



Tasmanian Leaders¹⁰

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Tasmanian Leaders¹⁰

A DECADE OF LEADERSHIP



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A word from the Premier

Professor Warren Bennis, a well-known scholar on leadership, once said that leadership is the capacity to translate vision into reality.

That is why the Tasmanian Leaders Program is so important. It inspires and equips participants to develop their vision for Tasmania and turn thoughts into actions, so they can make a real difference in their chosen field.

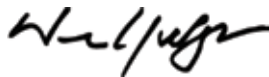
The Program can be a life-changing experience, exposing participants to a cross section of today's leaders, cultivating ideas, creating new networks and providing new ways of looking at the world.

There can be no better testament to the value of the Tasmanian Leaders Program than the success of its Alumni. Many have reported finding a greater sense of purpose and self-belief, which has translated to new goals, new careers and the launch of new businesses.

We need leaders to challenge the status quo, innovate and motivate others to think outside the square and believe that anything is possible.

I congratulate the Tasmanian Leaders Program on ten years of delivering excellence in leadership and for graduating 224 participants within that time.

The Tasmanian Government is proud to be a founding partner of this Program and looks forward to seeing future graduates reach for the skies and become not only great Tasmanian leaders, but global pioneers.



Will Hodgman MP
Premier of Tasmania



A word from our current Chair

Ten years of the Tasmanian Leaders Program is proof that with vision you can achieve great things. Those of us who have undertaken the Program, or have benefitted from it, are grateful to John Perry and the other founding Board members for their passion and insight.

Tasmanian Leaders has never been 'just another leadership course'. Its uniqueness lies in the fact that each year we attract approximately 150 high quality, internationally renowned facilitators, speakers and presenters who provide participants with what is often a life-changing experience. Over the last ten years Gillian Biscoe and Brian Lewis have facilitated all 30 Residential sessions – that's three per year! – without ever missing one. What is more extraordinary is that all our facilitators and speakers, including Gillian and Brian, have provided their expertise free of charge. This is one of the guiding principles of our Program and reflects the importance of giving back to the community.

As the saying goes, 'Leaders don't create followers, they create more leaders.' So from 20 leaders in 2007, we now have 224 leaders in our



Alumni who continue to thrive in leadership roles in Tasmania and beyond. Participants often reflect that the friendships and networks they have established are one of the highlights of the Program. Our Alumni have delivered 19 community projects that are as diverse as they are inspirational. The Alumni continue their leadership journey by contributing to Skillsbank and Thinkbank – two more unique elements of Tasmanian Leaders.

I hope you enjoy reading about the first ten years of Tasmanian Leaders. However, this is only the start of our leadership journey, a journey that will continue to include passion, vision and inspirational stories of success.

A handwritten signature in black ink, appearing to read 'Ginna Webster', written in a cursive style.

Ginna Webster
Chair, Tasmanian Leaders Inc

Reflections from the founding Chair

The Tasmanian Leaders Program unequivocally demonstrates that with time, determination, collegial support and a shared vision, ideas can grow and transform people and communities. The Program is also a testament to the value of collaboration and the power of doing something for the advancement of many, rather than for the needs of a few. It is hard to believe that those 20 early adopters who signed up for the first untested Program a decade ago are now flanked by 200+ Alumni.

I'm grateful to so many people and organisations who said 'yes' when, presented with a crazy idea for a leadership program for Tasmania, I asked for their help, their opinion, their reputation or their ideas, time and energy. Many still hold roles on the Board of Tasmanian Leaders Inc or are core funding partners, sponsors, mentors or presenters within the Program. This longevity of commitment and generosity of spirit provides the great benefit of steady hands and collective knowledge from the past to drive the visions of our future.



While all of the original advocates behind the concept and delivery of the Tasmanian Leaders Program had a strong belief in its potential value, it is the real life stories of transformation, self-awareness and success told by the graduates throughout the pages of this book and beyond, that show that this faith was well placed.

The Tasmanian Leaders Program has always sought to model the values and behaviours it endorses for its participants. The organisation has challenged itself, stepped out of its comfort zone to grow and evolve, and continues to

look to how it can deliver ongoing value that is greater than the sum of its parts.

I greatly anticipate the next decade of the Program along with all the other activities of Tasmanian Leaders Inc, and look forward to continue watching the achievements of the Alumni as they make Tasmania a better place to live, work, and do business.

A handwritten signature in dark ink, appearing to read 'John Perry'.

John Perry
Founding Chair, Tasmanian Leaders Inc

our mission

There are three missions within the broad remit of the organisation:

Tasmanian Leaders Inc is an independent not-for-profit organisation that identifies and develops leaders who are committed to creating and influencing a successful future for our State.

The **Tasmanian Leaders Program** enhances participants' leadership skills, networks and ability to influence through a dynamic year-long action learning program that is the primary output of Tasmanian Leaders Inc.

The **Tasmanian Leaders Alumni** is a strong and growing network of graduates from the Tasmanian Leaders Program who apply their leadership capacity for the benefit of the Tasmanian community and each other.





Tasmanian Leaders Oral History

THE FOUNDING STORY

Capturing the origins of Tasmanian Leaders – from the glimmer of a thought to a robust leadership program – is the backbone of this Tasmanian Leaders¹⁰ book. Like the organisation itself, many people were involved, and this foundation story has been brought together through a series of live interviews and written recollections gathered during October 2016. All of the founding Board members were asked to recall their version of events as to how Tasmanian Leaders started, as were many presenters, champions, mentors, public servants, Tasmanian business leaders and political figures. Deep gratitude is extended to everyone who sat around the metaphorical campfire and told their stories.

Everything we know in the world today started from a tradition of oral history. Stories, lessons, parables, ways of being and thinking, were all passed down the line through transmission from teacher to tribe. In a time where technology shifts and transitions occur at the speed of light, a commitment to oral history has been kept alive through the Tasmanian Leaders Program. At the commencement of each Program, the story of how the organisation and Program came to be is shared with the group, initiating all Program participants into the intent and responsibility they too must hold, to carry the legacy of dynamic, self-aware leadership into Tasmanian communities.

The first Residential of the Tasmanian Leaders Program was in May 2007. But why was TLP created? And by whom?

As the saying goes, success has many parents. The Tasmanian Leaders Program was conceived as an evolution from the Ortus Star program, set up and run by John Perry, Anthea Pritchard and Amanda Wotjovicz at the University of Tasmania. Prior to Ortus Star, John had seen the transitional gap between the University and the workforce for the students he stewarded at Christ College, and was determined to better prepare them for that transition. He was also thoughtful that in his own profession as a lawyer, the chance for networking was often siloed into events with other lawyers, creating insular professional experiences that lacked diversity of thinking.

For Ortus Star, John enlisted stellar presenters with wide-ranging experience, like Kathryn Thomas, Wendy McCarthy, Simon Longstaff, Brian Lewis and Gillian Biscoe, and, unsurprisingly, the Ortus Star program was lauded a great success and won the Queen's Trust for Young Australians Tasmanian Award in its second year. The problem was that Ortus Star was limited to the University, and when John moved to the United Kingdom, the program lost its champion, and faded away.

The process of getting that program up and running had illuminated to John a bigger need in Tasmania for a program that not only built leadership skills, but had diversity and community at the core of its DNA. His distance from Tasmania didn't diminish the realisation that someone had to make it happen.

John set out to identify the ingredients of some of the most successful community leadership programs elsewhere, in order to pioneer a

world-leading program for Tasmania. It needed to be independently run, and separate to the university and government environment. It needed to have a true diversity of participants: gender, interests, geography, background, age group (with a focus on the next generation), experience, roles, education, political and social persuasions. This diversity would create the richest of learning environments and new networks to leverage across the State. It needed to promote the collaborative action required to support the aim of being a key contributor to Tasmania's future success. It needed to encourage a deeper understanding of leadership in cross-sectoral issues in Tasmania – economic, political, social and environmental – and engender the commitment of participants to Tasmania's future, whether from within Tasmania or as ambassadors from beyond its shores.

As information was being gathered from other leadership programs like Common Purpose in the UK, and the Williamson Community Leadership Program in Victoria, the seed of the idea took root. John was gathering a cohort of people who would become the exoskeleton of Tasmanian Leaders Inc (TLI). When John pitched the idea over the phone to each of his trusted mentors, co-workers, friends and domain knowledge leaders, it was their reinforcement of the need for the program, and their willingness to contribute, that turned the seed into a sprout that was about to break ground.

Anthea Pritchard vividly remembers that first phone call. Having worked with John on Ortus Star, she knew that her encouragement to proceed was also a tacit commitment to sign on to the journey. "I knew John well enough to know he wasn't just asking for my opinion and endorsement. A 'yes' wasn't a philosophical yes. It meant stepping up and on board for whatever this program was going to become, giving whatever it took." Anthea started to lay some of the foundations, begin the networks and the arduous process

parents



of sourcing funding for something that didn't currently exist.

John and Anthea incorporated Tasmanian Leaders Inc in 2004 in preparation for submitting a funding proposal.

A steering committee had been formed earlier to progress the idea and that committee became the first TLI Board which held its first meeting on 10 December 2005. Joining John and Anthea were Brian Lewis and Gillian Biscoe. Brian and Gillian had first worked with John as part of Ortus Star, and as Tasmanians who were global experts in strategy, organisational development and leadership, they both wanted to give back to their State. They caught the vision from the get-go, and for a decade have been significant contributors, driving the content and delivery of the Program that has so profoundly impacted its participants.

Gillian distinctly recalls the early days of her career when she started out in Tasmania, and how beneficial a leadership program such as the Board was conceiving would have been to her during that time. "We weren't just developing a program, we were developing a philosophy for people to build their interpersonal strengths, and through that leverage new possibilities in their careers, lives and communities." This intent was a key part of the uniqueness of the Tasmanian Leaders Program – it sought to build a socially vibrant, economically sound and strongly connected future for Tasmania.

Brian Lewis jumped into the task enthusiastically. "What impressed me [about John and Anthea], apart from their drive and determination, was the capacity to make things happen. Plenty of people have good ideas and intentions but nothing actually occurs. When John and Anthea approached me to be part of what became Tasmanian Leaders I had no hesitation in offering support – without quite knowing what that might mean." A decade on, it has meant a lot to the 224 past participants. Brian and the foundational TLI Board members are very clear about the collegial nature of the development and delivery of the Program from inception to now, described by Brian as, "standing on the shoulders of giants – and many of them."

***"We weren't just developing a program,
we were developing a philosophy..."***

Gillian Biscoe

The first Tasmanian Leaders Inc Board were the original shoulders that took a heavy part of the load by turning the newly conceived Tasmanian Leaders Program from an idea to a funded, working program. As John had been musing around how Ortus Star could be developed, he had approached the Queen's Trust for funding and had undertaken a leadership program with them. Bob Campbell was the then State Director of the Trust, and he remained part of the discussions with John as a mentor and sounding board as ideas took form. When Bob was asked to join the first TLI Board he said yes. He, like the others, believed in the people and the program's potential but had concerns about how critical funding could be secured and sustained. Kathryn Thomas was the other original Board member. She too had met John and Anthea through Ortus Star, and at the outset was 'humouring' the concept, with a quiet concern about whether this baseline of an idea could be developed into the bedrock of a lasting program. However, she was prepared to roll up sleeves with the other

TLI Board members, as, like them, she had faith in the people, and faith in the concept.

The Board had to secure enough funding to be able to deliver their vision, and a first cohort of participants and employers had to be found – people who were prepared to dedicate a year of their lives to an untried and untested concept of leadership development. However, as the Board waded into the turbulent waters of politics to secure support for the initial program, the candidate selection still seemed a long way off. It was clear that the Tasmanian Government would be the most likely foundation investor in the program, with corporate sponsorship to be sought once it was up and running, along with financial contributions from participant and employer fees. Participants and their workplaces having 'skin in the game' was important to commitment and the perceived and actual value of the TLP. The initial startup investment was crucial, as was the tangible tri-partisan government support, to ensure that the program was seen as politically neutral and here for the long haul in order to maximise its contribution to Tasmania's future.

This part of the origin story of the Tasmanian Leaders Program was arguably the most fraught. The stable engine room of the Board had coalesced quickly, driving the idea forward with clear vision and articulating the proof of concept. Tasmanian political elder Don Wing facilitated an introduction for the Board to the then Tasmanian Treasurer David Crean to pitch the concept and its value to Tasmania. However, David resigned before a meeting could be held. Then Premier Jim Bacon was to be approached to pitch the project but he also left office due to illness before John was able to meet with him. The Steering Committee decided to allow six months before approaching new Premier Paul Lennon. Former Premier Michael Field (a former board member of Ortus Star) was called upon to broker a new



focus



meeting. Early on 8 December 2004, around the Premier's kitchen table in Brighton, John and Gillian delivered the pitch about this new and innovative multi-sectoral leadership program to the Premier and his adviser, Mathew Healey, and sought support of the new Government for three years' funding.

The Premier saw the merit and, importantly, there was growing support from those who advised and made policy to fund the new program as an election promise. Mel Maddock was Lara Giddings' Chief of Staff at the time, and had heard about the Program from Michael Field, met John Perry and loved the idea. By the time the election rolled around, Mel was working for Paul Lennon as Director of Policy for his election campaign. Aided by many months of ongoing lobbying about the program by Don Wing, then President of the Legislative Council, on 20 September 2005, the Tasmanian Leaders Program was included in Premier Lennon's State of the State address and funding for three years was secured. It had gained a stable link to the Government through what was then the Department of Economic Development under Minister Lara Giddings and Secretary Norm McIlfactrick, who became a member of the TLI Board. Norm was a champion of leadership programs and during his time at Aurora Energy had seen the change they could make in productivity, capacity and morale. He still feels the same and states that organisations that don't invest in leadership aren't real organisations. After two years of hard work by the TLI Board, the Tasmanian Leaders Program had funding and a supportive home in Government, and could now be formally rolled out.

With foundation funding secured, Gillian and Brian were tackling the Program content for the first Residential. They were confident in their experience and capacity and had the support of the Board to do what they did best and so the race was on to engage a Program Manager and recruit the first year's (TLP1) participants. The Program Manager needed

a particular set of skills and the capacity to work nimbly and innovatively with government. There were several short-term appointments while TLP1 started, with the Board taking an operational as well as governance role. Each Program was to be 12 months long, corresponding with the calendar year, so one Program would dovetail into the next without crossover. However with what seemed to the Board like so much time passing by and a desire not to lose another year, TLP1 commenced with an opening retreat at Cradle Mountain from 4-7 May 2007. Consequently, the first two TLPs did cross-over, TLP1 finishing early in 2008 after TLP2 had started. Since then, each Program has been completed in each calendar year.

After two years of hard work by the TLI Board, the Tasmanian Leaders Program had funding and a supportive home in Government, and could now be formally rolled out.

The first long-term Program Manager appointment, critical in the early years, was the secondment of Jennifer Lee from the then Tasmanian Department of Economic Development. Jennifer was with the organisation for two and a half years and established sound administrative procedures and systems while supporting the Program and its participants.

Jennifer said stepping into the role of TLP Program Manager was like riding a tornado. "I took over the role in early January. The first Program was to be launched in May 2007. John was in London, and the rest of the Board were champing at the bit, with a very clear idea of what had to be done." Jen took a deep breath and launched herself into the Program, doing everything from purchasing morning tea to being the face of the Program. She recalls the anxiety and nervousness on the night before the first Residential, and the deep relief she felt when she approached the venue on the first day and heard the excited chatter of participants from some distance away.

The strong focus on diversity resulted in a broad gamut of people from all over Tasmania becoming the first group to do the Tasmanian Leaders Program. Geographically, there had been challenges working out how to make a program that didn't favour only urban participants, but was inclusive enough to draw people from the North West, West and Northern corners of the State. This was aided by regional Residentials that from TLP2 onwards kicked off in Strahan, followed by a mid-year Residential in Freycinet, with a final wrap up at Cradle Mountain. This enabled an embedded experience for all participants, to: switch off; focus on the leadership learnings; visit diverse projects; meet people from all over the State; hear their stories; and develop a holistic view of Tasmanian communities. The diversity piece was strongly about views and beliefs. The selection process was rigorous to ensure that the room was genuinely diverse. Gillian was clear that to achieve the Program's outcomes, there had to be examination of divergent viewpoints represented in Tasmanian communities through civil, informed and reflective engagement. Only then could productive collaboration through leadership begin to happen.

The Program facilitated, led, pushed and supported participants as they challenged each other and presenters on a wide variety of issues to reach new understandings of the world, of Tasmania, of themselves and each other – and of the nature of leadership and their future roles and responsibilities as leaders. They achieved break-through thinking about their potential and how to achieve it, along with a clearer view of how they could – and should – contribute to Tasmania. Brian and Gillian created a safe yet



challenging environment at each of the Residentials for participants to achieve this. Between the three Residentials were eight two-day Linking Sessions where experts, critical thinkers and local and visiting leaders from all sectors gave their time and expertise freely, to model the TLP value that a part of true leadership is to pay back to one's community. The first year's cohort of TLP1 in 2007 were pioneers of a growing and strong Alumni. They regard themselves as the TLP 'elders' and are fierce advocates for the Program.

"You never know the significance of the connections you make, and how people can help you – and you them."

John Perry

From TLP3 in 2009 emerged a graduate who would later become the Program's General Manager, Angela Driver. The role of General Manager was strategically revised with an emphasis on taking Tasmanian Leaders to its next phase. This involved Angela engaging with the ever growing Alumni, creating new value from their capacity, growing sponsorship and developing new activities such as Skillsbank, Thinkbank and the annual Alumni Conversation with the Premier. Working with the Board and its Alumni Sub-Committee, these innovations began to further contribute to Tasmania (see page 55 for the complete Alumni story).

As at February 2017, there have been ten Tasmanian Leaders Programs and the 11th Program has commenced. Recruitment starts in July each year with interviews in October, leading to the first nervous Residential in Strahan in February. Each year's TLP creates four Learning Sets comprising six participants, each of which design and deliver community projects as part of the Program. These projects are conceived by the Learning Sets and

submitted to the Board for the green light to proceed or rework, meeting the criteria of 'small enough to do and big enough to matter'. The tangible return on investment to Tasmania through these projects is both evidence of TLP's impact and a learning experience to enhance each participant's future community contributions (see page 31 for project stories which showcase the delivery of a number of new services and ideas into Tasmanian communities).

Gillian and Brian's formula for developing leaders, the details of which remain part of the magic and mystery of what happens under Chatham House Rule, is as potent ten years on as it was for the first group of 20 participants.

The early fears held by some Board members around the Program's funding longevity and uptake were quickly dispelled. Every year there is a large excess of applicants for the 24 highly sought-after places on the Program. As hoped, private, public and not-for-profit sponsors saw the value of the Program once their people were participants, with the majority now long-term supporters.

Brian Lewis put the extraordinary journey of the TLP succinctly: "The Tasmanian Leaders Program has been a tremendous success, in ways that were intended and many others besides. I have been involved with hundreds of leadership development programs and activities around the world and this is as good as any of them, and better in some respects. It has been said often over the last decade – what makes Tasmanian Leaders great is the time, expertise and commitment of hundreds of people who engage with the participants in each Program or work behind the scenes to make it happen. The effort and impact of all these people should never be underestimated."

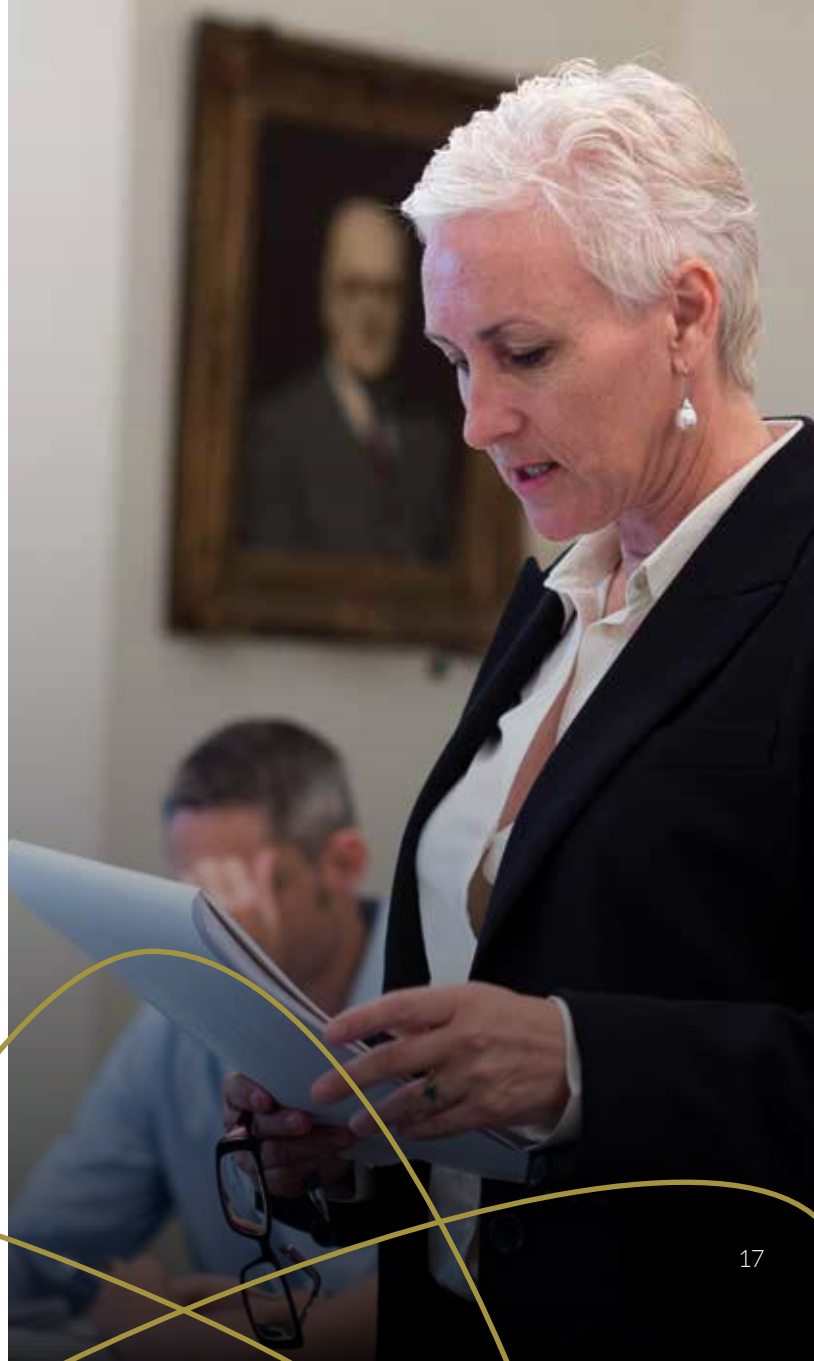
And neither should the experience for participants. Kathryn Thomas

believes the full impact of TLP will never truly be known. She says many of the participants from across the decade regularly contact her and share their stories of life, post-TLP. Every day they are making a difference by being better at their jobs, better employees, better contributors to their communities, better friends, parents and children, better ambassadors for Tasmania here and abroad, and fundamentally better people for themselves.

At the end of 2016, 40 graduates, champions, contributors and TLI Board members came together to plan for the next decade, to give back to the Program with their vision for its growth and how it can best deliver its goals. This represented a significant powerhouse of goodwill and momentum to carry the Program forward.

The origin of Tasmanian Leaders is a story of belief in a long game, of the need for a collegial approach where the sum of parts equals and exceeds the whole. It is a testimony to the value of strong friendships, networks and people. As John Perry says, "You never know the significance of the connections you make, and how people can help you – and you them." It is a story of faith in collective capacity underpinned by strong values. As Tasmanian Leaders moves into its next decade, the challenges of strong leadership in rapidly changing times remain, as does the commitment and value of a Program that started from the simple idea that Tasmania could and should be an outstanding place of global excellence in which to live, work and do business.

This Program is delivering on that promise, one leader at a time, 24 leaders a year.





Global Leadership in the Tasmanian Context 2006 - 2016

In 2006, Facebook was being scaled and prototyped for global domination, most of us hadn't heard of it let alone liked it. Our mobile phones came without a personal pronoun. We were still three years away from having the first African American US President, and four years away from a female Australian Prime Minister. In Tasmania it would be another five years before Lara Giddings became the first female Tasmanian Premier. It's been a decade since the eyes of the world turned to a deep shaft in a small rural town in Northern Tasmania where two men spent two weeks trapped in the dark. In a world that is post-truth and well and truly global, what have the implications of an adaptive decade of rapid change been on leadership in the Tasmanian context?

Dale Elphinstone, Tasmanian entrepreneur, Founder and Executive Chairman of the Elphinstone Group, started his own business in North West Tasmania in 1975. Dale's name and business is synonymous with innovation, courage and foresight. He is a regular presenter at the Tasmanian Leaders Program, and has a clear perspective on leadership. For Dale, the elements that leaders in Tasmania, and anywhere else for that matter, need now are the same as were needed for the last 100 years. "Every decade is the same for those entering it, no matter how old you are, you are always entering the unknown – the unknown to your experience. There are always new technologies, new ideas, new opportunities. Leaders must have an open and willing mind to be able to grasp opportunities when they come – it doesn't matter if that is the opportunity that comes in 1920 or 2020." The world according to Dale has always moved at a rapid pace.

In his 40 years in business he can't recall a time that wasn't exciting, with all sorts of opportunities opening up in front of leaders for them to have to choose and defend. He speaks a lot of his own hard learned wisdom to the Tasmanian leaders of the future. "You need to be on the cutting edge, not the bleeding edge." However, it would seem that a little blood, not a hemorrhage, teaches you to be a good leader. Dale has been using a short document with 12 bullet points as the commandments of his business since 1980. This is the formula they use for good management of people, good leadership and good business. At its heart is treating people right, bringing them on the journey with you. He vehemently opposes the use of the word 'I'. "One person isn't going to do anything for their business or their state or country, they are not single handedly leading them anywhere. People have to work together to achieve anything of value."

Perhaps truly working together, for a greater collective outcome, is the fundamental visible shift that leaders need to adapt to, although according



to Dale, “‘twas ever thus.”

Greg McCann is another Tasmanian expat business luminary who regularly presents to the TLP participants and has been involved with the Program since its inception. For Greg, who has been

working on the cutting edge of

technology globally for some decades, he sees the predominant change for leaders as the way technology has shifted communications. “With the opening up of sharing opinions, and the decentralisation of messages, leadership is no longer protected by the veil of hierarchy. I think it’s a lot more egalitarian. You have to be prepared to be challenged.”

Greg believes that today’s employees are more sophisticated and informed. “As a leader you have to be prepared to listen – and explain yourself, what you are doing and why.” He believes that leaders of the now have to look to the future, to the horizons near and far, not to the repetition of what has been done before. Unsurprisingly, given his background in global innovation, his view is that Tasmania needs to look to a new economy, that leaders have to truly understand not only what innovation is, but how to implement it in organisational cultures of any size. He encourages us to look at the opportunity, and develop an agile business model to fit it, rather than the other way round.

Tasmania has undoubtedly experienced some challenges in the adaptive decade. Our traditional industries have experienced visceral pain during ten years of global market change and contraction. As Tasmania’s borders

to trade dissolve, the emergence of significant industries that didn’t exist a decade ago beckon innovative brave sailors to their shores. For those industries whose seas are rough, transition and innovation can be delicate, expensive and difficult. As accusations of Tasmania being nothing but a ‘mendicant state’ flew from West Australian Premier Colin Barnett in 2011, his treasury overflowed due to the good fortune of having its borders contain rich (but finite) mineral resources. Those with a mind for history would have referenced the mendicant state comments back to those made in 1945, by then Prime Minister Ben Chifley as he entreated Australians to see Tasmania as a little sister in need of support. The last decade has forced Tasmania – rich in food, land, vistas, soils, abundant seas and spectacular tourism – to question what the so-called ‘New Tasmania’ would reflect. Are we comfortable with perpetually being a diminutive sibling, in a paternalistic model of governance that simultaneously supported and enslaved us to federal GST revenues for our subsistence? The answer beyond pride remains more complex than yes or no.

Ideas from 1945 give us a clue to leadership in the next decade. Dale Elphinstone nailed it when he said that nothing had changed for leaders in 100 years, as every decade demands the adaptiveness to rapid change. It demands nimble, respectful, collaborative leadership with one eye on the opportunity, and another on the cycle of growth or decline the state, country or world is currently in. A journey back in time over centuries shows regular booms driven by the commodity de jour. It also shows rapid and dramatic declines in global fortunes driven by climate change, the switching of trading and political allegiances, and the disruption and revisioning caused by major shift changes in technology and transport with the opening of new trading routes and untapped capacity. Most people would characterise the significant changes to management, business and hence leadership in the last ten years as being driven by the myriad of

innovations that have stemmed from digital connectivity. Undoubtedly, it is this era's silk road or railway. But has it changed leadership or merely, as Greg McCann suggested, made behaviour more transparent, and heightened the need for communication to be clearer, more self-aware, more collegial and more defensible?

It could be argued that the best leadership comes from the development of a strong moral compass and a deep personal well of compassion and empathy. Couple these traits with a collegial approach, a sound knowledge of the business you are in and a passion for people in all their glorious diversity, and the recipe for leadership becomes timeless and adaptive to any breakthrough and technological advancement. Some decades ago, JFK asked Americans to look to what they could do for their country. This past decade, the Tasmanian Leaders Program asked its 224 participants what they needed to do for their communities, and what skills, capacity and self-development they might need as individuals to prepare themselves and approach their leadership journeys to become a mission that would bring others with them.

Gillian Biscoe, a founding TLI Board member and part of the driving force behind the content of the Tasmanian Leaders Program, said that, "Anywhere you go in the world you see people just like us, just the same. Understanding that it is our similarities that unite us and our differences which distinguish us goes some way to recognising the essential qualities of good leadership."

Tasmanian political elder statesman and TLP Champion Don Wing also characterises leadership qualities as somewhat timeless. He believes that the Tasmanian Leaders Program awakens the understanding in people that they have leadership qualities, it develops them by revealing their own unique potential, and helps them overcome their fear to be that leader.

"What is needed in leadership are people with high ethical standards and the courage to do what is right even if that may create difficulties." He believes leaders need to make well informed decisions that are correct, not simply the most popular or easiest to implement. Sincerity and responsibility fit in that mix too.

"What is needed in leadership are people with high ethical standards and the courage to do what is right even if it may create difficulties."

Don Wing

Tasmania will undoubtedly change in the next decade in the same way it has changed in the last: markets will shift; businesses will adapt; some will innovate and others will perish. Commodities will come in and out of favour. Disruptive technologies will sweep some individuals to great fortunes. Social issues will inform the context of the communities both micro and macro in which all of us as citizens and leaders live, work and do business, and ask us to make leadership decisions based on more than financial gain. History will continue to remind us to take a long view within rapid change, and the notion of leadership will continue to be debated and speculated on, in and against this backdrop. One of Dale Elphinstone's pieces of wisdom is a simple point on the leadership compass that will perhaps ring true for Tasmanian leaders and those far beyond: "If you're not value adding, just stop what you're doing."

opportunity

Leadership Then and Now: Leaders and the unreliability of big ideas

Andy van Emmerik



The Tasmanian Leaders Program brings unexpected insights not only into the self, but into the behaviour of others. TLP4 graduate Andy van Emmerik shares his opinions on the state of leadership and leadership behaviours through the eyes of his experience.

My leadership journey, through the 2010 Tasmanian Leaders Program and Alumni, has been to learn the behavioural obligations of leadership. Recent public events have provided amusing caricatures of leadership behaviour.

When I was young, in years and also experience, I thought that to lead was to stand in front of groups of people. Now that I know much more, I blame the media for this simplistic caricature. The 15 second grab and the face on screen becomes the media tag for the moment. These grabs usually reflect a definitive but simplistic position and the camera subject is assumed by the watching public to be the leader. The media wants the short grab to be controversial, because this attracts viewers and thus advertising revenue. The more controversial the better, in fact, and there are leaders who

capitalise on this media strategy. In Australia, we have some in Parliament; in the United States Congress they have one in particular, and in the United Kingdom they have them both in (and recently) out of the Parliament.

For these individuals, moving from outside government to within brings a change in their role and new challenges. Throwing media-grabbing stones from the outside is fun so long as you don't live in the glass house. Once inside government this is no longer possible. Suddenly, they become implicated by what they say or don't say, and their action or inaction. In this situation, holding a contrary view to most people within the government doesn't make you a leader; it makes you a heretic. The book 'The Age of Heretics' promotes the role of heretics as the cultural change agents within organisations; holding the tension between what is and what should be. It takes much more courage to be a heretic than to be a rock-thrower; one needs new behavioural skills of self-awareness and the ability to adapt one's behavioural style. These are key skills I learnt in the Tasmanian Leaders Program.

These same skills are important when in front of crowds. While some recently watched in horror as large numbers of disenfranchised people across the globe turned up and voted for leaders representing polarised extremes. The ability of these leaders to read the crowds and to tune in to what unifies them is arguably a valuable skill for leaders, but it would be nice if it wasn't always pushing the fear button. Sadly, 'the bad stuff is so much easier to believe' (Pretty Woman).

Leaders often propose a big idea; one that inspires many. There is strong evidence that the public continue to have an appetite for big, disruptive ideas such as carbon trading, the National Broadband Network (NBN), the National Disability Insurance Scheme (NDIS), high speed rail, Uber and Airbnb. In championing big ideas such as these, inexperienced leaders

might be tempted to think that merely proposing them is enough; that they are ideas whose time has come and momentum will carry them through. This is not the case.

The complexities within our society, politics and technologies make the prediction of a positive outcome of big ideas such as this unreliable. For example, carbon trading has become complicated by inter-economy equity, the NBN has become complicated by the scale of the roll-out, high speed rail is a land-use planning nightmare, Uber and Airbnb may be the first sharing economy platforms over the ramparts of various government-endorsed, private monopolies, but not without unintended consequences. Being self-aware may not assure a positive outcome for these big ideas. Leaders need to do more than adapt their behavioural style.

“Effective leaders need to demonstrate emotional leadership, that is, to display emotional intelligence in their positions of leadership...”

Andy van Emmerik

In Australia, we can see this in close proximity, where the pre-election equanimity of our elected members can evaporate as a consequence of intra- and inter-party tensions. No amount of self-awareness will change the fact that they work in highly factionalised environments. To adopt a behavioural style that would suit one faction is to disenfranchise others. Just choosing one style would not be possible, nor desirable.

Effective leaders need to demonstrate emotional leadership, that is, to display emotional intelligence in their positions of leadership and not only adopt an effective behavioural style to communicate and collaborate with the people around them, but also to lose some skin now and then. They may have to yield on core commitments in the light of superior evidence.

This leadership by example is a lesson for their constituents about how to yield ground in order to gain acceptance. To be able to yield ground, maintain the faith of the constituency that elected them and not to doubt oneself is nothing short of a herculean task.

Leaders need to lead their constituencies from the position of revolution through a process of organic change to develop legislation, processes and programs, and integrate with other issues and initiatives. This takes huge commitment, patience and focus – using emotional leadership to calm the revolutionary reaction and provide a reasonable transition from advocating for change, to then negotiating and facilitating the change, and promoting collaboration, integration and assimilation.

As leaders in Tasmania are we modeling emotional leadership? Are we modeling the way in which to listen to voices of dissent? Are we modeling strength in adversity? Moderation in our use of authority? Emotional consistency in our public and private lives? These are questions that my TLP experience and subsequent participation in the Tasmanian Leaders Alumni have brought into focus, to enhance my practice of leadership.





Since graduating our Tasmanian Leaders Alumni have won numerous awards and prestigious fellowships including: 2017 Tasmanian Australian of the Year, 2013 Australian Telstra Business of the Year, 2017 Fulbright Scholarship, plus Churchill Fellowships and Nuffield Australia Farming Scholarships



A Decade Of Leadership:

Change and challenge in Tasmania and beyond

Michelle Swallow



TLP1 Graduate Michelle Swallow reflects on leadership over the last decade and the changes and challenges Tasmania faces in its leadership journey.

Leadership means different things to different people. We view it through the lens of culture, politics, policy, environment and community, to name a few. Reflecting on the last decade, much has occurred at a local, national and global level across all these areas, which has both challenged and changed Tasmania – some to be celebrated and some to cause concern.

Arguably, nothing has had more recent impact on Tasmania than the opening of MONA in 2011. The change in how we view ourselves and our position on the world stage as a result of this courageous, innovative, and unconventional leader should be a lesson to us all. If we wait for our traditional leaders, those we elect to office, to be good stewards of the public purse and be brave enough to do things that put the State and their tenure in danger, then we might never take risks, or have the courage to fail and ultimately to learn, to grow, to survive and to thrive.

The MONA effect has not only been significant for the Tasmania economy

but also for our tourism industry. Cultural, environmental and food tourism across Tasmania have really come into their own in the last ten years, with the number of industry awards continuing to climb and international interest in our State and its offerings higher than ever. Finally, we have world recognition for our wine, beer, cider, gin and whisky industries – there is much to celebrate!

Investment in Tasmanian agribusinesses; irrigation schemes that are changing the physical landscape and creating different opportunities; the decline in our reliance on forestry as an industry; the arrival of the NBN and changes in technology and the speed of access to it – all have changed Tasmania in the last decade.

January 9, 2007 saw the launch of the iPhone by Apple, a significant addition to technology and the behaviours that would shape the way we work, play and live for the next ten years. Those ten years have seen rapidly changing technology impact every aspect of life and business, including the individual's ability to be informed by events as and when they occur, leading to a more informed and politically mobilised global community. These changes have also led to a changed industry mix, less manual roles and more reliance on digital and technical skills.

Was Tasmania ready? No. We had, and still have, low literacy rates, low levels of school retention and educational attainment, and a highly dispersed, ageing population. Less than fifty per cent of the Tasmanian population is employed, many of them underemployed. We have exceptionally high levels of socioeconomic disadvantage and many in our communities are socially disengaged and doing it tough. Community sector organisations report increased client numbers, and people requiring emergency relief to pay utility bills and feed their families.

Saying this, there are a number of highly successful micro IT businesses achieving success here and internationally. This reflects a move from large industries as our main employers, to small niche businesses creating new and innovative products, services and futures. Fantastic news – but not for those Tasmanians who are unable to participate.

In a recent submission to the Tasmanian Government's budget, the Tasmanian Council of Social Services notes that:

'A broad social vision for Tasmania is needed. This vision must acknowledge the critical foundations of good health, including educational attainment, access to affordable housing, adequate and stable employment, appropriate transport, prevention and early intervention programs in health, and affordable essentials such as household energy.

'This vision must acknowledge and address the reality that not all Tasmanians have equal capacity to participate in employment, education, and social and recreational activities and that many face barriers that lead to social exclusion. A social vision for Tasmania must include strategies to enable all Tasmanians to participate – economically, and socially – and to engage with the developments taking place in Tasmania.'

The Tasmanian Liberal Party, who came to power in March 2014 after four terms of a Labor Government, is in the process of rolling out significant policy shifts to early childhood education, colleges in high schools, etc. However, is this enough to turn things around? When politicians from all parties worked together to challenge and change policy and legislation around family violence there was a glimmer of hope that we might see more collaborative and cooperative governance; that we might achieve more change for those most in need in our community.

Community, in the sense of sharing attitudes and having common characteristics, is something we have observed over the last ten years during the Dunalley bushfires, the floods affecting the north of the State, and the fires that decimated native and ancient forests. We saw people coming together to support, to invest in a better future, to rebuild communities. These are attributes we need to harness to create a vision for Tasmania, Australia and further afield.

During this decade, Australia has been affected by significant historical events including the global financial crisis, medical breakthroughs, involvement in a number of wars and foreign crises and the movement of those seeking asylum due to these wars. Always looming is the change to GST funding to the State, so the Australian Government can pay for its commitments and priorities, such as the rollout of the National Disability Insurance Scheme.

We have seen the rise of individuals and lobby groups utilising electronic platforms to influence electoral outcomes and public opinion. Crowd funding campaigns are assisting people and causes to create, innovate and change. How can we utilise these tools on our own leadership journeys?

What makes Tasmanians unique? What is our collective social, economic and environmental vision for Tasmania? How can we work together as a community? How can those of us with a tertiary education, who congratulate ourselves for the innovation, celebration of national and international success, enable those less able to participate to take their place?

How can we become world leaders not just in tourism, IT, sparkling wine and whisky, but also in the things that really matter: community connectedness, a sense of belonging, a welcoming, inclusive, healthy and safe place that provides opportunities for all?

How will we use the next ten years to change Tasmania so it is more equitable, more caring, more inclusive, and more successful? We need to use the technology we have available to us; be more collaborative across business, community and government; be more innovative; be braver; create a collective vision. We need to lead.

"TLP3 was a very powerful experience – I was challenged and grew as a leader. Within the unique context of our great State, Tasmania, we had insightful facilitators, inspiring mentors, down-to-earth colleagues, amazing Learning Set. What more could you ask for?"



Simon Matthews

Chief Executive Officer, Christian Schools Tasmania
TLP placement sponsored by Christian Schools Tasmania

"Quite apart from the dynamic TLP7 year, a key legacy of the Tasmanian Leaders Program is the unwritten code amongst its growing Alumni – it helps cut through formalities to enable members from every year group to draw on each other's perspectives and quickly get to the heart of critical issues. On a personal level, the many new connections have led to a range of fabulous friendships which have truly enriched my life!"



Sakura Franz

Policy Analyst, Department of Premier and Cabinet
TLP placement sponsored by Department of Premier and Cabinet

innovation





"Sometimes I feel that it wasn't the right time for me to do the TLP... then I realise it was the ONLY time for me to do it. I don't feel like I gave anything, but I accept it was ok for me to take from those generous to give to me without question or obligation. Thank you TLP6."



Cheryl Fuller

Program Administrator, Productivity Improvers
RDS Partners Scholarship Recipient

"TLP2 was better than TV! Tears, drama and some great laughs. Thanks to everyone for playing full out."



Vanessa Cox

Co-Founder, Long Tail Property
*TLP placement sponsored by the
Necessary Group Pty Ltd*

"I enjoyed the post-Program experience as much as the Program itself. My involvement in the Alumni Sub-Committee taught me a great deal about the behaviours, expectations and demands of leadership roles. Looking back, Tasmanian Leaders was pivotal in my midlife career transition to self-employment. The discipline to face my fears is the (very) rewarding lesson that I learnt through my Tasmanian Leaders experience."



Andy van Emmerik

Director, Van Emmerik & Associates
*TLP placement sponsored by Department of Infrastructure,
Energy and Resources*

"TLP6 provided me with a more balanced view of the world outside of health. The opportunities and networks I have built would otherwise have taken years of work. TLP taught me to believe in my own abilities and soar – 'Jump and trust your cape!'"

Sue Robertson

Acting Co-Director Chronic,
Complex and Community Services, Tasmanian Health Services
Tasmanian Leaders Not-for-profit Scholarship Recipient



"At the time of graduating, I likened the whole TLP6 experience to an Academy Award or Cannes Film Festival Best Picture: top cast, direction, screenplay. Now, just like a great film, I like to revisit it from time to time and find new things in it. I've also been enjoying the sequels and the spin-offs over the years. I still give it five stars."

Kate Grady

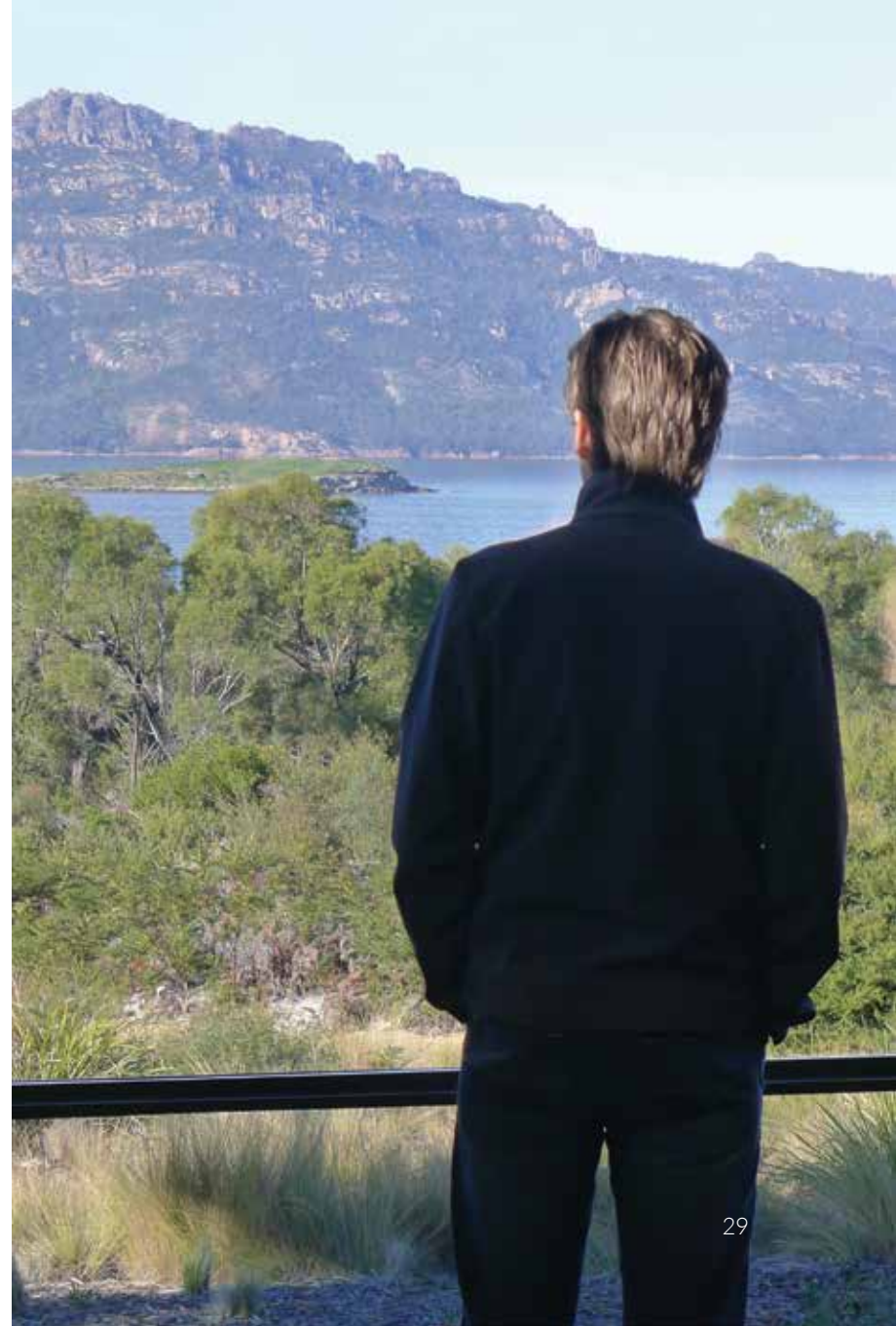
Manager - Marketing and Fundraising, Guide Dogs Tas
TLP placement sponsored by Guide Dogs Tasmania

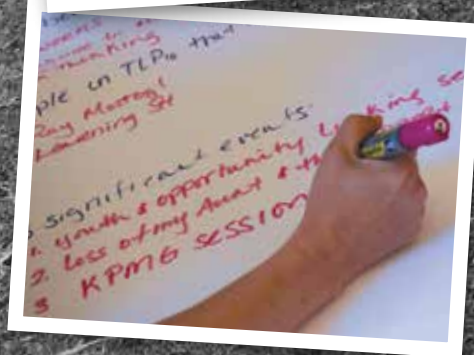


"My acceptance into TLP10 could not have come at a better time as my personal and professional lives were undergoing significant change. I have been provided with tools to take our new family business forward (taste.walk.talk – check it out!) and to effect more positive change in my professional workplace."

Fiona Kerslake

Research Fellow, Tasmanian Institute of Agriculture
TLP placement sponsored by University of Tasmania







Hard Hats, High Hopes and High Viz

Learning Set Projects

One thing that seems to be a common experience for TLP participants is the build up to the terrifying first Residential, when a nervous group of leaders-to-be come together to begin their year-long journey. Nearly everyone thinks that they are going to be the outlier, the one who won't fit, who isn't going to know what to do or say, or as one participant put it 'be outgunned.'

If the first meet and greet wasn't a big enough deal, barely after the business cards have been exchanged participants have to form their Learning Sets, a group they are bound to for the whole year, that they have to ideate with, project, risk and crisis manage with, and hope that through it all, their strengths, creativity and capacity as leaders will coalesce into a meaningful project that gets delivered.

As you will read in the Learning Set stories, things don't always go as planned in taking an idea from groupthink to the whiteboard, then into the real world, but often the best outcome is a result of the pivot. As many Learning Sets discovered, there are always a number of routes to reach the destination.



As part of TLP,
our participants
have delivered **19** successful
community
projects

100 Door Snakes in 100 Days

2011 Learning Set Project

Team members: Lucy Byrne, Steve Henty, Brett McDermott, Dean Munday, Alan Rosevear and Julie Waddington.



The 2011 team behind 100 Door Snakes in 100 Days were the self-confessed naughty kids of TLP5: the Rat Pack and the Breakfast Club rolled into one. Describing themselves as 'loud over-talkers', they were the creative gang that gravitated towards one another and fed off each other's energy and creativity.

The start of their quest for a project began with an 'OMG what do we do' and morphed into a serious undertaking. They wanted to do something to promote domestic sustainability and social inclusion; to assist Tasmanians living in low income housing to save money through better energy efficiency; and help educate about sustainable energy options. There was something too stuffy and boring about their mission statement so they decided to do what was authentic for them. They started a wild brainstorming session with no holds barred. Amid the chaos and craziness, the kernel of brilliance was revealed.

"We had originally included the humble door snake in our sustainability package, and someone commented that we could just make cool door snakes," said Dean Munday. 100 Door Snakes in 100 Days was born, and the planning started in earnest.

“We wanted the craft community to come on board and make the snakes, we needed a logistics plan, and we needed a partner to distribute the snakes once they were done.”

An elegant solution came to the group in the form of the LINC – regionally located organisations across the State that could collect the snakes and promote the project at the same time. The University of Tasmania libraries became display and drop off points, and a number of craft businesses enthusiastically got on board. Anglicare was happy to be the recipient of the completed snakes and had plenty of their clients to take ownership of the breeze free cloth reptiles.

“We wanted the crafters of Tasmania to give it their all, and we did a lot of social and traditional media documentation so everyone could get involved and feel part of it.”

The learnings for the 100 Door Snakes in 100 Days team strongly reflected their experiences in the TLP: that passion, conviction and authenticity underpinned leadership; that difference could bring astonishing results; and that there were many ways to arrive at a solution to a problem, none of which excluded fun and creativity.

At the end of the project 410 bespoke door snakes had been amassed around Tasmania. They filled glass cabinets on display at the Morris Miller Library at the University of Tasmania’s Hobart campus and tumbled out of boxes in the library of the Launceston campus. They overflowed in a colorful display at many of the LINC offices, and even made it to a few well subscribed craft blogs and media articles.

The work and care that had gone into the creation of the whimsical little tool to stop draughts made each snake a special and unexpected gift to

the community, and resulted in the likelihood that they would be used and cherished, rather than being another boring environmental sustainability message imposed on the recipient without any meaning to their lives.

At its conclusion, the 100 Door Snakes in 100 Days Learning Set well exceeded their intentions for the project, with some unexpected learnings. For the team dynamics, they knew their limitations, their skills and strengths. They needed a capsule project that could be delivered intensely and well, and then completed so their creativity and attention could move on to the next project. Good ideas, like hand sewn door snakes, are quickly and happily adopted by the community. The team merely facilitated an idea that was enthusiastically delivered by a whole swag of people and organisations.

“We had done enough work during the program to know who we were, and realised as a group that we could be real with each other. TLP gave us permission to be ourselves, and the confidence that a great outcome could be achieved by honoring our own style in a proud and unapologetic way,” said Dean.

“The TLP experience continues to influence every work day! From the networks and friendships I made, through to the lessons learned and the better understanding of myself – it has been the most relevant and useful professional development experience I have ever been involved in. TLP5 encouraged me to strive high and gave me the confidence to start my own business. Congratulations to Tasmanian Leaders for an amazing ten years in the Tasmanian community.”



Lucy Byrne
Managing Director, Healthy Tasmania
TLP placement sponsored by University of Tasmania



Kentish Community Road Safety Bike Park

2010 Learning Set Project

Team members: Shona Beswick, Mark Jefferson, Kacey Rubie and Darryn Smith.

Learning that a barrier or a 'no' can often be the doorway for an even better opportunity to come along, proved very true for the Kentish Community Road Safety Bike Path Learning Set Project. They were a small group of four, with a big plan to help build a community road safety bike park – a place where the gap between early childhood road safety and learning to drive could be bridged.

Education and helping to promote active lifestyles for kids safely were part of the motivation, as was a true engagement with the community, fulfilling the mandate of the Tasmanian Leaders Program to grow leaders who could give back with a lasting legacy. Learning Set member Kacey Rubie talked about their initial foray into getting the project started as being less than inspiring.

"The first community group we approached to partner with us weren't really interested. We all felt a bit deflated, like this project would end up going nowhere and it was going to be too hard to get through all the approvals hurdles," said Kacey.

They returned to the drawing board and regrouped with a conviction that they had to find a true partnership with a community that wanted a road safety bike park. That community turned out to be the Kentish region, where there was an existing desire for exactly what the Learning Set was looking to deliver.

“Kentish Council already had a road safety committee, they could see the benefit of a stand alone safety bike park which could serve their families, create a space for intergenerational activity and perhaps even draw people in from the surrounding region.”

Kentish offered the place for a perfect partnership, and to ensure succession and that the true needs of the community were honoured, two members of the Council’s road safety committee worked with the Learning Set from the beginning of the project, including a local police officer.

Kacey said, “Bringing the community into the project delivery team delivered not only commitment to the community, but also the connections missing from within the Learning Set, which would help with the various Council approvals that were needed. These community members were the bridge for us to be able to get on and manage the project, and contribute the elements we could best deliver.

“‘Don’t rush to the outcome’ was a saying we learned at a TLP session, and it was like a mantra for this project, we had to do a lot of consultation to truly ensure the community’s wishes were being met and that their contribution was not a token gesture. This took time and trust before making traction.”

Their collective goal was realised with the completion of the project, and the official opening and handover to the Kentish Council. The notion of the road safety park becoming a future asset was enshrined in the work which had been done in the set up of the project. “It was important to ensure that the park would be maintained so that it could continue to be used to deliver road safety for generations to come.”

“The Tasmanian Leaders Program was the start of a huge adventure which has taken me into a workplace far removed from my professional discipline. It was a journey that started with just one step.”



Julia Curtis
Regional Services Manager, Australian Red Cross
TLP placement sponsored by Environment Australia

“As acting CEO for the last nine months, I have relied on the learnings and confidence gained from TLP9. I have been guided by the words of Brian, Gillian, various presenters and fellow participants – in particular, to ‘react humbly’, ‘have quality conversations’ and ‘be better’. Ochre is now leaner, stronger, more profitable, and a happier company that is ready to hand over to my new permanent CEO. Thanks TLP – I couldn’t have done it without you.”



Ross Lamplugh
Chairman, Ochre Health
TLP placement sponsored by Ochre Health



\$53,000
in-kind donations
of materials or labor
were made to this
Learning Set Project



Guide Dogs Tasmania Memorial Garden Project

2012 Learning Set Project

Team members: Jane Forrest, Kate Grady, Margie Jenkins, Ben Maynard, Stuart Sharples and Gina Sidhu.

Leadership appears in many forms when it comes to Learning Set Projects. Some project ideas appear fully formed and get swiftly and decisively brought to life. Others are a synergistic moment of time, money and opportunity. And then there are those that are a dogged testimony to resilience and the delivery of a vision at all costs. The Guide Dogs Tasmania Memorial Garden Project Learning Set is one of those leadership stories.

Team member and Manager - Marketing and Fundraising for Guide Dogs Tasmania Kate Grady had a daily reminder of the need to do something to commemorate and honour the work of guide dogs who had passed away. It came in the form of six bags of ashes in her office waiting for a final resting place. Surprisingly however, this wasn't the project that she and her Learning Set colleagues originally pitched.

"We had come up with a ripper project between us, and never imagined that when we put it to the TLI Board it wouldn't get the green light," said Kate, "when it was knocked back, the wind was well and truly out of our sails. If only we'd known then that this would lead us through a leadership experience that would deliver all the things we had been trained for in the TLP."

When the Learning Set regrouped, Kate suggested that they could action the Guide Dog Memorial Garden, their second choice, instead. This project had been in stasis as it didn't really fit in the charter of Guide Dogs Tasmania, and because of this was hard to commit time and secure appropriate funding.

Guide Dogs Tasmania were thrilled to see the project finally get traction, but there were many hurdles to overcome before the memorial garden would finally come to fruition in 2016.

"One of the problems was that this project didn't get approved until well after we had all graduated from TLP6. We had to recreate the momentum and cohesion from the program for a project that took three more years to finally be delivered," said Kate.

The Guide Dog Memorial Learning Set came together organically at the beginning of their

TLP year, and were described by Kate as a ‘gentle, calm and methodical’ team. These attributes may have been the saving grace of a project that could easily have been abandoned many times as delays with the project kept frustrating progress.

“Working with a number of different stakeholders with levels of bureaucracy and approval, meant endless meetings and waiting time for approvals to be given.”

At times, these were in the order of months, and 2015 rolled around without an end date in sight. The one thing that kept the Learning Set single-mindedly pursuing completion was the knowledge that it was in their power to give an identity to the voiceless. The sheer determination to not let the project go was a baton each of them passed to another at times, as project fatigue and busy lives brought doubt as to their individual and collective capacity to continue.

“When it all seemed hopeless, someone in the Learning Set would rally, and remind us of the bigger picture, and that would invigorate all of us again and we would keep going.”

Having a passionate stakeholder in the form of Play Street Landscape Architects also helped to inject life into the Memorial Garden.

“Play Street totally got the story, they understood how important it was from the first meeting, and when we got despondent, they would razz us up and keep us on track. Having a stakeholder who wanted it as much as we did was a lifeline.”

The funny thing about the toughness of the project was that in its own way it delivered exactly the type of leadership that the TLP is all about: working in the community with resilience; doing things that matter; and making a

difference to marginalised groups. Leadership of big, seemingly intractable issues are the ones that the program was built for, and this project proved to be a crucible for the group to be the leaders they had been trained for.

“... this would lead us through a leadership experience that would deliver all the things we had been trained for in the TLP.”

Kate Grady

“We were such a democratic group, everyone brought something to the mix and knew when to step in and take the lead. As the Guide Dog Tasmania staffer I did the initial liaison, but everyone went to board meetings and council meetings and site meetings, we fluidly and responsibly moved at the right time, bringing our skills and networks with us.”

The Memorial Garden was finally launched in April 2016, meeting that one overarching milestone of having the project finished. Some unplanned metrics of success have emerged, with tags honouring former guide dogs appearing at the memorial, and more ashes scattered, as the community takes ownership and contributes their own memories.

“When we drive past that memorial, there is an indescribable sense of pride for all of the team members. We did it. And there it is as a reminder every day of the power of just keeping on going,” said Kate.

“We have a dedication in braille as part of a sculpture in the memorial garden that says ‘six legs, one journey.’ When we got to the end of the project we had our own saying that summed up the experience for us as a team: ‘six people, one journey.’”





Hand Made With Pride

2012 Learning Set Project

Team members: Cheryl Fuller, , John Hooper, David Hugo, Sue Robertson, Tracey Tasker and Allan Walsh.

Sometimes leadership is about bringing ideas into the light, having the courage to share your vision and igniting people all around you with that vision. The Hand Made With Pride project did just that, and inadvertently touched the lives of many women, children and families.

Hand Made With Pride was an ambitious project aiming to install a program of hand and machine sewing inside the Mary Hutchinson Women's Prison in Hobart. A visit to the prison by the group during their time in the Tasmanian Leaders Program had identified a lack of opportunities for female inmates, and by creating a tangible program of making, the program participants were able to gain valuable skills that they could use once they left prison and re-entered their lives.

"...we had all united behind a goal that was bigger and more important than all of us."

Sue Robertson



The Hand Made With Pride project could have stopped before it even started, given the bureaucratic barriers that may have stood in its way. One of the clear learnings for the team was that timing is often the key factor in success. With the prison management and politicians in support of the proposal, the group found within their ranks that they had all the networks they needed for the required project sponsorship.

“The stars simply aligned,” said Sue Robertson, “it rolled so fast and so smoothly, in fact there were times when we just had to slow it down to regroup and make sure that we weren’t missing anything.”

The TLP had given the group frameworks to understand their own internal dynamics, but Sue said that after the project was delivered, the group had reflected about how there was no real nominated leader. Rather, everyone organically took on the roles that best suited their capacities, and fluidly stepped in when others in the group had to step out for other priorities.

“One of our key realisations was the importance of clarity on team skills, just letting everyone naturally do what they do best. Similarly, we had all united behind a goal that was bigger and more important than all of us. That’s what we strived for and what we worked towards. It drove us to deliver on our promise.”

More unexpected and rewarding for the TLP Learning Set team were the impacts on the women inmates who participated in the project. The Learning Set heard stories of inmates who were able to reclaim some joy in their lives and, by being part of a group, turn around depression and the isolation brought about by their jail time. The degree to which the women embraced the concept and took ownership of it was really important to how success was viewed.

Sue said, “Respect was at the core of this project. Respect for the women and their stories, respect for the system and the guards and management and all the work they were doing every day to help rehabilitate women inside the prison. All we did really was let the idea out of the bag, let it ignite and guide it through to its new custodians.”





Invermay Primary School Breakfast Program

2015 Learning Set Project

Team members: Mark Dickinson, Megan Jolly, Nick Steel, Damien Stringer, Alison Turner and Angela Yao.

A collective interest in food and a desire to address some of the difficult health indicators for Tasmanian kids were the key drivers behind the Invermay Primary School Breakfast Program project for this TLP9 Learning Set.

Aside from the food motif, the group wanted a project that had a clear pathway to sustainability, something that could be handed off cleanly and run by the school without putting any stress onto the organisation.

The breakfast program initiative had already been established in Tasmania and the group set about finding a school that wasn't currently running one, but was open to the idea. Invermay Primary was suggested, and the Principal was enthusiastic about being able to support the school's students and families through the work of the Learning Set.



"As a passionate advocate for the breakfast program, Mark approached the Education Department and Invermay Primary, so it made sense to the group that he should be the project leader," said team member Megan Jolly.

"We needed to make sure that the kids and parents were on board and

wanted the service, that it wasn't imposed on the school community, so we instigated some surveys to provide empirical evidence of the need and benefits."

The group, by design rather than happenstance, had Tasmania-wide networks and a diverse range of skills, including research and surveying.

"When we were forming Learning Sets at the outset of TLP9, we were all looking to work with people that were outside of our personality types with a range of world views. We knew this would be the key to really experiencing collaborative leadership within a group, where our TLP learnings could be put into practice."

The group wrote a project plan, identified the right people for the tasks, and set about systematically getting stakeholders on board to deliver the breakfast program. There were some great wins along the way, with partners and supporters like Foodbank and artisan bakery Manubread coming on board, allowing the program to be ongoing and sustainable.

"The TLP brand helped enormously. When we approached organisations and told them who we were and what we were doing, they knew we were a serious and credible partner to work with."

As the outcomes began to elegantly take shape, the lessons of the TLP were tested, as the diversity of leadership styles and personality types were put through their paces, in the crucible of team work.

"We all realised how easy it was to revert to 'type'," said Megan, "but that we weren't going to grow as leaders if we just did what we'd always done. It took effort, courage, patience and discipline for each of us to push out of our comfort zone, but with the framework and tools of the TLP, we had an ideal action learning situation."

"Everyone had to ask themselves how could they do what had to be done in a way that was OK for everyone else."

At the heart of the group dynamic was passion for the project and the single goal to deliver a breakfast program. The survey had strongly supported the need for the project and the school community was on board. Keeping to their project plan, everyone delivered on schedule. And breakfast was served!

***"It took effort, courage, patience and discipline
for each of us to push out of our comfort zone..."***

Megan Jolly

"Watching the kids sit down to eat breakfast was so exciting. When we revisited the goals we had set ourselves as a team at the beginning, we were amazed that we had delivered exactly what we had set out to do, almost word for word."

The breakfast program began in Term 2 of 2016 and is now running two mornings per week with the possibility of more mornings being added in the future. The school is running the program with the assistance of some student leaders, parents and the school chaplain.

Megan said, "What our Learning Set delivered really added to our sense of confidence as leaders. We proved to ourselves that behaviour doesn't have to be situation normal. You think about where you are going to get to and moderate what you're doing individually so the group can get a far better outcome."



Welcome Dinner Project

2014 Learning Set Project

Team members: Shawn Lee, Alice Percy, Andrew Pitt, Misty Sanderson, Scott Schilg and Don Thomson.

A love of food and social inclusion coalesced the Welcome Dinner Project Learning Set at the first Residential they undertook with TLP8. All passionate foodies, this Learning Set wanted to incorporate food as one of the traditional neutral meeting grounds for social events. During the project, there was a wider cultural context that was informing the decisions of the group. Tensions in Syria, ISIS and the domestic immigration and refugee debate were all leading to the rise of negative attitudes to immigrants being constantly expressed in the media, and what was felt by the group to be a disconnect between compassion and border security.

The solution was reached in a structured and egalitarian way. The team members each brought their ideas to the table and debated them until they arrived at a mutually agreed outcome for the project, in the form of an idea that had the potential to migrate to Tasmania. Called the 'Welcome Dinner Project', and run



by Sydney organisation Joiningthedots, the team had seen it on an SBS television program and thought it was perfect for Tasmania – and for them.

“...you just have to follow your vision and values and let the rest unfold.”

Andrew Pitt

The Welcome Dinner concept was simple: invite a group of newly arrived migrants to a home, with an equal amount of locals, throw in a pot luck feel where everyone brings a dish, and the potential is for new friendships, new experiences and some very delicious food. A side order to this social engagement was the exchange of local knowledge about culture and community.

Establishing a framework by which the dinner could be delivered was complex. Local stakeholders such as the Migrant Resource Centre and University of Tasmania needed to be actively involved and also work with Joiningthedots. Getting the memorandum of understanding (MoU) written and executed was undertaken by some team members, while others worked on the community relationships.

“It was harder than we thought, the relationship-building with Joiningthedots. That was the part of the project where our TLP learnings around listening, diversity and team dynamics really came into play. We all worked together to deliver on the MoU, and knew what to do when wrinkles came up that needed smoothing,” said team member Andrew Pitt.

The team went in with a relatively ambitious plan of running seven dinners across the State with trained facilitators. The end result was thirteen dinners between the launch in November 2014 and June 2015.

More surprising to the team, than the engagement and adoption of the concept in Tasmania at the dinners, was the wider engagement with the community.

“Our Facebook page numbers just kept growing. More and more people signed up to train as facilitators. Per capita, Launceston has held the most Welcome Dinners in Australia. That’s pretty amazing.”

“We’re really proud of what we’ve done. A recent survey undertaken by our Learning Set showed that over 50 per cent of people that attended the dinners have had further contact with someone they met. People have got jobs, friendships have been cemented. You never know where the connections will lead, and what the long term impacts can be. You don’t have to know, you just have to follow your vision and values and let the rest unfold,” said Andrew.

“Leadership is lifting my vision to more inspiring insights, raising my performance to higher standards, building my personality beyond my perceived limitations. TLP9 motivated me to reflect on personal values and awareness, which will lead me to a better career and life direction.”



Angela Yao

Business Development Manager,
Department of Primary Industries, Parks, Water and Environment
TLP placement sponsored by Tasmanian Irrigation



At least **400**
people have attended
a Welcome Dinner
in Tasmania

Northern Young Professionals Network

2008 Learning Set Project

Team members: Fionna Bourne, Susie Bower, Sam Ibbott, Katherine Miguel, Ben O'Donnell and Craig Perkins.

2008 was the second year of the Tasmanian Leaders Program, and according to Craig Perkins from the Northern Young Professionals Network (NYPN) TLP Learning Set, year two was a 'cracker'. When the time came to choose their Learning Sets, a group of them happened to be standing together in the corner. "We looked at each other and thought, you're alright, let's do it."

With the first group decision out of the way, the team set about deciding on their project. Like many of the other groups, fired up with new learnings and a desire for change, they wanted to do something big and meaningful.

"We wanted to do something in education, working with kids and families and local schools. It had to involve leadership and sustainability. The more we talked around different ideas for projects, the bigger and more complex it became. More complexity meant there always seemed to be some intractable problems and we'd end up going in circles. Then Susie Bower said she'd set up a youth network and suggested we do one for Launceston, and it just clicked – that this was the solution for us," said team member Sam Ibbott.

That idea evolved quickly once the Learning Set drilled down into how they could deliver the youth network. Rather than deal with schools and have to negotiate potential bureaucratic difficulties, and set



up systems in a structure where they had little control, the Learning Set decided to create a network for young professionals to be mentored, share experiences and build a community of talent in Northern Tasmania.

***"We all really wanted a project...
that we could watch grow and evolve once we let go."***

Sam Ibbott

"At that point it all came together: there was a gap in the market for a network for young people, the team already had strong professional networks, and we quickly identified partner organisations that would help knit the network together while the members were creating their own identities and brand to coalesce around. This was a clearly defined project that we could deliver, with an outcome that would meet all of our values."

The initial backbone to the organisation was provided by the Launceston Chamber of Commerce who auspiced the Northern Young Professionals Network as a Sub-Committee of the Chamber. This provided stability and ready-made business and professional mentors with experience in the North. The Northern Young Professionals Network is now fully independent and has over 100 members drawn from a diverse range of professions, all with a common goal of growth and career development.

"We all really wanted a project that was not only bigger than us, but didn't rely on us, something that we could watch grow and evolve once we let go. I think the fact that the network is still running today, independently and strongly, is an absolute testimony to that legacy," said Sam.

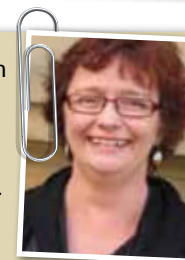
"The TLP has the ability to bring together people who may not ordinarily meet and then enable them to learn from each other. The Program offers a unique and safe place through which we can challenge perspectives, develop new skills and build networks. Most importantly for me, TLP7 gave me lifelong friends and a fresh dose of inspiration."



Rikki Mawad

Researcher and Sessional Lecturer, Tasmania Law Reform Institute
TLP placement sponsored by Department of Premier and Cabinet

"I have a TLP card on my desk with the Tim Minchin quote, 'We must think critically, and not just about the ideas of others. Be hard on your beliefs. Take them out on the verandah and beat them with a cricket bat. Be intellectually rigorous. Identify your biases, your prejudices, your privilege.' Every day I draw on my TLP tool kit, it helps me to listen with respect, think clearly and act judiciously."



Rebecca Greenwood

Commercial Leader, Megavar Pty Ltd
TLP placement sponsored by Department of Economic Development

 Over **1,000**
attendees to events
since NYPN's inception

Initiative, Influence and Impact

Completed Learning Set Projects

YEAR	PROJECT	LEARNING SET	DESCRIPTION
2015	Bruny Island Quarantine Station Strategic Plan and Schools Program	Adam Clavell, Matthew Gee, Todd Henderson, Nathan McDonald, Amanda Mason and Emma Matuszek	This project provided the Friends of Bruny Island Quarantine Station with a clear and achievable strategic plan that charts a course to increase visitor numbers and investment in the Station, and establish an educational program to encourage schools to visit the site.
	Invermay Primary School Breakfast Program	Mark Dickinson, Megan Jolly, Nick Steel, Damien Stringer, Alison Turner and Angela Yao	This project saw the establishment of a regular breakfast program for students at Invermay Primary School, to help increase the physical and mental health of students in need, and improve education outcomes, by providing them with a nutritious breakfast.
	Career Mentoring for Tasmanian Secondary School Students	Garth Barnbaum, Archana Brammall, Danielle Kidd, Christopher Rayner, Steve Wiggers and Ellen Witte	This Learning Set connected Tasmanian Leaders Alumni with secondary school students for career and leadership mentoring, to inspire and support young people to stay in school and develop a career path. The project was undertaken in partnership with the Beacon Foundation and was funded by a Foundation for Rural & Regional Renewal ABC Heywire Youth Innovation grant.
2014	Evaluating the 26TEN 'Steps' Activity	Antony Deck, Alison Lai, M'Lynda Stubbs, Mike Thomson, James Vesteegeen and Naomi Walsh	To increase awareness of adult literacy issues in Tasmanian organisations, this project undertook an evaluation of an interactive adult literacy awareness raising activity from 26Ten.
	Welcome Dinner Project – Tasmania	Shawn Lee, Alice Percy, Andrew Pitt, Misty Sanderson, Scott Schilg and Don Thomson	The Welcome Dinner Project makes connections between established Australians and recent immigrants through the sharing of pot-luck style meals in volunteers' homes. This learning set established this initiative in Tasmania and raised funds to employ a State coordinator.
	Supporting Parents in Youth Career choices (SPIYC)	Lola Cowle, Glen O'Keefe, Anya Reading, Pete Smith, Ainstie Wagner and Vani Welling	SPIYC (pronounced 'spike') is a pilot program delivered to parents in the workplace, to inform and assist those who are supporting young people with career choices.
	Pathways to Community Connectivity	Martin Anderson, Anna Balmforth, Craig Emmett, Ben Hart, Claire Jones and Tom Windsor	This project facilitated the construction of a footpath for the newly redeveloped Queens Walk affordable housing complex, to provide greater access for the local community and safer opportunities for physical exercise.
2013	Red Shed Connect	Rachael Cox, Kay Cuellar, Matt Geoghegan, Rebecca Greenwood, Paul Niven and Leanne Sherriff	The Red Shed Connect project increased job placements by developing and facilitating lasting relationships between various industry bodies and Workskills, a not-for-profit community-based employment services provider and registered training organisation.
2012	Marillac House Future Funds Initiative	Frances Bartlett, Lucinda Szczypior, Gayle Johnstone, Mark Millhouse, Pax Taylor and Simon Wiggins	This project established a four-year policy framework and set of procedures to deliver sustainable revenue-generating opportunities for Marillac House, owned by St Vincent de Paul. The project included a fundraiser at the Queen Victoria Museum and Art Gallery with guest speaker Father Bob Maguire AM.

YEAR	PROJECT	LEARNING SET	DESCRIPTION
2012	Hand Made With Pride (HMWP)	Cheryl Bellchambers, John Hooper, David Hugo, Sue Robertson, Tracey Tasker and Allan Walsh	HMWP, devised with prison staff, sourced sewing equipment and appropriate training requirements for inmates of the Mary Hutchins Women's Prison to learn and/or develop sewing skills. These skills allow inmates to produce clothing items for distribution through not-for-profit partners to niche markets in the broader community. The skills acquired by the program participants assists with their rehabilitation and future career prospects.
	Old Wisdom Landing In Safe Hands (OWLISH)	Todd Houstein, Matthew Hubbard, Eleanor James, Rosalie Martin, Sharon Pittaway and Lisa Rudd	The OWLISH program shared the experiences and wisdom of elderly people with high school students to enhance health and well-being and develop new skills. Six students from Montrose Bay High, over a four week period, had the privilege to meet four lovely elders at Glenview age care facility in Glenorchy.
	Guide Dogs Tasmania Memorial Garden	Jane Forrest, Kate Grady, Ben Maynard, Margie Jenkins, Stuart Sharples and Gina Sidhu	Launched in 2016 on International Guide Dog Day, this project provides a peaceful reflective space in a small park in Hobart to acknowledge the important role guide dogs have in the lives of their handlers.
2011	Harvest Launceston Community Farmers' Market	Poppy Fay, Philip Dewis, Ruth Forrest, Nick Haddow, Guy Robertson and Jo Tubb	This project contributed to the development, launch and ongoing sustainability of the new Harvest Launceston Community Farmers' Market.
	100 Door Snakes in 100 Days	Lucy Byrne, Steve Henty, Brett McDermott, Dean Munday, Alan Rosevear and Julie Waddington	This initiative provided draught stoppers to supported accommodation in Tasmania to encourage and assist residents to achieve energy cost savings in a sustainable way. The project partnered with Anglicare Tasmania and utilised makers in the community as a resource.
	Social Enterprise Stories	Ian Adams, Amanda Daly, Jill Maxwell, Wayne Murraylee, Melinda Thomas and Mark Watson	Social Enterprise Stories is a collection of Tasmanian Social Enterprises that has been compiled by the Institution for Regional Development (UTAS) in conjunction with members of this Learning Set.
2010	Kentish Community Road Safety Bike Park	Shona Beswick, Mark Jefferson, Kacey Rubie and Darryn Smith	A free, community-built road safety bike park in Sheffield, designed to help address the significant gap in road safety education that occurs between the time children learn to cross a road and the time they gain their drivers licences.
2009	Launceston Human Libraries	Amanda Castray, Jane Crosswell, Angela Driver, Jason Hay, Simon Matthews, Dion Lester, Mark Parssey and Sherri Ring	Working with Access Arts Link, in partnership with Launceston Human Libraries and funding from the Community Support Levy, this Learning Set coordinated the creation of promotional seating installations to promote and strengthen the work of the Library.
2008	A New Mindset	Matt Durose, Mark Mason, Lisa Nelson and Stuart Smith	In collaboration with the suicide prevention organisation OzHelp Foundation, this Learning Set developed a mental health and well-being support kit for businesses within the Tasmanian community.
2007	Northern Young Professionals Network	Fionna Bourne, Susie Bower, Sam Ibbott, Katherine Miguel, Ben O'Donnell and Craig Perkins.	The Northern Young Professional Network was established by this Learning Set, who is proud that the initiative is still being delivered out of Launceston by an independent board of directors.

TLP Scaffolding:

Board + Champions + Presenters

The Tasmanian Leaders Program is the amalgam of many people, who through their tireless work form a scaffolding that supports and frames the Program and the events that happen in and around it. All play critical roles on a volunteer basis, and many have done so across the past decade – a priceless investment of quality and commitment to a better Tasmania through their own modeling of excellence.

TASMANIAN LEADERS INC BOARD

The Tasmanian Leaders Inc Board has from the outset been a strong rudder, providing both governance and strategic direction, working closely with the Program Manager and then the General Manager. The Board has always had a representative from the Tasmanian Government. As testimony to their commitment to the organisation, many of the original founding Board members have stayed on the TLI Board in various executive and non-executive capacities over the past decade, including John Perry and Gillian Biscoe who continue to contribute as Board members. Alumni also play their part on the Board, as do local business leaders. With the tone for performance set by the founding Board, the energy and enthusiasm to work hard and deliver the best leadership program possible for Tasmania has continued and is a critical element of the success and longevity of the organisation.

LEADERSHIP CHAMPIONS

The Tasmanian Leaders Program is not only blessed with a coterie of presenters that enrich and expand the Program, it has a stable of champions that take the message of the Program and what it has achieved into their extended networks. The list of champions reads like a who's who – with captains of industry, media stars, former premiers and ministers, heads of agencies, literary giants, sporting heroes, and many innovators and pioneers across all sectors of Tasmanian industry. These are people who have at some point intersected with an element of the Tasmanian Leaders Program, often as a presenter or at the conception of the Program. They have invariably seen the value that the Program offers participants and the wider Tasmanian community.

With a vision of future leadership they champion the Program wherever they go – enthusing others and impressing the need for their organisations to also champion, or sponsor, or even to apply to participate in the Program themselves. The Leadership Champions are often presenters and mentors who contribute their time to the Program. Importantly, it has been the contribution of their personal brand and their unequivocal endorsement that has helped to strengthen the Tasmanian Leaders brand over the past ten years. The Champions set the tone for the aspirations of participants, and reinforce the critical message that this is not just another leadership course with a series of static modules. The Champions demonstrate real diversity, dynamism, courage, integrity, innovation and of course leadership. This is exactly what the Tasmanian Leaders Program was built from and will remain for the next decade.

investment

PRESENTERS, SPEAKERS + FACILITATORS

Infusing the Tasmanian Leaders Program with a true diversity of views, experiences and conversations relies on having that ethos reflected in the presenters. A year-long program with intensive retreats and weekend sessions over a ten-year period has required the scheduling of over a thousand presenters – all of whom are sought-after experts in their field or the particular experience of life they share, which of course means they are busy people. One of the hallmarks of the TLP is the consistent quality and authenticity of presenters, and the willingness of those presenters to give their time and expertise for free – year in, year out. One of the indicators of those who have a strong commitment to building capacity and community is that they see sharing knowledge, networks, skills and experiences as a core part of their role. It is what they do to contribute to the welfare of all Tasmanians. It's no coincidence that this value set is at the heart of the Tasmanian Leaders Program. By making Tasmania a better place, these generous humans have the added bonus of increasing their own happiness and contentment by simply giving back. There is a saying that information without experience is merely knowledge, not wisdom.

The TLP presenters bring their knowledge to life by sharing and discussing their experience with each cohort of participants. They get to see their wisdom passed to new hands, eyes, ears, hearts and minds, to be repurposed and reincarnated. The presenters interviewed for the book were typically modest – they simply saw it as a brilliant opportunity to be in a room with the leaders of the future, a chance to have a crack at solving some of the more intractable problems of the now. It is a mutually satisfying exchange, and it is no wonder there is such a willingness to keep contributing.



BOARD MEMBERS

Shona Beswick	Feb 2014 – Nov 2014
Gillian Biscoe	Dec 2005 – current
Bob Campbell	Dec 2005 – Feb 2012
Lou Clark	July 2011 – July 2013
Kim Evans	Feb 2015 – current
Liz Jack	Jan 2009 – July 2012
Mark Kelleher	Aug 2012 – June 2015
Brian Lewis	Dec 2005 – Dec 2015
Norm McIlfratrick	Dec 2005 – Oct 2009
Ian Nelson	July 2008 – June 2011
John Perry	Dec 2005 – current
Anthea Pritchard	Dec 2005 – March 2016
David Sadler	May 2012 – July 2014
Michael Sims	Aug 2014 – July 2015
Kathryn Thomas	May 2006 – Feb 2010
Don Thomson	Dec 2015 – Dec 2016
Ginna Webster	July 2011 – current
Rob Woolley	May 2012 – current

LEADERSHIP CHAMPIONS

Lyndon Adams	2007 – 2011	Dan Norton	2007 – current
Janelle Allison	2012 – current	Felicity Novy	2011 – 2012
Melanie Bartlett	2012 – current	David O'Byrne	2011 – current
Jane Bennett	2007 – current	Tom O'Meara	2007 – current
Richard Bovill	2007 – current	John Pitt	2007 – current
Bob Campbell	2012 – current	Anthea Pritchard	2015 – current
Michael Daly	2007 – 2011	Peg Putt	2007 – 2009
Peter Davis	2007 – 2011	Peter Rathjen	2012 – current
Neroli Ellis	2007 – current	Martin Rees	2007 – current
Lynne Fitzgerald	2007 – 2011	Lawson Ride	2007 – 2011
Michael Field AC	2007 – current	Heather Rose	2007 – current
Joanna Gair	2007 – 2011	David Rowell	2007 – 2011
Lara Giddings MP	2007 – current	Kathy Schaeffer	2007 – 2011
Matthew Groom MP	2011 – current	Kim Seagram	2012 – current
Peter Gutwein MP	2011 – current	Judy Tierney	2007 – current
Nicholas Heyward	2007 – current	Kathryn Thomas	2010 – current
Paul Hogan	2007 – 2011	Mark Thomas	2012 – current
Liz Jack	2007-2009 / 2012 – current	Diane Tompson	2007 – 2011
Jenny Jarvis	2007 – 2008	Albert van Zetten	2007 – current
Mark Kelleher	2015 – current	Mike Vertigan AC	2007 – current
Ros Lampril	2007 – 2011	Jonathan West	2012 – current
Brian Lewis	2015 – current	Malcolm White	2007 – current
Greg McCann	2012 – current	Don Wing AM	2007 – current
Colleen McGann	2007 – 2011	Nick Wells	2007 – 2011
Norm McIlfratrick	2009 – current	Suzanne Williamson	2007 – 2011
Tam McMichael	2008 – 2011	Tammy Wood	2007
Robyn Moore	2007 – current	Rob Woolley	2007 – 2012
Christine Mucha	2007 – current	John Young	2007 – 2011
Richard Mulvaney	2012 – current		

Leading the leaders: General Manager life

Angela Driver

There is no pressure quite like leading a leadership development organisation. Equally, there is no greater reward than being part of the machinery that facilitates growth in 24 remarkable Tasmanians each year.

This machinery is maintained with the support of our vast networks who enable us to intersect with private, public and not-for-profit sectors, with reach into almost every industry in Tasmania. We are an organisation of hundreds, with a payroll of two.

Over the years, I have had the pleasure of working alongside numerous fabulous staff, and volunteers, who have each contributed to establishing Tasmanian Leaders as the premier leadership development provider in Tasmania.

Each year I am amazed at the willingness of 150+ speakers who freely volunteer to speak at our Program days. The positivity and good will for Tasmanian Leaders is palpable, with levels not experienced by any of our national counterparts. It would seem Tassie truly believes we are all in this together. And that we can all do better, when we all do better.

Our Alumni are our biggest brand ambassadors and each year ensure we receive an abundance of high-quality applicants who wonder if they too can have a transformative TLP experience. The interview process is



intense, but I find it one of the most interesting parts of the role. Each year I am amazed by the courage within people to step forward on the basis that they want to be better, do more and achieve greater things.

As General Manager, there is always the anxious moment at Strahan wondering if you have selected the right mix of 24. Is there sufficient diversity to maximise the rub between participants, but enough in common to ensure cohesion and safety? I am pleased to say that every year, the right 24 have been in the room, and more importantly remain in the room for 12 dynamic months.

It's not just the Program that has evolved and matured over a decade. In reflecting on my growth, simultaneous to the growth of the Tasmanian Leaders Program, I am eternally grateful for the mentoring from many within the TLP family, including John, Brian and Gillian.

The content within each year is as diverse as the participants themselves. Some years we can discuss one topic and the room can be full of pessimism, yet three years later when we host the same conversation we burst with optimism. These are the swings and roundabouts of the Tasmanian Leaders Program, and the reality that the content of the Program comes alive through the catalyst of people, ideas and opinions.

If leadership is the answer, what is the question?

The question is, "How can we make Tasmania an economically viable civil society?" A decade on, we're still asking the question, and letting the discussion and activity be led by the 224 graduates, who have, as agents of change, made it their mission to help create a more successful Tasmania.

AND NOW, A WORD ON OUR SPONSORS

The Tasmanian Leaders Program derives its income from a number of committed sponsors and partners, as well as from participants and their employers. The fee for each individual place for TLP10 in 2016 was \$6,600 which was made up of \$1,100 payable by the participant and \$5,500 payable by a participant's employer (or other sponsor). This income stream provides only a fraction of the total cost of running a leadership program, and ongoing sponsorship is vital to the sustainability of delivery. The Program has had the Tasmanian Government as its foundation sponsor since the inaugural TLP1 in 2007. The commitment of government and its ongoing recognition of the value and reach of the Program is of significant value, as is the provision over the years of in-kind support through staff secondments and office space and resources.

Another significant sponsorship has been that offered by the Federal Group, where venues for the annual Residentials and other events throughout the year have been supplied to the Program through Pure Tasmania. This generosity has provided excellent venues for the Program in some of the most scenic parts of the State, all adding to the atmosphere and context of immersive leadership learning. We are incredibly thankful that RACT has continued this generous access to venues for Residentials since taking ownership of the properties in 2014, while the Federal Group continues to support our events including the Graduation Dinner, Conversations with the Premier and the Tasmanian Leaders Alumni Congress.

Other major sponsors have included the three State-owned water corporations and then TasWater, the WIN Network, pitt&sherry, and Nekon Pty Ltd. KPMG has been a loyal supporter since 2008.

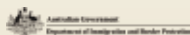
Supporters of our work in the community include the Tasmanian Community Fund, who invested in the establishment of our Skillsbank initiative, the WD Booth Charitable Trust and the Foundation for Regional and Rural Renewal who have supported our community work more broadly including Thinkbank.

The Alumni have also been well supported by key local businesses. The regular 'Lunch with a Leader' series was sponsored by St.LukesHealth for a number years, while Regional Development Australia, Tasmania and Metro Tasmania have supported the annual leadership award.

The Examiner and The Advocate newspapers have supported our recruitment efforts. A number of generous scholarships are also provided (see page 58) which increasingly support emerging leaders in specific sectors, or participants whose organisations need financial support to enable their staff to attend the Program.

We would like to express our deep gratitude to each and every one of our sponsor and partner organisations (see pages 51 and 52 to see the full complement). It is only with the collective support of so many that the organisation can continue to go from strength to strength and do the important work of developing our State's future leaders across our sectors, regions and disciplines.

John Pitt, one of the founders of engineering firm pitt&sherry, summed up his experience of being an early sponsor and putting many staff members through the Tasmanian Leaders Program, "Success breeds success; long may it continue."



... plus
countless other
organisations and
individuals.

thank you



Partner Organisation	Partnership Category	Years
Tasmanian Government	Foundation Partner	2007 - 2016
Grange Resources	Alumni Partner	2014
Metro Tasmania	Alumni Partner	2015 - 2016
Regional Development Australia, Tasmania	Alumni Partner	2014 - 2016
St.LukesHealth	Alumni Partner	2014 - 2015
ABC Heywire Youth Innovation Grant	Community Partner	2015 - 2016
Forestry Tasmania	Community Partner	2012
Foundation for Rural and Regional Renewal (FRRR)	Community Partner	2015 - 2016
Tasmanian Community Fund	Community Partner	2009 - 2011
WD Booth Charitable Trust	Community Partner	2011 - 2014
Cradle Mountain Water, Ben Lomond Water, Southern Water	Major Partner	2010 - 2012
Federal Group	Major Partner	2013 - 2016
Nekon Pty Ltd	Major Partner	2015 - 2016
pitt&sherry	Major Partner	2010 - 2014
Pure Tasmania (Federal Group)	Major Partner	2008 - 2012
TasWater	Major Partner	2013 - 2015
WIN Network	Major Partner	2009 - 2016
RACT	Major Partner	2014 - 2016
Australian Government Department of Foreign Affairs and Trade	Program Partner	2008 - 2014
CPR	Program Partner	2008 - 2011
Cradle Coast Authority	Program Partner	2014
Jetstar	Program Partner	2007 - 2008
Juicy Isle	Program Partner	2009
KPMG	Program Partner	2008 - 2016
Launceston Chamber of Commerce	Program Partner	2010 - 2013
M&M Communications	Program Partner	2011
Moorilla	Program Partner	2008
NRM North	Program Partner	2014
NRM South	Program Partner	2014
Regional Development Australia, Tasmania	Program Partner	2010 - 2014 & 2016
The Institute of Regional Development – Cradle Coast Campus	Program Partner	2008 - 2009
VEC Civil Engineering	Program Partner	2012 - 2013
The Advocate	Recruitment Partner	2013 - 2015
The Examiner	Recruitment Partner	2013 - 2015
Cradle Coast Authority	Scholarship Partner	2015 - 2016
Cityprom	Scholarship Partner	2015 - 2016
NRM North	Scholarship Partner	2013 & 2015
NRM South	Scholarship Partner	2015
RDS Partners	Scholarship Partner	2012 - 2013
Regional Development Australia, Tasmania	Scholarship Partner	2015
Tasmanian Early Years Foundation	Scholarship Partner	2012 - 2014



collaboration

ASMANIAN READERS ALUMNI

The Asmanian Readers Alumni is a collection of stories from former students of the Asmanian Readers program. These stories are a testament to the impact of the program on the lives of its participants. The stories are written by the alumni themselves, and they share their experiences and insights into the program. The stories are a valuable resource for current and future participants, and they provide a unique perspective on the program. The stories are a testament to the power of reading and the impact it can have on a person's life. The stories are a testament to the Asmanian Readers program and the impact it has had on the lives of its participants.

2014-2015
ASMANIAN READERS ALUMNI



Tasmanian Leaders Alumni:

Set up, Skillsbank, ThinkBank, Conversations with the Premier, Congress, Lunch with a Leader

The Tasmanian Leaders Alumni was in the minds of the TLP1 participants before the ink was dry on their graduation certificates. Alumni co-founder Andrew Frost remembers that right at the beginning of the first Program, participants knew they were part of something very special. “Even then, it was so awesome, we knew we didn’t want it to end.”

The desire for ongoing contact morphed into the realisation that there was the potential for an ever-expanding group, all aligned with the tools and philosophies of leadership, self-awareness, and diverse networks. The charter to give back to Tasmania could be neatly harnessed through the collective of graduates, and so the Tasmanian Leaders Alumni was born.

The process was, unsurprisingly, done with thought and due process to ensure that the Alumni organisation was set up sustainably with a mind to future cohorts and how their input would shift the activities of the organisation as it grew. A working group was formed with TLP1ers Andrew Frost and Glen Joyce, founder and then TLI Chair John Perry, Board member and presenter Kathryn Thomas and inaugural Program Manager Jen Lee. As the TLP2 kicked off, the working group was developing a Terms of Reference (TOR) for the Alumni. It had a vision: ‘Creating opportunities for learning, networking and ongoing community involvement for members of the Tasmanian Leaders Alumni’ and it had a mission, clearly stated: ‘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;

to provide for ongoing development and training of members in respect of community leadership; to maintain and develop networks and forums for exchange between members in both professional and social settings; to encourage the Alumni to contribute to the TLP, community and service agencies; and to facilitate and support members’ involvement in activities associated with (direct and indirect) community leadership.’ This mission was the necessary next step for the Tasmanian Leaders Program to really embed the legacy of participation. It gave graduates the charter to contribute wherever and however they could to Tasmanian communities.

‘Creating opportunities for learning, networking and ongoing community involvement...’

Tasmanian Leaders Alumni Sub-Committee Vision

Despite all good intentions, once the Program ends individuals get consumed back into their busy lives. Making time or having a clear route to doing something outside of work and family commitments can be hard. Membership and involvement in the activities of the Alumni ensured that re-engaging with the network of Tasmanian Leaders was simple. Events and opportunities were provided to Alumni, as was a link with new graduates from later years, to continue building connections and capacity within the group. As part of the TOR, the recruitment and engagement of new members for the Alumni Sub-Committee ensured that every graduate cohort would have representation, and that there would be regular refreshment and renewal by limiting the term of engagement on the committee. There was from the outset the clear vision that with the natural increase with each year of graduates, the Alumni would evolve. The Alumni continued the objectives and values of the Program, and what began as a graduate network, has become a resource that makes a difference to all Tasmanians.



Andrew Frost, with classic humility and humour, believes that the Alumni is well on track to realising the goals of the TLP in action, "At least they have real leaders in it now, we were just an out-of-control rabble."

That out-of-control rabble managed, however, to institute the first events of the newly formed Alumni – an annual Congress and breakfast and lunch events with the TLP Champions. The Champions used these opportunities to continue to build their relationships and networks with Tasmanian Leaders graduates, and to share their wisdom, experiences and ideas with the enthusiastic new leaders. These early events were a great success. The Alumni started small and focused, and because of this strategic approach by Andrew, Glenn and the Sub-Committee, were able to saturate and deliver quality to the ideas before they were scaled. Glenn shared Andrew's belief that there was the potential for the Alumni to be a powerful group.

"We truly didn't know where it was going, and it has been really satisfying to watch it grow over the ten years, seeing new capacity added, plus the retention of some of the original elements like the Congress which gets close to 50 participants now."

As current Alumni Sub-Committee

Chair Ruth Forrest says, "Congress is now a three day professional and personal development program for Alumni. This key annual event includes presentations, workshops, field visits, social gatherings and events to catch up and celebrate the achievements of scholarship holders and Learning Set projects. The Tasmanian Leaders Alumni Sub-Committee and the Congress Convenors in particular (most recently Andy van Emmerik, Rebecca Greenwood and Vani Welling) put in hundreds of volunteer hours to develop and deliver high-quality learning and networking opportunities for Alumni.

Lunch with a Leader, a fixture for the Alumni, is a regular event held throughout the year across the State, attracting high-quality guest speakers and no shortage of Tasmanian Leaders Alumni round the table.

As Alumni ranks swelled, it was time to realise ambitious ideas and leverage the collective wisdom and skills of the group in a way that could be impactful for Tasmania.

Skillsbank was the first project rolled out, with support from the Tasmanian Community Fund. The concept behind Skillsbank was to pool the Alumni expertise into a resource providing high-level volunteer services and advice to community groups and not-for-profit organisations to support their successful development and impact. This idea played solidly into the identified need in the not-for-profit sector for leadership and support, and the capacity of the Alumni to give back to their State and their communities.

Thinkbank came next, built on the idea of applying collective wisdom to some of the seemingly intractable problems of Tasmania. To date, Thinkbanks have focused on topics such as education reform and gender equity in the workplace. Alumni who had a passion for the topic, along with politicians, academics, experts and frontline workers in the area of interest, worked together over an intensive period to try and find solutions to these big gnarly issues. Aside from all the ideas and goodwill

Tasmanian Leaders Alumni have gathered for

7 congresses
across 4 locations

...exploring professional and leadership development, learning, communication, personality types, community, creativity, intelligence and ethical leadership



generated, the concepts, findings and solutions that emerged from Thinkbanks were captured and then written up to be shared with policy-makers. The first Thinkbank on education was held in 2013, and two further Thinkbanks were held in 2016: one focused on youth and youth at risk, the other on gender equity and the social determinants of health. Both created a suite of innovative, collaborative solutions. The Alumni has also launched a digital education series with webinars introduced in 2016.

A natural evolution from the idea of creating big ideas to support and inform Tasmanian policy-makers has been Conversation with the Premier, launched in 2012 as a private forum where Tasmanian Leaders Alumni sit down with the Premier of the day to discuss ideas on ways to make Tasmania a better place to live, work and do business.

So much has been achieved by the Tasmanian Leaders Alumni in ten years, from a standing start with 20 potential members and a will to 'keep the vibe alive', to a mature and significant group of community and business leaders who have a valuable contribution to make. As each new cohort of 24 graduates take their place in the Alumni, the opportunities to be of service continue to expand and evolve, and the TLP legacy of giving back to the State remains alive and well.



ALUMNI SUB-COMMITTEE MEMBERS

Ian Adams	2013 - 2014	Jill Maxwell	2012 - 2014
Renee Anderson	2008	Zach McArthur	2008
Janine Arnold	2008 - 2009	Katherine Miguel	2009 - 2012
Fionna Bourne	2009 - 2012	Louise Mills	2009 - 2012
Amanda Castray	2011 - 2013	John Ralph	2011 - 2013
Brendan Charles	2012 - 2014	Chris Rayner	2016 - current
Adam Clavell	2016 - current	Sherri Ring	2011 - 2012
Jane Crosswell	2010	Sue Robertson	2014
Julia Curtis	2015 - current	Martha Robson	2012 - 2014
Ruth Forrest	2012 - current	Ted Ross	2009 - 2011
Jane Forrest	2014	Michelle Swallow	2008 - 2009
Andrew Frost	2008 - 2009	Melinda Thomas	2012 - 2014
Rebecca Greenwood	2014 - current	Don Thomson	2015 - 2016
Matthew Hubbard	2013 - 2014	Brad Turner	2015
Wayne Johnson	2014	Jason Unwin	2008 - 2009
Glenn Joyce	2008 - 2009	Andy van Emmerik	2011 - 2015
Andrew Kidd	2014 - current	Ginna Webster	2009 - 2012
Danielle Kidd	2016 - current	Vani Welling	2015 - current
Alison Lai	2015	Stuart Wiggins	2012 - 2014
Rosalie Martin	2013 - 2014	Steve Willing	2010 - 2012

legacy



Scholarship IMPACT

The Tasmanian Leaders Program has, from year one, required participants and their employers to make a contribution to the Program as a participation fee. In comparison to the costs of some leadership programs, \$6,500 for a year of intensive leadership learning is excellent value. Part of the charter of the Tasmanian Leaders is to have no one disadvantaged by financial barriers to participation. This is where the TLP scholarship program has been a critical enabler, helping to reduce the financial burden on participants. Prior to partner-funded scholarships the TLI Board offered financial assistance to selected participants where financial hardship could be demonstrated. The stories of how the scholarships have helped are testament to their ongoing value in the contribution their recipients make to their businesses, sectors and communities.

Rosie Martin received a scholarship from the Tasmanian Early Years Foundation to undertake TLP6 in 2012. What it meant to her was that she could participate in the Program, which otherwise was more than her small business could manage. What that scholarship delivered has had a reach well beyond the Program year – Rosie went on to receive the 2017 Tasmanian Australian of the Year Award.

“The Program planted seeds which have continued to grow in magnificent ways beyond what I could have expected. It gave me a community within which to challenge my fear and uncertainty, by which to be encouraged and advised, and with which to celebrate. My little charity, which was the passion I held as I went into TLP, is starting to kick some goals – and read some books! – in some of the most disadvantaged and stigmatised

households in our community.” Rosie’s work in early childhood education is giving skills and capacity to children that underpin their ongoing success and leadership, and will have long-term impacts on their lives and communities. Suzanne Purdon and M’Lynda Stubbs also received scholarships from the Tasmanian Early Years Foundation to undertake TLP4 in 2010 and TLP8 in 2014 respectively.

Glen O’Keefe found the TLP scholarship program beneficial for his work in the not-for-profit sector. “Working in the NFP sector usually means that training budgets are restrictive and the selection of training and development can be geared towards a group or team environment and not toward personal development. When I applied for TLP8 I also applied for a scholarship that was provided by the Tasmanian Government for people working in the not-for-profit sector. I was fortunate enough to be successful with my application and the scholarship provided me with an opportunity for personal and professional development that I would not normally be able to access.”

For Joanna Siejka, whilst her not-for-profit employer, the Youth Network of Tasmania, were very supportive of her participation in the Program, it was not able to cover her costs. “Working in the community sector can sometimes mean there are limited opportunities for professional development, and when one comes along you really need to grab it with both hands! TLP7 enabled me to learn so many things I could directly apply to my professional role as the CEO of a peak body, but also to my personal life. It helped me to consider the strategic approach that I take in my work, and reaffirmed for me the role my values play in the choices I make. It gave me many tools to implement on the ground. I was also exposed to amazing people from across Tasmania and Australia, within the group and the many guest speakers, contributing to my personal growth in a way that I couldn’t have imagined.”





Small businesses too can struggle to find the time and resources to prioritise training, especially when there are so many other competing priorities for cash flow. Don Thomson was assisted to attend TLP through the Tasmanian Leaders Small Business scholarship, and the Program has transformed his life.

“The timing of my participation in the Program couldn’t have been better. I wanted to make changes in my business and professional life but wasn’t sure which way to go. Spending the year learning more about myself, re-equipping and updating my professional tool-box, learning more about Tasmania and the nuances of different industry sectors, and getting to know a fantastic group of smart and passionate Tasmanian leaders was a life-changing experience. Receiving the scholarship has made me more enthusiastic to give back to Tasmanian Leaders Inc. I was a member of the Tasmanian Leaders Alumni Sub-Committee undertaking the role of Membership Liaison Officer from 2015-2016. I’m looking forward to continued involvement in professional development initiatives and getting involved in Skillsbank and Thinkbank. I’m determined to ensure that the investment made in me when I was awarded the scholarship will be repaid with interest.”

Adam Dickenson is from a small family farming business. For him, it was a lack of time as a key person on the farm that was the potential barrier to attending the Program. “The Tasmanian Leaders Program was by far the best professional and personal development that I have experienced. It was challenging for me to take the time away from the farm to undertake the Program, but the scholarship provided to me by Natural Resource Management North was of great assistance in enabling me to participate and I am very appreciative of it.”

develop



Arts sector consultant Kylie Eastley used her scholarship to boost a period of business growth. "Receiving a Social Enterprise Scholarship, funded by the Tasmanian Government, to attend TLP happened at a time when my business was growing. It provided time to think about

the direction I was taking and what other opportunities there were in the arts, community and business sectors. The connections I made and extraordinary conversations with entrepreneurs who were farming, building, designing, producing... in fact doing all sorts of things across Tasmania were priceless and confirmed the need to be original, authentic and passionate." Kylie's ideas about the type of leadership that can come from the arts community and especially from women was reinforced, and she is using her TLP learnings to be a champion for women leaders in the sector.

The Tasmanian Leaders Program has a range of scholarships available every year. 2017 scholarship opportunities included a Tasmanian Women in Agriculture Scholarship, CityProm Member Scholarship, Max Kitchell Natural Resource Management South Scholarship, a Startup Business Scholarship, Tasmanian Leaders Not-for-Profit Scholarship and Tasmanian Leaders Small Business Scholarship.

"The Program opened my world further by providing me with insight, networks and friends. It allowed me to explore who I am and how I interact. While the networks gained are always popping up with the catch phrase, "How was the Tas Leaders Program?", the most important thing I've gained from this experience are the close friendships."



Nick Steel

Rural Affairs Manager, Tasmanian Farmers & Graziers Association
NRM Scholarship Recipient

"TLP10 was transformative. The experience was a bit like walking through a doorway to an entirely different place where I could see a new world, fresh with possibilities, and suddenly I could determine my place in it. I've felt inspired to go forward and do things that have distinct value and benefit for all of Tasmania."



David Pyefinch

Director, Madfinch Pty Ltd
TLI Small Business Scholarship Recipient



In 2015 **30%**
of the Alumni rallied
together to donate
money that enabled
two small business
owners to undertake
TLP10 in 2016



Transformations TLP GRADUATE REVO





OLUTIONS AND EVOLUTIONS



Each TLP journey is unique, and each year produces its own family of participants, bonded through the learning, the growth and the discovery of their leadership qualities. While each person's experience is matchless, there are common threads that weave their way through what it is to be a TLP graduate.

Themes of improved self-awareness, new prisms of understanding, the realisation of strengths previously uncelebrated, the emergence of self-belief, a commitment to values and their presence in leadership, and new friendships forged across a year which become lasting relationships with unquantifiable value to participants.

Each of the following stories echo these themes, and reveal some of the personal evolutions and revolutions as graduates took their TLP learnings into their worlds.



Janine Arnold

CEO, Carers Tasmania

Being appointed to the position of CEO at Carers Tasmania enabled former ministerial staffer Janine Arnold to move from a high-profile political advisory role to running an organisation that is integral to the lives of many Tasmanians. Janine loves her job. Carers Tasmania is at the heart of the community sector in Tasmania, providing support for

Tasmania's estimated 73,800 family and friend carers who look after people with mental illness, disability, chronic conditions or who are frail aged.

When Janine was selected for the first cohort of the Tasmanian Leaders Program in 2007, she was working for an events company and her not-for-profit destination wasn't even in her game plan.

"I'd been in my event management job for seven years. I became aware of the Tasmanian Leaders Program towards the end of my university degree, I didn't necessarily see myself as a leader, I just knew it was time for something different.

"I've never been someone who wanted to do or be something specific when I 'grew up'. I was motivated by wanting to make a contribution that was useful, and be the best I could be at the same time, and I thought the Tasmanian Leaders Program would extend me further towards that."

The focus on Tasmania and Tasmanian issues was critical for Janine's leadership development. It was an awakening on many levels as to who she was, what sort of a leader she could be, and where she fitted in the Tasmanian picture.

"Ironically (if I look at where I am now), one of the most memorable moments for me was the understanding that you don't have to be a CEO to be a leader; you can lead from anywhere at any time. One of the facilitators said something to me that has become my mantra and was one of the key messages for me from the whole Program: 'You don't have to be the loudest voice in the room to make a noise.'

"The Tasmanian Leaders Program really became a watershed moment for me. All of the career choices I made since completing the Program have been directly impacted by the influence the TLP had on my journey. I want to make a contribution to a great society here in Tasmania; a place where people are safe, where there is an economy that is viable, and where people can thrive in an individual, social and economic sense. The journey of Tasmanian Leaders is not one that stops when you step out of the Program. It comes with peers, networks of supportive friends and mentors that endure well into the future. I'll be grateful for it for the rest of my life."

"SEA ROPES: It started as an idea at TLP in 2012 and finally resulted in the State-wide Waterlines Exhibition at Tasmanian Museum and Art Gallery in 2016. My TLP journey taught me that my ideas would sometimes have to wait patiently for the 'right wave' in order to achieve success."



Lisa Rudd

Community Development Officer, Glenorchy City Council
TLP placement jointly sponsored by Brighton Council, Jordan River Learning Federation (Department of Education) and Colony 47



Amanda Castray

Executive Director, Projects, University of Tasmania

The Tasmanian Leaders Program often acts as a catalyst to change for its participants, either during or after the Program is complete. Amanda Castray entered TLP3 after returning from maternity leave, doing a job she thought she should do, rather than a job she was destined to do. It was a subtle distinction

but one that was impeding her launching into a career based on passion and purpose.

“A number of people recommended the Program to me, and spoke about their personal transformation as well as their professional one. It was this element, this holistic approach that was what I needed. I knew I needed to do something else, but I had no idea what it was. The 2009 Tasmanian Leaders Program offered me the ideal time for a combination of reflection and action.”

Amanda’s first ‘aha’ moment came when she found herself unable to complete one of the personal portfolios listing her goals and values. This made her realise she needed to think deeply about what she really believed in, where she wanted to go and how she wanted to contribute to Tasmania.

“For me, the learnings of the Tasmanian Leaders Program were the emotional intelligence piece. That really played out in the workplace. I simply communicated better; I understood the motivation of my staff

better; and as a consequence, productivity and camaraderie improved and everyone got better at their roles.

“I became a better version of myself. Self-awareness of my personality type was at the core of this realisation. When I knew what my best self was capable of, I was able to strive for balance. In terms of how I structure my teams now, I make sure that I know their personality types and have the right balance of skill sets and capacities.

***“When I knew what my best self was capable of,
I was able to strive for balance.”***

“In my public service job, I never would have seen some of the deep injustices and entrenched problems that Tasmania has culturally and socially. The exposure through the Tasmanian Leaders Program has made me realise that Tasmania needs many hands on deck. Since completing the TLP, I have taken on roles on not-for-profit boards and in the community where I can do my bit to try and facilitate change.

“The experience gained from my volunteer community leadership roles combined with my TLP and Alumni learnings, made the difference in enabling my step into my current senior leadership position with the University of Tasmania. Most importantly, it has given me a peer group to turn to. When I have needed support or advice, whether professionally or personally, the Alumni network has been there.”



Stella Cook

Vice Consul Immigration, Guangzhou

It's a long way from Bridgewater, Tasmania to Guangzhou, China, and before Stella Cook undertook the Tasmanian Leaders Program this was a career destination that she had never imagined.

"I've always been very passionate about Tasmania, but like many Tasmanians I came from a background where I had a lot of challenges growing up. I'm from a lower socio-economic area, in my family there were low levels of education, I had to work hard to reach the goals I had set for myself.

"I knew the Tasmanian Leaders Program would provide me with guidance, in the context of my experience, to help me make the changes I desired. I understood what it meant to want to show people the way through their cultural obstacles and take Tasmania forward as well. The Tasmanian Leaders Program was a chance to be exposed to a whole range of tools and options that would help me to give back to the State in a holistic way."

Getting an understanding for Stella of what and how she could contribute, building her confidence and plumbing deeper levels of self-awareness were part of the journey of integrating her past and her present, and these lessons continue on since she has completed the Program.

"One of the things that became clear to me, having worked in the public service for 25 years, was that it was hard to determine what was truly me, and what was conditioned cultural behaviour and values. The Tasmanian Leaders Program taught me authentic leadership, understanding my personal brand and valuing my uniqueness. The more I valued myself, the more I started offering value to others."

The capacity to make more conscious decisions about her own pathway became a step change in Stella's life. The validation she received about her skills meant that she could instead focus on tasks aligned with her core values, secure in the knowledge she was equipped for the mission.

"Previously, I thought my success was determined by forces outside my control, now I know I can pretty much do anything, it's me in the driving seat, I'm becoming more comfortable in looking for, and more importantly, being open to opportunities outside my usual purview.

"Having the Tasmanian Leaders Program behind me was a catalyst to apply for the position of Vice Consul in China, I approached it with a lot more confidence, knowing if I didn't get it, there was an array of opportunities I could pursue."

One of the things that changed for Stella during the Program was a reconciliation of sorts with her own life journey.

"The social inclusion work as part of the Tasmanian Leaders Program made me truly understand that Tasmania is an island of physical and social contradictions – the beauty and the wealth contrasted with significant disadvantage. Whilst I had made change from my beginnings in Bridgewater, for many reasons this is not possible for everyone. I had a personal mandate now to contribute positively to assisting those that do want change.

"The Tasmanian Leaders Program has given me the strategic tools to shift my thinking. When you stop being your own self-critic, you can see the positives of your life and experiences – they become your strengths instead of your weaknesses, they are a point of pride, and a launching pad for community leadership."



"TLP10 has provided me with a new network of colleagues and friends with whom I can bounce ideas off and work through challenges. As well, the fun of the Linking Sessions and Residentials has left a lasting impression on me, together with the practical insights into self and others that were explored through the Program. It has been a packed year and the best part is – it can continue through membership of the Alumni!"



Michael Giudici

Surveyor General, Land Tasmania
TLP placement sponsored by Department of Primary Industries,
Parks, Water and Environment

"The TLP has been an inspiring journey full of fun, laughter, insight and growth. I'll always remember 2016 for being a BIG year! Thank you for the opportunity to be part of such an amazing experience."



Amanda French

Senior Project and Research Officer, Relationships Australia
TLP placement sponsored by Relationships Australia Tasmania

values



Jen Edis

Founder, Harvest Launceston Community Farmers' Market

Jen Edis arrived in Tasmania with a purpose. She wanted to start a community farmers' market in Launceston. It was a simple, vivid, driven vision. She had only just moved to Tasmania with her husband and two children when she heard an interview on the radio about the Tasmanian Leaders

Program and knew this would be the vehicle through which the farmers' market concept could begin.

"I didn't have a career at the time. I was pregnant with my third child. I arrived here without a network. I thought initially I was an outlier in the Program – I wasn't having a career change or step up in an organisation, I just wanted to do something for the community.

"My transformation through the 2009 Tasmanian Leaders Program came early on when I learned who I was. I definitely had a worldliness, having worked and lived overseas for a number of years, but my self-awareness needed the critical interrogation the Program provided.

"In the Program, I learned to love my weaknesses. This was pivotal. By knowing what I did and didn't do well, I was able to surround myself with people who had complementary strengths to me. In doing so, I created a team that was whole, with a vision, values and a purpose. It's not just understanding who you are, it's also understanding who other people are and how they work."

Jen built a management committee through the Tasmanian Leaders Program approach of having a connected complementary group with a single vision of delivering an outcome.

"In starting the market, one of the key committee members had totally opposite skills to me. Without her and her meticulous eye for detail and documentation, I would still be sitting at home, frustrated that I couldn't get the market started on my own."

Jen had come to the State with a strong connection to Tasmania and a desire to contribute, which was amplified by the experience of the TLP.

"The market has been going for four years now, and I can see the enormous gains that have been made. I never conceived of the economic benefits that would flow to the region – and the value-adding that so many of the initial stallholders have now applied to their businesses.

"I use what I learned in the Program all the time, every day, in all situations. Understanding people is a gift: the way they can contribute, what they need and valuing their unique capacity."

Testament to her values, Harvest Launceston won the highly sought after Outstanding Farmers' Market Award in the 2013 Delicious Produce Awards, selected by the judges for its hallmark 'integrity, passion and bountiful local produce'.

"The Tasmanian Leaders Program made an investment in me, and this spurred my determination to work through any impediment to get the Harvest Market up and running. At the launch I looked around thought 'What on earth am I doing?' but I knew whatever happened next, I had a great group of people around me and I could take the risk."





Nick Haddow

Managing Director, Bruny Island Cheese Co.



A drive to understand how to 'do' leadership whilst steering the ship of a rapidly emerging iconic Tasmanian food brand was the motivation for Bruny Island Cheese founder Nick Haddow to commit to the Tasmanian Leaders Program in 2011.

"I knew how to make cheese, I could learn how to run a fast growing business, but I really had no idea of what my role as a leader was within the business."

The Tasmanian Leaders Program was Nick's choice because of the emphasis on Tasmania. He is a staunch believer in giving back to the community he loves: to Tasmania, and Bruny Island as the remote location of his production facility and brand anchor. It was also a program that he could fit in amongst competing priorities in his business and family.

"What they don't tell you about the Tasmanian Leaders Program is what happens outside and around the formal sessions. The time spent talking with people in the Program, the car pool rides and long discussions, the offline chats during the year. These are the 'water cooler' moments, the value of which you can't measure."

Bruny Island Cheese has undergone significant transformation in the years since Nick Haddow completed the Tasmanian Leaders Program. He has brought a visibility and voice to artisan cheese and Tasmanian produce and is a high profile ambassador for the State. In 2013, Bruny Island Cheese won the Telstra Australian Business of the Year. It was the culmination of ten years of work in the business and the huge learning curve delivered by the Tasmanian Leaders Program.

"The TLP absolutely contributed to that award. The massiveness of that moment and what it meant for me, and for Bruny Island Cheese, there is no question of the role the Program had in my personal and professional development."

"The Tasmanian Leaders Program has been fundamental to me and the business. An MBA might have made me a better businessman, a personal development course would have deepened my personal skills. The TLP has made me a better everything."

"I always reflect on my TLP year fondly and have many great memories. TLP9 gave me greater confidence in and awareness of myself both as a person and a leader. I walked away with a new network of friends and a greater appreciation and respect for difference and diversity of thinking. I often find myself drawing back into my TLP toolkit as I continue on my leadership journey."



Amy Parker

Leader Finance Analysis and Reporting, TasNetworks
TLP placement sponsored by TasNetworks



Todd Henderson

Director, Cumulus Studio

According to Todd Henderson, prior to completing the Tasmanian Leaders Program in 2015, he habitually said no to everything. He just wasn't that into anything that required a step outside his comfort zone.

"I didn't like doing anything unplanned. I remember winning a trip overseas while I

was at uni and my first thought was, 'How can I get out of going?'"

One thing he said yes to was choosing to look more closely at his self-development through the insights provided by the year-long Program, a move motivated by starting his own business.

"I never thought I was a leader, but I wanted to learn more about me, I wanted to understand myself, and thought that maybe in the process I'd become a leader."

Todd experienced a moment of overwhelm when he began the Program, when his faith in the awesomeness of being an architect was momentarily rocked.

"Architects do have a strong belief in their own importance," he laughed, "and there I was wondering what I was doing here amongst all these great people."

The journey into self-awareness was swift and deep for Todd, with profound insights into how his personality type influenced his behaviour and also his management style. He began to see that instead of being a relatively disengaged youth without a lot of motivation, he had quietly been showing leadership through his actions. Where Todd had a passion and a focus, he was purposeful and made change happen.

"As I understood more about myself, I saw how that played out in not only my business decisions and leadership, but as a husband and a dad. I guess I'm a little bit of a control freak, but I've learned to recognise that and work with it. The TLP showed me who I was, not that I had to change, but how to celebrate and work with it in an empowered way."

Todd recognised that as an architect he worked in a siloed sector, and that part of his leadership within his industry and his own firm was to broaden his engagement.

"There is need for change in the industry. As a result of the TLP, I really thought about how I could get out of the silo, and into the community more. I've joined boards within tourism and the local events sector, and I'm contributing to a bigger discussion in the community about where the built environment fits in our local and global culture."

"The TLP showed me who I was, not that I had to change, but how to celebrate and work with it in an empowered way."

Todd's architectural business has offices in Launceston, Hobart and Melbourne, and his staff are benefitting from a new approach to leadership

within the management team. The impacts of understanding the drive and motivations of different personality types and working in a skills based environment is being explored within the Cumulus teams, extending the reach of the Program beyond Todd.

“What the Tasmanian Leaders Program showed me is that being an architect wasn’t limited to designing structures. Those skills are translatable into the wider community, and I have a role to play, a leadership role, in those conversations. You need the courage to say things, to put up your hand and contribute.

“I’m not a ‘no’ man anymore. Thanks to the TLP I’ve become a ‘yes’ man, I’ve learned to be open to new things, to not know the answer, to listen to what people have to say, not just wait for my turn to speak. Most of all, I’ve learned to keep on learning.”

“The TLP was a turning point for me. It helped me better understand how I could, simply put, ‘be a better version of myself’. The people and the learnings from the TLP have helped me develop a much stronger sense of who I would like to be, and a clearer understanding of how and where I can contribute to my community.”



Alison Lai

Chief Executive Officer, Volunteering Tasmania
TLP placement jointly sponsored by Department of Economic Development, Tourism and the Arts and the Department of Premier and Cabinet



passion



Sam Ibbott

Director, Marine Solutions



Sam Ibbott was successful in his specialised role in technical marine science research, development and commercialisation. What he wanted was the 'soft skills' of leadership. The 2008 Tasmanian Leaders Program offered him that holistic experience, and its focus on community and Tasmania was a compelling combination.

As with many TLP participants, the Program became the support for big change and decision-making for Sam, as

he left the stability of his job with the University of Tasmania to start up a private company. He strategically aligned this decision to the Program, figuring that in the first year of his new business there would be time for professional development that he hoped would not be available as the business boomed.

"I felt a little outgunned at the start of the Program – I didn't know what I brought to the group, they all seemed so competent and talented. After a short while, I realised that I had something unique to offer – that realisation has stuck with me, and wherever I front up now, I have the confidence to ask a cheeky question or offer an opinion and hopefully make a difference.

"The under-riding ethos of the Tasmanian Leaders Program has pervaded a lot of what I've done. The Program and I had a good values match to

start with. I wasn't doing it to change me, I was doing it to become a better version of myself. I've consciously built those values into my business as it has grown and expanded.

"I try to create opportunities so my staff aren't just employees, they are investors in the business; they part own it, and for many this is their first investment."

Sam hasn't just found ways to make his staff's engagement more sustainable, he has opened the door for them to start giving back to the community as well. Six years ago he was part of a team which set up an education program called Working on the Water, funded through industry, which exposes Grade 9 students to marine careers in Tasmania.

"My staff are now presenting that program, educating and inspiring future marine workers. I want Tasmanian kids to value the unique natural advantages an island can offer. In Tasmania, I want us to be a leader of islands, not a follower of mainlands, and quality training is the pathway to that.

"The Tasmanian Leaders Program has given me so many tools in my toolbox; tools that still guide my participation, vision and passion for Tasmania.

"Life and leadership is about being a good person and a good member of society, and the Tasmanian Leaders Program has amplified that within me."



28%
of TLP graduates are
directly involved in
the governance or
administration of
TLI activities



Ben Maynard

General Manager – Operations, Grange Resources



As a technical expert with a 17 year career at mining company Grange Resources, Ben Maynard knew that when he was promoted to a senior level of management, with a lot more HR responsibilities, he needed to quickly build some skills in leadership. He turned to the 2012 Tasmanian Leaders Program to help reveal the missing leadership piece for the next chapter of his career.

"I'd thought about doing an MBA or a Mt Eliza course, but in addition to skills, the

TLP offered Tasmanian networks and peers for support.

"From the beginning of the Program, the deep interrogation of how to understand behavioural types and work to strengths resonated with me. I could see elements of my team members in my TLP peers, and was able to observe the situations they thrived in. I realised early on that this was the key to management for me."

Like many participants in the Program, the early hesitation about being the right fit for the group quickly transformed into a sense that Ben already had more skills than he realised, and his pursuit of both the Program and his career aspirations was validated.

"The management and leadership learnings at the Tasmanian Leaders Program were perfectly balanced by the deep engagement with the

Tasmanian community – it was powerful as the context and responsibility of what we are charged to do as leaders.

"Being marginalised or disadvantaged shouldn't exclude you from the conversation. Everyone has a voice, and everyone has some value to add. Everyone has an experience that is important, and we have to make space to hear those voices, and act on what people have to say."

Ben is now the General Manager – Operations, of Grange Resources. The timing of his participation in the Program and the promotion gave him the confidence to step into the role.

"After completing TLP6, I knew I could do the role. I knew my strengths and weaknesses, what to look out for – I was simply prepared. I could go from a mine site in Tasmania to a board meeting in China and I was ready for whatever occurred.

"I'd like to think that since participating in the Tasmanian Leaders Program, every day I get better. I can take on anything. I feel more effective than I did before, and that's better for me, better for business, and better for my contribution to Tasmania."

"The TLP opened my eyes and gave me confidence in my abilities. It showed me another way in which I could be connected to community and build capacity in people to make Tasmania a fantastic place to live, work and play."



Ted Ross
Project Director, Midland Highway Upgrade,
Department of State Growth
*TLP placement sponsored by Department of Infrastructure,
Energy and Resources*



Susan Moore

Director, Public Relations, Gartner

Susan is a public relations (PR) executive for global consulting firm Gartner Inc. She made the decision a number of years ago to move to Tasmania and work remotely to manage her team of international staff from her property in Franklin. Embracing the Tasmanian lifestyle posed no impediment to Susan

continuing on her career trajectory, except that it seemed to her that, while her lifestyle was vibrant, her career had begun to flat-line.

“I had only been in Tasmania for a couple of years when I saw the Tasmanian Leaders Program mentioned on Twitter. I was at a stage in my career where I felt I wasn’t learning and growing as much as I had wanted and felt I needed a good kick in the backside. I have worked in marketing and communications in the technology industry for 20 years, so I was attracted to the Program for the opportunity to learn from people from outside my profession and industry. I have had internal management training at Gartner, but I saw that what the TLP offered was something completely different.”

Susan had developed a pretty good social network in the Huon Valley where she lived, but knew few people elsewhere in Tasmania. She felt that the Program was a window to better understand her chosen home. As a remote worker, the face-to-face contact with other high-achieving professionals was an attractive component of the Program. A chance

conversation with TLP graduate Nick Haddow convinced Susan that the Program was exactly what she was looking for, “It sounded amazing, so I applied.”

The Program often reveals self-awareness in unexpected ways. Susan found insight about herself and others both during the sessions and outside the formal processes. “One of the people in my group had worked in the government and community sectors and we spoke a totally different language. I found it really hard to understand what she meant. I felt constantly frustrated and I’m guessing she probably felt the same way about me.

“During one of the car journeys home from a TLP Linking Session, I discovered we had something in common in our personal lives and suddenly we didn’t seem that different. It showed me that we all share the same basic hopes, dreams, fears and challenges. It really helps to look at things that way when I feel frustrated by how someone behaves. As a result of being exposed to many different views during TLP I am now a lot less confident that I’m right about anything. And that’s a good thing. There is always more than one answer.”

***“I now step out of my comfort zone more often,
to ask questions and build relationships.”***

The Program offered Susan the opportunity to see herself as others do. “It was an eye opener for me to learn that some people might find my direct style a little scary, but that others appreciated how I keep things on track and move things forward when needed. I learnt that leadership is all about stepping up. Leaders are people who put their hand up, see a need, make things happen and take others with them on the journey.

“I didn’t feel like a ‘leader’ when I started the TLP but now I have the confidence and courage to know I can lead. I learnt that I need to speak up and step up sooner and not hold back as I might prefer to. I now see that leadership isn’t for the select few, it’s up to everyone to exercise personal leadership.”

The Program has helped Susan in her current role – finding new skills has been a boon to her work particularly in managing her internal team in three different countries as well as in her involvement with external international PR agency teams. “TLP gave me the chance to think about how I support them to achieve their own goals and has made me a better coach. Last year I had the opportunity to receive feedback from my team on my management style and I was really happy with what came back. I now step out of my comfort zone more often, to ask questions and build relationships. I am also more inclined to speak up and take charge”.

Completing the Program has helped Susan to strengthen her relationship with her global team, and has also enabled her to become closer to her professional community in Tasmania. “In the near term I am keen to grow as a member of Gartner’s Asia Pacific leadership team and still have lots of ideas to implement. I am involved in two PR industry bodies which I see as important for the future of the profession.” Longer term, Susan aspires to making a greater contribution to the growth of the private sector in Tasmania. It is yet to be determined whether this will be through a leadership role in a private sector organisation or through starting her own business. “I know I have not quite found my niche yet but, whatever I decide, I know I can give it a go, armed with tools, tips, skills and a network from the TLP.”

The cherry on the top of her TLP7 year was the very special accolade given by her Learning Set. “At the end of the year, my group said they liked how ‘Tasmanian’ I am! I took that as a great compliment.”





Craig Perkins

CEO Regional Development Australia, Tasmania;

Mayor, Meander Valley Council

Craig Perkins was comfortably elected for a second term as Mayor of Meander Valley Council in 2014. His popularity with the electorate and his fellow councillors correlates directly with his

leadership style, which he attributes to undertaking the 2008 Tasmanian Leaders Program.

Craig's participation in the Program came following a request from the board of his employer, Regional Development Australia, Tasmania. He had just been appointed to the role of CEO within the organisation, and the board suggested some professional development.

"The beginning of the Program coincided with a lot of changes to the Australian Government which impacted significantly on the work of Regional Development Australia, Tasmania, and so the timing was perfect in helping me support my staff and transition them, the organisation and myself through a challenging period.

"There were a lot of things I thought I was good at when I started the Tasmanian Leaders Program, which in hindsight, I wasn't. I really gained a lot of insight into myself and others. The Program gave me the tools to accept and appreciate the value of the contribution that other people make – now I actively seek other points of view; I really listen and work with them."

The opportunity to run for Mayor was not on the whiteboard for Craig or even part of a future bucket list of service to the community. One of his fellow Tasmanian Leaders Alumni suggested that Craig run for local government, and after initially dismissing it, at the last minute he nominated and was successful. When the sitting mayor was elected to Federal Parliament, Craig looked around the Council table and wondered who would become the next mayor.

"The Program gave me the tools to accept and appreciate the value of the contribution that other people make..."

"It wasn't on my radar initially. I hadn't joined Council to become a mayor, but there were only a couple of us that had the capability. I thought to myself someone has to do it so I'll put up my hand. I'm really pleased I did, and I thoroughly enjoy the role and the engagement with the community."

Craig views the work he does with Regional Development Australia, Tasmania and his mayoral duties as part of a Venn diagram of making Tasmania a better place, whilst mentoring his staff and community alongside him.

"A leader doesn't say 'that's where we're going and I'll meet you there'; a leader facilitates the community to consciously come on the journey, strong and empowered."







Anya Reading

Professor of Geophysics , University of Tasmania

Professor Anya Reading saw her place in the 2014 Tasmanian Leaders Program as a portal to access the greater Tasmanian, national and international community, building critical networks and relationships outside of the University environment. In a world where so much of her work as a computational

geoscientist involved leading multi-disciplinary projects, she was keen to sharpen her capacity to communicate in the language of business, leadership and change as well as science and geophysics.

Anya thought of herself as a reflective, thoughtful person. She approached the Program from the perspective of not so much how she could know herself better, but how she could gain greater insight into the commonality and differences she had with others. By honing her communication skills she could more dynamically take her passion for science, technology, engineering and maths (STEM) education and dial up the impacts outside of the academy.

“I think the science community is traditionally comfortable operating within stereotypes of being somewhat socially awkward communicators. We need to get beneath that layer of what makes us or me different, to where the commonality is. We all have a need for our values to be acknowledged, we all need our work to be acknowledged, what unites us is

much stronger than our perception of differences.”

Anya revelled in the collective of people and passion who were part of her TLP cohort, especially at the Residentials where there was time and space to engage in deep and broad conversations. She had a deep appreciation for the coalescing of people and teams through the TLP as they all learned about themselves and each other.

“I expected from what I knew of the Program to be surrounded by great people, but I didn’t realise how valuable the relationships would be for me; to have this peer group to call on and get advice, and the lasting strength of those friendships.”

What Anya saw in her travels around Tasmania, hearing from leaders of industry, government and community, was the impact of the gaps in STEM education on intergenerational opportunities. An experience that has motivated her to have greater interventions with younger students to get and keep them interested in the sciences.

“Kids with STEM capabilities are not necessarily born into science families. They need support and enabling into the ‘aha’ moments that keep them engaged and happy in their learning years, rather than being bored or frustrated by education.”

Coming from an institutional background, the TLP highlighted to Anya differences in team building and leadership in the private sector. Understanding the challenges that come with the structure of the education sector, she was able to nuance her leadership style to ensure needs of stakeholders were represented, and everyone was able to contribute ideas and innovation to decision-making.

“Using the personality typing tools showed me the ingredients that go

into people's behaviour, which is how a multi-stakeholder or participant decision can be viewed. It's a bit like baking a cake, you have a number of ingredients, and depending on the combinations, you can make a range of different things."

"We need to get beneath that layer of what makes us or me different, to where the commonality is."

Striving for a more holistic view of her sector, where her leadership and change aspirations can take her, has led Anya into more hands-on educational projects, and to pursue her love of the intersection of art, science and data.

"As a computational scientist, there is so much power in representations, and the visual impacts of how information is presented. Working with artists and collaborating with the art community builds bridges between the sectors and allows the exploration of how to get the balance right between information and feeling."

Anya is aiming big, expanding her leadership into near and far field horizons. She was recently promoted to Professor of Geophysics, and awarded a prestigious Fulbright Scholarship for 2017.

"Before TLP8, I used to want to lead a group effectively in the context of an organisation. Now I look at the organisation and all its elements, and how that can be broadened so the effectiveness of what it can do has a positive impact far beyond the walls of the academy."





Guy Robertson

Owner, Mt Gnomon Farm

The vision Guy Robertson had for Mt Gnomon Farm was enormous, encompassing almost every part of the supply chain of sustainable farming, production and regional economic development. Leaving his secure job to fully focus on realising the potential of the business could have been overwhelming, but Guy decided to do it

alongside his participation in the 2011 Tasmanian Leaders Program.

“I guess I didn’t really see myself as a leader, but I looked up to other leaders in the community. I wanted to be a role model, and I knew I could become that person for others, with a bit more experience.

“The idea of forming networks with other Tasmanians launching out on their own big journeys was important to me. I wanted to meet people from all around Tasmania, I wanted to share my vision and get their input.

“The Tasmanian Leaders Program builds your strengths. It layers knowledge, experience and advice from influential leaders until you have the confidence to explore other opportunities, to be bold and to more importantly be brave. You become comfortable with yourself and the bigger concept of what leadership can be.”

Of all the tools and lessons of leadership in the Tasmanian Leaders Program, the ability to understand his own personality type and how he

best works with others was the missing link for Guy. This was the key to unlocking capability – assembling the type of people he needed on his team to complement his skills.

“Anything is possible. It starts with dreaming...”

“In the Program I saw so many people who were prepared to take risks. As the Mt Gnomon Farm business was developing, there were several opportunities where I could have taken a safer path, but it would have ultimately been limited. I trusted my judgment, and sought help from the people around me to validate my gut feelings.”

The social inclusion sessions and meetings with diverse industry and sector leaders around Tasmania cemented for Guy that he wanted to give his all in regional Tasmania, and build up the North West of the State.

“What I experienced during the TLP showed me that I am privileged to be able to contribute – not everyone can. It’s not up to our politicians, it’s up to us to show leadership and make a difference now. I learned that I didn’t have to wait to do something.

“Since I’ve done the Program, I feel like there isn’t anything I can’t do. I am choosing to be here in the North West of Tasmania. There is so much that can be achieved in this region. I am part of that change and that’s really exciting. The Tasmanian Leaders Program has really accelerated that journey for me. Anything is possible. It starts with dreaming, then talking to your networks, and then it just seems to come together. You can’t be afraid of failure.”

change



Ginna Webster

Deputy Secretary – Administration of Justice, Department of Justice



Ginna Webster was at a crossroads. Her senior public service role had become routine, her ambition was flat-lining and she had a sense that she needed something, but didn't know what – or even what the opportunities could be.

When Ginna applied to the 2008 TLP, it was with the desire to use the Program and its tools as the divining rod that would reveal what was next in her professional story.

“I chose the Program specifically because of the learning style it used. I didn't want chalk and talk. I wanted to address personal challenges and better understand myself and my values.

“After the first Linking Session, my journey was very clear. I realised I wasn't ambivalent about my job, I was a passionate defender of the public sector. I could see its significance to individuals and to Tasmania. I also saw how my skills were not only relevant, but that I could – and would – add value and vision to those around me.”

With renewed purpose, Ginna was able to harness the tools and models used in the Tasmanian Leaders Program and integrate them into her management practice.

“I apply the tools of the Program every day. When I'm mentoring my team, when I'm in meetings and working with stakeholders, the ability to think and act cohesively enables much better outcomes. Decisions are made quickly, efficiently and decisively as a group, which means they are implemented more effectively with everyone on the same page.”

Gaining clarity around Ginna's personal values and objectives was a transformational moment during the Program. Knowing what fired her passion underpinned her career choices and management style. The Program's peer group provided a network of people who became, and remain, trusted friends and mentors.

“The Tasmanian Leaders Program gave me the confidence to not only back myself, but to say no when opportunities were offered that didn't meet my values or take me closer to my goal. There is a big difference going into a job interview where you can confidently show and tell your plan for the position and the organisation.

“You can't be a leader of one. In the Tasmanian Leaders Program, I gained insight into the power of diversity and the benefits of using the wisdom of the group. I apply this to my community work and my public sector role. I might be in a position where I am leading and facilitating, but everyone is working equally together for the outcome.

“Now I go to work every day and I make a difference I can quantify. I try to give my staff and my community support to see the power each one of them has to lead and make change, and that every action we take can ultimately contribute to building a stronger, more resilient Tasmania.”



Stuart Wiggins

CEO, Metro Tasmania

Stuart Wiggins considered himself to be a good lieutenant, a solid private sector 2IC who got things done and was a skilled management wingman. When he returned to Tasmania from the mainland, he saw the Tasmanian Leaders Program as an opportunity to build networks and re-establish corporate ties. He had no idea that it would transform his identity,

change his worldview and ultimately lead to a role as CEO.

“The 2009 Tasmanian Leaders Program made me ask the question of myself: How could you be more? I hadn’t ever thought about being more, I was just a boots-and-all management guy. The first few months of the Program broke down who we were, it let me really evaluate who I was and what I wanted. Toward the end of these sessions I suddenly had that ‘aha’ moment when I realised I could be something different, something bigger, something better.

“As my own preconceptions were lifted, and my values and motivations revealed, it changed the way I performed. I grew confident. I remember standing up to the CEO of the company I then worked for and was able to put forward a strong and convincing argument at a very difficult time in the business. This moment of courage in my convictions changed my view and direction of management, and I realised that I had a valuable contribution to make.”

Stuart’s act of bravery in that board meeting, based on his authentic values, made a difference to him, and began to build his reputation in Tasmania as an executive with integrity and grit who stuck around when things were tough. He became known as an empathetic leader who put the good of the business and staff at the centre of the decision-making process.

“...I realised I could be something different, something bigger, something better.”

“The Tasmanian Leaders Program was central to this behavioural shift. I learnt that the situation doesn’t define you; your behaviour in the situation is what’s important.

“The decision to apply for the role of CEO at Metro Tasmania was easy. It was less money than I could achieve in the private sector, but I knew how important reliable public transport is to the community. Here was a chance to put my management and leadership skills into action, and at the same time do something that could make a profound difference to many people’s lives. The recruitment panel acknowledged my reputation and my work in the previous job, and my appointment was undoubtedly a result of the way the Tasmanian Leaders Program transformed my leadership style.

“My growth hasn’t stopped with the Program, it’s continual, and as I grow, I hope the Tasmanian community grows and is strengthened by what I do.”



TLP²⁰: The Next Decade

Every year of the Tasmanian Leaders Program has been an opportunity for growth, review, and evolution. As the reflection of the previous pages on the history of Tasmanian Leaders concludes, the final words of this book look to the future – and to the endless opportunities that lie ahead. At the end of 2016, as our future beckoned, a group of over 40 people came together in Launceston to gaze across the next decade of Tasmanian Leaders. They were graduates, employers, industry representatives, presenters, TLI Board members and enthusiastic champions of the Program who wanted to contribute to the vision for the future.

The process, led by our newly appointed 2017 Tasmanian Leaders Program Residential facilitators – Bob Campbell and Lynda Jones, was rigorous and growth focused. Questions about what is working, what isn't, what can be done better, where are the gaps, where is the need, and what don't we know that might change our direction, were transparently and rigorously debated and the answers prioritised. The organisation, like its participants and graduates, has to have self-awareness, it has to seek constant growth, and strive to be on the edge of change. The Program is a disruptor, not a flag bearer for the status quo of leadership, and it seeks to continue to carve out leadership learning, rather than sit in the cosy corner preaching to the converted elite.

So, what's next? Looking through a futurist lense, Tasmanian Leaders will

continue to coalesce talents and passion for change around the vehicle of the Alumni. Events like Thinkbank will grow, and opportunities to give qualified advice and opinion to inform Tasmanian policy, such as Conversations with the Premier, will continue. The Program, now proven over a decade of leadership, will look to other ways to deliver content – local, digital, regional, face-to-face, offshore, virtual and immersed. The challenges faced by Tasmania will be tackled head on: education, health, living standards, demographic change, globalisation, environmental and industrial balance. So will its opportunities: clean green space, lifestyle, market size, innovation and isolation, niche industries and global icons.

There is much to do to keep Tasmanian Leaders relevant, diverse, self-sufficient, egalitarian and impactful. And importantly, there are many optimistic and energetic hands to contribute to the story with so many chapters still to write.

We look forward to shaping these next chapters together, as an inclusive, cohesive and collaborative Tasmanian Leaders community that will help to move our beautiful State to new heights.

This TLP story is far from finished, and we encourage you to come along as co-authors and contributors of Tasmania's future. Please don't sit just back and watch this space – make sure you are a part of it!

At each Tasmanian Leaders graduation dinner, one participant is chosen by their peers to give the valedictory speech. Don Thompson, chosen to represent the graduates of 2014, gave more than just a speech. One day on the long drive back to his home in the North West of Tasmania from a TLP Residential, he was overcome by the realisation of the depth of his learnings and self-awareness. As a passionate fisherman, he pulled over and sat on the familiar territory of the banks of a river, trying to make sense of it all as the water quietly flowed by. In his observation of the water, and the memories and experience of how the river and all its elements worked together, he was compelled to write a poem that captured the moment, one that he could share with his graduate family as they stepped out of the cocoon of the Tasmanian Leaders Program, back into the river of life.

THE RIVER OF LIFE

by Don Thomson

Every chapter in life is like fishing a stretch of river.

We all fish differently. We use different tackle.
Adopt different methods. Use different bait.
Fish for different species.

Some of us fish from the banks.
Some from a boat on the water.

Some fish from one place.

Some, like me, wade upstream,
constantly on the move.

For me, fishing is immersive.

I wade, often without waders.

I like to feel the water flowing past my legs,
massaging me.

Without waders I can get myself
into deeper water.

If I fall I can recover quicker.

I become one with the river.

Life. Be in it.

Life is everywhere.

Bright greens and bronzes of spring myrtle
overhang the river.

A thing of beauty. A test of casting skill.

Tiny fragile orchids flower on the edge
of a bank.

The detritus of the forest strewn on the
shores.

But amongst the log jams await the trout.

Ready to pounce on opportunity.

Who will be their fisherman?

The rod is an extension of my arm.

Accurate casting is my goal.

Sometimes reactively casting to a fish spotted.

Sometimes proactively searching, based on
knowledge of where the fish are likely to be.
Casting and retrieving. Casting and retrieving.

Waiting for that strike.

It's all about strategy. Tactics.

Being proactive.

Exhausting of body.

Satisfying of mind.

Rewarding of spirit.

It's all about the journey.

Catch and release!

But you can't fish forever.

There comes a point on the river or a point
in time when you have to end; for the day,
the season, forever.

But there is much more river ahead of me.
Many deep holes to wade through.
Many rapids to navigate.
Plenty of still water to reflect upon.
Plenty more fish.

How much time will I get to fish my rivers
of life?
How far upstream will I eventually reach?
Will I make it to the source; the font of all
knowledge?
Which tributaries will I choose to follow across
the dendritic arteries of this earth I cherish?

It's time to go back to my family.
Be their rock in the river of life.
Guide my children through the deep holes
and the rapids.
Keep them on course; like the banks of the
river my arms embrace their course in life.
Grow stronger roots to the ground I nurture.
Select a way forward across the slippery rocks
lining the river bed.
The rocks and boulders you can't always see
and are always waiting to trip you up.
The river's conspirators.

One day I'd like to take you fishing.
Be at one with a river.
A river somewhere.
And I know as I navigate the river of life,
sometimes with you and sometimes alone,
I know we should all keep asking:
Are we on the right river?
Are we fishing for the right fish?
Are we using the right tackle?
Are we casting in the right places?
Do we want to eat fish anyway?
Is the journey more important than the spoils
along the way?
I think so!

At times I'll be happy and dance like the
droplets of water shining in the sunlight
over the rapids.
At times I'll sink deep with the platypus
searching for answers under the boulders.
In the dark and gloom.
When I'm down in the depths I'll see you
above me guiding me to the surface and
giving me oxygen to resuscitate me.
To fish another stretch of the river of life.

Some holes are just too deep to wade through.
These we can attempt but we must learn to
know when to go around them.

Sometimes the river is too powerful to wade.
You can't push against a current forever.
We have to know our limitations.
Sometimes we have to get out of the river and
walk along the bank, searching for the next
opportunity to reenter the water.
We need to be prepared for what might lay
ahead: learn new skills and build confidence.

Every river is a teacher.
It doesn't matter which one we are on.
It'll do for now.
What does matter is how you fish it.
Immerse yourself in the river of life.
Be proactive. Deliberative. Targeted. Strategic.
Have fun, like the jewels of water dancing
above the rapids.
Make a noise.
Be heard.
Be full of life.
Cast into every hole, every rapid, every bank
and every riffle.
Engage with it.
Observe.
Fish the shade and the sunny waters.
Enjoy the moment.
Unfortunately we can't fish for ever.

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Tasmanian Leaders¹⁰

A DECADE OF LEADERSHIP

