theory and undertook a number of diagnostic and reflective activities to help them better understand themselves and others. Targeted sessions included strategic marketing and finding efficiency with lean processes.

In between the residential sessions, participants met with experienced mentors. Participants reported that connecting with some of Tasmania's most experienced business people was highly valuable, with many continuing their relationship with their mentors beyond the life of I-LEAD.

The program concluded on Monday 27 August with a graduation ceremony presided over by John Perry, Tasmania's Coordinator-General and founding Board member of Tasmanian Leaders. Participant evaluation showed the program increased their confidence and enhanced their ability to think strategically, and make good judgements.

Graduates of the I-LEAD program are now part of the Tasmanian Leaders Alumni where they can draw from our network and continue their leadership journey. The 2019 program will be held in Hobart and 2020 in Burnie.

Congratulations to all 29 I-LEAD graduates. We were inspired by the action and vision they demonstrated to lead their businesses and industries for the greater good of Tasmania. We warmly welcome these extraordinary small business leaders to the Tasmanian Leaders family.



## 2018 I-LEAD PARTICIPANTS

### **Zara Bussey**

Licencee  
Irish Murphy's Hobart

### **Lee Christmas**

Hospitality Operations Manager  
Avidity Group

### **Matthew Collins**

Director  
Darkwood Construction

### **Danielle Conlan**

Founder  
Kindred Life

### **Georgia Cummings**

Floor Manager  
Willie Smith's Apple Shed

### **Karina Dambergs**

Co-founder  
Red Brick Road Cider

### **Cameron Dixon**

Warehouse & Procurement  
Manager  
Bridestowe Lavender Estate

### **Simone Hackett**

Owner  
RiverFly 1864

### **Kaimon Johnson**

Production Supervisor  
Elphinstone Pty Ltd

### **Rob Jubb**

General Manager  
Customs House Hotel

### **Brock Kerslake**

Owner  
taste.walk.talk

### **Gavin Kuipers**

Project Manager – Sustainable  
Energy and Engineering Solutions  
Elphinstone Pty Ltd

### **Trina Mangels**

Principal Consultant  
Strategic Edge Consulting

### **Jen Murnaghan**

Owner  
Digital Dandy

### **Trevor Pedersen**

Food and Beverage Service Manager  
Hadley's Orient Hotel

### **Ana Pimenta**

Regional Agricultural Landcare  
Facilitator  
King Island Natural Resource  
Management Group Inc

### **Damien Pinkerton**

General Manager  
Tamar Valley Resort

### **Rachel Power**

Owner  
Waterfalls Café & Gallery

### **John Ramsay**

Owner / Manager  
Ramsay Agriculture

### **Annette Reed**

Director / Business Manager  
Tasmanian Natural Garlic  
& Tomatoes

### **Tom Richards**

Manager  
Elverton Pastoral

### **Anna Robertson**

Production Manager  
Bridestowe Lavender Estate

### **Kellie Walker**

Managing Director  
Tasmanian Hearing

### **Peter Walker**

Director and Principal Architect  
Cumulus Studio

### **Bianca Welsh**

Co-owner / HR  
& Restaurant manager  
Stillwater and Black Cow Bistro

### **Danielle Wheatley**

Director  
Lauds Plant Based Foods

### **Ian White**

Bee Keeper Apiarist  
Bees Knees Honey

### **Brent Wilcox**

Construction Manager  
Vos Construction & Joinery Pty Ltd

### **Juanita Wood**

Horticultural Manager  
Emu Valley Rhododendron Garden





## I-LEAD TESTIMONIALS

Participating in the I-LEAD program has given me a set of skills that has already helped me and my business. My fellow I-LEAD participants were inspiring and I am grateful to have gained a network of like-minded individuals who will support me and my business in the years to come. During the program and the mentoring sessions with an industry expert I have been challenged to look at my own thinking and to delve deeper into what I do and how I can improve upon this.

I feel incredibly lucky that I am now able to draw upon the vast range of skills and networks of other participants and the broader Tasmanian Leaders Alumni. Through interacting with others from the tourism industry as well as other sectors it became obvious that many of us share personal and business challenges and motivations. It is powerful to know that others face the same issues. The wisdom of others is a great strength in moving forwards and reflecting on past highs and lows.

Since participating in the I-LEAD program I have been lucky enough to win two awards at the recent Tourism Northern Tasmania awards (one of the organisations that contributed towards my scholarship to participate in the program). I feel that through the program I have developed more confidence in my own abilities and have come to realise that I am an asset to my own business! Having this belief has been a real motivator in continuing to look at all aspects of what we do and to harness and capitalise on my personal strengths as strengths of the business and brand.

I am grateful that the program has helped me to learn more about myself and to connect me with a group of people that I am now lucky enough to call friends and mentors. Having this backing gives me a lot of hope and inspiration for the future.

### **BROCK KERSLAKE**

Owner  
taste.walk.talk

“ Through the program I have developed more confidence and have come to realise that I am an asset to my own business! ”



In early July, I was one of twenty-nine participants who met at Launceston's brand new Silo Hotel for the inaugural I-Lead course. As I arrived on that first Sunday morning, my expectations were all farm-focussed. As it turned out, what I took away was not what I expected. A few significant 'Ah-ha' moments stand out and have been shaping my thinking ever since.

The two hours I spent between sessions with my wonderful mentor, Tom Lewis, were extremely beneficial, but not in the way I might have expected. One particular exchange got me thinking:

Tom: So, what is it that makes your product stand out from any others?

Me: That's easy. It's the "wow" factor. When people see our tomatoes their reaction is, Wow!

Tom: I disagree. I would argue that your "wow" factor is you. It wouldn't matter what you grew, the "wow" factor would still be there because that's what you bring to anything you do.

Me: Wow!

Fast forward to the last day. We had to find our purpose and reason for being. I struggled with this, unable to fit my purpose as I believed it should be into the spot where I knew it belonged, somewhere close to the business. At some point it dawned on me that it didn't fit because I was looking in the wrong place. On closer inspection what I found was a purpose long ignored, aching to get out of its box, even breaking free from time to time, like steam from a well-sealed lid, but given no real credence or value, always passed over as something that I would love to do but not important enough TO do.

As it turned out, the very next presenter was just what I needed to help me on the road to fulfilling my purpose. Penny Terry spoke about making the shift 'From Invisible to Influential'. In that room, that afternoon, Penny was speaking to me and my mind was racing with questions, ideas and possibilities.

Thanks to I-Lead, my sponsor, TFGA, and a great bunch of facilitators, presenters and peers, I am in the process of stepping out of my comfort zone into a somewhat scary new world. Now being coached by Penny I'm setting my sights on a future role in professional speaking. For me, the time was right to take ownership of a new kind of leadership – one that honours a valuable and unique set of experiences, skills and insights that are too important to not be shared with others.

### **ANNETTE REED**

Director / Business Manager  
Tasmanian Natural Garlic  
& Tomatoes

“ What I found was a purpose long ignored, aching to get out of its box. ”





# TLPI2 2018 TASMANIAN LEADERS PROGRAM GRADUATION DINNER VALEDICTORY SPEECH



I am a tradie. I like hi-vis, sausage rolls, iced coffee, inappropriate jokes, and tradie camaraderie. For a long time, tradie culture formed my identity.

After my apprenticeship I became a decent sparky, and soon found myself in meetings with

suits. I chose not to follow the dress code. I took a lot of pride being unshaven in my dirty Hard Yakka clothing. I was looking for any opportunity to surprise clients with helpful answers, often coloured with some 'unnecessary adjectives'.

I sincerely wanted to progress my career, but I didn't want to lose my tradie identity. How do you remain credible to tradies and suits at the same time? How do you go from the building site to the board room?

Tim Jordan is my name. Thank you for coming tonight to celebrate the graduation of the twelfth Tasmanian Leadership program. I'm going to share a couple of thoughts about my experience in the program. What we've learnt, what we've felt, and the broader impact of the program on Tasmania.

On our first day in Strahan, Tasmanian Leaders General Manager Angela Driver gave the following analogy. *This is a program not a course. A course is designed to give you new apps and this program is designed to give you a whole new operating system. I thought to myself, nah, what a load of baloney.* I am glad to say that Ange was right, and I was wrong, and not for the last time. Look at me now, fully upgraded, and dedicated to improving myself. When I look back at the sceptical young man in Strahan, I am astounded by how much I have changed.

During the program, we travelled across Tasmania to meet a bunch of great, talented people. One of the many highlights of this were the leadership stories. Great people gave up their time to come and speak with the group about their career, and share some insights on leadership. The thing that struck me most was, these were normal people who simply worked hard to achieve great things. Hearing these stories taught me much about leadership, and left me inspired about the possibilities of my own career.

I'm not alone. As the weeks passed, we learned a lot about leadership, about ourselves and about each other. The work we did in this program, we did together. We graduate with a greater understanding of Tasmania, and a better ability to have an impact. We also leave as friends with a strong sense of camaraderie. I hope for many more supportive phone calls and late nights with the people in this room. If our singing careers don't take off, we will stick around to do our best for this state.

From the build site to the boardroom, TLP has given me the skills to work with people from all walks of life. I have discovered that credibility is earned by treating everyone with respect – regardless of who they are, or where they're from. My job is to listen. Listen to my board, my clients, and the teams I manage.

This program has changed the way I see myself. I am still a proud tradie, but I am also proud to be a senior manager and a leader. Please don't tell the blokes on the worksite, but I have even started to feel comfortable wearing a tie.

To finish off I would like to thank the people who have made this program so amazing.

To Bob and Lynda – thank you for volunteering your precious time at our Residential sessions. We're lucky to have learnt from the best.

To the Tasmanian Leaders Board – thank you for turning a good idea into a reality. It wouldn't be possible without you.

To the sponsors and our employers – thank you for providing the time and resources for myself and my cohort to complete this program.

To Ange Driver, I couldn't imagine this program without you. We appreciate your work over the last year. You've transformed me from a clueless dummy to a future leader. Thank you.

Perhaps most importantly, I'd like to thank the families for allowing us the time to complete the program. My wife Jo had to take an additional workload at home with our two young children. Thank you for your support.

To my cohort, thank you for the opportunity tonight and the time we've spent together. I wouldn't be up here if it wasn't for you. I want to leave you with one final thought:

If you had one shot, one opportunity, to seize everything you ever wanted, in one moment, would you capture it or just let it slip?

**TIM JORDAN**

Electrical Divisional Manager  
Degree C





In 2017 a group of Tasmanian Leaders Alumni visited the business I run with my husband Marc: Henry's Ginger Beer in Burnie. We had never seen a group as engaged as this. It sparked my interest in TLP. Eighteen months later here I am with the incredible Tim Jordon, bemused and

profoundly humbled to be chosen as one of the valedictory speakers for TLP12.

But first a confession: I wasn't really a model participant in TLP. I didn't follow Ange's advice to 're-enter the world gently' after each session. I crash-landed back in every single time. I ignored Ange's advice to not Myers Briggs test my husband. He's an ISTP, which explains a lot. And I stayed up way too late the evening before every Linking Session drinking wine and righting the world with Jessie and Leigh.

But in other ways I was a typical participant. Like everyone in our amazing cohort I embraced new learnings and went out of my comfort zone. And that is what defines TLP for me: it is a journey of discovery.

So what did I discover? Myers Briggs was a revelation. Finding out that my personality was a type and not a disorder came as a great relief...

Though being the rarest personality type, INFJ, did make me wonder how I managed to even get into the room. INFJs are extremely sensitive to criticism, have a nihilistic urge to call people on their hypocrisy, have totally inappropriate senses of humour and need extreme amounts of solitude. In short, leaders seem to be everything an INFJ is not...

But through TLP I discovered that leaders come in many shapes and sizes. For example, empathy makes a great leader and INFJs have empathy by the bucket load.

I would like to share two other things I discovered.

A quote – this is for Bob. Leonard Cohen said: *"There comes a point... as you get a little older, you feel that nothing represents you. You can see the value of many positions."*

TLP challenged us to consider other people's point of view. I learned how to look without bias, to allow complexity and to look for more creative and considerate solutions. Working within such diverse Learning Sets gave us all call to respect opposing perspectives and challenged us to connect everyone's values to create a unified way forward.

Another discovery came about during these many late-night discussions over red wine, and it's about finding your passion. Carl Jung (a super cool INFJ) said: *"Your visions will become clear only when you look into your own heart. Who looks outside, dreams; who looks inside, awakes."* Our passion is not hiding in our heads to be thought into existence, it is just there in front of us in plain sight.

Our minds will throw up a million reasons why not to step out to meet our passion. So we need to make the decision to move through our hearts, not our minds.

I think about Sam Halliday who is about to embark on a Winston Churchill Memorial Trust Fellowship. To Leigh who is starting a new business, and Ally who found her strength to get back up when the rug was pulled out from under her.

I stand in awe of Justin who has found his voice and his confidence, and of Gary's incredibly moving comments in Launceston about being here to serve, and Martin, on his quest to find his one emotion. Well done mate.

I think about Kate's call out to creatives to work for positive change. It takes great courage to be creative, to make something that's new. I heed your call – and Jenn who is striving with such commitment and raw honesty to find her own passion – all the while inspiring those around her to be the best they can be.

The problem isn't that we don't know what our passion is, it's that we weigh our priorities against it. If we make a change there is always a price to pay for us or someone we love. Perhaps it's financial, or our social standing, or our time.

My question for all of us is this: What price are you willing to pay to follow your passion?

In closing, I'd like to express my gratitude. To all speakers who graciously gave their time. To Bob and Lynda for kicking us off our comfy chairs in the denial room. To Ange who coordinated this extraordinary program. To the Tasmanian Leaders Board and to the generous sponsors.

And I am enormously grateful to the Tasmanian Regional Tourism bodies who provided the scholarship that allowed me to undertake this program. Thank you.

And of course I am so grateful to my fellow participants of TLP12. I am honoured to have spent a year in the company of such exceptionally magnificent and gifted people.

The collective potential of TLP12, the best year ever, will shine brightly around Tasmania for decades to come.

May all your big, hairy, audacious goals come true.

## CAROLYN WATSON-PAUL

Owner

Henry's Ginger Beer

# TLPI2 2018 PROGRAM

*The 2018 Tasmanian Leaders Program comprised of eight two-day Linking Sessions and three multi-day Residential Retreats co-designed and facilitated by Lynda Jones, Bob Campbell and Angela Driver.*



## RESIDENTIAL RETREATS

SESSION	WHERE	DATE
Opening Residential	Strahan Village, Strahan	Thursday 8 February – Sunday 11 February
Mid-Year Residential	Cradle Mountain Hotel, Cradle Mountain	Thursday 26 July – Sunday 29 July
Closing Residential	Freycinet Lodge, Coles Bay	Friday 30 November – Sunday 2 December

## Linking Session One TASMANIA: ECONOMICS AND GOVERNANCE

PARLIAMENT HOUSE, HOBART: 16 – 17 MARCH

<i>Causes, campaigns and change</i>	<b>Judy Tierney</b> , Journalist	Facilitator
	<b>Jo Flanagan</b> , Deputy Chief Executive Officer, TasCOSS	Panellist
	<b>Luke Martin</b> , Chief Executive Officer, Tourism Industry Council Tasmania	Panellist
	<b>Rodney Croome AM</b> , LGBT rights activist and academic	Panellist
	<b>Vica Bayley</b> , Tasmanian Campaign Manager, Wilderness Society	Panellist
<i>Global governance</i>	<b>Matt Killingsworth</b> , Head of Politics and International Relations and a Senior Lecturer, University of Tasmania	Presenter
<i>Leadership story</i>	<b>Mike Vertigan AC</b> , Tasmanian Leaders Champion	Presenter
<i>Learning set project design workshop</i>	<b>Julia Curtis TLPI</b> , Community Development Consultant, Facilitator and Social Alchemist, Curtis & Associates	Facilitator
<i>Parliament House tour</i>	<b>Jim Wilkinson MLC</b> , President, Tasmanian Legislative Council	Site Host
	<b>Mark Shelton MP</b> , Speaker of the Lower House, Tasmanian House of Assembly	Site Host
<i>Project management workshop</i>	<b>Chu Han Choong</b> , Project Strategist, Advisor, and Coach Chu & Company PTY LTD	Facilitator
<i>Reform for better governance</i>	<b>Tim Rutherford</b> , Partner, KPMG	Facilitator
	<b>Lynn Mason</b> , Experienced Board Director	Panellist
	<b>Rebecca Bradfield</b> , Research Fellow, Tasmanian Law Reform Institute	Panellist
	<b>Richard Herr OAM</b> , Academic Coordinator for the Faculty of Law's Parliamentary Law, University of Tasmania School of Social Sciences	Panellist
	<b>Saul Eslake</b> , Economist	Panellist
<i>World cafe: question time with our political leaders</i>	<b>Eric Abetz</b> , Tasmanian Senator, Australian Liberals	Presenter
	<b>Kristie Johnston</b> , Mayor, Glenorchy City Council	Presenter
	<b>Nick McKim</b> , Tasmanian Senator, Australian Greens	Presenter
	<b>Ruth Forrest MLC TLPI5</b> , Independent Member for Murchison, Tasmanian Legislative Council	Presenter
	<b>Sarah Lovell MLC</b> , Labor Member for Rumney, Tasmanian Legislative Council	Presenter



## Linking Session Two

# INNOVATION AND INDUSTRY

### NORTH WEST COAST: 5 – 6 APRIL

<i>How lean creates innovation in industry</i>	<b>Clynton Jaffray TLP4</b> , Director Business Improver, Productivity Improvers	Presenter
<i>Leadership story</i>	<b>Dale Elphinstone</b> , Executive Chairman and Founder, Elphinstone Group	Presenter
<i>Networking event</i>	<b>Craig Perkins TLP2</b> , Chief Executive Officer and Director, Regional Development Australia – Tasmania	Guest Speaker
	<b>Anita Dow</b> , Labor Member for Braddon, Tasmanian House of Assembly	Guest Speaker
	<b>Roger Jaensch</b> , Liberal Member for Braddon, Tasmanian House of Assembly	Guest Speaker
<i>Site visit – SED Manufacturing Services</i>	<b>Rob Deed</b> , R&D Technician and Sales Manager, SED Manufacturing Services	Tour Guide
<i>Site visit – Brandsema Tomatoes</i>	<b>Anthony Brandsema</b> , Manager/Owner, Brandsema Tomatoes	Site Host
<i>Site visit – Elphinstone Pty Ltd</i>	<b>Kelly Elphinstone</b> , Managing Director, Elphinstone PTY Ltd	Site Host
	<b>Scott Hilder</b> , Operations Manager – Wynyard, Elphinstone Pty Ltd	Site Host
<i>Site Visit – Hellyers Road Distillery</i>	<b>Mark Littler</b> , General Manager, Betta Milk Co-operative Society Ltd	Site Host
<i>Site visit – Tasmanian Advanced Minerals</i>	<b>Chris Stuart</b> , Managing Director, Tasmanian Advanced Minerals	Site Host
<i>Site visit – Turners Beach Berry Patch</i>	<b>Craig Morris</b> , Manager/Owner, Turners Beach Berry Patch	Site Host
<i>What is innovation – barriers and catalysts?</i>	<b>Daryl Connelly TLP10</b> , Chief Executive Officer, Cradle Coast Authority	Facilitator
	<b>Ben Maynard TLP6</b> , General Manager Operations, Grange Resources	Panellist
	<b>Karina Dambergs</b> , Director, The Van Diemen Project	Panellist
	<b>Matthew Dickson</b> , Chief Executive Officer and Founder, Workbox Safety	Panellist
	<b>Susan Dobrowski</b> , Founder, Modo Mio Naked	Panellist





## Linking Session Three

### COMMUNITY

BRIDGEWATER LIBRARY, BRIDGEWATER: 18 – 19 MAY

World café: community advocates	<b>Al Hines</b> , Grassroots Community Development Worker, Wellways	Panellist
	<b>Glenda Radcliffe</b> , Advocate for people of short stature	Panellist
	<b>Lee Prouse</b> , National Coordinator of Place Based Community Development, Red Cross	Panellist
	<b>Maree Bennett TLP11</b> , Service Manager, Oak Tasmania	Panellist
	<b>Mitch McPherson</b> , Director, Speak up Stay ChatTY	Panellist
	<b>Sharon Jones</b> , Executive Officer, Kentish Regional Clinic	Panellist
Housing affordability discussion	<b>Meg Webb</b> , Manager, Anglicare	Presenter
Leadership story	<b>Rosalie Martin TLP6</b> , Founder, Chatter Matters	Presenter
Reasons why people end up in prison	<b>Ginna Webster TLP2</b> , Secretary, Department of Communities	Facilitator
	<b>Danny Sutton</b> , Chief Executive Officer, Colony 47	Panellist
	<b>Grant Herring</b> , Tasmania Division Manager Salvation Army Alcohol, Other Drugs and Corrections Services	Panellist
	<b>Jill Maxwell TLP5</b> , Chief Executive Officer, Sexual Assault Support Service	Panellist
	<b>Pamela Honan</b> , Director, Child Safety, Communities Tasmania	Panellist
Privilege and power	<b>Robin Banks</b> , Former Anti-Discrimination Commissioner; Office of the Anti-Discrimination Commission	Facilitator
Site visit – Bethlehem House	<b>Stephanie Meikle</b> , Chief Executive Officer, Bethlehem House	Presenter
Site visit – Risdon Prison	<b>Geraldine Hayes TLP11</b> , Superintendent, Tasmania Prison Service	Presenter
Positive psychology for leaders	<b>Ani Havlat</b> , Lecturer College of Health and Medicine, University of Tasmania	Presenter





## Linking Session Four

### DIFFICULT CONVERSATIONS

MILTON HALL, LAUNCESTON: 16 – 17 JUNE

*Building brand – influence and social licence*

**Rick Marton**, Brand and Culture Strategist, Effectively Natural

Presenter

*Shaping our futures through conversations that matter*

**Hillary Burden**, Journalist and Author

Facilitator

**Besta Poni Peter**, Social Worker

Panellist

*Difficult conversations we need to have*

**Andrew Pitt**, Neil Pitt's Menswear, Chair of Cityprom and University of Tasmania, University of Tasmania

Facilitator

**Meg Webb**, Social Action Research Centre, Anglicare

Panellist

**Neroli Ellis**, Commissioner and Deputy President, Tasmanian Industrial Commission

Panellist

**Sophie Underwood**, Coordinator, Planning Matters, Alliance Tasmania (PMAT)

Panellist

*The role of arts and culture in moving society through difficult conversations*

**Nathan Tucker**, Co-Director, RANT

Facilitator

**Belinda Cotton**, Executive Officer - Arts and Culture, Launceston City Council

Panellist

**Denise Robertson**, Program Officer, Arts Tasmania

Panellist

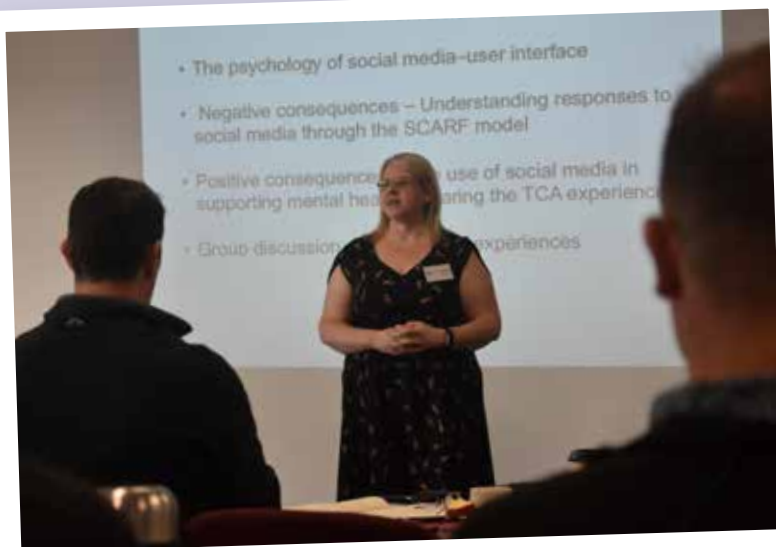
**Scott Rankin**, Co-founder and Creative Director, big hART

Panellist

*Frontier towns and 'black wars'*

**Michael Powell**, Historian, Author and Adjunct Professor, University of Tasmania

Presenter



## Linking Session Five

### TECHNOLOGY AND THE EFFECTS ON MENTAL HEALTH

LAUNCESTON CONFERENCE CENTRE, LAUNCESTON:  
17 – 18 AUGUST

<i>Immunity to change</i>	<b>Jill Currey</b> , Principal, Currey and Co	Presenter
<i>Managing mental health and fitness for work</i>	<b>David Dilger</b> , Director, Edge Legal	Presenter
<i>Networking event</i>	<b>Marcos Ambrose</b> , Director, Bernacchi Lodge	Guest Speaker
<i>Who is responsible for tackling online bullying?</i>	<b>Jason Imms</b> <b>TLPI2</b> , Senior Quality Assurance Manager, Live Tiles	Facilitator
	<b>Andrew Adam</b> , Nursing Director Mental Health, Tasmanian Health Service	Panellist
	<b>Gary Williams</b> <b>TLPI2</b> , Detective Inspector, Tasmanian Police	Panellist
	<b>Peter Jacobson</b> , Health Nurse, Education Department	Panellist
	<b>Wayne Frost</b> , Corner Stone Manager, Head Space	Panellist
<i>Tasmanian mental health overview</i>	<b>Andrew Adam</b> , Nursing Director Mental Health, Tasmanian Health Service	Presenter
	<b>Sherphard Chidarikire</b> , Lecturer and PhD Candidate, University of Tasmania	Presenter
<i>Technology and neuroscience: exploring social media and the social brain</i>	<b>Katherine Oleiniczak</b> , Principal Psychologist (AHPRA), Dr Tess Crawley and Associates	Presenter
<i>Virtual empathy: experiential training simulations for social good</i>	<b>Liam McGuire</b> , Director, Opaque Media	Presenter



## Linking Session Six

# CULTURAL CHALLENGES AROUND EDUCATIONAL ATTAINMENT IN TASMANIA

THE PETER UNDERWOOD CENTRE FOR EDUCATIONAL  
ATTAINMENT, HOBART: 14 – 15 SEPTEMBER

Barriers and catalysts	<b>Lisa Denny</b> , Demographer and Research Fellow, University of Tasmania	Presenter
Education and Tasmania	<b>Her Excellency Professor the Honourable Kate Warner AC</b> , Governor of Tasmania	Presenter
Enneagram for leaders	<b>Steve Willing</b> , Facilitator and Coach, Growth in Mind	Presenter
Leadership story	<b>Ginna Webster</b> , Secretary, Department of Communities	Presenter
Overcoming cultural challenges	<b>Jason Purdie</b> , Acting Executive Director – Marketing, University of Tasmania	Facilitator
	<b>Glen O'Keefe TLP8</b> , Manager Youth Services, Colony 47	Panellist
	<b>Kim Beswick</b> , Professor Faculty of Education, University of Tasmania	Panellist
	<b>Nick Probert TLP11</b> , State Manager, Beacon Foundation	Panellist
The Tasmanian school system	<b>Tim Rutherford</b> , Partner, KPMG	Facilitator
	<b>Courtney Howard</b> , Principal, Cambridge Primary School	Panellist
	<b>Deb Day</b> , Principal, Rosny College	Panellist
	<b>Roz Madsen</b> , State Manager, Australian Education Union	Panellist
Presentation and interactive session – Peter Underwood Centre	<b>Becky Shelley</b> , Deputy Director, University of Tasmania – Peter Underwood Centre	Presenter
Where to from here?	<b>Michael Rowan</b> , Adjunct Professor, University of Tasmania	Presenter





## Linking Session Seven

### SUSTAINABLE TOURISM

UNIVERSITY OF TASMANIA SCHOOL OF ARCHITECTURE  
AND STRATHLYNN FUNCTION CENTRE, LAUNCESTON:  
19 – 20 OCTOBER

Antarctic tourism	<b>Julia Jabour</b> , Senior Lecturer in Law and Policy, Institute for Marine and Antarctic Studies, University of Tasmania	Presenter
Case Studies: Tale of two towns	<b>Buck Gibson</b> , Founder, Vertigo Mountain Biking	Panellist
	<b>Ruth Dowty</b> , Chief Executive Officer, East Coast Regional Tourism Organisation	Panellist
	<b>Stuart Loone</b> <b>TLP10</b> , General Manager, Spring Bay Mill	Panellist
	<b>Tim Watson</b> , General Manager, Dorset Council	Panellist
Community: social impacts of tourism	<b>Can Seng Ooi</b> , Professor, University of Tasmania	Facilitator
	<b>Alvaro Ascui</b> , Coles Bay advocate	Panellist
	<b>Liz Frankham</b> , Board Director, Junction Arts Festival	Panellist
	<b>Michael Stretton</b> , General Manager, City of Launceston	Panellist
	<b>Peter Whish Wilson</b> , Tasmanian Senator, Australian Greens Party	Panellist
Economic impacts of tourism	<b>Sarah Lebski</b> , Principal, Sarah Lebski Consulting	Facilitator
	<b>John Fitzgerald</b> , Chief Executive Officer, Tourism Tasmania	Panellist
	<b>Maree Tetlow</b> , Chief Executive Officer, Northern Tasmanian Development Corporation	Panellist
	<b>Paul Liggins</b> , Economist, Deloitte Access Economics	Panellist
Environmental impacts of tourism	<b>Leigh Arnold</b> <b>TLP12</b> , Communicator, Connector, Combobulator	Facilitator
	<b>Daniel Hackett</b> <b>TLP10</b> , Founder, RiverFly 1864	Presenter
Leadership story	<b>Catherine Wheatley</b> , Founder, Water for a Village	Presenter
The good hustle	<b>Polly McGee</b> , Author, The Good Hustle	Presenter
Tourism experience	<b>Brock Kerslake</b> <b>I-LEADI</b> , Manager/Owner, taste.walk.talk	Operator
	<b>Alison Hugo</b> <b>TLP12</b> , Manager/Owner, On Your Bike Tours	Operator
Tourism overview and opening remarks	<b>Chris Griffin</b> <b>TLP9</b> , Chief Executive Officer, Tourism Northern Tasmania Inc.	Presenter

# Linking Session Eight

## WASTE

SUSTAINABILITY LEARNING CENTRE, MOUNT NELSON:  
9 – 10 NOVEMBER

Alternative economies and sustainable consumerism	<b>Kirsty Máté</b> , Program Director for Interior Design, University of Tasmania	Presenter
Food waste	<b>Leah Galvin</b> , State Manager, Eat Well Tasmania	Facilitator
	<b>Adam James</b> , Owner/Manager, Rough Rice	Panellist
	<b>Gareth Shapiro</b> , Owner/Manager, The Grain Family & Elgaar Farm	Panellist
	<b>Penelope Dodd</b> , Founder and General Manager, Produce to the People Tasmania	Panellist
Industrial waste	<b>Martin Moroni</b> <b>TLPI2</b> , Manager Business Development, Private Forests Tasmania	Facilitator
	<b>Brad Arkell</b> , Senior Policy Officer, EPA Tasmania	Panellist
	<b>Christine Bell</b> , Chief Executive Officer, Southern Waste Solutions	Panellist
	<b>Joseph Tranter</b> , Section Head, Waste Management, EPA Tasmania	Panellist
Leadership story	<b>Rob Pennicot</b> , Founder/Owner, Pennicott Wilderness Journeys	Presenter
Networking event	<b>Meriel Owen</b> , Harpist, Tasmanian Symphony Orchestra	Guest Speaker
Media training	<b>Mark Thomas</b> , Director, M&M Communications	Presenter
Site visit – Resource shop tour	<b>Molly Kendall</b> , Manager, Resource Cooperative	Site Host
Site visit – South Hobart landfill tour	<b>Sophie Newman</b> , Waste Education Officer, City of Hobart	Site Host
Zero waste household	<b>Oberon Carter</b> , President, Permaculture Tasmania	Presenter





# TLPI2 2018 GRADUATES

CASSIE ARNOLD



## Cassie ARNOLD

Launceston Office Manager

PITT&SHERRY

*On entry into program: Manager Projects,  
Bell Bay Aluminium*

*Cassie has over twenty years' experience in the resources sector working in a wide variety of roles ranging from technical to operational and leadership, in many different commodities including gold, copper, iron ore, limestone for cement production, aluminium and black coal. This has meant working in some of the most remote parts of Australia from the desert country of the Warlpiri people in the Northern Territory to an island in the Buccaneer Archipelago off the coast of Western Australia, and the lush green pastoral lands of eastern Tasmania. As a former Director and Alternate Director of the Tasmanian Minerals and Energy Council Cassie also chaired the Women in Resources National Awards organising committee and helped bring the awards ceremony to Launceston for the first time in 2017. She is looking forward to the next chapter in her career with pitt&sherry.*

The Tasmanian Leaders Program introduced me to a diverse, generous and trusting group of people. It has shown me that there are many different ways to be a leader and it was both refreshing and exciting to see such different role models. It's fascinating to reflect and see your own behaviour and attitude to various issues change, as you progress throughout the year. The massive amount of information, many different leadership tools and real examples from the private, public and not-for-profit sector was both challenging and rewarding. It was an intense year and the shared experience is something I will always remember. For me, the Four Rooms of Change exercise at Freycinet was a great example of the program. We understood the concept well by this stage, the topics varied from local issues to national and international politics to sport and freedom of speech. Depending on the topic, the group presentations were surprising, hilarious and disturbingly close to the real thing and frequently all of the above.

The program may have finished, though my journey has just begun. It's time to revisit the material again and again and there is much more reflection to do. There will be no shortage of opportunities to apply the lessons learnt. Best of all is the amazing group of people I will share that journey with – not just the TLPI2 cohort but the whole Tasmanian Leaders Alumni. I am proud to be part of the Alumni.

“ It has shown me that there are many different ways to be a leader. ”



# Leigh ARNOLD

Owner

LEIGHARNOLD.COM.AU

On entry into program: Manager Communications, TasPorts

*Leigh owns and operates a for-good communications agency that is thoughtfully disrupting the traditional PR model. His purpose is to actively build deep belonging and connection through kind, authentic, values-based communications. Leigh specialises in helping organisations fully engage with clients from the heart as well as the mind. He is an expert in building human cultures of kindness through communication in order to drive passion, efficiency and outcomes in organisations. Leigh has more than twenty years' experience delivering high-quality outcomes across strategic communications, stakeholder relations, media relations, crisis communications and change management. He has worked in the government, private and not-for-profit sectors in Australia, the Pacific and the UK.*

The Tasmanian Leaders Program is life changing. My year in the program, accelerated my inner journey and helped me to become a fuller, more authentic and more adventurous version of myself. TLP connected me with amazing people who have become very close friends and inspirations to me. The program was challenging at times. Around the middle of the year I faced a crisis point about what I was doing with my life. The thoughtful, insightful and kind support of everyone on the program helped me through that and put me securely on the right path. As a result I am now running my own business, contributing more to my community and feel happier and more connected. I feel privileged that I had the opportunity to be part of TLP and I will always be immensely grateful to my incredible fellow participants who are all wonderful humans.

I am now on a mission to build deep belonging and connection through communications. TLP gave me the courage to set up my own business to achieve that long-held goal and the confidence to speak out strongly and clearly for my values of kindness and authenticity as part of a growing global movement of change. TLP showed me that leadership starts at home, in my own head and my own heart. And that equipped with growing self-awareness I can be a leader in many ways, not just at work.

“ TLP helped me to become a fuller, more authentic and more adventurous version of myself. ”



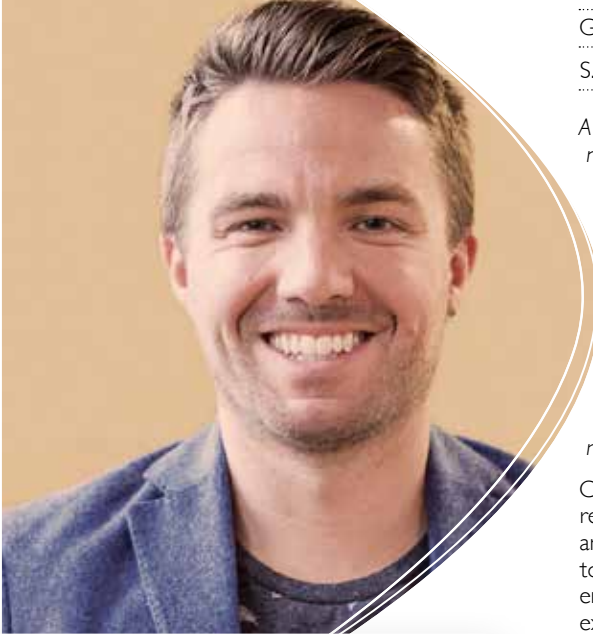
LEIGH ARNOLD



# Phil BEESTON

General Manager

S. GROUP



*A proud 'born and bred' Tasmanian, Phil has been married to Bec for sixteen years and together with their four children they call Launceston home. Phil is the General Manager at S. Group, a Tasmanian based creative enterprise that was birthed in 2011 and now employs thirty team members across three offices in Launceston, Hobart and Melbourne. With a passion for his community, Phil serves as a volunteer Director (Senior Vice-Chair and Treasurer) on the board at Door of Hope Christian Church, a large not-for-profit in Launceston. In his spare time, you'll find him gallivanting through Tasmania's wilderness, running up a nearby mountain to catch the sunrise.*

Coming into the Tasmanian Leaders Program I didn't really know what to expect, however I was ready and willing to open my mind and heart in order to be challenged, strengthened, enlightened and encouraged. The quality of content, breadth of topics explored and calibre of guest speakers who presented throughout the year were like nothing I had experienced before. However what was most unexpected were the life-long relationships that developed as the year progressed. Walking alongside fellow participants, through TLP I experienced a deep personal exploration that has assisted me to better understand myself. This Tasmanian Leaders journey is one that I will continue to walk as I look to realise my full potential as a leader and influencer in our community.

The Tasmanian Leaders Program has been a humbling experience. It has reminded me that I'm not 'there yet' and to always remain inquisitive, to explore and learn, and to remain teachable. Whilst humbling, I have also been deeply encouraged by my participation in TLP. Through the guidance of the program and the insights of fellow participants, my confidence in my leadership has been strengthened. As I continue to move forward I will lead with both humility and confidence. Whether it be in my professional role at S. Group, in my not-for-profit directorship, or as a husband, father and friend, I will attempt to remain humble and look to serve others whilst also leading with boldness and confidence.



“ The Tasmanian Leaders Program has reminded me to always remain inquisitive, to explore and learn, and to remain teachable. ”





# Ilya BRUCKSCH

Manager Planning and Development

AUSTRALIA PACIFIC AIRPORTS (LAUNCESTON)

*Ilya is a registered architect working with Launceston Airport as Manager, Planning and Development. Launceston Airport won the Airports Association of Australia Major Airport of the Year in 2015, 2016 and 2017. The airport has also received two innovation and excellence awards for recent projects delivered to improve passenger experience. In his role, Ilya manages a team focusing on strategic and aerodrome specific planning and delivery of the capital development program. Ilya is one of five directors of the first whisky distillery in Launceston in 175 years: Launceston Distillery. He has also been an active Army Reservist for fifteen years and was selected for Group Study Exchange with Rotary in 2012 where he travelled to Denmark. Ilya's passion for activity and the outdoors is satisfied with a number of adventure activities including mountain biking, bushwalking and camping. Ilya's ideal weekend includes friends and adventure in a place not explored before.*

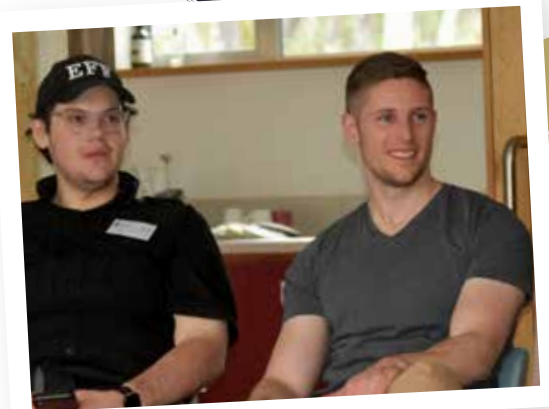
The Tasmanian Leaders Program has been fantastic. When first exposed to the program, I did not expect that it could have such a positive impact on all aspects of my life. We have been truly privileged to spend one weekend each month for an entire year focusing on development and understanding self and leadership. For me, the program has encouraged greater mindfulness and invigorated my sense of community, all while reflecting about those who are less fortunate. My knowledge of community issues has been enhanced and my perspective has broadened. The program compelled me to play a more active role in our local community and encourage positivity and goodness in others. Ultimately, the program has challenged me to search for my true purpose in life. TLP has been life changing... and this journey is only beginning.

In 2019 I will set a new standard in my leadership style and fulfil my desire to help the community and those in need. I am unsure where the Tasmanian Leaders journey will lead. However, I am aware that much of the content absorbed over the last twelve months will filter into my professional and personal life, radiating positivity and mindfulness. Tasmania has a bright and confident future and with the support of this year's graduating TLP participants, Tasmania will continue to develop and grow. TLP has given me the confidence to pursue and capture new and exciting opportunities to advance family, self and community.

“ The program has challenged me to search for my true purpose in life. ”



ILYA BRUCKSCH





## Paris BUTTFIELD-ADDISON

Co-founder / Producer

SECRET LAB

*Paris is Co-founder of Secret Lab, a game development studio based in Hobart. The projects Paris has worked on with Secret Lab have won numerous local, national, and international awards, such as the BAFTA and IGF-winning Night in the Woods, the iAward-winning Qantas Joey Playbox, and ABC Play School Play Time and Art Maker games, and numerous TaslCT award winning projects. Paris formerly worked at Meebo, a groundbreaking Silicon Valley start-up that was acquired by Google, and has written more than twenty books for O'Reilly Media and For Dummies, on a variety of topics such as game design, artificial intelligence, software, and rocket science! Paris and Secret Lab Co-founder, Jon, were jointly awarded the prestigious 2010 Pearcey Award for achievements within the ICT industry, and in 2016 Paris was recognised by the Australian Computer Society (ACS) as a Gold Disruptor. Paris occasionally teaches at University of Tasmania, sits on the board of the Apple University Consortium (AUC), where he co-organises Australia's oldest Apple technology conference /dev/world, and is a member of the executive committee of the ACS.*

“ I have found the TLP experience to be equal parts confronting, invigorating, inspirational, and frustrating. ”

I have found the TLP experience to be equal parts confronting, invigorating, inspirational, and frustrating. It's been eye-opening to see the breadth and depth of amazing skills, activities, projects, companies, social organisations, and events being created, conducted, and facilitated by talented Tasmanians. It's been invigorating and inspirational to be surrounded by so many people who want to make things better, and make better things. It's been frustrating to try and come to grips with the tools and strategies that can help make that happen.

After TLP I would like to be more understanding of the different ways people work, be more involved in making the world a better place socially and try to focus my efforts more strategically, instead of saying 'yes' to everything. I will try and be more mindful of the tools that can help me plan and strategise, instead of solely relying on gut feelings. I will try and listen more and be more present in group discussions and situations. I would like to help build a sustainable game development industry here in Tasmania, and make sure it's a viable career path for young Tasmanians to consider.



# Samuel CAIRNDUFF

Director Marketing and Communications

TASMANIAN SYMPHONY ORCHESTRA

*With a strong background in arts leadership, Samuel has been Director Marketing and Communications of the Tasmanian Symphony Orchestra (TSO) since March 2017, during which time he has overseen the TSO's most successful season on record with 10% growth in subscriptions. Samuel returned to Tasmania in 2016, after an extensive career working internationally as an entertainment producer and running an arts communication company. Previously based in London for eleven years, he is an accomplished pianist and has performed in many of the world's top hotels including The Savoy, The Dorchester and Claridges.*

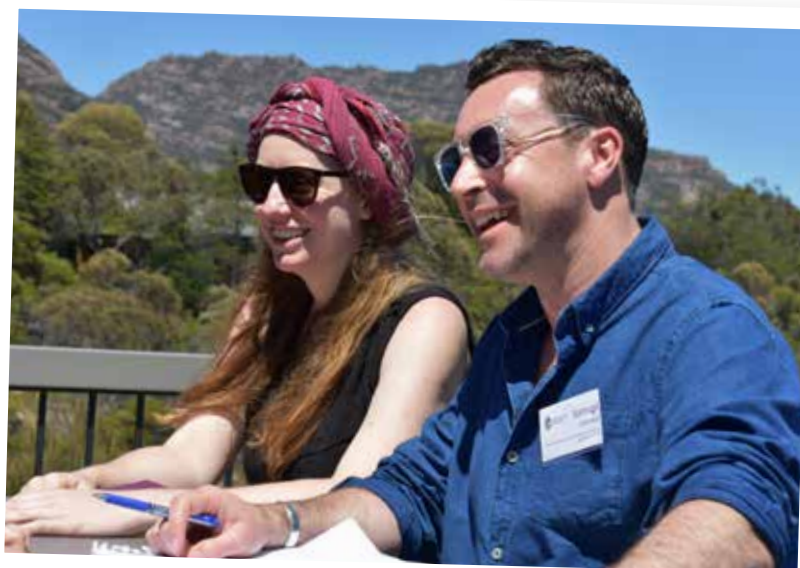
I have found the TLP experience to be an invaluable opportunity to engage with contemporary Tasmania and to gain a deep understanding of the successes and challenges we face as leaders in Tasmania. Working alongside participants from diverse backgrounds and industries greatly enhanced my shared experience of the program. The chance to have close contact with key influencers and change makers across many topics and areas has been a genuine privilege.

I leave the TLP program inspired by the continued possibilities in Tasmania and with a deep understanding of the positive direction in which Tasmania is heading – whilst being aware of the challenges it faces. I look forward to continuing my leadership journey, building on the skills I have learned in TLP and better leading my team and colleagues. I have been inspired by the nature of leadership, as opposed to 'management', and the transformative and constructive opportunity to inspire others to great achievements in their own lives.



SAMUEL CAIRNDUFF

“ The chance to have close contact with key influencers and change makers has been a genuine privilege. ”







## Anne CAREY

Internal Auditor & SAP Governance Risk  
Compliance Officer

### TASNETWORKS

*Originally from the North West Coast, Anne is energetic, social and loves doing life with others. She is experienced in internal audit, governance, risk and compliance with a demonstrated history of working in the transport, aged care and utilities industries. Anne has strong program and project management skills and holds a Bachelor of Regional Resource Management from the University of Tasmania focused on natural resources management and community development. Anne values her family, her faith, vibrant communities and Tasmania's natural environment. She practically encourages, lifts and strengthens others. Anne likes to get things done and she exuberates positive energy when doing so. She is passionate about talking until the talking really starts, going on the journey with stakeholders and exploring wicked problems. Anne is grounded and enjoys all the seasons of life.*

TLP to me has been a real-life example that we are not vessels to be filled – but a fire to be ignited (Plutarch). Three big learnings. Firstly, I have been astounded at how much thinking we are actually capable of and how there are so many languages of communication. Secondly, I have been encouraged with the value of receiving and providing feedback as a means to grow and get better outcomes. Thirdly, if we did all the things we are actually capable of, or take the roads we are able to see, we would astound ourselves. I believe that TLP has given me new opportunities in my life, my community and my career; for which I am grateful. I have become more self-aware, and loved understanding the Four Rooms of Change theory, drivers and motivators. If there is something inside you encouraging you to apply for TLP, apply. You will not regret it. TLP will give you more than you can ever give in return.

A future focus for me is to continue to put many of my TLP learnings into practice. Be bold, be experimental and trust. In 2019 I intend to study theology. I love being practical, loving others and bringing together insights with others. I am a lifelong learner and believe firmly in the notion 'that the thinking that leads us here is not the thinking we need to move us to where we need to be'. I trust that not knowing exactly where, how, or why, is part of the fun. I expect life to be full, purposeful and exciting.

“ If there is something inside you encouraging you to apply for TLP, apply. You will not regret it. ”



# Sarah COULSON

Project / Research Nurse

TASMANIAN HEALTH SERVICE, NORTHERN  
CANCER SERVICE

*Sarah is a registered nurse who grew up on Tasmania's East Coast. She has worked both in Tasmania and interstate in a range of nursing roles. Her post graduate studies were in oncology and palliative care. She holds a Masters of Advanced Practice – Nurse Practitioner and has presented at several national conferences and published in the area of palliative care. Based at the WP Holman Clinic, Launceston Sarah's current role is to coordinate oncology clinical trials and manage the clinical trials team. She also manages a range of quality projects aimed at improving patient experience and outcomes for patients and their families living with cancer.*

For me the Tasmanian Leaders Program offered a time of deep reflection about self, presence, commitment, change and the power of shared experiences. I gained significant insights into the stories we tell ourselves and the stories we tell about ourselves as humans and as leaders. The program exposed me to a range of challenges, issues, various points of view and opportunities for Tasmania which are all interlinked to how we develop a healthier, happier, more productive Tasmania. This opportunity has been priceless and empowering for me. The highlight of the program for me is the people and the stories, both those within the group and the people we met along the way. The thing which astounded me most was the amount of layers at which the program works to develop leadership skills and leaders. It certainly doesn't stop with the content.

The program has provided me with a lot of resources, techniques and experiences to draw upon. Some of the techniques around problem solving and team connection I am using now, sharing as I go. I think some of the resources and experiences are going to take time to properly absorb and will be better used later on as part of my continuing leadership journey. I am going to help where I can! I am very much looking forward to continuing my learnings with Tasmanian Leaders through the Alumni and continuing to challenge myself... and I am going back to university.



SARAH COULSON

“ This opportunity has been priceless and empowering for me. ”





## Waqas DURRANI

Youth Chair

FEDERATION OF ETHNIC COMMUNITIES'  
COUNCIL OF AUSTRALIA (FECCA)

Recipient of the *Tasmanian Leaders Alumni Change  
Maker Scholarship*

*Waqas is a member of the Federation of Ethnic Communities' Councils of Australia (FECCA) Executive Committee and is Chair of FECCA's Youth Committee. FECCA is the peak national body representing Australians from culturally and linguistically diverse (CALD) backgrounds. FECCA's role is to advocate and promote issues on behalf of its constituency to government, business and the broader community. Waqas shares responsibility with the executive in guiding FECCA's strategy and overseeing the work of the FECCA secretariat. As the Youth Chair, Waqas raises issues of concern and advocates on behalf of young people from CALD backgrounds. He convenes a national policy network on youth with participants from all states and territories. This national network is used to consult and develop national responses to issues affecting young people from diverse backgrounds. Waqas has demonstrated a high level of commitment and dedication to advancing the interests of multiculturalism. Waqas also has experience of working in the university, financial planning and the accounting profession.*

The TLP experience has been very challenging and rewarding. I first met everyone at Strahan. After the third day there was a connection based on respect, friendship and a sincere commitment towards a journey of leadership, change and success. I loved the anticipation for the monthly Linking Sessions in which we've shared joy, tears, trust, moments of vulnerability and formed memories that will be cherished for a lifetime. Each session has taken me out of my comfort zone and provided me with an opportunity to look within myself and beyond, at the same time. The dedication of the facilitators Ange, Bob and Lynda; the openness of the participants; the involvement of the Chair Ginna Webster; the time donated by the speakers; the site visits; the connections with Alumni and the leadership stories have all added to the experience.

The TLP has given me great insight into my strengths and the Tasmanian community. In an era where humanity has failed in various regions of the world, Tasmania and Tasmanians can play a great role in influencing change and shaping the future. There are obstacles but also opportunities – including the 29 of us from TLP12. The program has given me hope that the future is bright and I feel empowered, alongside my fellow participants, to play a role in making this world a better place for future generations. I wish for everyone to be successful in their leadership journeys and in achieving their big hairy audacious goals. Thank you to everyone from TLP12 and the Alumni who I proudly join. I am willing to learn, push my boundaries and devote my efforts towards further improvement of Tasmania – the jewel of Australia!

“ We've shared joy, tears, trust, moments of vulnerability and have formed memories that will be cherished for a lifetime. ”





# Andy FIST

Chief Executive Officer

KOOEE!

Recipient of the Tasmanian Leaders Small Business Scholarship

Andy is a very big deal in the Launceston meat snacks community. He is CEO of KOOEE, a beef jerky business that doubled in size in 2018. He is a seventh generation Tasmanian descended from convicts sent to Tasmania for highway robbery and jewel theft. Andy is equally ambitious, but better behaved. He moved to Sydney when he was eighteen to study engineering and economics at UNSW. He returned home at age 27 having lived in Sydney, Sweden, Delhi, and New York City. Before building a meat snacks empire, Andy worked as a strategy consultant at Bain & Company. He hopes to spend his career working in Tasmanian food and tourism.

The Tasmanian Leaders Program has been an intense experience. I was flattered and grateful to be included in a diverse group of wonderful people, and I have made life-long friends. I can draw on many 'wow' moments where I learnt something new – starting with 'Leader is not a position or job title' in Strahan. I also learnt many new things about Tasmania, and have 'grade 12 completion rate' burned into my memory courtesy of Saul Eslake. But the highlights were intimate moments of sharing with my colleagues in the program. We had our fair share of career turbulence and we relied on each other for support.

I've always identified strongly as a Tasmanian without necessarily understanding much about Tasmania. Most of my adult life has been spent on the 'North Island' or overseas and my Tasmanian origin eventually became somewhat of a novelty. The program makes me feel more connected to Tasmania and gives me a better appreciation of what it means to live here. I eventually want to build organisations that offer jobs that are enjoyable, well paid and give employees a sense of purpose. The program has given me greater confidence to get it done.



ANDY FIST

“ The program makes me feel more connected to Tasmania and gives me a better appreciation of what it means to live here. ”



# Sam HALLIDAY

Acting Chief Pharmacist

DEPARTMENT OF HEALTH

On entry into program: Deputy Chief Pharmacist,  
Department of Health



*Sam is a registered pharmacist with over fifteen years' experience in the health system. He is currently the Acting Chief Pharmacist for Tasmania and is responsible for governing the Tasmanian poisons legislation to minimise the known and emerging harms from medicines and poisons in our community. He was awarded a Master of Public Health from the University of Tasmania in August 2018, and a Winston Churchill Memorial Trust Fellowship for travel overseas in 2019 to investigate international approaches to the regulation of medical cannabis in the USA, Canada, Germany, Netherlands, Austria and Israel. Sam believes a joyful and healthy community is a productive one. He is committed to improving the health of Tasmanians by encouraging regular physical activity, supporting better eating habits and promoting safe medicine usage at a population level. He believes sport is cultural glue that can bring people together and learn about life. Sam is very proud to be married to Emily and be a father to Daisy and George. He is a keen amateur golfer.*



The Tasmanian Leaders Program has been a rich ecosystem for personal growth and perspective. The program has exposed me to new people, new experiences and longstanding difficult conversations affecting our Tasmanian identity. TLP invited us to always ask 'why' five times, to really explore an issue. It encouraged, allowed and expected me to challenge myself and stay curious about what is possible – how much we as Tasmanian leaders can achieve, if we focus our energy on what really matters, which is building a better Tasmania for our children. I enjoyed learning and exploring more about our often unspoken past, our present day battles and propositions for the future of this connected island. Highlights of TLP included meeting good people, learning about legislative reform in Tasmania, innovative pockets of Tasmania delivering value, exploring our identity as Tasmanians and our difficult conversations. The program requires commitment and energy, but like anything the reward for effort is there if you work hard enough.

I am looking optimistically to the future. The program has given me a tool box of new skills, perspectives and materials to help shape a better Tasmanian future. Utilising some current, old and emerging methods I will stay true to my 'big audacious goal' of making the world a better place for all Tasmanians. The TLP has given me a different set of lenses through which I can approach adaptable challenges in our society with some hope of making progress. Thanks to these lenses, the sometimes vexing and wicked problems we face are no longer scary and unapproachable, but opportunities for ongoing cultural growth, progress and connectedness.

“ The program has given me a tool box of new skills, perspectives and materials to help shape a better Tasmanian future. ”

# Jenn HEGGARTY

Communications and Administration Officer

## TASMANIAN LEADERS

*Jenn is a multi-tasking communications expert passionate about leadership and sport. In 2018 on top of her paid employment as the Communications and Administration Officer with Tasmanian Leaders, she successfully managed the Launceston Tornadoes Women's basketball team to the SEABL grand final. Having recently resigned as the Manager for the Tornadoes she is thrilled to be appointed the Manager of the Tasmanian U18 men's basketball team. With twenty years' diverse career experience, including the development of her family business Cumulus Studio and working for Fairfax, she is looking forward to bringing her skills together in the near future with renewed purpose and vigour.*

I wasn't sure what to expect from my TLP year. After watching my husband's participation in the 2015 program and working in the Tasmanian Leaders office over the past two years I was concerned I might have known too much about what to expect. I wondered what I would learn and whether knowing some of the content and processes might lessen their impact. However, the fact is that none of that diluted the experience. The impacts of the program have resonated with me deeply and will continue to do so for a long time. There were many moments throughout the year that I found challenging including a number of key moments that left me shaking in my boots. I have learned much about myself: my habits, my strengths, my faults and my fears. I can now see how they have been holding me back. I am proud to say that I am working hard to understand my self-doubt and use it as a positive force to further develop who I am. I feel privileged for the insight I have gained into what makes me tick. Submerging myself in my cohort and experiencing the journey alongside them has truly been one of the most extraordinary and rewarding experiences of my life.

For me, the gift of TLP has been the leadership stories. These leaders have shown me how one person acting authentically can change the world. The program experience has confirmed in me a drive to work with people and teams to assist them to develop themselves and the people they influence. The frameworks and tools have renewed my energy to work more deeply with Tasmanian Leaders on future programs. It has inspired me to continue my work in basketball, and to continue to assist in developing athlete pathways and athlete wellness management frameworks. There is something very special about this experience – the way it delivers energy and self-fulfilment was extraordinary to experience. I found many of the learnings subtle.

They spent months unresolved on a loop in a corner of my mind only to start settling and embedding in my thinking over time. The duration of the program gave me time and space to consider and apply the learnings. My next step is to conquer the doubts I have in myself, as I now know that doubt kills more dreams than failure ever will.



JENN HEGGARTY

“ I now know that doubt kills more dreams than failure ever will. ”







# Alison HUGO

Owner / Manager / Guide

ON YOUR BIKE TOURS LAUNCESTON

On entry into the program: Biodiversity Coordinator,  
NRM North

Recipient of the Tourism Scholarship funded by Cradle Coast Authority, Destinations Southern Tasmania, East Coast Tourism and Tourism Northern Tasmania

Alison started her career as the first female survey recorder in the Royal Australian Navy which included camping on remote islands in Arnhem Land and surveying deep sea volcanic plateaus in the Coral Sea. On leaving the navy Alison returned to study firstly at TAFE Tasmania and then at Charles Sturt University obtaining a degree in Social Science specialising in the field of disability. She worked in this sector for almost ten years supporting people with disabilities in open employment. In 2001 Alison was given an opportunity to work in the natural resource management sector as a project officer with Conservation Volunteers Australia which she fell into with great enthusiasm. She has since worked for Break O'Day Council and NRM North in various roles including NRM Facilitator and Biodiversity Coordinator. Alison and her husband David (TLP6) decided to start up a side hustle in 2016 – On Your Bike Tours Launceston. Now almost three years in they are ready to invest more time and energy to help the business reach its full potential.

When I found out I had got into the Tasmanian Leaders Program and received a tourism scholarship I felt like I had won the million dollar lottery. I was instantly rich with hope, excitement and anticipation. Twelve months on I am still relishing my lottery win. The Tasmanian Leaders Program is deeply rich in content, exposure and experience. The program has given me a tool box of valuable skills and knowledge that I can draw on now and into the future. More importantly the program has made me look inward at myself and outward at the world, and particularly Tasmania, with greater clarity. There is potential in me, and in Tasmania more broadly, still waiting to be discovered. One of my favourite children's books is Are We There Yet by Alison Lester. The program has made me realise that our personal and professional journeys are continually evolving and we are forever growing. Am I there yet? I would say no, I have only just got started.

So to get started I have my trusty bag of TLP tricks, a super network of new friends, some new found confidence, the foresight and knowledge to trust my own abilities and believe wholeheartedly in the future of Tasmania. I have taken a leap of faith and have recently enrolled to study tourism at TAFE with the long term goal to complete the Bachelor of Tourism at the University of Tasmania. I am optimistic for the future of our small tourism business On Your Bike Tours Launceston. My goal is to lead our business into an exciting time of tourism growth so it can reach its full potential. As mentioned, my journey has only just got started and every day I will look to the future knowing I was so very lucky to have won the TLP lottery. I will be forever richer and grateful for the experience.

“ My goal is to lead our business into an exciting time of tourism growth so it can reach its full potential ”



# Jason IMMS

Senior Quality Assurance Manager

LIVETILES

*On entry into the program: Managing Director,  
The Machine QA*

*Recipient of the University of Tasmania Innovation  
Scholarship*

*Jason is a software quality assurance professional with more than sixteen years' experience in the industry and a freelance videogame journalist for a wide range of US and Australian publications. Jason has experienced leadership in his professional context as a team leader and manager and also as founder of the Tasmanian Game Development Society (TasGDS). He is a father of five and husband to his incredibly accomplished wife Amy, without whom his participation in TLP would not have been possible.*

The Tasmanian Leaders Program was an amazing experience. I absolutely was not prepared for it to hit so hard and dig so deep into me as a leader, exposing my faults and celebrating my strengths. A big turning point for me was coming to understand that the weaknesses of my leadership style aren't things I should be ashamed of or try to fix, but rather gaps that present an opportunity to collaborate with other types of leaders. I'm incredibly thankful for the insights we gained into the issues affecting Tasmania and the chance to travel to locations I have never visited, or haven't seen since I was a child.

During the program we gained a lot of new tools and were taught different frameworks that we can use to lead practically. However I think the real value I'll derive from TLP into the future is the true friends I've found amongst my cohort, and the confidence that comes from knowing and understanding the strengths and weaknesses of my leadership style. After TLP I'm going to take some time to be very present at home, to repay in some small part the time my family has given me this year. After that? I look forward to exploring how I can lead my organisations and communities with a focus on ethics and love for others.



JASON IMMS



“ The real value I'll derive from TLP is the true friends I've found and the confidence from understanding the strengths and weaknesses of my leadership style. ”



## Tim JORDAN

Electrical Divisional Manager

DEGREE C

On entry into the program: Estimator / Project Manager, Degree C

*Tim left school after year ten to complete an electrical apprenticeship. After this apprenticeship, and a small amount of travel, Tim moved to Hobart where he was employed as first electrician at Degree C's Hobart division. From this role Tim began working as a project manager and estimator. After the birth of his first child he moved back to the North West of Tasmania where he continued this work. After seeing some success in this region he was promoted to North West Manager. This role sees him responsible for a large team of people and allows him to develop the business into new areas. Tim is married with two children.*

The Tasmanian Leaders Program has been one of the greatest experiences of my life. I found it extremely valuable to be given the opportunity and time for self-development and reflection. Having a better knowledge of myself, and having a better understanding of others has certainly increased my ability to be a leader. The high calibre of people who have given up their time throughout this year to come and speak with us has been inspirational and humbling. Before coming into the program I had no idea how little I knew about Tasmania, or the issues facing it. This program has opened my eyes to many of Tasmania's strengths and challenges that I previously had never thought about. Another highlight of the program has been my fellow participants. Having such a diverse, and high achieving, group of people to share this experience with, has been great. Getting different perspectives on the learnings has certainly helped my development.

The program has certainly changed my thinking about a lot of things. Having the knowledge of what it is to be a leader, and how to bring people along on my journey has helped me immensely in my new role. Through the learnings from TLP I have found that while managing a lot of change I have been able to create a positive workplace culture. The program has helped me be less judgemental of others, and recognise my own privilege. Although I am yet to figure out exactly how I am going to give back to the community, through my TLP experience I am now armed with the knowledge of where I could be useful, and the ability to help.

“ The Tasmanian Leaders Program has been one of the greatest experiences of my life. ”





# Justin LEGG

Principal Tasmania

VERIS AUSTRALIA PTY LTD

*On entry into the program: Survey Operations  
Manager Tasmania, Veris Australia Pty Ltd*

*Justin is a Tasmanian registered land surveyor with more than sixteen years' experience in the survey industry in Tasmania. As Principal of Veris, Justin manages Veris' Tasmanian Survey Operations statewide as well as the Hobart office. In this role he is responsible for the day-to-day operation of the three Tasmanian offices and twenty plus staff working under his supervision. This includes all aspects of projects from scopes to budgets, to work in progress and invoicing. Justin manages projects effectively and efficiently to ensure satisfactory outcomes are achieved, as measured by client feedback. Justin's main roles include managing client relationships, project procurement and the efficient execution of projects. He is also responsible for the development of new business and ensuring profitable margins are maintained or exceeded. Through his management of staff and resources, Justin aims to ensure superior service is delivered to the client at all times and within budget.*

The TLP experience for me was a journey of discovery both professionally and personally. In a professional sense, it provided me with many tools that I can adopt to improve my style of leadership and to ensure that I take the appropriate action in any situation I come across. Being able to identify with other people's personality traits and behaviors is always a challenge particularly in a business setting. However, I feel that by using the tools and techniques taught during the program I will become a better leader with refined management skills to suit a broader range of situations. On a personal note, the program, and particularly the 28 other participants (plus Ange), has given me the confidence and ability to see the good in myself again. After several years of self doubt and confusion, the program has allowed me the opportunity to get my mojo back. It has given me an 'I've got this' confidence that was missing.

From the Tasmanian Leaders Program I have the confidence to apply appropriate leadership skills as they relate not only to my organisation but also in life outside of work. I trust that those people close to me can see the change as a direct result of the learnings from TLP being applied in my roles. I believe that the TLP experience has provided everything I need in my toolbox to guide my leadership into the future. A leadership that promotes a culture of collaboration, respect and loyalty that results in a safe, healthy and happy environment within which to work. TLP has given me the opportunity to look at my own backyard to understand the issues facing Tasmania. In doing so, I am inspired by those that continue to fight for the less privileged in order to make a difference every day.



JUSTIN LEGG

“ The program has allowed me the opportunity to get my mojo back. It has given me an 'I've got this' confidence. ”





## David LENEL

Team Leader – Planning and Environment

PITT&SHERRY

*David grew up and studied in the UK and after a few years working in some faraway places he settled in Tasmania in 2003. Having been a scuba instructor overseas and a scientific diver for the University of Tasmania, the environment is where David's passion is. He started at pitt&sherry five years ago as a Senior Project Manager, working mainly on environmental projects for the mining sector. He now leads the Tasmanian Planning and Environment team and thoroughly enjoys the everyday challenges of project management, taking care of clients, mentoring younger staff and learning from the more experienced team members. No day is the same – it's the inconsistency and diversity that keeps David interested and excited. Tasmania has some amazing opportunities for work and for play. Out of work David takes advantage of the environment by mountain biking and hiking. In the office he enjoys mentoring younger colleagues to drive change and challenge themselves.*

One word has frequently come to mind throughout my TLP journey: humbled. My perceptions about leadership, friendship and mentorship have been frequently challenged over the last year; not only by the numerous presenters, but also by being on the journey with my fellow TLP friends. I love trying to figure out what makes people tick, what inspires them, what triggers them and the stories they have told of overcoming fears and challenges in order to become better human beings. Because of the program, I have learnt to better appreciate other people's backgrounds and how they have grown into being amazing individuals. It has been an emotional and introspective experience for all of us, and I firmly believe we are all stronger and more capable of driving change in this amazing state because of it.

Through the Tasmanian Leaders Program I have gained a much broader appreciation of the challenges that Tasmania faces and what opportunities we have to overcome them. The program has helped me better understand my own strengths and weakness, and has given me a whole bunch of shiny new tools which I hope to use on my leadership journey to motivate others to challenge the norm and become better people. Both pitt&sherry and the TLP have given me this fantastic opportunity to help me give back to the community in lots of small but genuine and meaningful ways – thank you!

“ The program has given me a bunch of shiny new tools to use on my leadership journey to motivate others to challenge the norm and become better people. ”



# Chris LOVE

Chief Executive Officer

BIG BLUE CO PTY LTD

*Chris approaches life with an adventurous spirit. His passions range from his family, outdoor pursuits, choreography and travel, to not-for-profit directorships and ownership of a number property development and investment companies. A passionate and determined character, Chris thrives in getting involved in worthwhile pursuits. He derives enormous satisfaction particularly from the various not-for-profit organisations he is involved in. Chris has studied extensively and widely, from a performing arts degree in dance, a marine engineering degree and post graduate studies in building and development. He is a graduate of the Australian Institute of Company Directors and now the Tasmanian Leaders Program. Chris loves to see people exploring and reaching their potential and believes the program has further equipped him to fulfil his passion of facilitating personal growth in others.*

The Tasmanian Leaders Program has opened my eyes to a statewide perspective, not only of my industry but of issues and opportunities across the state more generally. It has lifted my eyes out of my busy life to consider Tasmania and its people. The program has raised my pride and love for Tasmania and engendered a greater sense of how important the wider community is. One of the most impactful experiences was the visit to the Risdon Prison. People incarcerated, people like you and me, having made a bad choice, or a product of troubled upbringing or a poor peer environment. A highlight was the Residentials and the opportunity to revisit a number of tools so they can be embedded firmly for application.

I believe TLP, the learnings, new friendships and new perspectives will resonate with me for many years to come. It was a year densely packed with information, varied perspectives (many of which differ from mine), passionate debate, and passionate people. I suspect the learning and synthesising is still happening and will occur well into the future. I believe I will be able to tap into my TLP network in the future indefinitely to bounce ideas, and gauge wider Tasmanian perspectives and sentiments. My answer to the question 'How are you going to change the world?' is: one conversation at a time.



CHRIS LOVE

“ The learnings, new friendships and new perspectives will resonate with me for many years to come. ”





# Donna MCDERMOTT

Acting Power Station Manager – Tamar Valley  
Power Station

HYDRO TASMANIA

*On entry into program: Production Manager – Flinders  
Island, Hydro Tasmania*



*Donna started the program as Production Manager with Hydro Tasmania, where she managed a team responsible for power generation and distribution on Flinders Island in Bass Strait. While on Flinders she worked with the council and community to provide safety and mental health training opportunities that would not normally be available on the remote island. Donna has since moved into a new role as Acting Power Station Manager at Tamar Valley Power Station. Donna loves the diversity which her roles offer and throughout her career from tradie to leader she has demonstrated an ability to move beyond what is possible to build something outside her comfort zone. This comes from a belief that if it needs to be done, it can be done. She holds safety as a core value and works to create a safe environment for her team. Her leadership style is an inclusive one, leading her to create a supported and inclusive environment that enables and empowers her team.*



“ I have come to realise the future of Tasmania is in our hands, and we must choose to engage. ”



I have found the Tasmanian Leaders Program to be an immersive journey and a very humbling experience to be part of such an amazing group of inspirational people. The program has given me the opportunity to learn more about myself and how I show up, also how I can be a more effective leader to my team. I have felt great privilege in being selected to participate in a program that has challenged my perceptions and given me the opportunity to become better educated on issues facing Tasmania. Throughout the year my confidence levels have increased and I have learnt to extend myself, ask questions and have conversations to broaden my awareness and networks. A turning point was the mid-year Residential when we did a gap analysis exercise – I realised I was opting out. Since then I have stepped up my awareness and worked to own my brand, step into my abilities and further push myself outside my comfort zone. TLP has created a safe place to learn and share my experiences.

The program has been intrinsic to my personal journey and growth. It has given me the awareness and confidence to speak out and step up. I am now able to stand my ground on important issues and acknowledge and work through differing viewpoints to achieve a better outcome. The program has opened my eyes to being able to create new future possibilities and I have come to realise the future of Tasmania is in our hands, and we must choose to engage. I aspire to continue to work within my communities and have a positive impact to create a sustainable Tasmania.

# Hannah MOLONEY

Director

GOOD LIFE PERMACULTURE

Recipient of the Max Kitchell – NRM South Scholarship

*Hannah runs Good Life Permaculture with her partner Anton Vikstrom; a design, education and community development enterprise on Mouheneenner Country, Lutruwita (Hobart, Tasmania). With a never-wilting commitment to living like it matters, you'll find her striving to be her best self to help foster the best world for future generations. She has education and accolades. But more importantly she has pizzazz, focus and clarity that if we try, we can create the most amazing, resilient world that provides abundance for all, ethically and sustainably.*

I think I'd describe my TLP experience as similar to being picked up by a giant and shaken very hard and then gently put back on the ground. It introduced me to some very interesting people allowing me to see the world from different perspectives. I and my firm values spent at least three quarters of the year being fairly rattled and knocked around by these differences, but the other quarter was spent on legitimate self-reflection, meditation and inner work. I think I finally got to a place of insight and inner strength that's unique and refreshing for me. Amongst this self-reflection, my highlight was the moments of genuine connection with other participants and accruing an impressive amount of unexpected allies for life. What a gift.

Overwhelmingly, the Tasmanian Leaders Program has really enforced the importance of fostering mindfulness. I'm moving forward committed to honing this, which includes showing acceptance, kindness and openness to all. Skills that are critical to thriving both personally and professionally. I look forward to building on and utilising these skills for a productive life to contribute to dismantling the patriarchy, advocating for climate and social justice and supporting people to live the good life throughout Tasmania and beyond.

“ My TLP experience was similar to being picked up by a giant and shaken very hard and then gently put back on the ground. ”



HANNAH MOLONEY



## Jarred MOORE

Senior Manager, Commercial Strategy

UNIVERSITY OF TASMANIA



*Jarred is a finance and strategy professional currently working at the University of Tasmania. Areas of work include residential accommodation, finance structuring and infrastructure development. He is a passionate Tasmanian, especially interested in the advancement of Tasmania economically and attracting and facilitating development opportunities to the State. He is a Chartered Accountant, with a Bachelor of Business and Master of Business Administration. His community interests include housing and challenges facing youth in Tasmania. He sits on the board of Colony 47.*

The Tasmanian Leaders Program was a challenging, exhausting and always thoroughly enjoyable year. To spend this amount of time with a group of inspirational and generous people was an absolute honour. It gave me a deeper understanding of what motivates me, how I can make a positive contribution to others and how I handle pressure and stressful situations. The formal program content is enlightening and thought provoking, although the real value came for me in the hours upon hours of discussion, debate and sharing with the other participants.

The Tasmanian Leaders Program helped me to take the next step on my leadership journey. It provided a great network of support for challenges I face now and will undoubtedly face in the future. It has motivated me to make a difference to Tasmania. I am still working through how this can play out, but it has triggered me to share my knowledge and skills with the broader Tasmanian community to make a change. Change individuals, change organisations, change culture, and ultimately change what Tasmania will look like in the future.

“ The Tasmanian Leaders Program has helped me to take the next step on my leadership journey. ”





# Martin MORONI

Manager Business Development

PRIVATE FORESTS TASMANIA

*Martin has lived in three continents, enjoys snow skiing, scuba diving and hiking, and has jumped out of planes, bungee jumped, rock climbed and gone rafting. Family commitments with three children are temporarily slowing his outdoor pursuits. Martin is now Manger Business Development with Private Forests Tasmania having worked in the forest industry in Tasmania and North America for almost thirty years. Martin has moved from a scientific based career to management roles and seeks to move into roles with greater management and leadership responsibility.*

I found that the strengths and challenges of the Tasmanian Leadership Program came from the way in which it provides both leadership training and a greater understanding of Tasmania. The highlights of TLP for me were the residentials and the safe and open place that emerged among participants. I was impressed by some of the invited speakers and their inspiring achievements and some of the insights from the content and tools. I am interested in the Alumni and am impressed by what Tasmanian Leaders offers to graduates.

Lifelong learning and challenges will be needed to develop the skills that have been revealed through the Tasmanian Leaders Program. I am encouraged to continuously seek challenges and growth opportunities. I will always be mindful of the wide expression of the human condition, and seek to be able to engage with those who are not like me, to build more robust outcomes. I now have a greater understanding of myself and the diversity that must be considered when managing people and groups. My interactions with the staff and stakeholders of my current and future employers will benefit from my participation in TLP12.



MARTIN MORONI

“ Lifelong learning and challenges will be needed to develop the skills that have been revealed through TLP. ”



# Kate OWEN

Designer & Director

FUTAGO



*Kate is a curious, intuitive introvert who has overcome immense personal hurdles to get to where she sits today. She's more inclined to spend time alone, reflecting and dreaming about future ideas, versus sitting in a position of leadership. Kate is a co-director of successful Tassie design firm Futago, who over the past fifteen or years have developed a reputation for delivering world-class outcomes on diverse projects. From identities for the likes of The Agrarian Kitchen and Pagan Cider to creating collaborative sculptural projects that have won awards globally, like the Battery Point Sculpture Trail. Kate has never let the fact of living in Australia's smallest state get in the way of her dreams and aiming high.*

Participating in the Tasmanian Leaders Program has introduced me to a wonderful, dynamic and diverse ecosystem of passionate Tasmanians. With access to this new network I feel more connected to place than ever, and in a unique position to help influence a positive future for all of us. For me, 2018 brought loads of challenges and more intense pressures on my time and skills than I'd ever experienced before. Each month, I was almost at breaking point, and ready to give up, yet pushing through these hard times and entering into the space of TLP enabled me to become stronger, more resilient and get insights that just aren't possible if you stay close to your problems. A turning point for me was hearing one of our industry leaders speak on the importance of people in our businesses. Hearing this perspective and the absolute value of each person that had ever worked in their business enabled me to see my weaknesses and where I needed to stretch outside my comfort zone to grow and embrace people management.

I think the beautiful unexpected outcome was the bunch of amazing new friends and 'colleagues' I've got that will continue well beyond 2018. I take comfort knowing that when an unexpected event happens or a difficult time or situation arises I now have an incredible bunch of people to turn to for support, advice or a shoulder. Journeying through the TLP has undoubtedly grown my own self-confidence and belief in myself to achieve my dreams. I'm looking forward to having renewed energy at supporting Tasmanian businesses, organisations and government projects with my company's unique skill set.

“ TLP has undoubtedly grown my own self-confidence and belief in myself to achieve my dreams. ”



# Jessica ROBBINS

Coordinator

TASMANIAN WAY

*On entry into the program: Partnerships Manager, Global Island Partnership*

*Jessica is driven to help Tasmania be a global sustainability leader. She is a big picture thinker, natural connector and passionate about what makes her island home special. With over ten years working globally on island sustainability and partnerships, Jessica is focused on how to nurture greater collaboration in Tasmania – from community to private sector and government – to work together toward common goals and a unified vision. Over the past year, Jessica has launched a new collaboration, The Tasmanian Way, to support Tasmania to be a beacon to the rest of the world of a resilient, connected and vibrant place.*

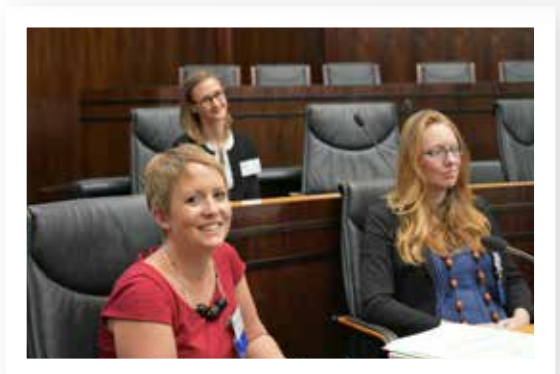
I started the year with an idea and a lot of hesitation about making it happen. Having returned from living overseas a year earlier and still working globally, I felt disconnected: my head was in New York and my body was in Tasmania. I had a strong desire to broaden my professional networks and start dedicating my time to the place I was most passionate about – Tasmania. I now know this was the start of me trying to find my purpose in Tasmania and in life. The program quite suddenly plunged me into an amazing group of similarly ambitious and differently-minded individuals who helped me understand how my thinking was different, what I brought to the table and importantly what I didn't (and don't need to). As the year flew, I realised my hesitation had turned to drive, my ideas were turning into reality and my life purpose was getting clearer. The TLP has given me this incredible network of friends, mentors and peers that I will draw on for the rest of my life.

An internal shift occurred over the past year. A necessary change from follower to driver. From taking and learning to giving and sharing. The year provided incredible insights into who I am and how I interact and think differently to others. Moving forward this greater understanding of myself gives me a much better sense of how to read, inspire and motivate others. To be more conscious of the needs and drivers of others. Over the TLP year, I have now shifted from my global role of eight years to investing in my own ideas to foster greater collaboration in Tasmania. The program provided the boost in my confidence and the support network I needed to make my ideas happen.

“ As the year flew, I realised my hesitation had turned to drive, my ideas were turning into reality and my life purpose was getting clearer. ”



JESSICA ROBBINS





# Jessie STANLEY

Project Officer

OFFICE OF THE COORDINATOR-GENERAL



*Jessie's career started in Brisbane as a travel agent, working in retail, wholesale and corporate travel. This led to a stint working as a tourism advisor in Mongolia where she recognised the powerful ability of tourism to transform economies and communities, for better and worse. She pursued this academic interest and undertook a Bachelor of Tourism in Destination Management with Griffith University before moving to Tasmania. Recognising that her work had diverged from her interests she embarked on a journey with her family to northern Australia. Two years were spent in a remote community in Western Australia where she had the privilege of working with an Aboriginal tourism corporation that offered an incredible experience sharing stories of their history and culture. Jessie commenced online postgraduate studies in economics before returning to Tasmania to work for the Office of the Coordinator-General. Her current role is focussed on economic development and tourism investment attraction, which includes assisting with project management of the expressions of interest process for tourism opportunities in Tasmania's parks.*

“ The program has helped me develop my sense of self, within a place that I now feel I truly belong. ”



The Tasmanian Leaders Program has been incredibly grounding for me. Tasmania is not the place I grew up, but the place I have chosen to live. I have always been a wanderer but TLP has shifted something within me. The program helped me develop my sense of self, within a place that I now feel I truly belong. The TLP experience is not necessarily an easy journey for the soft-hearted. When asked whether I was open to be challenged I wholeheartedly answered yes, knowing there is no better way to learn. The learning was deep and the challenges were many. Not only was I challenged by the issues that Tasmania faces, but challenged by my own privilege, biases, internal motivations and values. TLP weekends would end on either a high or a low and I'd be left with a sense of hope or hopelessness. With time for reflection and gratitude built in, I have seen small, regular shifts within me – good ones, ones worth cultivating.

The program introduced many new tools and wonderful frameworks to consider leadership and ways of learning about ourselves and others. It provided a brilliant opportunity to work intimately with a new group of people and to watch the dynamics of our new learnings in action. It is these tools, together with the small but profound shift within me that will impact my home and work life. I now have more focus than ever before, and the courage to lean into challenging situations, with a stronger understanding of who I am and the strengths that I bring. I am very aware that this is still just the beginning of a lifelong journey, and that it is ok for me to peek inside, acknowledge the fear, but not let it stop me.

# Grace WALSH

Project Officer

MULTICULTURAL COUNCIL OF TASMANIA

*On entry into the program: Community Producer, Big hART*

*Recipient of the Tasmanian Leaders Not-for-Profit Scholarship*

Grace has almost two decades of experience in the not-for-profit and community sector, specialising in international volunteer management, youthwork, non-formal education, community development, project management and advocacy. In her previous roles she has worked and volunteered in Palestine, Sri Lanka, Liberia, Malaysia and across Europe. Since migrating from Ireland to Tasmania in 2015, she has worked with a number of community organisations in project management and community education roles, including Big hART and the Multicultural Council of Tasmania. Grace has curated one-off cultural events and sits on the board of directors of the Breath of Fresh Air Film Festival. She has a passion for creative, participatory, community education and youth-led initiatives. Grace lives with her partner on their family farm in the North East of Tasmania.

As a relative newcomer to Tasmania, it has been an enormous privilege to be given the opportunity to participate in the Tasmanian Leaders Program, and to be the recipient of the Tasmanian Leaders Not-for-Profit Scholarship. The experience has been challenging and enriching, mainly because it has allowed me to broaden my connections and networks here, to develop deep friendships and to find future collaborators. I literally couldn't have found a better way to do this, and although I was committed to living in Tasmania, this experience has deepened that commitment on so many levels. The various speakers and components highlighted the enormous social challenges faced by Tasmania, as well as showcasing the successes and opportunities of its inhabitants. I think I am leaving the program feeling challenged by the enormity of the divide that still exists in Tasmania when it comes to social and educational outcomes, the collective challenge we have to close that gap, and the call to write a new story for this island.

How am I going to change the world? Well, I've been trying to do that since I was a kid, so I guess it's about time I finished the job! I think I'll be doing it with more confidence, with less apologies and with the belief that my accumulated experiences are enough to get started. I want to continue reflecting, building my resilience and developing self-awareness so I can do so in the most effective way I can. I am particularly called to develop community education offerings in Tassie's regional and culturally diverse communities, that build resilience and empower communities to challenge the status quo when needed. I want to facilitate opportunities to help Tasmanians better understand their place in the world and the enormous potential for a positive, equitable and sustainable future that exists on this island.



GRACE WALSH

“How am I going to change the world? With more confidence, with less apologies and with the belief that my accumulated experiences are enough to get started.”





## Carolyn WATSON-PAUL

Producer of Content and Publications

TEN DAYS ON THE ISLAND

*On entry into the program: Owner, Henry's Ginger Beer*

*Recipient of the Tourism Scholarship funded by Cradle Coast Authority, Destinations Southern Tasmania, East Coast Tourism and Tourism Northern Tasmania*

*Carolyn started her career studying fine art then working as a visual artist, lithographer and illustrator in Brisbane. She later studied communication design and worked as a freelance graphic designer and web designer in rural north west Tasmania for ten years. Carolyn is the co-founder of Henry's Ginger Beer and worked on production and marketing before stepping away from the business to take up the role as Producer of Content and Marketing with Ten Days on the Island.*

The Tasmanian Leaders Program has been a life-changing experience, it has challenged me to look objectively and empathetically at my own character traits and those of my colleagues. The highlight of TLP for me has been the connections and collaborations with the rest of the group. Not only have I developed life-long friendships, I also have a priceless network of incredibly diverse and productive people. The turning point for me during the program was understanding we all have a zero point, a place that's keeping us stuck. Once I figured out what mine was it turned my life on its head and sent me on a new path that is both meaningful and rewarding. One session that was unexpected and incredible was when we talked about our big hairy audacious goals with Polly Mcgee. The depth of authenticity and empathy from the group was inspiring and I realised just how lucky I was to have spent this year with these outstanding individuals.

The program has set my focus on what I'm capable of achieving for my own career and what I can do to assist my community. It has given me clear goals about being authentic, connected and of service. I've developed skills to understand how to work with different personalities, reduce conflict and work in productive and collaborative groups. But most importantly it has opened my eyes and mind to alternative ideas and views which allow me to look at issues with a broader perspective. We were told after each session to 're-enter the world gently'. Well that never happened. I re-entered with a fearless will to be better and do better for myself, my family and my community. My intent is to not lose that spirit and momentum.

“ Once I figured out my 'zero point' it turned my life on its head and sent me on a new path. ”





# Ally WHITE

Senior Speech and Language Pathologist

DEPARTMENT OF EDUCATION

*On entry into the program: Statewide General Manager  
Allied Health, St Giles*

*Ally has spent all but her university years living in Tasmania, specifically the Tamar Valley. Graduating from La Trobe University, Ally worked as a speech pathologist in the Department of Education and then at St Giles, where she developed a new service for preschool aged children. From 2008, she commenced her journey in allied health management roles at St Giles, including as Statewide General Manager of Allied Health. To further develop these skills, she completed a Diploma of Management and commenced a Cert IV in Training and Assessment. Ally has provided support to her husband's apiary business, Bee's Knees Apiary, and worked as a research assistant for the University of Tasmania. In December 2018, Ally commenced with the Department of Education as Senior Speech and Language Pathologist across the north and central networks of Learning Services Northern Region.*

The Tasmanian Leaders Program provided me with the tools, the opportunity, the knowledge, the strength, the space and the courage to explore and develop myself. I discovered my values, what inspires, drives, excites and is important to me, and I have been challenged and confronted by what I learned. The support of the TLP family has allowed this to happen in a safe space. This knowledge and understanding allows me to be more confident in my leadership style and my actions, which are important to who I am and what I will achieve. I now have an amazingly diverse network of incredible friends to keep me on track!

Now that the official components of TLP have concluded, I am excited by the opportunities I will have to continue to develop myself as a leader. Starting my latest role just a week after the final Residential has given me the opportunity to commence this journey as a new version of me – the version with courage and confidence, and the version with many tools in my tool-belt to support the students, teachers, parents and the team, so that we can all thrive. I will never lose my passion for working with vulnerable Tasmanian children.



ALLY WHITE

“ I have discovered my values, what inspires, drives, excites and is important to me. ”



# Gary WILLIAMS

Detective Inspector – Launceston CIB

TASMANIA POLICE



*Gary has been a member of Tasmania Police for thirty years. He has worked in all areas of the State and performed a number of diverse roles within the organisation during that time. Gary's current position is within the Northern Criminal Investigation Branch where he maintains responsibility for property crime and drug investigation services. Gary also currently 'moonlights' as one of four Course Directors assisting in the delivery of the State Service Strategic Management Program where he is able to contribute to the development of a number of up and coming Tasmanian leaders from throughout the State Service.*

The Tasmania Leaders Program has been a challenging and unique experience for me and has significantly reshaped my views of the places and people within our state. I commenced the program, I must admit, with not a small amount of uncertainty as to what I would gain and how it would prove of relevance to me and of benefit to my organisation. But after meeting my fellow participants at Strahan, I quickly realised how lucky I was to be chosen to undertake TLP with such a group of diverse, inspiring and above all compassionate Tasmanians. And now, having completed the program, I have a much deeper understanding of myself, my state and the issues which face us all.

I look forward to the next stage of the journey which, for me, is best represented by a question and the question is: 'What now?' Whatever the answer to that question, I go forward knowing I am equipped with a whole new range of insights, skills, experiences and above all friendships to guide me along the way. I have gained so much from TLP over the past twelve months and am oddly curious and welcoming of the challenges which lie ahead.

“ I have a much deeper understanding of myself, my state and the issues which face us all. ”



# EMPLOYER TESTIMONIALS

*Employers reflect on the impact the 2018 program had on their staff, colleagues and organisations.*



Not long after Samuel became the TSO Director of Marketing and Communications in 2017, I became aware the Tasmanian Leaders Program was open for the 2018 intake and immediately thought Sam would benefit from being involved in the program, and the TSO at all levels would benefit through Sam's participation as well.

What I have personally noticed in this last year; is that Samuel has refined and built upon personal and professional skills and behaviours that were already there. His responses and reflectiveness in his observations and decision making responsibilities definitely show a higher level of confidence and skill. I have seen him coach and mentor staff under his management with a genuine desire for them to learn, grow and achieve their own goals and the outcomes required for the work they and themselves personally.

The benefits of the program, the mentorship, professional development and networking with other participants have definitely contributed to Samuel's professional and personal journey as well as providing an update to his understanding of the Tasmanian environment after an absence of twenty years from Australia. The program has inspired Sam to continue his professional development journey as he recently enrolled in an MBA program in 2019. All round, a win-win for all concerned.

## **JENNY GOULDING**

Director People and Culture  
TSO



Having done leadership programs myself, I was very supportive of my business partner, Kate Owen, having the opportunity to do TLP.

Being a year-long program, although a big commitment, really allows the time to reinforce key learnings and the opportunity to build new networks for ongoing mentoring.

Throughout the year I could progressively see Kate taking on new learnings and bringing them back to the business. The perspective she was able to gain by taking time out from the day-to-day business operations was also incredibly valuable. It's not often we afford ourselves this time and reflection.

## **DANIEL ZIKA**

Co-Director  
Futago



The Northern Cancer Service was pleased that Sarah was able to participate in the Tasmanian Leaders Program.

The program has not only benefited Sarah but the Cancer Service as a whole. The program has enabled Sarah to gain a broad understanding of the Tasmanian community, learn from leaders in the community and extend her leadership skills.

Although the year has been challenging and hard work for Sarah she has developed skills and attributes that will assist in providing outstanding service and vision in the health sector.

## **MARIANNE HERCUS**

Acting Business Manager and Chief  
Radiation Therapist  
Burnie, Northern Cancer  
Service, Tasmanian Health Service



# LEARNING SET PROJECTS



## HANDOVER BAG PROJECT

### **Learning Set Members:**

Anne Carey, Sarah Coulson, Waqas Durrani, David Lenel, Donna McDermott and Jarred Moore

**Project Vision:** To improve the exchange of personal effects with a person's significant other after a person dies in the acute care setting.

### **Project Update/Outline:**

There are several programs around the world which look to improve the exchange of personal effects, notably the Irish Hospice in Hospitals Program and the Queensland Health Bereavement Bags. Both programs have been adopted across a range of health care facilities and have been well supported by the staff and the community as a meaningful way of improving the exchange of a deceased person's belongings. Health care professionals are more able to support the deceased's significant other through a respectful exchange of belongings, along with simple information to access bereavement resources. The project is in the start-up phase. We have in principle support from the North West Regional Hospital (NWRH). They will be supported by their local auxiliary groups. The NWRH have funding secured. We are in the process of firming up quotes and developing educational material for staff and stakeholders, and have a meeting planned with the NWRH to pilot the project in early 2019.



## CYCLING WITHOUT AGE

### **Learning Set Members:**

Andy Fist, Alison Hugo, Jason Imms, Tim Jordan, Ally White and Gary Williams

**Project Vision:** To increase available options for outdoor activities tailored to the needs and interests of elderly Tasmanian citizens by partnering with international program Cycling Without Age.

**Project Update/Outline:** This project has made significant progress toward its goal, having signed with a partnering aged care home. Initially the Learning Set completed a series of viability analyses, risk management and mitigation processes, and developed a relationship with a Tasmanian aged care home. Meercroft Aged Care was selected as the most viable potential partner home in Tasmania, and agreed to house and manage trishaws that will be procured by the Learning Set, and committed to adopting them fully into their recreational program. Next, the Learning Set will finalise funding for one or more trishaws through a combination of grants and private sponsorship, and work with the CWA program to build and ship them to Meercroft. They will work to integrate them into the recreational program by producing documentation and facilitating pilot training.



## ADVENTURE THERAPY SPONSORSHIP RESOURCE

### **Learning Set Members:**

Phil Beeston, Ilya Brucksch, Sam Halliday, Jenn Heggarty, Kate Owen and Jessie Stanley

**Project Vision:** To enable at risk students to participate in an evidence-based adventure therapy program, developing a program specific sponsorship resource.

### **Project Update/Outline:**

Adventure therapy is an evidence-based practice that combines the psychological benefits of being outdoors with therapeutic practices that support wellbeing. 'Dooloomai' is a well-known and recognised Tasmania-based program that facilitates incredible outcomes to those who participate, such as the development of greater levels of self-awareness, increased tolerance and resilience and greater connection to community and peers. Our Learning Set will use its skills to develop a program specific, sponsorship resource and will assist Exeter High School to raise funds for long-term participation in a specifically designed adventure therapy program. An important goal in the design of this resource is to develop a model engaging local businesses and encouraging long-term sponsorship behaviour; using a repository of locally created positive stories that foster meaningful connection.



## PRODUCE TO THE PEOPLE SUPPORT

**Learning Set Members:** Justin Legg, Chris Love, Hannah Moloney, Martin Moroni and Carolyn Watson-Paul

**Project Vision:** To assist Produce to the People by sourcing funding for the organisation and developing a 'how to' guide for the fundraising process – a toolkit to help them seek funding in the future.

**Project Update/Outline:** We are collaborating with Penelope Dodd and her team at Produce to the People to understand their financial needs. We will put together a proposal package to take to potential partners, philanthropists and funding bodies to source funding to assist the success of this community project and bring considerable benefit to the Burnie community. Our goal is to secure at least one new funding partner for the organisation, however we hope to acquire more than one. We will document the process of securing the funding. At the end of our project we intend to give Produce to the People a 'how to' guide on fundraising and a series of editable documents to help them apply for additional funding.



## WELCOME TO TASMANIA – MIGRANT RESOURCES PACK

**Learning Set Members:** Cassie Arnold, Leigh Arnold, Paris Buttfield-Addison, Sam Cairnduff, Jess Robbins and Grace Walsh

**Project Vision:** To help new migrants arriving in Tasmania at Launceston feel genuinely welcomed into the community and have access to basic information to successfully navigate their first weeks and months in the state.

### **Project Update/Outline:**

The project proposal is to develop a 'welcome information kit'; either a physical pack or a digital version, such as an app, or both. Currently there is a large reliance on volunteers to meet new arrivals at the airport and be a point of contact in the first days in Launceston, but this isn't consistent. An extension of this could be to work with Launceston Airport and support them becoming the first ever 'Welcoming Airport' as a first physical point of contact for new arrivals and the most efficient spot for this welcome pack, or information about it. Possible partners include Launceston City Airport, Migrant Resource Centre Tasmania, Launceston City Council, Welcoming Cities and Department of Social Services. Some of the challenges include ensuring what we do is relevant to the intended audience and stakeholders; ensuring contact information and service details remain current; and funding and ownership of the welcome kit beyond the initial implementation.

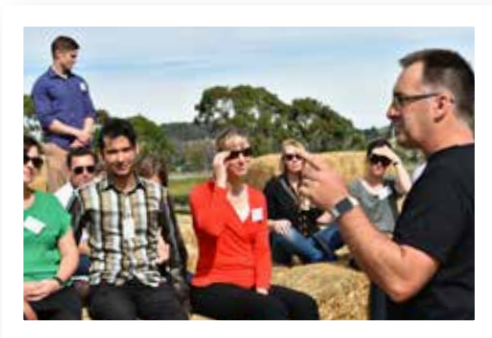


# OUR NETWORK

Tasmanian Leaders would not be possible without the contributions made by an active network of supporters.

The content of the Tasmanian Leaders Program, our I-LEAD program and Alumni activity is delivered by hundreds of volunteers who freely give their expertise, knowledge, lived experience and facilitation skills to help us develop greater leadership capacity in Tasmania.

Tasmanian Leaders wishes to thank the following organisations and individuals for their work and support in 2018.



## LEADERSHIP CHAMPIONS

Janelle Allison  
Melanie Bartlett  
Jane Bennett  
Richard Bovill  
Bob Campbell  
Neroli Ellis  
Michael Field AC  
Lara Giddings MP  
Matthew Groom  
Peter Gutwein MP  
Nicholas Heyward  
Liz Jack  
Mark Kelleher  
Brian Lewis  
Greg McCann  
Norm McIlfratrick  
Robyn Moore  
Christine Mucha  
Dan Norton  
David O'Byrne MP  
Tom O'Meara  
John Pitt  
Anthea Pritchard  
Martin Rees  
Heather Rose  
Kim Seagram  
Judy Tierney  
Kathryn Thomas  
Mark Thomas  
Albert van Zetten  
Mike Vertigan AC  
Jonathan West  
Malcolm White  
Don Wing AM

## TLP12 EMPLOYER SPONSORS

Australian Pacific Airports (Launceston)  
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Bell Bay Aluminium  
Big Blue Co Pty Ltd  
Degree C  
Department of Health and Human Services, Tasmanian Government  
Futago  
Global Island Partnership  
Good Life Permaculture  
Henry's Ginger Beer  
Hydro Tasmania  
Kooee Snacks  
NRM North  
NRM South  
Office of the Coordinator-General, Department of State Growth  
pitt&sherry  
Private Forests Tasmania  
S. Group  
Secret Lab Pty. Ltd.  
St Giles Society  
Tasmania Police  
Tasmanian Audit Office  
Tasmanian Leaders  
Tasmanian Symphony Orchestra  
TasNetworks  
TasPorts  
University of Tasmania

## TLP12 PARTICIPANT SELECTION

Gillian Biscoe AM  
Angela Driver **TLP3**  
Sam Ibbott **TLP2**  
Steve Willing **TLP3**  
Rob Woolley

## TASMANIAN LEADERS ALUMNI SUB-COMMITTEE

Prue Horne **TLP10**  
– Co-Chair  
Adrian Daniels **TLP11**  
– Co-Chair  
Alice Percy **TLP8**  
– Secretary  
Nick Probert **TLP11**  
Michael Woodward **TLP11**  
Tom Woolley **TLP11**

### Until September 2018

Rebecca Greenwood **TLP7**  
– Chair  
Vani Welling **TLP8**  
– Deputy Chair  
Christopher Rayner **TLP9**  
– Congress Co-convenor  
Lola Cowle **TLP8**

## TLP11 2017 VOLUNTEER EXECUTIVE COACHES

Steve Willing **TLP3**

## I-LEAD 2018 VOLUNTEER MENTORS

Bess Clark  
Daryl Connelly **TLP10**  
Adrian Daniels **TLP11**  
Angela Driver **TLP3**  
Jon Evans  
Nick Haddow **TLP5**  
Nicholas Heyward  
Liz Jack  
Ross Lamplugh **TLP9**  
Sarah Lebski  
Tom Lewis **TLP1**  
Alexandra Mitchell **TLP10**  
Dan Norton  
Amy Parker **TLP1**  
Alice Percy **TLP8**  
John Perry  
Kim Seagram  
Kevin Swarts  
Don Thomson **TLP8**  
Mike Thomson **TLP8**  
Naomi Walsh **TLP8**  
Malcolm Wells  
Steve Willing **TLP3**  
Rob Woolley  
Tom Woolley **TLP11**





### I-LEAD 2018 GUEST SPEAKERS

Shona Arnold **TLP4**  
 Jane Bennett  
 Abbey George  
 Clynton Jaffray **TLP4**  
 Sarah Lebski  
 Ray Mostogl  
 Penny Terry  
 Craig Perkins **TLP2**  
 Corey Peterson **TLP3**  
 Kathryn Thomas  
 Mark Thomas

### TASMANIAN LEADERS ALUMNI CONGRESS ORGANISING TEAM

Danielle Campbell **TLP7**  
 Nick Probert **TLP11**  
 Jenn Heggarty **TLP12**  
 Angela Driver **TLP3**  
 Pete Smith **TLP8**  
 Adrian Daniels **TLP11**  
 + Alumni Sub-committee

### TASMANIAN LEADERS ALUMNI CONGRESS GUEST SPEAKERS

Leon Compton  
 Nuala Dent  
 Dewayne Everett-Smith  
 Jenny Gale  
 Nick Haddow **TLP5**  
 Kiros Hiruy **TLP1**  
 Tané Hunter  
 Amy Imms  
 Lauren Jauncey  
 Mary Massina  
 Frances Pratt **TLP6**  
 Selena Ross  
 Tim Rutherford  
 Trisha Squires  
 Penny Terry  
 Kathryn Thomas  
 Ginna Webster **TLP2**

### STAFF

Angela Driver **TLP3**  
 Jenn Heggarty **TLP12**  
 Frances Pratt **TLP6**



### Extra special thanks to our volunteers who go above and beyond to support Tasmanian Leaders:

Lynda Jones and Bob Campbell from the noa group for facilitating TLP12's highly impactful Residentials. Brian Lewis for designing and facilitating Thinkbank 2018. Megan Rozynski TLP11 from Creative Hum for the wonderful graphic design contributions to Thinkbank and the Alumni. Communications expert Leigh Arnold for his exceptional copyediting with this yearbook and everyone else who lent us a hand, or a venue or contributed in some other way to our many 2018 successes.



# TASMANIAN LEADERS BOARD MEMBERS



**MS GINNA  
WEBSTER  
CHAIR**

Ginna is the inaugural Secretary of the Department of Communities Tasmania. Prior to this role Ginna was Deputy Secretary – Children

and Youth Services in the Department of Health and Human Services. Ginna spent fifteen years in the Tasmanian Department of Justice, in a wide variety of roles including Deputy Secretary – Administration of Justice and Director, Community Corrections. From 1984 – 2002 Ginna worked for the Australian Customs Service in Hobart, Darwin, Sydney and Canberra. She worked for many years as a Detector Dog Handler before being appointed Inspector of the NSW Dog Unit, the largest unit in Australia. Ginna is passionate about leadership, particularly in the public sector. She is an Executive Fellow of the Australian New Zealand School of Government (ANZSOG); graduate of the Tasmanian Leaders Program and Alumni of the 'Cranlana' Colloquium. In addition to her role as Chair of Tasmanian Leaders Inc. she also is Chair of Jane Franklin Hall Council, a member of the Pinnacle Foundation Tasmanian Regional Committee and the Tasmanian representative for the ANZSOG Alumni Council.



**MR JOHN PERRY  
DEPUTY CHAIR**

In early 2015, John commenced as the inaugural Tasmanian Coordinator-General, whose office is responsible for attracting investment, facilitating major projects and reducing the regulatory

burden for business in the State. Before taking on this role, John was the Commercial Lead for the Atlantic Joint Business between American Airlines, British Airways, Iberia and Finnair. Prior to this, John managed Europe Business Planning for American having joined the airline on their fast track leadership program following completion of his MBA at the University of Cambridge in 2009. Before his Masters, John was Head of Innovation and Enterprise for one of London's largest universities, where he and his team facilitated and developed the University's commercial activity. Prior to that career transition, he was a senior corporate transactions lawyer with a 'top-10' London-headquartered international law firm having earlier been a partner with a large Australasian firm. John co-founded and was the inaugural Chair of Tasmanian Leaders for eight years before stepping back a little in 2014 and becoming the Deputy-Chair. John is Chair of Enterprize Tasmania Limited, a charity established to operate innovation hubs and build the start-up eco-system in the state.



**MR ROB WOOLLEY  
TREASURER AND  
PUBLIC OFFICER**

Rob is an investor focussed on Tasmania and in particular the food industry. Rob was chair of three publicly listed companies: Bellamy's Australia Ltd, an organic

baby food company, TasFoods Ltd, a branded food company, both based in Launceston, and Tandou Ltd a publicly listed (until merger in 2015), water investment and agri-business based on the Murray Darling river system. Prior roles include non-executive director of Forestry Tasmania (now Sustainable Forests Tasmania), a Tasmanian Government Business Enterprise; founding Chair of Freycinet Coast Financial Services Ltd, a Community Bank on the East Coast of Tasmania; Chair of the Tasmanian Forests and Forest Industry Council; Managing Director of Webster's Ltd, a listed agri and horticultural company, and a partner in Deloitte.



**MS GILLIAN  
BISCOE AM  
SECRETARY**

Gillian is a founding Board member and co-designed TLP with Brian Lewis, also a founding Board member, and co-facilitated the TLP Residentials

for the first decade with Brian, as their pro bono contribution to Tasmania. Gillian has been the head of several government departments and held other CEO and senior leadership positions. Gillian was awarded an Order of Australia (AM) in 2016, is on the Tasmanian Government's Honour Roll of Women, is one of 'the 150 names' celebrating 150 years of her school, St Mary's College in Hobart, and is a graduate of the Australian Institute of Company Directors, the University of New South Wales, and for her postgraduate degree the University of California in San Francisco where she was a W. K. Kellogg Fellow and delivered the valedictory address on graduation. Gillian is the Executive Director of the Bellettes Bay Company Pty Ltd, a consulting firm which works locally, nationally, regionally and globally on policy, strategy, governance, leadership, management, organisation development and change. Gillian is also active in 1:1 coaching and convening and facilitating Executive Learning Sets.



#### **MR KIM EVANS BOARD MEMBER**

Kim has been a Head of Agency in Tasmania for over twenty years and was appointed Secretary of the Department of State Growth in September 2014, where he works

closely with the Office of the Coordinator-General and Infrastructure Tasmania. He has previously represented the Tasmanian Government on several state and national boards and committees including the Tasmanian Institute of Agriculture, the Institute of Marine and Antarctic Studies and Tasmanian Irrigation. Kim currently sits on the Boards of the Macquarie Point Development Corporation, Tasmanian Leaders, and the Theatre Royal, and is the State Government's representative on the Board of SALTAS, a company established to assist the development of the Tasmanian salmon and trout industry. He supports growth in Tasmania's visitor economy as a member of the Premier's Visitor Economy Advisory Council, and the T2I Steering Committee, and is the state's representative on several national bodies including the Transport and Infrastructure Senior Officials' Committee. Kim is a graduate of the University of Tasmania where he completed his degree and Honours majoring in Science and is a member of the Australian Institute of Company Directors.



#### **MS BESS CLARK BOARD MEMBER**

Bess is General Manager, Project Marinus at TasNetworks – looking at the feasibility and business case of a second Bass Strait interconnector. TasNetworks is Tasmania's combined electricity

transmission, distribution and telecommunications network business, delivering power to Tasmanian customers and the national electricity market. Previously Bess was GM Strategy and Stakeholder Relations and held leadership roles at Transend, Tasmania's former transmission business. Bess started her professional career at Sydney Water, where she worked in a diverse range of areas including Urban and Regional Planning, the 2000 Olympics, and on secondment to the Office of the Minister for Planning. Bess holds a Bachelor of Commerce and a Graduate Diploma in Urban and Regional Planning, and is a graduate member of the Australian Institute of Company Directors. She is a member of many professional associations and the Rotary Club of Hobart. Bess is also part of a tight knit partnership with the important role of raising two high spirited children.



#### **MS REBECCA GREENWOOD BOARD MEMBER**

Rebecca is outgoing Chair of the Tasmanian Leaders Alumni Sub-committee and was previously Deputy Chair and Congress Convenor. She has held non-executive director

roles as Chair of Big Monkey Theatre Inc. and Treasurer of Contemporary Art Services Tasmania Inc. and served on the Arts and Building Sub-committees at Salamanca Arts Centre. She is a Fellow, Chapter Councillor and former President of the Tasmanian Chapter of the Australian Institute of Project Management and a judge for the national Project Management Achievement Awards, most recently in professional services, financial services and international humanitarian projects categories. Rebecca is a graduate of the AICD Foundations of Directorship course, a certified change management practitioner and a certified project manager. She has a Masters of Arts and Entertainment Management from Deakin University and won Deakin's Race Mathews Award for Top Graduated. As a senior manager in the Tasmanian state service, Rebecca served on the COAG national Small Business Officials Group, ABN/BN Steering Committee, and Business Online Services Steering Committee. She authored the Tasmanian Government's Red Tape Action Plan 2013-16 and served on the Business Tasmania Online Steering Committee and Working Group. In 2018 Rebecca launched her eponymous project management consulting business and is enjoying collaborating with others in the consulting ecosystem, working with government, not-for-profits and businesses to make a positive difference for our community, most recently working on waste management strategies and projects.



#### **MR GREG McCANN BOARD MEMBER**

Greg was appointed to the Board of Tasmanian Leaders Inc in 2016 and has a long-term financial management and technology background. Greg grew up and was educated

in Tasmania and after graduating from the University of Tasmania worked in public practice as an accountant in Launceston for ten years. Early in his career he joined Deloitte, where he was a partner for 24 years and held a number of senior leadership roles including Managing Partner Papua New Guinea, Managing Partner Queensland, Managing Partner NSW, Managing Director for Deloitte Consulting/ICS in Australia and several international roles. In 2004 he founded the Excentor Group of Companies, a Sydney based independent software and professional services provider that employs around 2,000 people. Greg has extensive corporate financial experience, including as Chairman of ASX and NASDAQ listed companies. He also sat on the board of an eastern seaboard law firm for ten years and is the former chairman of NBN Tasmania Limited. Greg is a fellow of the Institute of Chartered Accountants in Australia and a Fellow of the Australian Institute of Company Directors.





thinkbank



## What Stops Us?

### Small business: overcoming obstacles and seizing opportunities

From 28 to 29 October 2018, 30 people gathered in Hobart to share experience and ideas to help small businesses improve. Designed and facilitated by Brian Lewis, the event focused on the experience, ideas and expertise of participants drawn from the Tasmanian Leaders Alumni.

There were no speakers and no representatives of organisations or associations. There were no lectures or motivational talks. There was no requirement to produce a report. The participants themselves were the experts, there in support of each other as they participated in small groups on topics of common interest.

We extend our gratitude to everyone who participated in this event and to the highly skilled Brian Lewis who ensured outcomes were valuable to participants, their business and the wider community.

In the lead up to the event, each participant interviewed five small businesses to find out about their issues and opportunities, what government could best do to assist them and what thoughts they had for improving their businesses. As a result of this process we collated detailed responses from over 130 businesses from across Tasmania representing a variety of sectors.

The research, discussions and outcomes of Thinkbank fed directly into another annual Tasmanian Leaders event: the Premier in Conversation. This year it was held at the Real Tennis Club in Hobart on Friday 9 November, two weeks after Thinkbank. The Honourable Will Hodgman MP, Premier of Tasmania, joined 26 Alumni to workshop the outcomes from Thinkbank. Kim Evans, Secretary, Department of State Growth, and Stuart Clues from the Office of the Coordinator-General were part of the conversation. The event allowed for acknowledgment of the skills and intellect of graduates and underlined their ability to influence senior members of the Tasmanian Government. Participants reported they found the Premier in Conversation session to be very useful and highly valued the skilled volunteer facilitation by Sam Ibbott (TLP2).

The summary of ideas generated from the Thinkbank event is available for anyone interested. If you would like to be sent a copy please e-mail [frances.pratt@tasmanianleaders.org.au](mailto:frances.pratt@tasmanianleaders.org.au).

Participants of the **2018 Tasmanian Leaders Thinkbank** conducted informal research by contacting five small businesses each to find out details about their type of **business, their issues and challenges**, what governments can best do to assist them, thoughts they have to **improve the business and advice for new business operators**. A total of **95 participants** were recorded in this survey analysis.

Of all the obstacles identified by participants, **staffing** was identified most frequently (36 participants). **Cash flow** and **managing overheads** and **obtaining capital** were identified by 27 participants as an obstacle to owning a business. Following this was **competition** (16), **red tape** (12), **time management** (11) and **lack of support and/or funding** (11). **Red tape** related to the amount of **paper work, compliance** and **regulatory barriers** (e.g. lengthy and confusing regulatory/permit processes). **Lack of support** in these processes was identified and **lack of funding** options or consistency of these options to support small business was of concern.

**Expansion and growth** was the most frequent response to the question regarding the possibilities and opportunities with 61 participants identifying this as the primary opportunity. Of these responses, 10 specifically identified the possibility of **export to the mainland and overseas**.

Participants identified flexibility and autonomy as the best things about owning a business. This related to two main areas:

- 1) **flexibility** in terms of time e.g. work around family commitments, and
- 2) related to **creative control** and **freedom** to pursue passions and ideas without having to answer to anyone.

The **challenge** and associated rewarding feeling that owning a business provides was identified by 36 participants. This included things like the **pride in ownership** and **rewards** you get for taking risks. Also among these rewards are the **meaningful relationships** that are created by owning a business and this was identified by 18 participants.

Having **resilience** and **capacity for hard work** was identified most frequently (29) by participants as advice for new business owners. The importance of resilience can be traced through other responses. For example **'time management'** was identified as an obstacle in small business and the ability to **work hard** and **long hours** is identified as part of being resilient to these challenges. The importance of **due diligence** and **planning** (23) was also identified as important for business owners. This included things like **understanding your market** and **profit margins** and **having an exit strategy**. Again the importance of support through **good networks** and **mentoring** was identified (14). This could help with building resilience. The importance of **capital** (10) and having **good systems** and **procedures** in place (10) were also identified. The latter mainly related to **paper work** and **accounting**, even if this means outsourcing.

In relation to what **government could do to assist small businesses**, the most common response to this question was to provide support through education (34 participants). Provide workshops, training sessions, easily accessible information and door to knock on to provide information about running a business. Following this was **reduction in fees/costs/taxes** (16), **reduce red tape** (15), **provide incentives to employ people** (12) and **provide grants/loans/funding** (11).



**TASMANIAN  
LEADERS**

**skillsbank**

## Contributing to a vibrant and prosperous future for Tasmania

Skillsbank provides high-level volunteer services and advice to community groups and not-for-profit organisations to support their successful development and impact. The enthusiastic and professional volunteers are graduates of Tasmanian Leaders programs, and volunteer as part of their ongoing commitment to contribute to the Tasmanian community.

We look forward to welcoming the 2018 Tasmanian Leaders Program and I-LEAD program graduates, and their expertise and perspectives, into the Skillsbank fold.

Skillsbank volunteers have a wide range of skills, knowledge, interests and experience across many industries and sectors. Through Skillsbank these capabilities can be applied to community leadership in a number of different ways, including:

- board or committee membership
- guest speaking and facilitation
- mentorships.

If you or an organisation you are involved with are looking for assistance in these areas, Skillsbank can help you find the right graduate for your project. We encourage you to browse our list of graduates at our online portal to see if anyone matches the skills and interests you are looking for. Please visit: <https://portal.tasmanianleaders.org.au/search/graduate>. This search allows you to directly contact graduates.

In 2018, Tasmanian Leaders partnered with the Vice-Chancellor's Leadership Program (VCLP). VCLP is a three-tiered leadership program available to all University of Tasmania students. The program provides opportunities for leadership development and formally recognises and celebrates student contributions in a broad range of areas including volunteering, research and industry experience.

Upon completion of the VCLP, graduates were offered the opportunity to continue to develop, reflect and build on what they learned, and further enhance their leadership capacity by undertaking a five month mentorship with a graduate of the Tasmanian Leaders Program.

Thank you to 2018 VCLP Mentors: Kate O'Shannessey TLP10, Sakura Franz TLP7 and Don Thompson TLP8. Thank you also to the Alumni who attended VCLP graduation interviews: Prue Horne TLP9, Kate O'Shannessey TLP10, Janet Carty TLP3 and Robin Barnes TLP9.

In 2019 Tasmanian Leaders will work to increase awareness of Skillsbank and raise the number of requests for assistance through a partnership with Volunteering Tasmania.

For more information email [jenn.heggarty@tasmanianleaders.org.au](mailto:jenn.heggarty@tasmanianleaders.org.au) or call (03) 6777 2727.



# TASMANIAN LEADERS ALUMNI SUB-COMMITTEE UPDATE

As outgoing Chair of the Tasmanian Leaders Alumni Sub-committee, and on behalf of all Alumni, I warmly welcome the 2018 graduates to the Tasmanian Leaders Alumni. The Alumni look forward to getting to know you and are proud of your personal and professional growth in 2018. We bond through the unique shared experience of Tasmanian Leaders, not just with our own year group but with everyone who has participated in Tasmanian Leaders programs. Along the way we meet many incredible people: high-calibre and impressive presenters who share their leadership stories and expertise.

The 2018 Tasmanian Leaders Program has provided participants with many inspiring and challenging experiences, including three Residentials led by program facilitators Bob Campbell and Lynda Jones. On behalf of all Alumni, I thank Bob and Lynda for their generous volunteer service, which forms the heart of the program.

In 2018, Tasmanian Leaders was proud to launch the new I-LEAD program, ably designed and facilitated by Angela Driver and Frances Pratt, and we are very excited to welcome the inaugural cohort of I-LEAD graduates into the Tasmanian Leaders Alumni.

This is not the end but the beginning, as you continue your lifelong Tasmanian Leaders journey and contribute to the future of Tasmania, in big and small ways. Together we make a difference.

The Tasmanian Leaders Alumni was formally established after the first program in 2007. The Alumni exists to sustain and enrich graduates as well as be a strong and supportive network for our continued learning, collaboration and enterprise.

The Tasmanian Leaders Alumni is a collective voice recognised by the government and the community as a source of thought leadership, diverse expertise and experience that can be mobilised to enhance Tasmania's future. In November, we hosted Conversation with the Premier, with the Hon Will Hodgman MP, Premier of Tasmania, facilitated by Alumnus Sam Ibbott. The Premier, Alumni and Board members discussed the barriers and opportunities for small business in Tasmania, further exploring ideas generated in the 2018 Thinkbank, a highly successful workshop designed by a valued Leadership Champion and former TLP facilitator Brian Lewis.

Many Alumni gave their time, expertise and ideas to deliver and present learning and attend networking events. Special thanks to our Kickstarter Breakfast facilitators, Zoe Tracey (South), John Ralph (North), and Daryl Connelly (NW), and to our Linking with a Leader coordinators, Louise Mills (South), Darryl Connelly and Ruth Forrest (NW) and Andrew Pitt (North). These breakfasts, lunches, and after work conversations have been a great success in 2018, with an impressive array of speakers at some interesting venues. I encourage 2018 graduates to make it a habit to come along – it's a great way to meet Alumni and talk with inspiring leaders in our community.

Huge thanks to Alumnus Ginna Webster for her contribution as Chair of the Tasmanian Leaders Board. Ginna has taken the decision to step down and focus on the vitally important and very challenging role as Secretary of the Tasmanian Government's new Department of Communities Tasmania. We wish you the very best in this great opportunity to make a significant difference in the safety and wellbeing of children and families in our State.

Many thanks to Tasmanian Leaders General Manager (and Alumnus) Angela Driver and Tasmanian Leaders Communications and Administration Officer (and Alumnus) Jenn Heggarty for your hard work in supporting and promoting the Alumni program of events – and a hearty congratulations to Jenn on successfully completing the Tasmanian Leaders Program in 2018.

This year we took the annual Tasmanian Leaders Alumni Congress into new territory as we opened our doors to the public. We established a congress working group lead by Angela Driver, comprising Nick Probert and Danielle Campbell curating the Friday public symposium, Pete Smith and Jenn Heggarty curating the Thursday field trip, and Adrian Daniels curating the Saturday Alumni workshops. This was a great joint effort. I am very proud of everyone's achievement in making the 2018 Congress and public Symposium an outstanding success, engaging with the broader community and delivering a surplus which can be invested back into Alumni activity.

I would like to thank a number of people for their service in creating so many great opportunities for professional and personal development and networking throughout 2018. In particular, Alumni Sub-committee Vice-Chair Vani Welling, Secretary Alice Percy, Congress Working Group members Nick Probert and Adrian Daniels, Member Liaison Prue Horne, and general members Chris Rayner, Michael Woodward and Lola Cowle. I acknowledge and thank those who finished their terms in September 2018: Vani Welling, Chris Rayner and Lola Cowles. I also stepped down from the Sub-committee and from the role of Chair in September 2018. I am very pleased to pass the baton to incoming Co-Chairs Prue Horne and Adrian Daniels, who will do a fantastic job, bringing fresh perspective and energy to the growth and evolution of the Tasmanian Leaders Alumni.

We can look forward to a full program of Alumni activity in 2019, a diverse continuing development program and great opportunities for Alumni to participate and connect. I encourage TLP12 and I-LEAD graduates, and all Alumni, to become financial members, and contribute your skills and ideas. There are many ways to get involved, including joining the Sub-committee, facilitating an event, progressing your cause and celebrating your achievements through the Alumni Facebook and LinkedIn pages, website and our monthly e-news. Your Sub-committee would love to hear from you and it's a great way to practice your learnings and grow your Alumni network!

**REBECCA GREENWOOD TLP7**

Outgoing Chair

Alumni Sub-committee



# TASMANIAN LEADERS CONGRESS

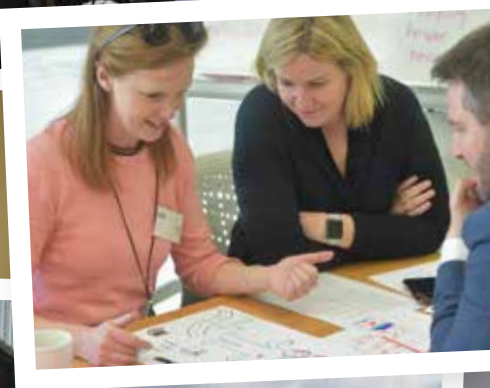
Congress 2018 was a little different from previous years. As a result of survey feedback from 2017 we opened one day of the Congress to the public and made the Saturday a more in-depth masterclass session. Thank you to the amazing volunteers who helped to put this day together; the new format was a complete success!

Designed by Tasmanian Leaders Alumni our inaugural leadership symposium explored the importance of perseverance and passion for long-term, sustainable success under the theme of 'Grit and Growth'. This action-packed event provided multiple opportunities to engage with a number of local and interstate leadership experts whose advice was underpinned by powerfully honest and gritty stories from local leaders.

The event proved to be an exceptional opportunity for attendees to build leadership strengths and gain an active understanding of the relationship between grit and growth. It connected leaders from across Tasmania and encouraged them to apply their leadership skills to influence Tasmania's future. It encouraged a number of people to apply for the 2019 Tasmanian Leaders Program.

The Institute for Marine Antarctic Studies lecture theatre was a great venue and will be hard to match in future years. The creatively designed and light filled venue was perfectly sized offering intimacy and clear sight lines. We were thrilled with the pro-bono marketing support provided by Megan Rozynski (TLPI I) which helped us attract 105 delegates to the event.

We are already planning and looking forward to the 2019 Congress in Launceston!



# GRADUATES ON THE GO



**DARYL CONNELLY**  
TLP10 2016

**Chief Executive Officer  
Cradle Coast Authority**

**Goal kicked:** I started part time at Cradle Coast Authority in April this year, commencing in a full time Regional Economic Development Manager role in July, tasked with completing the complex and ambitious Cradle Coast Regional Futures Plan project. In August I found myself filling the acting Regional Tourism Manager role, and was recently appointed CEO to oversee a period of major change for the organisation as well as implementation of the Futures Plan.

**How Tasmanian Leaders helped:** The past six months have seen me pull out just about every tool in the TLP toolkit. There's no doubt that TLP has helped me to get to where I am and will help me stay here too!



**POPPY FAY**  
TLP5 2011

**Senior Manager  
Research & Graduate  
Research,  
Faculty of Art, Design &  
Architecture, Monash  
University**

**Goal kicked:** What a big year 2018 has been for my family and me. In addition to working with my husband on our growing (literally) start-up business, Fletcher & Co Nursery in Launceston, I have had the amazing opportunity to take up an exciting role in Melbourne, as Senior Manager of Research and Graduate Research in the Faculty of Art, Design and Architecture at Monash University. So, it's a FIFO life for me!

**How Tasmanian Leaders helped:** I graduated from the Tasmanian Leaders Program seven years ago and while the years have rushed by, I'm amazed by how many concepts and insights from the program have stayed with me and supported my decision making, my leadership of teams and my personal growth. The friendships, too, remain and the network continues to be a valuable part of my life. Thank you, TLP!

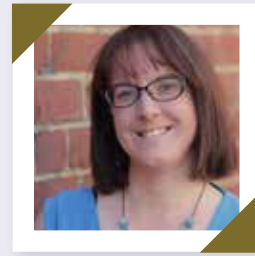


**REBECCA  
GREENWOOD**  
TLP7 2013

**Project and Change  
Management Consultant  
Rebecca Greenwood  
Consulting**

**Goal kicked:** This year I moved on from two volunteer roles and my job, creating the space to launch my new enterprise as a project and change management consultant. The idea had been brewing, but I needed a few nudges to make the leap. Within a few short weeks I landed my first gig with Resonance Consulting, managing a program of projects to deliver a revised waste management strategy and suite of projects at Glenorchy City Council. I'm feeling very excited and privileged to be collaborating with like-minded professionals to make a difference in my community.

**How Tasmanian Leaders helped:** My Tas Leaders 'toolkit' kicked in, helping me hit the ground running, drawing on a range of leadership, stakeholder engagement and strategic thinking skills. My colleagues in the Tasmanian Leaders network, along with the Australian Institute of Project Management, gave me a great set of leads, generously shared advice, offered personal support and encouragement, and regularly checked in to make sure I was OK. I treasure my networks and the philosophy of paying it forward.



**ALISON LAI**  
TLP8 2014

**Chief Executive Officer  
Alcohol, Tobacco and  
Other Drugs Council  
of Tasmania**

**Goal kicked:** Being appointed to the CEO role of the Alcohol, Tobacco and Other Drugs Council of Tasmania was a major goal kicking moment for me. I have always been drawn towards roles that need someone to be a 'voice' for an issue of importance that allows me to be strategic and innovative. Being able to do that for Tasmanian organisations delivering alcohol, tobacco and other drug services, and those who they assist, is an incredible opportunity.

**How Tasmanian Leaders helped:** My Tasmanian Leaders experience was a game-changer. It completely transformed how I view myself and what I have to contribute to the world. It wasn't just about identifying what my strengths and weaknesses were, but the process of becoming comfortable with them, and knowing they are what make me unique. I haven't looked back since Tasmanian Leaders and I'm very grateful for the experience, the networks and the leadership tool-kit that I now use every day.



**RACHEL POWER**  
**I-LEAD 2018**  
**Elected Councillor**  
**Derwent Valley Council**

**Goal kicked:** My biggest achievement this year was running for Derwent Valley Council, being elected and being within a whisker of Deputy Mayor. Before I-LEAD, Council wasn't even on my radar, now I feel a new direction has invigorated me and my businesses.

**How Tasmanian Leaders helped:** I-LEAD drove me to put structure and systems in place to remove myself from the day-to-day and step onto the balcony. The balcony gave me a view of what I needed, what my businesses needed and also what my community needed. It gave me the strength and support I needed to take the leap.



**URSULA TAYLOR**  
**TLP10 2016**  
**Chief Executive Officer**  
**Derwent Estuary Program**

**Goal kicked:** I made the leap! In May this year, I moved from my role as Communications Officer at the Derwent Estuary Program (DEP) to CEO. It was a year of professional, as well as organisational change as we adjusted to a new business and governance arrangement. The DEP transitioned from State Government to an independent not-for-profit company. Both changes were smooth, and I would like to thank Tasmanian Leaders for helping me with both achievements.

**How Tasmanian Leaders helped:** The connections with skilled and helpful humans through TLP10 and the broader Tasmanian Leaders network, either directly or through Alumni events, has provided invaluable support (I love a sounding board). I regularly refer to my TLP toolkit, in the form of my Linking Session notes, for reminders of management process. The mentoring opportunity post TLP (thank you Jane Bennett!) answered my practical questions around life as a CEO. The combination of all this practical support for me equals confidence and I am so pleased that my TLP 'road trip' is never-ending.



CHERYL FULLER



JUSTINE BROOKS

In 2018 Tasmanian Leaders were particularly proud to see five Tasmanian Leaders Alumni put their hand up for election during the local government elections.

Congratulations to Cheryl Fuller TLP6 for her re-election to the Central Coast Council, Justine Brooks TLP10 for her election to the George Town Council, Susie Bower TLP2 to

the Meander Valley Council and Rachel Power, a participant in our inaugural I-LEAD program, for becoming a Councillor with the Derwent Valley Council.

We wish them well as they work collaboratively to leverage their community's strengths and collaborate to create a brighter future for Tasmania.



SUSIE BOWER (THIRD FROM LEFT)





# TLPII 2017 TASMANIAN LEADERS PROGRAM GRADUATION DINNER

The TLPII Graduation Dinner was held at Henry Jones Art Hotel, Hobart, on Friday 23 February 2018. Photos by Jack Robert-Tissot.







# TASMANIAN LEADERS ALUMNI

Ian Adams 2011	Amanda Castray 2009	Benita Fordham 2017	Todd Houstein 2012
Martin Anderson 2014	Shuhong Chai 2016	Jane Forrest 2012	Matthew Hubbard 2012
Renee Anderson 2007	Simon Chandler 2011	Ruth Forrest 2011	David Hugo 2012
Meg Archer 2010	Brendan Charles 2009	Sakura Franz 2013	Sam Ibbott 2008
Damien Arkley 2017	Louise Clark 2009	Andrew Frost 2007	Richard Ingram 2013
Janine Arnold 2007	Stephen Clarke 2015	Maree Fudge 2007	Clynton Jaffray 2010
Shona Arnold 2010	Adam Clavell 2015	Cheryl Fuller 2012	Eleanor James 2012
Stuart Auckland 2009	Daryl Connelly 2016	Matthew Gee 2015	Richard James 2013
Anna Balmforth 2014	Stella Cook 2013	Matthew Geoghegan 2013	Mark Jefferson 2010
Garth Barnbaum 2015	Lola Cowle 2014	Spencer Gibbs 2017	Margie Jenkin 2012
Robin Barnes 2016	Rachael Cox 2013	Michael Giudici 2016	Christopher John 2007
Jan Batchelor 2009	Vanessa Cox 2008	Kate Grady 2012	Danny Johnson 2013
Marie Bennett 2017	Jane Crosswell 2009	Rebecca Gray 2010	Wayne Johnson 2007
Ian Beswick 2010	Tim Cubit 2013	Rebecca Greenwood 2013	Gayle Johnston 2012
Gillian Biscoe AM (Honorary Alumni)	Kay Cuellar 2013	Jo Gregg 2010	Kacee Johnstone 2016
Louise Bishop 2016	Claire Cunningham 2015	Tonia Gretschnann 2010	Megan Jolly 2015
Tim Bishop 2007	Julia Curtis 2007	Chris Griffin 2016	Claire Jones 2014
Lucy Blake 2017	Amanda Daly 2011	Daniel Hackett 2016	Glenn Joyce 2007
Amanda Bond 2015	Adrian Daniels 2017	Nick Haddow 2011	Natasha Keep 2008
Fionna Bourne 2008	Antony Deck 2014	Jeff Harper 2016	Michael Kelly 2011
Susie Bower 2008	Phillip Dewis 2011	Ben Hart 2014	Fiona Kerslake 2016
Phillip Boxall 2017	Adam Dickenson 2013	Liila Hass 2008	Andrew Kidd 2013
Archana Brammall 2015	Mark Dickinson 2015	Jason Hay 2009	Danielle Kidd 2015
Celia Bray 2008	Kirby Dillon 2017	Theresa Hay 2016	Alison Lai 2014
Justine Brooks 2017	Angela Driver 2009	Geraldine Hayes 2017	Ross Lamplugh 2015
Donna Brown 2016	Matt Durose 2008	Todd Henderson 2015	Shawn Lee 2014
Kristy Brown 2017	Nicholas Dwyer 2017	Steve Henty 2011	Dion Lester 2009
Lucy Byrne 2011	Kylie Eastley 2013	Kiros Hiruy 2007	Brian Lewis (Honorary Alumni)
Danielle Campbell 2013	Jenny Edis 2009	Sean Hollick 2017	Tom Lewis 2007
Janet Carty 2009	Craig Emmett 2014	John Hooper 2012	Jason Licht 2017
Richard Cassidy 2013	Natasha Exel 2010	Prue Horne 2016	Stuart Loone 2016
	Poppy Fay 2011	Sam Horsman 2010	



Catriona Macleod 2015	Glen O'Keefe 2014	Sue Robertson 2012	Pax Taylor 2012
Win Mahar 2010	Kate O'Shannessey 2017	Martha Robson 2011	Ursula Taylor 2016
Rosalie Martin 2012	Leigh Oswin 2016	Alan Rosevear 2011	Melinda Thomas 2011
Suzanne Martin 2007	Nadine Ozols 2013	Ted Ross 2008	Don Thomson 2014
Mark Mason 2008	Amy Parker 2015	John Rowland 2011	Mike Thomson 2014
Simon Matthews 2009	Mark Parssey 2009	Megan Rozynski 2017	Cathy Tonkin 2011
Emma Matuszek 2015	Simon Paul 2010	Kacey Rubie 2010	Rowan Trebilco 2017
Rikki Mawad 2013	Margo Peart 2017	Lisa Rudd 2012	Andrew Truscott 2010
Jill Maxwell 2011	Alice Percy 2014	Misty Sanderson 2014	Jo Tubb 2011
Ben Maynard 2012	Craig Perkins 2008	Scott Schilg 2014	Alison Turner 2015
Zach McArthur 2007	John Perry	Cat Schofield 2010	Bradley Turner 2013
Brett McDermott 2011	(Honorary Alumni)	Stewart Sharples 2012	Jason Unwin 2007
Nathan McDonald 2015	Corey Peterson 2009	Leanne Sherriff 2013	Andy Van Emmerik 2010
Zac McGee 2009	Stephen Piper 2009	Nicole Sherriff 2017	James Versteegen 2014
Susan McLeod 2016	Andrew Pitt 2014	Gina Sidhu 2012	Julie Waddington 2011
Katherine Miguel 2008	Sharon Pittaway 2012	Joanna Siejka 2013	Ainstie Wagner 2014
Mark Millhouse 2012	Monica Plunkett 2016	Sandie Silva 2007	Allan Walsh 2012
Louise Mills 2007	Nicky Pollington 2015	Michael Sims 2010	Naomi Walsh 2014
Alexandra Mitchell 2016	Frances Pratt 2012	Erin Smallbon 2013	Mark Watson 2011
Andrew Moore 2009	Anthea Pritchard	Darryn Smith 2010	Ginna Webster 2008
Susan Moore 2013	(Honorary Alumni)	Narelle Smith 2009	Steve Wiggers 2015
Megan Morse 2009	Nick Probert 2017	Pete Smith 2014	Simon Wiggins 2012
Timothy Moss 2013	Suzanne Purdon 2010	Stuart Smith 2008	Stuart Wiggins 2009
Dean Munday 2011	David Pyefinch 2016	Lance Stapleton 2016	Mark Wild 2017
Wayne Murraylee 2011	Alan Radford 2010	Nick Steel 2015	Steve Willing 2009
Vani N. Welling 2014	John Ralph 2007	Amanda Street 2016	Deidre Wilson 2007
Ian Nelson 2007	John Ranicar 2008	Damien Stringer 2015	Tom Windsor 2014
Lisa Nelson 2008	Christopher Rayner 2015	M'Lynda Stubbs 2014	Ellen Witte 2015
Rachel Nichols 2017	Anya Reading 2014	James Sugden 2011	Michael Woodward 2017
Paul Niven 2013	Malcolm Reeve 2016	Michelle Swallow 2007	Thomas Woolley 2017
Joe O'Byrne 2008	Kieran Rimmelzwaan 2016	Lucinda Szczypior 2012	Angela Yao 2015
Ben O'Donnell 2008	Sherri Ring 2009	Tracey Tasker 2012	
	Guy Robertson 2011		

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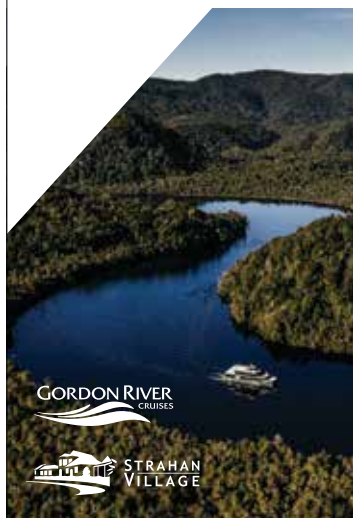
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