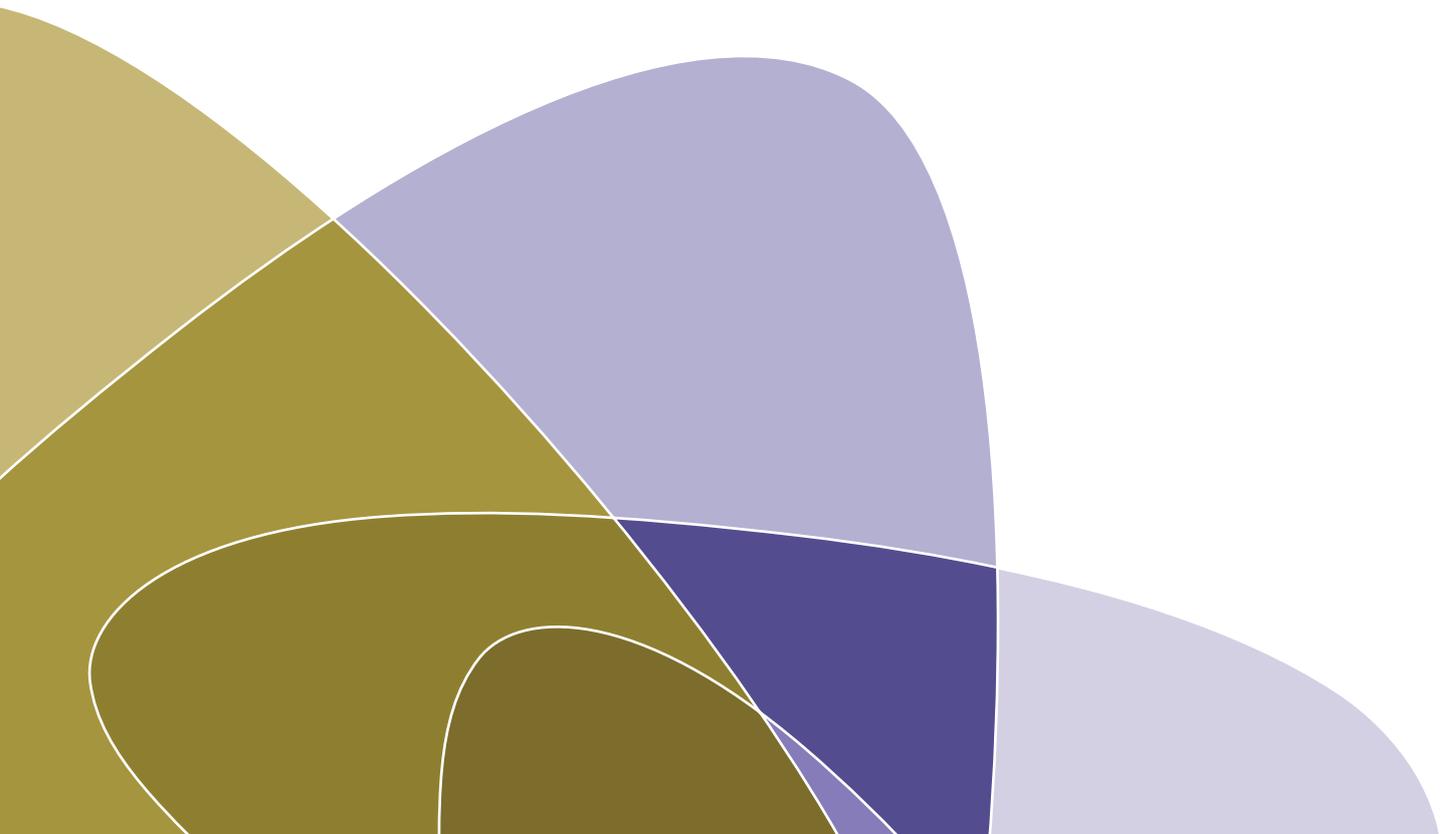




**Tasmanian
Leaders
Yearbook**

2019







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Welcome from the Chair

As I pause to reflect on the successes of the past year, I am struck by the momentum and growth we have achieved. I am encouraged by the continued success of the Tasmanian Leaders Program and I am overwhelmed by the results of an independent impact study undertaken by Myriad Research. I am also proud of the outcomes from our *I-LEAD* small business program, our West Coast region specific program and our annual leadership symposium. All of which has been achieved while our Thinkbank begins to mature as a key influencer of Tasmania's future.

But before I talk more about the successes of 2019 – let me begin by extending our congratulations to the graduates of TLP13.

I have had the pleasure of meeting them throughout the year and it seems that each and every one of them has grown their leadership capacity and networks and stand ready to create significant change in their professional and personal lives.

Luckily for participants of all our programs, the learning and networking does not stop at graduation. This moment in time marks the start of a new chapter which invites our graduates to join the Tasmanian Leaders Network.

The Network recognises that the Tasmanian Leaders family is made up of many different groups, including Alumni of both TLP and I-LEAD, Leadership Champions, Board members and our sponsors. With our Alumni at the centre, The Network provides a collective identity for all those associated with Tasmanian Leaders.

The Network grew out of the Alumni Subcommittee strategic planning day in 2019 and we thank our Alumni Subcommittee Co-Chairs, Prue Horne and Adrian Daniels, for steering the organisation to this new chapter.

Other achievements in 2019 include the sell-out Dare to Lead workshop delivered in Hobart in partnership with Pilot Light and our Leading Change in the West program delivered in Queenstown. Both were oversubscribed, highlighting the hunger for leadership within Tasmania.

In 2019 we also delivered our second Industry Leadership Enterprise and Development program (I-LEAD), designed to increase business leaders' capacity and drive to lead lasting change within Tasmanian industries experiencing significant growth. The program, delivered over a three month period, gave participants skills in three key areas: people, business and leadership. We are confident that the I-LEAD graduates will bring vigour to The Network allowing us to demonstrate our commitment to Tasmanian small business. We look forward to offering the program in Burnie in 2020.

Another exciting announcement is the establishment of the Tasmanian Leaders Foundation. The purpose of the Foundation is to provide access to leadership training for disadvantaged Tasmanians to help them reach their full potential and lead to an improved quality of life. We look forward to formally launching this later this year.

The Tasmanian Leaders Board is a volunteer board of busy professionals, and we would like to recognise the strategic input by all Board members, including those in our Foundation, who ensure our organisation maintains momentum with relevance and strategic foresight as evidenced in our new strategic plan that clearly defines our purpose and a number of key strategic goals (see pages 4-5 for more detail). My special thanks to current Board members, Gillian Biscoe, Bess Clark, Adrian Daniels, Kim Evans, Rebecca Greenwood, Prue Horne and John Perry, as well as Ginna Webster, as Chair of our Foundation.

The 2019 Tasmanian Leaders Program content was delivered by hundreds of volunteers who generously donated their time, expertise, and facilitation skills. None more than our Residential facilitators, Bob





Campbell and Lynda Jones, who with our General Manager, designed and delivered this critical pillar of the Tasmanian Leaders Program. We look forward to working with Bob and Lynda in 2020 and ensuring the program continues to flourish.

Thank you as well to the speakers who volunteered for the 2019 Tasmanian Leaders Congress and Leadership + Complexity symposium, which attracted over 100 delegates. Next year the event will be held in Devonport, 27-29 August.

Special thanks to Brian Lewis who expertly led the 2019 Thinkbank: Our Place in the Sun - Harvesting Tasmania's Agritourism. More about this event is listed on page 53, and I encourage you all to read the summary of the ideas generated at the event on our website.

Our thanks are also extended to the staff of Tasmanian Leaders. Over the year we have been fortunate to have four graduates work for the organisation: Angela Driver, Jenn Heggarty, Frances Pratt and Simone Hackett. Surrounding this core team are an impressive group of volunteers and consultants including Megan Rozynski, Leigh Arnold, Steve Willing and Kevin Swarts.

Our Leadership Champions continue to volunteer their time to help support participants, graduates and Tasmanian Leaders in many ways. Special thanks to the many who stepped up to mentor participants in the I-LEAD program.

The Tasmanian Government remains our foundation supporter, which together with participant and employer contributions and the generous support of our highly valued sponsors secures the Tasmanian Leaders Program into the future. Thank you to Premier Gutwein and Michael Ferguson, Minister for State Growth, who administer our funding and remain committed to investing in the leadership development of Tasmanians. We are also incredibly appreciative of our major sponsors, whose investment allows the continuation of Tasmania's premier leadership program, and which enables us to enhance the learning and experience of participants.

This year the Residentials took place in three beautiful locations across Tasmania, thanks to the generous support of RACT Destinations who provided us with significant discounts to their world-class facilities. Thanks also to WIN Television for their generous in-kind advertising package at recruitment time. Thanks also to KPMG for managing our accounts with efficiency and professionalism, and the Federal Group for supporting our organisation particular through financial support of our graduation dinner.

Thank you to all the organisations who enabled their staff to complete one of our 2019 programs. The 2019 I-LEAD program was financially supported by 28 businesses and included industry buy-in from the Tasmanian Farmers and Graziers Association (through Skills Tasmania), Tasmanian Hospitality Association, and the Regional Tourism Organisations (Cradle Coast Authority, Destination Southern Tasmania, Great Eastern Drive and Tourism Northern Tasmania,) who all provided scholarships for their sectors and members. The 2019 Tasmanian Leaders Program was further supported by 25 organisations including the following scholarship partners: Bec Grigg and Family, and the Alcohol, Tobacco and Other Drug Council Tasmania.

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

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

Rob Woolley

Chair
Tasmanian Leaders

About Tasmanian Leaders

The **Tasmanian Leaders Program (TLP)**, our core business, is an intensive, year-long action-learning program to build leadership capacity and capability across all sectors and regions in Tasmania.

I-LEAD is an intensive four-day program over three months building capacity in the private sector by supporting small to medium businesses across Tasmania.

Thinkbank generates high level thinking and new ideas from our graduates to contribute to Tasmania's socio-economic vibrancy.

Skillsbank provides a mechanism for the community-at-large to access our graduates as mentors, public speakers or through board or committee positions through an **Alumni Search**.

The **Tasmanian Leaders Congress** is held annually to share new ideas and approaches on leadership and complex issues to address the here-and-now, and the future.

Our **Alumni** lead and manage change within their professions and communities, are from all sectors and regions in Tasmania and elsewhere in Australia and overseas, and in 2019 numbered 304 TLP graduates and 56 I-LEAD graduates.

Tasmanian Leaders Champions are leaders from all sectors who act as our ambassadors, support and contribute to our strategies and activities, and act as mentors for our program participants and graduates.

The **Tasmanian Leaders Network** builds on our outstanding Alumni, embraces our Champions and other key stakeholders.

Tasmanian Leaders is a not-for-profit organisation.

Our purpose

Tasmanian Leaders strengthens leadership and networks to contribute to Tasmania's socio-economic vibrancy.

Our guiding principles

These principles guide and underpin all that we do:

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

Strategic direction 2020 – 2024

1

Leadership development

GOAL

Leaders of excellence in leadership design and delivery

STRATEGIES

1. Maintain excellence in the design and delivery of the Tasmanian Leaders Program and I-LEAD.
2. Expand the number of leadership offerings that meet agreed criteria including a refined region-specific program in 2020.

2

Effective networks

GOAL

Maintain and enhance connectedness across Tasmania

STRATEGIES

1. Establish Tasmanian Leaders Network as a strategy for connectedness.
2. Maintain graduate connectedness through graduate-specific ongoing professional development.

3

Thought leadership

GOAL

Generate new thinking

STRATEGIES

1. Establish a strong focus on analysis, policy and strategy development, and generating and grappling with new ideas.
2. Continue to deliver Thinkbanks and offer client-specific Thinkbanks.

4

Financial management

GOAL

Be financially viable

STRATEGIES

1. Manage the budget and stay within budget.
2. Achieve greater financial security.

Message from the General Manager

Oprah Winfrey once said, "*Luck is a matter of preparation meeting opportunity*".

This describes the lucky participants of the thirteenth Tasmanian Leaders Program who gathered, for the first time in February, in Strahan ready and determined to make the most of every opportunity the program presented.

As with all our programs, our work begins long before we first gather. After the excitement of meeting everyone during the interview process in 2018, came the task of reducing the number of interviewees down to 24. This required us to make a number of hard decisions to ensure the balance of participants is diverse and those we select are both willing and able to contribute to helping positively influence Tasmania's future. I can proudly say this year – we got it right!

In our first communication with any new cohort we say, "*The Tasmanian Leaders Program is intended to be intensive but not exhaustive. It should stretch, but not stress you*". We say this, despite knowing the enormous commitment it takes to complete the demands of the program, which for a start insists attendance across three Residential and eight Linking Sessions. But with the demands of time comes the opportunity to hear from, and question, approximately 120 guest speakers and experts from across many sectors of the community, in some outstanding venues. This included tours to a number of North Western businesses, a men's shelter and a prison in Hobart, and a neighbourhood house in Launceston's northern suburbs. We also stopped by berry farms, visited some impressive advanced manufacturing sites, and held sessions at Mona.

The four Linking Sessions delivered by the Learning Sets demonstrated the TLP13 participants' commitment to tackling future orientated pressing issues, by focussing on:

- Hidden worlds: denial of disconnections;
- Tourism: the good, the bad and the ugly;
- Tasmania 2030; and
- Preventative health.

Our 2019 sessions engaged many inspiring speakers, too numerous to mention here, but I would like to touch on a number of those who gave particularly impactful leadership stories including:

- Rodney Croome AM, LGBT rights activist and academic
- Sinsa Mansell, Co-Founder, Program Producer and Project Officer, *pakana kanaplila*
- Tania Matthews, Group Manager Safety and Sustainability, Linfox, ANZ
- Robert Pennicott, Owner, Pennicott Wilderness Journeys
- Catherine Wheatley, Founder, Water for a Village and recent finalist for Tasmanian Australian of the Year



The stories of courage, humility and innovation from all speakers and presenters encouraged participants to consider alternative views and to step up and give back to their communities.

When participants enter the program, they commit to undertake a project that will contribute to Tasmania's socio-economic vibrancy. The projects must be small enough to achieve, but large enough to matter. This year's participants upheld a tradition of exciting and varied projects. I would like to briefly highlight them here and if you would like to read more please visit page 44:

- **Wheels to Waves** aims to promote inclusion and equality, while raising awareness about restricted mobility access, by establishing custom made beach access wheelchairs at four of Tasmania's most popular beaches. These wheelchairs will provide people with restricted mobility an opportunity to take part in one of Australia's favourite pastimes – summer by the beach and in the water!
- **The Welcome Back(pack)** project aims to improve the reintegration of prisoners exiting the Tasmania Prison Service, providing them with a 'gift' from the community as recognition of their return, as well as supplying basic items to start 'life outside'.
- **Mobile 'Changing Places' Facility** will bring a toilet facility to Tasmania for people with disabilities that is all-encompassing, whilst also being portable in order to relocate around the state for major events.
- **Restorative Paper Bricks** will reduce the waste of shredded paper by repurposing it to make paper bricks as a fuel to subsidise heating costs for disadvantaged Tasmanians.

Thank you to Bob Campbell and Lynda Jones for facilitating the Residentials and bringing content, process and a genuine desire to support TLP13 gain insight into themselves and the change process.

It is now up to TLP13 to change the world. We remain supportive and the Alumni network is ready to hold them to purpose as they create waves of change. Now more than ever we need purposeful leadership within our organisations and across our communities.

Angela Driver

General Manager
Tasmanian Leaders



Leading Change in the West

→ QUEENSTOWN

In November 2019 members of the West Coast community were empowered to positively influence the region's future through a new immersive learning opportunity designed by Tasmanian Leaders.

Leading Change in the West was delivered in Queenstown, 28–30 November, with the University of Tasmania's support. It was designed to provide participants with the skills and confidence to become the next wave of leaders capable of transforming the region.

The first component of the program was presented across three days and included panel discussions, interactive sessions, network mapping and assessment of strengths. Participants also self-selected into teams to develop a project that will positively benefit the region.

Groups will present their projects to a wider audience at an event being held in Strahan on Wednesday 26 February.

Program participants are from a diverse set of backgrounds including state and local government, tourism, the arts, small business, finance, education and community development.



Participants

Samantha Cameron

HIPPY Home Tutor and Teacher Assistant, HIPPY West Coast and Strahan Primary School

Sandy Chilcott

Branch Manager Queenstown and Districts, Community Bank® Branch of Bendigo Bank

Margaret Dare

Client Service Officer, Service Tasmania

Mary-Ellen Gilleece

HIPPY Coordinator, Rural Health Tasmania

Joel Gray

Team Leader, West Coast Council

Vikki Iwanicki

Community Learning Officer, University of Tasmania

Helen Johnson

Church Leader, Zeehan Community Christian House Church

Adam Mansson

Manager, Evans IGA Supermarket

Maria Metu

Student, University of Southern Queensland

Richard Morgan

Owner/Manager, Motel Strahan

Rebecca Pitt

Groups Co-ordinator, RACT Destinations Strahan Village

Susan Pitt

Compliance Officer, West Coast Council

Alan Radford

NEIS Consultant, Konekt Employment

Jaala Still

All Rounder, The Wall in the Wilderness

Stratie Stratford-Pearn

Convenor/Coordinator, West Coast Wilderness Fibre Arts

Tania Williams

Assistant Coordinator, HIPPY West Coast

Lyn York

Manager, Rosebery Community House

Industry Leadership Enterprise and Development program

→ I-LEAD

Tasmanian Leaders' high-impact Industry Leadership Enterprise and Development program (I-LEAD)

is for emerging and established leaders in small to medium private sector businesses.

Our 2019 program brought together 27 vibrant people from across Tasmania, from Triabunna to the Tarkine. Developed in conjunction with the needs of industry, the program content provided participants with skills in three key areas: people, business and leadership.

I-LEAD 2019 was highly successful for the small business owners and operators who participated. By the end of the program participants reported that they better understood themselves as leaders, had new skills and confidence to communicate and lead others, and were better able to think strategically and long-term to grow their businesses. Participants also said that the program helped them develop a wider, more valuable network and gain a community of relevant and connected peers.

I-LEAD 2019 consisted of two sessions, each held over two days, two months apart, in Hobart. Each session, a Sunday and a Monday, included a mixture of facilitator led workshops and sector experts.

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

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

The program concluded on 12 August with a graduation ceremony presided over by the Honourable Michael Ferguson MP in his role as Minister for Small Business. Graduates of the I-LEAD program are now part of the Tasmanian Leaders Alumni where they can draw inspiration and support from our network and continue their leadership journey.

The 2020 program will be held in Burnie 17-18 May and 2-3 August.

Congratulations to all 27 I-LEAD graduates. We were inspired by the action and vision they demonstrated to lead their businesses and industries for the greater good of Tasmania. We warmly welcome these extraordinary small business leaders to the Tasmanian Leaders family.

Participants

Sharon Armstrong

Manager, Heritage Horse Drawn Carriages Pty Ltd

Belinda Bird

Director / Pharmacist, New Norfolk Pharmacy

Zoe Bok

Operations Manager, The Freycinet Experience Walk

Susan Carins

General Manager, Freycinet Adventures

Tahlia Cavarretta

Media Coordinator, Mona

Chelsea De Main

Owner / Operator, Eye am hair

Sam Denmead

Tourism and Marketing Consultant, Green Hat Tourism

Craig Ferguson

Project Director, Mary Ann's Island Pty Ltd

Iain Field

Director, Leap Farm Pty Ltd

Hayden Fox

Project Coordinator, Healthy Tasmania Pty Ltd

Michael Hay

Senior Civil / Structural Engineer, IPD Consulting Pty Ltd

Samuel Jaeschke

Managing Director, ALL4Adventure

Sam Karpiniec

Senior Chemist, Marinova Pty Ltd

Samuel Kiely

Chief Operating Officer, Kiely Plumbing

Maureen Lacey

Director, Harcourts East Tamar

Jessi Mostogl

Program Manager, illuminate Education

Tristan Nichols

Agricultural Manager, Nichols Poultry

Felicity Richards

Director, Furneaux Agriculture Trust

Mark Richardson

Business Development / Partner, 4Front Services

Cassie Scolyer

General Manager, Newstead Medical

Paul Soldo

Manager, Tarkine Black

Oliver Strickland

General Manager, Eastcoaster Tasmania

Sarah Thomas

Partnerships Manager, RACT

Sandy Travers

Owner, Craigie Knowe Vineyard

Edward Weichelt

Managing Director, Hobart Beverage Co

Andy Welling

Director, Enviro-dynamics Pty Ltd

Reuben Wells

Managing Director, Ag Logic Pty Ltd

Testimonials

The length of the course was ideal for me as I am not able to commit to the year-long course. Having the overnight stay allowed for 100 per cent focus on the learning experience and maximised the opportunities to get to know other participants as well as mentors and presenters. Likewise, the gap between the two residentials and the engagement of a mentor helped to provide time to implement learnings. I found the delivery of the learnings to be exceptional and exceeded my expectations. It certainly was interactive, engaging and maximised my learning. The range of presenters was also impressive and highlighted different but interesting and necessary learning areas.

Overall it was an exceptional experience and I am grateful for the opportunity to participate in it and will recommend it to others in the future.

Maureen Lacey

Director / Senior Property Consultant
Harcourts East Tamar

“ I found the delivery of the learnings to be exceptional and exceeded my expectations.”

I-LEAD gives you tools to develop your leadership skills and a framework to effectively communicate with other leaders. The program and its network creates a melting pot in which business and social endeavours are able to come together and deliver better outcomes for the Tasmanian community.

Edward Weichelt

Managing Director
Hobart Beverage Co



I very much enjoyed the experience and would say that it is a must for anyone who wants to make a difference or improve their leadership ability. The Tasmanian Leaders team do a great job in creating a space that's fully open for people to share and grow together. I am personally a big believer in judging the success of something by what actually turns up... and you will quickly find that Tasmanian Leaders do a great job in creating the right space for great things to happen!

If you enjoy personal development you will love I-LEAD. If you want a space that promotes you being yourself in a safe environment then this program can provide that. If you want to learn how to be a better you and help others to be a better them I would recommend I-LEAD. If you want to see a better Tasmania and world then join the I-LEAD program!

Paul Soldo

Manager
Tarkine Black

“ I very much enjoyed the experience and would say that it is a must for anyone who wants to make a difference or improve their leadership ability.”

Through a recommendation from my employer, I undertook the Tasmanian Leaders I-LEAD program in 2019 across four days in June and August. Within the first hour, I-LEAD challenged my understanding of myself and taught me leadership skills which I can use in my career at Healthy Tasmania. I took a lot away from the program, particularly the knowledge of my personality type and the awareness to gain perspective from both on and off the 'dancefloor'. The program coordinators do a great job in trying to relate content to all professions present in the room, something that is tricky to say the least. My favourite task involved us working together in a small group to convince another small group, of a differing personality type, a proposal for a staff health and wellbeing program. The guest speakers that came along and the networking evening sessions still to this day have left a mark on my career, which eventuated in me purchasing some recommended books and downloading podcasts. As a bonus, I also came away with a new running buddy and knowledge of a local kombucha and beverage company, both of which I am still in contact with today.

Hayden Fox

Project Coordinator
Healthy Tasmania Pty Ltd





TLP13 2019



THE PROGRAM

The 2019 Tasmanian Leaders Program comprised of eight two-day Linking Sessions and three multi-day Residentials co-designed and facilitated by Lynda Jones, Bob Campbell and Angela Driver.

RESIDENTIAL RETREATS

SESSION	WHERE	DATE
Opening Residential	Strahan Village, Strahan	Thursday 21 February – Sunday 24 February
Mid-Year Residential	Cradle Mountain Hotel, Cradle Mountain	Thursday 25 July – Sunday 28 July
Closing Residential	Freycinet Lodge, Coles Bay	Friday 6 December – Sunday 8 December

Linking Session One

GOVERNANCE

PARLIAMENT HOUSE, HOBART: 15 – 16 MARCH

<i>Crisis in democracy</i>	Richard Eccleston , Director, Institute for the Study of Social Change	Presenter
<i>Global governance</i>	Matt Killingsworth , Lecturer in International Relations in the School of Government, University of Tasmania	Presenter
<i>Leadership story</i>	Rodney Croome AM , Social Activist, Australian LGBTI rights activist	Presenter
<i>Learning set project design workshop</i>	Julia Curtis TLP1 , Principal Consultant, Curtis & Associates	Presenter
	Rebecca Greenwood TLP7 , Commercial and IMS Leader, Megavar Pty Ltd	Presenter
	Tom Lewis TLP1 , Director, RDS Partners Pty Ltd	Presenter
	Mark Mason TLP2 , Principal Analyst, Department of Health and Human Services – Children and Youth Services	Presenter
<i>Transparency and trust in the bureaucracy</i>	Judy Tierney , Journalist, Self-employed	Facilitator
	Richard Bingham , Chief Executive Officer, Integrity Commission	Panellist
	Isla MacGregor , Spokesperson, Whistle-blowers Tasmania	Panellist
	Ginna Webster TLP2 , Secretary, Department of Communities Tasmania	Panellist
	Rod Whitehead , Auditor General, Tasmanian State Government	Panellist
<i>Question time with our upper and lower houses</i>	Sue Hickey , Alderman, Hobart City Council	Presenter
	Jim Wilkinson , Director, Northern Cities, State Growth, Coordinator General	Presenter
<i>Seeing, working and co-creating together</i>	Leigh Gassner , Director, Reos Partners	Presenter
<i>World cafe: question time with our political leaders</i>	Hon Ruth Forrest MLC TLP5 , Independent Member for Murchison, Tasmanian Legislative Council	Presenter
	Senator Nick McKim , Minister Tasmanian Greens	Presenter
	Kevin Morgan , Senate Candidate, United Australia Party	Presenter
	Hon Joanna Siejka MLC TLP7 , Labor Member for Pembroke, Tasmanian Legislative Council	Presenter
	Nic Street , Liberal Candidate, Tasmanian Liberal Party	Presenter



Linking Session Two

INNOVATION AND INDUSTRY

NORTH WEST COAST: 4-5 APRIL

<i>Designing for wiser action</i>	Julia Curtis TLP1 , Principal Consultant, Curtis & Associates	Presenter
<i>Transformational leadership and leading transformational change</i>	Luke Sayer , Editor, The Advocate Newspaper	Facilitator
	Chas Kelly , Founder, Chas Kelly Transport	Panellist
	Ben Maynard TLP6 , General Manager-Operations, Grange Resources	Panellist
	Dianne Maynard , Senior Management Officer, Department of Primary Industries, Parks, Water and Environment	Panellist
	Sally Milbourne , Owner, Charlotte Jack	Panellist
<i>Site visit – Brandsema Tomatoes</i>	Anthony Brandsema , Co-Owner, Brandsema Tomatoes	Site Host
<i>Site visit – Charlotte Jack</i>	Ben Milbourne , Owner, Charlotte Jack	Presenter
<i>Site visit – Direct Edge</i>	Diane Edgerton , Chief Executive Officer, Direct Edge	Presenter
<i>Site visit – Gin Tasting</i>	Abbey Mead , Assistant Bar Manager, Southern Wild Distillery	Presenter
<i>Site visit – Introduction to Lean</i>	Kelly Elphinstone , Managing Director, Elphinstone Pty Ltd	Presenter
<i>Site visit – Searoad II</i>	Dale Emmerton , General Manager, Searoad	Site Host
<i>Site visit – Spirit of Tasmania</i>	Elvis Connelly , Freight Services Manager, TT-Line	Site Host
<i>Site visit – Turners Beach Berry Patch</i>	Craig Morris , Owner, Turners Beach Berry Patch	Site Host
<i>Welcome to the region</i>	Lee Whiteley , Chief Executive, University College, University of Tasmania	Presenter
<i>Workshop: How Lean creates innovation in industry</i>	Sarah Jones , Associate Director, Industry Engagement, University of Tasmania	Presenter



Linking Session Three

COMMUNITY

BRIDGEWATER LIBRARY, BRIDGEWATER: 17-18 MAY

Causes and consequences of poverty in our community	Meg Webb , Social Action Researcher, Anglicare	Presenter
Culture in communities	Sinsa Mansell , Co-Founder, pakana kanaplila	Presenter
Leadership story	Bernadette Black , Founding Director, Brave Foundation	Presenter
Community leaders	Maree Bennett TLP11 , Service Supervisor, Oak Tasmania	Panellist
	Sharon Jones , Executive Officer, Kentish Regional Clinic	Panellist
Privilege and power	Robin Banks , Former Anti-Discrimination Commissioner, Tasmania	Presenter
Site visit – Bethlehem House	Stephanie Meikle , Chief Executive Officer, Bethlehem House	Presenter
Site visit – Risdon Prison	Ian Thomas , Director of Prisons Designate, Department of Justice	Presenter
Looking inward and looking outward workshop	Ani Havlat , Teaching and Leadership Advisor/Coach/Clinical Psychotherapist	Presenter





Linking Session Four

ECONOMY

LAUNCESTON CLINICAL SCHOOL, UTAS, LAUNCESTON: 14-15 JUNE

<i>Economic growth across Tasmania</i>	John Perry , Coordinator General, Department of State Growth	Presenter
<i>From invisible to influential</i>	Penny Terry , Creative Director, Healthy Tasmania	Presenter
<i>Home truths about the Australian economy</i>	John Daley , Chief Executive Officer, Crattan Institute	Presenter
<i>Leadership story</i>	Adam Mostogl , Founder / Inspirer, illuminate Education	Presenter
<i>Big ideas for Tasmania's economy</i>	Tim Rutherford , Partner, KPMG	Facilitator
	Sarah Hirst , Owner, Leaning Church Vineyard	Panellist
	Tim Holder , President, Chamber of Commerce	Panellist
	Naomi Walsh TLP8 , Corporate Services & Finance Manager, Rosevears Hotel	Panellist
	Peter Whish-Wilson , Senator, Australian Greens Party	Panellist
<i>Q&A with Tasmanian State Treasurer</i>	Peter Gutwein MP , Treasurer, Minister for Environment, Parks and Heritage, Tasmanian Liberal Government	Presenter
<i>Thinkbank 2018: Small Business—overcoming obstacles and seizing opportunities</i>	Frances Pratt TLP6 , Project Leader, Tasmanian Leaders	Presenter
<i>So what does this all mean for the future of Tasmania?</i>	Tim Rutherford , Partner, KPMG	Presenter



Linking Session Five

HIDDEN WORLDS, DENIAL OF DISCONNECTION

MISSIONDALE AND UTAS SCHOOL OF ARCHITECTURE,
LAUNCESTON: 15 - 17 AUGUST

<i>Levels of perspective</i>	Greg Morgan , Executive Partner, Allora Leadership and Coaching	Presenter
<i>Leadership story</i>	Catherine Wheatley , Founder, Water for a Village	Presenter
<i>Impacts of alcohol and drug use on relationships</i>	Tom Fegent , Senior AoD Clinician, Missiondale Therapeutic Community	Presenter
<i>Family violence from both victim and perpetrator perspective</i>	Jennifer McKenzie TLP13 , Manager, Marketing & Communications, Li-Ve Tasmania	Facilitator
	Darren Hill , Sargeant, Tasmania Police	Panellist
	Emily Chase TLP13 , Manager, Child Safety South Children and Youth Services South, Department of Communities Tasmania	Panellist
<i>Community reconnection</i>	Nettie Burr , Manager, Starting Point Neighbourhood House	Presenter
	Peter Richards , Community Gardener, Starting Point Neighbourhood House	Presenter
	Tracey Tasker TLP6 , Chief Executive Officer, Neighbourhood Houses Tasmania	Presenter
<i>Choir of High Hopes</i>	Merelyn Briton , Choir Founder and Leader, Choir of High Hopes	Presenter
<i>Acquired brain injury: causes, impact and insights from lived experience</i>	Alfred Archer , Li-Ve Tasmania	Presenter
	Anna Holiday , Project Manager, Li-Ve Tasmania	Presenter

Linking Session Six

TOURISM TASMANIA: THE GOOD, THE BAD AND THE UGLY

**MUSEUM OF OLD AND NEW ART,
HOBART: 13-14 SEPTEMBER**

<i>A tourism development story</i>	Daniel Hackett TLP10 , Owner, RiverFly 1864	Presenter
<i>Leadership story</i>	Ginna Webster TLP2 , Secretary, Department of Justice	Presenter
<i>Managing up and under</i>	Steve Willing TLP3 , Owner, Growth in Mind	Presenter
<i>Mona: tourism transformation</i>	Mark Wilsdon , General Manager, Museum of Old and New Art	Panellist
<i>The impacts of tourism: how much growth is too much growth?</i>	Hon Kerry Finch MLC , Member for Rosevears, Tasmanian Parliament-Legislative Council	Facilitator
	Tabitha Badger , Owner, Hazards Brewing Coffee Van and Stand Up Paddle Freycinet	Panellist
	David Cox , State Manager, Hawthorn Football Club	Panellist
	Luke Martin , Chief Executive Officer, Tourism Industry Council Tasmania	Panellist
<i>Tourism—Setting the scene, an overview of tourism in Tasmania</i>	Anna Reynolds , Lord Mayor, City of Hobart	Panellist
	John Fitzgerald , Chief Executive Officer, Tourism Tasmania	Presenter





Linking Session Seven

TASMANIA 2030

MACQUARIE HOUSE, LAUNCESTON: 18 - 19 OCTOBER

<i>Case study: battery of the nation</i>	Chris Gwynne , Project Director, Hydro Tasmania	Presenter
<i>Conflict</i>	Peter Wheatley , Principal, Peopleworks	Presenter
<i>Drivers of change</i>	Stuart Dare , Partner, Deloitte Assurance and Advisory	Presenter
	Paul Liggins , Partner, Deloitte Access Economics	Presenter
<i>Fire side chat</i>	John Perry , Coordinator General, Department of State Growth	Presenter
<i>Unpacking how the drivers of change are impacting Tasmania's key industries</i>	Claire Smith	Facilitator
	Nick Haddow TLP5, Owner, Bruny Island Cheese	Panellist
	Katie Cooley , Care Services Operations Executive, Masonic Care Tasmania	Panellist
	Ray Mostogl , Chief Executive Officer, Tasmanian Minerals, Manufacturing and Energy Council	Panellist
	Rob Woolley , Chair, Tasmanian Leaders	Panellist
<i>Innovation ecosystem overview, group discussion and innovation hub.</i>	Alex Glenn , Senior Strategic Director, 2nd Road	Presenter
<i>Leadership story</i>	Tania Matthews , Group Manager Safety and Sustainability, Linfox	Presenter
<i>Educational co-design</i>	Kylie Dunn , Visual Artist	Facilitator
	Alex Glenn , Senior Strategic Director, 2nd Road	Facilitator



Linking Session Eight

PREVENTATIVE HEALTH

MEDICAL SCIENCES PRECINCT, UTAS, HOBART: 8-9 NOVEMBER

<i>Bringing policy to the people</i>	Lucy Byrne TLP5 , General Manager, Healthy Tasmania	Presenter
<i>Current and future challenges to eating well in Tasmania</i>	Leah Galvin , State Manager, Eat Well Tasmania	Presenter
<i>Design Thinking workshop</i>	Simon Tyrrell , Chief Product Officer, Live Tiles	Presenter
<i>Does your postcode determine your health?</i>	Charlie Burton , Manager Policy, TasCOSS	Presenter
<i>Is promotion, education and engagement enough?</i>	Michael Pervan , Secretary, Department of Communities Tasmania	Presenter
<i>Leadership story</i>	Rob Pennicott , Owner/Founder, Pennicott Wilderness Journeys	Speaker
<i>Pill testing</i>	Leon Compton , Presenter, ABC Radio	Facilitator
	Tanya Cavanagh , Founder, Teen Challenge Australia	Panellist
	Alison Lai TLP8 , Chief Executive Officer, Alcohol, Tobacco and other Drugs Council Tasmania	Panellist
	Gino Vumbaca , President and Co-founder, Harm Reduction Australia	Panellist
	Robert Waterman , Chief Executive Officer, Rural Health Tasmania	Panellist
<i>Preventative health measures take longer than one electoral term</i>	Gary Fettke , Orthopaedic Surgeon	Presenter



THE GRADUATES

ADRIAN BESWICK



Adrian Beswick

Human Resource Consultant

Tasmanian Health Service

Adrian is a human resource professional working for the Tasmanian Health Service as a Human Resource Consultant. Adrian commenced his professional career as a Human Resource Graduate with the Department of Health and Human Services and has worked as an analyst and human resource generalist. Based in his home town of Ulverstone, Adrian works to support managers and employees in the public hospitals, and the primary and mental health services in the North West to provide access to services that help Tasmanians to live healthier lives. Adrian is an active contributor in the community and is involved in supporting the work of the Ben Lomond Committee in media and promotion and his local Sailing Class in holding national and international events in the state.

My experience in TLP has transformed my day to day thinking. I've been able to engage in a higher level of conversation with managers to get them off the 'dancefloor' and lift their thinking onto the 'balcony'. TLP has provided me with great insights into my own personality and the personalities of others. I now better understand what my default approach is when faced with a situation. The highlight for me in TLP has been the peer support and peer reviews throughout the year. A recent turning point for me was realising that I'm a rescuer. I'm caught on saving people from their own situations and most recently, realising that I'm afraid of being saved myself. I'm excited about the future, looking forward to changing up a gear in opportunities for me both personally and professionally.

I'm really looking forward to continuing the discussions with managers and employees using all the tools which I've been equipped with through the program. Personally, I'm excited by the prospect of developing a paddock to plate journey on the family farm with the community and involving them in the process as a way of connecting people back to the land on which we live. I'm really looking forward to exploring this in the near future. Continuing my leadership journey is an exciting prospect and I'm ready to continue encouraging people to look up and plan for the longer term; to be curious and open to considering all viewpoints; and continue to actively use the leadership tools to better equip my colleagues and friends to manage their day-to-day lives.



“Continuing my leadership journey is an exciting prospect and I'm ready to continue encouraging people to look up and plan for the longer term.”

Emma Birch

Head of Asset Management Program
Management Office

Hydro Tasmania

On entry into program: Manager Operations

Emma is the Head of Program Management Office for Asset Management and Investment with Hydro Tasmania where she leads a team who are accountable for the delivery and governance of program performance and business functions specific to the asset management processes. Graduating with an Engineering and Science Degree from the University of Sydney, Emma's love of water and sustainability led her to Tasmania. Emma spent fifteen years specialising in dams as an Engineer with Entura and then Hydro Tasmania. In 2017, she moved into management where she enjoys working with people and helping others be their best.

Although being the most challenging year personally, TLP helped me remain positive and understand my strengths, opportunities and people even more. It has challenged who I am and made me believe that anyone can make a difference. Having been pretty much exposed to engineers all my professional career, I have gained so much from the diversity of people, their passion and what we can all bring to the table as leaders. The Linking Sessions have broadened my perspective on the issues and challenges facing Tasmania and those who are passionate and dedicated in making a difference for the future of Tasmania. I doubt any other program can offer such an amazing experience like the TLP.

The program has provided a foundation to be a better me and that you can achieve anything in life if you want it. I plan to further develop using the tips and tools to be a better people leader. I've always believed that people are your most valuable assets, but we are all individuals who need to work together to achieve a common goal as a team. I want to encourage people to be all they can be and to never put up with ordinary, we can always do more and be more.



EMMA BIRCH



“ I doubt any other program can offer such an amazing experience like the TLP. ”



Kelly Bowring

Leader 42-24

TasNetworks

Kelly is a commercially minded business leader passionate about innovation and improving outcomes for Tasmania. She is a Chartered Accountant with over twelve years' experience in financial reporting, strategic planning, forecasting and commercial analysis across a number of large organisations. Kelly commenced her current role with TasNetworks in April 2018 to lead their new subsidiary business 42-24. Her role has involved establishing the business strategy and is also focused on pursuing opportunities for growth into new lines of business. Kelly has a strong desire to continually improve herself and is always looking for personal development opportunities. She has recently been appointed to the Board of Cancer Council Tasmania. Outside of work, Kelly is the proud mother of two beautiful daughters. She loves spending quality time with her family whenever she can and also enjoys keeping fit and active.

The Tasmanian Leaders Program was an amazing and inspirational experience that I feel extremely privileged to have been a part of. I found the program to be a great ecosystem for personal development and self-reflection. I learned a lot about myself during the program which has given me a new perspective. The program has also given me a greater awareness of the issues impacting our communities. The highlight of the program for me was the diverse group of amazing individuals that I was able to share the experience with. I was continually challenged and enlightened by the various views within the room and a lot of my learning came from these discussions and witnessing the transformational journey of others. I will forever turn to this group of people, who I deeply trust and respect, for advice and guidance.

The Tasmanian Leaders Program has created a spark within me. It has given me the confidence to know that an individual can indeed make a big difference if they have the passion and desire to do so. I now feel like I have the tools and resources to tackle both business and life challenges head-on. The program has helped me uncover the type of leader that I want to be. I am committed to becoming the best leader that I can be at home for my children and at work for my team and business. Whilst the program may be finished, I feel like my journey is only just beginning!



“The Tasmanian Leaders Program has created a spark within me.”

Teeny Brumby

Councillor

Burnie City Council

Teeny is an energetic, outgoing and energised 'woman on the go.' Together with her husband, she is raising four spirited children in Burnie on the Gold Coast of Tasmania. She has led an exciting and adventurous life: working in an orphanage in Romania; running camps for disadvantaged children in NSW and Tasmania; travelled Australia in a caravan with her four then young children; and visited the Hamlin Fistula Hospitals in Ethiopia. She has a background in recruitment, events management, and has chartered several mothers' groups on the coast and generally has been a busy contributor to community life. In 2014 she was elected to local government and has since served as a councillor in the Burnie City Council. In 2017 she won a scholarship with the Tasmanian Government for an Australian Institute of Directors' Course, which gave her great insight into the real responsibilities that go with being an informed and high functioning director. She is now the Vice-Chair for the Burnie High School Association and recently appointed Vice-Chair of Camp Clayton.

Several years ago now we were discussing the high levels of unemployment in our region and I made a terrible mistake, saying, "They ought to just get a job!". It is easy to make such flippant judgements when you don't know... what you don't know! The TLP journey has afforded me a deep dive into the systemic issues facing Tasmania. Rodney Croome's leadership story left a lasting impression; he said 'the strongest and bravest thing to do is not to shout', modelled by his arriving at a controversial rally held in Burnie in 1988, where he and his friends arrived holding candles. He poignantly stated, "Respect those who don't hold what is dear to you", and "no matter what the issue there is always another way!". I realised that I have a disposition for making decisions from a 'feeling' base without real consideration of the data. Remaining curious before reaching a conclusion and adopting a balcony perspective off the dancefloor is critical.

The time away each month to reflect on my ability as a leader whilst being empowered with skills to lead has been invaluable. Sadly, Tasmania has some comparatively poor outcomes in the areas of education, health and social wellbeing. I love my State and strongly aspire to be part of the solution. Moving in political circles, it's easy to become disconnected from the reality of the experiences of everyday Tasmanians; I intend to hold onto this reality when making decisions for the future of our region. My previously black-and-white perspective has been considerably tempered with the inclusion of a balcony perspective and a commitment to remaining curious. With a renewed confidence I've enrolled in a Master of Business degree and recently embraced my role on the board of Camp Clayton. Who knows what the future holds, I have a fire in my belly and excitement in my soul ... here I come!



TEENY BRUMBY



“ The time away each month to reflect on my ability as a leader whilst being empowered with skills to lead has been invaluable.”



Alistair Burke

Legal, Risk and Compliance Manager

Aurora Energy

On entry into program:
Manager Legal and Procurement

Alistair grew up and studied in Hobart before spending a number of years working in the bigger cities of Brisbane and Melbourne. A passionate Tasmanian, Alistair returned to Hobart with his family in 2016 to take up a position with locally-owned energy retailer, Aurora Energy. Alistair manages the Legal, Risk and Compliance team at Aurora where he is responsible for providing legal, commercial and strategic advice. Alistair is a Board Member of Phoenix Children's Services, a community-owned child care organisation, and also serves as Secretary of the Tarooma Rugby Union Football Club. When not at work, Alistair loves spending time with his wife Eliza and their growing young family, pottering around the house and watching or taking part in some form of sporting activity, be it rugby union, touch football, cricket or golf.

It has been a privilege to participate as a member of TLP13. I feel very lucky to have been given the opportunity to take time out of a busy schedule to focus on leadership development and learn more about the challenges and opportunities facing Tasmania. A highlight for me has been connecting with such a talented, diverse and community-minded group of individuals. Every person involved in Tasmanian Leaders brings a different and valuable perspective and this has highlighted the power in diversity and the importance of seeking input from a broad range of stakeholders. I've loved the chance to visit so many wonderful places and businesses across the state. It's been eye-opening to see the cutting edge and world-leading work being done right here in Tasmania. I am also much more aware of the difficulties and challenges being faced by many Tasmanians and their families. We have a wonderful community sector being led by inspirational people, which, following TLP, I feel much better placed to support.

With a young growing family and new career challenges, the TLP experience has come at a really important stage in my life. It has not only equipped me with tools to deal with the pressures of everyday life, and succeed both professionally and personally, but it has provided me with a network of like-minded people who are ready to support me, if required. I know that over the coming years, the learnings I have gained through the program will continue to guide the decisions that I make and where I direct my energy. I look forward to sharing my experience with others, including through the Tasmanian Leaders Alumni and the community interests that I am passionate about.

“A highlight for me has been connecting with such a talented, diverse and community-minded group of individuals.”



Emily Chase

Team Leader, Intervention Programs

Department of Justice, Tasmania Prison Service

With a passion for helping disadvantaged members of our community, Emily's career has been focused on the criminal justice space. Commencing with the Department of Justice as a Probation Officer, working one-on-one with offenders to support them in meeting their needs in non-criminogenic ways, she quickly found her niche facilitating group-based criminogenic programs, with a focus on family violence and alcohol and drug issues. With time Emily moved from front line delivery to leadership roles, as well as a move from Community Corrections to the Tasmania Prison Service, where she now oversees the team responsible for delivery of criminogenic interventions and rehabilitation services.

The Tasmanian Leaders Program has provided a space for me to explore what it really means to be a leader. Having undertaken leadership programs in the past, this program has lifted me from a theoretical base to a fully immersive philosophical shift in perspective. While the program provides space for skills development around key theories and tools, it was the opportunity to hear from others throughout the year about their leadership perspectives and experiences that gave me a whole new outlook on how I can engage with others differently as a leader. TLP has given me new insight through the process of self-reflection, always questioning, and never accepting that there is only one truth and one 'right' answer.

My approach to leadership has undertaken a complete 180 degree shift through my engagement in TLP. Prior to commencing the program my leadership philosophy was, 'If I can just find a way to convince others to follow me, and be motivated and committed, then I am a good leader'. I have now realised that leadership is about building leadership capacity in others and that an individual's position title within a team should not determine their leadership capacity or potential. I will be less focused on my position title, and more focused on how I can make a difference in the world, wherever I am, through empowering those around me, and collectively leading change. Specifically, my goal is to change the way we work with and support our offending population, moving away from a punitive approach to meaningful and lasting rehabilitation.



EMILY CHASE



“ TLP has given me new insight through the process of self-reflection, always questioning, and never accepting that there is only one truth and one 'right' answer.”



Damian Collins

Team Leader – Alcohol, Tobacco and Other Drugs

Youth, Family and Community Connections

Recipient of the Alcohol, Tobacco and other Drugs Council Tasmania (ATDC) Scholarship

Damian's main drive in both his personal and professional lives is people and communities.

Through his experiences travelling and working with young people in a range of community service settings, he has come to appreciate that not everyone starts from an equal place, but everyone deserves support to reach their potential. As a 'mainlander', who moved to Tasmania over twelve years ago, and now currently raising a young family, he is very passionate about the future of this State and its unique place in the Australian context.

My TLP journey has been so much more than I ever anticipated. It's hard to summarise in words the many and varied experiences, learnings and insights I've had the privilege of participating in over the last eleven months. While I thoroughly enjoyed the internal and reflective nature of the Residentials, it was, surprisingly, the Linking Sessions where I was most out of my comfort zone. Having my eyes opened to the varied amount of industry, innovation and influence that is happening right across Tasmania really changed the way I think about our State. One of the absolute highlights for me was the 23 other participants in TLP13 and the inclusion as part of the broader Tasmanian Leaders Network. To meet such a varied, accomplished and passionate group of Tasmanians and to be able to call them peers is a truly humbling experience.

As a representative of the Alcohol and Other Drugs sector, it became clear to me that across TLP participants there was an interest in this area and the broader health and community sectors. The understanding that helping those most vulnerable is what can really lift a society or a community seemed to be a commonly understood concept. I plan to use the above learning to broaden the way I approach making change. I often find myself working with the same people or organisations and assuming only those in my scope have an interest or intent in making a difference. I've realised that by approaching the unlikely partners and creating an opportunity that is where innovation and influence can really happen.

“ Having my eyes opened to the varied amount of industry, innovation and influence that is happening right across Tasmania really changed the way I think about our State.”



Marcus Courtney

Mechanical Services Manager

Cement Australia

Marcus is a qualified marine engineer who has transferred his mechanical engineering and power generation skills to shore-based mining and manufacturing opportunities. Currently leading the mechanical maintenance and reliability team at Cement Australia's Railton plant, Marcus has led maintenance and shutdown activities with crews ranging from ten to many hundred. Marcus brings a fresh perspective to each role he undertakes. He is always willing to challenge the way tasks are undertaken and is always keen to find solutions that lie outside the square. Marcus is active in community organisations with a passion for engaging with disconnected youth.

On commencing the program I had one goal in mind and that was to develop and grow my confidence as a leader, what happened over the year was so much more. My journey was an awakening to the sometimes hidden challenges within the Tasmanian community, having first-hand exposure to those who have to grapple with complex issues at work and within the community. I have immensely enjoyed this journey of discovery, drawing strength from my fellow participants' willingness to selflessly share their personal experiences. The program has reset my perspective on where my life goals will take me and has highlighted the importance of giving back to the community. The turning point for me happened early in the year whilst delving into the justice system and understanding the lack of community support to re-engage with this section of the population.

The Tasmanian Leaders Program has enabled me to gain a deeper understanding of my strengths and highlighted how they can be implemented; this has seen my confidence grow. The combination of strength identification and gaining a deeper understanding of Tasmania's social, economic and political challenges has given me a greater understanding of how I am able to influence Tasmania's future. I have found, on a daily basis that I am reflecting on the learnings from the year and implementing strategies when having those difficult conversations or when looking for that solution to an adaptive challenge. I look forward to continuing to apply these skills not only in the workplace but also by providing leadership and direction to community organisations.



MARCUS COURTNEY



“The program has reset my perspective on where my life goals will take me and has highlighted the importance of giving back to the community.”



Chris Duffy

Firefighter / Public Officer

Tasmania Fire Service / Just Like Jack

Recipient of the Be Better Scholarship
funded by Bec Griggs and Family

After fourteen years in the military as an officer and pilot, Chris moved to Tasmania with his wife and daughter in 2004. The family owned and managed the Branxholm Hotel in Northeast Tasmania for three years. Chris' son Jack was born in 2006 with cerebral palsy spastic quadriplegia. Chris and Erin were determined that Jack's specific needs would not prevent him living life to its full. Jack has paddled from Launceston to Hobart, hiked the Overland Track, and completed five marathons, four Point to Pinnacles and numerous other events. Chris started the not-for-profit charity Just Like Jack in 2017 to allow other children with disabilities and their families to experience adventures they never thought possible. After leaving the Branxholm Hotel, Chris was the stay-at-home parent for over three years while working with the Army Reserve as the Officer Commanding 12th/40th Royal Tasmania Regiment and Manager Indigenous Affairs. Chris completed a Graduate Diploma in Secondary Education before being accepted into the Tasmania Fire Service where he currently works.

The TLP was an amazingly enjoyable experience while being challenging and eye opening at the same time. I developed a greater understanding of the different types of personalities that exist and how best to work with a diverse range of individuals. The program showed me the depth of talent that Tasmania has through the participants as well as the presenters. The access to inspirational people from all walks of life gave me a greater understanding of the many challenges Tasmania faces and has helped me become a more rounded and knowledgeable leader. The highlight for me (besides the amazing people I was on the program with) was learning about the type of leader I am and what I am capable of. I now realise that I am an influencer and have the ability to use this in the future. I didn't expect to be as emotionally challenged throughout the program as I was and I am grateful for that.

Post TLP I will continue to develop in the role of advocate for the special needs community in Tasmania. I want to see Tasmania become the most inclusive state in Australia. I want to give a voice to those that don't have one. I am currently participating in promotional programs within the Fire Service and will continue in this area to ensure my leadership journey does not stop. In saying this, I will always have my eyes open to the outside world looking for opportunities that will allow me to have a greater impact on the Tasmanian community. I will change the world by raising three inspiring children and showing them the importance of using your abilities to help others. I want to teach them that the most rewarding moments in your life will be when you have given your all to help someone else achieve something amazing.

“The access to inspirational people from all walks of life gave me a greater understanding of the many challenges Tasmania faces and has helped me become a more rounded and knowledgeable leader.”



Simon Fraser

Teaching Fellow / Alderman

University of Tasmania / Glenorchy City Council

A fifth generation Tasmanian, Simon has been married to Ganga for twenty years and is the proud father of two daughters, Tyra and Neena. With a background as a tradesman, Simon transitioned into adult education after graduating from the University of Tasmania in 2005 and since then has worked in vocational, corporate and now tertiary sectors. Employed as an Associate Teaching Fellow at the University College, Simon delivers preparatory courses for students wanting to start an undergraduate degree at UTAS. In January 2018 Simon was elected as an Alderman for the Glenorchy City Council. He chairs a number of council committees and volunteer boards and is a member of the Tasmanian Libraries Advisory Board. Simon has a particular interest and passion for education and a strong belief in its power to change lives for the better. He is committed to influencing educational outcomes in Tasmania in any capacity he can. To relax Simon loves to travel, read and play tennis (badly) at his local tennis club.

I applied for the TLP because a number of my colleagues had been through the program and recommended it. I'd also come to a point in my career and life where I was seeking further personal development. Looking back over the year I can say that the TLP has been a wonderful experience. Of most value to me has been the broad overview I've gained of Tasmania and the self-awareness I've developed, both as a leader and a person. From the Parliament to Risdon Prison, we've been given the opportunity to hear and question Tasmanians from every background and hear about the opportunities and challenges we face. I've finished the program feeling incredibly optimistic about Tasmania's future while also understanding my personal responsibility to contribute to making our State all it can and should be.

In partnership with my wife Ganga, I want to develop and support initiatives that further tackle the low educational outcomes in Tasmania. Our dream is to develop an innovative summer school program for underperforming students to help them improve their literacy and numeracy. Now equipped with a far greater understanding of Tasmania, I'll continue using my role as an Alderman to advocate for changes that make my community a better place to live and I'm also very excited to continue my teaching role with the University College.



SIMON FRASER



“I've finished the program feeling incredibly optimistic about Tasmania's future while also understanding my personal responsibility to contribute to making our state all it can and should be.”



Caroline Gray

Business Manager, Wicking Dementia Research and Education Centre

University of Tasmania

Born on the 'mainland', Caroline has lived almost always in Tasmania and grew up with a strong connection to, and respect for, our State's best natural assets. She completed an MBA in 2015, and previous roles include the inaugural Administration and Operations Manager for the State's air rescue operations and working with a national environmental campaigning NGO where she was lucky to spend time in some of Tasmania's remote places. For the past several years Caroline has been the Business Manager at the Wicking Dementia Research and Education Centre, part of the University of Tasmania, where she shares the goals and aims of the Centre to improve the lives of people living with dementia through education and research.

My TLP experience would be best described as 'opening my eyes'. I have always thrived on being busy – and that usually meant being engrossed in juggling my family, my work and studying. I have always had a strong connection to the 'place' that is Tasmania. Yet the communities, the challenges, the hidden gems and hidden sorrows – are the parts that make the whole sum unique and amazing – I had not dived deeply into this. TLP has made me realise that 'we' make up Tasmania – we are all responsible to make an impact, to help, to be compassionate, caring, innovative citizens. A big wake-up for me is that I can, too. I am braver, determined and perhaps calmer about how I fit into my community.

I am looking forward to keeping our project group going. Turns out being slow to get going wasn't a bad thing! 2020 will see us roll out our project together. In the wider community, I have the confidence now to put up my hand to help. I'm not sure how that will look yet as that is my next goal but it's not far off, I hope. I feel invigorated in my role at the Wicking Dementia Centre. Instead of feeling like a small cog in a big wheel, I feel motivated to seize opportunities as they come and contribute to the amazing team I work with to make a meaningful difference.



“ TLP has made me realise that 'we' make up Tasmania – we are all responsible to make an impact, to help, to be compassionate, caring, innovative citizens.”

Jordana Gray

Chief Financial Officer

Foundry

Jordie works in finance, but don't let that fool you. After a decade long career in business advisory and corporate taxation with KPMG, Jordie decided to explore her creative side. After attending an information evening with a view to studying at the creative school Foundry, she was headhunted for the Chief Financial Officer role. Left and right brains are now both happy. Jordie is passionate about promoting creative education in Tasmania, believing education should be accessible, industry-led, future proof, inspiring and life-changing. Jordie is a long-standing Board Member of the Launceston Tornados Basketball Club, a female-only club competing in the National Basketball League (NBL). She is mad about sports, having played thousands of basketball games, but her newest sporting love, and physical challenge, is playing AFL. Jordie's greatest passion is seeing 'the world' and the beauty in it. She loves to share 'what is out there' and encourages adventure through her photography and writing.

At the first Residential I felt I was different. Other participants seemed impressive and very serious 'adults'. As we got to know each other, the respect and trust grew. We all opened up, revealing our authentic selves. Beautifully, we each brought something unique to the group which was embraced and valued. 'Different' felt good! It's been a privilege to spend a weekend a month with you all. Thank you to my new friends for bringing your raw selves to the program to be educated, inspired and to affect positive change in Tasmania. Through all the guest speakers educating us on issues and opportunities in Tasmania and the inspiring leadership stories, I've witnessed myself and my fellow participants expand. I've grown to a point where I feel nothing represents me and rather, I can see the value in many positions. I have been continually challenged throughout the program and become a very curious and compassionate problem solver. I understand the importance of listening to all the different voices and working together to find creative solutions.

After completing the program I feel very grateful and a sense of responsibility. In my organisation, I have implemented many of the things I have discovered through TLP which has driven positive change. Personally, I have identified my core values and made the appropriate changes to fully live and breathe those values every day, for all to see. But I am also thinking bigger than my organisation and myself. I find Tasmania to be a spectacular and fascinating place. I love to create. There is a fire in my belly. I'm going to find a way to use my creative skills to compose powerful, poignant Tasmanian stories that engage, educate and inspire change.



JORDANA GRAY

“ I have been continually challenged throughout the program and become a very curious and compassionate problem solver. I understand the importance of listening to all the different voices and working together to find creative solutions.”





Darren Harris

Chief Operating Officer

St.LukesHealth

Darren's management career started in the food processing industry where he had the opportunity to learn about analytics and the power that information brings to decision making. These skills led to an opportunity to move into the private health insurance industry where he has worked in various management and leadership roles. Darren has a passion for helping Tasmanians in their healthcare journey by ensuring that they can access quality treatment when they need it the most. He has an interest in raising the level of conversation around health outcomes for Tasmanians and how we can become a healthier and more informed community. Darren has qualifications from Monash University and the University of Tasmania. In 2004, he established Foundation 33, a Launceston-based charity that supports vulnerable individuals in the local community. Darren lives with his partner Bianca and their blended family made up of four children: Jess, Jonathon, Jonty and Audrey. A modern-day Brady Bunch. He is a Star Wars and Kiss tragic and firmly believes 1977 was the greatest year in the history of humankind.

My TLP experience has been a rollercoaster ride from both a professional and a self-discovery perspective. When I started the program, I had some preconceived ideas about what the year would look like and what I hoped to learn. I realised very quickly that the experience was going to give me much more and would completely challenge my thinking, what I thought I knew about leadership, and force me to ask myself some difficult questions. With so many inspiring presenters, leadership stories and the overall quality of the teaching - the depth and breadth of exposure that the program provides is truly amazing. It is intense and totally immersive with a constant barrage of generously shared knowledge. The experience was also quite humbling. Being exposed to the challenges faced by those working in, and particularly those living in, difficult community settings was confronting but also strongly reinforced the need for me, as a leader, not to lose sight of the need to support the entire village and not accept the status quo.

My goal in the short term is to focus on being a better leader in my current role. I came into the program weighed down by self-imposed expectations around the measures of success I wanted to achieve as a leader. The gift that TLP has given me is the knowledge and direction I knew I lacked, a network of inspiring people to bounce ideas and challenges off, and the confidence I can continue to grow into my current role and become the leader I aspire to be. Looking beyond this, who knows? We've spent this year learning about Tasmania and the opportunities that it holds. I hope that I can contribute in some small way to add value to the Tasmania of tomorrow.



“With so many inspiring presenters, leadership stories and the overall quality of the teaching – the depth and breadth of exposure that the program provides is truly amazing.”

Pamela Honan

Director, Strategic Youth Services

Communities Tasmania

On entry into the program:
Director, Child Safety Service

Pam has worked in the public service for over thirty years, starting her career as a Federal Police Officer in NSW. She later moved to Tasmania where she married, had two children and refocused her career in the Departments of Health and Human Services and Justice. Pam's career path has spanned roles within Child Protection, Housing Tasmania, Community Corrections, Ministerial Advisor, the Magistrates Court of Tasmania, and Children and Youth Services. Her career path has seen her move from practitioner, supervisor, state-wide manager to senior executive. Pam is recognised for her sense of humour and people skills. She is an extrovert who will comfortably and confidently draw people together and discuss the things that people think but do not like to name.

I wanted the opportunity to learn from and be challenged by people I would not usually meet in my existing social and professional circles. TLP was a melting pot of people with vastly different learning experiences and life diversity that provided me with the opportunity to deconstruct my thinking, reflect and self-construct from the learnings. Unexpectedly, some of the attributes that I had held closest as my vulnerabilities turned out to be my strengths. This has given me a deeper insight into myself and how as a leader, I can differently influence others in their success.

I have completed this program with a deeper awareness and self-belief in my leadership strengths and abilities. I want to use my skills and knowledge to encourage and support the development and confidence of other future leaders and ultimately influence the way we communicate (particularly in government organisations) to improve outcomes and the wellbeing of people's lives. I want to inspire others to take every opportunity to better shape the future no matter how small that may seem.

“ I have completed this program with a deeper awareness and self-belief in my leadership strengths and abilities.”



PAMELA HONAN





Katrina Kelly

Company Secretary

Lenah Game Meats

Katrina is an agricultural scientist whose passions include natural horsemanship, community and the natural world. Katrina works with her husband in their family business, Lenah Game Meats. Lenah was established in 1993 to change societal attitudes to unwanted native animals and minimise the environmental impact of meat production. It is a pioneering, innovative business that produces Tasmanian foods that are 'good for people and good for the planet'. Their flagship product is Lenah Wallaby; a delicate meat aptly called the "pinot noir of meats". Katrina and John live on a small farm in Lilydale, Northern Tasmania, with their three daughters and a herd of beloved home bred and trained horses. Katrina is very passionate about natural horsemanship and regularly organises clinics for children. Their entire family are members of their local Pony Club with Katrina being part of the Club leadership team.

I found the TLP an adventure. I don't think I correctly guessed once how an agenda or topic would play out. I was constantly surprised. There were only a couple of times I was in my comfort zone. I loved the way the program was so challenging. I hoped TLP would broaden my horizons, increase my understanding of how the world works, give me the confidence to be a leader and link me into a network of amazing, positive, progressive people. All these things were achieved and much more. Along the way, I was challenged, supported, affirmed and, I hope, ultimately changed. The highlights of the year were the three Residentials and Rodney Croome's captivating leadership story. I knew from day one, the year would be challenging but incredibly worthwhile. Empowering our three daughters to be community leaders was a major motivation for throwing my hat in the ring. I end with a quote from our nine year-old daughter, midway through the program, "Mummy I'm going to seize every leadership opportunity I can". Success!

I found the TLP had an immediate impact on how I operated. I stepped up in business and community roles, embracing responsibilities well outside my normal scope. On the downside, I was often unavailable for my family, physically and emotionally. I struggled to maintain self-care routines which did affect my health. Going forward I relish the opportunity to put the learning into practice within my three circles of influence - family, community and business. I am grateful TLP has a strong graduate program, offering ways to continue the learning and growth. One of TLP's gifts was an understanding that leadership is many things and can be done in a plethora of equally valid ways. We can all lead, but we need courage, self-confidence and belief. I look forward to sharing this gift with other Tasmanians, particularly women and my three daughters.

“One of TLP's gifts was an understanding that leadership is many things and can be done in a plethora of equally valid ways.”



Jennifer McKenzie

Manager – Marketing and Communications

Li-Ve Tasmania

Recipient of the Tasmanian Leaders
Not-for-profit Scholarship

With twenty years' experience, Jennifer is a strategic marketing communications specialist with comprehensive business and creative experience in both the private and public sectors. Since completing her Bachelor of Arts in Creative Arts, she's worked in fields ranging from motoring to tax. Jennifer is the Manager – Marketing and Communications with Li-Ve Tasmania, a state-wide disability services provider employing more than 400 staff. In this role, she devises and delivers on the organisation's marketing strategy to build brand, and support organisational goals. Jennifer also serves on the Girl Guides Tasmania Board.

The Tasmanian Leaders Program is unlike any other leadership program. For me, it has been:

- A gateway – providing access to people and places in Tasmania that would otherwise be out of reach.
- A mirror – I enjoyed many opportunities to have my true self reflected back.
- A haven – the program was a safe, supportive space to stretch, experiment, practice and learn.
- A pool – of topics, experiences, frameworks and models to dip in and out of, or entirely immerse myself in.
- A network – I have developed deep and lasting friendships with my fellow participants (and I'm already experiencing the value of being connected to the broader Alumni).
- A time warp – a chance to step outside the relentless demands of work and life, and gain some perspective.

The program provided me with new skills, tools and insights, from the macro-level of world politics right down to my personal values and drivers. It has significantly and measurably improved my leadership performance.

The Tasmanian Leaders Program has given me constructive ways to think about the sometimes overwhelming issues that face us – as individuals, as Tasmanians and as world citizens. It has also made me realise the power of even one person to make a positive difference. The program raised some big, hairy issues for me. What does leadership look like? What's my place in this space? How can I best leverage my strengths? What do I need to let go of? What makes me happy? Where to from here? Using the context and connections the program provided, the next stage of my leadership journey is to explore possible answers to those questions. I'm pleased to say, I've already started!



JENNIFER MCKENZIE



“The program provided me with new skills, tools and insights, from the macro-level of world politics right down to my personal values and drivers. It has significantly and measurably improved my leadership performance.”



Tomas Remenyi

Climate Research Fellow

University of Tasmania

Tom has a dynamic mix of science and commerce training that allows him to view both the research and commercial sectors with a perspective that differs from others. As a 'systems thinker', Tom is always trying to figure out what the blockers are to positive change within society across multiple sectors. Currently working as a climate research fellow, Tom uses his ability to translate highly complex information into accessible tools to help strategic decision-makers plan for the coming challenges in the future.

There were three reasons I applied for the program:

1. It was highly recommended to me by my mentors and professional heroes. They were either previous participants or had witnessed the transformation of participants who they manage.
2. The program has a vision to improve Tasmania. I am deeply committed to finding solutions to Tasmania's biggest problems across all sectors (political, economic, social, environmental, etc.). This program offered a pathway towards a better understanding of key issues and how I was best positioned to assist.
3. I wanted to develop my leadership skills, understand what my strengths and weakness were and how best to leverage what I could offer to make a positive difference in all areas in which I am involved (family, volunteering or workplace).

The program has far exceeded my expectations. I think differently and have more confidence to develop and chase my dreams. I have learnt a lot about myself, been exposed to sectors of Tasmania I never knew existed, and now better understand where I fit within Tasmanian society. I am developing my ideas around where I can most efficiently take my specific set of skills, connections and resources to assist in solving big Tasmanian problems, but also to do so in a way that creates opportunities for constructive positive change, that might even have national or global impacts. I would recommend the Tasmanian Leaders Program to anyone looking to step up and influence positive change throughout their networks (be it in their professional or volunteer capacity, or both!). This program will help develop the tools required to step out of the safe zone and into the realm where real change happens.

“The program has far exceeded my expectations. I think differently and have more confidence to develop and chase my dreams.”



Krishna Saward

Regional Manager

I-Med Radiology

Krishna is a healthcare leader passionate about ensuring Tasmanians have access to world-class health services despite our regional location. Currently working as the Regional Manager for I-Med Radiology, Krishna provides operational leadership and management to the region working in both the private and public healthcare environment. Krishna believes in working collaboratively across multiple fields in healthcare to ensure we are building strong networks and opportunities for training and innovation within Tasmania. Krishna believes Tasmania provides unique opportunities for health professionals and offers an enviable lifestyle that she promotes to attract people to the region.

The Tasmanian Leaders Program was an amazing experience. I feel I am better equipped to lead my team and enable and support them in their roles. TLP has affirmed my belief in seeking out diverse individuals, making the most of our strengths and adapting our leadership to differing personalities to achieve a common goal. The emphasis on enriching interpersonal relationships, respect and empowerment and the impact of this interconnectedness in Tasmania was a highlight for me.

Continuing on from TLP, I will utilise my network to create better outcomes for Tasmania. I feel very lucky to have had such wonderful facilitators and speakers donate their time to build better leaders for our community and I am committed to being generous with my time and knowledge to continue on their work. My favourite learning from the program was to seek out the unusual voices. Already the wealth of insights from this learning has been hugely beneficial and positively influences my decision-making processes.

“ I feel very lucky to have had such wonderful facilitators and speakers donate their time to build better leaders for our community and I am committed to being generous with my time and knowledge to continue on their work.”



KRISHNA SAWARD





Jen Smit

Project Manager

University of Tasmania

Jen is currently a project manager with Infrastructure Services and Developments (ISD) at the University of Tasmania. Jen has worked in the higher education sector for fifteen years, holding lectureships in architecture and urban design at the University of Tasmania, School of Architecture and Design for seven years and at the University of South Australia for over six years. Jen has maintained an architectural practice during her time as an academic, and consults in master planning, urban design and educational master planning. A founding partner of Mulloway Studio, an Adelaide based design consultancy specialising in urban place-making and interpretation architecture, the practice won many national and state based awards for its research-based approach to design.

The TLP journey has been jam-packed with learning experiences that I imagine I will be processing for quite some time to come. I am acutely aware now that I have a deeper knowledge of the inner workings of Tasmania, which as a relative newcomer, has allowed me to feel more connected to the people and issues that drive the State. While I knew I would be challenged by the program at a personal level, I did not fully comprehend the benefits of the immersive Residential weekends which delivered so many gems! I came away from each of these weekends with practical techniques for getting along with people, a better understanding of myself, and most importantly a suite of new skills for managing the most important relationships in my life (both in the workplace and in a personal context).

A quote from Viktor Frankl that was introduced to us at several points of the program continues to resonate deeply with me, "Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom." The potential I now find in the moment of pause - between hearing/seeing and doing/acting - is providing me a transition from being simply reactive to situations, to be more focussed on ensuring that my actions align with my values. I feel I now have a clear compass to guide my conscious actions to make more meaningful contributions in my workplace and my community.



“ I feel I now have a clear compass to guide my conscious actions to make more meaningful contributions in my workplace and my community. ”

Claire Smith

Director Strategic Services

Cradle Coast Authority

On entry into the program: Director Organisational Performance, Waratah Wynyard Council

Claire has fifteen years of progressive experience across a diverse range of industries, primarily within the private sector. Her current role is focussed on pursuing opportunities for the businesses, Member Councils and the Cradle Coast region. Claire holds a Bachelor of Commerce, is a member of CPA Australia and was recently elected to the CPA Tasmania Divisional Council. In 2017, Claire co-founded The Coasters – a highly regarded network that provides young people with career development and networking opportunities on the Cradle Coast. Claire is passionate about making a long-lasting difference within the community. She is a big-picture thinker, natural influencer and committed to playing a role in shaping Tasmania's future, especially in areas with significant economic challenges and opportunities. Claire has a strong interest in public administration, and the role public administration professionals have in changing the system, doing things differently and having an impact across regional areas and within the sector.

The Tasmanian Leaders Program was challenging and exhausting on top of my many other work and community commitments, not to mention several other big changes and achievements over the year – however, I am grateful to have had the opportunity to be involved in such a highly regarded program. The program gave me the time and space to step back from day to day demands and embrace the opportunity to learn and reflect. The highlights for me have been the connections and collaborations, and a deeper understanding of some of the challenges we face in Tasmania. I've also learned practical skills to 'diagnose the situation', 'manage self', 'energise others' and 'intervene skilfully'; I'm more prepared to hold my purpose but change the 'how' along the way. I found the program extremely valuable. It has provided greater perspective about how I can be a better leader when working with different personalities and has encouraged me to continue to challenge the norm, think outside the square and seek different insights.

It's only the beginning – I am looking forward to consolidating my learnings, implementing new ideas, challenging myself to think differently, and encourage diversity. I am a firm believer in lifelong learning, and this will be informed by my TLP journey. I have a better understanding of myself, my preferences and communication styles and have greater clarity around how I can continue to stretch myself to be a better leader and get the most out of others. The program has helped me clarify my purpose and passion and has given me a boost to continue to speak out about what I believe in and put my views forward. We all have a unique opportunity to use our experience to leverage our connections and learnings to become leaders in championing what we are passionate about, and I believe that with hard work and focus, many things we think are impossible are possible.



CLAIRE SMITH

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The program gave me the time and space to step back from day to day demands and embrace the opportunity to learn and reflect.”





Katrina Spark

Retail Customer Executive – Tasmania

National Australia Bank

Katrina is a proven values-based leader delivering business growth through the empowerment of others and transformational employee engagement. She's motivated by making a difference in Tasmania and is currently focused on improving financial resilience in our community. Katrina is passionate about developing others to achieve their goals and high performance with purpose. With more than 20 years' experience in retail, banking, operations, business development, distribution and sales, her philosophy centres on personal investment locally, helping others to improve our state – focusing on partnerships and harnessing strong local connections.

TLP has been a life-changing experience. For me, it was a slow and methodical journey of self-awareness and growth. Each month, I had the privilege of immersing myself in considered purposeful learning and actively engaging with my fellow cohort – a diverse group of inspiring leaders with common, yet varied goals. The highlight was the Residentials – a time for reflection and intense realignment to individual purpose. The journey has just begun. I am grateful to NAB, my family and the 2019 TLP cohort for trusting and affording me this amazing development opportunity. I'm truly committed to making a difference in Tasmania and feel more empowered, connected and energised to deliver on this mandate.

Where to from here? I believe it's everyone's responsibility to make a positive contribution to their communities though only some of us are compelled, motivated or entrusted to. Thanks to TLP 2019, I have the confidence and energy to continue this journey in a considered and deliberate way. I look forward to the continued collaboration to deliver our project, Wheels to Waves. Thanks for the platform, structure and framework to collaborate with such an amazing group.

“ I'm truly committed to making a difference in Tasmania and feel more empowered, connected and energised to deliver on this mandate.”



Oliver Thornalley

Project Manager

Tasmanian Ports Corporation

Oliver is a professional engineer with over ten years of experience in Australia and overseas. Oliver grew up in Queensland before studying at the Australian Maritime College and heading to Western Australia to work in the offshore installation sector on the North West Shelf, Indonesia and in the Bass Strait. Oliver then relocated to Norway to work in the North Sea for six years before returning to Launceston in 2018. Working in these fast paced, remote and high-stress conditions has provided Oliver a variety of challenging conditions and extensive learning opportunities.

The Tasmanian Leaders Program has provided a very challenging and rewarding year for which I am very grateful. I had no idea as to the calibre of amazing professionals who would form the cohort. I feel very privileged to have been accepted into TLP13. The highlights have included sacred time focused on improving myself and the State of Tasmania, the connections and deeper understanding of Tasmania and its people, exposure to some of the amazing industries in Tasmania and also an abundance of skills and tools to apply within my organisation. From the very first Residential, I was submersed in a group of amazing leaders who have been the greatest support in enabling me to grow.

On leaving the program I am bolder and more inquisitive, connected and invigorated. The variety of tools and learnings will assist in forging the path required for the improvement of my organisation and community. Not being from Tasmania, the program has also strengthened the bond I have with our beautiful State and the desire for continual improvement within it. In summary, it has inspired me to be the best that I can be and the drive to help enable others around me, at home, in the community and in my workplace.



OLIVER THORNALLEY

“ On leaving the program I am bolder and more inquisitive, connected and invigorated. The variety of tools and learnings will assist in forging the path required for the improvement of my organisation and community. ”





Chris Warr

Manager Corporate Affairs and Stakeholder Relations

Aurora Energy

Chris is an experienced leader in stakeholder and community engagement, government relations, communications and policy development, including the past five years as Aurora Energy's Manager Corporate Affairs and Stakeholder Relations. Studying economics, Chris commenced his career as a Cadet with the Department of Treasury and Finance until a natural bias towards the written word emerged. A keen communicator, Chris is able to produce, shape and present information for any purpose or audience. Chris once even found an opportunity amongst his 'day job' to have a light-hearted travel narrative published by Allen & Unwin. A proud Tasmanian, Chris has a passion for all things Tasmania - past, present and future. A career highlight has been his work in establishing Aurora Energy's Community Program which has allowed him to meet with and work alongside so many outstanding community organisations and the people they support to build a series of mutually valuable and meaningful partnerships. Chris enjoys navigating life with his wife Megan, daughter Alice and Millie, an enthusiastic working dog living in suburbia.

The Tasmanian Leaders Program provided me with some of the most rewarding personal and professional experiences I have had. The program's acute sense of people, purpose and place grounded us with gratitude, awareness and reinforced the profound opportunity we all have to make a difference in Tasmania. The emphasis on increasing awareness of ourselves, of the impact we can have on others, and of our community and its vulnerabilities, was also of immense value.

The program further highlighted the benefits of the State sharing its collective expertise and experience, acknowledging that we are not a community or group of economic actors who are in competition with each other, but one group which achieves far more by working together to learn, fail and grow. This, coupled with the realisation that leadership is hard and that change is a protracted journey, means now more than ever is not the time to give up on the pursuit for a better Tasmania.

Armed with a greater awareness of my own capabilities and the impact I can have on those around me, I am keen to play a part in increasing the leadership capacity of Tasmania to support the growth of a connected, compassionate and healthy community. I look forward to using the next steps of my career to seek out further opportunities to support Tasmanians, help people share their stories, to learn together, but importantly to slow down and to acknowledge our success. It is clear that the benefits of the program will be long-lasting from a personal, organisational and community level, but I also have no doubt that there are even further, greater benefits of the amazing group of people that was TLP13 which are yet to emerge. In this regard I am hopeful and equally confident, I can do the Tasmanian Leaders Program the justice it deserves.



“ Armed with a greater awareness of my own capabilities and the impact I can have on those around me, I am keen to play a part in increasing the leadership capacity of Tasmania to support the growth of a connected, compassionate and healthy community. ”

Natalie Whish-Wilson

Director

In-Balance Physiotherapy

Natalie is the original founder and a current Director of In-Balance, a leading multidisciplinary allied health practice in Launceston. It is a collaboration of likeminded empathetic professionals who approach health issues using both a preventative and a biopsychosocial lens. Empowering change in individuals is a key focus of the business. With a long career as a physiotherapist working in many locations nationally and internationally, Natalie has a passion for encouraging life balance and wellbeing in her clients and her team. With her husband she has also previously helped to establish and run a small family vineyard and wine business.

It was a privilege to be involved in TLP13. I feel grateful to have shared the journey with an amazing cohort of people with a common purpose. Highlights were numerous but I particularly loved learning some of the deeper issues facing Tasmania. The visit to the prison was a definite eye opener, particularly the issues around why our young people are falling through the cracks of society. The walk of privilege with Robin Banks summed it up beautifully. In the Residentials I have learned that our greatest strengths can sometimes be our biggest challenge. With common purpose, trust in process, respect and deeper understanding we can tackle our differences (whether they be political, personality, values or motivations) and positively influence outcomes or at least find common ground. I didn't consider myself a leader when I started the program but soon realised that leaders can appear in all shapes, sizes, colours and genders. Anyone can learn to be a leader and have an impact whether it be within an individual, small group or at a whole population level.

Knowledge gained around personality types and the Four Rooms of Change will definitely shape my interactions and understanding of others and myself. I have already found myself pausing and encouraging the unusual and quiet voices in the room to speak more often. I have opened myself to honest feedback and I am less fearful of giving honest feedback. I have been 'leaning in to tension' rather than avoiding conflict which has helped with clarity within my team and between myself and my co directors. I have gained some great tools to implement at an organisational level. I am not sure I am any closer to determining my next big life goal but I'm definitely open to the possibilities and willing to stay curious. The good news is that however I decide to positively impact the lives of Tasmanians, I am now better equipped for the journey.



NATALIE WHISH-WILSON



“ The good news is that however I decide to positively impact the lives of Tasmanians, I am now better equipped for the journey. ”

Learning Set projects



Wheels to Waves

Learning Set members: Emma Birch, Alistair Burke, Marcus Courtney, Simon Fraser, Claire Smith and Katrina Spark.

Project vision: Wheels to Waves aims to promote inclusion and equality while raising awareness about restricted mobility access, by establishing a network of beach wheelchairs across Tasmania. These wheelchairs will provide people with restricted mobility an opportunity to take part in one of Australia's favourite pastimes with dignity – summer by the beach and in the water.

Project outline: So far, we've secured in excess of \$20,000 to purchase four beach wheelchairs with good prospects of an additional \$10,000 being made available by a corporate sponsor. Confirmed funding partners include the Rotary Club of Central Launceston, the Tasmanian Community Fund, and the not-for-profit organisation, Just like Jack. Surf Life Saving Tasmania will be a key project partner who will provide project management, and we are currently working with them to establish an operating model to ensure long term success.

Over the coming months we will purchase the chairs, identify preferred locations and plan a launch event towards the end of 2020 to raise awareness of the chairs and promote social inclusion. We are also working towards securing project ambassadors with relevant lived experience to be involved in our communication and engagement campaign. This will help highlight some of the challenges and barriers people with disabilities face and to assist in promoting our project and the outcomes we're aiming to achieve.



Mobile 'Changing Places' Facility

Learning Set members: Teeny Brumby, Damian Collins, Caroline Gray, Darren Harris, Krishna Saward and Oliver Thornalley.

Project vision: To provide a public toilet with full sized change tables and hoists in Tasmania for people with disabilities and their carers that is portable in order to relocate around the state for major events.

Project outline: There is a clear need for improved facilities at public events for Tasmanians who live with severe physical disabilities. Local councils are increasingly invested in addressing this issue, as is evident by a recently constructed 'Changing Places' facility in Rosny, by the Clarence City Council.

The project group have engaged in discussions with the Maroondah Council (Victoria) who developed Australia's first mobile accessible facility, and have since constructed several for use across Victoria and South Australia. Information around construction, building quotes, regulations and usage have been shared. A meeting with the Launceston City Council has proved positive with their interest in taking ownership of the asset in the future.

Throughout 2020 the project group hope to fundraise for construction, identify semi-permanent sites across Tasmania and secure a council or non-government organisation to coordinate bookings, hire and maintenance of a Marveloo-type of facility.



The Welcome Back(pack) Project

Learning Set members: Emily Chase, Katrina Kelly, Jennifer McKenzie, Tom Remenyi, Jen Smit and Chris Warr.

Project vision: To welcome women leaving prison in Tasmania back into the community by providing them with a backpack, clothing, toiletries and a card listing local support services.

Project outline: Our Learning Set settled on a project at the first Residential where we learned, from one of our team members, that women (and men) are released from Tasmanian correctional institutions with only the items they had at the time of their arrest or, if they are lucky, a garbage bag of meagre possessions accumulated while inside. Often, they have next to no money, no supportive family or community to return to, no home, no resources – nothing. There is neither dignity nor hope in this situation.

The Welcome Back(pack) project will provide practical, immediate support to the approximately 300 women leaving the Mary Hutchins Women's Prison each year. The only initiative of its kind in Tasmania, it will equip women with a backpack, a set of clothing, toiletries and information on how to access local support services. Importantly, it will also send a clear message that the community welcomes back women who have completed their sentences.

We have achieved significant progress throughout the year including: gaining project support from Risdon Prison; designing a project logo; securing \$5,000 in funding from the WD Booth Charitable Trust; crowd funding over \$3,500; establishing a Welcome Back(pack) Facebook page (with over 360 followers, to date); investigated the forming of a partnership with Dress for Success Hobart; identifying a potential local source of ethically produced backpacks; and sourcing toiletries at no cost from Foodbank.

Our next goals are to: run a focus group with Mary Hutchins Prison inmates in early 2020; finalise our project plan; formalise the partnership with Dress for Success Hobart; conduct a media launch by June 2020; and source a further \$10,000 in funding.

We anticipate Welcome Back(pack)s will be available for women as they leave the Mary Hutchins Prison by the end of June 2020.



Restorative Paper Bricks

Learning Set members: Adrian Beswick, Kelly Bowring, Chris Duffy, Jordana Gray, Pamela Honan and Natalie Whish-Wilson.

Project vision: To reduce the cost and waste of shredded paper by repurposing it to make paper bricks as a fuel to subsidise heating costs for disadvantaged Tasmanians.

Project outline: We are currently in the process of finalising our project plan. We plan to have the bricks produced by residents at the Ashely Youth Detention Centre. This provides the opportunity for residents to give something back to the community, gain confidence, develop skills, and will encourage team building. Some of these skills can be accredited towards the attainment of VET courses and work preparation programs.

The bricks will then be provided free of charge to community members who can use these to subsidise the costs of wood heating. The bricks are quicker to ignite and can add longevity to burning wood. The plan is to partner with Neighbourhood Houses to make these bricks available to community members.

Whilst the scale and scope of this project is initially quite small it is intended as a pilot program and can easily be expanded once the benefits and viability of this approach has been fully assessed. This could include larger scale transportation of shredded paper from larger organisations as an effective means of repurposing waste paper, cardboard, sawdust and other suitable materials.

Valedictory speech

The opportunity to participate in the Tasmanian Leaders Program has been an absolute honour and a privilege. It has also been a year of surprises. The first surprise was being accepted into such a prestigious program. I didn't give myself much chance of being accepted. When I was, I put it down to the selection panel recognising this guy needing all the help he can get, rather than any glimmers of great leadership potential. This type of self-depreciative humour has always been my go-to safe place when faced with an uncomfortable situation and I was very much aware that I was about to get well and truly out of my comfort zone. The second surprise was the amazing quality of the program and the access we had to so many inspirational Tasmanian leaders. This was way beyond anything I could have imagined or hoped for. The third surprise was being chosen to give the valedictorian speech by TLP13, I am truly humbled to have this opportunity.

Leading into the program I had mixed feelings. I was extremely excited about the opportunity but at the same time I felt very exposed.

I had built a career working with numbers and analytics, the scope of my roles had always been narrow and I was very comfortable with this. It was a safe place to be, but safe gets boring after a while so I was keen for a new challenge.

I had the opportunity to move into a more senior leadership role within my organisation which involved a lot more people management than I was used to. It became apparent very quickly that I had an extremely steep learning curve and there was no instruction manual to show me how to be a good leader. Luckily for me, the opportunity to participate in TLP13 presented itself.

My TLP experience can be explained in three parts. You might start to see a bit of a George Lucas theme here. We will call the First Act: Strahan: The Phantom Menace.

Heading into the first Residential at Strahan, with the weight of self-doubt on my shoulders, I was extremely nervous. I was about to enter an environment where I would be exposed to a group of highly intelligent, driven and passionate leaders. I had done my homework and spoken to a number of Tasmanian Leaders Alumni. The more I learnt, the less confident I became. I heard stories of inspirational participants doing amazing things - how could I exist in this world? After all I'm just me... Darren, an ordinary guy who just plugs away and does his best. I knew that I needed this program to give me the tools to be the best leader I could be, but the phantom menace of responsibility and fear of failure weighed heavily on me. It was here that we were introduced to our



Residential facilitators, Bob and Lynda, who were able to so eloquently deliver their teachings in such a way that was relatable and had instant practical applications. We started to learn about the Four Rooms of Change. This resonated with me deeply and best of all I started to realise that I wasn't alone and my problems weren't unique.

As I drove out of Strahan on the final day of the first Residential, my introverted self was deeply embedded in the confusion and conflict room. It gave me some comfort that at least my situation had a name and there was a theory. Maybe there was hope. I felt vulnerable but I looked forward to learning more.

We now move onto Act 2: Cradle Mountain: The Force Awakens.

The Cradle Mountain Residential was a few of the most rewarding but also the toughest days I have experienced in my career. It was here that the learnings around the Four Rooms of Change were expanded and we explored the zero point and how to let go and move beyond it. This was huge for me as I had been in a holding pattern without knowing how to move forward. I now knew how, but it meant I had some demons to deal with.

It was also at this Residential that I really started to appreciate how well the Tasmanian Leaders Program is crafted and how the delivery of the program is so expertly structured to continually build and reinforce the learnings.

We now move onto the Final Act: Freycinet: A New Hope.

It was here that we got to review the letter that we had written to ourselves at the initial Strahan Residential containing what we hope to get out of the program. When I reflected on what I had wanted to achieve across the year, I was skeptical. But I was wrong.

Each of us presented what we planned to do moving forward after TLP, it was incredible to see the level of inspiration and aspiration that was presented. It reinforced to me what a special group TLP13 is.

My own personal aspiration wasn't earth shattering or a game changer per se, it was quite simple really. I came into the program with uncertainty on how to lead well. I had the keys in my hand but I needed the instruction manual to drive the machine so I could get my team to where I need them to be and where they deserve to be. I believe I have this now. This is the gift that TLP gave me.

There were so many highlights throughout the program. The access we were afforded during the year was nothing short of incredible. Visiting innovative businesses on the North West Coast

was inspirational and this contrasted with visits to Risdon Prison, Bethlehem House and Missiondale Therapeutic Community which was certainly confronting but at the same time extremely grounding, and gave us insight into the challenges and despair that many Tasmanians face on a daily basis.

The quality of the speakers at the Linking Sessions were exceptional from a learning point of view but also as a showcase of what is being achieved in Tasmania currently. It also highlighted some of the challenges that we face as a state. I hope moving forward that I can in some small way help solve some of these challenges, particularly within our health system.

I'd like to acknowledge Angela Driver's leadership, guidance and coordination of the program, it was absolutely first class. Thank you to Bob and Lynda, you are both brilliant. To the Tasmanian Leaders Board and the sponsors, thank you for making this program possible.

I'd like to thank my partner Bianca and our family for supporting me through the program. Without your love, support and encouragement I would never have been able to do this. Thank you to my employer, St.LukesHealth for sponsoring me into the program and supporting my leadership journey.

Finally, thank you to TLP13. It has been an honour and a privilege to spend the past year with you all. I've thoroughly enjoyed learning from you, hearing about your leadership journeys, your challenges and the personal stories that you have shared. I would like to particularly acknowledge my learning set, Teeny, Damo, Krishna, Caroline and Oliver. Thank you for your support, commitment and comradery. You really are a special group and I feel blessed to have had the opportunity to share the year with you. I am so excited to see what the future holds for us.

Darren Harris

Chief Operating Officer
St.LukesHealth



Employer testimonials

Employers reflect on the impact the 2019 program had on their staff, colleagues and organisations.



Not long after Damian Collins was appointed team leader of the Alcohol and Other Drug Services at Youth, Family and Community Connections Inc., I became aware that the Alcohol, Tobacco and Other Drugs Council Tasmania (ATDC) were offering a scholarship for the 2019 Tasmanian Leaders Program. As a new Team Leader, I immediately thought Damian would benefit from this program, and so we applied. We were very fortunate to be successful and are grateful to the ATDC for supporting this opportunity.

Whilst it was a challenging year for Damian, due to existing work and family commitments and many hours spent on the road, I have personally observed that this program has refined and advanced Damian's leadership skills and behaviours. He has been able to broaden his experience and networks, extend his communication skills and styles and gain confidence in his abilities.

I have no doubt that our staff, our organisation and the community sector as a whole will benefit from the mentorship, professional development and networking Damian received through the Tasmanian Leaders Program.

Ros Atkinson

Chief Executive Officer
Youth, Family, Community
and Connections



One of the classic traps for small business is that people find themselves working in the business rather than on the business and this has been true for us at Lenah Game Meats. Enter the 2019 Tasmanian Leaders Program and this is no longer true. At the end of twelve months not only has Katrina Kelly grown and expanded but so too has our business as a result. The expression 'locked and loaded and ready to go' amply describes how we are ready for 2020 as a result of Katrina's participation in the TLP.

The Tasmanian Leaders Program exposed Katrina to a whole new raft of thinking and problem solving modalities which motivated and enabled her to initiate some great new programs at Lenah.

Katrina has demonstrated that she is a considered and capable leader who knows how to bring people along with her.

She took the theory and learnings and immediately activated them. It has been very inspiring to witness. Some of the standouts for me have been the strategic review process we undertook in November where Katrina successfully lined us all up behind a new shared vision. She entered us into the Employer of Choice awards and has instigated an innovative employee engagement program alongside a new operational efficiency framework.

It has been a great thing for Katrina, the leadership team and our staff as a whole. I highly recommend it especially to small businesses because the learnings and exposure to industry, government and experts far exceeds any other training program I know of.

Sally Bruen

Company Director - Marketing
and Human Resources Director
Lenah Game Meats



Having Claire Smith complete TLP has been fantastic for our business. It has been great for her confidence, and I have seen her demonstrating new skills and perspectives.

Over the year, I have seen Claire become even more willing to take on new challenges and be more critical and inquiring in her thinking. Claire has always been a great ambassador for the business and our region, and having her speaking about our impact among the TLP network has been beneficial, as will her involvement with the Alumni moving forward.

Cradle Coast Authority is uniquely positioned to be a global exemplar not only of regional development, but of lean, agile, purpose-driven public administration, and having four 'TLP'ers' among our really impressive team, is helping us achieve that.

Daryl Connelly
Chief Executive Officer
Cradle Coast Authority



It has been a privilege to witness the executive development Katrina Spark has received as member of the TLP cohort in 2019.

TLP has provided Katrina with immersive experiences and broadened networks to build awareness of self, others and the community at large. It's rare in your career where you are afforded the opportunities TLP provides to learn and reflect from high calibre leaders, companies and case studies coupled with complex self-assessments.

At NAB we believe in developing exceptional leaders and TLP has provided a formative learning process for executive leadership development and we are thrilled with Katrina's experiences and success.

Andrew Gregory
General Manager
National Australia Bank



St.LukesHealth is extremely proud that Darren Harris was able to participate in the 2019 Tasmanian Leaders Program. The program has given Darren the opportunity to build on his learnings and implement them in the business.

We have seen firsthand how this program can equip anyone for their leadership journey.

Tasmanian Leaders has given Darren confidence in his ability as a leader and in energising his teams to achieve high strategic outcomes. Most notably, the program has given Darren the ability to hold the room when delivering presentations and when facilitating meetings. Leading a large team has required Darren to often use his mediation skills and I have enjoyed watching him mentor staff members with a genuine desire to watch them learn and grow.

This has been a professional and personal journey for Darren, requiring a large amount of self-reflection. The growth has been phenomenal. Well done Darren.

Paul Lupo
Chief Executive Officer
St.LukesHealth

Tasmanian Leaders Network

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

The content of our leadership development programs and Alumni activity is delivered by hundreds of volunteers who freely give their expertise, knowledge, lived experience and facilitation skills to help us develop leadership capacity in Tasmania.

Tasmanian Leaders wishes to thank the following organisations and individuals for their work and support in 2019.



LEADERSHIP CHAMPIONS

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

TLP13 PARTICIPANT SELECTION

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

TLP13 EMPLOYER SPONSORS

Aurora Energy
Burnie City Council
Cement Australia
Communities Tasmania
Cradle Coast Authority
Department of Justice
Foundry
Hydro Tasmania
I-Med
In-Balance
Lenah Game Meats
Li-Ve Tasmania
National Australia Bank
St.LukesHealth
Tasmania Fire Service
Tasmanian Health Service
TasNetworks
University of Tasmania
Youth, Family & Community

TASMANIAN LEADERS ALUMNI SUBCOMMITTEE

Prue Horne **TLP10**
– Co-Chair
Adrian Daniels **TLP11**
– Co-Chair
Alice Percy **TLP8**
– Secretary
Nick Probert **TLP11**
Michael Woodward **TLP11**
Tom Woolley **TLP11**
Until September 2018
Rebecca Greenwood **TLP7** – Chair
Vani Welling **TLP8**
– Deputy Chair
Christopher Rayner **TLP9**
– Congress Co-convener
Lola Cowle **TLP8**

TLP12 2018 VOLUNTEER EXECUTIVE COACHES

Steve Willing **TLP3**
Greg Jemsek

I-LEAD 2019 VOLUNTEER MENTORS

Phil Beeston **TLP12**
Jane Bennett
Sam Cairnduff **TLP12**
Jon Evans
Ruth Forrest MLC **TLP5**
Andrew Frost **TLP1**
Simone Hackett
I-LEAD 2018
Jason Hay **TLP3**
Nicholas Heyward
Prue Horne **TLP10**
Tim Jordon **TLP12**
Liz Jack
Ross Lamplugh **TLP9**
Tom Lewis **TLP1**
Norm McIlfratrick
Dan Norton AM
Anthea Pritchard
Mark Thomas
Nick Steele
Ainstie Wagner **TLP8**
Naomi Walsh **TLP8**
Bianca Welsh
I-LEAD 2018
Malcolm White
Rob Woolley
Tom Woolley **TLP11**



I-LEAD 2019 GUEST SPEAKERS

Jane Bennett
 Sam Cairnduff **TLP12**
 Jon Evans
 Prue Horne **TLP10**
 Clynton Jaffray **TLP4**
 Ray Mostogl
 Jen Murnaghan
I-LEAD 2018
 Monica Plunkett **TLP10**
 Heath Roberts
 Cristina Serra
 Naomi Walsh **TLP8**
 Bianca Welsh
I-LEAD 2018

TASMANIAN LEADERS CONGRESS ORGANISING TEAM

Danielle Campbell **TLP7**
 Angela Driver **TLP3**
 Jenn Heggarty **TLP12**
 Nick Probert **TLP11**
 Tom Woolley **TLP11**

THINKBANK 2019 DESIGN GROUP

Coco Cullen-Knox
 Sam Ibbott **TLP2**
 Fiona Kerslake **TLP10**
 Brian Lewis
 Andrew Pitt **TLP8**
 Frances Pratt **TLP6**

TASMANIAN LEADERS CONGRESS GUEST SPEAKERS

Mohamad Abdalla
 Daisy Allan
 Sandra Banister
 Stephen Brown
 Hilary Burden
 Greg Clark
 Lou Clark **TLP3**
 Martin Flanagan
 Rodney Greene
 Bill Lawson AM
 Michelle Lucas
 Jon Manning
 Polly McGee
 John Perry
 Anya Reading **TLP8**
 Diana Renner
 Lisa Ryan
 Rod Smith
 Anna Stephenson
 Isabella Stone
 Adam Wheeler
 Rob Woolley

LINKING WITH A LEADER COORDINATORS

Lucy Blake **TLP11**
 Louise Mills **TLP1**
 Andrew Pitt **TLP8**

STAFF

Angela Driver **TLP3**
 Simone Hackett
I-LEAD 2018
 Jenn Heggarty **TLP12**
 Frances Pratt **TLP6**

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

- Lynda Jones and Bob Campbell from the noagroup for facilitating TLP13's highly impactful Residentials
- Brian Lewis for designing and facilitating Thinkbank 2019
- Megan Rozynski **TLP11** for her graphic design contributions and Foot and Playsted for their printing support
- The wonderful Dare to Lead facilitators Zoe Coyle and Polly McGee
- Plus everyone else who has lent us a hand, or a venue or contributed in some other way to our many 2019 successes.

Tasmanian Leaders Board members



Rob Wooley
CHAIR

Rob is a senior food industry investor. He was Chair of Bellamy's Australia, an organic baby food company, and branded food company TasFoods. He was also Chair of Tandou, a water investment and agri-business based on the Murray Darling river system. He has extensive Board experience.



John Perry
DEPUTY CHAIR

John is the inaugural Tasmanian Coordinator General, whose office is responsible for delivering major projects and attracting investment into the State. He worked internationally in law, innovation and telecommunications and most recently in the airline industry after completing his MBA at the University of Cambridge. John was the original Chair of Tasmanian Leaders and is also the inaugural Chair of Enterprize Tasmania Ltd.



Rebecca Greenwood
TREASURER

Rebecca is Operations Manager / Project Consultant at Resonance Consulting. She has broad experience across the public, private and community sectors, and has served as Chair of Big Monkey Theatre Inc., Treasurer of Contemporary Art Services Tasmania Inc. and Chapter President of the Australian Institute of Project Management. She is a graduate of the Tasmanian Leaders Program and the AICD Foundations of Directorship course.



Gillian Biscoe AM
SECRETARY

Gillian, a founding Tasmanian Leaders Board Member and Order of Australia recipient, has held many senior leadership positions including heading government departments and holding other Chief Executive Officer positions. She consults nationally and internationally including with the Asian Development Bank and the World Health Organisation and is the Executive Director of the Bellettes Bay Company.



Bess Clark
BOARD MEMBER

Bess has held senior roles in utility companies in Tasmania and nationally, and is General Manager Project Marinus at TasNetworks, progressing a new Bass Strait electricity and telecommunications interconnector. Bess is a mum of two active kids and a member of many professional associations.



Adrian Daniels
BOARD MEMBER

Adrian is a work health, safety and environment professional with twenty years' experience in the energy industry. He is experienced at leading whole-of-business and community focussed projects with a passion for influencing behavioural change and cultural development. Adrian is Head of Workplace Health and Safety at Hydro Tasmania.



Kim Evans
BOARD MEMBER

Kim has been a Head of Agency in Tasmania for nearly twenty years and is currently the Secretary of the Department of State Growth. He has represented the Tasmanian Government on a number of State and national boards and committees and is Chief Executive of the Tasmanian Development Board.



Prue Horne
BOARD MEMBER

Prue is the Director of Change Management for Campus Transformation at the University of Tasmania. She is a strategic business and people leader with a background in human resource management, change management and management consulting across a broad range of industries. A graduate of the University of Tasmania and Charles Sturt University, she is a Director of Ten Lives and Terrapin Puppet Theatre.



Our place in the sun

The 2019 Thinkbank event 'Our Place in the Sun' brought together Tasmanian Leaders Alumni to explore key areas of opportunity for the agritourism sector in Tasmania. The event was held over two days in Stanley, a town nestled in Tasmania's agricultural North West, providing inspiration for the event.

This year's Thinkbank had a number of aims:

- To help agritourism operators start, build or improve agritourism organisations, products and services through sharing experiences and practical ideas.
- To invigorate and energise those working in agritourism.
- To build agritourism networks nationally and internationally at a business to business level.
- To demonstrate the value of the Tasmanian Leaders Network in building Tasmania's social economic vibrancy.

Prior to the Thinkbank event each participant was asked to undertake interviews with Tasmanian agritourism businesses and collect information regarding agritourism policy and activities in another world region. The interviews gathered information such as the nature of the business, reasons for entering agritourism, some of the biggest successes and challenges, lessons learned and advice for others. Interviewees were also asked what they would do if they had a magic wand.

Analysis of the interviews identified that support was critical to both success and overcoming challenges. This support encompasses the notion of being a part of an agritourism community, peak bodies for marketing, collaboration and sharing ideas, training programs in business development and growth and grant opportunities. Similarly, the importance and usefulness of collaboration between agritourism businesses was highlighted throughout the interview responses. This included sharing learnings, promotion opportunities and building a network of attractions for visitors.

During the event six areas of opportunity were identified for improvement, of which three were chosen to consider more deeply. Participants split into groups to define the issue and develop possible solutions of one of the following areas of opportunity for improvement in the Tasmanian agritourism sector:

- Building resilience.
- Improving industry collaboration.
- Understanding the market.

Agritourism presents an enormous opportunity to add value to the Tasmanian brand and socio-economic vibrancy of the State, however it was acknowledged that Tasmania lacks a clear vision and strategy. The challenge now is how to continue supporting the existing sector and maximise the potential of an emerging and undeveloped sector. To harness the opportunity and build resilience the sector needs defining, measuring and programs to support it that are underpinned by clear goals and targets to promote sustainable agricultural and tourism practices.

Formal and informal industry collaboration structures have the potential to address many of the issues that limit success of the agritourism sector. At the state level, government is the key actor to facilitate support mechanisms such as conferences, training and handbooks and courses, grants, and insurance to support locally held events, and marketing. At the regional level it is recommended that Regional Tourism Organisations ensure representation of the agritourism sector on boards and in Destination Action Plans, and support local groups via mapping of agritourism operations, planning, provision of advice and funding for collaborative marketing, provision of quality control, and organisation of regional events.

Understanding the market is vital for current and potential businesses, and groups supporting the sector, in order to flourish. As the current available data is not 'fit for purpose' there must be engagement with experts (e.g. Tourism Tasmania and the University of Tasmania) to collaborate on the collection of the data regarding agritourism in Tasmania. Data collection may include, but is not limited to; places visited; experiences undertaken; expectations upon arrival; budget/spend capacity; accommodation; transport; activities and food; origin of visitors; how visitors find providers; and the size of the agritourism businesses. In order to do this it is suggested that interested businesses, and other potential collaboration and mentor groups create an agritourism focus/advocacy group. Promoting and encouraging the availability and use of this information is also highlighted.

We look forward to seeing the impact of our report as we initiate distribution and conversations with governments at all levels, educational institutions, professional associations, media organisations and interested individuals.

A copy of the report summarising ideas from the event can be downloaded from our website or can be requested from our office: info@tasmanianleaders.org.au



**Tasmanian
Leaders**

Skillsbank



Contributing to a vibrant and prosperous future for Tasmania

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

We look forward to welcoming the 2019 Tasmanian Leaders Program and I-LEAD program graduates, and their expertise and perspectives, into the Skillsbank fold.

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

- Board or committee membership
- Guest speaking and facilitation
- Mentoring.

If you or an organisation you are involved with are looking for assistance in these areas, Skillsbank can help you find the right graduate for your project.

We encourage you to browse our list of graduates at our online portal to see if anyone matches the skills and interests you are looking for.

Please visit:

<https://portal.tasmanianleaders.org.au/search/graduate>. This search allows you to directly contact graduates.

In 2019, Tasmanian Leaders partnered with the Vice-Chancellor's Leadership Program (VCLP). VCLP is a three-tiered leadership program available to all University of Tasmania students. The program provides opportunities for leadership development and formally recognises and celebrates student contributions in a broad range of areas including volunteering, research and industry experience.

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

2019 VCLP mentors were Brendan Charles **TLP3**, Sakura Franz **TLP7**, Gina Sidhu **TLP6**, Tracey Tasker **TLP6**, Naomi Walsh **TLP8**, and Vani Welling **TLP8**.

In 2020 Tasmanian Leaders will work to increase awareness of Skillsbank and raise the number of requests for assistance through a partnership with Volunteering Tasmania.

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

Tasmanian Leaders Congress

Congress 2019 was held in Launceston and once again we opened the Friday event to the public. Thank you to the amazing volunteers who helped to put this day together. The three-day event was a complete success, attended by over 95 participants and facilitated by 24 incredible speakers.

The 2019 symposium explored the theme of Leadership + Complexity. The program was designed by staff and graduates of Tasmanian Leaders in response to the rising complexity we face in our personal and professional lives.

Throughout the day the guests actively explored the reality that leadership is increasingly influenced by unpredictable, unprecedented speeds of change, creating unique situations requiring us to be adaptive, dynamic collaborators.

We hope this event helped develop clarity amongst the chaos and enabled the participants to leave with a greater understanding of complexity and the capacity to exercise leadership and collaborate across dynamic systems.

The event proved to be an exceptional opportunity for attendees to build leadership strengths and gain an active understanding of the relationship between leadership and complexity. It connected leaders from across Tasmania and encouraged them to apply their leadership skills to influence Tasmania's future. It encouraged a number of people to apply for the 2020 Tasmanian Leaders Program.

Speakers included:

- Daisy Allan, Tasmanian Aboriginal Centre
- Professor Mohamad Abdalla, Centre for Islamic Thought and Education
- Sandra Banister, Reos Partners
- Stephen Brown, City Mission
- Hilary Burden, Independent Journalist
- Greg Clark, Junction Arts Festival
- Lou Clark **TLP3**, Bell Bay Advanced Manufacturing
- Martin Flanagan, Author and Independent Journalist
- Rodney Greene, Burnie Works
- Bill Lawson, Beacon Foundation
- Michelle Lucas, Cmm Social Change
- Jon Manning, Secret Lab
- Polly McGee, Pilot Light
- John Perry, Office of the Coordinator General
- Anya Reading **TLP8**, University of Tasmania
- Diana Renner, Unchartered Leadership Institute
- Lisa Ryan, Adaptive Leadership Australia
- Rod Smith, Australian Institute of Police Management
- Anna Stephenson, Conscious Enterprise
- Isabella Stone, Tasdance
- Adam Wheeler, Tasdance

We would like to pass on our sincere thanks to all the speakers who kindly volunteered their time to give presentations at the event. Thanks also to the organising team – Danielle Campbell, Jenn Heggarty, Nick Probert and Tom Woolley – who helped navigate the complexity of designing and delivering such an event. Finally, we would like to thank our sponsors, with a special acknowledgment to the foundation support we received from the Tasmanian Government, our graphic design partner Creative Hum and those who contributed to our delegate packs and speaker gifts: Bridestowe Lavender Estate, Hobart Beverage Company and TasFoods Ltd.

We are already planning and looking forward to the 2020 Congress in Devonport!



Alumni

Subcommittee update

On behalf of all Tasmanian Leaders Alumni, we'd like to say a huge congratulations to the TLP13 group on completing the 2019 program! We are delighted to welcome you into the Tasmanian Leaders Network. As we both did at the conclusion of our years, you may be feeling a sense of loss at the end of the program, and your regular 'fix' of TLP and fellow participants. This is to be expected: your TLP year is like nothing else you'll experience, and for many it is life changing. What other program provides the opportunity to work closely with other talented local leaders, be exposed to world-class professionals and have uniquely Tasmanian, place-based experiences? The benefits from TLP13 will stay with you for the rest of your life and emerge in varied and unexpected ways over time. Our advice is to look back at your year with appreciation and then look forward to the new world of Tasmanian Leaders that is about to open up to you!

As graduates of TLP you now become part of the Tasmanian Leaders Network, which boasts over 300 Alumni providing access to some of the best leadership talent in Tasmania and beyond. In 2020 the Network will host a range of high-quality offerings which all Alumni are welcome to attend. Many people choose to increase their access to events and services through being a financial member, or you can pay to access benefits as you go.

Each month Linking with a Leader (LWAL) sessions facilitate the opportunity for Alumni to get up close and personal with a guest speaker in an intimate setting in Hobart and Launceston. Through the incredible work of Andrew Pitt in Launceston and Louise Mills and Lucy Blake in Hobart, we were treated to leadership stories from speakers such as Brian Ritchie, Gillian Triggs, Brendon Gale, Kristie Johnson, Sue Hickey MP, and Elizabeth Broderick AO in 2019. Who knows what amazing people we will have access to in 2020, but regardless of the speaker or the topic, LWALs are always worth making time in busy calendars for!

The highlight of the year for many Alumni is the Tasmanian Leaders Congress and the 2019 event, Leadership + Complexity, once again exceeded all expectations. Over three days in Launceston a range of local and national leaders took us through an exploration of how leadership is a dynamic process increasingly hampered by complexity, interconnectedness, and unprecedented speeds of change. Congress is a truly alumni-led production and the talented team of Danielle

Campbell, Nick Probert, and Tom Woolley ensured both Alumni and members of the public were engaged, stimulated and challenged via sessions ranging from a tour of City Mission, a Tasdance performance, Lego play and leadership through 'the wisdom of the horse'. The 2020 Congress will be in Devonport and we can't wait to see what awaits us in the most innovative region of Tasmania.

As Alumni we also have the extraordinary opportunity to engage the Tasmanian Premier in conversation each year. The intimate setting of this event allows attendees to ask important questions of our leader and receive candid responses. In 2019 TLP'ers engaged The Hon. Will Hodgman MP in a conversation on the strategic importance of Tasmania's agritourism sector.

We can also participate in Tasmanian Leaders' major annual leadership contribution to the state, Thinkbank. The 2019 Thinkbank, "Our Place in the Sun: Harvesting Tasmania's Agritourism", focused on agritourism and investigated how to build resilience, improve industry collaboration, understand the market and opportunities in this sector. Each year the Thinkbank produces important thought leadership on the chosen topic which is valued by Tasmanian industry and government alike. These type of Alumni events (and more) will continue to be offered this year and beyond.

2020 will see an evolution of the Alumni structure from the Alumni Subcommittee to the Tasmanian Leaders Network. The Network is a recognition that the Tasmanian Leaders family is made up of many different groups, including current program participants, Alumni of both TLP and I-LEAD programs, leadership champions, Board members and honorary associates. The Network provides formal recognition of the enormous value of the Tasmanian Leaders Network, and the sense of connectivity and belonging that it can bring to all those involved. It creates a collective identity for all those associated with Tasmanian Leaders under one, combined umbrella. While individually we may be Alumni, Board members, champions or participants, collectively we are the Network.

In 2020 we hope to make Tasmanian Leaders even more inclusive, accessible, relevant and valued through the timing, content and pricing of events and resources, as well as opportunities for Alumni involvement, mechanisms established to ensure regular two-way feedback between the

Alumni cohort and the Board and ongoing Alumni membership of the Board. There will be changes to Tasmanian Leaders' branding and marketing to reflect the shift. This is an exciting time for Tasmanian Leaders and we look forward to seeing the Network grow and evolve.

As the outgoing and final chairs of the Alumni Subcommittee we would like to recognise and celebrate the efforts of all those Alumni members who have contributed to the operation and success of the Subcommittee and Alumni network over the past 12 years. We would also like to thank our fellow Subcommittee members, Nick Probert, Alice Percy, Michael Woodward, Tom Woolley and Danielle Conlon, for their great service in 2019.

Service is one of the cornerstones of Tasmanian Leaders and sees program participants and Alumni benefit from the generosity of first-class leadership experts locally, nationally and internationally. On behalf of the participants, we thank Bob Campbell and Lynda Jones for their facilitation of the TLP Residential programs. We would also like to thank all those who volunteered their service to the second I-LEAD program, which saw 27 graduates welcomed into the Tasmanian Leaders Network. There are too many people involved in the delivery of our programs to name them all here, but to those who generously gave their time and effort to further leadership in Tasmania, a sincere thank you.

An enormous thank you must go to Jenn Heggarty and Angela Driver for their fantastic organisation and support of all the Alumni events in 2019 and for keeping the Tasmanian Leaders ship sailing so smoothly, supported by Frances Pratt and Simone Hackett. Likewise, we are very fortunate to have the support and guidance of the Board, chaired by Rob Woolley, to steer us through the next chapter of the Tasmanian Leaders story.

Once again, welcome to our TLP13 crew! We look forward to getting to know you better and enjoying your contributions to the Network over the coming months and years.

Prue Horne and Adrian Daniels

Co-Chairs
2019 Alumni Subcommittee



Graduates on the go

Amanda French TLP10 2016

**General Manager
Dress for Success Hobart**

Goal kicked: In 2019 I was finally able to make my passion project my day job! Setting up Dress for Success Hobart was a community project for a learning set from TLP10. We were incorporated in 2017 and spent the following two years working hard to gain funding to get the operations established. With the support of the original learning set (Michael Giudici, Louise Bishop, Jeff Harper, Robin Barnes and Donna Brown) and the hard work of new committee members, we were able to secure a large grant from the Tasmanian Community Fund. We started operating in November 2019 and can't wait to see what 2020 has in store for us!

How Tasmanian Leaders helped: Dress for Success wouldn't have happened without TLP10. To bring together a group of people with diverse experiences, backgrounds and personalities has definitely been the key to our success!



Geraldine Hayes TLP11 2017

**Chief Superintendent
Department of Justice**

Goal kicked: 2019 has been an amazing year for me moving from the role of Superintendent to Chief Superintendent. With this comes the responsibility for inmate reintegration through employment and programs as well as the management of the prison. This is not a position I would have thought I would be in at this stage of my career. The challenges are great but so are the rewards. The Tasmania Prison Service has a number of infrastructure changes happening over the next two years and I am in a position to influence the direction and culture changes required.

How Tasmanian Leaders helped: One of the learnings I took away as a graduate of TLP was that I can't control and fix everything. I now focus my time and effort into the projects I can influence and walk away or delegate the things I have no control over.

Dress for Success – 2016 Learning Set update

Dress for Success Hobart is part of a global network that empowers women to achieve economic independence by providing a network of support, professional attire and development tools. The Hobart affiliate was initially started from a Tasmanian Leaders Program project in 2016 by TLP10 graduates Robin Barnes, Louise Bishop, Donna Brown, Michael Giudici, Jeff Harper and Amanda French, who is now the General Manager of the organisation.

On Thursday 21 November 2019, Dress for Success Hobart welcomed more than 70 guests to the launch of their office and boutique space in Hobart. The Hon. Elise Archer, Attorney General, has been a supporter of the initiative since its inception and was in attendance to cut the ribbon.



Jessica Robbins**TLP12 2018****Director
Tasmanian Way**

Goal kicked: The Tasmanian Way has been established as a platform to facilitate a Tasmanian response to the United Nations 2030 Sustainable Development Goals (SDGs). The first Forum was held at Parliament House in September 2019 to uncover ambitious 2030 targets to reduce emissions and transition to a more sustainable way of doing things.

How Tasmanian Leaders helped: The Tasmanian Way and Tasmanian Leaders Inc signed a Memorandum of Understanding to provide structural support as the Tasmanian Way. The mutually beneficial cooperation is timely as the Tasmanian Way steps into a more formal structure of doing things in 2020 including establishing the Tasmanian Way Advisory Group. Numerous Alumni have provided ideas, advice and support as the Tasmanian Way gets established. If you want to get involved reach out to jessica@tasmanianway.org or sign up to the newsletter at tasmanianway.org.



General Manager and TLP graduate Amanda French urges women to look inside their wardrobes to see if they have any items to donate. Amanda will gladly take donations of excellent condition, freshly cleaned and in fashion workwear, including shoes, handbags and accessories. The Henry Jones Hotel in Hunter Street is our current donation drop off point for all donations.

The group has also launched a regular giving campaign called 'The Little Black Dress Club' and are looking for members. There are only 100 spaces available and require a \$500 annual contribution. For more information, contact Dress for Success Hobart on their Facebook page or through hobart@dressforsuccess.org.

**Ilya Brucksch****TLP12 2018****Manager Planning and Development
Launceston Airport**

Goal kicked: My major aim for 2019 was to produce the Launceston Airport Master Plan ready for public consultation prior to 2020. The document projects twenty years and encompasses a vast amount of information associated with current and future airport operations. My role in the project began in March 2018 and from the beginning, was a steep learning curve. Reaching this milestone was a significant achievement in my career. The process of information gathering and document production challenged me throughout.

How Tasmanian Leaders helped: I participated in the Tasmanian Leaders Program in 2018 to coincide with the first stage of the Preliminary Draft Master Plan production. The timing coincided perfectly giving me the confidence and motivation to drive the project. The program also provided me with leadership tools to lead a team of consultants and networking opportunities which aided in the development of specific elements and continues to be essential through the public exhibition phase.



TLP12 2018 TASMANIAN LEADERS PROGRAM

Graduation dinner

The TLP12 Graduation dinner was held at Country Club Tasmania on February 15 2019. Photos by Phillip Biggs.





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Renee Anderson **TLP1 2007**
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Cassie Arnold **TLP12 2018**
Leigh Arnold **TLP12 2018**
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Garth Barnbaum **TLP9 2015**
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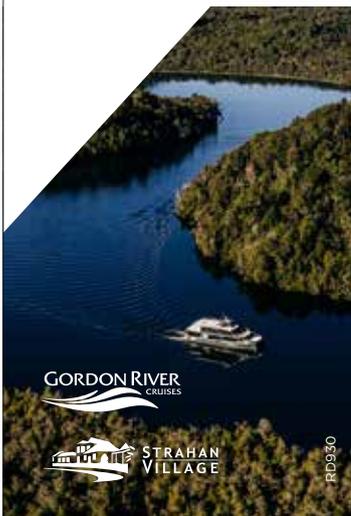
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