

TASMANIAN LEADERS

2008 YEARBOOK





CONTENTS

Message from the Chair	Page 2
Program Manager's Report	Page 4
Values and Mission	Page 6
Overview of Program	Page 7
Leadership Competencies	Page 8
Program Benefits and Outcomes	Page 9
Tasmanian Leaders Board	Page 11
TLP Program Structure	Page 16
TLP Program	Page 17
TLP Participants	Page 27
Community Projects	Page 46
Employer Endorsements	Page 47
Alumni Report	Page 50
Role of Leadership Champions	Page 51
Graduation Address	Page 52
Our Sponsors	Page 56





MESSAGE FROM THE CHAIR



2008 has been another fantastic year for Tasmanian Leaders Inc. At the Graduation Dinner, Natasha Keep and Katherine Miguel from TLP2008 provided poignant insights into the 2008 program and these along with Celia Bray's excellent audio-visual presentation captured the breadth of the various events that have taken place throughout this, our second program. As can be seen from this Yearbook, the 2008 participants have had a full and challenging year and now it is time for them to start thinking about the 'what next'.

For Tasmanian Leaders Inc., we have now delivered just 2 programs and have only been operating for slightly more than 2 years but we can celebrate how much has been achieved in such a short time. Reading the participant's responses in this Yearbook it is impossible not to be inspired and to feel that all the hard work by so many people has been thoroughly worth-while.

And speaking of that hard work, there are so many people who have done so much to make this possible. I had the very difficult task of trying to thank everyone at the Graduation Dinner without keeping everyone there until morning – fortunately the following can be read at people's leisure. First, a huge thank you to our talented and dedicated Board. Each board member has given very generously of their time. All have been heavily involved in making this program successful – they have helped plan events, facilitated sessions, interviewed and supported participants, presented to and called on their contacts, promoted activities and contributed significantly to the governance, strategy and operation of the program and organisation.

I would especially like to thank Brian Lewis and Gillian Biscoe for again so generously and expertly facilitating the three retreats for us. Participants have repeatedly told us of the extraordinary impact that these retreats have had on them and how fortunate they are that people of Brian and Gillian's calibre facilitate these. I would also like to thank Anthea Pritchard, Bob Campbell and Kathryn Thomas for their hard work again helping plan the linking sessions. Anthea for spearheading our sponsorship drive. Kathryn again for her work planning and delivering components of the linking sessions and also her work assisting with the establishment of the Alumni. Thank you again to Norm McIlfatrick for his own personal contributions and also for all the support and generosity that the Department of Economic Development and Tourism has provided.

This last year we also welcomed 2 new board members: our first member of the board who is also a graduate of the program, Ian Nelson (TLP2007); and a new representative from the Department of Economic Development and Tourism, Liz Jack, who has also been a Leadership Champion. We are delighted that both have joined the board and they are already making great contributions.

We also saw the launch in 2008 of the Tasmanian Leaders Alumni and we thank the Committee for their work in establishing this important association and look forward to its growth over the coming years.

On behalf of the Board and participants, I would also like to thank and congratulate Jennifer Lee on again doing a thoroughly excellent job as program manager. It has also been wonderful to watch Jen grow in this role over the last 2 years.

Tasmanian Leaders strives to develop participants' leadership skills not only for each participant's future personal success, but also for the benefit of the organisations with which they are (and will be) involved. It also aims to build capacity in the Tasmanian community and to enhance the understanding that future leaders have of many of the issues affecting Tasmania. We are thrilled that this effort will be significantly enhanced through the grant we recently received from the Tasmanian Community Fund to build capacity in the Tasmanian not-for-profit sector through establishing Skillsbank. We thank the TCF for their support and look forward to launching Skillsbank in the near future.

Thank you to our Leadership Champions – it was also fantastic to see many of them at the Graduation Dinner. They have contributed in so many ways – from presenting, to MCing, mentoring, lunching, breakfasting, interviewing, challenging and supporting. We are extremely fortunate to have such an incredible array of business and community leaders supporting the program.

On behalf of everyone I would like to say a tremendous thank you to the financial supporters of Tasmanian Leaders: special thanks must go to the Tasmanian Government who saw the potential of this program, took a significant risk with us and committed the initial funding a few years ago without which the program could never have been established. As I have said previously, unlike the programs in some of the other states of Australia, the relative size of the corporate sector in Tasmania is such that our program could never have been established without the significant financial support of the Government.



MESSAGE FROM THE CHAIR

A tremendous thank you, also, to Norm, the Department of Economic Development and Felicity Novy. Their continuing generosity, commitment and support has been so important to the Program's success.

Thank you to our first major corporate sponsor, the Federal Group who through Pure Tasmania, have provided excellent facilities and significant financial support for our retreats.

Thank you to the Department of Foreign Affairs and Trade who have provided some financial support, assisted us attract some excellent guest speakers and have also extended invitations to our participants to a range of their own events.

Thank you again to Jetstar whose support has enabled a number of excellent presentations from business and community leaders from other states.

Thank you again to Moorilla for their sponsorship of the Graduation Dinner.

Thank you again to CPR Communications and Mark Thomas for their extensive public relations and promotional assistance, as well as their ongoing contributions to the Program.

We are also delighted that WIN Television has recently joined Tasmanian Leaders Inc. as a major sponsor and look forward to the coverage planned for 2009.

Thank you also to all the organisations who have supported us by hosting events during the year.

Finally, a huge thank you to the sponsors of the participants as well as to the participants' families. The Program requires a substantial commitment to participate, and, by corollary, a lot of support. Their support is not only an investment in their organisation or partner's future but also in their employee's and their community's future – and when you speak with the graduates of the Program, the future is bright.

I think it is important to also point out the tremendous investment made by many into the Tasmanian Leaders Program. Recently we have been doing a lot of work measuring the financial impact: at valuing the additional support and investment that the Government's initial investment in Tasmanian Leaders has generated. Over the last 2 years:

- More than 1,000 days have been invested in leadership development, capacity building and investigating key issues for Tasmania in the next 10 years;
- More than 400 hours have been donated by business and community leaders; and
- More than 50 days have been donated by expert trainers and facilitators for our participants' professional development.

If we value the contributions at what it would cost us to buy these services were these people and organisations not generously donating time and services, that is:

- board members at the Tasmanian Government rates for not-for-profit organisations;
- market rates for our facilitators;
- the discounts we received from standard rates for our accommodation and meals;

then the government's contribution for the first 2 years of approximately \$300K has generated approximately \$1.5M in program investment.

Indeed, at the end of 3 years, we estimate that the \$460,000 will have generated over \$2.3M in co-investment, creating an extraordinarily high quality program on a very small budget.

Thank you again to all who have contributed to such a tremendous level of support and such a significant financial multiplier effect. With that extraordinary level of community support it is really important that our graduates keep their written commitments to capitalising on their talents, implementing their learnings and, importantly for Tasmania, to ongoing community activity. We wish them well and look forward to hearing much from them.

John Perry

Chair, Tasmanian Leaders Inc.



PROGRAM MANAGER'S REPORT



It is hard to believe that it almost 12 months have passed we celebrated the successful completion of our inaugural Program. But amazingly it has been that long, and so much has happened during that time.

Coming off the success of the 2007 Program 2008 provided an opportunity to review our first year of operation and identify strengths that we could build on as well as opportunities for improvement and refinement moving forward.

The 2008 Tasmanian Leaders Program was full of great moments but many of the highlights for me came from some of the new initiatives we introduced during 2008.

These included our road trip in the Burnie area to learn about resource industries in the region, as well as the introduction of a series of speakers on leadership. Introduced at the request of participants eager to hear how others had successfully negotiated the challenges of leadership, these presentations saw a number of successful and inspirational individuals tell the story of their leadership journey and the lessons they learned along the way, share their thoughts on leadership and offer some advice to our participants about the leadership challenges they may face in the future.

Another fantastic addition in 2008 was a wonderful lunch presentation hosted by one of our Leadership Champions Tamara McMichael during which 6 young farmers from the Derwent Valley spoke about the challenges facing them and the various ways in which they have responded. This session drew together a number of the topics we have covered during the Program such as the economy, environment, population change, innovation and community.

As always the three residential retreats were a highlight as well, hosted by the Federal Group in their lovely Pure Tasmania properties, the residential offer a unique and powerful experience not only in terms of the participants' learning journey but also in serving to forge the strong bonds that exist between the group and which form such an important part of the Program.

2008 saw the establishment of the TLP Alumni by the graduates from the 2007 Program. With the formation of a sub committee to oversee the Alumni's operations and all 2007 graduates signing up as members the Alumni will provide continuing professional development and networking activities and bring together all TLP graduates across the various year groups, further capitalising the value of the TLP network and the diversity of skills, knowledge and experience it represents. I am sure the Alumni will continue to grow and develop in future years and will provide a valuable continuation of the learning journey for TLP graduates.

Once again the diversity of the participants proved a strength of the Program as we brought together representatives from local, state and commonwealth government, small and large private sector organisations and the community sector. The participants were also drawn from across Tasmania representing a variety of communities. This diversity of participants means that TLP brings together people who would otherwise have been unlikely to meet, let alone work together, and also enable participants to be exposed to different points of view and ways of working.

So many people have made a significant investment in the Program and/or the participants and I would like to take the opportunity to thank you for that contribution:

- The partners and employers of our 2008 participants who have invested time and money to enable our participants to devote the time and energy that the Program requires;
- The Board of Tasmanian Leaders who have worked tirelessly for a number of years now to establish the Program and ensure its success;
- Our Leadership Champions, successful Tasmanian leaders from a number of fields who kindly lend their support to the Program in a range of ways;
- The Program's growing list of corporate sponsors - the Tasmanian Government, the Federal Group, the Department of Foreign Affairs and Trade, WIN television and the Tasmanian Community Fund - all of whom generously support Tasmanian Leaders and assist us to provide such a quality Program; and
- All the presenters who donated their time and expertise to be part of Program events. In 2008 67 trainers, facilitators and presenters donated their time to deliver the almost 180 hours of Program content - the dollar value of which is enormous.



PROGRAM MANAGER'S REPORT

The greatest revelation for me over the two years TLP has been running is the willingness of people to give their time to the Program or assist in any way they can. The participants who give up such a large amount of their own time (and incur significant costs in order to participate in terms of the program fee and travel expenses), their employers who allow them the time away from work as well as contribute the majority of the Program fee and finally the presenters who offer their time and expertise to the Program. In two years I have never had anyone I have approached to be part of a Program event say that they are not interested, certainly sometimes there are scheduling conflicts but without fail anyone who can't assist on the day or time or in the way we request always makes the offer that if they can assist in any other way or at another time then they would be happy to do so. The level of support that TLP has received from the Tasmanian community, in a variety of ways and both from individuals and organisations, has been incredible.

Without doubt 2008 saw TLP expand upon and further strengthen the strong foundation established through the inaugural Program and I am confident that this growth and success will continue into 2009 with the 3rd Program bringing together another 22 exceptional participants, the Alumni organisation and program growing and with the establishment of our SkillsBank initiative ensuring that Tasmanian leader graduates continue to make a significant contribution to the development of Tasmania's future leaders as well as making a difference and contribution to the Tasmanian community.

Jennifer Lee

Program Manager, Tasmanian Leaders Program



The graduates of the 2008 Tasmanian Leaders Program



VALUES & MISSION

VISION

To make Tasmania a better place to live, work, do business and contribute to business and the community through developing the state's emerging leaders.

MISSION

The Tasmanian Leaders Program is a unique life-changing experience which:

- encourages a vision for Tasmania's future with a focus on the next 10 years
- expands each participant's understanding of important Tasmanian and local issues
- develops Tasmanian industry, the economy and communities through greatly enhancing the participants' knowledge, understanding and effectiveness
- increases each participants' contribution to Tasmania by promoting a personal commitment to professional and community leadership
- exposes participants to a range of business, industry, government and community leaders and encourage them to challenge and learn from their wisdom
- develops a close and diverse network across a broad cross-section of backgrounds, sectors and outlooks
- promotes greater awareness, deeper understanding and change through action.



OVERVIEW OF PROGRAM

The Tasmanian Leaders Program (TLP) transforms the landscape for future 'captains of industry' and community leaders by identifying, promoting and developing those talented people, thereby creating significant future benefits for both them and the communities to which they belong. Each year, a new group of participants with one thing in common – high leadership potential – is selected, deliberately from diverse backgrounds, to come together regularly over a 10 month period to learn and cultivate a range of specific competencies crucial to leaders. The participants also amplify their understanding of key issues and hear and learn from each other's very different perspectives where they would otherwise have moved in very different circles.

TLP is deliberately cross-sector, intentionally diverse and includes participants from the public and private sectors, large and small enterprises, advocacy groups, community organisations and voluntary agencies.

TLP is delivered by Tasmanian Leaders Inc., a not-for-profit incorporated association.

The Tasmanian Government has provided approximately \$460 000 funding over three years to Tasmanian Leaders Inc. (TLI) to help TLI establish the TLP as the pre-eminent community leadership program in Tasmania. The Department of Economic Development and Tourism is the lead sponsoring department for the state's involvement and it is also providing office space for the Program Manager and a range of administrative support.

TLP develops participants' talents, expands their abilities and facilitates a strong network of lifelong connections. Participants benefit from each other's experience and from that of established leaders across all areas of Australian life.

The program familiarises, connects, educates, stimulates and mobilises participants with a range of perspectives on Tasmania's and Australia's challenges, weaknesses, opportunities and potential. It equips participants with superior leadership, entrepreneurial, social and ethical capability and develops their personal skills, attributes, awareness and success while promoting their sense of community and responsibility. Over the duration of TLP, the participants gain a much greater understanding of the drivers, challenges and opportunities in a range of key areas of importance for Tasmania. Most importantly though, TLP enables and encourages those leaders to help make a difference: to make their community a better place to live, work and do business.

Finally, TLP significantly strengthens the connection each participant has with Tasmania creating untold opportunities and benefits for our state in the future.



Participants listen intently at the final Linking Session



LEADERSHIP COMPETENCIES

Over the Program, participants develop and practice a range of leadership competencies including:

- Understanding self, others and group dynamics
- Motivating people, leading people and mentoring people
- Relationship building, aligning people and networking
- Communication
- Problem solving
- Engaging with diversity, showing and developing tolerance
- Strategic development and planning
- Promoting and implementing a vision
- Negotiating and influencing
- Working with change
- Fostering innovation
- Analysing complicated information
- Assessing competing objectives.



Safety First! Participants learn about industry during a trip to the North West coast



PROGRAM BENEFITS & OUTCOMES

OUTCOMES

The outcomes of the Tasmanian Leaders Program are:

- more effective, productive and informed leaders in their own jobs (in business, industry, politics, the public sector, the community and the arts) and therefore for the state
- a greater connection with, and sense of commitment to, Tasmania by the participants
- implementation of several innovative community or business development projects each year
- longer retention in Tasmania of (and therefore direct contribution from) some of those participants who do end up leaving Tasmania
- retention in Tasmania of some participants who otherwise would have left Tasmania
- creation of new business, commercial and community opportunities
- an ever increasing network of nationally and globally influential alumni of the TLP whose commitment to that network and Tasmania remains
- an ever growing number of graduates who each make a commitment to on-going community participation.

BENEFITS FOR ORGANISATIONS

Organisations benefit from the TLP through:

- increases to employees general business and community awareness and improvement of their management potential
- participating in a unique forum in which they can increase their organisation's profile amongst a diverse range of influential members of the community
- the provision of high calibre learning and development for potential senior managers at very low cost
- the exposure of key personnel to a broad network of senior managers destined for strategic, externally focussed appointments.

BENEFITS FOR PARTICIPANTS

Participants in the TLP benefit from:

- a unique, life-changing experience
- exposure to the collective wisdom of a range of business, industry, government, community and arts leaders to encourage, challenge and inspire
- expansion of their understanding of important Tasmanian, global, national and local issues
- lifelong connections with a strong, diverse network across a broad cross-section of backgrounds, sectors and outlooks
- development and expansion of their talents and abilities
- exposure to other participants' diverse backgrounds and experience
- development of a vision for Tasmania's future with a focus on the next 10 years
- participation in creating change through action
- entry to the alumni of Tasmanian Leaders upon graduation
- practicing their new skills in different contexts through 'Skillsbank'.



PROGRAM BENEFITS & OUTCOMES

BENEFITS FOR THE COMMUNITY

Graduates of the Tasmanian Leaders Program are enabled and encouraged to help make a difference: to contribute to business and the community and make Tasmania a better place to live, work and do business.

This is achieved through:

- the implementation of several innovative community or business development projects each year
- increasing each participant's contribution to Tasmania by promoting a personal commitment to professional and community leadership
- an ever increasing network of nationally and globally influential alumni of Tasmanian Leaders who remain committed to that network and Tasmania
- involvement in the TLP 'Skills Bank' – a community partnership broker; meeting the needs of not-for-profit organisations by matching those needs with our alumni's skills and interests.



Natasha Keep, Tom O'Meara (Leadership Champion), Joe O'Byrne and Robyn Moore (Leadership Champion) at the Graduation Dinner



TASMANIAN LEADERS BOARD

MR JOHN PERRY - CHAIR



John is currently reading for a Masters in Business Administration at the University of Cambridge. His particular focus is on Innovation, Strategy and Leadership. Prior to this John was the Head of Innovation and Enterprise for one of the UK's largest universities, London Metropolitan University, where he and his team had responsibility for facilitating and developing the University's commercial activity. Prior to this career transition, he was a senior corporate transactions lawyer with a 'top-10' London City headquartered international law firm. He is a Barrister and Solicitor of the High Court of Australia, a number of State Supreme Courts and a Solicitor of England and Wales.

Before moving to London, John had been a national partner of Hunt & Hunt, a large Australasian law firm. He is a board member of London's largest charity for homeless people, St Mungo's, and was a founding director of TelEurope Ltd, an Australian based public telecommunications company.

During his last two years in London, John was also the Chair of the Fund Management Board of the Emerald Fund a pre-commercial fund of over £2million established for testing the commercial viability of new ideas and products from 8 Universities across London. He is a Fellow of the Financial Services Institute of Australasia and a Member of the Institute of Knowledge Transfer (UK).

While working as a lawyer in Tasmania, John was also, for 2 years, Dean of Studies at Christ College a residential college of the University of Tasmania and then Director of Programmes for another 2 years. During this period, John also co-founded (with Amanda Wojtowicz and Tasmanian Leaders Board Member, Anthea Pritchard) a leadership program for University Students called Ortus Star and he was the inaugural Program Manager for 3 years.

MS GILLIAN BISCOE



Gillian Biscoe is the Executive Director of the Bellettes Bay Company Pty Ltd. She consults locally, nationally, regionally and globally to private, public, not-for-profit organizations, individuals and to governments, on a wide range of policy and strategy issues, reform and change, and leadership and development.

Gillian was the first woman in Australia to be appointed Secretary of a health department (ACT), a health and community services department (Tasmania), one of the first appointed as chief executive of a major public hospital (Royal Canberra Hospital) and was also Deputy Director General of Health in New Zealand assisting major public sector reform.

She has been the chair, or a member, of numerous global committees (e.g. on poverty and health for the World Health Organisation); national committees (e.g. the Ministerial Advisory Committee on Health and the Standing Committee of Social Welfare Administrators); and local bodies such as the ACT Planning Committee (for town planning) and the Tasmanian Child Protection Council.

Gillian trained as a nurse at the Royal Hobart Hospital before studying her undergraduate degree at the University of New South Wales and her masters degree at the University of California, San Francisco.



TASMANIAN LEADERS BOARD

MR ROBERT (BOB) CAMPBELL



Bob is a director of Groupwork a facilitation company that aims to help groups move from uncertainty to purpose. He began his career in human resource management and was actively involved in recruitment, policy development, training and industrial relations. He then moved to general management providing leadership in strategic and operational planning, organisational design, team building and facilitation. His industry experience includes retailing, property management, forestry and local government. From 1993 - 2003 he was the general manager of Launceston City Council leading significant city development and organisational change.

Bob is Chair of the Tasmania Together Progress Board and was a founding Board member of The Foundation for Young Australians. Bob is also a director of Esk Water.

MS LIZ JACK



Liz is the Deputy Secretary, Enterprise Development within the Department of Economic Development, Tourism and the Arts, a position she has held since early 2008. Prior to this she was responsible for the overall development and delivery of sport and recreation infrastructure, programs and services within Tasmania as Director of Sport and Recreation Tasmania.

Liz's early career revolved around sport. After competing for the Australian Olympic diving team in Montreal in 1976, she became one of Canada's most successful national team coaches, coaching medallists at World Championships and Commonwealth and Olympic Games over a ten-year period.

After retiring from coaching she led the delivery of elite sport programs and services in Tasmania as Director of the Tasmanian Institute of Sport from 1990 until 2004. During this time she spent three years working for the Sydney Organising Committee for the Olympic Games, where she was responsible for running the Olympic diving events in 2000.

Liz is also Deputy Chair of the Tasmanian Institute of Sport board, a member of the Australian Innovation Research Centre management committee and a director of the Fahan School board.



TASMANIAN LEADERS BOARD

MR BRIAN LEWIS



Brian is Managing Director of Management Consortium Pty Ltd. His focus is on leadership and management development, organisation development, organisation review, strategic and business planning, executive coaching and facilitation of Trans Tasman Executive Learning Sets.

Brian has consulted extensively in the public, private and non-government sectors across a range of industries in Australia, Great Britain, Hong Kong and New Zealand.

Currently he leads the New Zealand Government's three year strategy strengthening leadership and management across the health sector. The strategy comprises interlinked programs for health professionals moving into management, existing operational managers and the next generation of CEOs.

Brian has a long term commitment to leadership and management development that shows benefits for individuals, their organisations and society as a whole. He sees leadership in its broadest sense and not merely conferred by role or job title.

MR NORM MCILFATRICK



Norm has recently been appointed as Secretary of the Department of Infrastructure Energy and Resources. Immediately prior to this Norm was Chief Executive of the Department of Economic Development and Tourism and a Director of the Tasmania Development Board.

Before taking up these appointments, he was Managing Director of Aurora Energy from 1999 to 2004. He has broad experience in senior management including international consulting, customer service, sales, marketing, engineering services and strategic planning including roles with PA Consulting, Powercor Australia and Hydro Tasmania.

Norm is also a Board member of Marchmont Hill Consulting, Relationships Australia (Tas) and the Sullivans Cove Waterfront Authority.



TASMANIAN LEADERS BOARD

MR IAN NELSON



Ian is currently Manager Human Resources for Transend Networks Pty Ltd; Tasmania's electricity transmission network operator, based in Hobart. Prior to taking up his position with Transend, Ian spent 11 years working with Clarence City Council as their Manager Human Resources.

Ian has broad experience in industrial and employee relations, health and safety management, and development of employment related programs that support sustainable work environments for employers and their employees. Ian's experience also includes senior management roles focussed on strategic and business planning. Prior to moving to Tasmania, Ian worked in the offshore oil and gas industry in Western Australia, providing emergency escape / evacuation training programs to offshore oil and gas workers.

Ian is a director of Terrapin Puppet Theatre Ltd, a not-for-profit theatre company based in Hobart. Ian is a member of the Management Committee of the Industrial Relations Society of Tasmania, and has recently accepted a position on the Workplace Relations Committee established by the Tasmanian Chamber of Commerce and Industry (TCCI). Until recently, Ian was the Chair of the Advisory Committee of Lead-On Tasmania.

Ian was a participant in the inaugural Tasmanian Leaders Program in 2007.

MS ANTHEA PRITCHARD



Anthea is the Director of Antarctic Tasmania, Science & Research, a unit within the Tasmanian government's Department of Economic Development, Tourism and the Arts. In this role Anthea is responsible for developing the state's strategy to strengthen and grow the science and research sector and capability within the state, as well as the Antarctic sector. Previously Anthea was National Marketing Manager for J. Boag and Son, Australia's premium brewer. Career highlights include the development of James Boag's Premium to become one of Australia's most successful premium beers, the launch of James Boag's Premium Light and the development of the Boag's Centre for Beer Lovers, (Boag's tourism venture).

Anthea was previously employed with Diageo in Victoria, as firstly their State Marketing Manager and then in the position of Retail Sales Manager. She has also worked as a marketing consultant and for National Foods. She is a Board member of the Food Industry Council of Tasmania and is a Fellow of the Australian Marketing Institute, having won the award for Tasmanian Marketer of the Year in 2007. Anthea co-founded Ortus Star with John Perry and Amanda Wojtowicz.



TASMANIAN LEADERS BOARD

MS KATHRYN THOMAS



As a Global Learning Lead for IBM's Global Business Services group, Kathryn is responsible for core education and professional development programs across IBM. She leads teams world-wide who have responsibility for learning strategy, development and delivery of learning solutions for Consultants from new hires to senior executives. Her communication skills, knowledge of adult learning and the professional services environment have resulted in her appointment to both PriceWaterhouseCoopers and IBM's Global Learning teams.

Kathryn's prior employment history includes - Human Resources Manager in Tasmania for both Myer and GP Fitzgeralds & Co after making the transition from her previous career as a teacher and consultant within the Tasmanian Education Department. Kathryn is also a Director on the Board of Tasmanian Polytechnic, the Tasmanian Early Years Foundation and President of the Fahan School Alumni. She was a finalist for the Telstra Business Woman of the Year award 2006, and is a member of the Speakers Bureau for the National Breast Cancer Foundation.



Leadership Champion Mike Vertigan shares with participants leadership lessons from a successful career



TLP PROGRAM STRUCTURE

PRINCIPLES UNDERPINNING THE PROGRAM

The aims of the Program are to:

- enhance participants' performance as employees and future leaders
- offer the opportunity for a life enhancing experience
- establish and build on connections and networks in the Tasmanian community
- address real issues in Tasmanian business and society
- develop and complete a project that creates positive change for Tasmania.

During the Program a wide range of developmental approaches are used to ensure that all styles of learning are accommodated. It is intended to be challenging and rewarding. Participants are encouraged to confront their views on a number of important issues in the Tasmanian community. They are encouraged to build and enhance networks within the Program and beyond.

Action Learning is the design philosophy that underpins the Program. Action learning is a combination of 'programmed input', 'questioning insight' and experience. It says that people learn best by actually doing and not merely by the acquisition of new knowledge.

Program facilitators are there to assist learning and development with participants; not as teachers, lecturers or faculty teaching to or at participants

The Program has four main streams of development activity:

1. three residential retreats;
2. eight linking sessions;
3. ongoing contact between formal sessions; and
4. a community project.

The residential retreats provide an opportunity for in depth personal and leadership development. The same core Program facilitators provide continuity throughout the year.

The linking sessions involve a variety of guest speakers who will address key issues for Tasmania, its communities and its future. The sessions allow for robust discussion of those issues in a confidential environment. A key element of these sessions is the engagement between participants and presenters through a facilitated question and answer session, along with the debate and discussion which occurs amongst the participants.

The Program's design uses the experience of participants and Program staff to lead and shape the content and process of the Program. There is considerable expertise within the group that is harnessed continually as part of the Program.



TLP PROGRAM

FIRST RESIDENTIAL

The first Residential for the 2008 intake (TLP 2) was held at the Tidal Waters Resort in St Helens from Wednesday 6 February to Saturday 9 February.

During the first Residential the topics covered included:

- An overview of TLP, the grounding hierarchy, how people learn, and an explanation of the theory of action learning
- Tasmania, a consideration of what makes us special
- Organisations – lifecycles, change, development, risks and opportunities
- Understanding ourselves and others and an introduction to the Myers Briggs Type Indicator
- Helping groups work, including leading high performance teams and the group lifecycle (forming, storming, norming, performing and adjourning)
- Being strategic, a model for strategic thinking (incorporating developing a vision, environmental scan, SWOT analysis, key result areas, goal statements, objective setting and action planning)
- Governance, leadership, management and administration (fit for purpose) – understanding the differences between and determining which approach to utilise in different circumstances
- Presenting ourselves and presenting ideas - communicating effectively, and practical skills for engaging with audiences, demonstrating leadership, non verbal communication
- Learning sets – purpose and formation
- Creative thinking - Edward de Bono's 6 Thinking Hats explained
- The identification of individual learning haves and wants and the creation of learning networks
- Community project scoping - establishing the requirements for projects to be undertaken as part of the Program
- Cascade Groups and the preparation of a development agenda

SECOND RESIDENTIAL

The second Residential was held from Friday 1 August 2009 to Sunday 3 August 2009 at Freycinet Lodge, one of two TLP venues from the Federal Hotels Group, one of our sponsors.

By now the whole TLP2 group and the Learning Sets were well established and there was a real sense of being “a group”.

There was plenty of robust discussion and mutual support. It was clear that friendships had been, and were continuing to be, formed. Some of the material covered at the second Residential included:

- Being with different people – naming behaviours and identifying strategies for addressing them, the Karpman drama triangle, transactional analysis, and identifying the games people play
- Career and life management - how did we get where we are? What values inform our life and career choices? Identification of individual priorities and visualisation of individual futures
- Myers Briggs Type Indicator – its impact on learning, evaluation, our drivers, organisational structure and issue resolution
- Negotiation – skills and outcomes, positioning and influence, practical skills for negotiating effectively, and the role of non verbal cues, how to structure an approach to negotiation



TLP PROGRAM

THIRD RESIDENTIAL

The third and final Residential was one of bringing all the threads of learning together. We met from Friday 5 December to Sunday 7 December at the Cradle Mountain Chateau, another of the fabulous Federal Group facilities. Once again, thanks to Federal for their support of the Program.

Topics at this, the final Residential included:

- A review of the personal journey, including the organisational impact arising from TLP, people who impacted through TLP, significant events as part of TLP, key learnings from TLP, and expectations for the closing residential
- Planning for the future – an overview of the TLP Alumni, the selection of TLP2 representatives to join the Alumni Sub Committee, planning for graduation event, and the question where to from here?
- More on people, including a review of the range of tools and frameworks covered over the year and reflecting on their application
- TLP Community projects
- Managing Change – a reflection on tools previously covered that can be used to manage change, the introduction of a number of new tools/frameworks for managing change, and a case study of change management
- Coaching and mentoring – how the two differ across I I factors, and 'fit for purpose'
- Influencing up and out – 16 strategies for influencing effectively
- Me, the brand – a review of development journey during TLP, planning to continue developing as a leader, what would I like people to be saying about me in future?
- Individual development plans - identifying goals and strategies for future development beyond TLP, and making a commitment with another participant to progress the plan and be accountable for achieving goals



The rafting expedition organised by Ted Ross was a challenging experience



TLP PROGRAM

Linking Session 1 The Economy Friday 7 & Saturday 8 March 2008

Economic development in Tasmania	Norm McIlpatrick (CEO, Department of Economic Development and Tourism)	<ul style="list-style-type: none"> Recent history of economic development in Tasmania Role of the Department of Economic Development and Tourism Future directions, opportunities and challenges
Global economic and market outlook	Dr Chris Caton (Chief Economist, BT Financial Group)	<ul style="list-style-type: none"> Recent events in the financial markets explained The financial forecast What does all this mean for individuals
Tasmania's economic and fiscal position	Michael Aird MLC (Tasmanian Treasurer)	<ul style="list-style-type: none"> A snapshot of Tasmania's economic position – past and present Current economic statistics Challenges for the Tasmanian economy
Economic and social disadvantage in Tasmania	Tom Muller (Chief Executive Officer, Tasmanian Council of Social Service)	<ul style="list-style-type: none"> Role of TasCOSS Key social indicators How does Tasmania compare The way forward for addressing disadvantage in Tasmania
Implications of the global economy on Tasmania - the economic, social and environmental issues	Tim Harcourt (Chief Economist, Austrade)	<ul style="list-style-type: none"> Positioning Australia in a global economic context What opportunities and risks does the global context present for Tasmania What might the future bring
Giving and receiving feedback	Kathryn Thomas	<ul style="list-style-type: none"> Techniques for giving feedback effectively Different types of feedback Communicating effectively Strategies for receiving feedback

Linking Session 2 Resource Industries Friday 11 & Saturday 12 April 2008

Visit to Hampshire Mill	Gerard Bower (Processing Manager, Gunns Ltd)	<ul style="list-style-type: none"> Overview of the company Tour of the site and explanation of operations Discussion of issues, opportunities and challenges faced by the company/industry Responses to questions from TLP participants on current issues
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TLP PROGRAM

Visit to Henty Gold Mine	Darren French (Sustainability Manager, Henty Gold Mine)	<ul style="list-style-type: none"> • Overview of the company • Tour of the site and explanation of operations • Discussion of issues, opportunities and challenges faced by the company/industry • Responses to questions from TLP participants on current issues
Visit to Caterpillar Underground	Mark Jacklyn (Caterpillar Underground)	<ul style="list-style-type: none"> • Overview of the company • Tour of 3 Caterpillar worksites and explanation of operations • Discussion of issues, opportunities and challenges faced by the company/industry • Responses to questions from TLP participants on current issues
Effective questioning techniques	Jason Purdie (Editor, The Advocate)	<ul style="list-style-type: none"> • Why is effective questioning so important • Types of questions • Common mistakes • Tips to improve the effectiveness of questioning • Skills practice
Planning for linking sessions	TLP 2008 Participants	<ul style="list-style-type: none"> • Each learning set provided an update on planning for the linking session they will be organising for later in the year • Other learning sets had an opportunity to provide input as to what they would like covered at each session • Outline of the process for learning sets to follow in planning the session and clarification of roles and responsibilities in the process
<p style="text-align: center;">Linking Session 3 Demographics Friday 16 & Saturday 17 May 2008</p>		
Tasmania Together as a reflection of Tasmania's population	Bob Campbell (Chair, Tasmania Together Progress Board)	<ul style="list-style-type: none"> • How was Tasmania Together developed • Where is it at today • How are we performing against the benchmarks • Future steps for Tasmania Together
How are we responding to demographic issues - The role of the Demographic Change Advisory Council	Don Challen (Secretary, Department of Treasury and Finance)	<ul style="list-style-type: none"> • Tasmania's current demographic statistics • The challenges demographic change presents • The role of the Demographic Change Advisory Council • Responses to questions from TLP participants on current issues
A snapshot of Tasmania's current demographic statistics	Keith Churchill (Assistant Director Client Services, Australian Bureau of Statistics)	<ul style="list-style-type: none"> • Review of census data • Key points emerging from census data • How does Tasmania differ from the rest of Australia • Potential impacts arising from Tasmania's aging population



TLP PROGRAM

The impact of demographic change in the workplace	Terri Simpkin (Director, Mischief Business Engineering)	<ul style="list-style-type: none"> Generational change The impact of demographic issues in the workplace – recruitment, retention and workplace culture The current skills shortage – fact or furphy? Labour shortages and the aging workforce How do we respond
Responding to demographic issues – strategies for the future	TLP 2008 participants	<ul style="list-style-type: none"> TLP participants considered the opportunities that demographic change represents, the risks that may emerge and identified responses to the changes
Leader as teacher	Jim Grant (Partner, Dattner Grant)	<ul style="list-style-type: none"> 4MAT Model of learning preferences <ul style="list-style-type: none"> history assessment tool overview of different learning styles Developing a presentation which accounts for different learning preferences Completed the Leadership Behaviour Inventory self assessment

Linking Session 4 Governance Friday 27 & Saturday 28 June 2008

Introduction to the Estimates Committee Process	Hon Don Wing MLC	<ul style="list-style-type: none"> Overview of the estimates committee process and its origins
Government – the big picture	Dr Felicity Novy (Director Organisational Development and Strategy, Department of Economic Development and Tourism)	<ul style="list-style-type: none"> Federalism Westminster System of Government Parliament (state and federal, executive government, cabinet, the legislative process) The Judiciary Local Government Vertical Fiscal Imbalance
Tour of Parliament House		<ul style="list-style-type: none"> Guided tour of Parliament House
Corporate governance	Charles Macek (Chairman, Sustainable Investment Research Institute)	<ul style="list-style-type: none"> Principles of good governance Reasons why companies fail The role of regulation
Ethics and leadership	Dr Simon Longstaff (Executive Director, St James Ethics Centre)	<ul style="list-style-type: none"> What does the term ethics mean? How is ethics different from principles, values and morals? What role do these other elements play Characteristics of ethical organisations
Governance in the community sector	The Right Reverend Dr Chris Jones (CEO Anglicare Tasmania)	<ul style="list-style-type: none"> How does the concept of governance differ in the not for profit sector Principles of good governance in the not for profit sector How is performance measured in the not for profit sector



TLP PROGRAM

Panel Discussion	<p>Paula Wriedt MHA (Minister for Economic Development and Tourism)</p> <p>Paul Harriss MLC (Member for Huon)</p> <p>Rhys Edwards (Secretary Department of Premier and Cabinet)</p> <p>Associate Professor Richard Herr (University of Tasmania School of Government),</p> <p>Facilitator - Mark Thomas (CPR Communications)</p>	<ul style="list-style-type: none"> • The current debate regarding the size of parliament • Ethics and accountability. • The estimates committee process • Questions from TLP participants
Emotional Intelligence Workshop	<p>Steven McInnes (Director; Human Capital International)</p> <p>Craig Robinson (Managing Director; Accendo)</p>	<ul style="list-style-type: none"> • What is leadership? • The games people play • Challenging conversations • What is Emotional Intelligence (EI) • Research findings on Emotional Intelligence • The 7 competencies of EI • The GROW coaching model
<p>Linking Session 5 Education Friday 22 & Saturday 23 August 2008</p>		
What is Tasmania's education system like today		<ul style="list-style-type: none"> • Observations from a current student • Observations from a current teacher
Strategic overview – Department of Education	John Smyth (Secretary, Department of Education)	<ul style="list-style-type: none"> • Overview of the Tasmanian education system • Perceptions of the education system • Identifying current challenges • Explanation of the current reforms • The importance of leadership
Education in Tasmania – the Government's vision	Lisa Singh, MP (Parliamentary Secretary to the Premier)	<ul style="list-style-type: none"> • The government's future plans for education • Observations on leadership
Education the early years	Dr Sue Jenkins (Chair, Tasmanian Early Years Foundation)	<ul style="list-style-type: none"> • Snapshot of research into the importance of the early years • The role of the Early Years Foundation • Examples of best practice initiatives • Current challenges, opportunities and initiatives in Tasmania



TLP PROGRAM

Panel discussion of current issues in education	<p>Colin Jones (Senior Lecturer, School of Management, University of Tasmania)</p> <p>Jenny Branch (President, Tasmanian Parents & Friends Association)</p> <p>Andrew Barr (Principal, Scotch Oakburn College)</p> <p>Anne Ripper (Executive Manager, Drysdale Institute)</p> <p>Facilitator – Kathryn Thomas</p>	<ul style="list-style-type: none"> • Discussion of the vocational, tertiary and secondary education sectors • Current challenges, opportunities and initiatives • The role of families in children's education
Presentation Excellence Workshop	Kathryn Thomas and Anne Murphy	<ul style="list-style-type: none"> • Preparing presentations • Understanding your audience and building rapport • Techniques for effective presenting • Using props, technology and gestures to add to the message • Using the 4MAT model to enhance presentations • Skills practice
<p>Linking Session 6 Environment Friday 19 and Saturday 20 September 2008</p>		
Climate Change	Peter Boyer (South Wind)	<ul style="list-style-type: none"> • The history of climate change • Modelling future climate change scenarios • The impacts of varying degrees of climate change • What are the opportunities and risks currently facing Tasmania as a result of climate change • What can individuals do to minimise their contribution to climate change
Forests	Dr Heather Keith (The Fenner School of Environment and Society, Australian National University)	<ul style="list-style-type: none"> • The role of forests in carbon storage • Current sources of emissions, safe levels and how can emissions levels be reduced • Current threats in this area • Opportunities – the right data, the right concepts and the right policies
Agriculture	Richard Bovill (Managing Director, Bovill Farms)	<ul style="list-style-type: none"> • Current issues in agriculture • The links between environmental issues and agriculture • Future challenges for Tasmanian farmers • Opportunities for Tasmanian farmers
Carbon trading	Phil Harrington (Pitt and Sherry)	<ul style="list-style-type: none"> • Explanation of the concept of carbon trading • Exploration of different models • Overview of the proposed Australian system • The opportunities and risks for Tasmania



TLP PROGRAM

Water	Dr David Leaman (Leaman Geophysics)	<ul style="list-style-type: none"> • Current rainfall and catchment data • Historical trends • Modelling of future patterns • Opportunities for maximising the availability of water in Tasmania in the future • Challenges, opportunities and risks
Facilitated debrief	Philip Kelly (Manager, Multicultural Affairs and Settlement Planning, Department of Immigration & Citizenship)	<ul style="list-style-type: none"> • Opportunity for participants in the Tasmanian Leaders Program to discuss and debate the material presented to them during the day
Workshop to progress TLP Community Projects	Brian Lewis and Gillian Biscoe	<ul style="list-style-type: none"> • Outcome based planning and gap analysis • Project groups refine their ideas and provide a status report on progress

Linking Session 7 Innovation Friday 17 and Saturday 18 September 2008

What is innovation and why is it important?	<p>Jane Bennett (Managing Director, Ashgrove Cheese)</p> <p>Professor David Adams (Australian Innovation and Research Centre)</p>	<ul style="list-style-type: none"> • What is innovation • What drives innovation • Why is it important to foster innovation within a society • What effect, if any, does Tasmania being an island has on our ability to be innovative • How do community leaders encourage innovation
Innovation – Roles of Government Policy and Business in Innovation Performance	Professor Robin Batterham (Group Chief Scientist, Rio Tinto)	<ul style="list-style-type: none"> • Why is innovation important to government and business • What is the role of government towards innovation in Australia • What is the role of business in contributing to innovation in Australia • The speed of development and future predictions for science and innovation
Innovation – What can we do as a society and individuals?	Professor Mary O'Kane (Executive Chair, Mary O'Kane and Associates)	<ul style="list-style-type: none"> • What is innovation and how do we create an innovative culture • Why is innovation important • What can be done, to foster innovation within a society • How to promote a culture supportive of fresh ideas and creativity while also identifying and managing risk • Great innovations from history • Overview of the federal government's innovation review, process and findings



TLP PROGRAM

Case studies of successful Tasmanian innovators.	<p>Mark Littler (General Manager; Betta Milk Co-operative Society Ltd and Hellyer's Road Distillery)</p> <p>Phil Lamb (Managing director; Spring Bay Seafood)</p> <p>Trevor Innes (Timber Technology Manager; FEA Timber)</p>	<ul style="list-style-type: none"> • Examples of 3 innovative products recently developed by Tasmanian businesses • What drove each company to innovate • What were the challenges and how were they overcome • Marketing the innovation • Return on investment and lessons learned
The commercialisation process	Martin Rees (Managing Partner; KPMG Launceston)	<ul style="list-style-type: none"> • Identifying the steps in the pathway to commercialisation • Common stumbling blocks • Examples of success stories • Causes of failure and the lessons learned
My Leadership Journey	Joan O'Shea (Research and Development Director; Arnott's)	<ul style="list-style-type: none"> • Overview of career • Lessons in leadership learned along the way
Fostering Innovation and harnessing creativity	Anne Murphy	<ul style="list-style-type: none"> • How and when are ideas generated? • Different approaches to problem solving • Tools and techniques for developing new ideas • Left and right brain thinking

Linking Session 8 Community

Friday 14 and Saturday 15 November 2008

The Bridgewater and Gagebrook Communities in focus	<p>Inspector Glen Woolley (Tasmania Police)</p> <p>John Klug (Community Liaison Officer; Brighton Council)</p> <p>Suzanne Purdon (Network Leader; South East, Launching into Learning)</p> <p>Helen Manser (Coordinator; Jordan River Service Inc Neighbourhood House Programmes)</p>	<ul style="list-style-type: none"> • Opportunities in the Bridgewater and Gagebrook communities • Challenges facing the community and those living within it • Success stories- specific individuals and initiatives • How does a community work together to achieve outcomes • The importance of collaboration and cooperation • A bottom up approach to driving change and community development
Social Inclusion	Melissa Gray (Director; Social Inclusion Unit)	<ul style="list-style-type: none"> • Theory of social inclusion • The Tasmanian approach to social inclusion • Overview of the draft strategy and process for progressing social inclusion objectives in Tasmania • Leadership challenges for affecting change
Sustainable communities and banking	Rob Hunt (Managing Director; Bendigo and Adelaide Bank Group)	<ul style="list-style-type: none"> • Ingredients for sustainable communities • Bendigo Bank's approach to community engagement • Overview of specific community engagement activities, particularly the community bank model • Building capacity within local communities



TLP PROGRAM

Concepts of community and community development	Professor Janelle Allison, (Director, Institute for Regional Development, University of Tasmania)	<ul style="list-style-type: none"> • Redefining the approach to engagement with communities • The difference between consultation and engagement • The concept of a community balance sheet • Understanding individual communities and what they have to offer
The community and non for profit sector	<p>Maree Fudge (Manager, Industry Development Unit, Tasmanian Council of Social Service)</p> <p>Michelle Swallow (Executive Officer, Mental Health Council of Tasmania)</p> <p>Christopher John (Chief Executive Officer, Lifeline Hobart)</p> <p>Kiros Zegeye (Project Manager, Department of Economic Development and Tourism)</p>	<ul style="list-style-type: none"> • Defining the community sector • Overview of the structure, scope and breadth of the community sector • What makes community organisations different to the public and private sectors • The rise of a concept of consumers in relation to the provision of community services • Challenges for the community sector
My Leadership Journey	Dr Mike Vertigan AC	<ul style="list-style-type: none"> • Overview of career • Lessons in leadership learned along the way
Leadership in the, technological age	Greg McCann (Chief Executive Officer, Excentor)	<ul style="list-style-type: none"> • The six key lessons in leadership I have learned • Mega trends and their impact on business <ul style="list-style-type: none"> ◦ People ◦ Business ◦ Technology • Impact of technology on leadership
Keynote address & interactive workshop	Robyn Moore (Actress)	<ul style="list-style-type: none"> • Overcoming the limits we place on ourselves • The value of positivity • Making a difference





TLP PARTICIPANTS



Fionna Bourne
Manager, Development and Conservation Assessment
Department of Primary Industries, Parks, Water and Environment

Brief details of any community involvement:

Limited to neighbourhood community building events, but it is an area in which I wish increase my involvement.

How would you describe the TLP experience?

The Tasmanian Leaders Program was a challenging and enriching experience in which I was able to:

- consolidate prior knowledge, as well as gain new knowledge and skills;
- assess and reflect on myself as a leader and a person in a safe, supportive, yet challenging environment; and
- gain exposure to, and learn from, an incredible array of successful and inspirational leaders who were all willing to freely give of their time.

How has the TLP changed you?

It has given me a greater understanding and appreciation of who I am as a person, my personality and learning preferences, my strengths and weaknesses, and what these mean for me as a leader. As a result I am more grounded and reflective.

It has increased my knowledge and understanding of a number of issues, such as the implications of demographic change, and the amazing number and types of innovation currently occurring in Tasmania and the process behind commercialising an innovation or product.

Lastly it has helped me identify the element that I have previously thought was missing in my life, and that is an active involvement in 'giving something back' to the wider Tasmanian community.

What was the highlight of the TLP for you?

My fellow program participants:

- commitment to the future of the State and their drive to make a difference;
- respect of others views and experiences;
- willingness to share their personal insights; and
- most importantly their sense of fun.

Hearing the personal leadership journey of a number of Australian leaders, the highs and the lows, and the lessons they gained.

What was the most unexpected part of the Program for you?

The speed with which we formed a sense of identity as TLP2, and the strength of the personal relationships formed – particularly within my learning set. I have gained some enduring friendships that I value and treasure.

What will you do differently as a result of the Program?

I will do a number of things differently:

- make time to 'give something back' to the wider Tasmanian community;
- approach my personal development (work, career and person) with more planning and care; and
- better appreciate the benefits of diversity of individual personality preferences, opinions and experience and foster their expression.

How will you continue your leadership journey into the future?

My leadership journey will continue through:

- membership of the TLP Alumni Sub-Committee; and
- implementing and using the tools and techniques gained through the Program within my workplace and future positions.



TLP PARTICIPANTS



Susie Bower
Community Development & Services Manager
Dorset Council

Brief details of any community involvement:

Vice President – Sports Carnival Association of Tasmania

The very nature of my role means I have considerable community involvement throughout the Dorset municipality and in the Northern region which include:

- Dorset Emergency Management Municipal Coordinator
- Dorset Emergency Management Planning Committee
- Northern Regional Emergency Management Committee (Dorset Representative)
- Dorset Community Recovery Coordinator;
- Northern Regional Community Recovery Committee (Dorset Representative)
- Dorset Regional Health Services Coordinator;
- Dorset Community Police and Advisory Committee
- Northern Safer Communities Partnership (Dorset Representative)
- Premiers Physical Activity Council (Local Government sub-committee)
- Forest Eco-Centre Board member
- Northern Tasmania Youth Transitions Taskforce (Dorset Representative)
- Dorset Council Education Scholarship Selection Committee
- Attend numerous Dorset municipality community based area management committees

How would you describe the TLP experience?

One of the most valuable things I have done throughout my career:

How has the TLP changed you?

I have softened my approach towards people and coming to the realisation that this is not seen as a weakness in my personality. I listen more and try not to be as reactive to situations that annoy me.

What has been the highlight of the TLP for you?

The people I have met throughout the Program, ranging from the amazing diversity of the participants, to the presenters and some incredible Board members who have imparted some invaluable knowledge, in particular, Brian, Gillian and Katherine.

What has been the most unexpected part of the Program for you?

Getting the opportunity to learn so much about what is important to Tasmania and realising that my knowledge base was somewhat limited in this area, even though I grew up here, and I now feel really connected to Tasmania and look forward to being an active participant in its future.

What will you do differently as a result of the Program?

In many ways I have already incorporated some of the things I have learnt throughout the Program into my working environment, especially in regards to having a greater understanding of my own personality and how that relates to other people when communicating with them.

How will you continue your leadership journey into the future?

The nature of our project allows my learning set the opportunity to continue our leadership journey together and I intend to be a very active participant in the TLP alumni. I intend to utilise mentors, some that have been introduced by the Program and some from outside the Program to continue learning and trying to improve and refine my leadership skills.



TLP PARTICIPANTS



Celia Bray
Director
Omni Coaching and Consulting

Brief details of any community involvement:

Founder and volunteer Festival of Dreams Inc.

How would you describe the TLP experience?

My experience of TLP was of meeting great people who are motivated and passionate about what they do. It is amazing to be part of a program where everyone gets totally involved and there is no need to follow up to see if things have been done. It was also inspiring to meet many of the presenters and leadership champions and to realise that there are a lot of people in Tasmania who are passionate about making this State an even more fabulous place to live.

My experience of the program was that it was largely a didactic style of teaching with presenters and power point displays. It taught us a lot how to succeed in the current paradigm of mainstream life. Most of the leadership shown to us was from the business and government sector. None of the fundamentals of how we live were challenged. It was about how to do what we already do better.

How has the TLP changed you?

TLP has connected me to many great networks and broadened my perspective.

What was the highlight of the TLP for you?

Meeting great people. The white-water rafting trip. The community linking session as we got to see how people work together purely to make their area a better place and it was inspiring.

What was the most unexpected part of the Program for you?

That I found the program challenging in ways I did not expect.

What will you do differently as a result of the Program?

I am clear now that it is important to be around people who inspire me and are committed to making a positive difference. I am now proactive about creating and supporting those networks as they keep me empowered and inspired by what I do.

How will you continue your leadership journey into the future?

Develop Omni to be a business that empowers staff teams through innovative programs and products. To continue to link in with networks and be courageous in opening new doors.



TLP PARTICIPANTS



Vanessa Cox
Company Owner
The Necessary Group Pty Ltd – Marketing Consultancy

Brief details of any community involvement:

- Board Member – Terrapin Puppet Theatre Company
- Committee Member – TCCI Small Business Committee

How would you describe the TLP experience?

I thoroughly enjoyed the TLP program. The benefits I gained from interacting with people of such high quality and diverse expertise gave me many ideas to develop in my business and community activities. On the whole I would describe the program as challenging, informative and ultimately satisfying.

How has the TLP changed you?

I found the program challenging in many ways. The diverse opinions arrayed around many issues that face the Tasmanian community provoked a host of new questions for me. Sometimes these questions demanded I adopt a new opinion and other times my opinion was confirmed. However in all cases I found the depth of my knowledge expanded from the experience.

What was the highlight of the TLP for you?

Hanging out with the A Team.

What was the most unexpected part of the Program for you?

That TLP is better and more entertaining than television!

What will you do differently as a result of the Program?

I have found a renewed sense of inspiration and ambition as a result of being involved in the program. This energy and enthusiasm has filtered into all aspects of my life and I am now confident I can achieve the new personal and professional challenges I have set myself.

How will you continue your leadership journey into the future?

TLP has given me the courage to take on new challenges in my business and to increase my community work. I have a hefty professional development plan for 2009 and I look forward to utilising the tools and techniques gained from TLP2.



TLP PARTICIPANTS



Matt Durose
Manager Settlement Services
Department of Immigration and Citizenship

Brief details of any community involvement:

Mentoring

How would you describe the TLP experience?

The TLP could not be fairly described as a 'course'. In my view, the TLP is better described as a leadership experience / environment and so it is fair to say (to paraphrase another TLP participant) you get out of it what you put in. The true value of the TLP can be found if you are prepared to let yourself, your attitudes and what you 'know' be challenged. It is an opportunity to mix with talented and proven leaders (participants, facilitators, leadership champions), to learn from them and to be exposed to new ways of thinking and doing. It was and will be time well spent.

How has the TLP changed you?

I really won't appreciate the full impact of the TLP for some time. I still need time to reflect on the ground we have covered, challenge myself further and practice using the leadership tools and new thinking gained through the TLP. The TLP has assisted and will continue to assist me to become a better leader with better skills, greater understanding of people and issues and more confidence.

What was the highlight of the TLP for you?

The TLP provided many highlights but a few of the more pertinent were:

- the Panel from Bridgewater / Gagebrook that contributed to the Community Linking Session - the panel represented what is possible when a few leaders in a community unite to make a difference ... encouraging and inspiring.
- the opportunity to better understand the breadth of issues impacting Tasmania. It was a chance to gain a different perspective on issues I thought I understood well
- the residentials that have given me so many new leadership tools and ideas already applicable to so many situations (a big thank you to Brian and Gillian)
- my fellow TLP participants. You are a collective inspiration. Thanks for sharing the journey.

What was the most unexpected part of the Program for you?

I knew that the TLP would require a significant commitment from me - the level of that commitment however, intellectually, emotionally and in time, was unexpected ... but the value of the TLP would be less but for the commitment required.

What will you do differently as a result of the Program?

Many things, some large, some small, some as yet unknown. In the near future, some things I will do differently are:

- take more time and initiative to both develop and utilise my networks
- listen more in order to make better decisions
- create more space and be more committed to both plan and think

How will you continue your leadership journey into the future?

In 2009, I plan to take time to revisit the learnings of the TLP to embed the tools and knowledge gained in my day to day practice as a leader, develop a personal board of management and take greater initiative to seek advice and learn from others, whoever they may be and wherever they may come from ... beyond that, who knows where the leadership journey may take me.



TLP PARTICIPANTS



Liila Hass
Owner
Liila Hass Naturopathy

Brief details of any community involvement:

In late 2004 I started the non-profit Future Tasmania, a non-profit, non-party-political organization that focuses on building a resilient Tasmania in an era of unprecedented change for the economy, the environment and our communities. We now have nearly 500 people on our database, a panel of at least 10 advisors, and networks right around Tasmania. We have presented on national radio, all three statewide television networks, the print and electronic media. We also organize an annual conference, have this year launched a statewide youth award for Environmental and Social Justice excellence and are in the process of setting up an annual Environmental film competition with the Department of Environment and Wide Angle Tasmania.

How would you describe the TLP experience?

Very different from what I imagined! It was confronting, challenging, interesting, time-consuming, loving, caring, hard work, stressful at times (!), indifferent, exciting - an endless array of experiences from start to finish.

How has the TLP changed you?

It has made me very happy about being a Tasmanian. It's deepened my connections with people in Tasmania and given me an array of tools to use in my work. It has highlighted the need for us in Tasmania to have leadership that is responsible, articulate, caring and well-informed and has encouraged me to help create this.

What was the highlight of the TLP for you?

Getting to know people who are very different from me, whom I'd otherwise most likely not meet, and learning to work together despite those differences, and enjoying the experience!

What was the most unexpected part of the Program for you?

The incredible array of networks, the breadth of diversity, the challenge of learning styles, the commitment of the participants, organizers, the Board, the Champions and the wider support networks in the Tasmanian community.

What will you do differently as a result of the Program?

I will begin to utilise those networks. I have gained confidence in my capacity to work with people here in a long-term manner and I look forward to getting started with some of the meaningful projects that I believe can come out of my time with the Leaders program.

How will you continue your leadership journey into the future?

I will take with me all I have learned at TLP and apply it to various situations, from presenting in public, to how to work with different personalities to just the exciting information on Tasmanian issues. I will use this with both the community work I do and also with my business and other projects I undertake.



TLP PARTICIPANTS



Sam Ibbott
Director
Marine Solutions

Brief details of any community involvement:

- Seafood Training Tasmania Board
- Tasmanian Seafood Industry Council Board
- Seacare – President

How would you describe the TLP experience?

The opportunity of becoming involved with such a great group of people on a challenging learning journey is not one to be taken lightly. Having said that – I loved every minute of it. The program content, the places, the people and the ongoing opportunity the combination of these offers is a brilliant concept and I am privileged to have been part of it.

How has the TLP changed you?

I have a lot more knowledge and a substantial arsenal of 'tools in the toolbox' for a variety of situations. I am more confident about handling awkward situations and feel I have become more reflective and less judgemental. All these are inward focussed changes so you would have to ask others for the outwardly noticeable changes.

What was the highlight of the TLP for you?

All of it, and for so many different reasons. Participants, Speakers, Residentials, asking too many questions at linking sessions, travelling to and from events, the 'unofficial' TLP events, coffee, the big TLP leverage, Big Pete, – just all of it

What was the most unexpected part of the Program for you?

The most unexpected part of the program was the safe environment and support from all the other participants which allowed honest reflection and to try a few new things. It was a far cry from the room full of suits who attended the information evening, and who I was expecting to turn up to the first session

What will you do differently as a result of the Program?

The program prompted me to question aspects of how I do (and don't do) things, and often provided an alternative or better approach. I have already started incorporating a number of things from the TLP into my life. Little things like being with the kids 100% when I'm there, right through to board room strategic thinking and difficult conversations.

How will you continue your leadership journey into the future?

I hope to keep utilising and refining all the skills I have learned, and from the experience I already have of the Alumni I expect the TLP journey is just beginning. Also, the access to knowledgeable and interesting people is unsurpassed, and I WILL MAKE TIME to follow up with some of them.



TLP PARTICIPANTS



Natasha Keep
Learning and Development Manager (Tasmania)
Cadbury
(previously Training Manager at Wrest Point)

Brief details of any community involvement:

Triathlon Tasmania Member
Ovarian Cancer Australia Member

How would you describe the TLP experience?

I found the program empowering; challenging and a great learning experience. The program has given me the realisation of greater opportunities both professionally and personally and has taught me the importance of finding balance in my life. I have developed a life plan that now includes greater community focus and an endeavour to work toward achieving our states vision to improve standards for all Tasmanians.

How has the TLP changed you?

The program has provided better understanding of the fundamentals of leadership. The various linking sessions have provided me with greater breadth and depth of knowledge and understanding in areas outside my professional expertise, education and personal values. I am more self aware and flexible in my thinking and action taking.

What was the highlight of the TLP for you?

The residentials, guest speakers and professional development sessions were fantastic. The residentials provided excellent opportunity to engage with the group in a relaxed atmosphere whilst challenging thoughts and perceptions. Understanding others, their motivations and values was a highlight. I enjoyed learning various tools and techniques that will be extremely useful in my role as a leader.

What was the most unexpected part of the Program for you?

The program and participants were diverse; so that it ensured the content appealed to all and challenged our motivations, beliefs and values. The program was well structured, educational and fun. It has resulted in an inspirational group of people who are committed to providing leadership in the community in the interest of others who live in our beautiful State.

What will you do differently as a result of the Program?

I am exploring my options to become more involved within the community. I feel more confident in my role as a Manager by applying the tools learnt and by understand other people's motivations, values and learning styles. I have realised leadership is learned and the true value of achieving greater outcomes lies in the power of people. I have also taken positive steps to achieve a better work/life balance and in appreciating the necessity of taking time out for me.

How will you continue your leadership journey into the future?

In the near future I will;

- Complete my Masters of Business – Human Resources.
- Extend my leadership capabilities by providing mentoring skills for others. Coach and mentor members of my team to allow them to grow.
- Take more of a leadership role in Management activities at work.
- Get more involved in community activities.
- Read more on leadership tools and techniques and put these into practice.
- Continue to network with Tas Leaders members both professionally and socially.
- Re-visit my life plan regularly to determine new goals and celebrate success.



TLP PARTICIPANTS



Mark Mason
Private Client Service Centre Manager
Marsh Insurance Brokers

Brief details of any community involvement:

- I have previously been involved in the Scouting movement as an Assistant Leader in Devonport and Hobart.
- For the past two years I have assisted the Epilepsy Association of Tasmania with their Trivia Challenge.
- I'm currently the Chairman of the board for Speak Out Tasmania, Speak Out is an advocacy organisation that encourages and supports people with disabilities to speak out and promotes the rights of people with disabilities within our community.
- I am also the President of the Clarence Plains Branch of the Australian Labor Party.

How would you describe the TLP experience?

A great learning experience that has confirmed my faith that there are many good people within the community that want to help each other and make Tasmania a better place.

How has the TLP changed you?

TLP has taught me that you can make a real difference within the community in many different ways, however you also need be mindful of the balance between family, friends, work and other activities.

What was the highlight of the TLP for you?

There were so many highlights, white water rafting would certainly be up there, but the linking sessions on Industry and Community were both highlights for me, there are a lot of Tasmanians doing a lot of great things that unfortunately either go unnoticed or are reported in a negative way, there is not enough positive promotion within either of these sectors.

What was the most unexpected part of the Program for you?

Probably joining the Speak Out board then being elected as the board's Chairman. I volunteered for this board position after the TLP Governance Linking Session where we were told that not for profit organisations struggle to find people willing to work on their boards.

What will you do differently as a result of the Program?

Stay in contact with the networks and friendships that I have created throughout this experience. I'm also much more aware of my strengths and weaknesses and will work on improving these.

How will you continue your leadership journey into the future?

I will continue my work with the Labor Party and Speak Out, I may also consider joining another board once we finalise our TLP Community Project.



TLP PARTICIPANTS



Katherine Miguel
Business Manager
Klimate Solutions

Brief details of any community involvement:

- Volunteer for Meals on Wheels
- Being part of TLP has broadened my awareness of different community groups I want to be involved in and so I have started taking the steps to do so.

How would you describe the TLP experience?

Life changing! Having just moved to the state a few months prior to the start of the program, TLP was a great introduction to Tasmania. Not only did I get an insight into all aspects affecting Tasmania and Australia through our linking sessions but I also had the opportunity to meet a variety of really interesting people and have now forged connections which have facilitated my integration into the Tasmanian community.

How has the TLP changed you?

It's allowed me to see the possibilities and it's helped me gain more confidence to do the things that are important to me and given me more clarity on where I want to go.

What was the highlight of the TLP for you?

The highlight was the interaction with such a variety of people not only in the program but also through the program and the experience of being part of it.

What was the most unexpected part of the Program for you?

I knew that I would learn a lot from this program but I didn't expect to grow so much through it and I certainly didn't expect it to be such a life changing experience. Every day I discover new ways of implementing what I've learned on a personal and professional level.

What will you do differently as a result of the Program?

I've already started doing things differently! I will be more strategic in planning the future, more open to the possibilities and a better leader in my community.

How will you continue your leadership journey into the future?

The Tasmanian Leaders Program has reminded me to reach for the stars. So as a way to pay it forward I hope to encourage at least one other person to live this experience or inspire someone to see the possibilities life has to offer. I want to continue my leadership journey by being authentic to myself.



TLP PARTICIPANTS



Lisa Nelson
Strategic Projects Officer
Circular Head Council

Brief details of any community involvement:

- Stanley Port Development Incorporated – Treasurer
- Economic Development Australia (Tasmania Chapter) - Committee member
- St James Presbyterian Church, Stanley - Board member
- Circular Head Water Management Working Group - Scribe
- Working in Local Government I am involved with the community and/or advocate for the community at various political levels.

How would you describe the TLP experience?

Demanding - of time and emotion; challenging – geographically and because of the different personalities involved; humorous – I hadn't laughed so much in a long time; and extremely rewarding. I didn't realise quite how much the program had affected me until the end of our final retreat. The TLP experience is intense.

How has the TLP changed you?

TLP made me question my life and the choices I have made. It also made me question where I really want to be in life...which I haven't quite worked out yet. But it has given me tools and the capacity to ultimately make the leaps of faith.

What was the highlight of the TLP for you?

Learning to understand that my reality is not the next person's and, as a result, there are things in life that I will never change, or will only be able to change with the influence and support of others. As Brian and Gillian would say, "Deal with it and/or let it go"!

What was the most unexpected part of the Program for you?

The way the group came together, perhaps more so towards the end of the year. Also the exceptional quality of the presenters and guest speakers. It was extraordinary to be able to hear from such passionate, talented individuals from so many areas of life.

What will you do differently as a result of the Program?

Listen more to what people are actually saying when they speak, in the context of their lives, not just the words that are spoken.

How will you continue your leadership journey into the future?

TLP changes a person by increments; it is not until you look back that you see how far you've come. Continuing the journey for me means grasping leadership opportunities so that I can practice what I've learned and impart that knowledge to others along the way.

TLP PARTICIPANTS



Joe O'Byrne
Manager - Northern Tasmania
Fairbrother Group

Brief details of any community involvement:

- Board of Governance at Our Lady of Lourdes Primary School,
- Coaching School soccer teams (roster & REP teams),
- TAFE Furniture Reference Group member for last 3 years,
- Don College Reference Group member,
- member/player - Ulverstone Tennis Club.

How would you describe the TLP experience?

A challenging, rewarding and unique experience.

How has the TLP changed you?

I have become more patient and tolerant of other people and have learned not to judge people or situations too quickly. The Program has enabled me to fully understand the difference between management and leadership. I am hoping that as a result of this program I have become and will continue to be a better person, husband, father, manager, coach and leader.

What was the highlight of the TLP for you?

Too many highlights to single out just one - having access to the comprehensive and diverse range of generous individuals (presenters / speakers / experts) who gave their time and unbelievably honest and open opinion / experiences to our TLP 08 group was incredible. I have gained a broader understanding of the Tasmanian community, political and government process, economic terminology / awareness, not for profit organisations and local councils / governments, but more importantly the cohesive bond, trust and respect that has developed between Tas Leaders 08 participants is inspiring and will have a continual impact on all participants lives, I'm sure.

What was the most unexpected part of the Program for you?

Understanding of my own personality and that of fellow participants (MBTI) as well as being able to implement those learnings and understandings into my workplace to better understand my team. The amount of networking opportunities and access to future mentors/ leadership champions/presenters / experts in their chosen disciplines.

What will you do differently as a result of the Program?

Listen, not judge too quickly, be more tolerant of others opinions and ideas, seek others input and opinions on difficult situations (use fellow participants and leadership champions) which will enable consultation and naturally better outcomes for myself as a leader and manager and ultimately my business / organisation. Lead and guide, not demand and dictate.

How will you continue your leadership journey into the future?

Apply what I have learnt in Tas Leaders to the best of my ability, enabling succession and outcomes for my staff and employees, in turn making them better equipped as leaders, supervisors and individuals.

Make the most of Tas Leaders Alumni events and continue to network with and seek guidance from individuals who will challenge me to attain better results and outcomes.



TLP PARTICIPANTS



Ben O'Donnell
Operations Superintendent
Rio Tinto Alcan

Brief details of any community involvement:

- Tasmanian Leaders
- Other involvement includes local sports clubs and events like clean up Australia Day.

How would you describe the TLP experience?

TLP changes the way you see yourself, and the way you see the world. You also develop a great network of friends and colleagues in the process.

How has the TLP changed you?

TLP has increased my awareness and understanding of the community, society, and the people within it. I have a much broader perspective on significant issues facing Tasmania, and have developed a network of colleagues that would otherwise have been very difficult to create. As a result, I feel much more connected and engaged in my community.

What was the highlight of the TLP for you?

There were many highlights, but I think the final residential session at Cradle Mountain brought everything together and I could see the positive effect that the TLP experience has had on the entire group.

What was the most unexpected part of the Program for you?

How accessible and approachable the leaders were who gave their time to assist TLP. There was so much goodwill in the community towards the program I felt privileged to be a part of it.

What will you do differently as a result of the Program?

Certainly become more involved in the Tasmanian community, and hopefully with a better appreciation of the diversity of views and opinions in the community.

How will you continue your leadership journey into the future?

I will try and put my leadership skills to use outside of work, and encourage my workplace to become more involved in the local community.



TLP PARTICIPANTS



Craig Perkins
Chief Executive Officer
Regional Development Australia (Tasmania)

Brief details of any community involvement:

- Member of the Rotary Club of Central Launceston, and in 2008-09 Chairman of the Clubs Community Service Committee
- Chairman of the Board of Management at St Thomas Mores Catholic Primary School.

How would you describe the TLP experience?

Unexpected is the first word that comes to mind. Never could I have imagined the richness that TLP became. The format and content in the linking sessions made them very informative, but the personal development that I know I have gained from the program, especially the residential retreats has been simply tremendous.

How has the TLP changed you?

Tasmanian Leaders Program has helped me build my leadership toolkit quite significantly. I know that I face challenging situations differently; I know that I handle uncertainty differently; I know that I have a new network of friends that I can call on at anytime.

What was the highlight of the TLP for you?

The residential retreats and everything about them...the content, the format, the reflections (both self and in groups), the scallops on the BBQ.

The contribution made by the TLP Board Members, special mentions for Brian and Gillian, the support from Jen, and the openness and willingness of the leadership champions to be approached and support for our ongoing journey was certainly an unexpected highlight.

And of course no highlights reel would be complete without mentioning the early formation of the University of Finland and the closeness of the friendship bonds within the group.

What was the most unexpected part of the Program for you?

Where to start... the friendships and bonds formed (from day one), the personal growth and development gained from the residential retreats and the Saturday sessions, the quality and calibre of all presenters at the linking sessions, and deepening my knowledge of the Tasmanian community.

What will you do differently as a result of the Program?

Is the question, not what will I do differently ...rather...what I ought not to do differently. Thinking differently is a good start. Certainly I now approach decisions, issues and other people's views with a different appreciation and greater respect.

How will you continue your leadership journey into the future?

The greatest way I can continue my leadership journey is to share and transfer my knowledge to others, to reflect on what I have learnt and enable others to benefit from the privileges I have had throughout my TLP experience.

The journey of University of Finland will certainly help forge my leadership journey.



TLP PARTICIPANTS



John Ranicar
General Manager
TPF Properties Pty Ltd
(previously Group Manager at Tasmanian Pure Foods Ltd)

Brief details of any community involvement:

- Tasmanian Pony and Riding Club.
- Previous roles include Inland Fisheries Advisory Council, Treasurer and Secretary of Red Hills Memorial Hall and Grounds Incorporated and member/office bearer on several fisheries and aquaculture boards and committees.

How would you describe the TLP experience?

TLP has been a rewarding, stimulating, challenging and invigorating journey. It introduces you to a world of networks and experts that would most likely be inaccessible under normal circumstances. You learn things about yourself and others that you might otherwise never know. It provides tools that are equally useful in both personal and professional life and it bonds the participants unlike any other learning experience.

How has the TLP changed you?

The program has provided me with an entirely different perspective of working, communicating and ultimately leading people. I take time to learn people's personalities before engaging and making judgements. I look at the big picture rather than get caught up in the detail. Ultimately I hope it has made me a better leader and person.

What was the highlight of the TLP for you?

The highlight of TLP has been learning from Brian and Gillian's extraordinary experiences and knowledge – quite unique. This is closely followed by the numerous inspiring and informative speakers throughout the year.

What was the most unexpected part of the Program for you?

The year was full of surprises but the most unexpected part was learning so much about myself. I truly thought I knew and understood myself but after TLP I understand how much there is to learn.

What will you do differently as a result of the Program?

The program has given me a perspective that I will take into all personal and professional activities and relationships in the future. I have learnt to absorb before reacting and when I do react, it is with a measured and planned effect as a result of the tools we have acquired through the program.

How will you continue your leadership journey into the future?

TLP has inspired me to continue to learn and develop both personally and professionally in the future. I look forward to working with my project group (The A-Team!) and fulfilling our community project. Joining the TLP alumni and taking part in future opportunities to learn, network and a few quiet drinks will be a priority. Finally, I aim to take a role in a local, community based organisation to give back some of what I have been lucky enough to receive.



TLP PARTICIPANTS



Ted Ross
Director Infrastructure Services
Meander Valley Council
(previously Senior Project Manager with Roads and Traffic Division, DIER)

Brief details of any community involvement:

I love getting out in the community. I raft all over Tassie with the UTas Rafting Club and my girlfriend Tonia and I are getting to know our local community after buying a house in Battery Point. I am also very excited about working on our Tasmanian Leaders community project with fellow TLPers Ginna, John, Joe and Ness.

How would you describe the TLP experience?

It has been an uplifting experience that I have really enjoyed. I went in with an open mind and I have come out the other side feeling stronger and more confident in my own abilities. This is a personal journey of getting to know yourself but also an experience of getting to know and working with fantastic people. It's a lot of fun to surround yourself with people who are so wonderful, warm, bright, intelligent, and full of laughter.

How has the TLP changed you?

I now have a strong belief in myself as a leader. I have a lot more to learn but I am putting myself out there and having a go. I have renewed confidence and motivation to make Tassie a better place and I have a great skill set that I have learnt through TLP.

What was the highlight of the TLP for you?

The bonds and friendships I have formed with a whole group of amazing people, the wows and ahhhhhs of learning new stuff, extra things like getting together with TLPers outside of the program to go fishing, raft, and help each other out, and having a great network of people to help me through my life.

What was the most unexpected part of the Program for you?

That I have a lot of the skills already. It's like someone pointing out to you that you have another two gears in the car that you already own. I have been testing out the first of these gears and I am excited about trying out the next one!

What will you do differently as a result of the Program?

I want to play a more active role in promoting a sense of community in Tasmania. I believe that we are a state of opportunities and by working together we can achieve great things and have a lot of fun along the way.

How will you continue your leadership journey into the future?

I am helping others develop their leadership potential and also looking for positions that allow me to broaden my own skills. I am looking forward to continuing the TLP journey as an active member of the Alumni and make Tassie a better place to live, work and play.

TLP PARTICIPANTS



Stuart Smith
Accommodation & Addiction Support Services Manager
Launceston City Mission

Brief details of any community involvement:

I work for a community based organisation and I get the privilege of being paid to develop projects that benefit the community.

How would you describe the TLP experience?

How can you describe putting 18 people together from many different walks of life with different world views and all with the aim of becoming stronger leaders? Well awesome is one word. Each person brought something to my knowledge and life (even if I was the quiet processor). I now want to be the strongest and best leader I can, the program has inspired me to be my best for me and the community.

How has the TLP changed you?

- My confidence as a leaders has grown, I now feel I can achieve good things in my life and leadership, where in the past I have wanted to but wasn't sure what was possible.
- I now have a better handle on the theory of leadership and the importance of such theory and have gone back to university to develop this further.
- I have become more sensitive to others around me, I still try and achieve what I think is right but in a less reactive and aggressive way. In line with this I have become more proactive and less likely to prove I am right.
- I am no less introverted!!!!!! But more accepting of it rather than trying to be something I am not.
- My attitude towards and my commitment to Tasmania has changed, I have really begun to see Tasmania as a great place to develop and lead in (although I'm still retiring in Adelaide)
- I have greater confidence in my leadership ability/capacity.
- I have stronger direction/thoughts about my future.
- I have come to see how my Christian beliefs fit in my career in meaningful ways.

What was the highlight of the TLP for you?

The midyear residential brought a lot of confusion to me about my life and my career; this challenge'd and continues to challenge me to think beyond the current situation to the future and at least to what I don't want if I couldn't decide what I did want. The last Saturday linking sessions with Robyn Moore was very much as her name would suggest, more of it is something I could have had, I was extremely challenged to aim for what is best, best for my life, but most to be a voice, activist, advocate of what is best for our communities.

What was the most unexpected part of the Program for you?

I'm not sure I knew what to expect so it's hard to comment.

What will you do differently as a result of the Program?

It too hard to explain, the short answer is huge amounts. The program gives so much knowledge it is hard to process it all at a conscious level, but I find myself thinking something new and when I follow through where I got it from it was the program. I want to be more focused on the development and opinions of others, I want to be more innovative and I want to have the confidence to stand up for what I believe in without violating the boundaries of others.

How will you continue your leadership journey into the future?

- We are developing an internal leadership program.
- I will continue to have mentoring, and perhaps become a stronger mentor.
- I will stay involved in the Alumni of Tasmanian Leaders.
- I will continue to study leadership and management well into the future.



TLP PARTICIPANTS



Ginna Webster
Acting Director, Community Corrections
Department of Justice

Brief details of any community involvement:

- Sponsor, Guide Dogs 'Puppy Love' Program
- Huon Valley Kyokushin Karate Fundraising Committee
- Board member Oakdale Services Tasmania

How would you describe the TLP experience?

Amazing! The experience far exceeded my expectations and I can honestly say I found all the sessions had some relevance to my work, career and life goals. I have applied many of the tools we have learnt throughout the year.

How has the TLP changed you?

TLP has helped me realise that you need to be strong enough and confident enough in your own abilities and yourself as a person before you can expect to lead others. As a result of TLP I am more confident in myself and my abilities.

What was the highlight of the TLP for you?

The residential retreats were definitely a highlight for me but we were also lucky enough to meet and listen to so many talented and committed people, the majority of whom are Tasmanian.

What was the most unexpected part of the Program for you?

The connections and friendships I have made with other TLP participants.

What will you do differently as a result of the Program?

I have developed a greater understanding of the corporate and community sectors whilst undertaking this Program and I hope my work with these stakeholders will reflect this. I hope that I now have a better appreciation of my own leadership style and how this affects others.

How will you continue your leadership journey into the future?

I have some quite specific goals that I want to achieve in the future and I am looking forward to working towards those armed with the tools that participation in TLP has given me. Our project will also be a great opportunity to apply my learning and knowledge and I intend to become more involved in the community. One of my objectives prior to doing the Program was to 'give something back to my community' and I have recently applied to be a board member of a community organisation.



COMMUNITY PROJECTS

Project Group: Fionna Bourne, Susie Bower, Sam Ibbott, Katherine Miguel, Ben O'Donnell and Craig Perkins (aka The University of Finland)

Project: Northern Young Professionals Network

The University of Finland is looking to establish a young professionals network in Northern Tasmania. The network will provide professionals aged 20 - 40 in Northern Tasmania with networking opportunities to make them feel more connected and attached to the region and state. It will strive to assist its 'members' to work more efficiently and productively and to provide "opportunities" which would not otherwise have occurred.

The network will host a number of formal and informal events throughout the year and will focus on professional network development, personal and career development, and professional recognition.

Project Group: Matt Durose, Mark Mason, Lisa Nelson and Stuart Smith

Project: A New Mindset

This project is a collaboration between the Tasmanian Leaders Program and the OzHelp Foundation. The project is the development of a pilot mental health and wellbeing support framework for businesses within the Tasmanian community. The Framework will improve support for, and awareness of, the mental health and well-being needs of Tasmanian employees.

The OzHelp Foundation is a workplace based early intervention suicide prevention and social capacity building program.

Project Group: Liila Hass and Celia Bray

Project: Vision for Tasmania

We are part of a rapidly changing global community affected by economic instability, climate change and drought. These events are putting pressure on communities everywhere.

These times create opportunities for Tasmania to be a world leader with an innovative and bold vision that unites economy, environment and communities.

We envisage a model rural development project, based on cooperative economics, self-reliance and local natural resource management. We aim to bring this about through a series of grass-roots forums, linked with local councils and other key stakeholders, to educate and empower communities that create a strong skill base for the future. Through the project, communities will develop a clear structure for implementing the initiatives they create to support realistic, proactive change.

Project Group: Vanessa Cox, John Ranicar, Joe O'Byrne, Ted Ross, Natasha Keep and Ginna Webster

Project: Consultancy for SOURCE Community Wholefoods

Our team is making a difference in the community by supporting an emerging non-for-profit business. SOURCE is located in Hobart at the University of Tasmania. Since 2004 a dedicated group of volunteers have been building a sustainable and affordable community based shop.

Progress towards the opening of the shop has been constrained by SOURCE's small number of active members, as well as the limited business experience of the SOURCE board. We are providing the drive and leadership to assist the board in opening the shop.

Our consultancy includes providing recommendations and advice on all aspects of the business, including the fit out of the shop, developing HR and employment policies, event organisation and marketing, and general business advice.

The key to delivering the project is the diversity of our experience. The team has skills across government, construction, food production, business, marketing, training, and project management. These skills, combined with the learning within the TLP program, are helping to build the capacity of the SOURCE board so that they can establish and run a successful business.



EMPLOYER ENDORSEMENTS

Feedback from the employers of participants who have undertaken the Program has been overwhelmingly positive. Comments from the employers of several participants in the 2008 program are included here to provide an indication of the benefits employers are seeing from the Program.

Our company is extremely supportive of the Tasmanian Leaders Program and has been pleased to support our Joinery Divisional Manager, Joe O'Byrne through the program as our first participant.

This program has given Joe access to high profile speakers, mentors, trainers, and situations that frankly, money can't buy. Coupled with this, a learning environment with 17 other participants, all with wide and varied profiles and backgrounds, all seeking to become better leaders, what a fantastic opportunity to learn from and grow. Tas Leaders has exposed Joe to a range of topics/agendas that he wouldn't normally get exposed to in his business environment, such as education and Govt issues.

Joe's direct employees and staff could see the changes in Joe and his leadership skills as the program ran its course, with comments including that Joe is far less opinionated in his ideas, more receptive to other views on a range of matters, and now has a much more open mind.

I have been amazed at the growth from within himself that has occurred over this time. We are very keen to see more of our aspiring leaders undertake the program in the future.

Peter Killick

General Manager, Fairbrother Construction & Joinery (TAS)

The Board of the Area Consultative Committee (Tasmania) was very satisfied with the day-to-day performance of its new CEO, Craig Perkins, having great trust in his ability to manage the affairs of the entity. As a group we decided that if we had to find an area of improvement for Craig, it would be in the area of self confidence and stature and the Tasmanian Leaders program was selected to provide Craig with these extra skills.

Our confidence in the program has been justified. The 'new' Craig is a very confident person and able to 'go toe to toe' with any politician, CEO or Senior Executive. It gave me great pleasure to notice the changes in Craig as the program unravelled. Clearly, what Craig was learning was put in to action without delay. I was especially pleased to observe Craig's interaction with his fellow Leaders and see how they worked as a group.

I am confident that Craig will take his new knowledge and experiences to higher levels of learning in his career. I recommend the Leaders program to all budding Tasmanian leaders.

Dr T R P Cory

Chairman, ACC Tasmania

Stuart's participation in the 2008 Tasmanian Leaders program has seen him grow significantly. His belief and confidence in himself and his ability to be an effective leader are some of the areas of the most notable change.

Stuart's ability to be more proactive and less reactive is evident in the way he handles issues as they arise and also to see him apply new theories or understand why he does certain things in certain ways is very encouraging.

Stuart has consistently discussed what he is learning and I know the Myers Briggs was an incredibly empowering process for him. He continues to develop this learning through ongoing study and working through the question "How do you know what you do is the most effective way to achieve what you want to achieve?"

The 2008 Tasmanian Leaders program has had such powerful input into Stuart's personal and professional life that he now wants others to share the experience. To this end he is now helping City Mission develop their own leadership program to empower up and coming leaders develop their leadership capacity to take the Mission well into the future.



EMPLOYER ENDORSEMENTS

We see the 2008 Tasmanian Leaders program as a worthwhile investment for City Mission - one that I am sure we will reap the benefits from for years to come.

Albert van Zetten

CEO, Launceston City Mission

This is a special program that you are running. John is a person with a wide range of business experience and he has benefited from the multi-faceted approach.

Some comments on the benefits to John Ranicar:

- *I am of the view that the course gave John a lift in his confidence as a manager and I suspect benefited him overall;*
- *The course content was very relevant and clearly current;*
- *John gained a broader and useful network from fellow participants and from all who support the program;*
- *It was valuable time out for John from a busy management role; and*
- *John always brought back practical suggestions which benefited the business.*

Rob Woolley

Tasmanian Pure Foods

Ginna has worked for the Tasmania Prison Service for a number of years now, and in recent times she has been the Manager of the Organisational Development Unit.

This Unit was responsible for providing the project leadership to the organisation during the planning, building and subsequent commissioning of the Risdon Prison Complex, in 2006.

When Ginna approached me to sponsor her in the 2008 Leaders Program, I reflected on her skills and attributes as a senior manager in this organisation. I was of the opinion that Ginna would certainly benefit from involvement in the program, but also felt that she would provide genuine input and experiences that her peers could also learn from.

Ginna has always encouraged open two way communication. I have found this area as being one of her strongest leadership skills. She has always been keen to decrease internal structure to ensure that subordinates had the necessary avenue to provide their input. On occasions, though, Ginna would not forcibly pursue her ideas during debate. Since participating in the program I have witnessed Ginna to become more persistent in her approach to discussion and debate and feel that this has been an area of genuine improvement. Leaders need to be consistent in their actions and communication. Since her successful participation in the Leaders Program, Ginna, now consistently "walks the talk" and provides a great example to her subordinates and peers alike.

Ginna is very passionate about her work area and has the vision and goals of both self improvement and organisational improvement. She pursues these goals at every available opportunity, and on some occasions this has led to a very heavy workload. She consistently meets time lines in projects and produces a very high level output, sometimes at a cost to her family and social life. I was concerned, when sponsoring Ginna for the Leaders Program that that this too had added to her work load, but observed that her passion and will to achieve enable her to find the right balance.

I believe that the Leaders Program has now provided Ginna with an opportunity to become more decisive in her work roles, whilst still considering her people and other internal and external factors when making tough decisions that leaders must make on a regular basis.

The Tasmania Prison Service has been a proud sponsor and supporter of Ginna during the 2008 program.

Graeme Barber

Director of Prisons



EMPLOYER ENDORSEMENTS

I have much pleasure in providing a testimonial on Ted Ross in respect of his involvement with the Tasmanian Leaders Program.

Ted joined the Department of Infrastructure, Energy and Resources (DIER) five years ago, commencing as a Project Engineer in Launceston. He has successfully progressed through the ranks to his current role as Senior Project Manager, due to among other things, his strong work ethic and high degree of professionalism.

While Ted has developed over this period to become a senior and respected member of our Branch organisation, this growth has been most notable over the last twelve months, which I directly attribute to the Tasmanian Leaders Program.

Ted has acquired a real maturity and understanding of the influence he can have within DIER, on his peers and the industry in which he operates. We have seen this sense of maturity and professional leadership grow in Ted as he progressed through the Program.

I wish Ted every success for the future and commend the Program to those considering it as a substantive professional development opportunity.

Phil Cantillon

Director - Operations Branch

Roads and Traffic Division

Department of Infrastructure, Energy and Resources



Fionna Bourne, Craig Perkins, Susie Bower, Ben O'Donnell, Katherine Miguel and Sam Ibbott, aka 'The University of Finland', at the launch of the KPMG Northern Young Professionals Network



ALUMNI REPORT

Firstly, congratulations to the graduates of the Tasmanian Leaders Program for 2008, and we look forward to you joining the Alumni in due course.

The main aim of the Alumni is to sustain the involvement of graduates of the Tasmanian Leaders Program in a variety of ways which extend and complement the aims and objectives of the Tasmanian Leaders Program.

Therefore, we would like to encourage all graduates to join the Alumni.

Involvement in the Alumni will provide members with opportunities to continue the professional and personal development that the Tasmanian Leaders Program has given, as well as providing networking opportunities going forward.

A fair bit of work has been put into getting the Alumni to where it is at presently. It started with a meeting of the majority of the 2007 participants in January 2008, where a whole range of matters relating to the Alumni were discussed and debated. A number of these matters were then hotly debated at our final residential in February!

From that, a working group was formed and given the job of determining the Alumni's terms of reference, etc., and this included TLP Board Chair John Perry, fellow Board member Kathryn Thomas, the Program Manager, Jennifer Lee, and 2007 graduates Andrew Frost and Glenn Joyce.

From there, the inaugural Alumni sub-committee was formed with seven of the 2007 graduates appointed. The sub-committee members are Glenn Joyce (Chair), Michelle Swallow (Vice-Chair), Renee Anderson (Secretary), Andrew Frost (Treasurer), Janine Arnold, Zach McArthur and Jason Unwin.

The official launch of the TLP Alumni was held in November last year. It was excellent to see the majority of the two year groups in attendance. On behalf of the Alumni, I thank the TLP Board for their support of that event.

The TLP Alumni Sub-committee has sanctioned two series of events so far, the Breakfast with a Champion event held in Hobart and the Lunch with a Leader event held in Launceston. In 2008 there have been three Breakfast with a Champion events, with Dan Norton, Richard Bovill and John Pitt as guests. There have been eight Lunch with a Leader events held in Launceston, with John Pitt, Tony McCall, Colleen McGann, Albert Van Zetten, John Dingemanse, and Don Wing attending. We also had the pleasure of Brian and Gillian's company at the lunch with John Dingemanse.

We thank all of the above for their attendance and their contribution to the success of the events.

It is planned that both of these event types will continue in 2009, and scheduling has already commenced.

One of the challenges we currently have is to facilitate the coming together of the two groups of TLP graduates. We are hopeful that a mix of structured and unstructured sessions at the proposed TLP Alumni retreat in May 2009 will do this.

In summary, the first year of the Alumni has been one of setting up a solid base from which we can progress and resolving issues as to how we interact and communicate with all those involved in TLP, and we look forward to working together in the immediate future to ensure the success of TLP to date continues.

Finally, thanks to Jennifer Lee and the TLP Board for their support to date.

Glenn Joyce

Chair, Alumni Sub-Committee



ROLE OF LEADERSHIP CHAMPIONS

Tasmanian Leaders has been fortunate to gain the support and involvement of a number of Tasmanian leaders from all sectors of public life (business, industry, the arts, public sector, politics and the community), and all regions of Tasmania, to be 'Leadership Champions'.

Leadership Champions support TLP in a range of ways and help ensure that it attracts the most diverse and highest quality participants and that learning from the program is cascaded out to the Tasmanian Community.

The role of the Leadership Champions will primarily be to enable and encourage emerging Tasmanian leaders to make a difference. They do this by helping TLP:

- to select and mentor the participants;
- through promoting and supporting the Program wherever possible and appropriate;
- to develop and sustain the TLP Alumni network;
- promote and support the Program across their own networks;
- to develop the regional (north, north-west and south) Leadership network; and
- through being prepared to share candidly their knowledge and experiences with the participants.

In 2008 Leadership Champions assisted the Program in a variety of ways including:

- hosting Program events;
- attending networking functions to meet and engage with the 2008 Program participants;
- delivering presentations or facilitating workshops for the participants;
- making themselves available as mentors for participants;
- assisting with participants' TLP projects;
- organising events to contribute to the Program curriculum;
- participating in the selection of participants for the 2009 Program; and
- supporting and participating in Alumni events.

The Board and participants are most appreciative of the valuable contribution which Leadership Champions have continued to make to the Program and its participants.

The Leadership Champions are:

Colleen McGann
Rob Woolley
Kathy Schaeffer
Richard Bovill
Nicholas Heyward
Jane Bennett
Ros Lampril
Suzanne Williamson
Lawson Ride
Malcolm White
Michael Daly
Michael Field AC
David Rowell
Lynne Fitzgerald
Tom O'Meara
Hon Lara Giddings MHA
Peter Davis
Christine Mucha
Neroli Ellis

Joanna Gair
Paul Hogan
Albert van Zetten
Lyndon Adams
Heather Rose
Judy Tierney
Nick Wells
John Young
Dan Norton
Robyn Moore
Martin Rees
Hon Don Wing MLC
Mike Vertigan AC
Dianne Thompson
Liz Jack
Jenny Jarvis
Hon Peg Putt MHA
John Pitt
Tam McMichael



GRADUATION ADDRESS

Good evening, it is notably rewarding to acknowledge the traditional land owners of this beautiful location we socialise on tonight as today is the day of reconciliation, the first anniversary of our National Apology.

Distinguished guests; Deputy Premier Lara Giddings, Launceston Mayor Albert van Zetten, Honourable Don Wing, Chair of the Tasmanian Leaders Program John Perry, and members of the Board, Program Manager Jennifer Lee, Leadership Champions, fellow Tasmanian Leaders Graduates, our Employer Sponsors, Program Sponsors, family members and friends.

As I stand here with fellow participant Katherine Miguel, I am honoured to welcome you here tonight on this special occasion on behalf of the participants of the Tasmanian Leaders Program of 2008.

I open this address with a quote by Nelson Mandela. After returning as a free man from a visit to his former island prison, the great South African leader commented that...

"There is nothing like returning to a place that remains unchanged to find the ways in which you yourself have altered."

...and so as we gather here today to celebrate our graduation from the 2008 Tasmanian Leaders Program, we as individuals have pondered the many ways in which we, too, have altered since our first group retreat in St Helens in February 2008.

Many of you may already be familiar with the Program, however for those of you who aren't, I would like to share with you just how unique it is.

This program has provided a powerful educational experience for leaders from across Tasmania. It is a program that has built on leadership qualities, formed network opportunities and established real community awareness. All of which will help us to lead beyond our authority both as professionals and as citizens.

This program is for our State. Tasmania has many great resources, not the least of which is our people. Our Tasmanian Government has provided an opportunity to fully develop the essential leadership qualities that exist from a selection of emerging Tasmanian leaders. Through the Tasmanian Leaders Program the aim is to make Tasmania a great place to live, work, do business and contribute to the community.

It has been an experiential learning journey that has altered all of us in some way.

Throughout the year we broke into learning set groups and established group names. We worked on various projects and activities and from this some groups continued on to work together on a community project.

In closing; the Tasmanian Leaders Program of 2008 has delivered to our State another eighteen inspirational leaders from around Tasmania. We are committed to providing leadership in the community, personally and professionally, to ensure our people enjoy a prosperous lifestyle based on quality, creativity and opportunity.

The program has and will continue to have an impact on us as individuals, to our employers and will add value to our community.

We couldn't have done it without the following people, their commitment, time and financial support; I make special thanks to Gillian Biscoe, Kathryn Thomas, Brian Lewis, Bob Campbell, Norm McIlfratrick and Jennifer Lee for their tremendous involvement in managing, organising and presenting the program, and to the remainder of the Tasmanian Leaders Program Board for ensuring the delivery of another successful



Natasha Keep and Katherine Miguel address the Graduation Dinner



GRADUATION ADDRESS

program. The Tasmanian Government and their acknowledgement of the need for such a program, thank you for this opportunity. The financial and other support from our Employer sponsors has not gone unnoticed, together with support from the Program's sponsors; Federal Group Tasmania, Department of Foreign Affairs and Trade, WinTV, Jetstar, CPR Communications and of course our event sponsors this evening Moorilla Estate for making us feel most welcome. Last but not least I extend a big thank you to our family and friends, because I for one have utilised my fair share of support this year after my son was born during the program.

Thank you for your attention and for the support you have shown in your attendance tonight, please enjoy and join with us in celebration of the Tasmanian Leaders Program of 2008.

Natasha Keep

TLP 2008



John Ranicar, Vanessa Cox, Celia Bray, Joe O'Byrne, Ted Ross and Ginna Webster; aka 'The A-Team'



GRADUATION ADDRESS

I'd like to welcome you all again to the Tasmanian Leaders Program 2008 Graduation or as we affectionately like to call it TLP 2.

As you can see it's been a full year.

If I had to describe the Tasmanian Leaders Program in just a couple of words it would have be life changing.

I was a newcomer to the State when I found out about this Leadership Program – I was intrigued about the opportunity and curious about the outcome and so I thought I'd do the Aussie thing and give it a go. Having just moved down from Sydney and before that Montreal, Canada, I thought this would be a great opportunity to meet new people, acquire some new knowledge and find out more about this State I now call home. Little did I know the impact this experience was going to have on me.

I was quite nervous that first day in St Helens wondering what I was embarking on, who the other participants were and how it was all going to unfold. The first residential was like a roller coaster from the uncomfortable, awkward first moments to the excitement and the assurance that this was the beginning of a beautiful adventure. I left St Helens with high expectations having met great people, learned new tools I could use on my business straight away and thinking "How lucky am I to be part of such a great Program?" and I have not been disappointed.



Mark Mason and Joe O'Byrne enjoying graduation from the program

The high calibre presenters and speakers who came from all over the state and from the main land and who gave their time so generously to share their passions and views on leadership.

The openness and willingness of the Leadership Champions to be approached and their support on our ongoing journey.

Our employer sponsors who supported us and allowed us to take time off work throughout the year so we could participate in the Program.

Our partners who supported us, listened to us, were there for us and put up with us babbling on and on about how great it was, how we should try this and that – but maybe that was just me!

The journey has not been a smooth one of course. I don't think things can be effortless when you're being pushed out of your comfort zone, when you're being challenged and your mind is being expanded. There were doubts – there's so much to learn, will there be enough time? There were questions – many, many questions from all the participants during our linking sessions. There were laughs – like when Brian led us into song and dance during our residentials, when we went white water rafting and all those nights spent debating. There were moments of excitement – when we got the list of presenters for each linking session and thought what a great opportunity to ask some more questions. And, there were many 'aha' moments – which happened throughout the whole Program on an individual and collective level.

I've thought long and hard about what makes this program so special, so different from other learning opportunities I've had in my life and the answer for me is simple... it's the people. The participants who I got to learn from and grow with. Where else would I have had the opportunity to learn next to such talented people who work in different sectors, are from different parts of the state and have such varied backgrounds?



GRADUATION ADDRESS

And last but not least, all those involved in the realisation of this Program: John Perry who had a dream, the TLP Board Members for all their contributions. In particular, to Brian and Gillian who worked with us and brought us from unconscious incompetence to conscious competence to unconscious competence – I still get amazed at how much of what I learned I almost unconsciously apply to my everyday life and to Jen who has made every residential, every linking session and every event run so smoothly.

I am happy to report that the journey was a success. In the last year I have learned a lot about myself, about the people around me, about how to be a better leader and about this great State that is Tasmania. I finish this Program committed to making a difference in my community and feeling a part of a new community that is the Tasmanian Leaders Program. I leave with a sense of belonging and a new network of people that I know I can call on and count on at any time. But most of all I leave with connections and friendships that I know will last a lifetime.

To all of you, thank you for your support and for making this experience an unforgettable one.

Katherine Miguel
TLP 2008



Lisa Nelson, Mark Mason, Natasha Keep, Liila Hass, Matt Durose and Stuart Smith, aka 'The Masters of the Universe'



OUR SPONSORS

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For financial or other support at the Major Sponsor level:



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University of Tasmania

Tasmanian Leaders Inc.
GPO Box 646
Hobart Tasmania 7001

Ph: (03) 6233 5716
Email: info@tasmanianleaders.org.au

