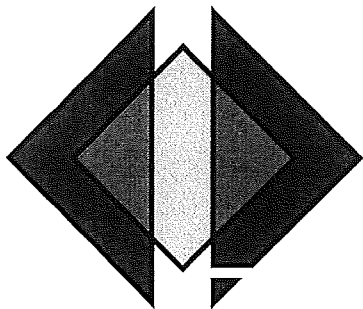


The Australian Rural Leadership Program

John Quantrill

Project No: 1999/353



**AUSTRALIAN
RURAL
LEADERSHIP
FOUNDATION**

LEADING THE NATION



**F I S H E R I E S
R E S E A R C H &
D E V E L O P M E N T
C O R P O R A T I O N**

NON TECHNICAL SUMMARY: PRO-FORMA**99/353****The Australian Rural Leadership Program**

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OBJECTIVES:

1. Support for the Australian Rural Leadership Program (ARLP).

NON TECHNICAL SUMMARY:

The purpose of the Australian Rural Leadership Program is to increase the economic, social and environmental benefits for the people, communities and industries of rural Australia by identifying, developing and supporting committed rural and regional leaders to become inspired and highly effective at regional, state, national and international levels.

The following participants were funded from the project:

- No participants selected for Course 7;
- John Harrison and Ted Loveday Course 8 (graduated); and
- Jenny Shaw and Steven Gill Course 9.

The success of the ARLP can be seen in the leadership role that graduates have subsequently taken in the fishing industry.

The attached mid and final term reports from the participants detail the impact the ARLP has had on them and the benefit that will be returned to the fishing industry.

KEYWORDS: Rural, Leadership

Background

The ARLP was established on 17 November 1992 and has been running ever since. FRDC funded one position on Course 1 (Peter Peterson), two positions on Course 2 (Nigel Scullion and Stephen Hinge), one position on Course 3 (Nev Perryman), one position on Course 4 (Duncan Leadbitter), one position on Course 5 (Graeme Hillyard) and two positions on Course 6 (Sandy Wood-Meredith and John Roach).

The Program is funded by scholarships and participants contributions. The Foundation sought funding from FRDC for fishing industry scholarships on each of Courses 7, 8 and 9 requiring funding in FYs 99/00, 00/01 and 01/02 respectively.

For Courses 7, 8 and 9 scholarships were \$37,500 each and participants contribution \$2,000 each. This meets the full cost of participation in the Program including travel and accommodation.

Funding was required on the selection of appropriate candidates from the fishing industries.

Need

To help shape and secure a competitive, profitable and sustainable future, the fishing industry needs leaders with knowledge, skills and network. Leaders who will:

1. develop and share a vision for their industry;
2. operate effectively in an international context;
3. establish strategic alliances and build strong links within and across industry sectors;
4. identify the competing demands for industry, Government and community support;
5. understand the values, arguments and tactics of other interest groups;
6. deal confidently with industry, Government and community leaders, in Australia and overseas;
7. identify and analyse the strategic issues affecting the future of the fishing industry; and
8. participate in shaping national policies.

The Australian Rural Leadership Program prepares leaders for these roles.

Objective

- To further develop participants leadership skills and knowledge of the environment in which the Australian Fishing industry operates.
- To encourage Fishing Industry participants to take on higher leadership roles and to network with the diverse range of ARLP graduates across Australia.
- To help fast track their industry leadership progression by promoting them when opportunities arise.

Method

The objective is achieved through a two-year part-time course of:

- Leadership skills development;
- Examination of key national and international issues,
- Interaction with a wide range of leaders in industry, Government and the community, and
- Analysing the impact the ARLP has had on Fishing Industry participants and how this will be applied back to the Industry through the production of mid term and final reports.

The Program is designed for leaders in the industries who want to participate in shaping the future of their industries and who have the capacity and prospects to lead at the regional, state or national levels.

Each course involves around 30 participants (normally 30 to 50 years of age) who attend for 60 days in seven sessions, including an overseas trip of 16 days.

The outlines for the seven sessions are as follows:

- Session 1. This is a two week outdoor experiential learning activity conducted in the Kimberley region of Western Australia. It is a powerful session in that it takes participants outside their comfort zones and through a structured programme, gives them a better understanding of who they are and how others perceive them; it covers leadership theory including various leadership styles and participants are given the opportunity to experiment with the differing styles; and finally it provides them with valuable team building skills.
- Session 2. This is a one week session in Adelaide which builds on the Kimberley learnings and covers additional leadership skills development including media training; presentation skills and negotiating skills.
- Session 3 is a week long session in Melbourne that provides participants with further team building skills including an understanding of how the Myers Brigg Personality Type indicator can be used to help strengthen team development. It also provides participants with increased

understanding of some of the key social and economic issues facing contemporary Australia and includes segments on multiculturalism; on indigenous matters including Native Title; on Australia's economy and how it is performing in a regional and international context and the opportunity to benchmark with a major manufacturing sector industry. The session also includes a segment on natural resource management.

- Session 4. This is a week long session – usually held in Queensland which examines a designated rural industry in some depth to allow fishing participants to benchmark with issues facing their industry. It includes segments on community capacity building and further develops leadership skills through a segment on mapping and resolving conflict.
- Session 5. This is held in Sydney and includes a three day segment on social issues facing our society and includes segments on youth suicide; on homelessness; on drugs; and a visit to a prison where again participants gain a better understanding of the problems and the mechanisms in place to deal with these and possible roles for them as community leaders. There is also a segment on ethics and coverage of contemporary issues such as the national competition policy. The session also includes a preliminary DFAT briefing for the overseas visit.
- Session 6. This is a two week overseas visit generally to two nations, one developed and one still developing, in which participants gain an understanding of their political, cultural, economic and trade policies so as to better understand the opportunities for trade and how to do business there. Included in this session is a chance to visit a fish market and gain an understanding of the local fishing industry.
- Session 7. This final one week session is held in Canberra in which participants gain an understanding of the way in which legislation is enacted and how to lobby those formulating and enacting this legislation. It also includes an opportunity to meet with representatives of the major political parties and understand the differing rural and resources philosophies of the parties.

Results

The following participants were funded from this project:

- No participants selected for Course 7;
- John Harrison and Ted Loveday Course 8 (graduated); and
- Jenny Shaw and Steven Gill Course 9.

At graduation, participants articulate a shared vision for rural and regional Australia including the fishing industry. Those on Course 8 and subsequent courses have also been asked to commit to make a personal commitment to improve their industry. For example: the personal commitment undertaken by John Harrison was:

“Develop an accredited national training and development program for recreational fishing administrators.”

“Identify lowland marginal farming country and, where possible and practical, initiate the restoration and rehabilitation back to productive and efficient wetlands for the purpose of nurseries for fish and other aquatic animals.”

The attached mid term and final reports provide some insight into the results obtained from participation by Fishing Industry leaders in the Program.

Achievements of Objectives

The objective of the Program was to fund opportunities for Fishing Industry leaders to participate in the ARLP. John Harrison and Ted Loveday have completed the program and Jenny Shaw and Steve Gill are well into their second year.

Benefits

Four high calibre members of the fishing industry were identified and selected through the recruiting process. The Program has developed their leadership skills and allowed them to better understand and address key strategic issues facing the Fishing Industry by having a shared vision and the strategic alliances to build strong links and create greater synergy between the Fishing Industry and other sectors. Each participant has taken on higher leadership roles within the Fishing Industry and is already demonstrating a return on the investment made for their leadership development.

To further assist graduates in networking, all graduates are eligible to join the graduates' association – the Australian Rural Leadership Network. This Network maintains regular communication through its members' newsletters and email discussion groups, hosts an annual conference, undertakes a range of projects and shares information on rural and regional issues.

Further Development

The ARLP curriculum and its delivery is reviewed annually based on feedback from participants, observations from the Foundation staff and input from sponsors. This has resulted in continual improvement to the Program. There have been two external evaluations conducted and these have supported the changes to the Program.

Since its inception, the length of most sessions increased to accommodate needs of participants, and the resulting length of the ARLP became excessive, especially for self employed participants. The ARLP had grown from 60 contact days to 66 days over time. A decision was made to reduce the number of sessions for Course 7 from eight to seven to compensate for this additional time and the opportunity was taken to revise the curriculum to ensure essential elements were retained.

The Foundation is about to embark on a more detailed evaluation to determine the impact the Foundation and the Program has had on leadership within rural industries, including the Fishing Industry, and communities in Australia. It is expected that this evaluation will result in further changes to the Program. This evaluation is a complex matter and is expected to be completed with resulting changes to the Program in place by the end of 2004.

Conclusion

The Australian Rural Leadership Program has facilitated the identification, and development of leaders from the Fishing Industry capable of leading at state, national and indeed international level.

The inclusion of Fishing Industry representation in the Program is also allowing other influential leaders from across Australia to gain some understanding of the way the Industry operates and the issues it faces. In turn, Industry participants can benchmark with other industries, including those involved with the management of Australia's natural resources and thereby assist them in becoming more effective leaders.

Over the last ten years the Program has encouraged participants from the Fishing Industry to take on higher roles and given them the skills, knowledge and networks to allow them to be effective. Those from Course 8 and 9, covered by this report, are already showing a return on their investment and are expected to continue to do so.

- Appendices:
1. Mid-term Report for Jenny Shaw
 2. Final Report for John Harrison