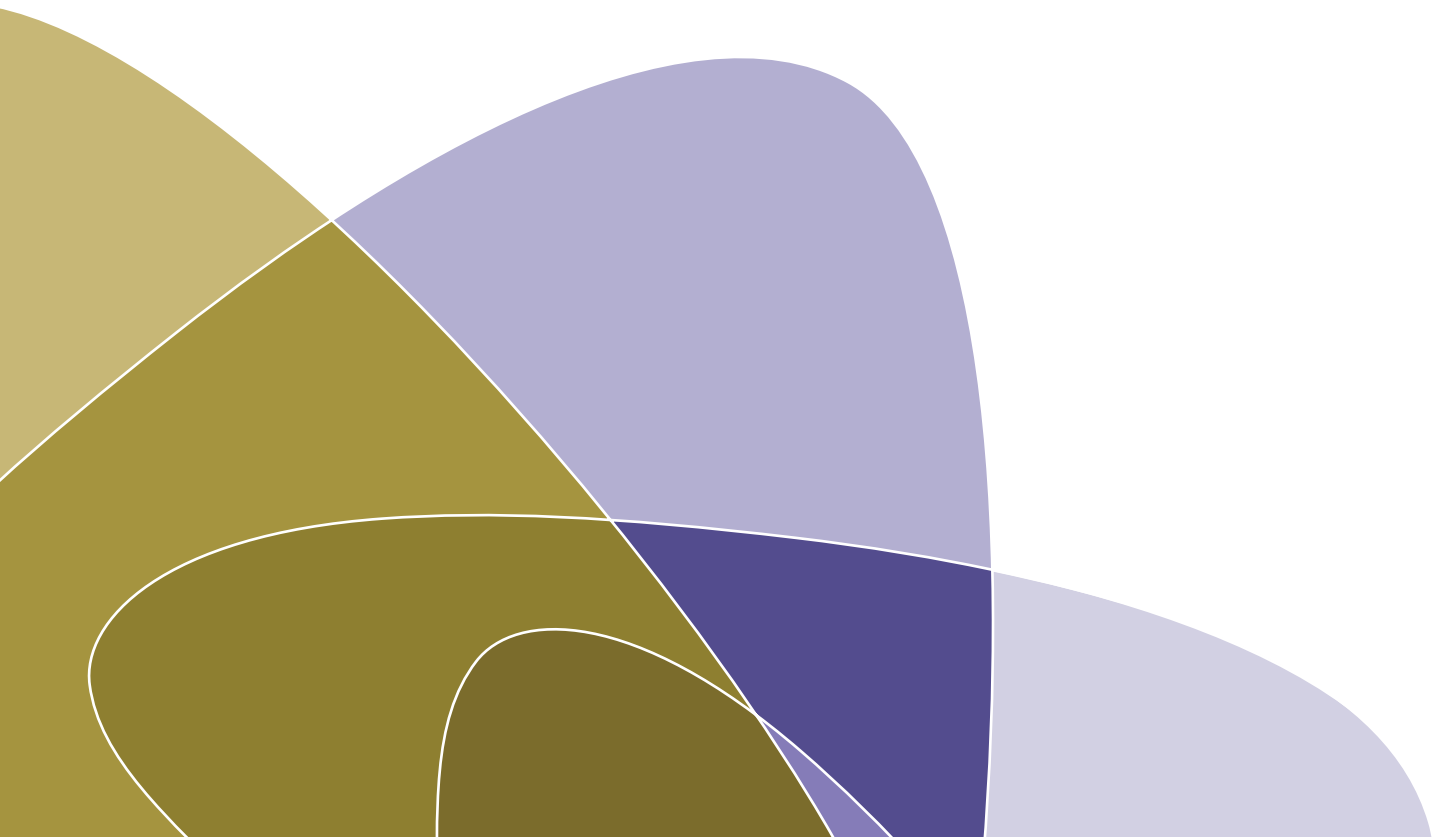


**Tasmanian
Leaders
Yearbook**

2020







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Welcome from the Chair

As we begin the process of winding up 2020, I wanted to take a moment to say a huge thank you to everyone who has helped fulfil our vision of a socially and economically vibrant Tasmania leveraged via effective networks and stronger leadership. A vision that is needed more than ever as the world continues to face wide-scale disruption on a magnitude not seen for generations.

In 2020, we saw more than 200 leaders attend one of our programs or events. Leaders who amongst such uncertainty took the next step in their leadership journey, pledging to make a difference, whether that be for themselves, or within their personal and professional roles.

We thank each and every one who supported this activity, but none more so than our participants who took the challenges presented throughout 2020 as a leadership opportunity and sought to build on their skills to lead through this trying time.

As I pause to reflect on the successes of the past year, I am struck by the agility and perseverance demonstrated by our staff who, alongside countless volunteers, managed to maintain momentum for strategic and sustainable growth. It is one thing to teach leadership skills, another to demonstrate through action in the face of adversity. For this I congratulate and thank Angela Driver and the Tasmanian Leaders team and wider support networks.

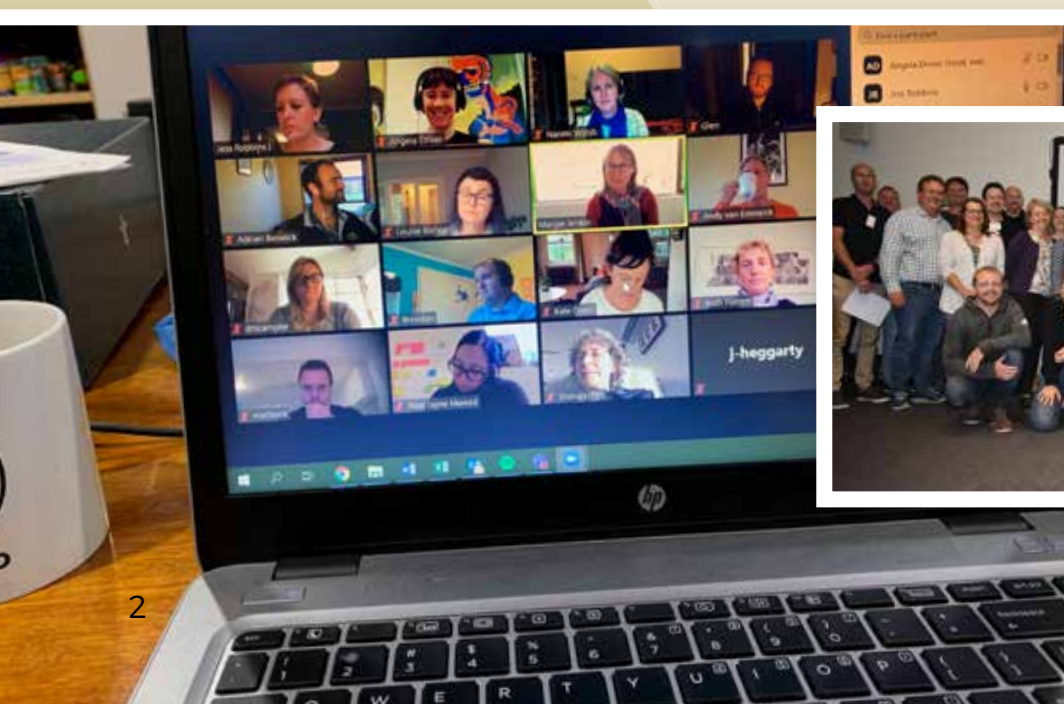
But before I talk more about the successes of 2020 – let me begin by extending our congratulations to the graduates of the fourteenth Tasmanian Leaders Program (TLP14). From the reports from those who have met regularly with the cohort, it seems that over the past twelve months every one of them has grown their leadership capacity and networks and stand ready to lead positive change for the benefit of all Tasmanians.

Luckily for participants of all our programs, not just TLP, the learning and networking does not stop at graduation. As such, this moment in time marks the start of a new chapter for our 2020 TLP participants as they formally receive their invitation 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. Our Network is one of the most influential and diverse groups of high-impact individuals in Tasmania connecting current and emerging leaders in effective ways to foster meaningful change in Tasmania.

Other achievements in 2020 include the sell-out Dare to Lead workshops delivered in Hobart and Launceston, on the cusp of the Covid lockdown, in partnership with Pilot Light. We look forward to working with Polly McGee and Zoe Coyle in the new year to continue bringing this ground breaking program to Tasmania.

In 2020 we also delivered our third Industry Leadership Enterprise and Development program (I-LEAD). The program, delivered virtually through weekly sessions over a three month period, fast tracked participant's leadership skills. The 2020 program included industry buy-in from the Tasmanian Farmers and Graziers Association (through Skills Tasmania funding), FermentTas, and the Regional Tourism Organisations (through Regional Development Australia – Building Better Regions funding) who all provided scholarships for their sectors and members. The 2021 version of I-LEAD will remain online.





Another exciting development in 2020 was the employment of two new staff members: Jess Robbins as our Thinkbank Coordinator and Magdalena Lane as our Relationship Manager. The organisation is already benefiting greatly from their involvement.

The Tasmanian Leaders Board is a volunteer board of busy professionals, and we would like to recognise the strategic input by all of them, including those in our Foundation, who ensure our organisation remains relevant and strategically focussed. My special thanks to current Board members, Gillian Biscoe AM, Bess Clark, Adrian Daniels, Kim Evans, Rebecca Greenwood, Prue Horne and John Perry. I also thank Ginna Webster, as Chair of our Foundation, and Clarissa McCoid, Vani Welling and Kevin Swarts who are members of our Foundation or Board Subcommittees.

The 2020 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 CEO, designed and delivered this critical pillar of the Tasmanian Leaders Program. We look forward to working with Bob and Lynda in 2021 and ensuring the program continues to flourish.

Thank you as well to the speakers who volunteered for the 2020 Leadership + Trust symposium. This event attracted over 100 delegates who were able to attend either online or in-person. A format we will continue to access in the years ahead.

Special thanks to Dan Norton AM who supported our thought leadership work, contributing greatly to the creation of our submission to the Premiers, Economic and Social Recovery Advisory Committee. You can view a specific update about this report on page 51.

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, Simone Hackett and Jessica Robbins. At the end of last year we farewelled Jenn Heggarty who has left the organisation to seek new opportunities with the Beacon Foundation. Jenn has been an absolute pillar within the organisation over the past five years managing our events and we wish her every success in her new role. In December 2020 the Board appointed Angela Driver as our first Chief Executive Officer (CEO), this is in recognition of Angela's contribution and the ongoing growth of Tasmanian Leaders.

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 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 two beautiful locations across Tasmania, thanks to the generous support of RACT Destinations who provided us with significant discounts to their world-class facilities. Our gratitude also extends to WIN Television for their generous in-kind advertising package at recruitment time and to KPMG for managing our accounts with efficiency and professionalism under the leadership of Stephen Manners. As well as our TLP scholarship partners TasNetworks and the Alcohol, Tobacco and Other Drug Council - Tasmania. Finally our deep gratitude to our Leadership Champions, many of whom volunteered their time to help support program participants and our recruitment efforts.

Thank you to all the organisations who enabled their staff to complete one of our 2020 programs or to attend one of our events.

To our new TLP graduates, congratulations on this momentous achievement. 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



What we do

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 thirteen week program delivered virtually to build capacity in the private sector by providing relevant professional development to those working in small to medium businesses across Tasmania.

Thinkbanks generate high level thinking and new ideas from our Network to contribute to Tasmania's most pressing issues and opportunities.

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

Our **Leadership Symposium**, held annually, shares new ideas and approaches on leadership to support Tasmanians address the here-and-now, and the future.

Our **graduates** lead and manage change within their professions and communities. They are from all sectors and regions in Tasmania and elsewhere in Australia and overseas. By the end of 2019 there were 324 TLP graduates and 104 I-LEAD graduates.

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

The **Tasmanian Leaders Network** is one of the most influential and diverse groups of high-impact individuals in Tasmania who remain connected to each other and active in their professional and personal roles.

As a community contribution Tasmanian Leaders also auspices **The Tasmanian Way**, a start-up with the mission of Tasmania being a beacon of a resilient, connected and vibrant place.

Tasmanian Leaders also supports the work of the Tasmanian Leaders Foundation which provides benevolent relief to Tasmanians who are disadvantaged through access to our leadership programs.

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.

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 generate and grapple 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 Chief Executive Officer

For fifteen years we have been teaching leaders how to work in increasingly uncertain, ambiguous and complex environments. The gift of the year 2020 was the opportunity to put many of these teachings into practice as the organisation grappled with major disruption and unforeseen adaptive challenges brought about by Covid-19.

I am so proud of how our small and dedicated staff team stepped up and faced these challenges; learning and achieving much in the process. Some of the highlights included:

- Delivering a redesigned and responsive TLP concluding with an extended closing Residential that included a Tasmanian Leaders first – a reflective visit to Dove Lake.
- Delivering our third I-LEAD virtually to over forty small business leaders, exceeding even our own high expectations.
- Producing the 'Leading to a Brighter Future' report which shared the insights on lessons learned from Covid-19 from more than 140 members of the Tasmanian Leaders Network.

Throughout this year we have been constantly inspired by our participants. It is true to say that we have never known a cohort of TLP participants who were more willing to dig in and commit to their own learnings despite the disruptions around them.

In our first communication with any new group 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. Not just time to attend our sessions, but space to reflect and apply the learnings.

But with the demands of time, and the urgency of the unfolding crisis surrounding us, came the opportunity to learn in a unique crucible that focused our attention on what was important – developing future focused leaders capable of addressing our most pressing challenges and seizing the wonderful opportunities available to us. The four Linking Sessions delivered by the 2020 Learning Sets demonstrated the cohort's commitment to tackling future orientated pressing issues, by focussing on:

- Employment and skills gaps
- Community recovery from extreme events
- Trade and the Tasmanian economy
- Fin fish farming Tasmania

The online format for some of the 2020 program allowed us to engage with a number of inspiring speakers we would not normally have access to including an exclusive audience with former Prime Minister Kevin Rudd, kindly coordinated by TLP14 participant Edith O'Shea.

Other program highlights included:

- Workshops in strategic foresight with futurist Phillip Daffara, media training with respected communications expert Mark Thomas and leading with values with the ever impressive Polly McGee.
- Access to business leaders including Dale Elphinstone AO, Jane Bennett, Nick Haddow and Anthony Houston.
- Listening to community change advocates including mental health advocates Dean Yates and Mitch McPherson, #letherspeak campaigner and 2021 Australian of the Year Grace Tame, LGBTQI campaigner Rodney Croome AM, and Will Smith who is the current Young Tasmanian of the Year.
- Learning from critical thinkers like Simon Longstaff from The Ethics Centre, geo-political expert Professor Andrew MacLeod, and global governance guru Matt Killingsworth.

The stories of courage, humility and innovation from invited speakers deepened participants' understanding of world affairs and equipped them with new skills to help them influence meaningful and positive change within their circles of influence.

When participants enter the Tasmanian Leaders 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, which you can read about on page 42.

Thanks to Bob Campbell and Lynda Jones for facilitating the Residentials and bringing content, process and a genuine desire to support TLP14 gain insight into themselves and the change process.

It is now up to TLP14 to change the world. Tasmanian Leaders remain supportive and our 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

Chief Executive Officer
Tasmanian Leaders



Industry Leadership Enterprise and Development program

→ I-LEAD

The 2020 I-LEAD program was highly successful and worthy of the investment contributed by the Tasmanian Government,

industry organisations and the 47 participants.

Designed in close collaboration with leading industry experts, I-LEAD inspires small to medium enterprises to grow and secure winning results for their businesses and the people they serve. Delivering the 2020 I-LEAD small business program in a time of a pandemic was the perfect opportunity for Tasmanian Leaders to demonstrate innovation and adaptability as we pivoted fast to redesign the program for virtual delivery.

The 2020 program came at a crucial time for the 47 participants who were experiencing significant disruption in their industries as a result of Covid-19. Sectors represented by multiple participants included: agriculture, construction, manufacturing, tourism, hospitality, health and professional services.

The 2020 program was delivered via weekly sessions across thirteen weeks. The final session was held in Hobart where participants were able to meet in-person, for the first and only time, and to hear from the Minister for State Growth – Michael Ferguson MP.

With over 1,000 years of combined business experience, participants in the program learned a great deal from each other and graduated with a robust new network.

During the program, participants explored challenges for their businesses, 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 fostering innovation, decision making, working on the business and finding efficiency with lean processes.

The overall satisfaction by I-LEAD participants, as evidenced through our evaluation, was excellent highlighting that the program delivered on its aims. 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 more able to think strategically and long-term to grow their businesses. Participants also said the program helped them develop a wider network and gain a valuable community of relevant and connected peers.

I-LEAD would not be possible without the support of the Tasmanian Government through the Department of State Growth and our industry scholarship partners: Tasmanian Farmers and Graziers Association (through Skills Tasmania funding), FermentTas, and the four Regional Tourism Organisations (through Regional Development Australia – Building Better Regions funding) who all provided scholarships for their sectors and members.

The end result of I-LEAD is a new cohort of industry leaders inspired and capable to lead beyond self for the greater good of Tasmania.

Participants

Roxane Bandini-Maeder

Executive Director,
Geoneon Pty LTD

Elyse Barnett

Marketing Manager,
William Smith & Sons

Debi Beever

Owner, 41s Trade Service

Tamara-Lee Beveridge

Owner, BizCore

Angela Boxall

Owner / Director, ECHO
Festival

Melissa Britt

Tasmanian Area Manager,
AgriLabour Australia

Kate Bucknell

General Manager, Hotel
Verge Launceston

Warena Burgess

General Manager Intern,
Aboriginal Land Council
Tasmania

Geraldine Camilleri

Managing Director, Dentists of
Tasmania

William Cassidy

Office Manager, Launceston
Chamber of Commerce

Chontelle Cripps

Creative Director, Gloo
Advertising

Helen Curtis

Director, Federation
Chocolate Tas Pty Ltd

Marc Dille

General Manager, Leisure
Inn Penny Royal

Luke Finley

Director, Elgin Associates
Pty Ltd

Sean Fisher

Civil Engineer, IPD Consulting

Jen Fry

Chief Advisor, Tasmanian
Salmonid Growers
Association

Jodhi Gough

Executive Officer, Switch
Tasmania

Thomas Green

Project Operations Manager,
Airmaster Australia

Courtney Greisbach

Editor, The Examiner

Mark Grundy

Owner, Roaring 40s Kayaking

Richard Harding

Resources Manager,
Elphinstone Pty Ltd

Curly Haslam-Coates

Owner, Vintage Tasmania

Bronwyn Hawkins

Practice Manager, Kings
Meadows Medical Centre

Sam Ikin

Director, Ikin Media

Amy Imms

Founder, The Burnout Project

Rachel Jacka

Owner, Guide Falls Farm

Jane Johnston

CEO, Travel with a Cause Inc

Aaron Jones

Part-Owner / Director,
Sweetbrew

Matthew Lamprey

Estimator / Project Manager,
Hardings Hotmix

Rayne McCreadie

Engineering Manager, Direct
Edge

Richard Morgan

Owner / Manager, Motel
Strahan and Wellers Inn

Louise Morris

Director, Rebel Food
Tasmania

Sally Murfet

Chief Inspiration Officer,
Inspire AG

Alison Oakes

Clinical Manager, General Practice Plus

Courtney Olds

Conference / Sales Executive, Best Western Plus Launceston

Carly Palmer

General Manager, Van Diemens Land Creamery

Pia Palmer

Director - Sales and Marketing, Lauds Plant Based Foods

Lam Phuong Le

Business Owner / Sole Trader, EKIDAZ

Joseph Pickett

Freelance Project Manager

Lincoln Quilliam

Director, Trail Ventures

Greg Ross

General Manager / Director / Pilot, Tasmanian Air Tours

Rachael Trueman

Owner, Essentially Tas / Driftwood Cottages

Coreena Vieth

Tourism Operator, Shutterbug Walkabouts

Elizabeth Virieux

Manager, Streetwise Developments Pty Ltd

Michelle Walkden

Director, In-Balance Physiotherapy and Pilates

Tom Wallace

Winemaker / Winery Manager, Brown Family Wine Group

Thomas Waugh

Co-owner, Ignite Digi

Testimonials



I-LEAD has allowed my business practice to grow through self-reflection and skills development applicable to any industry. I-LEAD is a very time efficient program. Using the online platform for just half a day per week meant I was able to fit it in amongst my numerous commitments. The chance to analyse and improve myself, lead business and connect with other leaders across various industries in Tasmania has been a valuable professional development experience and I would 100% recommend it to others."

Joe Pickett

Freelance Project Manager & Events Consultant



The information in this course is FULL of substance, has a STRONG foundation and is EXECUTED brilliantly. The course has run like clockwork. Ten weeks in and it got better and better. I am now taking more time to recognise the needs of others in a more balanced way, setting boundaries to manage my time, understanding other personalities and how to work with them, be less opinionated unless someone asks for it, and I am now developing the art of listening versus talking which has helped my relationships."

Debi Beever

Business Owner
41s Trade Services



The I-LEAD 2020 program has been an eye-opening experience. Not only have I discovered new tools and ideologies for leading teams of different sizes, I have also discovered new things about myself and what factors influence my leadership and what might also impact a team in these uncertain times. I encourage all leaders, both experienced and emerging to take part in this insightful, eye-opening, and engaging program."

Will Cassidy

Office Manager
Launceston Chamber of Commerce



I have been very impressed with the I-LEAD program. Without the I-LEAD program I would have been deprived of the great insights from both the speakers who have been curated, but also from my fellow participants, as we all seek to work within this volatile (VUCA even) environment, rapidly changing due to Covid-19."

Jen Fry

Chief Advisor
Tasmanian Salmonid Growers Association Ltd (TSGA)





TLP14 2020



THE PROGRAM

The 2020 Tasmanian Leaders Program was comprised of seven two-day Linking Sessions and three multi-day Residentials co-designed and facilitated by Lynda Jones, Bob Campbell and Angela Driver. Due to Covid-19, the first three Linking Sessions and the mid-year Residential were re-designed and delivered online.

RESIDENTIAL RETREATS

SESSION	WHERE	DATE
Opening Residential	Strahan Village, Strahan	Thursday 27 February – Sunday 1 March
Mid-Year Residential	Online	Friday 12 June – Sunday 14 June
Closing Residential	Cradle Mountain Hotel, Cradle Mountain	Wednesday 18 November – Sunday 22 November



Linking Session One

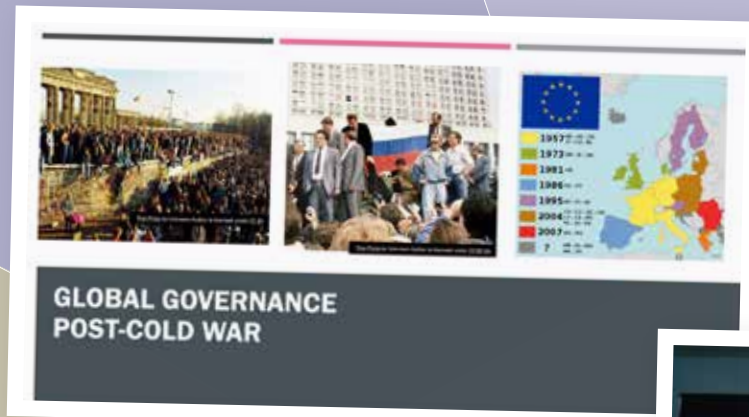
INNOVATION AND INDUSTRY

ONLINE: 26–27 MARCH 2020

<i>Applied futures thinking using the futures wheel</i>	Phillip Daffara , Principal, Urbanist and Futurist Place Sense	Presenter
<i>Innovating to respond to changing consumer demands and expectations</i>	Jane Bennett , Chief Executive Officer, TasFoods	Presenter
<i>Innovation from crisis</i>	Annette Reed , Managing Director, Tasmanian Natural Garlic & Tomatoes	Presenter
<i>Innovating business models, processes and products</i>	Nick Haddow , Managing Director, Bruny Island Cheese	Presenter
<i>Innovation in a VUCA world</i>	Katy Cooper , Founder and Managing Director, DisruptiveCo	Presenter
<i>Leadership story</i>	Dale Elphinstone AO , Executive Chairman, Elphinstone Group	Presenter
<i>Resilience by design workshop</i>	Ian Snape , Founder and Chief Executive Officer, Frontline Mind	Presenter
<i>Chasing waste in times of uncertainty</i>	Clynton Jaffray , Business Improver, Productivity Improvers	Presenter

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<i>Leadership story</i>	John Ranicar TLPI , Managing Director, Forager Foods	Presenter
<i>Site visit: Dulverton Waste</i>	Matthew Layton , Operations & Project Officer, Dulverton Waste	Host
<i>Site Visit: Tasmanian Minerals, Manufacturing and Energy Council</i>	Kent Wyllie , General Manager, Tasmanian Minerals, Manufacturing and Energy Council	Host



Linking Session Two

GOVERNANCE

ONLINE: 1-2 MAY 2020

<i>Ethical leadership in times of crisis:</i>	Simon Longstaff AO , Executive Director, The Ethics Centre	Presenter
<i>Fire side chat</i>	Peter Gutwein MP , Premier of Tasmania, Tasmanian Liberal Party	Presenter
<i>Global governance: war, recession and pandemics – managing crises in the international realm</i>	Matt Killingsworth , Head of Politics and International Relations in the School of Social Sciences, University of Tasmania	Presenter
<i>Good governance in a crisis</i>	Julie Garland McLellan , Chief Executive Officer, The Directors Dilemma	Presenter
<i>Panel: Parliamentary governance: how is the global pandemic impacting good governance, scrutiny and timeliness of legislative reform?</i>	Bridget Archer MP , Federal Member for Bass, Liberal Party Australia	Panellist
	Andrea Dawkins , Councillor, City of Launceston	Panellist
	Ruth Forrest MLC , Independent Member for Murchison, Tasmanian Legislative Council	Panellist
	Peter Whish Wilson , Australian Senator, Australian Greens Party	Panellist
<i>Wine tasting</i>	Fiona Weller , Director, Moores Hill Estate	Presenter



Linking Session Three

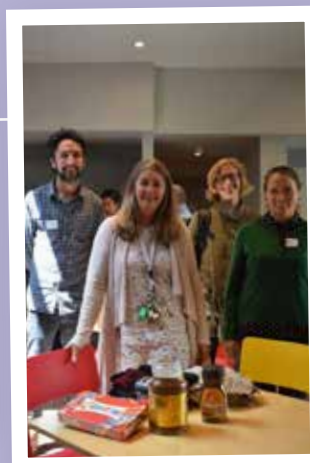
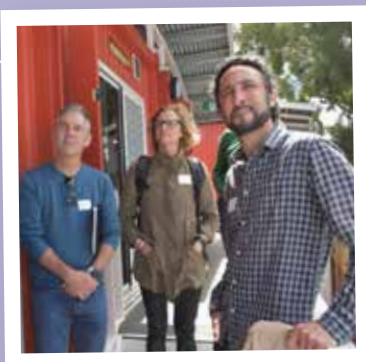
COMMUNITY

ONLINE: 29-30 MAY 2020

<i>Fireside chat</i>	Rodney Croome AM , Australian LGBTQI rights activist	Presenter
<i>Power and privilege and change agency</i>	Robin Banks , Former Tasmanian Anti-Discrimination Commissioner	Presenter
<i>World Café: Tasmanian change makers</i>	Dean Yates , Mental health and PTSD Advocate	Panellist
	Grace Tame , 2021 Australian of the Year, #letherspeak	Panellist
	Mitch McPherson , Founder, Speak up Stay ChatTY	Panellist
	Sharon Corvinus-Jones , Educator/Counsellor, Working It Out	Panellist
<i>What does disadvantage in Tasmania look like?</i>	Meg Webb MLC , Independent Member for Nelson, Tasmanian Legislative Council	Presenter
<i>Who are we as Tasmanians?</i>	Todd Babiak , Chief Executive Officer, Brand Tasmania	Presenter
	Julia Curtis TLP1 , Community Development Consultant	Visual Facilitator

2 FEBRUARY 2021

<i>Leadership story</i>	Rosalie Martin TLP6 , Tasmanian Australian of the Year 2017	Presenter
<i>Site visit: Bethlehem House</i>	Stephanie Kirkman Meikle , Chief Executive Officer	Host
<i>Site visit: Ron Barwick Minimum Security Prison and Mary Hutchinson Women's Prison</i>	Nathan O'Dowd , Acting Superintendent, Mary Hutchinson Women's Prison	Host





Linking Session Four

EMPLOYMENT AND SKILLS GAP: TASMANIA NOW AND INTO THE FUTURE

THE OLD WOOLSTORE, HOBART: 26-27 JUNE 2020

<i>Design thinking workshop</i>	Don Thomson TLP8, CEO and Founder, Co-Design Lab Tasmania	Facilitator
<i>Leadership story</i>	Rachel Kelly , Chief Product Officer, Gallagher Security	Presenter
<i>Panel: how Tasmania can respond to an evolving employment market</i>	Catherine Doran , Community Development and Engagement Officer, Migrant Resource Centre	Panellist
	Linda Seaborn , Senior Workforce Development Consultant, Department of State Growth	Panellist
	Lee Whiteley , Chief Executive, University College at University of Tasmania	Panellist
	Tim Wilson-Haffenden , HR Manager, Nystar	Panellist
	Sybylla Anderson , Leadership and Careers Education Advisor, University of Tasmania	Panellist
<i>Tasmanian demographics, labour force and economy</i>	Paul Liggins , Partner, Deloitte Access Economics	Presenter
<i>The future of artificial intelligence</i>	Jon Manning , Co-Founder and Technical Lead, SecretLab	Presenter
	Mars Buttfeld-Addison , PhD Candidate, University of Tasmania	Presenter
	Paris Buttfeld-Addison TLP12, Director and Producer, Secret Lab	Presenter
<i>The future of the Tasmanian workforce and factors influencing and shaping it</i>	Lisa Denny , Adjunct Associate Professor Institute for Social Change, University of Tasmania	Presenter



Linking Session Five

COMMUNITY RECOVERY FROM EXTREME EVENTS

**THE ROYAL YACHT CLUB OF TASMANIA, HOBART:
16-17 AUGUST 2020**

<i>Covid-19 pandemic: returning to normal – the mental health impact</i>	Kimberley Norris , Associate Professor, University of Tasmania (School of Psychological Sciences)	Presenter
<i>Covid-19 pandemic: leadership during a crisis</i>	Alex Johnston , Local News Director, WIN News	Presenter
	Alexandra Humphries , State Political Reporter, ABC Tasmania	Presenter
<i>Decision making and bias workshop</i>	Angela Driver TLP3 , Chief Executive Officer, Tasmanian Leaders	Facilitator
<i>Leadership Story,</i>	David Morgan , Chief Executive Officer, Artibus Innovation	Presenter
<i>Panel: Recovery from the 2013 Tasmanian bushfires (Dunalley)</i>	Carole Owen , Acting Chief Executive Officer, Public Health Services	Panellist
	Howard Colvin , Recovery Manager, Office of Emergency Management	Panellist
	Louise Mitchell , National Consultant, Social Recovery Reference Group	Panellist
	Mark Thomas , Director, M&M Communications	Facilitator
<i>Panel: Climate change – what are Tasmania's resilience trade offs</i>	Anthony Houston , Owner, Houstons Farm	Panellist
	Kim Evans , Acting Secretary, Department of State Growth	Panellist
	Tomas Remenyi TLP13 , Climate Research Fellow, University of Tasmania	Panellist
<i>Working with conflict workshop</i>	Rikki Mawad TLP7 , Conflict Resolution, Facilitation and Strategic Communications Consultant	Facilitator



Linking Session Six

TRADE AND THE TASMANIAN ECONOMY

PEPPERS SILO HOTEL, LAUNCESTON: 13-14 SEPTEMBER 2020

<i>Asking a good question</i>	Leigh Arnold TLP12 , Owner, Leigh Arnold Communications	Facilitator
<i>Australia and trade in the last thirty years</i>	Timothy Ault , Director, Tasmania State Office, Australian Department of Foreign Affairs and Trade	Presenter
<i>Could Australia be the new global translator for the world's upcoming super-power transition?</i>	Andrew MacLeod , Visiting Professor at King's College, London	Presenter
<i>Fireside chat</i>	Kevin Rudd , Former Australian Prime Minister	Presenter
<i>Leadership story</i>	Will Smith , Chief Executive Officer, JCP Empowering Youth	Presenter
<i>Panel: Story telling through art</i>	Denise Robertson , Freelance Consultant	Facilitator
	Lola Greeno , Visual Artist	Panelist
	Adam Thompson , Writer	Panelist
	Vicki West , Visual Artist	Panelist
<i>Site tour: Forico</i>	Bryan Hayes, Chief Executive Officer, Forico	Host
<i>Site tour: Kooee Snacks</i>	Andy Fist , Director, Kooee Snacks Australia	Host
<i>Site tour: Meru Foods</i>	Chris De Bono TLP12 , Owner, Meru Foods	Host
<i>Site tour: Tamar Valley Truffles</i>	Marcus Jessup , Manager, Tamar Valley Truffles	Host
<i>Tasmanian businesses in global supply chains</i>	Kim Houghton , Chief Economist, Regional Australia Institute	Presenter
<i>Tasmanian Aboriginal trade: past to present</i>	Clyde Mansell , Elder	Presenter
<i>The mechanics of freight in Tasmania</i>	Mike Brindley , Regional Development Coordinator, Regional Development Australia - Tasmania	Presenter
<i>Welcome to Country</i>	Adam Thompson , pakana writer	Presenter





Linking Session Seven

FIN-FISH FARMING IN TASMANIA

MONA, HOBART: 18-19 OCTOBER 2020

Community perspective	Charlie Stubbs , Spokesperson, Keep King Island Fish Farm Free	Presenter
Compliance perspective	Wes Ford , Director Environment Protection Authority, DPIPWE	Presenter
Economic perspective	Leanne Minshull TLP9 , Director, The Australian Institute, Tasmania Branch	Presenter
Environmental perspective	Jeff Ross , Owner, Your Marketing Nerd	Presenter
Fin-fish farming overview	Catriona MacLeod , Centre Head – Ecology and Biodiversity, IMAS	Presenter
Getting groups 'unstuck' workshop	Angela Driver TLP3 , Chief Executive Officer, Tasmanian Leaders Program	Facilitator
Industry perspective	Depha Miedecke , General Manager Strategy and Technical, Petuna Seafoods	Presenter
Leadership without burnout	Amy Imms , Founder, The Burnout Project	Presenter
Media training	Mark Thomas , Director, M&M Communications	Presenter
Panel: Leadership and the arts	Kirsha Kaechele , Artist and Curator, Museum of Old and New Art	Presenter
	Brian Ritchie , Curator, Mona Foma	Presenter
Political perspective	Ruth Forrest MLC TLP5 , Independent Member for Murchison, Tasmanian Legislative Council	Presenter





THE GRADUATES

LUKE CAMERON



Luke Cameron

Head of Member Delivery

St.LukesHealth

As the Head of Member Delivery for St.LukesHealth, Luke's focus is to empower and enable Tasmanians to proactively take charge of their health journey, whether it be maintaining good health or assisting in recovery from illness. With more than twenty years' experience in the healthcare industry, Luke's drive and passion in this area stems from his work as a registered paediatric nurse, work health and safety professional and Royal Australian Air Force nursing officer, seeing firsthand how wellness, both physical and mental, has positive impacts on prevention and management of chronic disease. Luke believes that Tasmania has a terrific opportunity to redefine how its population values health and to positively impact chronic disease in the state.

For me, TLP was an amazing journey of leadership concepts, accessing the wisdom of others and self-improvement as well as building strong relationships with peers who see value in investing in the development of others and Tasmania. Right from the first Residential, I was empowered to evolve through a diverse range of theories, people and experiences. It is hard to quantify exactly what the program delivered for me, however, having the ability to engage with an executive coach who identified my current and future way of being through metaphors was particularly powerful. Leveraging off the program tools and examples, I now have a plan of how I can be a better leader to build a better Tasmania. TLP also provided me with a mirror of self and the tools to have greater interaction with others in a meaningful way; something that has already shown great value in my day-to-day relationships.

After completing TLP, I am grateful to have a deeper understanding of bias and privilege and I will seek a more humanistic approach in leadership. In the short term, I will continue to evolve in an adaptive, strategic sense and apply these skills to my workplace. I will continue to focus on the well-being of Tasmanians, and I look forward to applying concepts and practices that will afford me an opportunity to contribute to a better Tasmania.

“After completing TLP, I am grateful to have a deeper understanding of bias and privilege and I will seek a more humanistic approach in leadership.”



Michael Chan

**Acting Company Secretary and General Counsel
Tasmanian Networks Pty Ltd**

Michael is currently the Acting Company Secretary and General Counsel at Tasmanian electricity transmission and distribution provider, TasNetworks. He grew up and trained as a lawyer in NSW, before moving to Tasmania in 2015. He is passionate about the energy industry, and particularly about Tasmania's role in Australia's clean energy future. In addition to his work at TasNetworks, Michael is also a voluntary board member with Richmond Fellowship Tasmania and Richmond Futures, an NDIS service provider. Outside work, Michael enjoys living in Hobart with his partner and one year old daughter.

I have developed both professionally as a leader, and personally as a result of completing this program. It has clarified my values, strengths and weaknesses, and given me access to different ways of thinking that have allowed me to work through personal and professional challenges throughout the year. The genuine learning about myself was a highlight of the program, along with the opportunity to connect and share learnings with a great group of people. Covid-19 was an unexpected intrusion on the 2020 program, but adapting to the new way of learning was a leadership challenge in itself and I walk away from this year feeling grateful to have been a part of TLPI4.

As I continue my leadership career into the future, the self-awareness I have gained will continue to be of benefit for a long time to come. Distilling my personal values and clarifying my leadership objectives will allow me to move forward as a leader with confidence and clarity on how I want to lead. Post the 2020 program, I look forward to continuing to work in the energy industry in Tasmania as it helps shape Australia's clean energy future, and approaching future leadership challenges with renewed optimism.

“ The genuine learning about myself was a highlight of the program, along with the opportunity to connect and share learnings with a great group of people. ”

MICHAEL CHAN



Luke Clasener

Project Manager Capital Works

Department of Health

Luke is goal driven and passionate about achieving results, providing a thirst for knowledge and self-development. He began his career with an electrical trade before spending thirteen years in the aviation industry leading teams and projects, building an expertise for infrastructure. Luke has recently commenced in a role within the Tasmanian government delivering infrastructure projects. He has a Bachelor of Organisational Leadership, is an accredited International Airport Professional, a Certified Project Professional, and a member of the Tasmanian Fire Service as a Volunteer Firefighter. Luke's drive stems from his family. Being a father and a husband are his proudest achievements.

Being part of the Tasmanian Leaders Program has been a goal of mine since first hearing of the program and this expectation did not disappoint. I feel incredibly privileged to be a part of such an amazing opportunity, in one of the most challenging years many of us will face. The support the group provided to each other during the year that was 2020 was inspiring and the highlight for me was the connections made with the other amazing people on the program, I now call friends. I look forward to watching this group continue to grow and seeing the many achievements ahead for such a talented team.

With the career change I am undertaking, I feel the program provided me with the confidence to grow and lead as a valued team member regardless of the challenges that might be experienced. I better understand my role in setting the example for others and how to best offer support to those around me. The program has allowed me to embrace the values that are most important to me, using them to unlock the full potential I have to make a difference in our community. I don't know what the future might have in store, but I know regardless of the challenges I might face, that I will strive to set the right example for my children and enable them to be the leaders that they have the potential to be.

“The program has allowed me to embrace the values that are most important to me, using them to unlock the full potential I have to make a difference in our community.”



Kate Daley

General Manager Retail and Energy Procurement

Tas Gas

Kate has been at Tas Gas since 2013 (Tas Gas was a subsidiary of Enwave Australia until late 2019). She enjoys working with her team and colleagues to provide a superior energy product to customers accompanied by great customer service. Kate has a background in the state public service and a small stint in the community sector. Kate is most comfortable in the private sector where she enjoys the complexity of making customer centric commercial decisions in a rapidly changing competitive environment. Kate enjoys the private sector's ability to see an opportunity and run with it. Kate enjoys influencing and being part of the business community and achieves this through participation in the Launceston Chamber of Commerce, Launceston branch of the Australian Institute of Company Directors and a northern Business Sustainability Round Table group.

My experience with TLP was fantastic. The highlight for me was the opportunity for personal growth and the chance to meet and learn from people of all walks of life. While Covid-19 was a challenge, it also created a great opportunity to hear from speakers on the mainland and overseas. The highlight was a fireside chat with former prime minister Kevin Rudd. My most memorable moment though was a fireside chat with Rodney Croome AM who candidly gave us insights into how he has dedicated his life advocating for equal rights for the LGBTIQ community. I have so much respect for how he has made such a positive difference to our community in the face of adversity.

As a result of the program I want to be more aware of the privileged position I hold as a leader and to use this to create space and support for others to step up as leaders. I think that when we can identify and support each other's strengths we can unlock skills and talent for the benefit of Tasmania. After TLP I want to continue my journey of continuous self-improvement and learning. There is so much I can do to increase the level of positive influence I have for my business, my team and colleagues and the general community. I'd like to change the world by helping those around me to reach their potential.



KATE DALEY



“As a result of the program I want to be more aware of the privileged position I hold as a leader and to use this to create space and support for others to step up as leaders.”

Kelly Eijdenberg

Graphic Designer

Poco People



Kelly has worked in the creative industries in Hobart for the past fifteen years. She runs her own business, Poco People, which specialises in graphic design for print, primarily for Tasmanian not-for-profits. Kelly is passionate about arts and culture, and volunteers for organisations like TEDx, Pecha Kucha, National Rural Women's Coalition and the Tasmanian Museum and Art Gallery. She has represented Tasmania at several international museum friends conferences, and is currently a member of the Glenorchy Arts and Culture Advisory Committee. In her spare time you would probably find her playing soccer, bullying other people into playing soccer or reading a book.

I had observed TLP from the periphery as the yearbook designer for the past decade, and I was itching to get involved. I love meeting new people and learning about their experiences, and it has certainly been rewarding making connections with people from a variety of industries and backgrounds. Despite our differences, the group quickly became a supportive and collegial team. We helped each other through complex peer consulting sessions and pioneered a Cradle Mountain carpark soccer league. The events that rocked the world this year had a profound effect on the travelling and interpersonal components of TLP. We were sad to lose two members of our group to these circumstances, and to miss out on some of the face-to-face activities such as the mid-year Residential and those critical carpool and tearoom conversations. A highlight of the program for me was learning about personality preferences. I have developed more understanding about how other people think and behave, which is useful as building quality relationships is an important part of my job – and of life.

I hope to use some of these insights to continue growing connections, and engaging with the community. I endeavour to celebrate and capitalise on some of my own strengths, which were highlighted during the year through group activities and several café coaching sessions. I think you learn a lot about listening during TLP, and that will be something I aim to work on every day. That mindset of regular introspective analysis that becomes habit during the TLP year will be something that sticks, and I look forward to seeing where those thought processes might take me in years to come.



“That mindset of regular introspective analysis that becomes habit during the TLP year will be something that sticks.”

Andrew Goldsworthy

Director Technical Regulation

Consumer, Building and Occupational Services

Department of Justice

Andrew is a mechanical engineer who served for sixteen years in the Royal Australian Navy as a Marine Engineering Officer. Since leaving the Navy he has worked in his own franchise business where he started the first business of the system in Tasmania. After successfully operating this business for ten years, including an award for Franchisee of the Year, he worked in the chemical water treatment industry with Nalco. This provided him with an opportunity to return to working with boilers and learning a new industry. Andrew returned to Canberra for a brief period to work in a business development role with a New York Stock Exchange listed company in defence contracting. However, he has since returned to Hobart to take up the role of Director Technical Regulation where his team regulates safety compliance for building, plumbing, electricity and gas systems in Tasmania. In his spare time, Andrew still does part time work for the Navy, is a member of the Rotary Club of Moonah and somewhere in the mix, spends time with his family.

The Tasmanian Leaders Program has expanded my understanding of effective leadership of people. Throughout the year, my understanding of issues has been challenged and as a result I feel that I have grown as both a member of our community and as a leader. One of the things that surprised me during the year was the fantastic work and creativity of Tasmanian businesses. I gained a real sense of hope and excitement about the future for Tasmania.

I believe that leaders are learners and I enjoy learning, so TLP has been a great seed to nurture me. My challenge now is to take the tools and knowledge gained through the year and make it part of my leadership DNA. The better I get at this, the better I will be at delivering our work through more effective and engaged teams. I now have a much clearer understanding of what I can do to help my teams improve and adapt to the future.



ANDREW GOLDSWORTHY



“ One of the things that surprised me during the year was the fantastic work and creativity of Tasmanian businesses. I gained a real sense of hope and excitement about the future for Tasmania. ”

Stephen Hill

Operations Manager Alcohol and other Drugs and Housing

Launceston City Mission

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

Stephen has worked at Launceston City Mission for just over fifteen years after an earlier career in retail. He found the appeal of working to help and support others a rewarding choice of career. In his role, he oversees the operation of Orana House, a men's crisis accommodation service in Newnham and the organisation's two residential drug and alcohol rehab services: Missiondale, based just out of Launceston and Serenity House, situated near Burnie. Stephen also contributes to Shelter Tasmania, the state peak body for Housing and Homelessness services and the Alcohol, Tobacco and other Drugs Council, the peak body for services that support people who face challenges due to substance use. He believes that people who are shown kindness will in turn display kindness to others and that everyone deserves an opportunity to discover how to live a life with hope and dreams.

TLP, for me, was always going to be an opportunity to lay some deep foundations for learning how to lead. I didn't want to do a disservice to the commitment of time, mental energy, headspace and other resources for it to be alive in the moment and forgotten the next. What I discovered, was an intense interest in my leadership well-being by those who delivered and supported TLP14.

I am graduating with meaningful tools, contacts, knowledge and skills, highlighted by the calibre of speakers, the current Tasmanian Premier and other state politicians, a former prime minister, successful business people, local identities, those with a passion for science, the arts, learning, caring, the innovators, those with lived experience that has driven them to create a platform to inform and influence. This was astounding access to receive at each Linking Session and event. This to me testified of the diligence of TLP to develop strong Tasmanian leaders. It was unexpected and it was wonderful to experience.

My time in TLP opened my eyes to myself as a leader while discovering how others lead. I observed that the theory that was being presented by TLP was indeed replicated from within by those supporting and presenting the program. This was inspiring, leading me to a path that actively seeks self-challenge in order to grow. Pre TLP, I wasn't comfortable with the term leader being applied to myself. While I wouldn't say I have fully embraced all things leader yet, I do sit in relative ease with my role and its leadership expectation. Having now graduated, I may not change the whole world tomorrow, but I'm pretty sure I have changed and will change further and that's not a bad place to start for me and for my employer. I will continue to seek out opportunities to develop. I'm not sure I would've said that twelve months ago.

“ I may not change the whole world tomorrow, but I'm pretty sure I have changed and will change further and that's not a bad place to start for me and for my employer. ”



Sarah McIntosh

Clinical Support Officer

Ambulance Tasmania

Sarah is a registered Paramedic with over twenty years experience working for Ambulance Tasmania – North West Region. She has held a variety of positions in this time and is currently employed as a Clinical Support Officer. Sarah also 'acts' in the role of Clinical Support Manager. Sarah is responsible for the training and development of all clinicians within the NW region, and responds to prehospital cases as an Intensive Care / Extended Care Paramedic. She is passionate about patient-centred care and leading others to be self-reflective practitioners, authentic, and curious to another's perspective. Sarah has completed several undergraduate and post graduate qualifications through Charles Sturt University and University of Tasmania. First and foremost, Sarah is a mother of two boys – Archie and Jobe. They are the centre of her universe outside of work. If one thing working in emergency services has taught Sarah, it's to be grateful for family. She is passionate about being a role model for her boys in life-long learning and 'giving back' from the opportunities afforded to them during their lives.

TLP14 presented an opportunity to examine the limits of my thinking and decision-making processes. I was immersed into a world of self-awareness and curiosity; exposed to a diverse network of participants and facilitators; and reminded of the importance of vulnerability in leadership. This is a unique program, and in collaboration with a co-facilitator like no other – Covid-19, I was presented with a playground of learning that has been profound. TLP14 highlighted the space that exists between stimulus and response and provided tools and concepts that enabled me to understand my effective responses to people, situations, and the world around me. I am better able to navigate this space, I learned I have agency in choosing my response, and I can quieten the judgement of myself. I have modified how I show up, by having a better understanding of my social identity and positionality within the Tasmanian community. I am now better equipped to assist others in adopting change and managing conflict within my organisation.

The first thing to do post TLP14 is to take a breath! It's been a tumultuous year and the immediate future will be a period of self-reflection and self-compassion. I will be taking my time to embed and synthesise the learnings from TLP into my work and personal life. I will continue to have the courage to stand alone when it counts and be true to my values of curiosity and authenticity. I will also encourage others at work to show up in their own unique way and play to their strengths. Most importantly, I will encourage this in my children. After all, they are Tasmania's future changemakers.



SARAH MCINTOSH



“ TLP14 presented an opportunity to examine the limits of my thinking and decision-making processes. I am now better equipped to assist others in adopting change and managing conflict within my organisation. ”

Todd Nation

Business Development and Operations Manager

Natural Resource Management South (NRM)

Position funded by: University of Tasmania

Todd is an experienced manager with a background in strategy, people, project, and business management. After an early career spanning jobs in disability,

signwriting, hospitality and retail he found his true calling in business, with a focus on building positive culture, teams, and high performing organisations.

Todd's true passion is innovation in business, and he is most happy exploring concepts and joining dots (often in unusual ways), challenging the status quo, forging unlikely alliances, and asking simple questions like 'why don't we?'. Born in Launceston, Todd moved to Hobart to attend university where he was subsequently employed and forged a rewarding career across numerous projects and departments, meeting some truly inspiring leaders who highlighted the strength of values in the workplace, and who helped start his leadership journey. Having recently joined NRM South, Todd is enjoying exploring a raft of new opportunities to drive sustainable management and improvement of outcomes for our state's natural resources.

Put simply, the TLP experience has been a life changing opportunity. It is rare to be able to undertake such a deep interrogation and reflection of who you are, who other people are, how we interact, how we see the world, and what motivates us; all alongside a cohort of passionate, diverse and inspiring peers (quickly transitioning to friends) with applications both personally and professionally. Wrestling with Covid-19 made TLP14 a challenging, but unique experience; whilst we missed out on some opportunities, we received a masterclass in resilience! Not just through theory, but through the connections amongst our cohort and observing how diversely we processed and responded to such an event. Whilst online meetings were fatiguing, it enabled rare and rewarding opportunities to speak to people such as former prime minister Kevin Rudd, Rachel Kelly and Dr Simon Longstaff. The program's shared experiences really brought together my Learning Set in particular, and in them I feel I have built enduring friendships with amazing people. I look forward to sharing our leadership journeys for years to come!

As the program progressed, and I had more opportunities to apply my leadership style I could feel the values important to me being tested, sometimes tweaked, and ultimately more strongly cemented. As someone who generally likes to play in grey areas, it was such an empowering realisation to explore how important certain things are to me, what that meant for leadership and how to live those values both personally and professionally. I feel enriched by the opportunity, the hard work, and the camaraderie. I leave the program with improved knowledge and resources to deliver strong leadership, with greater awareness of and motivation to address significant issues facing Tasmania now and into the future; and with a deeper understanding of myself and how I can meaningfully contribute to my community, my state, and anything else along the way.

“ The TLP experience has been a life changing opportunity. Wrestling with Covid-19 made TLP14 a challenging, but unique experience; whilst we missed out on some opportunities, we received a masterclass in resilience. ”

Edith O'Shea

Senior Environmental Officer (Assessments)

Environment Protection Authority Tasmania

Department of Primary Industries Parks Water and Environment

Edith is an environmental scientist with twenty years of demonstrated experience in environmental management, assessment and approvals. Edith has a love of adventure which has enabled her to work in remote and interesting places in diverse fields such as mining, tourism and conservation. After a number of years in industry and consulting, Edith joined the Tasmanian public service in 2017 as a Senior Assessment Officer at the Environmental Protection Authority, Department of Primary Industries, Parks, Water and Environment. Edith is an extrovert who enjoys working in high energy environments and develops and maintains positive relationships at all levels. She loves the outdoors and is passionate about Tasmania's natural environment.

2020 has been an enormously challenging year with so much disruption to our professional and personal lives. I feel immensely privileged to be part of the TLP14 cohort as the mutual support and encouragement during these disruptions has been fantastic and the program's focus on growth and resilience couldn't have come at a better time. The personal connections forged this year have been a highlight for me and I've learnt new ways of doing and being which I'm sure I will carry forward in the future. Coming into the program I was hoping to broaden my knowledge in a range of non-science fields and gain some new perspectives but my experience of TLP has been so much more than that. As well as feeling more enabled I'm also now obligated to speak up on a range of issues, whereas previously I would have remained a silent observer.

My personal challenge this year was to 'step into my own authority' and the program has helped enormously with this. The personal coaching was a highlight and something I will continue with moving forward. Delving into my core values and learning about the different ways people approach situations has been invaluable. The program has given me the confidence to take on new professional challenges and to approach those challenges with an open and optimistic mindset. It's been a huge year and I can't wait to see what opportunities will arise in 2021!



EDITH O'SHEA



“ The program has given me the confidence to take on new professional challenges and to approach those challenges with an open and optimistic mindset. ”

Carmen Primo Perez

Sustainability Officer, Infrastructure Services and Development

University of Tasmania



Carmen is passionate about sustainability. Having lived by the sea for most of her life, she soon became interested in the marine environment. This interest led her to do a multi-discipline degree in marine sciences, followed by postgraduate studies (MSc and PhD) and work as an academic both in Spain and Australia. During this time, she progressively developed an interest in the balance of humanity and nature and both environmental and social conservation issues. The understanding that living sustainably is essential for the well-being of individuals, communities, and the planet that sustains us, led her to apply for her current position as Sustainability Officer at the University of Tasmania when she was looking for a career change. In this position she works with a small team which has received several national and international awards for their achievements. Carmen is also an Executive Board member of Australasian Campuses Towards Sustainability (ACTS) and Steering Committee member of Education for Sustainability Tasmania, a United Nations recognised Regional Centre of Expertise on Education for Sustainable Development.

What a year to participate in the Tasmanian Leaders Program! Who knew when we all first met at Strahan in February that we would not see each other again face-to-face until July? I feel that we faced more challenges than previous participants, but also had some great new opportunities. It was definitely the right year to learn about leadership and all-in-all, I ended the program feeling part of a very cohesive group. Being exposed to such a diverse variety of leaders, expanding my knowledge of Tasmania as a whole, and getting excellent leadership tips and tricks from experts in the field are some of the experiences that I have gone through this year. However, I believe that I have learned as much from the formal program as from the informal interactions with other TLP-ers. The mix and diversity of personalities, of thought processes and motivations, points of view and a long etcetera, were both challenging and stimulating, and generated a great deal of reflection and awareness.

So, where to from here? I am still processing all that has happened this year (and not only TLP-related), but I am looking forward to practising and sharing my learnings and insights with my colleagues at work, at committees with which I am involved, and with people in my personal life. I am also keen to continue my journey as a leader and establish long-lasting relationships with other leaders regionally and globally to share knowledge and collaborate to address critical issues in Tasmania and beyond.

I am passionate about sustainability and I intend to use my newly acquired skills to continue working towards advancing Tasmania as an interconnected and diverse sustainable region that is empowered and resilient to respond to environmental, economic, social and cultural challenges.



“ I intend to use my newly acquired skills to continue working towards advancing Tasmania as an interconnected and diverse sustainable region that is empowered and resilient to respond to environmental, economic, social and cultural challenges. ”

Sarah Proud

Community Projects Manager

Museum of Old and New Art (MONA)

Projects Manager, New Developments, Sarah Proud works with Moná's community projects team, enabling positive social and environmental change. A constant collaborator and incidental catalyst. Projects include: 24 Carrot—a kitchen garden program in Tasmania and New Orleans; Heavy Metal – an art-science initiative focused on heavy metal pollution in the River Derwent; Bond Place and Botanical Institute community art, education and social enterprise hubs in kutalyana / Jordan River; and Material Institute – a progressive arts center in New Orleans' 9th Ward providing resources to a new generation of New Orleans' artists. Having grown up on King Island in Bass Strait, Sarah is a keen observer of tidal flows in both natural and social systems. Her childhood dream was to be a permanent resident of the Magic Faraway Tree (or Narnia). When she grows up, she'll set sail for Fiji.

Throughout TLP14, I most valued the consistent contact with a group of like-minded individuals from diverse backgrounds eager to explore both how we move through the world, and connect with those whom we share space. Linking Sessions, Residentials and weekly project team meetings provided a regular sanity check in a relatively radical year. New friendships are firmly established, and others continue to emerge. The greatest acquisition was a deeper awareness of how differences in personality and values manifest in our behaviour. TLP provided me with a hardware upgrade.

So what have I learnt with this beautiful TLP14 crew? Leadership is transformation. We cast shadows and project light as we go. There is influence, authority and vulnerability where both our growth and limitations reside. The palatial penthouse of ego permits everything from business as usual to systems (and leadership) alchemy. Here, we have a choice: which road to take... Through TLP, I now have a suite of tools to apply and formalise my interactions with the world around me. Moving forward from TLP14, I will continue to hold my values at the centre of everything I do, but will soften the edges, with a renewed openness to other perspectives. I will invest in reciprocity.



SARAH PROUD



“ TLP provided me with a hardware upgrade. I will continue to hold my values at the centre of everything I do, but will soften the edges, with a renewed openness to other perspectives. I will invest in reciprocity. ”

Jeremy Ramsey

Project Delivery Manager

Hydro Tasmania

Originally from the Rocky Mountain region of the United States, Jeremy moved to Tasmania in 2015 to pursue his interest in renewable energy, and fulfil a dream of living on this beautiful island. Jeremy is currently a Project Delivery Manager at Hydro Tasmania and leads a team accountable for the refurbishment of hydro generation assets located throughout the state. Jeremy's career background and education are in IT; however his love of learning and challenge have led him into his current role. Seeing a high performing team collaborate to achieve great things together is what gets Jeremy out of bed everyday (as well as good coffee)! Jeremy is passionate about enjoying and looking after our beautiful outdoors. When he's not working, you can find him trail running on Mount Wellington or cycling on Tasmania's many gravel roads. Jeremy enjoys connecting with the community through participation and volunteering with local running and cycling groups around Hobart.

Without hesitation I can say that TLP has been a life-influencing experience. The program has been a combination of leadership education; peer consulting and networking; and most importantly the unexpected journey of self-discovery through a broad arrangement of experiences and activities facilitated through TLP. The highlight of the TLP has been the people. It's a unique opportunity to learn and interact with a diverse group of Tasmanians, and in such a trusting and 'safe' environment. That is a priceless experience. Although we missed our in-person mid-year Residential due to the pandemic, the final Residential really drove home so much of what we learned and cemented the relationships among the TLP cohorts. That event was the most impactful point in the program for me. What left me gob-smacked was the self-reflection exercise we conducted at the last Residential on our personal views and expectations at the start of the program versus the end of the program. Spoiler alert... they changed A LOT!

After TLP I would like to apply what I've learned, and connect with the people I've met, to make a more impactful change both at work and in the community. I intend to join a board when the opportunity is right, and find ways to help connect individuals and groups together to achieve more for the community. I will certainly be bolder as an individual and leader to promote and drive positive change. I will also continue to consider my own work style and adapt it when needed to better compliment those around me, rather than compete. I emphasize 'continue' because this is something that requires ongoing effort to master. What I've learned through the TLP will certainly have an impact on my organisation. Not only will it help me be a better leader, but it has given me resources to help others grow on their journey as well.

“After TLP I would like to apply what I've learned, and connect with the people I've met, to make a more impactful change both at work and in the community.”



Alison Raymond

National Lead, Operations

Australian Red Cross

Alison has aligned her professional work with her environmental and social values. She worked in the sustainability sector for a substantive portion of her professional life, including for environmental NGOs, in government and as a consultant. More recently she transitioned to working for Australian Red Cross, a humanitarian organisation with core fundamental principles guiding all action. Alison has undertaken a number of roles at Red Cross, including National Membership Lead and Project Lead for an organisational priority project. She is currently the National Operations Lead for membership and volunteering.

Completing TLP during a pandemic made our experience markedly different. Despite the restrictions of Covid-19, we were incredibly lucky to be able to optimise our time in-person: it really is the time spent with a diverse group of people that make this program special. The immersive, experiential nature of TLP was sustained, and in some respects the challenges of Covid yielded other dimensions of learning about who I am, and what leadership looks like for me. The many and varied speakers we heard from across the year were always interesting and often inspiring. Accessing speakers in other parts of the country and the world was a highlight. I have taken away an array of tools, models and personal insights from my TLP year, and I look forward to applying them at work and more broadly in life. I've also expanded my thinking and my networks; two enormous benefits.

I leave this TLP year with much more confidence to lead from my values base, and provide space for others to do the same. I'm keen to experiment and build on what I've learned throughout the year. I'm committed to making a contribution to a Tasmanian social or environmental initiative, possibly based on one of the Linking Session topics. I'll endeavour to keep in touch with my TLP cohort, and continue to be inspired by what they are doing to make Tasmania an even better place.

“ I leave this TLP year with much more confidence to lead from my values base, and provide space for others to do the same. I'm keen to experiment and build on what I've learned throughout the year. ”



ALISON RAYMOND



Kieren Rix

Senior Executive Officer

University of Tasmania

Kieren is a speech writer and a scientist. He grew up in Wattle Grove in the Huon Valley and became passionate about science in year 9. His PhD investigated genetic and environmental factors affecting the germination of *Eucalyptus globulus* (Tasmanian Blue Gum) seeds. Since 2018, Kieren has worked closely with the Vice-Chancellor of the University of Tasmania, Professor Rufus Black. Kieren is passionate about education and the power of it to transform people's lives. He and his wife Jess (a pharmacist and also a UTAS alumni) are strong advocates for higher education. Kieren remains passionate about science, learning and discovery. He enjoys applying his skill-set in non-conventional ways as a speech writer. Kieren is also a very passionate writer and enjoys working across the highly-varied and complex kinds of topics and areas his work takes him into. He has a deep love of Tasmania, its people and its places.

For me, applying for TLP was going out on a limb in a big way. I was nervous and not confident that my application would be accepted, let alone 'do it.' The experience for me was a deeply personal one and quite life-changing. I walked into Strahan quietly terrified and full of doubt. As the year went on, I slowly found myself opening up a little more, speaking a little more freely. It was slow and it was gradual but it happened. I continued turning up and turning up the heat on myself. As hard as it got, I persisted. It culminated at the closing Residential on the final day when I shared my leadership philosophy which for me was an act of leadership. I shared my personal story not shying away from the hardest and most deeply hidden parts. It was raw. It was honest. It was me to the core. For me, that was leadership. I have learned that my story is worth telling. I feel worthy.

I will carry this honesty forward into other aspects of my life. I have found my voice and I will continue speaking-up. I can inspire other people by doing so. Often, we hide our true selves away and yet I think we do our best work and are at our best when we can truly be ourselves. I will use my story as an example of this and the power of it. I will be less fearful. This experience has proven to me that when I go out on a limb like in TLP, good things happen – for me and for others. I have been holding myself back. This is a profound shift in approach and thinking for me. I will release my passion and be my true self without fear or favour. I will hold true to myself and my core values no matter the context.

“ I have found my voice and I will continue speaking-up. I will release my passion and be my true self without fear or favour. ”



Krutika Sen

Business Affairs Manager

Marinova Pty Ltd

Krutika has diverse experience in human pathology and allied medical services. She is the Business Affairs Manager at Marinova Pty Ltd – a Tasmanian biotechnology company specialising in innovative seaweed extracts. Krutika is responsible for managing key stakeholder relationships and providing a global client base with technical support from product concept through to commercialisation. She is experienced in new product development across a wide range of health and nutritional applications, having a particular interest in the skincare and nutricosmetic categories.

Like so many events across the globe, Covid-19 disrupted TLP. As a group we embraced this additional challenge, forming strong bonds and relying on each other for support through difficult times. TLP has taught me a lot about myself, particularly things I knew but didn't fully comprehend. I challenged myself to understand my reactions to certain situations and to recognise my triggers. By pushing myself out of my comfort zone, I became empowered to grow both personally and professionally. The highlight of TLP for me was the confidence I've gained. I am far more comfortable within myself and can speak my mind whilst appreciating and respecting the different leadership styles of others. I gained a lot from having the opportunity to really think about what drives different individuals and how diversity can be harnessed as a strength. The most unexpected thing I gained from TLP is the close friendships I formed. I truly value the diverse group that came together and the openness with which we shared experiences and thoughts.

TLP has helped me to recognise my strengths but also taught me how to manage my weaknesses. Development is a learning curve and I'm looking forward to using the tools I gained to become a better version of myself in both my professional and personal life. I am also looking forward to sharing a few tips and tricks along the way with colleagues, friends and family so they can have glimpses into the amazing experience that TLP has been for me. Even though TLP is officially over, the journey has only just begun.



KRUTIKA SEN



“ I gained a lot from having the opportunity to really think about what drives different individuals and how diversity can be harnessed as a strength. ”

Susannah Slatter

Store Manager Hobart

Australian Red Cross

Susannah completed a Bachelor of Commerce, majoring in marketing, at the University of Tasmania in 2004 before beginning her career in the advertising industry. For more than fifteen years she worked as an Account Manager in local advertising agencies, dedicated to servicing the strategic marketing needs of local and national clients. In her free time Susannah managed and promoted preloved fashion markets and clothing swaps. Along with many challenges, 2020 brought with it the opportunity to make a fundamental transition to the not-for-profit sector. Susannah now combines her marketing and communication skills with her passion for preloved fashion as Store Manager of the Australian Red Cross Op Shop in Hobart. Outside work, she loves spending time with close family and library books.

My experience of the Tasmanian Leaders Program is exactly what I had hoped – transformational. After many years in the same industry I had plateaued professionally, and was looking for answers around leadership and my potential to contribute to Tasmania in a more meaningful way. Something had to change and I was confident TLP would help guide me in the right direction. I had high expectations, all of which were met by the insightful content, new perspectives and opportunity for self-reflection provided by the program. Learning from so many genuinely capable leaders was enlightening, and it assisted my personal and professional development so much that I decided to make a significant career change. Most importantly, TLP showcased what leadership truly looks like, and enabled me to develop my own personal leadership style with confidence.

The Tasmanian Leaders Program delivered on its promises and now I'm delivering on the promises I made to myself during the year. It's invigorating to know what best practice leadership is, and I feel empowered to lead in an open, honest and collaborative way. I'm profoundly grateful to both the Tasmanian Leaders Program and the Australian Red Cross for the opportunities they have provided, and continue to provide, as I resume my professional journey with passion and enthusiasm.

“ My experience of the Tasmanian Leaders Program is exactly what I had hoped – transformational. ”



Terry von Bibra

Manager, Tasmania / Shipping

Toll Group

Terry has had a long career with Toll Tasmania, commencing as an apprentice boiler maker and continuing through to his current role of Manager Toll Tasmania Seaquip. Delivering maintenance and support functions to Toll Tasmania / Shipping. Toll is a global leader in freight logistics and has 40,000 employees. Terry has a strong community focus coaching and teaching Judo to children and youth and was recently awarded life membership to Judo Tasmania for his service to the sport. Terry also has a passion for outdoor activities; diving and mountain biking and he is well supported by family and friends.

The Tasmanian Leaders Program has been a fantastic experience and has let me gain a better understanding of myself and others. It has strengthened me as a leader. As we all know, 2020 has been a challenging year and had an impact on the 2020 Tasmanian Leaders Program. The program had to move to online and pivot to overcome the challenges of Covid-19 while face-to-face contact was not permitted. This was disappointing on one hand, but created new opportunities to think and learn differently. The network of leaders and speakers throughout the program was certainly a highlight allowing insights into all facets of Tasmanian communities.

The whole TLP experience has given me greater capacity as a leader and strengthened my knowledge of Tasmania. TLP has also expanded my knowledge and tools to support my leadership journey and my career by further understanding my strengths and weaknesses. I strongly recommend the TLP to anyone who wants to increase their leadership skills and challenge their thinking and self-reflection and gain a better understanding of Tasmania and the greater Tasmanian community.

“ I strongly recommend the TLP to anyone who wants to increase their leadership skills and challenge their thinking and self-reflection and gain a better understanding of Tasmania and the greater Tasmanian community. ”



TERRY VON BIBRA



Bec Wade

Human Resource Principal

Nyrstar

Bec is an intuitive leader whose beliefs and values define who she is and how she lives her life. Bec believes that connection and warmth build trust and that trust is critical for building and sustaining relationships in life. Bec is a team player and believes that teamwork and collaboration are the most effective ways to operate. Bec's values of nurture and support, teamwork, compassion, resilience and adventure have led Bec to a career in the people space, where she believes her role is to support the organisation to achieve its strategic objectives whilst ensuring the organisation has a positive impact on people's lives. Bec is a supportive and challenging leader who works hard and has fun doing so, with the belief that being playful and having a laugh contributes to her main goal in life – being happy and healthy.

I would describe my TLP experience in 2020 as unique and challenging, which on reflection were the things I had hoped for when applying for the program. My highlights of TLP were learning more about myself and others and gaining a deeper understanding of why I operate the way that I do. Additionally, having exposure to and meeting so many diverse and incredible individuals through the program has been an absolute highlight. Having Covid impact the TLP experience that I thought I had signed on for was a turning point for me in the program. It was unexpected, unwanted and I recognise a very difficult time in many people's lives. Whilst the impact of Covid was minimal for me, it forced me to adapt and adjust to a new TLP experience and it allowed me to be grateful for aspects of the program, such as being in the same room together, in a more appreciative way than I would have pre-Covid.

I will continue to challenge myself to show my truest and most authentic self and to become more open with others. I will continue to become more confident in being me and in my leadership style and to always operate and stay true to my beliefs and values and to consider others in my decision making. I would like to continue to work for an organisation that has a positive impact on the Tasmanian community and gives back to that community by creating opportunities for the wider community it operates within.

“My highlights of TLP were learning more about myself and others and gaining a deeper understanding of why I operate the way that I do.”



Jesse Webster

Catchment Coordinator

Natural Resource Management North (NRM)

Recipient of the Tasmanian Leaders Not-for-profit Scholarship

As a Catchment Coordinator, Jesse works with all stakeholders in Tasmania's northern NRM region to help manage threats to water quality and ecological health that are linked to diffused pollution from the catchment. In this role, Jesse provides technical advice and support to partners of the Northern Tasmanian Stormwater Program (NTSP), Tamar Estuary and Esk Rivers (TEER) program and helps to facilitate the implementation of Water Sensitive Urban Design (WSUD) as well as implement Sediment and Erosion Control (S&EC) training while improving practices at the regional and municipal level. Jesse's role also incorporates the implementation of the River Health Action Plan (RHAP) as part of the Launceston City Deal funded by the Tasmanian and Commonwealth governments. Jesse coordinates the Tamar Action Grants which provide financial assistance to grazing and dairy landholders in the Tamar Estuary and Esk rivers catchments to install stock exclusion fencing, stock water, riparian revegetation and associated weed management. Jesse is a natural facilitator who creates meaningful conversation around relevant issues and projects which are of concern to natural resource management.

The 2020 Tasmanian Leaders experience has been a memorable journey through a year of extreme change. The program has helped me to stretch and learn while better understanding my strengths and weaknesses and providing tools to manage one's self. One of the highlights for me was completing our Linking Session. With so much work delivering a full day of content, having completed the day and having fellow participants congratulating our team for a fantastic day full of great discussion and thought provoking content was definitely a relief and a memorable achievement. A turning point for me would be during my professional coaching sessions as I had never participated in something like that before. I immersed myself in the process and learnt so much more about myself than I had ever considered previously. During the program I developed many new relationships which will continue long after the program's conclusion. It was inspiring to listen and learn from such a diverse range of passionate Tasmanian leaders who all brought something different to the group.

I now have a better understanding of my leadership philosophy and what my strengths and weaknesses are which will make me a better leader moving forward. I now have an appreciation of how diverse my team is at work and how each of them responds differently to my decisions and directions for our organisation. Leadership is a process not a position, which means my leadership journey will continue to evolve as I continue to learn and



JESSE WEBSTER



grow. I have strong ambitions to progress my career professionally and personally. I remain passionate about creating positive environmental change for all Tasmanians. The Tasmanian Leaders Program has been a very positive experience which will help me to reach my goals. It has provided perspective on a whole range of ideas and concepts which I will take with me on my journey to influence change to make a better world.

“ (TLP) has provided perspective on a whole range of ideas and concepts which I will take with me on my journey to influence change to make a better world. ”

Fiona Weller

Co-Owner

Moores Hill Estate

Recipient of the Tasmanian Leaders Small Business Scholarship

Fiona studied Japanese and Asian Studies before shifting to marketing. In 2008, she and winemaker husband Julian left the corporate world behind and moved to Tasmania to purchase Moores Hill Estate. They set about transforming a farm gate operation into a premium wine business. Fiona manages cellar door operations, sales, marketing and administration. She is dedicated to creating outstanding visitor experiences, led by wine and tourism that contribute to a vibrant economy in the Tamar Valley.

I have found the TLP experience to be an invaluable opportunity to become a better Tasmanian citizen. It was often highly stimulating, challenging and uncomfortable. I would arrive at every TLP session feeling like I was standing at the edge of a diving board about to dive in to a very deep swimming pool – scary and exciting at the same time. The opportunity to learn from thought leaders, subject matter experts and change makers across many topics and areas has been a genuine privilege. I am inspired by the depth of talent in our island state. I really valued the opportunity to step away from my own business and get to know participants from diverse backgrounds and industries. The themes of values, diversity, bias and privilege were recurring throughout the year and have shifted my perspective and positively influenced my thinking.

I leave the Tasmanian Leaders Program inspired by the continued possibilities in Tasmania and with an understanding of the positive direction in which Tasmania is heading – whilst being aware of the challenges it faces. I have been inspired by the malleable nature of leadership and the many forms in which it can manifest. I look forward to continuing my leadership journey, building on the confidence I have gained from TLP and better leading in my family, business and community.

“ I look forward to continuing my leadership journey, building on the confidence I have gained from TLP and better leading in my family, business and community. ”



Alex Woodward

Manager Property, Environment & Waste

Glenorchy City Council

Alex is a values-based leader in the local government sector with a passion for improving the well-being of people in the community. Being born in Hobart, and now living and working in southern Tasmania, this allows Alex to give back to the community he is passionate about. Alex has over fifteen years experience across various roles in local government, and completed his Master of Business Administration in 2018. Alex has been a director on local and national boards and is always looking for personal improvement.

I wanted to undertake the Tasmanian Leaders Program after hearing such positive reviews from previous participants and employers. I must say, I have found the program to be rewarding and something that I would recommend to friends and colleagues. Although 2020 has been a memorable year for so many negative reasons, TLP reinforced the importance of strong leadership and perseverance through adversity. This was demonstrated by the program directors, the TLP14 group, the presentations and even the social soccer games at the final Residential!

TLP has come at a perfect time for my career. I feel the self-awareness that I have gained over the last year has helped me demonstrate my leadership qualities that I believe so strongly about. I have made some great connections and friendships through the program and will continue to use these networks to improve and support others. My focus post-TLP will be to help foster positive change in every aspect of my life. I look forward to what the future holds and to be the best I possibly can.



ALEX WOODWARD

“

My focus post-TLP will be to help foster positive change in every aspect of my life. I look forward to what the future holds and to be the best I possibly can.”



Learning Set Projects



A healthier Tasmania, one pizza at a time

Learning Set members: Sarah McIntosh, Carmen Primo Perez, Sarah Proud, Jeremy Ramsey, Kieren Rix, and Terry von Bibra.

Project vision: To introduce Tasmanians to a healthy and fun diet through pizza preparation and cooking in publicly accessible pizza ovens, that are built and cared for by local community members.

Project outline: We would like to see pizza ovens, as a healthier alternative to BBQs, being built in local communities through existing community groups.

The initiative targets a health challenge in the community and is designed to provide a social activity and a sense of pride in the community building and owning these pizza ovens and events. We are not aware of there being any pizza ovens that are publicly accessible in Tasmania – yet we have a great many BBQ facilities.

We will start our project in Gagebrook where there is an existing community garden through the 24 Carrot Project, but we see this as a model that can then be scaled to other places across Tasmania. We will target the places where needs are greatest regarding dietary challenge, such as low socio-economic areas. There is a strong need for improving people's nutrition and dietary choices in Gagebrook. The pizza oven and community garden will be used in workshops with the intention of bringing community members together to socialise and enjoy a healthy meal of homemade pizza. Pizza can be a healthy choice and we will make it so!



Flavours of the Island – Tasmania

Learning Set members: Luke Cameron, Luke Clasener, Todd Nation, Krutika Sen, Susannah Slatter and Bec Wade.

Project vision: Creating opportunities to connect Tasmanians through food.

Project outline: Over the course of recent decades Tasmania has become increasingly diverse in culture. Tasmanians now come from over 180 different countries, with over 160 languages spoken in Tasmanian homes. Regardless of cultural background, food is a common thread that connects us together.

Experiences with food are universal. Whether it is sharing a Sunday meal together, learning to cook from older family members, or drawing inspiration from food blogs and online recipes – food is something we all have in common. It transcends race and culture.

Given the recent changes we experienced due to Covid, the human desire for connection has become more prevalent. This desire for connection forms the inspiration for our project.

Our aim is to connect the Tasmanian community through food. We will support individuals to share special recipes, and the stories behind them, via a digital platform. It is an opportunity for people to glimpse into a world that may be different, or perhaps strikingly similar, to their own. There is further potential to develop this project into community events and a Tasmanian community cook book.





Crushing It...?

Learning Set members: Michael Chan, Kelly Eijdenberg, Jesse Webster and Fiona Weller.

Project vision: To reduce waste produced by the Tasmanian wine industry.

Project outline: Approximately 60% of the waste produced by the wine industry comes from packaging. Plastic wrap from pallets, the packaging on the bottles and of course the bottles themselves often contribute unnecessarily, and permanently, to landfill.

A bottle of wine is consumed quickly, but the by-product can remain forever. A piece of plastic wrap could take a thousand years to decompose – a glass bottle more than a million. We are currently investigating existing and future interventions, including a container deposit scheme, bottle reuse and bottle crushing or recycling.

We hope to partner with local government, vineyards and waste management businesses to find a part of the lifespan of the wine bottle – or other winemaking waste – that we may be able to positively influence. It may be small scale at one vineyard, or something that looks at the industry more holistically.



All Abilities Playground

Learning Set members: Kate Daley, Andrew Goldsworthy, Stephen Hill, Edith O'Shea, Alison Raymond and Alex Woodward.

Project vision: Children of all abilities playing together.

Project outline: Our mission is to build an inclusive playground in an area of social disadvantage in Tasmania.

The project deliverables include an inclusive playground through the augmentation of an existing playground or augmentation of the design of a playground being planned for construction. It must have community buy-in. We will share our learnings to inspire additional augmentation of playgrounds to be all inclusive elsewhere in Tasmania and raise awareness regarding the value of inclusiveness.

Our measures of success will include partnering with a council for the delivery of an inclusive playground, securing funding required for the delivery of the playground, playground opening and utilisation.

We will seek out and approach experts and key stakeholders, including those within the chosen community. We will respect and listen to ideas, contributions and opinions of project team members, key stakeholders, and the community we seek to work with. We will show compassion by putting children at the centre of our project. This project is about them and not us.

And lastly we will do what we say we will do and deliver on our project.



Valedictory speech

Today marks an important milestone in the personal journeys of 22 Tasmanians; those individuals being the amazing cohort of people making up the 14th Tasmanian Leaders Program. Today's graduation is a day to celebrate; a day to reflect; a day to say thank you; a day to say good-bye (for now); and a day to anticipate the exciting future ahead.

When I was originally told that I had been nominated to speak as valedictorian today, I was properly shocked, but also honoured and privileged to have this unique opportunity. So, I'd like to take a few moments to reflect on the year behind us, express gratitude, and hopefully inspire us to think about our futures, and the future of this wonderful state of Tasmania.

On 27 February 2020, 24 new faces convened in Strahan Village to embark on a journey to achieve greater leadership. Like the first day at school, we were present, curious, and more than a bit nervous. But regardless of those initial feelings, everyone there was committed to being challenged and embracing personal change. Besides, after hearing stories of life-changing Residential from previous participants, or leaving the TLP application interview shell shocked by the challenging questions, we expected something mysterious and significant from this TLP journey... and we got it!

In the week following that first Residential, the Covid-19 outbreak was in Tasmania and TLP14 was rapidly contemplating the possibility of a leadership program... at home. In-person Linking Sessions were instantly replaced by Zoom meetings with Brady-Bunch-like video panels stacked four faces high and six wide. Previous round-table group conversations were replaced by online chat panels sprinkled with awkward mixes of silence, people speaking over each other, or speaking while on mute. TLP14 meetings became much more intimate as well. We attended Linking Sessions from home offices, kitchen tables, living room sofas, and occasionally garages or during the odd return trip to a Covid test centre (hands-free audio of course). Instead of sharp business attire, TLP14 team members donned Tassie tuxedos (sometimes with 'morning hair' on especially hard days), all the while juggling visits from curious or bored children; handling distractions by friendly dogs or attention-demanding cats pacing back and forth on notebooks; and learning to use Zoom backgrounds in an attempt to disguise untidy workspaces and random laundry piles.

Initially Covid might have rattled TLP14, but not for long. We adapted and carried forward! As a personal career coach frankly stated to me after my suggestion that our program could be jeopardised by the pandemic, "Well you wouldn't be much of a leadership program if you can't lead yourselves through this situation!" Point taken! Let's get going!

With the leadership and persistence of Ange Driver, we found our feet and moved on. The challenges of navigating TLP amidst Covid-19 accentuated everything – discomfort, determination, fatigue, and resilience. This experience allowed us to see each other's authentic selves – the good and the bad, and the laughs and the tears. It allowed us to help others in our own ways through little actions, words, and gestures. Some kept us smiling throughout Zoom meetings with positive banter, creative backgrounds such as the Death Star or sweeping panoramas of Tasmania, or by wearing bright and creative hats perfectly suited to the Melbourne Cup. Others reached out individually through personal WhatsApp messages or email to check-in on individuals showing signs of stress or fatigue. Others brought energy to the sessions, always happy to stimulate conversations or pose challenging questions; while other more quiet and introspective team members spoke few, but immensely powerful words just at the right time.

As TLP14 participants, we have all experienced this journey uniquely, shaped by our daily lives, our past experiences, our perspectives and our personalities. For me personally, some massive 'ah-ha' moments have emerged from this leadership program experience which I'd like to share.

Diversity truly is a super power. One of Tasmanian Leaders guiding principles is "Diversity in people, perspective and opinion." The TLP selection committee invests extensive time and effort in the selection of diverse candidates. Our TLP14 cohort includes artists, analysts, wine makers, executives, academics, lawyers, and those who get up every day to literally save the lives of others. We have members from all corners of Tasmania; all over Australia; and all over the world. We have introverts, extroverts, peace keepers and fighters. As we've all learned, working with diversity can be difficult, but the gain is well worth the pain. As Theodore Roosevelt has been paraphrased "Nothing in the world worth doing is easy." This leads me to my next big takeaway from this program.

Go towards the conflict! Avoid the benign conversation! Turn up the heat! Embrace the discomfort! No matter how you choose to say it, the reality is that positive change often requires healthy tension. We all want positive change in ourselves, our communities, our workplaces and in Tasmania. Let's heed the words of Ange, Bob and Lynda and pursue those difficult conversations when it's necessary (PS It's always necessary). Over the past twelve months we have learned leadership theory, tools and techniques to help us navigate these challenging conversations and lead others through change. If we have positive intent, clear purpose and courage to start the conversation, we're already halfway there.



My final key takeaway from the previous year, is the importance of continuous reflection and self-awareness. Many of us in TLP14 entered the program with plenty of life experience behind us and if they are like me, they probably thought they knew all there was to know about themselves – strengths, weaknesses, fears, limits, values and purpose. Over the course of this program, I've learned that's not the case for me, and so many others have expressed how much they have learned about themselves as well. Our final group Residential held in-person at Cradle Mountain (Yay!) really drove this home for me. On the second last day of the program Ange gave us our previously written letters to our future selves from the opening Residential and from one of our mid-year Linking Sessions. These letters said it all. It was like looking at a childhood photo of yourself, but from only twelve and six months prior! This process of periodic reflection revealed a significant transition in perspective. This transition is never ending, but without deliberate self-observation it's all too easy to not recognise its occurrence.

The sometimes-painful gift of self-awareness does not come entirely from inward reflection. So much of it comes from listening to others' lessons, perspectives and feedback. This program and its willing participants have provided a wealth of insight and feedback. This leaves me to express gratitude for this opportunity.

First, on behalf of the TLP14 cohort, I'd like to express sincere thanks to Angela Driver for her leadership through a most unique and challenging year. Ange's life was impacted no less than anyone else's during Covid but she carried on with strength and supported our cohort through uncertain times. Thank you for turning up so consistently, and for sharing your energy with us. Thank you for curating such an amazing agenda of speakers and guests for us to learn from. We learned so much about Tasmania, its achievements, challenges, and the tremendous depth and power of its people.

Thank you to Bob and Lynda for your dedicated commitment to this program. Your facilitation of the Residentials was outstanding, even if you too had to play the 'working from home' game with all of its technical and social challenges.

Thank you to the Tasmanian Leaders Board and the sponsors for making this program possible. And thank you to the families and employers of each participant here today. We know the sacrifice and investment to support this program is high, and all we can promise you in return is to turn-up as even better family members and team members!

Jeremy Ramsey
Hydro Tasmania

Employer testimonials

Employers reflect on the impact the 2020 program had on their staff, colleagues and organisations.

Congratulations Alex on a great year and for your graduation from the Tasmanian Leaders Program.

Nothing is too hard for Alex and through the year he has developed as a strong values-based leader. He works hard and has grown both in confidence and perspective through undertaking the program and developing close relationships with his fellow participants.

In his role as a manager at Glenorchy City Council, Alex has taken on increased responsibility to deliver a program of major projects and sets himself ambitious goals. He cares deeply for his team and in return they buy into his vision and are delivering for our city.

We are very happy with the outcomes of the program and would recommend the investment to other organisations. It is a great place to let your emerging leaders grow.

Wishing you all the best Alex and look forward to working with you and others to make Tassie a great place to live.

Ted Ross TLP2

Director Infrastructure and Works
Glenorchy City Council

There could hardly be a more important time to take part in a program such as the Tasmanian Leaders Program. We face unique challenges here on the island and we very much need more people with the appetite for skills and capacity for leadership. In that spirit, it has been a great pleasure to watch Kieren take part in the program this year and to hear from him about his learnings and insights and to see his personal and professional development through the year.

I know that Kieren has appreciated the wide-ranging set of perspectives and views he has heard and engaged with through the program. Engaging with such a diverse group of people and learning from, and with them during a year like this one, where we have all experienced such a great deal of uncertainty and disruption, has been very valuable to Kieren.

Perhaps the most valuable aspect of Kieran's participation in the program though, has been the personal growth and development it has been both a catalyst and agent for.

I know that during this year, Kieren has undertaken a great deal of deep personal reflection. As he has done that, he has become much more aware of his own talents, abilities and worth and how he is perceived by others.

He has developed a keen awareness of what leadership means and represents to him. I know this will be invaluable to Kieren in his life and career.

Professor Rufus Black

Vice-Chancellor
University of Tasmania



In a year characterised by change and disruption, Krutika's participation in the Tasmanian Leaders Program was perfectly timed. Krutika began the TLP with clear convictions that were soon challenged by changes to the delivery of the program and its emphasis on personal reflection. Through these challenges, we have seen considerable growth in Krutika's adaptability and resilience; she has learnt to not only identify her strengths and deficiencies but also apply practical strategies to advance her personal and professional development.

In sharing her experiences and learnings from the program, Krutika has already made – and will continue to make – a valuable contribution to our business. From an employer's perspective, her participation in the program has been invaluable.

Paul Garrott

CEO & Managing Director
Marinova Pty Ltd



Jesse is a natural facilitator and coordinator who works with stakeholders in Tasmania's northern region to help manage threats to water quality and ecological health of the region's waterways. Since joining TLP at the beginning of 2020 he has thrived on the everyday challenges of project management and client relationships. He is now more involved with strategic regional natural resource management planning as well as leading design, implementation and coordination of water programs to support landholders, community groups, industry and government across the region and beyond.

Jesse's involvement with the Tasmanian Leaders Program has really brought out his passion for the environment and drive for positive change which is now evident in the results of his work, with the development of his skills in building productive and strategic partnerships. He applies these new skills to engage effectively and successfully across the region's stakeholder base, providing education, technical advice, support and the implementation of practical solutions for optimal water quality outcomes.

His willingness to share his knowledge and world experience is beyond value, mentoring and supporting fellow team members while learning from the more experienced collaborators he works with. He is a valued member of the NRM North water team.

Andrew Baldwin

Strategic Programs Manager
NRM North

The Tasmanian Leaders Program has helped Edith grow as an individual and a valued team member of EPA Tasmania. I believe it has broadened Edith's understanding of her capacity to contribute more broadly than her current role within EPA Tasmania. It has contributed to her increased confidence and has provided her with opportunities to look at other businesses and government services in Tasmania, increasing her understanding of things that affect many Tasmanians. During the period of the TLP, Edith took the opportunities to work in the Covid-19 response as a Planning Officer in the Department of Communities Tasmania.

Wes Ford

Director EPA & Deputy Secretary
EPA Tasmania



Tasmanian Leaders Network

The Tasmanian Leaders Network is one of the most influential and diverse groups of high-impact individuals in Tasmania and includes our graduates, our Leadership Champions and Board and sponsors.

To engage and interconnect this ever expanding cohort we offer a range of events and professional development opportunities.

During lockdown, like many of us, we redesigned our regular events to be online; opening up the fabulous opportunity to connect with international guest speakers.

Our master classes offered a number of high calibre opportunities for our Network to 'sharpen' their tools in their leadership tool kit. These were all responsive to the unfolding crisis and included:

- A business response and stimulus measures with Steve Manners and David Harridine, KPMG
- Uncertainty coping toolkit for leaders with Ignacio Etchebarne and Maria Laura Buscaglia, Human Intelligence (Argentina)
- How to keep your head when everyone around you is losing theirs with Trevor Cousins, Cru Leader Development (UK)
- Story telling workshop with Penny Terry, Healthy Tasmania and Visual facilitation techniques with Julia Curtis

Our ever popular Linking with a Leader sessions also had a heavy international and interstate focus that included the following highlights:

- Can future studies methodology help anticipate longer term impact of Covid-19? Professor Vivian Lin, Director, Health Sector Development at World Health Organization (Hong Kong)
- Crisis in leadership and leadership in crisis with Kevin Brame, International Public Safety Leadership and Ethics Institute (USA)
- Leading in a perfect Storm with Alaina Love, Purpose Linked Consulting (USA)
- Paul Roos and Gerard Murphy, Performance by Design with Paul Roos (Melbourne)

We also delivered a series of Rapid Response Discussions designed to allow space for our Network to connect and support each other while we were in lock down.

TASMANIAN LEADERS SUPPORTERS

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 other activity is delivered by hundreds of volunteers who freely give their expertise, knowledge, 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 2020. In addition to the many others who lent a hand, loaned a venue or supported us in some other way, both big and small.



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
Greg McCann
Norm McIlfratrick
Robyn Moore
Christine Mucha
Dan Norton AO
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

TLP14 PARTICIPANT SELECTION

Gillian Biscoe AM
Melanie Bartlett
Angela Driver **TLP3**
Adrian Daniels **TLP11**
Neroli Ellis
Chris Griffin **TLP10**
Rebecca Greenwood **TLP7**
Richard Ingram **TLP7**
Alison Lai **TLP8**
Kathryn Thomas

TLP14 EMPLOYER SPONSORS

Ambulance Tasmania
Australian Red Cross
Department of Justice
Environment Protection Authority – Tasmania
Glenorchy City Council
Hydro Tasmania
Launceston City Mission
Marinova Pty Ltd
Moores Hill Estate
Museum of Old and New Art (MONA)
Natural Resource Management North (NRM)
Nyrstar Hobart
Poco People
St.LukesHealth
Tas Gas
TasNetworks Pty Ltd
Toll Tasmania
University of Tasmania

TLP13 2019 VOLUNTEER EXECUTIVE COACHES

Tracey Harris
Greg Jemsek
Steve Willing **TLP3**

TLP14 2020 EXECUTIVE COACHES

Sandra Banister
Jill Currey
Greg Jemsek
Steve Willing **TLP3**

I-LEAD 2020 VOLUNTEER MENTORS

Sam Cairnduff **TLP12**
Adrian Daniels **TLP11**
Karina Damberg **I-LEAD 2018**
Prue Horne **TLP10**
Alexandra Mitchell **TLP10**
Nick Probert **TLP11**
Oliver Strickland **I-LEAD 2019**
Naomi Walsh **TLP8**
Bianca Welsh **I-LEAD 2018**

I-LEAD 2020 GUEST SPEAKERS

Jane Bennett
Katy Cooper
Dale Elphinstone AO
David Harradine
Clynton Jaffray **TLP4**
Ross Lamplugh **TLP9**
Polly McGee
Stephen Manners
Ray Mostogl
Rob Pennicott
Shona Prior
Caroline Sharpen
Amanda Walsh

TASMANIAN LEADERS SYMPOSIUM WORKING GROUP

Danielle Campbell **TLP7**
Nick Probert **TLP11**
Tom Woolley **TLP11**

LINKING WITH A LEADER REGIONAL COORDINATORS

Lucy Blake **TLP11**
Daryl Connelly **TLP10**
Louise Mills **TLP1**
Andrew Pitt **TLP8**

STAFF

Angela Driver **TLP3**
Simone Hackett **I-LEAD 2018**
Jenn Heggarty **TLP12**
Jess Robbins **TLP12**
Magdalena Lane

Thank you to photographers
Angela Driver and
Jack Robert-Tissot.

Tasmanian Leaders Foundation

Tasmanian Leaders values and encourages a diversity of people, perspectives and opinions in shaping Tasmania's future.

We understand that in order to achieve this, accessibility for all to leadership development and leadership opportunities is key.

Each year, through the Tasmanian Leaders Foundation, we seek to provide funds to enable Tasmanians experiencing social, economic or cultural disadvantage to participate in our leadership programs.

In particular, the Foundation recognises and values the knowledge and culture of Tasmania's First Nations Peoples which has existed for over sixty thousand years.

We also recognise and appreciate Tasmanians living with physical and mental disability and those unemployed or underemployed.

The Foundation:

- Aims to transition disadvantage to advantage
- Values diversity in people, perspectives and opinion
- Has integrity in everything it does
- Has the courage to make a difference
- Inspires exceptional leadership beyond self, and
- Demonstrates commitment to create a better world

The Tasmanian Leaders Foundation has one member, Tasmanian Leaders, and is governed by a dedicated Board that includes: Ginna Webster, Gillian Biscoe, Clarissa McCoid, and Rob Woolley.

Please contact Tasmanian Leaders if you would like to make a donation to support the Foundation's work. Tasmanian Leaders Foundation is a registered Deductible Gift Recipient. All donations \$2 and above are tax deductible.

In 2020 the Tasmanian Leaders Foundation, in partnership with TasNetworks, provided a scholarship for Warena Burgess, an emerging Tasmanian Aboriginal leader with the Tasmanian Land Council and Wukalina Walk, to undertake the Industry, Leadership, Enterprise and Development (I-LEAD) program.

Thinkbank

Thinkbank brings together members of the Tasmanian Leaders Network to generate innovative solutions through dialogue to pressing and complex issues facing our community.

Thinkbank events are creative and positive spaces that:

- Challenge traditional thinking
- Welcome critical analysis
- Embrace diversity, and
- Encourage dialogue

Each Thinkbank is a process of at least six months of design and guided research to inform a two-day event. This process results in a stimulating and insightful public document and detailed set of actions to create real change in Tasmania. In this way, Thinkbank powerfully intervenes in public debate and policy decisions to create new and positive change for Tasmania's future.

Thinkbanks are a core component of our thought leadership and future impact work in line with the purpose of Tasmanian Leaders to build and sustain socio-economic vibrancy now and into the future through growth in leadership capability and capacity.

The value of Thinkbank is in the process that leads to bringing our Network together to tackle the issues and therefore a Thinkbank was not held in 2020. Instead Jessica Robbins, our inaugural Thinkbank Coordinator led a process to collect the insights of the Tasmanian Leaders Network on Covid-19-related challenges, innovations and priorities for Tasmania's recovery. This was summarised in 'Leading to a Brighter Future' report released in December 2020 and received coverage in Forbes Magazine.

If you are interested in knowing more about Thinkbank, please email jessica.robbs@tasmanianleaders.org.au.



Leading to a brighter future

The Covid-19 pandemic has presented significant challenges, accelerated innovation and created an impetus to build a new and better normal for Tasmania.

Our 'Leading to a Brighter Future' report shares the insights from more than 140 members of the Tasmanian Leaders Network who participated in the survey, one to one consultations and rapid response discussions from April to August 2020. The report forms Tasmanian Leaders' submission to the Premier's Economic and Social Recovery Advisory Council to inform its thinking and deliberations as well as provides insights for leaders more broadly to help them adapt and lead their organisations.

The report outlines some essentials for leading out of the current crisis:

- Be agile
- Lead based on values including being collaborative, open and understanding
- Have good business planning and product diversification
- Be resilient, focused and prepared to change.

Optimism about the future of industry stems from:

- Increased community focus
- Burgeoning culture of collaboration and connection
- Increased demand for products and services including for local food and renewable energy
- The opportunity to further leverage innovation.

A summary of insights gained from the Network are:

Challenges. Responding to the pandemic has presented significant challenges including loss of, or reduced income; stress due to home schooling children while many parents were also concurrently adapting to working from home; maintaining safety and well-being of staff for those who are employers; looking out for the safety of family, friends and work colleagues; and managing personal, family and work uncertainty including the early isolation from family within Tasmania, and the continuing isolation from family and friends outside Tasmania.

Innovation. Covid-19 has accelerated us into the future and changed the way we work: 80% of the Tasmanian Leaders Network consulted have innovated their processes, 75% are using technology differently and 50% have changed their approach to products, services, marketing and business models. For a new and better normal, these innovations need to be leveraged further, with innovation and purposeful risk-taking becoming the norm, and encouraged, even required, by the government and others.

Industry optimism. Members of the Tasmanian Leaders Network are optimistic about the recovery of their various industries and sectors. Their optimism stems from the increased community focus and the burgeoning culture of collaboration and connection, and increased demand for products and services including local produce and renewable energy.

Suggestions. Support for safe, affordable access to diversified markets, and any required business restructuring; consideration of economic support beyond JobKeeper such as waged jobs supported by government across all sectors; a stronger education sector; briskly moving to be a leader in the digital world and harnessing the transformational potential of digital technology; moving beyond economic growth as the measure of Tasmania's future success and including other measures of socio-economic vibrancy.

Constraints and risks. These include weak political leadership characterised by a lack of vision, short-term planning, and an inability to rise above political tensions to look to and lead towards the future; managing the balance between tourism and the protection and enhancement of our unique physical and social characteristics, while enhancing the hospitality sector for locals and visitors to one of uniform excellence; promoting and achieving equity and equality for all; and the inability to improve the education we provide to our children and young adults.

Optimism for Tasmania. More than 80% of Tasmanian Leaders Network surveyed are optimistic about Tasmania's future. The common theme around this optimism is the opportunity presented by Covid-19, however disruptive and painful, to reset the vision to build a new and better normal while staying true to who we are. The vision themes are: Tasmania as a world leader because it is socially, economically and environmentally vibrant; strongly locally grounded while being part of the international commercial and cultural world; leading in the digital economy as well as the generation and application of cutting edge thinking and research to achieve this.

Find out more about the challenges and innovations in the full report 'Leading to a Brighter Future' on our website at www.tasmanianleaders.org.au/social-impact/thinkbank.



Skillsbank

In 2020, our Skillsbank initiative 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 Tasmanian Leaders graduates.

Thank you to the 2020 VCLP volunteers drawn from our alumni; Stuart Auckland **TLP3**, Robin Barnes **TLP10**, Adrian Beswick **TLP13**, Shuhong Chai **TLP10**, Claire Cunningham **TLP9**, Simon Fraser **TLP13**, Ruth Forrest **TLP5**, Cheryl Fuller **TLP6**, Caroline Gray **TLP13**, Geraldine Hayes **TLP11**, Tom Lewis **TLP1**, Jennifer McKenzie **TLP13**, Alice Percy **TLP8**, Christopher Rayner **TLP9**, Tom Remenyi **TLP13**, Catherine Schofield **TLP4**, Michael Sims **TLP4**, Naomi Walsh **TLP8** and Michael Woodward **TLP11**.

For more information about Skillsbank or our Graduate Search please email jessica.robbs@tasmanianleaders.org.au or call (03) 6777 2727.

Tasmanian Leaders graduate search

Findings from the 2019 Tasmanian Leaders Program Impact Study provide strong evidence that the resulting networks and interconnectivity amongst our graduates has had long lasting and positive impacts on Tasmania's socio-economic vibrancy.

In particular the study highlighted the valuable contribution and impact at the community level, with TLP graduates contributing to a wide variety of organisations in the form of board representation, mentoring, and the sharing of other professional skills. The high level of community participation – 92% of TLP graduates – far exceeds the Tasmanian average of 21%.

Mostly our alumni volunteer on their own accord, but we also provide access to a Graduate Search allowing members of our Network and beyond to search our alumni by skills, backgrounds, and interests.

We look forward to uploading the 2020 Tasmanian Leaders Program and I-LEAD program graduates, and their expertise, into the Graduate Search and invite you to use the system to connect with our graduates accessible on our website.



Tasmanian Leaders Board members



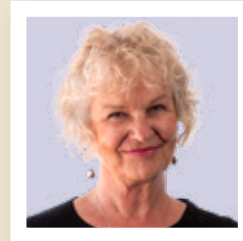
Rob Woolley **CHAIR**

Rob is a senior food industry investor. He was a Founder and first Chair of both 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 in both the Corporate and Government sectors.



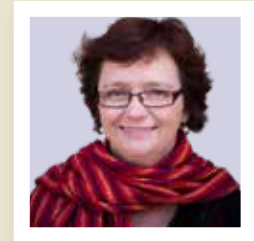
John Perry **DEPUTY CHAIR**

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.



Gillian Biscoe AM **SECRETARY**

Gillian, a founding Tasmanian Leaders Board member and Order of Australia recipient, has held many senior leadership positions including as head of several government departments and as CEO. She is a consultant and advisor to many governments and organisations including the Asian Development Bank, the World Health Organisation and the Australian Department of Foreign Affairs and Trade. She was recently appointed by the University of Tasmania as an Adjunct Professor.



Rebecca Greenwood **TREASURER AND PUBLIC OFFICER**

Rebecca is a project management and business improvement consultant at Resonance with experience across the private, public and community sectors. Bec has served as Chair of Big Monkey Theatre and Treasurer of Contemporary Art Services Tasmania. She is a graduate of the Tasmanian Leaders Program and AICD Foundations of Directorship (Women on Boards Scholarship).



Bess Clark **BOARD MEMBER**

Bess has held senior roles in utility companies in Tasmania and nationally, including most recently as General Manager at TasNetworks on Project Marinus which is progressing a new Bass Strait electricity and telecommunications interconnector.



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 experienced in people leadership, human resource management, strategy, change management and stakeholder management across a range of sectors including higher education, hospitality, retail and financial services. She is currently Director, Strategy and Business Development for the College of Business and Economics at UTAS and a Director of Ten Lives and Terrapin.

Leadership + Trust Symposium

In the planning phase of this symposium we soon realised that trust would underpin our success. We were planning in a time of lockdown and were uncertain if we would be able to hold any event in the near future. Our theme, 'trust', could not have been more tested than in 2020. We had to have trust in our event hosts, sponsors, technical support, staff, volunteers, speakers and delegates. As well as trust in our own leadership to bring such a poignant theme to the fore. This event inspired, connected and provided hope in a time when it was most needed. We are delighted with its success.

Delivered in-person in Hobart and online, this hybrid event was open to our Network and the general public. Attendance was strong with 82 delegates attending in-person and 40 via online. Fifteen world-class speakers volunteered their time to be part of the event including Parker J. Palmer – a respected American author, educator, and activist.

Throughout the day delegates actively explored their personal relationship with trust and trust in high change environments. Many participated in a practical workshop the day prior designed to give delegates the tools to build trust quickly, particularly for those environments where trust needs to be established under time-constraints.

We hope this event has helped delegates navigate their way through 2020. And left them with the fundamentals of trust and how they can get closer, or further away, from creating environments of trust in themselves, those around them and their communities.

We would like to acknowledge the generosity of the speakers and sincerely thank them as they gave both their time and knowledge to this event in a voluntary capacity. Our thanks also to the volunteer organising committee – Danielle Campbell, Nick Probert and Tom Woolley who created an exceptional hybrid event this year. A first for Tasmanian Leaders.

A generous thank you goes to the venue, Hotel Grand Chancellor Hobart, for opening their conference facilities to us post lockdown, and ensuring our delegates felt safe and comfortable. And to Scene Change, who without their skilled technical support, this event would not have been possible.

We are excited and look forward to bringing you another meaningful symposium in 2021.

Speakers included:

- Ros Cardinal, Shaping Change
- Leon Compton, ABC Radio Hobart
- Steve Curnin, University of Tasmania
- Adie Delaney, The Circus Studio
- Shane Fitzsimmons, Resilience NSW
- Joanna Giannes, HEAL Education
- Kate Griffiths, Grattan Institute
- Professor Dr. Erik Hans Klijn, Dept of Public Administration and Sociology, Erasmus School of Social and Behavioural Sciences
- Greg Jemsek, ICC Masters Coach
- Rosalie Martin, 2017 Tasmanian of the Year **TLP6**
- Polly McGee, Pilot Light
- Parker J. Palmer, Emeritus of the Center for Courage and Renewal
- Dean Parkin, From the Heart
- Alan Radford, Speedfox Consulting **TLP4**
- Suellen Taylor, Change and Organisational Specialist



Tasmanian Way: transitioning to a sustainable future

The Tasmanian Way is an ambitious platform, at the start-up phase, with the vision to build a resilient, sustainable and vibrant future for all Tasmanians. Auspiced by Tasmanian Leaders, the Tasmanian Way works to:

- Bring visibility to the action being taken by Tasmanians to transition to a low carbon and sustainable future.
- Connect Tasmanians together to increase ambition and action to the complex climate change and sustainability challenges facing our state.
- Learn from what others are doing around the world to achieve global goals.
- Facilitate a Tasmanian response to the UN 2030 Sustainable Development Goals to position Tasmania as a world leader.

In 2020, the Tasmanian Way hosted Thriving Tasmania that connected 140 Tasmanians of diverse backgrounds and ages in a virtual conversation to share their dreams and wishes about what Covid-19 has shown us and what is important to us to emerge and shape a thriving Tasmania.

The outcomes from this conversation were shared into the Premier's Economic and Social Advisory Council and have informed the priorities of the Tasmanian Way high ambition coalition that launches in 2021. Thriving Tasmania was made possible thanks to Disruptive Co., the Wellbeing Hub, Sustainable Living Tasmania, Brand Tasmania, City of Hobart, and Futago.

The Tasmanian Way was founded and is directed by Jess Robbins, our Tasmanian Leaders Thinkbank and Network Coordinator and Graduate of **TLP12** with Strategy Advisor, Rikki Mawad **TLP7**, and Design Partner Kate Owen, CEO Futago and **TLP12**. To get involved reach out to jessica@tasmanianway.org.



Graduates on the go

Leigh Arnold TLP12

Owner

Leigh Arnold Communications

Goal kicked: 2020 bounced me into online facilitation in a big way. Covid-19 caused the cancellation of many in-person workshops but clients still needed to meet, consult and deliver events. So I threw myself into offering online facilitation with the same energy, empathy and fun I bring to face-to-face events. And the highlight was interviewing former prime minister Kevin Rudd one-on-one at a TLP event before facilitating thirty minutes of questions and answers for the group. Unforgettable.

How Tasmanian Leaders helped: Tasmanian Leaders has given me the confidence to know that I can respond to any situation no matter how unexpected. It encouraged me to back myself and embrace change as a new opportunity to serve my clients. Through TLP I learned how important it is to know myself, my temperament and my values. With that knowledge, I can respond in ways that play to my strengths while remaining true to myself.

Kate Bucknell I-LEAD 2020

General Manager

Hotel Verge Launceston

Goal kicked: Opened a Tasmanian owned & operated hotel during a global pandemic and didn't have a nervous breakdown! No more words needed.

How Tasmanian Leaders helped: Tasmanian Leaders introduced me to a wonderful network of people who have been amazingly supportive and encouraging.

Lucy Byrne TLP5 and Hayden Fox I-LEAD 2019

Healthy Tasmania Pty Ltd

Goal kicked: We won a national award for a podcast, two of our projects were finalists in the Tasmanian Community Achievement Awards, we were mentioned in federal parliament on three occasions, installed \$7,000 worth of fitness equipment at men's shed, helped three people quit smoking, managed twelve community health and well-being programs resulting in thousands of hours of healthy lifestyle participation, provided free online mental health webinar series and developed three new podcasts.

How Tasmanian Leaders helped: Tasmanian Leaders played a big role in the establishment of Healthy Tasmania. Lucy completed the Tasmanian Leaders Program in 2011 which gave her the confidence to start Healthy Tasmania. Realising the strengths that TLP offers, Lucy and her business partner, and sister, Penny wanted Hayden to have a similar opportunity and supported him to undertake the I-LEAD program in 2019. If not for Tasmanian Leaders, Healthy Tasmania may not be around today creating healthy and connected communities.

Andrew Frost TLP1

**Managing Director, Chair, Non-executive Director
Frost Transformation, Migrant Resource Centre
Northern Tasmania, Work and Training.**

Goal kicked: I have always wanted to run my own business. In 2020, I achieved my goal by creating Frost Transformation. I worked on a project for the Northern Suburbs Community Centre with a great supporter of the TLP, Jonathan Evans. It became apparent that there are many individuals and people within organisations that have issues 'keeping them awake at night'. My role is to assist them address these issues.

How Tasmanian Leaders helped: Without a doubt, completing the Tasmanian Leaders Program and maintaining the networks I gained during the program and remaining an active member of the alumni has been a huge influence on my business so far. I've had great support from Zach McArthur, Michelle Swallow and Glenn Joyce (all TLP1). Leaderships Champions including Greg McCann and former Board members such as Louise Clarke have all provided me with sage advice and guidance.

Richard Harding I-LEAD 2020

**Resource Manager
Elphinstone**

Goal kicked: In 2020 I found a level of resilience within me that I never thought possible. I am amazed at how resilient I have become and that I am coming out of 2020 in a positive, upbeat frame of mind and really looking forward to the future.

How Tasmanian Leaders helped: Our I-LEAD family were key to helping me become more resilient and navigating through Covid-19. I truly believe that this program was exactly what I needed, at exactly the right moment in my life; it sounds corny, I know.

Jason Imms TLP12

**Director of Quality Assurance
Mighty Kingdom**

Goal kicked: I'm excited to have remotely joined the Adelaide-based Mighty Kingdom, Australia's largest Australian-owned games studio! I've come on board as Quality Assurance (QA) director to help the studio mature processes as it heads toward initial public offering (IPO). This is a dream job for me and I get to go back to games, bringing enterprise-tier QA practices with me.

How Tasmanian Leaders helped: I've stepped into this role to lead an existing team of QA professionals, some of whom have been with the studio for a long while; at a tumultuous time with our fast-approaching IPO, and some explosive growth heading our way. Tasmanian Leaders has given me the confidence to know what kind of leader I am, and to apply my skills to support my team to achieve well and safely.

Jane Johnston I-LEAD 2020

**Owner
Travel with a Cause**

Goal kicked: My goal was simply staying in business during a time when the travel industry was decimated by Covid-19. I-LEAD 2020 gave me the ability to be able to think differently about myself, my business and what I could achieve. Particularly helpful was the chasing waste session where I learnt how to turn our business around into a volunteer tour company.

How Tasmanian Leaders helped: Tasmanian Leaders helped me realise a lot more about the waste in our business and concentrate on a more productive and effective model of travel. It also gave me the confidence to pursue setting up a travel centre at the Brooke Street Pier.

Tim Jordan TLP12

**General Manager
Degree C**

Goal kicked: With the continued growth we were experiencing at Degree C, we reviewed the structure, which led to my transition from being the Electrical Division Manager, to the General Manager overseeing Electrical, Fabrication, Refrigeration and Mechanical Services.

How Tasmanian Leaders helped: At the beginning of the program I was a Project Manager. I have since transitioned to a Divisional Manager and now a General Manager. Tasmanian Leaders has given me the tools to communicate effectively, lead increasingly larger teams and given me the confidence to know I can continue to achieve my professional goals.

Katrina Kelly TLP13

**Company Secretary and Vice President
Lenah Game Meats and Lilydale District Pony Club**

Goal kicked: Lilydale District Pony Club was awarded the Australian and Tasmanian Pony Club of the Year. And Lenah Game Meats secured supply contracts, for wallaby, with Coles Victoria. But my most proud moment of 2020 was our three daughters being awarded school leadership roles for 2021.

How Tasmanian Leaders helped: Tasmanian Leaders has given me the confidence to be a more courageous leader and techniques that have increased my effectiveness. But by far the most profound impact is via our three daughters. They are growing into women who have the confidence, strength and compassion to have positive impacts at a leadership level. Without doubt, my participation in Tasmanian Leaders has, and will, continue to facilitate this process.

Fiona Kerslake TLP10

**Head of Agronomy
Bitwise**

Goal kicked: I'm making the leap from academia to industry. I've talked the talk about academia / industry connectivity and collaboration, and now is the time to gain the understanding of what it is like from the 'other side' of this nexus and to walk the walk. In 2021, I will be working with Bitwise Agronomy, an AgTech start-up, and Ag Logic, a mature AgTech provider.

How Tasmanian Leaders helped: Tasmanian Leaders gave me the insight to explore how to best achieve the impact I would like to have in the Tasmanian agriculture sector. Tasmanian Leaders also gave me the network to work through many of the facets of my career direction change. A huge thanks to all those who have actively listened to me to work through this, and provided much needed support and advice.

Corey Peterson TLP3

**Associate Director, Sustainability
University of Tasmania**

Goal kicked: 2020 was a massive year for sustainability at the University of Tasmania, with the University Council ratifying our inaugural strategic framework for sustainability. As primary author of the framework and a decade of working towards a sustainable university for Tasmania, I was honoured with the new Sustainability Mission Integrator role and promoted to Associate Director to help lead this effort.

How Tasmanian Leaders helped: TLP helped me progress to this point in many ways including improving my ability to apply strategic thinking, to appreciate the challenges and opportunities facing Tasmania, and connections into new networks. The program also expanded my awareness of the different world views, personality types and ways of thinking evidenced in this wonderful and at times challenging (in a good way) Tasmanian community.

Joe Pickett I-LEAD 2020

**Producer
BighART and Darklab**

Goal kicked: 2020 has been a turbulent year for many freelancers and creative professionals. Fortunately, as a serial freelancer, I am used to the ups and downs of work contracts. I have been one of the lucky ones able to move into new territories and expand my skill set. Along with completing the I-LEAD program I have sold a small hospitality business, and started working with Big HART – a nationally celebrated social impact arts organisation.

How Tasmanian Leaders helped: I-LEAD was the boost I needed during 2020 to get back in touch with my skills, ambition and enthusiasm. Upskilling alongside the cohort of brilliant entrepreneurial thinkers has connected me to a valuable knowledge pool. I look forward to following their individual success stories and bumping in to them around the state.

Lincoln Quilliam I-LEAD 2020

**Director
Trail Ventures**

Goal kicked: There were many goals kicked. I launched an immersive trail running company, received a Churchill Fellowship to explore key features and benefits of aspirational trail running destinations, won the Cradle Mountain Film Festival with Mountain Immersion: A day in the Western Arthurs by Catherine Graue and Lincoln Quilliam, co-founded the Tasmanian Trail Running Association as the sports representative peak body, secured funding for track re-building work in south west Tassie and returned home after living away for twenty years – absolutely love being home!!

How Tasmanian Leaders helped: Tasmanian Leaders inspired me to trust my-leadership-self again after returning from five years in Papua New Guinea at the end of 2019. I-LEAD provided a deeper leadership toolbox and diverse networks throughout Tasmania. I now feel empowered, connected and welcomed back into my home state.

Katrina Spark TLP13

**Chief Executive Officer
Girl Guides Tasmania**

Goal kicked: Kept sane! Achieved a big goal that's been on my radar since before TLP13 – to leave the finance industry and lead a not-for-profit. I never knew a dream job could exist until I landed it. I woke up one day in August and thought, I'm 48 this year and it's now or never.

How Tasmanian Leaders helped: I wouldn't have achieved this goal without my TLP13 experience. Through the connections I made in our cohort and their support over the last few months, my dream job has become a reality. Putting yourself out there and rallying your fellow graduates around you has helped pave the way for this achievement.

Coreena Vieth I-LEAD 2020

**Owner/Operator, Guide and Tutor
Shutterbug Walkabouts**

Goal kicked: My major goal for 2020 was launching a new photography experience – 'Women-only Photography Escapes'. Complementing photography touring and tuition experiences that we have offered since 2011, our women-only escapes offer female photoenthusiasts the opportunity to escape the busyness and demands of everyday life. It allows a few days away in the company of like-minded women for a balancing blend of experiential photographic activities without obligation or expectation.

How Tasmanian Leaders helped: Participating in I-LEAD 2020 encouraged me to take an introspective look at many aspects of my life and business. The topics covered throughout have heightened my awareness about my why, my values and what I really want versus what I don't want, thus making it easier to realise my dreams with a strategic, decisive and courageous approach.



Welcome Back(pack) – Learning Set update

We are very proud to share with you the news that a 2019 Learning Set Project has been awarded a 2020 Human Rights Week Tasmanian Award.

Welcome Back(pack) provides practical, immediate support to the nearly 200 women leaving the Mary Hutchinson Women's Prison in Tasmania each year. The initiative equips women with a backpack, a set of clothing, toiletries and an information card detailing how to access local support services.

Since officially launching in October 2020, Welcome Back(Pack) has welcomed 23 women back into the community, providing them with critical support following their prison sentence.

Project Director, Emily Chase TLP13, said the award was an outstanding recognition of the impact Welcome Back(pack) had made in such a short period. "In a matter of months we have been able to make a significant difference to the self-esteem, confidence and self-worth of the women who are leaving prison," Emily said.

Emily, on behalf of the group, spoke about how Tasmanian Leaders provided an environment for solution-focused learning, with the purpose of supporting the Tasmanian community. "When we became aware of the situation for people leaving prison, it was a 'no brainer' that we needed to help. On our own, this project would have felt overwhelming and unachievable, but Tasmanian Leaders brought together people with such a diversity of skill sets we were able to share the load, work to our strengths and develop new skills while learning from each other".

"Without the ongoing collaboration and support of Dress for Success Hobart (another Learning Set Project from a prior year), and the Tasmanian Prison Service, we would not have been able to make the practical difference that we strive for," Emily said

Congratulations to the Welcome Back(pack) team; Emily Chase, Katrina Kelly, Jennifer McKenzie, Tom Remenyi, Jen Smit and Chris Warr.



Tom Windsor TLP8 Managing Director Coverall Security Pty Ltd

Goal kicked: Recipient of The Tasmanian 2020 Local Hero Award as part of the Australian of the Year Awards after fifteen years as Captain of the Hobart Mo Bros, Movember fundraising team and current Vice President of Rural Alive and Well as well as broader suicide prevention and men's health advocate.

How Tasmanian Leaders helped: Over the years my work has shifted from raising awareness to delivering meaningful and impactful solutions. This shift has been aided by the lessons learned from the Tasmanian Leaders Program about developing and implementing change.

TLP13 2019 TASMANIAN LEADERS PROGRAM Graduation ceremony

The TLP13 Graduation ceremony was held in Hobart at the Brooke Street Pier Berth Deck and Larder on Friday 21 February, 2020. Photos by Jack Robert-Tissot.





Tasmania Leaders graduates

Ian Adams TLP5 2011	Susan Carins I-LEAD 2019	Iain Field I-LEAD 2019	Todd Houstein TLP6 2012
Martin Anderson TLP8 2014	Janet Carty TLP3 2009	Luke Finley I-LEAD 2020	Matthew Hubbard TLP6 2012
Renee Anderson TLP1 2007	Richard Cassidy TLP7 2013	Sean Fisher I-LEAD 2020	Alison Hugo TLP12 2018
Meg Archer TLP4 2010	William Cassidy I-LEAD 2020	Andy Fist TLP12 2018	David Hugo TLP6 2012
Damien Arkley TLP11 2017	Amanda Castray TLP3 2009	Benita Fordham TLP11 2017	Sam Ibbott TLP2 2008
Sharon Armstrong I-LEAD 2019	Tahlia Cavaretta I-LEAD 2019	Jane Forrest TLP6 2012	Sam Ikin I-LEAD 2020
Cassie Arnold TLP12 2018	Shuhong Chai TLP10 2016	Ruth Forrest TLP5 2011	Jason Imms TLP12 2018
Janine Arnold TLP1 2007	Simon Chandler TLP5 2011	Hayden Fox I-LEAD 2019	Amy Imms I-LEAD 2020
Leigh Arnold TLP12 2018	Brendan Charles TLP3 2009	Sakura Franz TLP7 2013	Richard Ingram TLP7 2013
Shona Arnold TLP4 2010	Emily Chase TLP13 2019	Simon Fraser TLP13 2019	Rachel Jacka I-LEAD 2020
Stuart Auckland TLP3 2009	Lee Christmas I-LEAD 2018	Amanda French TLP10 2016	Sam Jaeschke I-LEAD 2019
Anna Balmforth TLP8 2014	Louise Clark TLP3 2009	Andrew Frost TLP1 2007	Clynton Jaffray TLP4 2010
Roxane Bandini-Maeder I-LEAD 2020	Stephen Clarke TLP9 2015	Jen Fry I-LEAD 2020	Eleanor James TLP6 2012
Garth Barnbaum TLP9 2015	Adam Clavell TLP9 2015	Maree Fudge TLP1 2007	Richard James TLP7 2013
Robin Barnes TLP10 2016	Damian Collins TLP13 2019	Cheryl Fuller TLP6 2012	Mark Jefferson TLP4 2010
Elyse Barnett I-LEAD 2020	Matthew Collins I-LEAD 2018	Matthew Gee TLP9 2015	Margie Jenkin TLP6 2012
Jan Batchelor TLP3 2009	Danielle Conlan I-LEAD 2018	Matthew Geoghegan TLP7 2013	Christopher John TLP1 2007
Phil Beeston TLP12 2018	Daryl Connelly TLP10 2016	Spencer Gibbs TLP11 2017	Danny Johnson TLP7 2013
Debi Beever I-LEAD 2020	Stella Cook TLP7 2013	Michael Giudici TLP10 2016	Wayne Johnson TLP1 2007
Marie Bennett TLP11 2017	Sarah Coulson TLP12 2018	Jodhi Gough I-LEAD 2020	Kaimon Johnson I-LEAD 2018
Adrian Beswick TLP13 2019	Marcus Courtney TLP13 2019	Kate Grady TLP6 2012	Gayle Johnston TLP6 2012
Ian Beswick TLP4 2010	Lola Cowle TLP8 2014	Caroline Gray TLP13 2019	Jane Johnston I-LEAD 2020
Tamara-Lee Beveridge I-LEAD 2020	Rachael Cox TLP7 2013	Jordana Gray TLP13 2019	Kacee Johnstone TLP10 2016
Emma Birch TLP13 2019	Vanessa Cox TLP2 2008	Rebecca Gray TLP4 2010	Megan Jolly TLP9 2015
Belinda Bird I-LEAD 2019	Chontelle Cripps I-LEAD 2020	Thomas Green I-LEAD 2020	Claire Jones TLP8 2014
Gillian Biscoe Honorary Member	Jane Crosswell TLP3 2009	Rebecca Greenwood TLP7 2013	Aaron Jones I-LEAD 2020
Louise Bishop TLP10 2016	Tim Cubit TLP7 2013	Jo Gregg TLP4 2010	Timothy Jordan TLP12 2018
Tim Bishop TLP1 2007	Kay Cuellar TLP7 2013	Courtney Greisbach I-LEAD 2020	Glenn Joyce TLP1 2007
Lucy Blake TLP11 2017	Georgia Cummings I-LEAD 2018	Tonia Gretschrann TLP4 2010	Robb Jubb I-LEAD 2018
Zoe Bok I-LEAD 2019	Claire Cunningham TLP9 2015	Chris Griffin TLP10 2016	Sam Karpiniac I-LEAD 2019
Amanda Bond TLP9 2015	Julia Curtis TLP1 2007	Reg Grundy I-LEAD 2020	Natasha Keep TLP2 2008
Fionna Bourne TLP2 2008	Helen Curtis I-LEAD 2020	Daniel Hackett TLP10 2016	Katrina Kelly TLP13 2019
Susie Bower TLP2 2008	Amanda Daly TLP5 2011	Simone Hackett I-LEAD 2018	Michael Kelly TLP5 2011
Phillip Boxall TLP11 2017	Karina Dambergers I-LEAD 2018	Nick Haddow TLP5 2011	Brock Kerslake I-LEAD 2018
Ange Boxall I-LEAD 2020	Adrian Daniels TLP11 2017	Sam Halliday TLP12 2018	Fiona Kerslake TLP10 2016
Archana Brammall TLP9 2015	Chelsea De Main I-LEAD 2019	Richard Harding I-LEAD 2020	Andrew Kidd TLP7 2013
Celia Bray TLP2 2008	Antony Deck TLP8 2014	Jeff Harper TLP10 2016	Danielle Kidd TLP9 2015
Melissa Britt I-LEAD 2020	Sam Denmead I-LEAD 2019	Darren Harris TLP13 2019	Samuel Kiely I-LEAD 2019
Justine Brooks TLP11 2017	Phillip Dewis TLP5 2011	Ben Hart TLP8 2014	Maureen Lacey I-LEAD 2019
Donna Brown TLP10 2016	Adam Dickenson TLP7 2013	Curly Haslam-Coates I-LEAD 2020	Alison Lai TLP8 2014
Kristy Brown TLP11 2017	Mark Dickinson TLP9 2015	Liila Hass TLP2 2008	Ross Lamplugh TLP9 2015
Ilya Brucksch TLP12 2018	Marc Dille I-LEAD 2020	Bronwyn Hawkins I-LEAD 2020	Matthew Lamprey I-LEAD 2020
Teeny Brumby TLP13 2019	Kirby Dillon TLP11 2017	Jason Hay TLP3 2009	Lam Le I-LEAD 2020
Kate Bucknell I-LEAD 2020	Cameron Dixon I-LEAD 2018	Theresa Hay TLP10 2016	Shawn Lee TLP8 2014
Warena Burgess I-LEAD 2020	Angela Driver TLP3 2009	Michael Hay I-LEAD 2019	Justin Legg TLP12 2018
Alistair Burke TLP13 2019	Christopher Duffy TLP13 2019	Geraldine Hayes TLP11 2017	David Lenel TLP12 2018
Zara Bussey I-LEAD 2018	Matt Durose TLP2 2008	Jenn Heggarty TLP12 2018	Dion Lester TLP3 2009
Paris Buttfeld-Addison TLP12 2018	Waqas Durrani TLP12 2018	Todd Henderson TLP9 2015	Brian Lewis Honorary Member
Lucy Byrne TLP5 2011	Nicholas Dwyer TLP11 2017	Steve Henty TLP5 2011	Tom Lewis TLP1 2007
Samuel Cairnduff TLP12 2018	Kylie Eastley TLP7 2013	Kiros Hiruy TLP1 2007	Jason Licht TLP11 2017
Geraldine Camilleri I-LEAD 2020	Jenny Edis TLP3 2009	Sean Hollick TLP11 2017	Stuart Loone TLP10 2016
Danielle Campbell TLP7 2013	Craig Emmett TLP8 2014	Pamela Honan TLP13 2019	Chris Love TLP12 2018
Anne Carey TLP12 2018	Natasha Exel TLP4 2010	John Hooper TLP6 2012	Catriona Macleod TLP9 2015
	Poppy Fay TLP5 2011	Prue Horne TLP10 2016	Win Mahar TLP4 2010
	Craig Ferguson I-LEAD 2019	Sam Horsman TLP4 2010	Trina Mangles I-LEAD 2018

Rosalie Martin **TLP6 2012**
 Suzanne Martin **TLP1 2007**
 Mark Mason **TLP2 2008**
 Simon Matthews **TLP3 2009**
 Emma Matuszek **TLP9 2015**
 Rikki Mawad **TLP7 2013**
 Jill Maxwell **TLP5 2011**
 Ben Maynard **TLP6 2012**
 Zach McArthur **TLP1 2007**
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 Donna McDermott **TLP12 2018**
 Nathan McDonald **TLP9 2015**
 Zac McGee **TLP3 2009**
 Jennifer McKenzie **TLP13 2019**
 Susan McLeod **TLP10 2016**
 Katherine Miguel **TLP2 2008**
 Mark Millhouse **TLP6 2012**
 Louise Mills **TLP1 2007**
 Alexandra Mitchell **TLP10 2016**
 Hannah Moloney **TLP12 2018**
 Andrew Moore **TLP3 2009**
 Jarred Moore **TLP12 2018**
 Susan Moore **TLP7 2013**
 Richard Morgan **I-LEAD 2020**
 Martin Moroni **TLP12 2018**
 louise morris **I-LEAD 2020**
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 Jessi Mostogl **I-LEAD 2019**
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 Sally Murfet **I-LEAD 2020**
 Jen Murnaghan **I-LEAD 2018**
 Wayne Murraylee **TLP5 2011**
 Ian Nelson **TLP1 2007**
 Lisa Nelson **TLP2 2008**
 Rachel Nichols **TLP11 2017**
 Tristan Nichols **I-LEAD 2019**
 Paul Niven **TLP7 2013**
 Alison Oakes **I-LEAD 2020**
 Joe O'Byrne **TLP2 2008**
 Ben O'Donnell **TLP2 2008**
 Glen O'Keefe **TLP8 2014**
 Courtney Olds **I-LEAD 2020**
 Kate O'Shannessey **TLP11 2017**
 Leigh Oswin **TLP10 2016**
 Kate Owen **TLP12 2018**
 Nadine Ozols **TLP7 2013**
 Carly Palmer **I-LEAD 2020**
 Pia Palmer **I-LEAD 2020**
 Amy Parker **TLP9 2015**
 Mark Parssey **TLP3 2009**
 Simon Paul **TLP4 2010**
 Margo Peart **TLP11 2017**
 Trevor Pedersen **I-LEAD 2018**
 Alice Percy **TLP8 2014**
 Craig Perkins **TLP2 2008**
 John Perry **Honorary Member**
 Corey Peterson **TLP3 2009**
 Joseph Pickett **I-LEAD 2020**
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 Damien Pinkerton **I-LEAD 2018**
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 Sharon Pittaway **TLP6 2012**
 Monica Plunkett **TLP10 2016**
 Nicky Pollington **TLP9 2015**
 Rachel Power **I-LEAD 2018**
 Frances Pratt **TLP6 2012**
 Anthea Pritchard **Honorary Member**
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 Suzanne Purdon **TLP4 2010**
 David Pyefinch **TLP10 2016**
 Lincoln Quilliam **I-LEAD 2020**
 Alan Radford **TLP4 2010**
 John Ralph **TLP1 2007**
 John Ramsay **I-LEAD 2018**
 John Ranicar **TLP2 2008**
 Christopher Rayner **TLP9 2015**
 Anya Reading **TLP8 2014**
 Annette Reed **I-LEAD 2018**
 Malcolm Reeve **TLP10 2016**
 Tomas Remenyi **TLP13 2019**
 Felicity Richards **I-LEAD 2019**
 Tom Richards **I-LEAD 2018**
 Mark Richardson **I-LEAD 2019**
 Kieran Rimmelzwaan **TLP10 2016**
 Sherri Ring **TLP3 2009**
 Jessica Robbins **TLP12 2018**
 Guy Robertson **TLP5 2011**
 Sue Robertson **TLP6 2012**
 Anna Robertson **I-LEAD 2018**
 Martha Robson **TLP5 2011**
 Alan Rosevear **TLP5 2011**
 Ted Ross **TLP2 2008**
 Greg Ross **I-LEAD 2020**
 John Rowland **TLP5 2011**
 Megan Rozyński **TLP11 2017**
 Kacey Rubie **TLP4 2010**
 Lisa Rudd **TLP6 2012**
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 Krishna Saward **TLP13 2019**
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 Cat Schofield **TLP4 2010**
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 Nicole Sherriff **TLP11 2017**
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 Joanna Siejka **TLP7 2013**
 Sandie Silva **TLP1 2007**
 Michael Sims **TLP4 2010**
 Erin Smallbon **TLP7 2013**
 Jen Smit **TLP13 2019**
 Claire Smith **TLP13 2019**
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 Narelle Smith **TLP3 2009**
 Pete Smith **TLP8 2014**
 Stuart Smith **TLP2 2008**
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 Tracey Tasker **TLP6 2012**
 Pax Taylor **TLP6 2012**
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 Mike Thomson **TLP8 2014**
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 Bradley Turner **TLP7 2013**
 Jason Unwin **TLP1 2007**
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 Kelly Walker **TLP13 2019**
 Peter Walker **I-LEAD 2018**
 Tom Wallace **I-LEAD 2020**
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 Grace Walsh **TLP12 2018**
 Naomi Walsh **TLP8 2014**
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 Carolyn Watson-Paul **TLP12 2018**
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 Rueben Wells **I-LEAD 2019**
 Bianca Welsh **I-LEAD 2018**
 Danielle Wheatley **I-LEAD 2018**
 Natalie Whish-Wilson **TLP13 2019**
 Ally White **TLP12 2018**
 Ian White **I-LEAD 2018**
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 Simon Wiggins **TLP6 2012**
 Stuart Wiggins **TLP3 2009**
 Brent Wilcox **I-LEAD 2018**
 Mark Wild **TLP11 2017**
 Gary Williams **TLP12 2018**
 Steve Willing **TLP3 2009**
 Deidre Wilson **TLP1 2007**
 Tom Windsor **TLP8 2014**
 Ellen Witte **TLP9 2015**
 Juanita Wood **I-LEAD 2018**
 Michael Woodward **TLP11 2017**
 Thomas Woolley **TLP11 2017**
 Angela Yao **TLP9 2015**

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