



FRDC

FISHERIES RESEARCH &
DEVELOPMENT CORPORATION

FINAL REPORT

National Seafood Industry Leadership Program 2012-2014

Jill Briggs

Rural Training Initiatives

December 2014

FRDC Project No. 2012-401

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National Seafood Industry Leadership Program 2012-2014
FRDC Project No. 2012-401
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In submitting this report, the researcher has agreed to FRDC publishing this material in its edited form.

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National Seafood Industry Leadership Program Major Sponsor - Sydney Fish Market

NSILP 2012 – 2014 Advisory Group -

Jo-Anne Ruscoe FRDC
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Program Staff

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Finally Rural Training Initiatives sincerely thanks the participants/graduates of the NSILP 2012 – 2014 programs.

Jill Briggs
Managing Director
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2. Abbreviations

ABARES	Australian Bureau of Agricultural and Resource Economics and Sciences
AFMA	Australian Fisheries Management Authority
APFA	Australian Prawn Farmers Association
CFA	Commonwealth Fisheries Association
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DA	Department of Agriculture (previously DAFF)
DAFF	Department of Agriculture, Forestry and Fisheries
DAFFQLD	Department of Agriculture, Forestry and Fisheries, Queensland
FRDC	Fisheries Research and Development Corporation
NTSC	Northern Territory Seafood Council
NSILP	National Seafood Industry Leadership Program
QSIA	Queensland Seafood Industry Association
Recfishwest	Recreational Fishing Western Australia
RTI P/L	Rural Training Initiatives P/L
SFM	Sydney Fish Market
Seafood CRC	Seafood Cooperative Research Centre
TRL C	Tasmanian Rock Lobster Council
TSIC	Tasmanian Seafood Industry Council
WAFIC	Western Australia Fishing Industry Council
WINSC	Women's Industry Network Seafood

3. Executive Summary

2012/401

National Seafood Industry Leadership Program

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NSILP 2012 - 2014 successfully completed its fourteenth year of delivery under current funding arrangements. The program has now concluded with applications being currently sought by the RTI P/L to continue the program for another three years as part of the industry's new funding around. This final report details the methods and outcomes from the NSILP 2012 - 2014 project.

NSILP 2012 – 2014 objectives were:

1. To revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report
2. To develop and deliver 9 days (3x3 day Residentials) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions.
3. To graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry.
4. To evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report.

Forty-three graduates (27 men and 16 women graduates) from across the industry value chain successfully graduated from the NSILP 2012-2014. It should be noted that 51 participants commenced the NSILP 2012, 2013 and 2014. The graduate number represented a 5% under-delivery of the project targets. The participants were reflective of the whole industry and were willing to take on new ideas and be challenged.

The graduates are well placed to ensure positive change occurs for industry and are all poised to take on new opportunities. Having made the investment in the development of this group, the industry has a responsibility to integrate them into existing and future decision-making and leadership opportunities within and beyond the industry. This has been the experience of the past NSILP graduates, many of whom have been encouraged to become involved in organisations at sectoral, local and national levels.

Program evaluation found that the participants and stakeholders consulted identified that the NSILP 2012-2014 achieved significant outcomes for participants, their businesses and the industry. They spoke very highly of the program, were extremely supportive of it and believed that it was a key strategic program for the industry's future development and leadership succession planning.

Program outcomes were perceived to have been delivered at multi-faceted levels of personal and industry.

At a **personal development level** the major outcomes, as identified by NSILP stakeholders, for participants were:

- Greater confidence
- Improved networks with peers and industry leaders
- Enhanced communication, public speaking and presentation skills
- Broader industry understanding, knowledge and differing viewpoints across sectors.
- Improved thinking patterns
- Effective working with people and on projects under pressure

- Improved time management
- Broader perspective and thought processes,
- Wider understanding of the bigger picture for our fisheries

Industry benefits identified by stakeholders were: - Better understanding of industry strategic direction; greater contribution and professionalism; willingness to step into leadership roles; motivation of others; more confidence to make a change and; a pool of enthusiastic graduates that have a good handle on the challenges that the industry faces and the skills to do something about.

The nine-day face-to-face annual programs included 29 skill development workshops, 13 industry-networking events and 10 guest speaker or panel sessions.

A highlight of the program included the unique opportunity that the NSILP 2012 - 2014 offered participants to develop their networks across the industry value chain and beyond. Participants found the pressure to work together to deliver their team presentation to stakeholders in Canberra stretched and challenged them. Despite these pressures participants nominated, as a highlight, their experience of a diverse team from across the industry working together successfully to develop and present its mission and vision.

The feedback about the program structure, delivery mechanisms, logistics and content was overwhelmingly positive. Participant diversity was identified as a strength of NSILP. However comments about a higher level program that connects across other primary industries was a valuable comment for future program development.

The evaluation identified some improvement opportunities for potential consideration for future programs. These included:

- Increased connection back to individual business objectives and reporting back to the business on outcomes.
- Seeking means to improve wild harvest and indigenous participation
- Maybe a day with other industries, i.e. wine, beef, marketing
- More industry guest speakers. More field trips within each residential destination.
- A session in Parliament House question time is a must for the program.
- Reviewing the PR/Engagement strategy - both with the regional media/awareness of the course/value to grass roots industry
- Continuing to build on the successes of previous years and by trying to stay connected with one another and the industry

Particular mention should be made of the attraction of the financial and in-kind sponsorship provided by Sydney Fish Market, Gold Coast Tiger Prawns, Challenger Institute of Technology, Geraldton Fisheries Co-op, Western Australian Fishing Industry Council which added considerably to the program finances.

NSILP 2012-2014 has delivered highly successful outcomes for industry and participants and comprehensively met its objectives. It is recognised, valued and supported by key industry stakeholders and has a reputation as a quality program that is key to the industry's leadership capability development.

KEYWORDS: Leadership, fishing, seafood, indigenous, aquaculture, wild caught, recreational, industry, organisations, National Seafood Industry Leadership Program.

4. Introduction

The initial work for a national leadership development program was commenced by the Australian Fisheries Academy who received funding to develop a program for the increase of leadership capacity in the seafood industry in Australia. From this initial work a leadership program model was developed and the delivery of an advanced national seafood industry leadership program began in 2000. The initial seafood leadership program was held in Handorf, South Australia in 2000. Cheryl Phillips – Leading Industries/Change Industries, Jill Briggs – Rural Training Initiatives and Martin Smallridge – Seafood Council SA managed and facilitated the program based around cutting edge research regarding leadership.

More recently a priority of the Fisheries Research and Development Corporation (FRDC) is capacity building projects that support industry to determine and access the knowledge, abilities, skills, and resources to address their goals and challenges. In the process, these projects build capability and independence to meet future challenges and opportunities beyond the life of the project (FRDC 2013).

The NSILP 2012-2014 is aligned with the goals of the FRDC's People Development Program, namely the development of industry capability through 'increasing the capacity of industry organisations to represent the views of members' and 'enhance industry's ability to contribute to debate and policy development'. The ability to build leadership capability and enhance existing leadership capacity is a key focus for the Australian fishing and seafood industry organisations and businesses.

The NSILP commenced in 2000 and has a 196 NSILP Graduate Alumni that incorporates representatives of most industry sectors including individuals and organisations from indigenous, recreational, aquaculture and wild-caught sectors of the Australian seafood industry and community.

The NSILP 2012-2014 is designed and delivered in response to a number of industry consultations. Throughout the history of the NSILP review and consultations have been undertaken and during the delivery of the NSILP 2012-2014 evaluation and consultation has occurred both formally through hard and electronic data gathering activities and informally through face-to-face and virtual conversations.

Under the management of Rural Training Initiatives P/L and guided by the project advisory group and FRDC, NSILP 2012-2014 has evaluated and consulted with the stakeholders of the project and the wider community has occurred as detailed in the project. This detail outlines that program participants should have three opportunities annually to provide feedback. Secondly the program should be evaluated through a wider stakeholder review.

From the above reviewing processes information gathered continues to highlight the need for the NSILP. Evidence of this need includes the ongoing annual attraction of a strong pool of applicants; the positive support of the seafood community through the ongoing sponsorship of the Sydney Fish Market (SFM); the in-kind 'tour' contributions provided by the industry businesses and organisations, guest speakers and dinner guests and the ongoing engagement with federal and state political organisations and business throughout the program 9 days of face-to-face program delivery.

Through the quarterly teleconference meetings of the NSILP Advisory Group (NSILP-AG) industry consultation and ensuring industry and community needs are met by the program content and delivery. Meetings are structured to ensure that current industry issues are discussed and input opportunities are provided regarding the content of the NSILP.

Based on the evidence gathered during the 10 formal evaluation activities, the informal industry consultation that occurs during the numerous NSILP industry networking events, the industry consultation with the NSILP Advisory Group and the final report stakeholder evaluation the NSILP remains a highly valued FRDC project as indicated by stakeholder 9 mentioned in the evaluation survey "I love it just as it is".

Fishers are facing the very real crisis of declining access to fishing resources. Regular industry updates supplied by the NSILP-AG suggests that social licence to operate is also a constant pressure on all sectors of the industry. Investing in leadership, and the associated networks and cross stakeholder understanding, is seen as vitally important for all sectors to be able to contribute to the national conversation, drive change and address challenges. Specific issues which challenge the industry and where leadership is continually required are: - social licence to operate; access to resource; global market impacts; engagement with research and outcomes and policy and future directions

regarding co-management of stock and resources; understanding the supply and value chains and end user of the seafood productions and effective communication with relevant sections of the chains.

The NSILP has had considerable support from industry throughout the years from sponsorship of key events and in-kind contribution of guest speaker's costs and time. These areas of support and the ongoing funding have built a leadership program with significant reputation throughout and beyond the industry. The end-of-project stakeholder evaluation has highlighted the ongoing importance of the program.

The following FRDC People Development Program Investment Priorities have been partially addressed through this project: -

- Enhance industry leadership within, and across, all sector
- Build industry capacity to drive change to achieve goals
 - strengthen governance and representational capabilities of industry organisations
 - increase the capacity of industry organisations to represent the views of members
 - enhance industry's ability to contribute to debate and policy development
 - build industry committee member competence and confidence
- identify and build skills for business profitability and sustainability

The NSILP project has responded to the identified impediments to individuals taking on representational and leadership roles at local and sector levels and has specifically developed tools that will skill individuals through learning, mentoring and industry leadership community building to overcome obstacles to success. The NSILP has addressed the essential need to grow the leadership capacity through graduating and these graduates have clearly understood the need to enhance the decision-making processes within the seafood industry.

5. Objectives

The primary objective of the NSILP 2012-2014 was to increase the leadership capability of the seafood industry and community, with specific focus on the key FRDC stakeholder groups. This was achieved by delivery on the four key objectives of the project and the milestone requirements of the project.

The four key NSILP 2012 – 2014 objectives were: -

1. To revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report
2. To develop and deliver 9 days (3 x 3-day Residentials) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions.
3. To graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry.
4. To evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report

6. Method

The method section has been designed to outline and/or list the activities undertaken to deliver on the four program objectives.

6.1 Objective 1 - To deliver project objective 1, to revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report, the following activity was undertaken.

FRDC contracted a project (FRDC 2008/310 – Future Leaders – Taking Stock) to gain an objective understanding of the leadership program developed and delivered to the seafood/fishing industry. The key objective relevant to the NSILP going forward was to “undertake a critique of the previous *Advance in Seafood Leadership Development Program* to identify areas for improvement and to ensure future programs meet current and future needs of the seafood industry.”

The review provided two industry data sets, an online survey and facilitated workshop. The online survey provided the following information to the National Seafood Industry Leadership Program: -

- *Focus on networking* - networking as the number one strength of the program. The program must keep its momentum when dealing with networking.
- *Ongoing support* - graduates want continued support both during and after the programs completion.
- *Participants* - selection of participants was highlighted as an issue both by graduates and sponsors as was the issue of participant diversity and participant ability.
- *Benefits for sponsors* - realistic and long term expectations for sponsors need to be generated.

The key findings and recommendations from the facilitated workshop on the performance of the program and leadership development were that:

- The seafood industry will continue to benefit from investment in leadership development programs and that the appropriate investment for industry through FRDC at this time is the *Advance in Seafood Leadership Development program*.
- Program objectives, design, structure, content and materials should be reviewed regularly and updated as necessary to ensure that the program is able to develop the capacities and attributes as indicated in
- Ongoing support of sponsors and employees is critical to the success of the program and that more needs to be done to ensure that their needs are met. Improved marketing of the program and profiling of participants, graduates, sponsors and employees will assist in this.
- A three stage industry leadership model and the programs purpose should be clearly articulated to future providers of the program and regular evaluation conducted to demonstrate that the structure and content are consistent with these.
- The development of a mentor bank and provision of mentor training should also be considered further.

At the conclusion of the FRDC Project 2009-310 considerable adjustments were made to the NSILP three-year project as a direct result of a twelve-month evaluation. This evaluation was undertaken through stakeholder questionnaires.

- Retain nine days of learning – the adjusted three-day residential has been embedded into the NSILP program with the full day spent at the Sydney Fish Market including a market tour and cooking class (one of the industry networking events).
- To continue the information provision of internal and external mentoring. The first is an internal mentoring opportunity in which a participant chooses another program participant to form a mentoring relationship. The participants are provided with three mentoring learning activities during the program. The second opportunity is a supported external mentoring process whereby the participant completes a needs analysis and then sources a mentor. The mentor and mentoree then have an opportunity to attend mentoring online workshops; are supplied with mentoring materials and; are supported through phone and email conversations. This component of the program has been well received and is now offered by Rural Training Initiatives as an in-kind contribution to the NSILP.
- Annual Mission – The annual NSILP Mission is a group activity that is derived from group values and visioning exercises with the end point being a six-month industry project with a number of strategies. The strategies are delivered through strategy groups that are formed through the participants selecting a strategy

that matches passion. The annual mission provides two opportunities – an industry outcome and a leadership experience.

- Regional Location – Each two years the NSILP will be relocated in a “new” regional fishing location. This provides the program with the opportunity to build it’s profile across the nation and indirectly build capacity in the regional centre through putting money into a local economy; encourage industry to engage through guest speaking and attending networking activities.

Due to the continuation of delivery contract between FRDC and Rural Training Initiatives P/L the review of the NSILP 2010-2012 was undertaken using two methods. Firstly reviewing the final NSILP 2010-2012 report and incorporating the appropriate recommendations outlined in that report and secondly reconnecting via an email communication with a randomly selected group of graduates from the 2010-2012 cohort and seeking confirmation that the proposed adjustments were valid and appropriate from a stakeholder perspective.

6.2 Objective 2 - To deliver project objective 2, to develop and deliver 9 days (3 x 3-day Residentials) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions, the following activity was undertake.

Activities undertaken to develop and deliver the NSILP 2012-2014 annually included:

- Connect three times with the vegetable industry informed via a project communication plan – industry sector representative organisations; state seafood councils/boards; state and federal government agencies and departments; seafood/fishing companies and businesses; research bodies and individuals.
- Undertake communication activities that provided industry and registering individuals with an understanding of NSILP aims and the anticipated industry, NSILP annual team and individual outcomes.
- Refine program outputs via regular conversations with the NSILP advisory group.
- Develop and deliver a nine-day program with quality materials and logistics via face-to-face training.
- Undertake evaluation, via both written and verbal methods, using a varied evaluation form that requested feedback on logistics, topics, delivery, outcomes and project staff.
- Deliver annually a nationally significant mission and strategies through co-operation of all NSILP participants, which focuses on an essential and relevant industry-wide and inclusive issue.
- Enhance participants’ leadership skills in the workplace or organisation through the implementation of the abovementioned nationally significant mission, mission strategies and participant’s personal leadership learning plan.
- Connect participants with industry stakeholders and national organisations through the mentoring process and industry panel sessions and program industry networking activities.
- Build an industry profile for NSILP participants via industry functions (dinners and lunches) and media releases.
- Connect participants with current national and global issues through the guest speakers at each residential.

6.3 Objective 3 - To deliver project objective 3, to graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry, the following activity was undertaken.

- Activities undertaken to ensure individuals from a broad cross section of industry are encouraged and supported to develop their leadership potential included:
- Communicate with industry organisations across Australia including sector and state organisations and individuals to ensure inclusion.
- Identify missing population cohorts from the program e.g. indigenous, women and grass roots industry members.
- Communicate directly with above sectors via specific organisations and individuals.
- Manage the selection process through the development of selection criteria process that matched application criteria.
- Ensure delivery and support incorporates effective management of all participants through the appreciation that individuals learn differently and consequently require specific support.
- Identify specific methods of connecting with individual participants who are remote using email, text and predominantly telephone.
- Provide a cross-section of the industry as speakers and dinner guests.

- Provide ongoing email, written and phone support.
- Ensure program mission guidance was delivered through program materials and learning, mentoring and facilitator staff.

Activities undertaken to encourage cross-sectoral understanding within the seafood/fishing industry/community included:

- Recruit participants from all parts of the industry value chain.
- Develop group mission around an industry issue of significance and working in strategy teams.
- Undertake whole group activities throughout the program's face-to-face delivery.
- Include industry tours (e.g. Sydney Fish Market, Parliament) to expose participants to new experiences and perspectives.
- Implement in-program mentoring with mentor and mentoree difference established as a success factor.
- Source program guest speakers from a variety of sectors.
- Ensure program dinner and lunch guests represent diversity of the industry.

6.4 Objective 4 - To deliver project objective 4, to evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report, the following activity was undertaken.

A mixture of quantitative and qualitative evaluation techniques were used to undertake the program evaluation which involved both participants and program key stakeholders.

Participants were provided with evaluation questionnaires at the conclusion of each residential. These questionnaires evaluated program content and structure; program facilitation; speakers; logistics (including venue); participant reactions to the program; the changes participants intended to make at an industry, business and personal level; and participants' leadership learnings.

To gather further data about program outcomes, improvement opportunities and industry perceptions of the program an online questionnaire was developed and delivered to 35 NSILP stakeholders during November 2014 with 20 responses received. Responses were provided by following stakeholders: -

Table 6.1 – NSILP 2012-2014 Final Stakeholder Evaluation.

Stakeholder Group	No.
NSILP 2012-2014 Graduate	7
Employer of NSILP 2012-2014 Graduate	2
NSILP 2012-2014 Program Guest	4
NSILP 2012 – 2014 Guest Speaker	3
NSILP 2012 -2014 Program Sponsor	2
NSILP 2012 – 2014 Program Funder	2

Data from the interviews were examined and analysed and key themes identified to inform the final project report and add to the recommendations.

7. Results

7.1 – Objective 1- To revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report.

Results of the review process and continued evaluation of the NSILP by the program manager and project incorporated into the deliver of the NSILP2012-2014 were: -

- To continue to develop the informal alumni amongst all leadership and capacity building FRDC funded recipients, including Nuffield Foundation and Scholars, Australian Rural Leadership Program, NSILP and travel and conference delegates. AFPECT is the cross industry alumni managed by Rural Training Initiatives P/L.
- The project will be enhanced through the ongoing development of a corporate style to all materials. A revised and sponsor-review style will be applied to all pre-course, course and post course materials.
- Regional location and venues for Residential #1 for the program annually. Appropriate venue for Residential #2 in Sydney and Residential #3 in Canberra.
- Participants will continue to be informally supported for twelve months following the program. Many participants remain connected and support well beyond 12 months. As a case in point Rural Training Initiatives provided support for a 2000 graduate.
- The Mission each year is developed into a program resource document that contains an outline of Mission Strategies delivered for the seafood industry. This resource provides an understanding of the outcomes achieved by individuals and teams during the each year.

7.2 – Objective 2 - To develop and deliver 9 days (3x3 day Residentials) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions.

7.2.1. Development of program materials

(see Appendix 4 for full details of booklet materials and samples of workshop materials).

Pre-Program

Prior to the first residential commencing a minimum of fifteen (15) NSILP 2012-2014 documents were produced annually. These documents included:

- Pre-course material included a number of emailed documents and PDF's
- A letter of invitation to industry
- Two information releases
- Program photo banner
- Dinner invitation
- Informal communication to NSILP Advisory Group
- Letter of participation
- Selection process
- Communication with NSILP Advisory Group

Program

Program booklets and accompanying materials and facilitation information was developed and produced for the program and for each of the residential sessions. These documents were:

- Residential 1 (2012 Fremantle; 2013 Fremantle; 2014 Gold Coast) –
 - Participant Workshop Folder and Materials
 - Participant and Guest Speaker Profiles
 - Media Release
 - Participant Roles and Responsibilities Brief
 - Industry Dinner Guest List
 - Guest Information Packages
 - Previous year Mission Launch Materials
- Residential 2 (2012 -, 2013 and 2014 Sydney)

- Participant Workshop Folder and Materials
- Guest Speaker Profiles
- Media Release
- Further Reading Materials
- Participant Roles and Responsibilities Brief
- Participant Briefing Pack
- Industry Dinner Guest List
- Guest Information Packages
- Residential 3 (2012, 2013 and 2014 Canberra)
 - Participant Workshop Folder and Materials
 - Guest Speaker Profiles
 - Guest Information Packages
 - Graduation Dinner Guest List
 - Graduation Certificates
 - Press Release

Post-Program Communication

Post-program materials were two fold – one thank you and promotional material sent to all individuals connected to the program (such as speakers and sponsors) and two provisions of further information for graduates. The documents included:

- Information and photos of course provided to all graduates
- Guest speaker letter of thanks
- Dinner guest letter of thanks
- Mission Launch letter of thanks
- General media release for the general media
- Media release for all participants with graduation photo attached
- Final “exit letter” for each participant
- Alumni induction information

7.2.2 - Program design and delivery

The program was developed using adult learning principles, focusing on experiential learning. It was underpinned by Chatham House Rule that allows participants and guests to freely share opinions, insights and leadership experiences and encourages free discussion.

The program consisted of three, three-day residentials held in Fremantle and Gold Coast (Residential 1), Sydney (to provide opportunity to visit Sydney Fish Market) and Canberra (refer next page for program overview). The program included a mixture of:

- Interactive presentations and training from the program facilitators on a range of topics drawing from a variety of theories including leadership, communication, management and personal development;
- Guest speakers and industry panels;
- Individual work and reflection;
- Group discussion;
- Introduction to, and connection via, social media;
- Networking tasks including the group being required to organise, host and present at industry dinners at each residential;
- Group activities, simulation exercises and role plays, including the provision of feedback;
- Development of an individual leadership learning plan;
- Identification of a mentor and development of a plan;
- A self-directed, action learning group project to develop an industry vision, mission and strategies;
- Tours of various industry sites;
- Observation of the Federal upper and lower houses of Parliament in Canberra;
- Meetings with politicians, industry leaders and government in Canberra;
- Individual formal presentations to industry leaders on the annual NSILP participant’s vision, mission and strategies in Canberra; and
- An official graduation dinner in Canberra.

The program was developed to include some flexibility to enable modification by the participants during the residential based on their interest and needs. The topics covered and the time devoted to exploring them was changed as the focus for their leadership development became clear. Materials were also prepared to support the program delivery. Workshops were designed to be interactive which allowed the participants to draw on their own experiences and relate them to the program topics.

Table 7.1 – Annual NSILP Program Example.

NSILP 2014—Program Outline								
1-3 April 2014—Surfers Paradise			8-10 July 2014—Sydney			23-25 September 2014—Canberra		
Knowing Leadership			Experiencing Leadership			Implementing Leadership		
Day 1	Day 2	Day 3	Day 4	Day 5 SFM Day	Day 6	Day 7	Day 8	Day 9
	Industry Tour		Re-connection & Strategy Update	Market Tour				
Purpose of the Program	Reviewing Day 1	Understanding Days 1&2	Handling Conflict	Reviewing Day 4	The Media and Our Messages	Meetings in Canberra Organised by Participants	Looking Forward	ORID & Day 7 & 8
Identifying Leadership	Building Teams	Leadership Theories and Practice	Teams and Leadership	Understanding Our Industry Panel	Power and Behaviour		Taking the Next Step	Lobbying and Changes
Communication I	Industry Panel and Q&A	Meetings	Strategies—Work and Research	Strategies — New Knowledge Incorporation	Strategies—Next Steps		Industry Panel	Leading the Industry
Learning and Leadership	Developing a Mission	Mission Proposal		The Media—SFM Case Studies	Canberra Briefing	Mission Launch and Strategy Presentation Preparation	Parliament Question Time	Mission Launch and Networking Afternoon Tea
Communication II	Mission and Strategy Plan	Briefing, Debrief and Close					Strategy Presentation Preparation	Final Session and Dinner Briefing
Personalities	Networking						Team Dinner	Graduation Dinner
Team Dinner Briefing—Vision	Industry Dinner		Team Dinner	Industry Dinner				

Leadership Learning Plan

At the conclusion of the residential one, participants were required to develop a leadership learning plan to be implemented over the remainder of the program. They were asked to identify the leadership skill/behaviour they could realistically commit to and develop further by the conclusion of the NSILP in the areas of:

- Personal
- Workplace/Business
- Industry

They were also asked to identify two people who could support them with their commitment:

- One NSILP participant (Internal Mentor)
- One other person (Optional External Mentor)

- Rural Training Initiatives provided coaching to the participants outside the residential via phone and email to support them to implement their leadership development plan. Participants were asked at each residential to keep informally reporting to the group on their progress. Notes were taken at each of the sessions and the participant's development was documented.

All the participants set significant development goals in the learning plans that included:

- Develop a thinking logic for the business
- Build knowledge about the industry
- Being a motivator
- Communication skills
- Build relationships with farmers

- Commitment
- Body language and reflection time
- Collaborative processes
- Mentoring roles within the business
- Conflict management
- Develop strategy building processes
- Build opportunities between workplace and leadership
- Checks and balances for goals, priorities and outcomes
- Develop team talent and coaching procedures
- Develop political nous
- Find allies to work on the big issues

The NSILP program has been designed at a Certificate V and VI level. Participants are encouraged to seek further assistance from Rural Training Initiatives P/L to gain Recognition of Prior Learning.

Self-directed group project to develop and present an industry mission and strategies

A feature of the program was a self-directed group learning project where the group was required to work together, and reach decisions independently, to develop a vision, mission and strategies for the future of the Australian seafood community/industry.

The facilitators provided the group with “ground rules” and support in how to work together via the tools, theories and processes discussed in the program and by encouraging open dialogue and reflection. However it was up to the group to work together to make the decisions about how the group conducted itself to undertake the project as well as undertaking the project itself (i.e. the group worked “on” the project as well as “in” the project). The following group leadership observations made by the NSILP facilitators:

- the roles participants took on at different stages (e.g. leader, facilitator, mentor, questioner, supporter, driver, motivator, completer-finisher, technical expert);
- stages of team development (forming, norming, storming, performing, adjourning)
- interpersonal dynamics;
- personality and leadership styles;
- self-awareness leading to behaviour change;
- the development of sub-groups within the group;
- task and relationship conflict;
- creativity and generation of new ideas;
- identification of unhelpful and destructive behaviours;
- development of interdependence;
- individuals and the group navigating a pressure environment;
- personal and group capability being developed through individuals being encouraged to go out of their comfort zones and challenge themselves (in a supportive environment);
- influence and negotiation;
- individuals making the choice to compromise and put their own agendas aside for the good of the group;
- building trust and providing constructive feedback;
- skills in communicating a message powerfully and effectively;
- personal and group empowerment;
- meeting and decision-making processes and consensus building;
- developing a team strategy;
- facilitation styles;
- awareness of the need for the group to present a professional and cohesive image to the industry and to conduct itself accordingly; and
- what individuals were prepared to take on to get the whole team over the line.

The self-directed group process enabled different participants to step up at different times to take on a leadership role for the group. The leadership role shifted so that the group practised “shared” or “distributed” leadership that meant that the leadership role was not in the hands of one individual. Whenever the group was struggling to progress, it was

very powerful to observe someone in the group stepping up when needed to play the role the group needed to shift and move forward.

This method allowed the group to experience and put into action a different model of leadership to the traditional hierarchical model commonly found in businesses and industry organisations.

Development of vision, mission and strategies

At Residential 1 the group was asked to discuss and agree upon:

- What is the NSILP seafood community/industry vision?
- For the purpose of the NSILP, you are to develop a mission statement that the group will scope, develop and deliver by Canberra – Residential 3.
- What is the NSILP Six-Month Mission?
- Draft up a general plan of action for delivering the NSILP Team Mission.

The group was required to present its vision and mission at each industry dinner. It was also required to present the vision, mission and strategies as a whole team, involving individual presentations, to the industry at a formal presentation (Mission Launch) session in Canberra.

The vision and mission of the NSILP 2012, 2013 and 2014 groups that were presented to the national industry were:

Table 7.2 – Annual NSILP Vision, Mission and Strategies

Year	Vision	Mission	Strategies
2012	a sustainable seafood industry recognised for its professionalism, innovation and integrity.	to showcase the seafood industry and it's champions – tell their story	1. Identify industry champions 2. Profile industry sectors 3. Develop media plan 4. Identify funding opportunities
2013	A united seafood community, publicly valued, sustainable and world leading.	To connect the seafood community	Group 1: Produce logo and slogan & Investigate champion for the seafood community Group 2: Design and produce poster linking together different parts of the seafood community Group 3: Run a survey throughout the seafood community Group 4: Provided an overview and organisational role
2014	We, the Australian seafood community, are stewards of the aqua-environment. United, we ensure a sustainable supply of quality seafood.	To enhance the seafood community's reputation, through education, promotion and improving relationships.	<ul style="list-style-type: none"> • Educational resources • Children's books • Cookbook • Video and QR codes • Infographics

Each year all strategy concepts were worked on and developed up into a presentation (refer Appendix 5 for annual NSILP Mission presentations) and resulted in the graduates gaining a deeper understanding of leadership through the process of self-managing and leading others towards a goal.

Mentoring program

During the NSILP program participants were encouraged to identify a mentor to assist them in their leadership development – this was not a program requirement and was voluntary. Participants were invited to inform Rural Training Initiatives who their mentor was and the Project Manager contacted the mentor to provide them with context and background of the program and to offer support. Both mentor and mentee were provided with a mentoring package by email that outlined a process to ensure this relationship is productive for both parties. The Project Manager continues to keep in contact with mentor and mentee periodically. This contact takes the form of a quarterly email mentoring newsletter with extra materials to assist in the mentoring process and one-on-one phone call conversations as required.

Guest speakers, meetings and tours

Fifty-one (51) guest speakers featured in the NSILP 2012-2014 project. Topics covered during the program ranged from, 'How to make the most of your leadership learning experience', through to 'understanding the importance of the indigenous sector' Economics and Markets'. A complete list of topics addressed were as follows:

Table 7.3 – NSILP 2012-2014 Guest Speakers

Topic	Speaker	Organisation	Residential
2014			
NSILP Backgrounding	John Mayze	DAFF QLD	1
NSILP Backgrounding	Tony Charles	Australian Prawn Farms	1
Leadership	Helen Jenkins	APFA	1
Leadership	Stephan Schnierer	Southern Cross University	1
Leadership	Warren Lewis	Australian Prawn Farmers Assoc	1
Wholesale Market	Gus Dannoun Stephanie Williams	SFM	2
The Seafood Value Chain	Brad Warren	Oceanwatch	2
The Seafood Value Chain	Malcolm Poole	Recreational Fishing Alliance - NSW	2
The Seafood Value Chain	Harry Peters	Seafood Importers Assoc.	2
Media	Louise Shaw	SFM	2
Federal Politics	Sen. The Hon. Richard Colbeck		3
Future Focus	James Findlay	AFMA	3
Future Focus	Clive Perryman	TRLIC	3
Future Focus	Ewan Colquhoun	Ridge Partners	3
Future Focus	Jim Geltch	Nuffield Australia	3
Working with Decision-makers	Brad Warren	Oceanwatch	3
Graduation Address	Bryan Skepper	SFM	3
Graduation Address	Crispian Ashby	FRDC	
2013			
NSILP Backgrounding	Ellen Smith	Recfishwest	1
NSILP Backgrounding	Dylan Skinns	Austral Fisheries	1
Leadership	Bill Passey	Australian Bay Seafoods	1
Leadership	Dan Machin	Dan Machin and Assoc	1
Leadership	Arno Verboon	Fremantle Octopus	1
Wholesale Market	Gus Dannoun	Sydney Fish Market	2
The Seafood Value Chain	Brad Warren	Oceanwatch	2
The Seafood Value Chain	Harry Peters	Seafood Importers Assoc	2
The Seafood Value Chain	Will Brunker	Jojo Seafoods	2
Media	Louise Shaw	Sydney Fish Market	2
Future Focus	Patrick Hone	FRDC	3
Future Focus	Melanie Young	Young Guns	3
Future Focus	Bo Carnie	NT Fishers/IRG	3
Working with Decision-makers	Brad Warren	Oceanwatch	3
Politics	Paul Pak-Poy	DAFF	3
Graduation Address	Patrick Hone	FRDC	3
Graduation Address	Bryan Skepper	SFM	3
2012			
NSILP Backgrounding	Andrew Rowland	Recfishwest	1
NSILP Backgrounding	Patrick Hone	FRDC	1
Leadership	Arno Verboon	Fremantle Octopus	1
Leadership	Dan Machin	Dan Machin and Assoc	1
Leadership	Damien Bell	Bellbuoy Seafoods	1
The Big Picture	Peter Jeans	SFM	1
Wholesale Market	Gus Dannoun	SFM	2
The Seafood Value Chain	Brad Warren	Oceanwatch	2
The Seafood Value Chain	Harry Peters	Seafood Importers Assoc	2

The Seafood Value Chain	Wayne Hulme	Jojo Seafoods	2
Media	Louise Shaw	SFM	2
Future Focus	Patrick Hone	SFM	3
Future Focus	Trixie Maddon	CFA	3
Future Focus	Ilona Stobuzski	DAFF	3
Working with Decision-makers	Sen. Nigel Scullion		3
Graduation Address	Patrick Hone	FRDC	3
Graduation Address	Bryan Skepper	SFM	3

Guest speakers were all supplied with briefing documents and were supported prior to their address. Participants who were assigned the task of managing the guest speaker workshops during the program also attended to the needs of the speakers.

Tours are a key part of the program to enable participants to understand the working of the whole industry value chain.

Table 7.4 – NSILP 2012-2014 Program Tours/Visits

Tour	Organisation	Residential
2014		
Prawn Farm	Gold Coast Prawns	1
Wholesale Market	Sydney Fish Market	2
Retail Outlet	Dimitri Hari	2
Parliament House Visit	Rural Training Initiatives	3
2013		
Live Packhouse	Geraldton Fisherman's Co-op	1
Training facility	Challenger TAFE	1
Wholesale market	Sydney Fish Market	2
Retail Outlet	Dimitri Hari	2
Parliament House Visit	Rural Training Initiatives	3
2012		
Live Packhouse	Geraldton Fishermen's Co-op	1
Wholesale Market	Sydney Fish Market	2
Parliament House Visit	Rural Training Initiatives	3

Annually, at the end of the second residential in Sydney, the program facilitators advised the group that the final Canberra residential included time for self-organised meetings with key stakeholders. Participants were briefed that, whilst the purpose of the meetings would be self-determined, it was an opportunity to discuss their mission and strategies with key people, further build their network, raise the NSILP participants profile and discuss industry issues. During the second and third residencies some of the participants identified key people and organisations they wanted to meet with and scheduled a time. Once in Canberra one of the participants took responsibility for co-ordinating the meeting day program and the group decided who would meet with which stakeholder. Participants were responsible for managing, chairing and following-up the meetings.

Canberra Stakeholder Meetings sought by participants includes requests with these organisations /individuals: -

- Federal relevant Members of Parliament and Senators
- Government organisations including: -
 - AFMA
 - FRDC
 - Department of Agriculture (previously known as Department of Agriculture, Fisheries and Forestry)
 - ABARES
 - Agrifood Skills Council
 - CSIRO
- Industry Associations – Fisheries and others

Industry dinners

For participants to be provided with leadership experience and industry networking opportunities, an industry dinner was planned and managed at each of the three residentials annually. At the recommendation of graduates, significant diversity at these dinners occurred. Guests were sourced through personal contacts and industry networks. Invited guests included seafood community/industry personnel and organisations; local, state and federal politicians; leading business owners and operators; and government agencies.

Guests who attended the networking events were provided with a hard-copy invitation and during the event received the program guest information pack that included participant contact details, program overview and an expression of interest.

The dinners were designed to provide the NSILP participants with various responsibilities e.g. table hosts, formal presenters, logistics, special guest hosts, venue liaison and chair. Table rotations form part of the evening to facilitate networking. The NSILP participants also present the annual NSILP mission and vision to guests at each dinner and two participants also delivered a profile on their business and role in the industry.

The dinners were highly successful and well attended, providing NSILP participants and the guests excellent networking opportunities. The Canberra dinner was particularly well attended with key industry organisation and business figures along with government representatives and graduates from past programs supporting the graduates.

A total of 177 guests attended dinners throughout the program, 43 in Fremantle (x 2 dinners), 10 on the Gold Coast (x 1 dinner) 44 in Sydney (x 3 dinners) and 80 in Canberra (x 3 dinners) (refer to Appendix 6 – Project People for guest and participant lists).

Table 7.5 - Guest Statistics – summary

Guest Profile – NSILP 2012-2014	Residential #1	Residential #2	Residential #3
Politicians and/or staff	2	1	7
Training Organisations	8	1	2
Industry Organisations	16	7	8
Industry Businesses/Companies	8	8	14
Government Agencies/Departments	6	9	29
NSILP Graduates	11	19	19

The result of the industry dinners and guest speakers and industry tours is that the participants have developed an extensive network throughout the industry value chain and beyond, from fishers to federal policy development. At a sector level graduates now have more awareness and understanding of the complexities of the supply chain, global market, policy environment, and future issues. This knowledge and information will be transferred through to participants' workplaces and sectors, and value will be further added if participants are actively encouraged, and provided with opportunities, to share their knowledge.

Logistics

All logistics were managed (note - not delivered) by Rural Training Initiatives. There were significant teams of people who assisted in ensuring that NSILP was delivered without major incident. The participants were solely responsible for managing transport and accommodation with Rural Training Initiatives providing suggestions. Venues were booked by Rural Training Initiatives but management of venues remained with the venue. Sydney Fish Market was an excellent venue due to the location of the market with access to boardroom meeting venue.

Aligning one of the residentials (Residential #1) with a regional seafood industry location is a valuable opportunity to connect with regional/sector industry businesses and organisations.

Guest speakers are an essential industry connection and diversity exercise for the participants. Sourcing of speakers will be easier as the pool of graduates continues to understand that this is an essential role of leadership – to engage with the current participants.

Sponsorship

Sponsors were an important element of NSILP with sponsorship providing in excess of \$30,000 of real and in-kind contributions. SFM continues to be the program sponsor with sponsorship requirements and benefits included. SFM has strongly aligned themselves with the program, are highly engaged with it and have developed significant ownership. This is reflected by their expression of interest in providing ongoing sponsorship for the NSILP 2015-2017. In-kind contribution includes speaker's time, travel and preparation and delivery would be well in excess of

\$6000.00. Tour of facilities and use of venues are generally provided free-of-charge and has been valued at \$4500.00.

Sponsorship of the participants, through industry associations, state organisations, employers and personal business operations, is a vital part of the program. Through these financial commitments, organisations, in many cases monitor the leadership journey of the participant.

Out-of-program coaching and support

The Project Manager provided significant support, via email and phone, to participants throughout the duration of the program as well as post-program. Between each residential a minimum of three contacts per participant were made. With some participants this can be considerably higher if need is identified. The implementation of the internal mentoring system assisted this internal communication and many participants mentioned the positive nature of these relationships.

Contact is maintained with participants to provide encouragement and support for the group's progress on the mission and vision; to check in with progress on each participant's individual leadership learning plan; to keep in touch with personal issues being experienced by participants (e.g. health, work stress, family life); to pass on key program information and to support participants during the formal program mentoring process. Rural Training Initiatives endeavours to keep connected with participants in all program years after they graduate to keep providing support and encouragement, pass on key industry information and to maintain the NSILP network and relationships.

Publicity and media coverage

The NSILP participants were encouraged to develop skills in engaging with the media. The Project Manager supported their ability to do this by providing participants with a media press release template after twice during the NSILP where participants could insert their own quotes and photos (refer to Appendix 7). Media coverage during the program was most effective coming from within industry organisations – state industry organisations and regional newspapers covered the program (refer to Appendix 7 for Social Media Activity).

Program reporting

Program reporting was undertaken as required and milestone reports were delivered to FRDC throughout the year.

Budget information

The program was delivered on time and to budget.

Project staffing

Project staffing has remained consistent over the past two years of program delivery and the team works very well together.

Table 7.6 - NSILP Project Staff

Name	Role
Jill Briggs	Project Manager – Managing Director, Rural Training Initiatives
Chris Calogeras	Program Co-facilitator
Rina Cooper	Administration Officer

The project team management was straightforward through effective delegation by the Project Manager and consistent communication between all staff. Feedback from participants and industry stakeholders about the project team was overwhelming positive.

7.3 – Objective 3 - To graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry.

Recruitment for the program was undertaken through media releases and with support from industry organisations that posted information about the program on their websites and in industry newsletters (refer to Appendix 4.2 Program Materials).

Forty-three (43) applications were received for NSILP 2012-2014 – sixteen (16) women and twenty-seven (27) men. There were a multiple number of applications from across the industry value chain.

Pre-program preparation was managed via email, phone calls and direct mailing. All applicants received a letter of receipt of application and a personal call from the Program Manager to indicate success of application, with many expressing gratitude for the call. There should be an on-going review of postal addresses to ensure that information is accurate and current.

Forty-three (43) individuals participated in, and graduated from, the NSILP 2012-2014 (refer to Appendices 6.2). The NSILP 2012-2014 participants were reflective of the whole industry and each annual group of participants were an intelligent and engaged, willing to take on new ideas and be challenged.

Table 7.7 – NSILP 2012-2014 Participants statistics

SECTOR	Numbers	
Producers	Wild catch 12	Aquaculture 7
Post harvest	12	
Industry representation	4	
Govt / policy	4	
Research	5	
Recreational	3	
Extension / education	6	
Indigenous	1	

N.B. In the above statistics participants can be included more than once due to the nature of business/workplace structure and complexities

Table 7.8 – NSILP 2012-2014 Participant gender

	Numbers
MALES	27
FEMALES	16

7.4 – Objective 4 - To evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report.

7.4.1 Evaluation Results

The evaluation found that the participants and stakeholders consulted identified that the NSILP program achieved significant outcomes for participants, their businesses and the industry. They spoke very highly of the program, were supportive of the NSILP. They identified that the skills gained by participating in this industry leadership program were beneficial at all levels of the industry/community.

Program Outcomes

Program outcomes were perceived to have been delivered at both personal and industry levels.

At a **personal development level** the major outcomes for participants were identified as:

- Increased confidence,
- Improved public speaking and communication skills including an ability to present their ideas effectively,
- Increased leadership skills and recognition by others (peers and industry organisations) of their leadership abilities,
- Enhanced work practices, improved time management, development of people skills and mentoring and organisational skills
- Improved ability to build networks and an increased knowledge of, and connection with, an influential industry (and beyond) network,
- Improved ability to work successfully with others through new knowledge, tools and processes and greater understanding of themselves and others,
- Enhanced negotiation skills, assertive skills, listening and team building, and
- Understanding how to get the most out of myself.

The **industry outcomes** delivered by NSILP were significant and valuable. They included:

- Broader industry understanding,
- Improved thinking patterns,
- Enhanced working effectively with people and projects under pressure,
- Increased knowledge and better contacts/networks,

- Understanding of a broader perspective and thought processes,
- Understanding of differing viewpoints within the sector,
- Wider understanding of other sectors of the industry and worldliness,
- Increased project management skills,
- Understanding of the bigger picture for our fisheries and the role they can play in improving it into the future.

The development of a graduate group that has more involvement and increased participation in the industry including participating in decision-making bodies at a local, state and national level; participating in industry events and sharing ideas for industry improvement.

Below is a combination of the final report stakeholder evaluation dot points and evidence gathered through NSILP participant program evaluation (boxed).

Stakeholders spoke of observing NSILP graduates develop and transform during the program. They identified a number of personal development outcomes in participants including:

- Increased confidence.

"The workshops increased my confidence and motivation being to communicate well and apply for every opportunity possible"; "give everything go and be confident"; "I have a little more confidence"; "I believe in myself more and that I can do it"; "I believe that I can and have a go and get out of my comfort zone". Participant Feedback

- Improved public speaking and communication skills including an ability to present their ideas effectively.

'Obviously public speaking not my strongest trait, so definitely pushed me'; "I enjoy getting a bit of an adrenalin rush from the public speaking, I also enjoyed learning a bit more about all of the other participants"; and "public speaking always pushes the boundaries". Participant Feedback

- Increased leadership skills and recognition by others (peers and industry organisations) of their leadership abilities.

"I will now be able to continue to network and build relationships and earn respect"; "I will be leading an industry organisations"; and "growing leadership skills further in the workplace and community". Participant Feedback

- Enhanced work practices, improved time management, development of people skills and mentoring and organisational skills.

"I will be able to work on enabling others because it gives them more control and motivation through consciously planning to communicate with others to enable"; "I now listen more carefully, develop robust agendas before each of my meetings with purpose"; "By listening before thinking and reviewing my position my workplace has improved"; "I now am utilising new skills – ability to listen more and take on others thoughts – better." Participant Feedback

- Improved ability to build networks and an increased knowledge of, and connection with, an influential industry (and beyond) network

"I work on my communication so I have become better at talking to industry members so my opinion doesn't get overlooked"; "I am taking every opportunity I can to meet new people and talk." Participant Feedback

- Improved ability to work successfully with others through new knowledge, tools and processes and greater understanding of themselves and others

"I understand the importance of engaging government departments more"; "I now have greater experience across the sector and working with government to drive Aboriginal engagement." Participant Feedback

- Enhanced negotiation skills, assertive skills, listening and team building

"Through working with my mentor I understood that to have a voice the message is important but to have a voice is important"; "I have more leadership traits that I thought and that I can be a leader in more ways than just managing people." Participant Feedback

- Understanding how to get the most out of self

"I am now able to reflect and need to listen to others"; "I understand the need to cut out the 'black and white' philosophy and be more confident and better prepared." Participant Feedback

At the conclusion of the NSILP 2012-2014 project the stakeholders who evaluated the value of the program provided the following insight into the 'ongoing changes/improvements to the NSILP2012-2014 graduate(s) AFTER graduation.'

- better understanding of strategic direction and leadership
- shared vision for the industry, understanding perspectives from other sectors
- better communication and leadership energy
- putting forward ideas and greater contributions better networking skills
- broader optimistic vision and strategic thinking
- higher level critical thinking
- self improvement and promotion
- lifting the bar in my workplace.
- motivating others and providing more "pats on back" to work colleagues for doing things well.

At the conclusion of the NSILP 2012-2014 project the stakeholders provided the following insight into the 'graduates demonstrated benefits to industry (business/ organisations)'

- Conducting a strategic plan for our association and personal business
- Improved leadership strength

"That to be a leader and change-maker I need to be accountable, proactive and disciplined and that I actually do want to be a leader"; "I am capable – but leadership is still about assisting others" Participant Feedback

- Expands our contact with future industry leaders/representatives
- Not afraid to say yes to hard or new situations
- Creating a legacy and increasing capacity
- Leadership coming through from younger people within the business

"Communicate better at meetings and step back and thing to ensure I get my views across for better understanding of meetings and personalities." Participant Feedback

- Decisions and statements determined by facts
- More highly skilled employees

"I am now able at work to direct staff and mentor staff." Participant Feedback

- Most of our staff has been involved with the program over the years. They have improved their networks, but more importantly have expanded their view of the industry
- Graduates are change-ready - much more meaningful business discussions with graduates

"It is a great program and exposes you to the bigger picture, challenging and fulfilling." Participant Feedback

- Increased performance of staff and greater understanding of the industry

"In my business I am now creating viable projects"; "I feel more confident about myself and am taking on more roles to challenge myself by being confident with assistance from my boss." Participant Feedback

- Improved ability to engage with decision makers and constituents

"I now get the whole industry picture"; "I am more positive and try and influence decisions in the board meetings."
Participant Feedback

- Better relationships within the industry
- Passing on experience and knowledge

"I am helping to grow the business and helping staff grow in their roles" Participant Feedback

- Better management skills.

The NSILP 2012-2014 Stakeholder evaluation provided the following information regarding the benefits to the Australian seafood industry/community of the NSILP 2012-2014.

- A pool of enthusiastic folk that have a good handle on the challenges that the industry faces and the skills to do something about it.
- Succession, capacity, networks, strategic thinkers, improved public
- Succession planning, fresh ideas, promotion, network building, education, motivation
- Public having a more transparent understanding of where our seafood comes from and how it's managed.
- Excellent component of succession planning for industry representatives. Helps fill the gap of the industry not having a peak-body to articulate the public forum industry issues, concerns, initiatives etc.
- Personal development, increased profit, better decision making and commercial outcomes
- More professionalism
- Networks created across sectors
- a group of motivated people who operate in the seafood industry /community with enhanced skills
- Developing a pool of passionate and dedicated individuals and assisting them to put their hands up..
- Improved communications. Improved networks
- Great cohesion and collaboration, bringing together such a diverse bunch.
- too many to list

The NSILP 2012-2014 Stakeholder evaluation provided the following information regarding the highlights of the NSILP2012-2014.

- The three staff that we have put through
- Capacity of participants and growth
- Strategy launch, networking and team building
- The program is the general highlight - a great fan of the project
- Meeting people with similar passion and drive towards the seafood industry.
- Seeing the graduates present their projects.
- 45+ graduates re-enter the seafood industry with a fantastic skillset not learnt 'on the job'.
- Increased knowledge, networks confidence among emerging industry leaders.
- Young potential leaders being exposed to decision makers is a great dynamic. The young people learn from the present leaders, but the interactions can also energise the older more world weary leaders with new ideas and passion for the industry
- Meeting and influencing those who see a future in the industry. Impressed by the forward positive actions taken and progress made over the 3 years.
- The outlook of the facilitators
- Being involved!
- Meeting a diverse group of people and working together to achieve outcomes.

The NSILP 2012-2014 graduates, through the final program evaluation, were asked to consider how the following year of the NSILP might be improved. Below are the graduates' ideas listed by year.

2014 Graduates

- keep pushing people out of their comfort zones, it can be uncomfortable at times but the feeling is awesome afterwards.
- Jill and Chris

- Team bonding
- Diversity
- It's hard to think of improvements because it's such a well oiled machine with seriously excellent facilitators. It's intense, challenging and incredibly. Maybe the huge folder could become more digital and we could start to use apps for the training - maybe even have a module on social media
- Do the same you are doing now and have a wide range of participants
- Diversity of people in the room - getting people to think outside the world they are currently in and through developing the shared vision / mission and strategies recognising the common values and issues.
- Provide more time outside of the scheduled activities to allow people to do their own thing rather than always have to be in the group.
- The ratio of men to women was fantastic this year and really brought a good dynamic to the group. Also, NSILP 2015 should start to bring in more future leaders from the environment sector. MSC was a great start and to really help create an Australian Seafood Community we need to bring in those members that are not included yet.
- Please continue to ensure the diversity of participants

2013 Graduates

- Participants need to work hard and together things will happen.
- Can't fault the program.
- Provide a diverse mix of people again
- Jill and Chris
- Keep the pressure high
- Put them under pressure and offer a 4th Residential.
- Everything is in place
- Don't change anything
- Provide plenty of + inspirational examples and experiential learning
- Good participants, structure works very well and it is worthwhile.
- Don't change a thing!
- Timing of Residentials – away from peak sales times – Easter, Melbourne Cup

2012 Graduates

- Develop a code of ethics/conduct for external communications with and beyond the group as a condition of acceptance to the program
- Good industry panels and access to politicians;
- Protect what you have achieved Jill and Chris.
- Communication, more information and evaluation of possible participants
- before confirming their place in the program.
- A contract to finish.
- More one-on-one time however it is a very full program.
- It is already excellent. It is essential that everyone spend time together outside of the “program hours” to develop relationships – e.g. team dinners without any agendas.
- Set them the a compulsory activity to build a link with willing past participants
- Good participants and good facilitators.
- I would like to see a bit more facilitation for evening meals to occur even though it is busy.
- Jill Briggs
- Follow-up people who have pulled out
- Traps of social media
- Commitment from participants
- Passion for your industry
- To be open-minded, listen to others opinions and understand others are as passionate as ones-self but may perceive/see things in a different way.
- I feel that the program ran very well and that guidance about what the previous years have done could be provided sooner.
- I loved Both Jill and Chris's teaching styles.

The NSILP 2012-2014 Project stakeholder evaluation also asked 'How might future National Seafood Industry Leadership Programs be improved?' Below were the responses received.

- I love it as is
- Graduates connection back to individual business objectives and reporting back to the business on outcomes in a more formal sense as a signed off objective of the program
- Seek means to improve wild harvest and indigenous participation
- Maybe a day with other industries, i.e. wine, beef, marketing.
- Include a philanthropy angle... do a good deed for no reward or kudos.
- More industry guest speakers. More field trips within each residential destination.
- The Parliament House question time is a must for the program.
- Support during the course for all types of participants a diverse group is laudable but it must be monitored.
- Some stronger screening (references) for candidates might be an option.
- More wild capture professional fishers should be encouraged to empower them to lead their own industry.
- A finished visions/ideas that has been actioned.
- It's very good.
- Review the PR/Engagement strategy - both with the regional media/awareness of the course/value to grass roots industry.
- Where to from here? What is the next development program for the graduates?
- Continue to build on the successes of previous years.
- A "post-grad" 6 month follow up and report session against goals could be included
- Hard to improve on this
- Can't think of a way to improve something so great
- More consolidation of networking after the program

A highlight of the program included the unique opportunity that the NSILP offered participants to develop their knowledge across the industry value chain and beyond. Participants found the pressure to work together to deliver a team presentation to stakeholders in Canberra stretched and challenged them and took them well out of their comfort zone. They learnt about needing to compromise, how to support others who were not as engaged as them to deliver and to let go of their own agendas for the benefit of the group achieving its outcome. They also found that "putting yourself and your opinion out there" as a leader to peers and others was stressful but the benefits were profound. Despite the pressures involved participants also nominated, as a highlight, their experience of a diverse team from across the industry working together successfully to develop and present its mission and vision.

8. Discussion

The discussion section of the report will be sectioned according to the NSILP 2012-2014 objectives.

8.1 Objective 1 - To revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report.

The NSILP 2012-2014 was delivered with improvements included as a direct result of the review process. These were: -

- An alumni which connects at industry events including Seafood Directions, NSILP industry dinners. AFFECT (Rural Training Initiatives graduate Alumni social media close group) keeps graduates including other industries and other programs (including ARLP and Nuffield) in connection.
- The corporate branding of all project materials occurred at the commencement of the 2012 NSILP and all further materials have been branded accordingly. The branding should be reconsidered when finances allow however the current branding is still satisfactory. It should be noted that whenever one of the major partners, FRDC or SFM, rebrand then a total rebranding of NSILP has to be undertaken this occurred as a result of the unbudgeted FRDC rebrand.
- Locations for Sydney and Canberra are locked in for Residentials 2 and 3 however venues continue to be reviewed as a direct result of budget requirements and stakeholder feedback. Residential #1 has 'regional' raises some complexities and the following elements have had to be considered during the project: -
 - Cost of travel for participants
 - Cost of accommodation for participants
 - Availability of workshop and industry dinner venues
 - A well-developed seafood industry/community presence to ensure a worthwhile tour and industry involvement
- Participants will continue to be informally supported for twelve months following the program. The graduates, and even a small number of the participants who have withdrawn, have been supported in the following: -
 - AFFECT Alumni online conversations and information sharing
 - Mentoring online webinar, email support, e-letter and information sharing
 - Connection with the industry and NSILP Alumni through social events and activities
 - References – character and business; Advise – verbal and written; Paper and document review.

It should also be noted that Rural Training Initiatives provided coaching to the participants outside the residentials via phone and email to support them to implement their leadership development plan.

Participants were asked at each residential to keep informally reporting to the group on their progress. Notes were taken at each of the sessions and the participant's development was documented.

- The NSILP Participant Mission each year is developed into a program resource document that contains an outline of Mission Strategies delivered for the seafood industry. This resource provides an understanding of the outcomes achieved by individuals and teams during the each year.
 - The resource has been developed annually however the passing of this information to the following year participants is dependent on each year's group.
 - NSILP Graduates from 2013 still await a response from FRDC regarding the storing annually of the NSILP Mission information.

8.2 Objective 2 - To develop and deliver 9 days (3 x 3-day Residentials) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions.

Leadership Learning Plan

Annually, at the conclusion of the program, NSILP participants were to have developed and delivered on a personal leadership learning plan. They were asked to identify the leadership skill/behaviour they could realistically commit to and develop further by the conclusion of the NSILP in the areas of:

- Personal
- Workplace/Business
- Industry

Rural Training Initiatives provided coaching to the participants outside the residentials via phone and email to support them to implement their leadership development plan. Participants were asked at each residential to keep

informally reporting to the group on their progress. Notes were taken at each of the sessions and the participant's development was documented.

Participant identification of personal leadership learning goals was valuable as these targets provided a focal point for participants in areas of self-identified need. Progress was measured at the end of the program during the "Taking the Next Step" workshop and participants considered successes and peer-reviewed their leadership growth with two other participants. The plans were also used by the Project Manager as a reference during support contact outside the residentials. Combining the learning plans with the implementation of the team vision and then mission and a group strategy focus on leadership growth was maintained throughout the course. Particular emphasis was placed on three essential leadership areas – communication, relationships/mentors and managing change (personal, project and industry).

Annual NSILP Mission

The benefits of the annual NSILP Mission to the seafood industry at a decision-making level are far reaching and of high value. The participants developed capability, skills and knowledge in understanding the challenges of working constructively with industry organisations, committees and boards. At a whole-of-industry level the benefits include a confident group of individuals who are able to work as a team to achieve outcomes for the industry. The graduates are well placed to ensure positive change occurs for industry and are all poised to take on new opportunities.

At Residential #1 the group was asked to discuss and agree upon:

- What is the NSILP seafood industry vision?
- For the purpose of the NSILP, you are to develop a mission statement that the NSILP will scope, develop and deliver by Residential #3. What is the NSILP Six-Month Mission?
- Draft up a general plan of action for delivering the NSILP Mission.

At Residential #2 the NSILP group was provided with self-managed time to further the Mission and in Canberra (Residential #3) the NSILP group presented the Mission to the seafood industry.

The Mission involved smaller strategy groups forming and delivering on components of the Mission and resulted in the graduates gaining a deeper understanding of leadership through the process of self-managing and leading others towards a goal.

The self-directed Mission process enabled different participants to step up at different times to take on a leadership role for the group. The leadership role shifted so that the group practised "shared" or "distributed" leadership, which meant that the leadership role was not in the hands of one individual. Whenever the group was struggling to progress, it was very powerful to observe someone in the group stepping up when needed to play the role the group needed to shift and move forward.

Guests, Guest Speakers, Tours and Meetings

The diversity of the industry was reflected in the topics and people involved in the 'events' that were organised and delivered throughout the project by Rural Training Initiatives P/L. Guests who attended the industry dinners were selected from the extensive and continually updated industry database.

Likewise the speakers who provided addresses to the NSILP participants were selected to represent a wide industry/community perspective. However it should be noted the speakers were also limited by speaker availability and accessibility. Industry tours developed and managed by Rural Training Initiatives P/L are a key part of the program to enable participants to understand the working of the whole industry value chain.

Rural Training Initiatives P/L believes that the meetings with stakeholder organisations in Canberra were vital for leadership development, industry profile raising and team leadership skill enhancement. Whilst the purpose of the meetings was determined by the team annually, it was an opportunity to discuss their mission and strategies with key people.

Guests who attended the above program events were provided with a hard-copy invitation and during the event received the program guest information pack that included participant contact details, program overview and an expression of interest.

8.3 Objective 3 - To graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry.

Although this objective was under-delivered by to graduates it must be noted that 2012 had a higher withdrawal of participants than in any previous year. It should also be considered that 2013 participant intake was 16, two participants lower than in any of the five previous years. It is believed that these two factors impacted negatively on the delivery of the objective.

Recruitment for the program was undertaken through media releases and with support from industry organisations that posted information about the program on their websites and in industry newsletters. Sixty-three (63) applications were received for NSILP 2012-2014 – twenty-three (23) women and forty (40) men. There were a multiple number of applications from across the industry value chain.

Pre-program preparation was managed via email, phone calls and direct mailing. All applicants received a letter of receipt of application and a personal call from the Program Manager to indicate success of application, with many expressing gratitude for the call.

Forty-three (43) participants graduated from the NSILP 2012-2014 programs .The NSILP 2012-2014 graduates were reflective of the whole industry and were an intelligent and engaged group, willing to take on new ideas and be challenged.

The program continues to attract a well-balanced gender split, a strong value-chain representation and although a broad definition of ‘wildcatch’ is applied this sector of the industry is well represented. When considering wildcatch participants there has been some discussion about increasing the participation of this sub-sector in future programs.

Social Media Engagement

Social media has been a major feature of the NSILP 2012-2014. The major social media platforms used in the program are Twitter, Facebook, LinkedIn and YouTube. Research undertaken by the program facilitators has shown that participants’ social media use varies e.g. someone may use LinkedIn but not Facebook and vice versa. Therefore it is important to have a presence on a range of platforms to ensure that participant needs are met.

Facebook is the major social media platform used by the NSILP program to engage with participants and followers during the residential. NSILP also uses the Twitter handle @NSILPOZ and this is referred to constantly throughout the program. Participants are encouraged to use Twitter and Facebook to connect with each other, keep in touch, share their experiences and new information, and broaden their networks.

Due to the above activity by the conclusion of the program annually many participants had embraced social media and were more aware of the power of the communication medium.

The program manager, Jill Briggs is an experienced social media user and a major part of her role was to communicate with the program’s participants and followers about what is happening during the program. Jill played a role of social media content curator by posting relevant industry information, leadership opportunities, and encouraging connections on the various platforms.

8.4 Objective 4 - To evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report.

Discussion of the evaluation is included in the section 11. Recommendations.

9. Conclusion

The NSILP 2012-2014 has delivered highly successful outcomes for industry, organisation and participants and comprehensively met its objectives. It is recognised, valued and supported by key industry stakeholders and has a reputation as a quality program that is key to the industry's leadership capability development and succession planning.

The benefits to the seafood industry and wider community at a decision-making level are far reaching and of high value. Annually, participants developed capability, skills and knowledge in understanding the challenges of working constructively with industry organisations, committees and boards. At a whole-of-industry level the benefits include a confident group of individuals who are able to work as a team to achieve outcomes for the industry. The graduates are well-placed to ensure positive change occurs for industry and are all poised to take on new opportunities. Having made the investment in the development of the three groups of graduates, the industry has a responsibility to integrate them into existing and future decision-making and leadership opportunities within and beyond the industry.

The NSILP 2012-2014 project content and processes continues to align very well with the industry's new strategic direction, as outlined in the Australian vegetable industry Strategic Investment plan 2012-2017:

The three years of investment in leadership development has seen considerable success of the NSILP and a genuine commitment from industry through its significant support of participants. It is hoped that the seafood industry will continue to invest in leadership and succession planning as these provide the foundation for personnel and stakeholders from all sectors to successfully work together to realise the industry's vision.

10. Implications

The implications of the successful delivery of the NSILP 2012-2014 for the Australia seafood industry/community are considerable. The effects on the seafood industry/community permeate all levels. The levels clearly identified by graduates, employers and industry organisations are personal, business and industry.

The positive benefits have been outlined in detail in the evaluation and discussion sections of the report. The following section will consolidate the implications.

Through the activities that were undertaken during the NSILP, participants developed a vision for the industry and then a six-month mission from which a number of strategies were planned and implemented. The result of this action not only provided further knowledge for the individual and the whole group but, assisted the participants to more fully understand the complexity and vastness of the industry in which they operate. The consequence is that no graduate exits the program without experiencing and understanding that the industry is multi-faceted and therefore leadership should take these facets into account.

The learning activities/workshops of the NSILP assisted in enhancing the skill set of each participant. The positive outcomes for the individual, workplace and industry were that all graduates have brought back into their industry increased capability. To ensure there was further benefit for the individual, the workplace and the industry participants were encouraged to develop leadership targets for the six-month program. These targets were discussed and supported by the facilitators during the program.

The NSILP 2012-2014 networking activities were carefully designed to positively impact at a number of levels for the industry. Firstly the events were designed to provide the participants with a new network of informed and established leaders. Secondly, the events are designed to provide the guests with an introduction process to the future leaders of the seafood industry/community.

The tours during the program were focused primarily on the NSILP Sydney residential. Residential #2 benefitted the industry through the development of industry knowledge by all the participants. Approximately 80% of the participants had not visited Sydney Fish Market, had not seen the raw product on the selling floor. It is also valuable that participants witnessed that end-users connect with seafood product is through consumption only.

Strategically the positive implications to the industry are unlimited. The graduates are now more confident and connected in such a way that to *not* integrate them into the existing and future organisations within and beyond the industry would be neglectful and an inappropriate use of FRDC resources.

Specifically the benefits to the industry are:

- Self-knowledge – the graduates have a higher level of understanding of how they operate with others and in a team – they have analysed this and now have clear personal strategies to be more effective when working with others
- Teams – they understand that leadership and great outcomes happen from the endeavour of many not one and that groups provide a multitude of skills that all need to be harnessed and contributing
- Communication – that there are many styles but that speaking up clearly and with succinct messages is essential for management of issues and organisations. They also know that the most important leadership skill to master is communication.
- Meetings – all of the graduates have a refined understanding of meetings and personalities that attend all meetings and strategies to manage these personalities. The net benefit also for industry is that they know that it is not only the chairs responsibility to manage the meeting is it the meetings responsibility also.
- The benefit to industry from NSILP is that the industry has had numerous opportunities to network and have clearly seen the leadership capacity of the individuals in a number of environments.

11. Recommendations

The project will need to develop a number of concepts to provide further enhancement as outlined in the evaluation of the stakeholders and program participants.

Recommendation 1 - Specifically it is seen as the NSILP Manager's responsibility to continue to develop the informal alumni amongst the NSILP graduates. This will continue to function on an opportunity-basis where NSILP graduates may come together. NSILP graduates will continue to join AFFECT, the cross industry alumni managed by Rural Training Initiatives P/L.

Recommendation 2 - Further logistics need to be considered including the scouting for a regional venue for the future NSILP. Residential #2 2015 will trial a new venue with the co-operation of SIMS and FRDC.

Recommendation 3 - That Rural Training Initiatives P/L should continue to provide mentoring support for mentors and mentees on an as-needs basis in a in-kind capacity.

Recommendation 4 - It is seen that a future outcome of the project is to enhance the contribution made by program guests through the active integration of graduates into positions of responsibility within the industry.

Recommendation 5 - Rural Training Initiatives will continue, where possible, to track graduates leadership activities and roles.

Recommendation 6 - Sydney Fish Market is seen as an essential program sponsor and Rural Training Initiatives will work towards securing ongoing SFM sponsorship and management of that sponsorship, with assistance from the NSILP Advisory Group, into the next funding round.

Recommendation 7 - Participants will continue to be informally supported for twelve months following the program. Post-graduation support will occur in electronic and written formats.

Recommendation 8 - That Rural Training Initiatives continues to develop process to ensure that participants are well briefed and resourced to ensure that program is a positive and challenging experience. This resourcing will include quasi-legal style documents regarding participation and graduation.

Recommendation 9 - The participant selection process requires further strengthening and this should include a more rigorous and document selection plan process. The participant selection process should remain mindful of the requirement to ensure participants reflect the diversity of the seafood industry/community.

Recommendation 10 - That although the program should remain delivered face-to-face the investigation of virtual documents or apps could be explored over the next three years of NSILP funding.

Recommendation 11 - Some stakeholders expressed the under-utilisation of the graduate group/alumni. The NSILP-13 Think Tank provided a model of how to get graduates together annually to think and explore new ideas for the industry. It is recommended that this concept be explored as a regular event on the industry calendar.

Recommendation 12 - That Rural Training Initiatives reviews and continues to improve methods of communicating with the industry regarding the outcomes and outputs from the NSILP.

Recommendation 13 - There is a perceived conflict between participants delivering concrete Mission outputs and ensure individual and team leadership development for the NSILP participants. It is recommended that Rural Training Initiatives continues to facilitate the annual Mission to ensure that all participants understand both the work expected and the anticipated personal growth.

Finally, it valuable to note that the NSILP 2012-2014 is a well-regarded FRDC project which skills the industry for the future.

12. Extension and Adoption

The objectives for extending and adopting the NSILP 2012-2014 were to for the project manager and the participants to extend the activities and successes of the project via various mediums, throughout the seafood industry/community and for participants, with the guidance of the program facilitators to extend their leadership skills and industry knowledge through developing and delivering the annual NSILP Mission. This extension and adoption has occurred with great success.

The target audiences of the extension of this project included all sectors of the seafood industry/community and include the following stakeholders:

- Federal and state governments
- Industry organisations
- Seafood community such as sector representatives bodies
- Interested individuals

The methods used to extend the information, outcomes and outputs from the NSILP 2012-2014 project included the following: -

- Media releases
- Social media postings
- Hard-copy postages
- Email lists
- Workshops
- Industry events
- Industry publications

Planning for the extension of the NSILP required a Communication Action Plan comprehensively covered the areas required to deliver on the objectives.

Stakeholder	What Information?	When?	How? (Format/Medium)	Who is responsible?
FRDC	Media Releases	On release	Electronic	Jill Briggs and Staff
	Project Updates – via milestone reports	On Release	Electronic	Jill Briggs and Staff
	Project Research Tools - draft	During Development	Electronic	Jill Briggs and Staff
	Advisory Group communication	As per meeting	Electronic	Jill Briggs
FRDC – Program Manager	Media Releases	Draft release Final	Electronic Electronic	RTI and FRDC
	Milestone Reports	Final Draft for records	Electronic	Jill Briggs
	Final Report	Draft Final Copy	Electronic As per signed agreement	RTI and FRDC
	Other			
FRDC – Project Advisory Group	Media Releases	At meeting	Electronic	Jill Briggs Advisory Group
	Project Documents	At meeting	Electronic	Jill Briggs Advisory Group
	Project Updates – abridged Milestone Reports	At meeting	Electronic	Jill Briggs Advisory Group
Industry Stakeholders	Media Releases	On release To distribute to industry organisations	Electronic and Hard Copy Electronic	Jill Briggs
	Application Information	On release to distribute as required	Electronic	Jill Briggs
	Participant Individualised Press Releases	On release	Electronic and Hard copy	Jill Briggs
	Program Updates	On release	Electronic and Social Media	Jill Briggs
	Annual NSILP Mission	On release	Electronic and hard copy and Social Media	Jill Briggs

This communication action plan was delivered annually in full. Further to these actions Rural Training Initiatives delivered other communication to the industry including: -

- Mentoring information and teleconferences
- Presentations at industry conferences
- Social connections with participants and stakeholders across Australia
- Social Media communication with participants and graduates.

Media coverage was “patchy” however the industry is supportive and covers the program and graduates generously. Specifically the following has been tracked

Media

- FRDC publication FISH covers the program annually.
- State Organisations cover the program irregularly with TSIC magazine covering the program annually.
- Internal communications occur in some of the state and federal agencies
- Individual media spots have occurred throughout the program but is completely dependent on how willing the participant is to release the personal media release generated by Rural Training Initiatives
- Organisations and companies that are active on Social Media regularly share and like/favourite and share across the platforms
- Social media coverage was significant with two main platforms used, paid and unpaid communications, by Rural Training Initiatives.
 - Facebook is used in three ways – Rural Training Initiatives business page is used to broadcast information about the program and generate interest with a number of paid postings to increase traffic and interest about the program; AFFECT facebook group to encourage graduates to discuss the program and raise the profile of the participants and; A closed annual facebook group to talk and communicate with the participants during the program.
 - Twitter is also used specifically to highlight the activity of the each of the Residentials – this is similar to a live stream of information for people to follow the action of the participants during the 9 days of face-to-face delivery.
- Social Media data delivered during the program is: -
 - Facebook – provided approximately 6000 activities around the NSILP annually – these include likes, shares and reposting of information on Rural Training Initiatives facebook page
 - Twitter account @NSILPOZ posted approximately 70 tweets annually about NSILP

The objectives for extending and adopting the NSILP 2012-2014 were to for the project manager and the participants to extend the activities and successes of the project via various mediums, Rural Training Initiatives P/L has delivered strong outcomes for extension of the NSILP 2012-2014.

13. Project materials developed

The project has developed a significant amount of outputs below is a list of the outputs and the vast majority of these outputs are found in the appendix section.

14. Appendices

Appendix 1- Intellectual Property

FRDC are the legal owners of FDC Project No 2012/401 National Seafood Industry Leadership Program materials. Reproduction of the materials should be addressed through FRDC in consultation with Rural Training Initiatives P/L.

Appendix 2 - Project Staff

Jill Briggs – Rural Training Initiatives P/L - Managing Director – Principal Investigator

Chris Calogeras – Rural Training Initiatives P/L Co-Facilitator, C-AID

Rina Cooper – Rural Training Initiatives P/L – Administrations Officer

Appendix 3 - Advisory Group Members

Jill Briggs – Principal Investigator – Managing Director, Rural Training Initiatives

Jo-Anne Ruscoe - Program Manager, Fisheries Research and Development Corporation

Neil MacDonald - Principal, NMAC (SA) Pty Ltd

Bob Pennington (retired) - *Abalone* Industry Association of SA Inc.

Louise Shaw (retired) – Communications Manager – Sydney Fish Market

Andrew Rowland – Chief Executive Office, Recfishwest

Bryan Skepper – Managing Director – Sydney Fish Market

Jill Briggs – Managing Director, Rural Training Initiatives

Appendix 4 – Program Materials

4.1 – Program Booklets – Residential #1



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2



NSILP Program Background

The National Seafood Industry Leadership Program 2014 (NSILP) equips individuals with skills, networks and a whole-of-industry perspective, giving them the opportunity to represent their industry and make a contribution at a nation level in the future. The program comprises three residential sessions over 6 months with participants making a commitment to undertake a significant industry project during that time. The NSILP design focuses on creating effective linkages between current leaders and participants through mentoring, industry information sessions and participation at program dinners.

Fisheries Research and Development Corporation has formed a partnership with Rural Training Initiatives to design and deliver the NSILP. Rural Training Initiatives has been part of the facilitation team that has delivered the fourteen years of the Fisheries Research and Development Corporation funded national program. The program has now graduated ten groups of future industry leaders.

The NSILP is the only national seafood industry specific leadership program and was initially designed in consultation with seafood industry people through the work of the Australian Fisheries Academy. In excess of two hundred graduates of all ages and from all sectors of the industry have benefited from the skills and knowledge developed during the program.

The program focuses on developing skills that participants can apply at three levels—personal, business and industry. Participants are also encouraged to develop and implement plans associated with these three areas. The NSILP participants will also be involved in a national industry project of strategic importance.

Graduates of the NSILP have gone on to apply their skills to a wide variety of areas including leading national organisations, regional network development, regional and state industry association boards and reference committees, and effective business management. The content of the program ensures that participants are exposed to handling conflict, effective communication, efficient meetings, high performance team building, managing change and media training.

4

Funders and Major Sponsors

Funder



Australian Government
Fisheries Research and
Development Corporation

Major Sponsor



Fisheries Research and Development Corporation

About the FRDC

The FRDC is one of 15 rural research and development corporations. The FRDC is co-funded by its stakeholders, the Australian Government and the fishing industry.



The Corporation invests strategically across Australia in research and development (R&D) activities that benefit all three sectors of the fishing industry—commercial (wild catch and aquaculture), recreational and customary. The FRDC's goal is for Australia's fisheries to be both sustainably managed and profitable.

The seafood industry is Australia's sixth most valuable food-based primary industry with a landed value of more than \$2.2 billion a year. In addition, more than 3.4 million Australians recreationally fish each year. For Indigenous communities the fishing industry not only provides avenues for income but also plays a significant role in culture and subsistence.

Fish are a valuable, community-owned, renewable resource. They are however, limited and vulnerable. It is important that fish and their environments are managed using the best information available. The Corporation and its partners are striving to ensure that fisheries ecosystems are used in sustainable ways so that future generations benefit.

Not only does the FRDC aim to ensure the sustainability of Australia's natural resources, it also aims to raise awareness of key fisheries-related issues such as industry development, and the social and economic impacts of fishing on fishing communities. Strategic directions are set with key stakeholders and then partner organisations are directly engaged from all over Australia to undertake its R&D activities. The FRDC also works with its partners to disseminate R&D results and assist with its adoption and, when appropriate, commercialisation.

The five strategic challenges

The FRDC's programs and accompanying emphases incorporate responses to a wide range of Australian Government priorities (including the National Research Priorities and the Priorities for Rural R&D relevant to the FRDC) and to significant national plans and policies including those of the fishing and aquaculture industry.

The FRDC has five programs:

- o Environment
- o Industry
- o Communities
- o People development
- o Extension and adoption

More information is available at: www.frdc.com.au/research/r-d-priorities

Sydney Fish Market



Sydney Fish Market is Australia's premier seafood centre of excellence and the largest market of its kind in the southern hemisphere.

Located on the foreshore of Sydney Harbour at Blackwattle Bay, it incorporates an authentic fishermen's market including a working fishing port, a wholesale fish market that trades more than 14,500 tonnes of seafood annually, food and beverage outlets, a seafood cooking school, and provides visitors with a vibrant and exciting harbourside experience.

Open every day except for Christmas Day, Sydney Fish Market boasts a variety of retail outlets located onsite including seven seafood retailers, a Chinese seafood restaurant, sushi bar, cafe, bottle shop, fresh fruit and vegetables, bakery, delicatessen, net and tackle, giftware shop and flowers.

Sydney Fish Market's computerised Dutch auction is held weekday mornings from 5.30 am, with over 100 species of familiar and exotic varieties available. This product is sourced from all over Australia, New Zealand and the Indo-Pacific and is available to over 600 registered Sydney Fish Market buyers.

The auction system offers retail and wholesale seafood buyers the fastest and most efficient method of trading product, ensuring the best possible price. Approximately 1,000 boxes of seafood are sold an hour through this process with an average of close to 2,500 boxes every auction – or 50 tonnes of fresh seafood each trading day.

With access to a huge buyer base for chilled seafood and additional market opportunities through SFMLive (the SFM online seafood selling system), Sydney Fish Market prides itself on its quality and range of product, the integrity and transparency of the state-of-the-art auction system, superior quality systems and support processes.

The market is also recognised both locally and internationally as one of the country's most interesting tourist destinations with more than two million visitors annually.

For further information about Sydney Fish Market, call 02 9004 1100 or visit www.sydneyfishmarket.com.au, www.aussieseafood.com.au or www.seafoodexcellenceawards.com.au

NSILP Alumni

Name	Sector and State	Name	Sector and State
2013			
Kesley Buchanan	Government – AUST	Dimitri Hart	Retail – NSW
Tony Charles	Aquaculture – QLD	Chadd Mummie	Service – NT
Ben Cobbing	Fishing – TAS	Andy Myers	Service – NSW
John Cordin	Fishing/Marketing – VIC	Matt Osborne	Indigenous – SA
Bruce Davey	Fishing – NT	Scott Pennington	Aquaculture – TAS
Dan French	Service – SA	Olivia Pennington	Fishing – TAS
Matt Gallet	Recreational – WA	Katie Sturt	Government – AUST
Stephen Groom	Marketing – NSW	James Ward	Service – NSW
2012			
Andrew Forrest	Government – QLD	Alastair Dick	Aquaculture – QLD
Ayesha Plant	Sustainability – QLD	Ashley Oliver	Industry Rep – WA
Barbara Liddington	Processing – TAS	Clare Weber	Research – SA
Benoni Iakoba	Marketing – NSW	Dave Allen	Fishing – TAS
Dan Richards	Aquaculture – NT	Duane Baker	Processing – TAS
Donna Wells	Wholesale – NZ	Eric Perez	Industry Rep – QLD
Dylan Stannis	Marketing – WA	Ewan McAsh	Aquaculture – NSW
Ellen Smolin	Recreational – WA	Fraser Perry	Recreational – NSW
Emily Osborne	Fishing – TAS	Jamie Damaso	Indigenous – NT
Karen Holder	Fishing – SA	Joshua Fielding	Government – AUST
Melanie Buckley	Government – AUST	Karen Collard	Fishing – QLD
Michael Wooden	Sustainability – NSW	Michelle Haase	Sustainability – QLD
Patrick Moase	Pearling – WA	Nigel Cocks	Marketing – NSW
Phil Bolton	Government – NSW		
Shane Geary	Industry Rep – NSW		
William Bowman	Aquaculture – NT		
2010			
Andrew Rowland	Recreation – WA	Andrew Tobin	Research – QLD
Ben Cameron	Oysters – TAS	Andrew Winzer	Industry Rep – WA
Brad Mills	Government – AUST	Anni Conn	Aquaculture – QLD
Carl Paulo	Government – QLD	Bryan Denny	Fishing – TAS
David Kreutz	Oceanwatch – QLD	Craig Murray	Wholesale – NSW
Emily Rowe	Wildcat – SA	James Moriarty	Retail – SA
Jedd Routledge	Aquaculture – SA	Joey McKibben	Fishing – TAS
Lyn Lambeth	Oceanwatch – NT	Laura Best	Domestic Fisheries – NSW
Matt West	Aquaculture – QLD	Malcolm Poole	Recreational – NSW
Maureen Jones	Education – SA	Neil Garbutt	Industry Rep – ACT
Melissa Walker	Government – NSW	Nick Danenberg	Research – SA
Renee Parsons	Aquaculture – WA	Robert (Bo) Carne	Indigenous Fisheries – NT
Renee Vajtauer	Advocacy – VIC	Shatan Bray	Commonwealth Fish – ACT
Roy Johnson	Marketing – NSW	Simon Rowe	Conservation – NSW
Sarah Reinhardt	Advocacy – TAS	Tobin Woolford	Fishing – SA
Steven Davies	Wildcat – SA	Wesley Jones	Fishing – SA
Tim Karlov	Government – AUST	Zac Launay	Aquaculture – WA

Previous Years			
Alan Snow	Consultant – QLD	Joe Coco	Education – QLD
Alice Fistr	Government – SA	Joe De Belin	Export – NSW

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Andrew Baker	Oysters – NSW	John Ashby	Fishing – SA
Andrew Buckley	Government – AUST	John Mayze	Government – QLD
Andy Over	Aquaculture – SA	Jonas Woolford	Abalone – SA
Angus Nicholls	Government – AUST	Justin Fromm	Research – AUST
Anne Taranto	Export – VIC	Kane Williams	Abalone – SA
Annette Windybank	Retailing – NSW	Kate Milner	Fishing – TAS
Barry Tarr	Compliance – SA	Katherine Sameckis	Industry Rep – NT
Ben Chuwen	Research – WA	Katie Young	Extension – NSW
Brad Crear	Processing – WA	Kelly Williams	Industry Rep – NSW
Brad Warren	Fishing – NSW	Kristina McKenzie	Retailer – NSW
Carmel Pittello	Fishing – NSW	Kim Wakefield	Government – SA
Cathy Wale	Aquaculture – QLD	Leigh Slade	Harvest – NSW
Che Spruyt	Fishing – SA	Louise Shaw	Marketing – NSW
Chelsea Buckley	Compliance – Australia	Lucas Woolford	Government – NSW
Charlie Hayes	Extension – SA	Maria Mantas	Fishing – VIC
Chris Bleissel	Lobster – WA	Matt Muggleton	Consultant – SA
Chris Calogeras	Consultant – NT	Matthew Sawicki	R & D – Australia
Chris Gindidis	Industry Rep – VIC	Mearlie Ryan	Oysters – SA
Christian Pike	Industry Advocacy – SA	Melanie Smart	Government – SA
Clayton Dorrington	Fishing – WA	Michael Mansell	Harvest – WA
Damien Bell	Fisher – WA	Michael Sawyer	Recreational – WA
Dan Machin	Industry Rep – WA	Michelle Guadagnin	Government – NSW
Daniel Grudi	Research – VIC	Nathan Rhodes	Government – Australia
David Mills	Pearl – NT	Neil Green	Fishing – QLD
David Sandrucci	Marketing – NSW	Neville Perryman	Lobster – TAS
Danah Miegich	Harvest – SA	Nick Paul	Prawn – SA
Diego Escaroto	Fishing – NSW	Paul Bonato	Fishing – NSW
Danna Fealinas	Aquaculture – QLD	Paula Kenny	Fishing – SA
Duncan Worthington	Abalone – NSW	Raymond Pratt	Wholesale – NSW
Elaire Burn	Import – NSW	Robin Hansen	Industry Rep – QLD
Elton Robinson	Extension – QLD	Scott Walker	Prawns – NSW
Emily Manilla	Communications – SA	Sean Savage	Government – AUST
Enik Poole	Marketing – NSW	Sonya Errington	Government – NSW
Gail Spriggs	Marketing – SA	Stanley Lui	Government – Australia
Gary Braithwaite	Fishing – NSW	Steve Buckless	Harvest – NSW
Geoff Blackburn	Fishing – NSW	Steve Gill	Industry Rep – WA
Gee Carlton	Oysters – NSW	Steve Hamilton	Education – WA
Held Mummie	Pearl – NT	Steve Howe	Fishing – QLD
Heleen Jenkins	Processing – QLD	Steve Shanks	Government – SA
Hugh Jones	Domestic Fisheries – AUST	Stewart McGlashan	Government – VIC
Inga Davis	Government – AUST	Tanya Adams	Training – WA
James Newman	Extension – VIC	Terry Richards	Processing – SA
Jedro Gill	Fishing – NT	Terry Shea	Fishing – TAS
Jo-Anne Ruscoe	Research – AUST		

"The seafood industry is changing very quickly and the industry must invest in developing people to initiate and manage change across the board. There is always a role for leadership, regardless of your position."

Dr. Patrick Hone, Executive Director FRDC

"This important program is vital for the growth and success of our industry as it provides a valuable pathway for our upcoming leaders to develop and nurture the necessary skills so that they may lead our industry into the future."

Grahame Turk, Managing Director, SFM

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NSILP 2014—Facilitator Profiles

Jill Briggs

Jill Briggs has been a rural consultant and facilitator for over 15 years. She runs her own consultancy—Rural Training Initiatives. Jill works primarily with individuals, communities and rural industries in leadership training and capacity building. She facilitates leadership programs for the wine, seafood, aquaculture, horticulture and vegetable industries as the principal or co-facilitator.

Jill's qualifications are based on a Master's Degree in Leadership and Postgraduate Adult Learning. Her academic background is science and geography. Her career background is teaching and lecturing in primary, post-primary and tertiary learning institutes. Her passion is to support rural people in the development of skills for the future.

Jill is a partner in a primary production business in northeast Victoria, Australia. She lives in a small rural community west of Rutherglen—Norong—and is an active volunteer at various levels.

Jill's vision is to be part of a team that provides rural communities and industries with skills for the future.

Chris Calogeras

Chris Calogeras is the founder of C-AID Consultants and has extensive experience in the seafood and fishing industry. He has worked in management roles for Government, as a senior operational manager in the seafood industry and most recently as an independent consultant.

Chris is a graduate of the NSILP. His formal qualifications include a Master's Degree in Marine Resource Management, a Graduate Diploma in Fisheries Management, and a Diploma in Environmental Science.

While in Government, Chris managed multidisciplinary teams that were responsible for wild harvest resource management, marine parks and environment, data management, education, legislation, and recreational research. In the private sector Chris provided high-level operational and managerial assistance.

Recent consultancies have focused on building capacity in the fishing and seafood industry to develop a better strategic R,D&E focus, engendering dialogue between Indigenous, commercial and recreational sectors, and assisting aquaculturalists to optimise opportunities.

NSILP 2014—Residential One Program

1-3 April 2014—Surfers Paradise					
Knowing Leadership					
Day 1		Day 2		Day 3	
		8.30 am	W6—Industry Tour		
8.30 am	W1—Purpose of the Program	9.30 am	W9—Reviewing Day 1	8.00 am	W16—Understanding Days 1&2
9.30 am	W2—Identifying Leadership	10.00 am	W10—Building Teams	9.30 am	W17—Leadership Theories and Practice
11.00 am	W3—Communication I	11.30 am	W11—Industry Panel and Q&A	11.30 am	W18—Meetings
12.00 pm	W4—Learning and Leadership	1.30 pm	W12—Developing a Mission	2.00 pm	W19—Mission Proposal
1.30 pm	W5—Communication II	3.30 pm	W13—Mission and Strategy Plan	3.30 pm	W20—Briefing, Debrief and Close
3.30 pm	W6—Personalities	4.00 pm	W14—Networking		
5.00 pm	W7—Team Dinner Briefing—Vision	7.00 pm	W15—Industry Dinner		
	<i>Notes for Day 1 Attire: Neat casual Dinner: Participants to find a venue and organise this with guidance from facilitators at participants' cost.</i>		<i>Notes for Day 2 Attire: Neat casual (day time), Business Attire (Industry Dinner) An early morning Industry site tour will require appropriate enclosed footwear and neat casual clothing.</i>		<i>Notes for Day 3 Attire: Neat casual Day 3 will conclude by 4.30pm.</i>

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NSILP 2014—Program Outline

1-3 April 2014—Surfers Paradise			8-10 July 2014—Sydney			23-25 September 2014—Canberra			
Knowing Leadership			Experiencing Leadership			Implementing Leadership			
Day 1	Day 2	Day 3	Day 4	Day 5 SPM Day	Day 6	Day 7	Day 8	Day 9	
	Industry Tour		Re-connection & Strategy Update	Market Tour					
Purpose of the Program	Reviewing Day 1	Understanding Days 1&2	Handling Conflict	Reviewing Day 4	The Media and Our Messages	Meetings in Canberra Organised by Participants	Looking Forward	ORID & Day 7 & 8	
Identifying Leadership	Building Teams	Leadership Theories and Practice	Teams and Leadership	Understanding Our Industry Panel	Power and Behaviour		Taking the Next Step	Lobbying and Changes	
Communication I	Industry Panel and Q&A	Meetings	Strategies—Work and Research	Strategies — New Knowledge Incorporation	Strategies—Next Steps		Industry Panel	Leading the Industry	
Learning and Leadership	Developing a Mission	Mission Proposal		The Media—SPM Case Studies	Canberra Briefing	Mission Launch and Strategy Presentation Preparation	Parliament Question Time	Mission Launch and Networking Afternoon Tea	
Communication II	Mission and Strategy Plan	Briefing, Debrief and Close					Strategy Presentation Preparation	Final Session and Dinner Briefing	
Personalities	Networking			Team Dinner		Industry Dinner		Team Dinner	Team Dinner
Team Dinner Briefing—Vision	Industry Dinner								

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NSILP 2014—Participants

Name	Workplace/Sector	Details
Nathan Adams	Director/Diver, Wild Abalone Pty Ltd	57 Calkin Rise, Augusta, WA, 6290, nradams24@hotmail.com, 08 9758 0223, 0429 687 235
Troy Billin	Commercial Fisherman, Self Employed	610 Bangalow Rd, Bangalow, NSW, 2479, troybillin@live.com.au, 02 6687 1158, 0412 397 158
Charlotte Connell	Communications Manager, Marine Stewardship Council	10/46-48 Urunga Pde, Miranda, NSW, 2228, charlott.connell@msc.org, 02 9524 8400, 042 229 6192
Justin Crane	Senior Manager, Tassal	10 Marina Drive, Margale, TAS, 7054, justin.crane@tassal.com.au, 03 62 67 6710, 0448 91 9424
Johnathon Davey	A/g Asst Dir. International Fisheries, Department of Agriculture	18 Marcus Clarke St, Canberra, ACT, 2601, Johnathon.Davey@daf.gov.au, 02 6272 5476
Sunnie Elder	Financial Accountant, Sydney Fish Market Pty Ltd	Locked Bag 247, Pymont, NSW, 2009, sunnie@sydneyfishmarket.com.au, 02 9004 1121, 0412 363 947
Donna English	Promotion & Marketing Officer, Northern Territory Seafood Council	PO Box 1424, Howard Springs, NT, 0835, projects@ntsc.com.au, 08 8981 5194, 0417 193 061
James Florisson	Research Officer, Rectfishwest	Suite 2, 45 Northside Drive, Hillary's, Perth, WA, 6025, james@rectfishwest.org.au, 08 9245 3365, 0410 320 663
Joanne Howarth	Director, Fishermans Wharf Seafoods	1 Teramby Road, Nelsons Bay, NSW, 2315, joanne@fishermanswharf.com.au, 02 4984 3330, 0419 505 020
Carl Jasechko	Farm Manager, Cowell Seafood Producers/SA Oyster Growers Ass	PO Box 253, Cowell, SA, 5602, celp1@bigpond.com, 08 8629 2621, 044 852 2332
Jacqui Johnson	Teacher, North Coast TAFE	8 Scullin St, Townsend, NSW, 2463, jacqui.johnson@talensw.edu.au, 02 6644 4719, 0403 511 354
John Moloney	General Manager, Pacific Reef Fisheries Australia Pty Ltd	PO Box 2200, Ayr, QLD, 4807, john@pacificreef.com.au, 07 4783 6068, 0428 588 665
Trent O'Brien	Sales/Refill, Tropic Ocean Prawns Australia P/L	9 Abington Close, Redlynch, QLD, 4870, obrienmt@bigpond.net.au, 07 4035 2933, 0499 198 208
Joeliah Pit	Operations & Supply chain manager, Aquarium Industries	16 Shirley Way, Epping, Vic, 3076, jostap@aquariumindustries.com.au, 03 9409 9331, 0408 714 612
Patrick Sachs	Senior Management Officer, AFMA	73 Norrborne Ave, Civic, ACT, 2600, patrick.sachs@afma.gov.au, 02 6225 5479, 0412 499 431
Stephanie Williams	Marketing and Public Relations Executive, Sydney Fish Market	Locked Bag 247, Pymont, NSW, 2009, stephaniew@sydneyfishmarket.com.au, 02 9004 1147, 0421 399 301
Jane Wilson	Salesperson, Raptis and Son	90 Colmslie Rd, Colmslie, QLD, 4170, jwilson@raptis.com.au, 07 3249 7634, 0432 852 988
Luyin (Carmy) Young	Inventory/procurement manager, Austral Fisheries	Suite 2.01, 55 Miller St, Pymont, NSW, 2009, cyoung@australfisheries.com.au, 02 8514 7400, 0433 170 262

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NSILP 2014—Expectations and Outcomes

Prior to the Residential

During the Residential

Immediately after the Residential

During the NSILP Program Breaks

After the NSILP has finished

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NSILP—Day 1

W1—Program Purpose

Purpose

To provide an overview of the program, the people facilitating and the organisations funding, sponsoring and supporting the program, as well as establishing the climate for learning and leadership development.

Outcomes

Participants will:

- o Identify personal expectations of the program;
- o Understand learning environments and behaviours to favour optimal outcomes and;
- o Know people involved in the program and roles they hold.



"What are we doing? I think the real question is, what are you trying to hide?"

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Notes

[illegible]

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W2—Identifying Leadership

Purpose

To discuss and understand leadership and the positive impact this will have on the program and participants.

Outcomes

Participants will:

- o Establish and share their concepts of leadership and;
- o Develop a team leadership values list to implement.

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Identifying Leadership

1. Photo Number

2. What do you think are the three most important leadership values?

3. What do you think are the two most important leadership behaviours/skills?

4. What leadership behaviours/skills do you have that you will share with the team during the first residential?

5. What leadership behaviours/skills will you focus on to "increase your proficiency" by the conclusion of the first residential?

6. What leadership behaviours/skills would you like to be proficient at by the conclusion of the NSILP 2014?

7. What leadership behaviours/skills do you believe are vital for this team to be successful?

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Communication Person-to-person

The communication process

What did you do well when communicating one-on-one?

What will you work on when communicating one-on-one?

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W3—Communication I—Effective Communication

Purpose

To discover the integral part that effective communication plays in leadership excellence.

Outcomes

Participants will:

- o Understand communication theory;
- o Develop new effective communication strategies and;
- o Practise effective communication through a practical experience.



"There you go again, trying to solve my problems. I'm not asking you to do that. I just need you to listen."

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Listening

- o Listen with your ears—Can you hear? Provide yourself with a "space" where you can hear the person speaking.
- o Listen with your body—Do you look like you are listening to the message? Ensure your body language matches the message you want to give to the speaker.
- o Listen with your brain—Have you switched your brain on? Give complete attention and concentration when someone is speaking to you.

Verbal Communication

- o Use the structured system for shared meaning i.e. you and I know what our words mean.
- o Ensure that there is common agreement about the meaning of words.
- o Ensure no ambiguity and clarify double meanings and multiple common meanings.
- o Ensure common cultural understanding of the language.

(Gothard 2007)

Non-verbal Communication

- o Understand that you are sharing meaning without words.
- o Understand that there can also be ambiguity (see above).
- o Acknowledge that you may be "difficult to read".
- o Consider that non-verbal communication can have a big impression.
- o Consider that non-verbal communication is a continuous stream of communication.

Communication Competence for You

Communication competence requires:

- o Knowledge—Learn the rules of the "culture".
- o Skills—Apply the skills from your knowledge and use those skills flexibly.
- o Sensitivity—Be aware of detecting, decoding and comprehending signals.
- o Commitment—Consciously decide to invest time, energy, thought and feelings.
- o Ethics—Think about "we" not me when communicating.

(Gothard 2007)

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Leadership Learning Action Plan

Initial steps for implementation:

- What leadership skill/behaviour development can I realistically commit to?
- List three skills/behaviours to be developed (further) by September 2014.

1. Personal

2. Workplace/Business

3. Industry

- Who can assist me with my commitment?
- List two people who may assist you in the development process.

NSILP Participant (Internal Mentor)

Other person (Potential External Mentor)

Be ready to share some or all of this information with the team—they will be able to add value and assist.



Bob's personal journey of spiritual growth gets bogged down behind some idiot going half the speed limit.

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Public Speaking

Initial Concepts

- Centre yourself.
- Speak slowly.
- Smile.
- Speak less.
- Say something positive.

REMEMBER

Passion and personal stories remain with an audience.
Individuals only concentrate for 60% of any given presentation.

Presentation Research—the power of standing

- 58% of an audience accepted a proposal from a presenter who was sitting.
- 70% of an audience accepted a proposal from a presenter who was standing.
- 43% of an audience is more likely to be persuaded to your idea if you are standing.
- People are willing to pay 26% more for the same service when the presenter stood.

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W5—Communication II—Speaking in Public

Purpose

To develop the ability to convey information and ideas with clarity and impact.

Outcomes

Participants will:

- Increase their confidence to speak in public;
- Develop an appreciation of the need to prepare when communicating publicly and;
- Experience presenting a prepared speech to an audience.



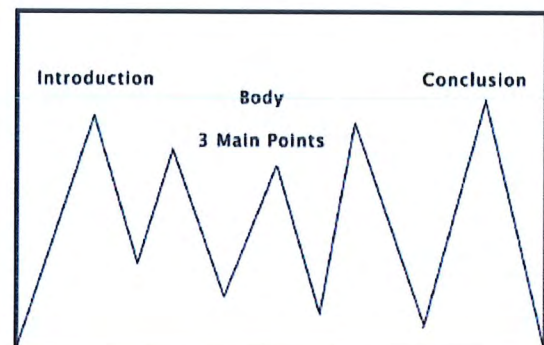
"But before we move on, allow me to belabor the point even further..."

REMEMBER

Getting audience interest is vital!

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Moments of Impact



Structure of presentations

1. Introduction—Preparing the audience

- State and define the topic.
- State the purpose and tell how long you will speak for and the points you will make.
- State how it will end.

2. Body

- The body of the talk should be arranged in sections, usually three to four main ideas.
- Each point should be a logical progression leading to the conclusion.

3. Conclusion—Your last words are the lasting words

- A good conclusion should sum up your talk by making the main point as clear as possible. It should give the audience stimulus to activity, either to further thought on the subject or to some definite action.
- You may conclude with a recommendation.
- Your last words are the lasting words!

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General Overview—Big Five

Type	Descriptor	Leadership Traits	Team Contribution	Low Score Concepts
Extroversion	Positive emotions, seeks out stimulation and company of others. Pronounced engagement with the external world.	Enthusiasm, yes-sayer, unreserved, communicative, direct, unhesitating.	High energy in the team, takes action, likes to talk and often initiates conversation, life of the party.	Seeks out stimulation through solitary activities. Enjoys time alone. Tagged with "shyness".
Agreeableness	Compassionate and cooperative. Pronounced need to get along with others.	Trustworthy, flexible, optimistic, seeks to harmonise.	Helpful, friendly, considerate and generous, willing to compromise.	Unconcerned with others' well-being. Can be perceived as unfriendly and uncooperative.
Conscientiousness	Self-disciplined and acts dutifully. Preference for planning and regulated activities and action.	Purposeful planning, thorough, reliable, persistent.	Systems thinker, timely, responsible, organised, gets things finished.	Forgets responsibilities, unplanned and potentially disorganised.
Confidence	Emotionally positive, calm and high level of excitement. Is mostly spared from negative feelings.	Positive, stable without emotional outbursts, non-reactive. Persistently sees the "good side".	Lifts spirits, overcomes negatives, provides stability.	Overwhelmed and takes a long time to recover from setbacks, strong emotional outbursts.
Openness	Openness to new and unusual ideas, imagination, seeks out a variety of experiences.	Creative, open to ideas, willingness to view and take on new opportunities, understands complexities.	Challenges the norm, adventurous, risk taking, embraces the artistic.	Prefers tradition and convention, straight-forward and uncomplicated.

Activity for working Extroversion—Plan tonight's NSILP Team Dinner

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Detailed Descriptors

Agreeableness

Agreeableness is a tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. The trait reflects individual differences in general concern for social harmony. Agreeable individuals value getting along with others. They are generally considerate, friendly, generous, helpful, and willing to compromise their interests for others. Agreeable people also have an optimistic view of human nature. They believe people are basically honest, decent and trustworthy.

Disagreeable individuals place self-interest above getting along with others. They are generally unconcerned with others' well-being, and are less likely to extend themselves for other people. Sometimes their scepticism about others' motives causes them to be suspicious, unfriendly, and uncooperative.

Some self-statements pertaining to agreeableness include:

- o I am interested in people.
- o I feel others' emotions.
- o I have a soft heart.
- o I make people feel at ease.
- o I sympathise with others' feelings.
- o I take time out for others.

Someone who is low in agreeableness may have self-statements including:

- o I am not interested in other people's problems.
- o I am not really interested in others.
- o I feel little concern for others.
- o I am prone to offending people.

Considerations

Key Words	Key Roles in a Team	Things to Watch
Kind Warm Understanding Helpful Considerate Cooperative Trustful Affectionate	Ideas person Positive co-worker Completes tasks Strong team worker	Soft-hearted Sympathetic Can find disciplining others difficult Can be seen as too soft or submissive

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Detailed Descriptors

Extroversion

Extroversion is characterised by positive emotions, urgency and the tendency to seek out stimulation and the company of others. The trait is marked by pronounced engagement with the external world. Extroverts enjoy being with people and are perceived as full of energy. They tend to be enthusiastic, action-oriented individuals who are likely to say "Yes!" or "Let's go!" to opportunities for excitement. In groups they like to talk, assert themselves and draw attention to themselves.

Introverts appear less exuberant and energised and appear to have lower activity levels. They tend to be quiet, low-key, deliberate and less involved in the social world. Their lack of social involvement should not be interpreted as shyness or depression. Introverts simply need less stimulation than extroverts and more time alone.

Some self-statements pertaining to extroversion include:

- o I am the life of the party.
- o I don't mind being the centre of attention.
- o I feel comfortable around people.
- o I start conversations.
- o I talk to a lot of people at parties.

Someone who is low in extroversion may have self-statements including:

- o I am quiet around strangers.
- o I enjoy being alone and seek solitary activities.
- o I don't like to draw attention to myself.
- o I don't talk a lot.
- o I have little to say.

Considerations

Key Words	Key Roles in a Team	Things to watch
Talkative Verbal Sociable Bold Assertive Social Confident	Chair Shapes ideas Ideas person	Aggressive Unrestrained Can be impulsive or indiscreet Needs praise—enjoys attention Can lack concentration in routine or long tasks

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Detailed Descriptors

Conscientiousness

Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for achievement. The trait shows a preference for planned rather than spontaneous behaviour. It influences the way in which we control, regulate, and direct our impulses.

The benefits of conscientiousness are obvious. Conscientious individuals avoid trouble and achieve high levels of success through purposeful planning and persistence. They are also positively regarded by others as intelligent and reliable. On the negative side, they can be compulsive perfectionists and workaholics.

Some self-statements pertaining to conscientiousness include:

- o I am exacting in my work.
- o I follow a schedule.
- o I get chores done right away.
- o I like order.
- o I pay attention.

Someone who is low in conscientiousness may have self-statements including:

- o I leave my belongings around.
- o I make a mess of things.
- o I often forget to put things back in their proper place.
- o I shirk my duties.

Considerations

Key Words	Key Roles in a Team	Things to Watch
Organised Neat Orderly Systematic Efficient Precise Thorough Practical	Finishes tasks Strong team member Good delegator Commences plans Organises systems	Dependable Responsible Can struggle with flexibility Can be challenged by casualness

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Detailed Descriptors

Confidence

Confidence is a tendency to experience positive emotions, such as joy, calmness and high excitement. It is sometimes called emotional stability. Those who score high in confidence are rarely anxious and are emotionally non-reactive. The trait highlights calm, emotionally stable people who are free from persistent negative feelings. People who are low in confidence are more likely to interpret ordinary situations as threatening and minor frustrations as difficult. Their negative emotional reactions tend to persist for unusually long periods of time, which means they can often be in a bad mood.

Some self-statements pertaining to confidence include:

- o I am rarely deeply unhappy.
- o My mood remains constant.
- o I am calm.
- o I rarely get stressed.
- o I don't get upset easily.
- o I rarely have mood swings.

Someone who is low in confidence may have self-statements including:

- o I worry about things.
- o I am anxious much of the time.
- o I sometimes feel blue.

Considerations

Key Words	Key Roles in a Team	Things to Watch
Unenvious	Creates new opportunities	Unselfconscious
Relaxed	Chair	Undemanding
Unexcitable	Resource gatherer	Enjoys autonomy
Patient		Ambitious
Imperturbable		Asserts with strength
Uncritical		
Optimistic		

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The Big Five dimensions of personality (Wood et al 2004)

Extroversion/Introversion—the extent to which an individual seeks the social world or the inner world.

Usefulness to the seafood industry:

Conscientiousness—The extent to which an individual is organised, dependable and detail-focused or is disorganised, less reliable and lacks perseverance.

Usefulness to the seafood industry:

Agreeableness—The extent to which an individual is compliant, friendly, reliable and helpful compared to disagreeable, argumentative and uncooperative.

Usefulness to the seafood industry:

Confidence/Emotional Stability—The degree to which an individual is secure, resilient and calm.

Usefulness to the seafood industry:

Openness—The extent to which an individual is curious, open, adaptable and interested in a wide variety of things.

Usefulness to the seafood industry:

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Detailed Descriptors

Openness

Openness is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. The trait distinguishes imaginative people from down-to-earth, conventional people. They tend to be, compared to closed people, more creative and more aware of their feelings. They are more likely to hold unconventional beliefs.

People with low scores on openness tend to have more conventional, traditional interests. They prefer the plain, straightforward, and can be oblivious of the complex, ambiguous, and subtle. They may regard the creative world with suspicion, regarding these endeavours as uninteresting.

Some self-statements pertaining to openness include:

- o I have a vivid imagination.
- o I spend time reflecting on things.
- o I use difficult words.
- o I have excellent ideas.

Someone who is low in openness may have self-statements including:

- o I am not interested in abstractions.
- o I do not have a good imagination.
- o I have difficulty understanding abstract ideas.

Considerations

Key Words	Key Roles in a Team	Things to Watch
Creative	Team director and direction	Complex
Intellectual	Generates new ideas or refines ideas	Deep
Imaginative	Resource gatherer	Finds routines and systems constricting
Philosophical		Enjoys challenging the status quo
Artistic		
Inventive		
Intelligent		
Innovative		

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W7—Team Dinner

Purpose

To develop strong relationships within the team and consolidate a Vision and potential team Mission concept.

Outcomes

Participants will:

- o Have had a conversation with all other course participants and establish essential knowledge of the whole team;
- o Formulate a fishing and seafood industry Vision for NSILP 2014;
- o Develop a Mission for the NSILP 2014 team and;
- o Develop a list of Strategies to be actioned for implementing the NSILP 2014 Mission.

Coming together is a beginning.

Keeping together is progress.

Working together is success.

Henry Ford



Halfway around the learning curve,
Bob lets go.

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Strategies – How you are going to do it

An aspirational description of what an organisation would like to be or achieve or accomplish in the long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is written in present tense as if the organisation has already "arrived in the future". Inspirational, memorable and reflecting vested interests.

Solu ...

"A leading manufacturer of audio, video, communications, and information technology products for the consumer and professional markets. Its motion picture, television, computer entertainment, music and online businesses make Sony one of the most comprehensive entertainment companies in the world."

"The world's premier food company, offering nutritious, superior tasting foods to people everywhere."

"Be the world's beer company. Through all of our products, services and relationships, we will add to life's enjoyment."

"The world leader in the baking industry and one of the best companies in the international food industry.
A company with trustworthy, leading brands for our consumers.
Our customers' preferred supplier.
A strong and sound company for our stakeholders.
A forward-looking company.
An extraordinary place to work in."

"Our city of learning and innovation—open to the world."

Delivering pleasurable meat moments—every time.

A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished and a good one has a time element.

For the purpose of the NSILP 2014, you are to develop a mission statement that the NSILP team will scope, develop and deliver by September 2014.

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Notes

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NATIONAL SEAFOOD INDUSTRY
Leadership Program

Purpose

To understand the importance of reflection in the learning cycle.

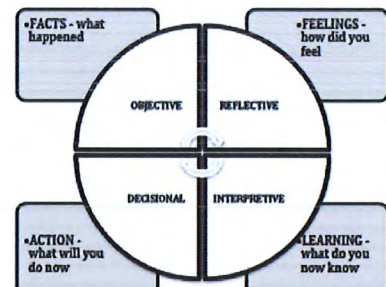
Outcomes

Participants will:

- o Understand the ORID process and;
- o Reflect using the first two steps of ORID.

What is reflection?

Why is reflection important to you and your industry?



59

W10—Building Teams

Purpose

To understand the team development process and the outcomes possible when an effective and diverse team is formed.

Outcomes

Participants will:

- o Develop knowledge regarding the process of team development;
- o Gain an understanding of the key functions of a team;
- o Reflect on your experience of being part of a team and the characteristics that brought about the achievement of the shared goal and;
- o Experience team effectiveness.



Reflection

Step #1 of ORID—Objective—THE FACTS.

What happened yesterday? Concrete experiences, facts and data delivered derived through your sense.

Step #2 of ORID—Reflective—THE EMOTIONS

Describe how you felt about one part of yesterday that was good and one part of yesterday that challenged you.

From your leadership learning plan what are you going to work on today?

Who, from within the NSILP, might you choose to form a learning partnership?

62

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62

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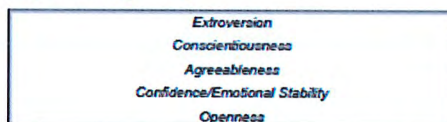
63

NATIONAL SEAFOOD INDUSTRY
Leadership Program

[illegible][illegible][illegible]

65

- Listening and speaking
- Five key dimensions of personality



- Forming
- Storming
- Norming
- Performing

67

Development

Forming	Members get organised and oriented to one another and the group.
Storming	Chaotic vying for leadership. Conflict arises, honeymoon is over. Tension level can be high.
Norming	Sense of team emerges along with norms for handling conflict and transactional and task processes that work. Conformity can be good.
Performing	The team completes the work and members have a feeling of accomplishment. Tasks must be meaningful to sustain performing.
Adjourning	The team ends its function and members find ways to say goodbye to the team.

The Operational Levels of Teams

Operation	Descriptor	Action
Task	Teams focus on carrying out a specific 'job' or achieve a goal BUT if a team is too focused the team becomes unaware of operating at the other levels.	<p>We need to ensure that there is a goal that can be achieved.</p> <ul style="list-style-type: none"> • Clear goals, everyone is on the same page • Cooperation around the goal achievement must be established and adhered to • Challenging goals (denting the universe) or sub-tasks for all team members • Commitment to the goal.
Individual needs	Each individual brings a useful skills set to the team BUT if the team is highly focused on the task the team can be blind/ignorant of the complete skill set.	<p>We each bring skills and knowledge to enhance a team but we also have a need to be part of the team.</p> <ul style="list-style-type: none"> • Belonging • Interpersonal attraction • Group activities • Group goals • Meaning and identity
Maintenance	The team must focus on developing the relationships within the team; this will assist in achieving the task at a higher level and will allow for the discovery of the complete team skill set.	<p>We need to be aware of how we look after the team and ensure these occur:</p> <ul style="list-style-type: none"> • Supporting and Encouraging • Harmonising • Communication Monitoring • Feelings

(Wood et al 2000)

Alford et al 2006

NATIONAL SEAFOOD INDUSTRY Leadership Program

[illegible][illegible]

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End point

Vision → Mission → Strategies → Group Roles → Individual Actions

Vision Statements: Where you're going

Mission Statements: What you're here to do

Strategies: How you are going to do it

A mission is hard and answers questions:

- o What are we doing?
- o Who are we doing it for?
- o What is the benefit?

A mission needs to be

- o Easy to remember and provides actual direction; there's nothing worse than a mission statement that is just a jumble of business speak.
- o Believable; it shouldn't lie (including within the group).
- o Able to withstand the changes that come up over time.
- o Short—three to four sentences long.
- o Aim for substance, not superlatives or every buzzword.

Some examples

- o The Coca-Cola Company exists to benefit and refresh everyone who is touched by our business.
- o IBM: We want to be the best service organization in the world.
- o Nike: Our mission is to bring inspiration and innovation to every athlete in the world. If you have a body, you are an athlete.
- o Bechtel Corporation: To be the world's premier engineering, construction and project management company.

Developing the Mission and Strategies

- o Spend time to plan.
- o Think about roles, responsibilities, processes.

72

Develop strategies to ensure you reach your end point—at least 5.

For this purpose, strategies are actions from which a plan can be developed.

Each member of the team defines her/his purpose for achieving the mission through the strategies.

74

Review and complete the vision statement

A vision statement should be written in "present" language and should state where you will be within a chosen timeframe.

Review and complete the mission statement

The mission statement is developed from the vision and specifically involves a discreet "project" concept to be delivered by program end by the NSILP 2014 team.

73

W13—Mission and Strategy Plan

Purpose

To develop a mission plan for the whole group.

Outcomes

Participants will:

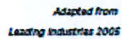
- o Understand the theory of planning and the application of planning and;
- o Develop a whole group mission plan.



"There's always an element of risk. No one has a crystal ball. OK, I have one, but no one knows how it works."

75

Project Planning and Delivery



Notes

Mission Plan

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Ensure Team Effectiveness

- 1. Team Task***
- 2. Individual Need***
- 3. Team Maintenance***

1. Team Task
2. Individual Need
3. Team Maintenance

W14—Networking

Purpose

To understand the theory and practice of networking.

Outcomes

Participants will:

- o Develop team and individual networking protocol and;
- o Establish networking goals for each program session and for the mission.

An essential leadership skill is the ability to build, review and maintain a strong and diverse network.

DPI Victoria 2007

DPI Victoria 2007



"Nowadays, it's all about who you know, not what you know."



"There's someone here I'd like you to meet. He's very well-connected."

79

Networks

- o Involve a range of people who represent a variety of organisations/interests.
- o Have moderately stable patterns of ties or links between these people or their organisations. These links represent some form of recognised accountability between those in the network.
- o Are ideally built on trust, respect and diplomacy.
- o Require management to be effective.

Key questions to consider when thinking about your network

- o Who is important in assisting me achieve my/our outcomes?
- o Why are they part of my network?
- o What do they bring to my network?
- o What are their needs?
- o Who else needs to be in the network?
- o Why aren't they currently in the network?
- o Why do I need them?
- o How do I bring people into the network?

Think about specific individuals now

- o What is the person's perception of our issue/concept? Similar/Different?
- o What role could this person play?
- o Does this person have resources that will assist in achieving our outcomes?
- o Will this person block our outcomes?
- o How can I make this person's involvement easy?
- o What can I offer them?

Network Maintenance—Immediate Strategies

- o Manage the interactions between network members to improve the understanding of each other's position—provide relevant and quality information to the network.
- o Maximise individual involvement—encourage communication between members through an agreed process that is time-focused and regular.

Department of Primary Industries—Victoria 2007

80

Networking Concepts

"Networking is... sharing information, ideas, resources, opportunities."

Your opinion?

"Networking isn't... doing deals and making the sale."

Your opinion?

What is the status of your network? Who is in it, how broad is it, where is it lacking, what do you do to grow it?

Your opinion?

Network Maintenance

Immediate strategies

Manage the interactions between network members to improve the understanding of each other's position; provide relevant and quality information to the network.

Maximise individual involvement; encourage communication between members through an agreed process that is time-focused and regular.

What are the existing networks in the project team?

Your opinion?

82

How can I keep them informed and engaged?					
How can I ensure they don't block?					
What resources can he/she contribute?					
What role will he/she have?					
How will I encourage them to be part of our mission?					
Who will you add to your team?					

81

Before the event

- o Know what it is you actually do!
- o Set your goals.
- o Plan your time.
- o Define your objective.
- o Look and be the part.

At the event

- o Make an effort to enjoy the event. (extroversion)
- o Be enthusiastic, cheerful, confident. (extroversion)
- o Make contact. Select the best approach and initiate the conversation. Wait for a response. (extroversion)
- o Maximise business networking opportunities. (agreeableness)
- o Get the contact details of people you meet. (conscientiousness)
- o Mention/identify common interests. (openness)
- o Learn how to move on politely. (confidence)
- o Be visible and approachable. (agreeableness)
- o Be real and straightforward. (confidence)
- o Know when to leave. (openness)
- o Involve others. (conscientiousness)

After the event

- o Follow up. (extroversion)
- o Keep track via a system. (conscientiousness)
- o Remember relevant points. (conscientiousness)
- o Reflect.

How to be visible without really trying while networking

- o Ask a question at a conference. (extroversion)
- o Make a point in a meeting. (confidence)
- o Discuss a book/idea/current issue with an industry leader. (agreeableness)
- o Make people laugh. (openness)
- o Have an opinion on everything. (conscientiousness)
- o Send communication at Christmas or New Year to remind your contacts that you exist. (openness)

www.unyd.edu.au/un/images/effective_networking.pdf

Six networking issues

- o Looking over shoulders
- o Talking about yourself 90% of the time
- o Shaking hands like a wet fish
- o "SELL, SELL, SELL" approach
- o Avoiding eye contact
- o Saying their name incorrectly

83

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84

[illegible]

85

- o Complete a full ORID (four step) process during the reflection period and;
- o Establish timetabling of ORID for the NSILP 2014 mission.

Blank lined paper for writing.

85

87

Step #1—Objective—FACT—What happened?

Step #2—Reflective—FEELING—How did this make me feel?

Step #3—Interpretive—LEARNING—What do I now know about myself and how I respond?

Step #4—Decisional—ACTION—What will I do differently next time? Three specific behaviours.

88

Leadership Theory

Situational Leadership—Hersey and Blanchard

Hersey and Blanchard's theory suggests that you must be able to analyse what a team needs and then apply one of the following leadership styles:

Development Stage	Group Level	Ability	Descriptor
<i>Delegating</i>	Best for high follower readiness groups	Willing and able	High motivation and appropriate skills. A leader could provide a goal, listen during the implementation plan process and assist when required.
<i>Participating</i>	Best for moderate to high follower readiness	Able but unwilling	The leader would need to provide motivation but allow the team to help in the decision-making process.
<i>Selling</i>	Best for low to moderate follower readiness	Unable but willing	The leader would be involved in directing people to tasks and jobs.
<i>Telling</i>	Best for low follower readiness	Unable and unwilling	The leader would be making the decisions for the whole team and telling people what is required.

Task—think about a team that you are involved with and develop an approach using one of the development stages outlined above.

Style:

What do you know about this team that suggests this development stage?

What will you do?

90

W17—Leadership Theories and Practice

Purpose

To understand current leadership theories and develop practical utilisation of theories.

Outcomes

Participants will:

- o Gain an understanding of current leadership theories;
- o Develop a process of utilisation of one theory through a plan and;
- o Establish how they will use this theory during the mission implementation between Residential #1 (Surfers Paradise) and Residential #2 (Sydney).

Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.

Margaret Mead

89

An Emerging Theory—Servant Leadership

Wood et al 2006

To serve other people and put their needs, aspirations and interests above your own.

Characteristics:

- o Reinforce communication skills by listening
- o Strive to understand and empathise
- o Use persuasion to convince others
- o Conceptualise long-term and big-picture
- o Commit to the personal, professional and 'spiritual' growth of individuals
- o Seek to build community in the team

Task—where would the servant leadership model be best used in the seafood industry?

Leadership—Motivation

When working with teams it is important to know what encourages people to do the task. Understanding how they feel rewarded is important.

Extrinsic rewards—motivated by other people providing the reward—money, compliments, prizes, bonuses.

Intrinsic rewards—motivated by self—wanting to get the job done to the best—satisfaction is removed from a physical bonus.

How do you like to be rewarded? Intrinsically or extrinsically? How is it made obvious to others?

Find out how the other reward is made obvious.

91

- o Know your agenda—think about time for items and content of discussion.
- o Know your rules—think about procedure and how to assist decision-making.
- o Take the lead—for each agenda item give a really quick summary and ask someone else to start the discussion.
- o Stay neutral—you are there to ensure discussion happens—if you want to join in, vacate the chair.
- o Encourage discussion—ask questions to encourage discussion, one person at a time, everyone has a turn.
- o Involve everyone—ask the quiet people their opinions.
- o Focus the topic on the discussion—if the meeting is off the point bring it back on track.
- o Summarise—keep notes and at the end sum up before the meeting makes a decision.
- o If there is conflict stay in the middle—don't take sides.
- o Decision-making—make sure everyone is clear about the decisions made and record.
- o Be democratic—strong but flexible.
- o Seek approval from the meeting so that you are working as a team.

Latecomers	Start the meeting on time and stop and summarise or ask someone else to do this.
Early leavers	Ask if they have any comments about items on the agenda.
Distractions	Agree on breaks at the beginning of the meeting but break if it is a long meeting—helps concentration.
Slow and pedantic meetings	Set time limits (agenda items and speakers); table correspondence; table minutes; table reports.
Confused meeting	Summarise and clarify; negate dominant individuals; timeout for people to collect their thoughts.
Too much to say	Time limits; ask people to speak through the chair; encourage others to talk by asking; talk to the dominator during the meeting or after the meeting.
Too little to say	New members need to be mentored; quiet people need to be asked; break into smaller groups for discussion.
Conflict	Short break; ask for silence for a moment; break into small groups; stop to clarify and summarise; stop the meeting or adjourn debate till next meeting; ask a neutral person to take the chair. (Meeting—ATV 1990)

95

Notes

[illegible]

"The meeting's at 10. I'll send you a copy of the agenda, the hidden agenda and your personal agenda."

98

Differences can impact on decision-making

You might know some of these...

Type	Behaviour	Management
Porcupines	Always annoyed, agitated.	<i>Ignore as much as you can. For every negative, counter with a positive.</i>
Puppy Dogs	Always saying 'yes'.	<i>Give them time to decide so that they are not caught on the spot. Give them the option to say no.</i>
Cobras	'Back-stabbing', malicious gossip.	<i>If you are sure, bring the issue out into the open.</i>
Mules	The 'no' sayers. Blocking new ideas.	<i>Form a team and develop a team problem-solving protocol.</i>
Roosters	'I know it all', bragging.	<i>Thank them for their input but don't let them go on.</i>
Lions	Aggressive—verbal and physical bullying.	<i>Diffuse the anger if you feel comfortable. Don't get provoked yourself.</i>
Coyotes	Constant complaining. 'Whingeing'.	<i>Acknowledge how the person is feeling, without making a commitment to 'owning' the problem.</i>
Sheep	The 'eternal' victim. Always overwhelmed.	<i>Acknowledge their feelings without offering to step in and own the problem.</i>

What are your key learnings?

Leadership Meeting Rules

97

W19—Mission Proposal

Purpose

To succinctly deliver the NSILP 2014 Mission proposal.

Outcomes

Participants will:

- o Implement their public speaking and communication skills;
- o Practise their leadership skills and;
- o Deliver a mission proposal that is based on sound project planning and implementation principles.

The 2014 NSILP Mission

Mission Objectives

Mission Implementation Strategies

[illegible]

Mission Communication Plan

[illegible]

99

Your Role(s) Individually

Within the team

Your jobs—Immediately

Four weeks

By Sydney

100

W20—Debrief, Briefing and Close

Purpose

To conclude Residential #1.

Outcomes:

Participants will:

- Have an opportunity to complete a final reflection and provide formal feedback.

Final Reflections

- The three days—Task Need, Individual Need, Team Maintenance
- Going home
- Final Words

101

Program Booklets – Residential #2

NATIONAL SEAFOOD INDUSTRY Leadership Program

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1

NATIONAL SEAFOOD INDUSTRY Leadership Program

NSILP 2014—Funders and Major Sponsors

Funder



Major Sponsor



3

NSILP 2014—Facilitator Profiles

Jill Briggs

Jill Briggs has been a rural consultant and facilitator for over 15 years. She runs her own consultancy—Rural Training Initiatives. Jill works primarily with individuals, communities and rural industries in leadership training and capacity building. She facilitates leadership programs for the wine, seafood, aquaculture, horticulture and vegetable industries as the principal or co-facilitator.

Jill's qualifications are based on a Master's Degree in Leadership and Postgraduate Adult Learning. Her academic background is science and geography. Her career background is teaching and lecturing in primary, post-primary and tertiary learning institutes. Her passion is to support rural people in the development of skills for the future.

Jill is a partner in a primary production business in northeast Victoria, Australia. She lives in a small rural community west of Rutherglen—Norong—and is an active volunteer at various levels.

Jill's vision is to be part of a team that provides rural communities and industries with skills for the future.

Chris Calogeras

Chris Calogeras is the founder of C-AID Consultants and has extensive experience in the seafood and fishing industry. He has worked in management roles for Government, as a senior operational manager in the seafood industry and as an independent consultant since 2001.

Chris is a graduate of the NSILP. His formal qualifications include a Master's Degree in Marine Resource Management, a Graduate Diploma in Fisheries Management, and a Diploma in Environmental Science.

While in government, Chris managed multidisciplinary teams that were responsible for wild harvest resource management, marine parks and environment, data management, education, legislation, and recreational research. In the private sector Chris provided high-level operational and managerial assistance.

Recent consultancies have focused on building capacity in the fishing and seafood industry to develop a better strategic R&D focus, engendering dialogue between indigenous, commercial and recreational sectors, and assisting aquaculturalists to optimise opportunities.

2

NSILP 2014—Participants

Name	Workplace/Sector	Details
Nathan Adams	Director/Diver, Wild Abalone Pty Ltd	57 Calkin Rise, Augusta, WA, 6250, nradams34@hotmail.com 08 9758 0223, 0429 687 235
Troy Billin	Commercial Fisherman, Self Employed	810 Bangalow Rd, Bangalow, NSW, 2475, troybillin@live.com.au 02 6687 1158, 0412 357 158
Naomi Brydon	Assistant Director Sustainable Resource Management, Department of Agriculture	PO Box 56 AAC Bldg, Cairns Int'l Airport, Cairns 4870, Naomi.Brydon@daf.gov.au 07 4241 7837
Charlotte Connell	Communications Manager, Marine Stewardship Council	10446-48 Urunga Pde, Miranda, NSW, 2228, charlott.connell@msc.org 02 9525 9403, 0422 225 6182
Justin Crane	Senior Manager, Tassal	10 Marina Drive, Margate, TAS, 7054, Justin.Crane@tassal.com.au 03 62 67 6710, 0448 91 9424
Sunnie Elder	Financial Accountant, Sydney Fish Market Pty Ltd	Locked Bag 247, Pyrmont, NSW, 2009, sunnie@sydneyfishmarket.com.au 02 9004 1121, 0412 353 947
Donna English	Promotion & Marketing Officer, Northern Territory Seafood Council	PO Box 1424, Howard Springs, NT, 0835, projects@ntsc.com.au 08 8981 5194, 0417 193 061
James Florston	Research Officer, Reefishwest	Suite 2, 45 Northside Drive, Hillary's, Perth, WA, 6025, james@reefishwest.org.au 08 9248 3366, 0410 320 663
Jacqui Johnson	Teacher, North Coast TAFE	8 Scullin St, Townsville, NSW, 2463, jacqui.johnson@ntsew.edu.au 02 6644 4719, 0403 511 354
John Moloney	General Manager, Pacific Reef Fisheries Australia Pty Ltd	PO Box 2200, Ayr, QLD, 4807, john@pacificreef.com.au 07 4783 6058, 0428 588 665
Trent O'Brien	Sales/Reef, Tropic Ocean Prawns Australia P/L	9 Abington Close, Redlynch, QLD, 4570, cohenm@blepond.net.au 07 4935 2333, 0499 188 208
Joeliah Pit	Operations & Supply chain manager, Aquarium Industries	16 Shirey Way, Epping, Vic, 3076, joelap@aquariumindustries.com.au 03 9409 9331, 0408 714 612
Patrick Sachs	Senior Management Officer, AFMA	73 Northbome Ave, Civic, ACT, 2600, patrick.sachs@afma.gov.au 02 6225 5479, 0412 499 431
Janie Sellen	Manager, Coffin Bay Pacific Oysters/GA Oyster Growers Ass	PO Box 509, Port Lincoln, SA, 5606, jsellen5@gmail.com 08 8685 4443, 045 902 7042
Stephanie Williams	Marketing and Public Relations Executive, Sydney Fish Market	Locked Bag 247, Pyrmont, NSW, 2009, stephaniew@sydneyfishmarket.com.au 02 9004 1147, 0421 359 301
Jane Wilson	Salesperson, Raptis and Son	90 Comsie Rd, Comsie, QLD, 4170, jwilson@raptis.com.au 07 3249 7834, 0432 852 988
Luyin (Camay) Young	Inventory/procurement manager, Austral Fisheries	Suite 2/11, 25 Miller St, Pyrmont, NSW, 2009, cyoung@australfisheries.com.au 02 8514 7400, 0433 170 282

4

NSILP 2014—Residential Outline

1-3 April 2014—Surfers Paradise			8-10 July 2014—Sydney			23-25 September 2014—Canberra		
Knowing Leadership			Experiencing Leadership			Implementing Leadership		
Day 1	Day 2	Day 3	Day 4	Day 5 SFM Day	Day 6	Day 7	Day 8	Day 9
	Industry Tour			Tour and Reviewing Day 4				
Purpose of the Program	Reviewing Day 1	Understanding Days 1&2	Reconnecting	Handling Conflict	Understanding Day 5	Meetings in Canberra Organised by Participants	Looking Forward	ORID and Day 7 & 8
Identifying Leadership	Building Teams	Leadership Theories and Practice	Teams and Leadership	Understanding Our Industry Panel	Power and Behaviours		Taking the Next Step	Lobbying and Changes
Communication I	Industry Panel and Q&A	Meetings	Strategy Update and Next Steps	Lunch—With Guests and SFM Staff	Mission and Strategies—Canberra Presentation		Industry Panel	Leading the Industry
Learning and Leadership	Developing a Mission	Mission Proposal	Strategies—Work and Research	Media and Messages—Guest Speaker	Mentoring		Parliament Question Time	Mission Launch and Networking Afternoon Tea
Communication II	Mission and Strategy Plan	Briefing, Debrief and Close		Media and Messages Session		Mission Launch and Strategy Presentation Preparation		
Personalities	Networking		Team Mission Review	Dinner Brief	Brief, Debrief and Close		Strategy Presentation Preparation	Final Session and Dinner Briefing
Team Dinner Briefing—Vision	Industry Dinner		Team Dinner	Industry Dinner			Team Dinner	Graduation Dinner

6

NSILP 2014—Residential Two Program

8-10 July 2014—Sydney					
Experiencing Leadership					
Day 4		Day 5—SFM		Day 6	
8.30am	W20—Reconnecting	6.00am	W26—Tour and Reviewing Day 4	8.30am	W31—Understanding Day 5
9.30am	W21—Teams and Leadership	8.30am	W27—Handling Conflict	10.00am	W32—Power and Behaviours
11.00am	W22—Strategy Update and Next Steps	11.00am	W28—Understanding Our Industry Panel	12.30pm	W33—Mission and Strategies—Canberra Presentation
12.00 noon	W23—Strategies—Work and Research	12.30pm	Lunch—With Guests and SFM Staff		
		1.30pm	W29—Media and Messages—Guest Speaker	2.30pm	W34—Mentoring
		2.30pm	W29—Media and Messages Session	2.30pm – 4.30pm	W35—Brief, Debrief and Close
4.30pm	W24—Team Mission Review	4.30pm	W30—Dinner Brief		
6.00pm	W25—Team Dinner	7.00pm	Industry Dinner		

7

NSILP 2014—Day 4

W20—Reconnection

Purpose

To provide an opportunity to review and further develop communication skills through a 'catch-up' process.

Outcomes

Participants will:

- o Develop an understanding of achievements and success;
- o Analyse issues that impact on personal output and;
- o Reflect on personality style and impacts of those styles.



"Gee, looks like I'm all out of worms.
You want to buy a boat?"

Thinking BEYOND your strategy

Reflecting on the Leadership Learning Plan—Personal, Business/Workplace and Industry

What leadership challenges have you taken on since Surfers Paradise?

What were the easiest parts of taking on new leadership behaviours/roles/skills?

What were the most challenging parts of taking on new leadership behaviours/roles/skills?

What were the outcomes of taking on some of these challenges? Positives and negatives.

What were the outcomes for others through you taking on the leadership? Positives and negatives.

How did you feel about taking on the role(s)?

What feedback did you receive from others about taking on the role(s)?

What do you now know about taking on leadership roles?

What do you now know about you and your personality styles?

What do you now know about you and your leadership style?

What other way(s) might you try next time?

What are your next steps for your Leadership Learning Plan?

- o Personal
- o Business/Workplace
- o Industry

For Aboriginal leaders, the social and moral obligation that comes with community leadership is life-long. Those who lead, who have authority, must care for and look after those who come behind.

Patrick Dodson (1949-)

How would you "enforce" these rules?

Essential Elements

Foster Participative Leadership—Nurture empowerment

Insist on Cooperative Climates—Encourage support

Structure Decision-making and Problem-solving—Develop plans

Leadership Action—Teams

- Define the team's mission
- Develop the norm for teamwork
- Emphasise pride in being outstanding
- Hold whole group chats
- Model teamwork
- Use a servant leadership style
- Assist the team to establish timelines and direction
- Solicit whole team feedback
- Minimise micromanagement
- Emphasise group recognition and rewards
- Initiate group ritual and ceremony

One of the most important responsibilities of team leadership is to determine role designation. Rothwell 2004

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Notes

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- o Often there is an initial struggle for leadership—as if only one person does it in a group or team.
- o Leadership can be to do whatever needs to be done to make a group effective—that is when anyone does something that improves productivity or satisfaction.
- o Leadership is being aware of the process. This is the first step in taking responsibility for activities; i.e. reflecting on process and actions—why things work or not.
- o Leadership helps others to achieve constructiveness.
- o Leadership is being able to get the most out of a team or group.
- o Leadership needs may change due to the stage a team is at.

What I want you to think about and seek to achieve!

How will I ensure that my strategy group and NSILP 2014 participants work as a team to maximise outcomes by Canberra?

How I am going to maximise outcomes in my industry OR workplace through team leadership?

[illegible]

17

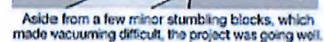
Purpose

For participants to provide an update on the project outcomes to date and work towards leadership development through project team development and management.

Outcomes

Participants will:

- o Have an opportunity to practise public speaking;
- o Develop a project team to assist in achieving results;
- o Develop a whole-group project concept embedded in the 2014 Mission, and;
- o Give and receive feedback about project outcomes to date.



19

Project Planning Process



Adapted from Leading Industries 2008

20

Describe how you are feeling about the mentoring process.

How might you develop a more productive partnership with your Internal Mentor?

What have you learnt about yourself as a leader in a strategy team?

What have you learnt about you and the Big Five?

22

Mission and Strategy Update

What have you achieved to date?

Does this match with your expectations?

What have been the barriers/speed humps that have hindered your outcomes?

How have you used your internal mentor?

21

Building the Strategy Team

Step One: You should have formed a small strategy team that is effectively working towards strong outcomes for your strategy for Canberra.

Strategy team:

Others that should be recognised as being part of the team:

Step Two: The second phase of the mission and your team's strategy (now until Canberra) requires that you work to achieve outcomes. Who else are you going to engage with to ensure strong outcomes occur?

These people might be drawn from:

- o The NSILP 2014 dinner guests;
- o Other seafood industry individuals, and;
- o Other people—your boss, your partner.

THINK STRATEGICALLY

Other Names:

Why? What will each person add to the 2014 Mission and your team strategy implementation and outcomes?

23

Team Dinner—You have an hour.

- Plan the process by looking at the session outline for tomorrow.
- You will have more time in the morning to refine the process. Think about...

What do you want to find out about your industry that will assist in strengthening your mission outcomes?

Why do you want to find this out? Are there other things that are more important?

For ten (10) minutes all behave as if you have a very high level of openness (BFI) and think of new ideas.

For ten (10) minutes all behave as if you have a very high level of conscientiousness (BFI); what can be done and what can't be done?

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Vision

How can we continue to work to encourage the industry to move towards the vision?

Today

Between now and Canberra

Mission

How might we ensure that the NSILP 2014 team delivers on the mission through planning the time we have tomorrow?

How might we add value to create better outcomes for the strategies during the time tomorrow?

25

W23—Strategies—Work and Research

Purpose

To further implement the team's mission and experience working as a team and providing leadership.

Outcomes

Participants will:

- o Review the mission;
- o Develop deeper understanding of the mission through a research and information gathering process;
- o Revise the mission through gathered information and strategy outcomes (to date), and;
- o Commence formulating a presentation concept for Canberra.

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Enhancing the Mission—Communicating and Consulting

Within and beyond Sydney, design a process so that you research further information to enhance the NSILP 2014 Mission.

Objectives:

- o To work with facts about the industry;
- o To form teams (perhaps new ones) and design, communicate, consult, and record information that will enhance the NSILP 2014 Mission;
- o Practise the skills and use the knowledge developed during the NSILP 2014, and;
- o Present the 'enhanced' Mission and Vision to the Industry Network Dinner guests.

Communication and Consultation

You will need to sort roles and responsibilities. The team manages the process, including facilitating the initial stages.

Notes

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Mission reviewed and developed

What is the enhanced mission?

[illegible]

What are your enhanced strategies now for delivering on the mission and outcomes from today?

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Potential Plan

<i>Task</i>	<i>Guidelines</i>	<i>Time</i>
Identify what information you could gather that will 'add value' to your strategies.	Spend time thinking and talking about what you want to get at the end.	20 min
Identify skills and strengths in the team that will ensure you end up with data and information to enhance the mission.	Think and talk about the skills and resources you have in the team to get the outcomes. Think about the Big Five.	20 min
Plan your process.	What are you going to do? How is it to be done? Who will do what and when?	20 min
Consult and observe	Look at your industry in the environment you are now in. Gather the information you need to know more about so you can implement the mission.	1½ hours
Time out—12.45pm	As a whole team, have lunch and review what you have achieved and what more needs to happen.	30 min
Formulate ideas for the 'enhancement' with the facilitators.	As a group, begin to decide on what you now know.	30 min
Gather extra required information and prepare the new mission.		40 min
First, individual self-appraisal.	Individually, review how your leadership skills were used to the maximum.	5 min
Team update	Report back about what you have/will achieve(d).	15 min

Mission development and delivery plan for Canberra

What is the final outcome (end point) for the NSILP 2014 Vision and Mission?

Accountability and Action Plan

Strategy	Action	Who is Responsible	When	Anticipated Result

What did you find out about yourself today?

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Notes

Purpose

To develop strategies for handling conflict in all areas of life including industry organisations and government agencies.

Outcomes

Participants will:

- o Develop an increased awareness of preferences in handling conflict;
- o Plan strategies for handling conflict, and;
- o Practise dealing with conflict in individual and group situations.



"I agreed to guide you. My contract says nothing about pulling a sleigh."

NATIONAL SEAFOOD INDUSTRY
Leadership Program

Conflict: A struggle of opposing ideas, interests and feelings.

Negotiation: To talk and communicate to find agreement

Managing Conflict—Knowing Yourself

When thinking about handling conflict it is essential to understand yourself.

Reflect on the following:

- o Do you know what puts you in conflict with others?
- o Can you identify why others move towards conflict with you?
- o Do you have known triggers that raise the angst during communication?

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Styles of Managing Conflict Questionnaire

How do you behave in conflicts?

The statements listed below can be thought of as some of the different strategies for managing conflict. Read each of the statements and using the following scale score how typical each is of your actions when in conflict.

I do this... 1: ...never, 2: ...seldom, 3: ...sometimes, 4: ...frequently, 5: ...usually.

1. It is easier to refrain than to retreat from a quarrel	
2. If you cannot make a person think as you do, make him or her do as you think	
3. Soft words win hard hearts	
4. You scratch my back, I'll scratch yours	
5. Come now and let us reason together	
6. When two quarrel, the person who keeps silent first is the most praiseworthy	
7. Might overcomes right	
8. Smooth words make smooth ways	
9. Better half a loaf than no bread at all	
10. Truth lies in knowledge, not in majority opinion	
11. He who fights and runs away lives to fight another day	
12. He hath conquered well that hath made his enemies flee	
13. Kill your enemies with kindness	
14. A fair exchange brings no quarrel	
15. No person has the final answer but every person has a piece to contribute	
16. Stay away from people who disagree with you	
17. Fields are won by those who believe in winning	
18. Kind words are worth much and cost little	
19. Tit for tat is fair play	
20. The person willing to give up their monopoly on truth can profit from truths others hold	
21. Avoid quarrels; some people as they will only make your life miserable	
22. A person who will not flee will make others flee	
23. Soft words ensure harmony	

Conflict and Communication

Four general categories:

- o **Passive.** Characterised by a desire to avoid offending people at all costs.
- o **Aggressive.** Characterised by pushing people around and loudly demanding what you want.
- o **Passive-Aggressive.** The long-suffering passive person will build up aggressions that will be triggered and a vicious outburst will precipitate.
- o **Assertive.** Characterised by the belief that everyone has the right to express his or her own legitimate needs.

Managing Conflict through Assertive Communication

Four F's of Assertive Messages

FOCUS

FEELINGS

FACTS

FAIR REQUESTS

An Assertive Statement

- o Focus the discussion on the issue.
- o Acknowledge your honest reaction, your personal feelings.
- o Present facts as you perceive them, without making judgements.
- o Encompass a final and Fair Request, basically outlining what you want (making only one request at a time).

Write an assertiveness statement and practise it with two others and get feedback

Managing Conflict

Five common strategies for dealing with conflict:

- o Withdrawing
- o Forcing
- o Soothing
- o Compromising
- o Confronting

Leadership Program

24. One gift for another makes good friends	
25. Bring conflicts into the open and face them; then the best solution will be discovered	
26. The best way of handling conflicts is to avoid them	
27. Put your foot down where you mean to stand	
28. Gentleness will triumph over anger	
29. Getting part of what you want is better than not getting anything at all	
30. Frankness, honesty and trust will move mountains	
31. There is nothing so important you have to fight for it	
32. There are two kinds of people in the world, the winners and the losers	
33. When one hits you with a stone, hit him or her with a piece of cotton	
34. When both give in halfway, a fair settlement is achieved	
35. By digging and digging, the truth is discovered	

Scoring

Copy your scorings from the questionnaire into the table below. Total the columns. The higher the total score for each strategy, the more frequently you tend to use that approach.

WITHDRAWING		FORCING		SMOOTHING		COMPROMISING		CONFRONTING	
1		2		3		4		5	
6		7		8		9		10	
11		12		13		14		15	
16		17		18		19		20	
21		22		23		24		25	
26		27		28		29		30	
31		32		33		34		35	
TOTAL		TOTAL		TOTAL		TOTAL		TOTAL	

Your initial response?

Conflict styles—What are you like?

When you become engaged in a conflict, there are two major issues you have to take into account:

- o 1. Achieving your personal goals—you are in conflict because you have a goal that conflicts with another person's goal. Your goal may be highly important to you, or it may be of little importance.
- o 2. Keeping good relationship with the other person—you may need to be able to interact effectively with the other person in the future. The relationship may be very important to you, or it may be of little importance.

Conflict styles

WITHDRAWING	Turtles withdraw into their shells to avoid conflicts. They give up their personal goals and relationships. They stay away from the issues over which the conflict is taking place and from the persons they are in conflict with. Turtles believe it is hopeless to try and resolve conflicts. They feel helpless. They believe it is easier to withdraw (physically and psychologically) from a conflict than to face it.
FORCING	Sharks try to overpower opponents by forcing them to accept their solutions to the conflict. Their goals are highly important to them and relationships of minor importance. They seek to achieve their goals at all costs. They are not concerned with the needs of others. They do not care if others like or accept them. Sharks assume that conflicts are either won or lost and they want to be the winner. This gives them a sense of pride and achievement. Losing gives them a sense of weakness, inadequacy and failure. They try and win by attacking, overpowering, overwhelming and intimidating others.
SMOOTHING	To teddy bears the relationship is of great importance while their own goals are of little importance. Teddies want to be accepted and liked by other people. They think that conflict should be avoided in favour of harmony and that people cannot discuss conflicts without damaging relationships. They are afraid that if a conflict continues, someone will get hurt and that could ruin the relationship. They give up their goals to preserve the relationship. They like to smooth things over.
COMPROMISING	Foxes are moderately concerned with their own goals and their relationships with others. They give up part of their own goals and persuade others in a conflict to give up part of theirs. They seek a conflict solution in which both sides gain something—the middle ground between two extreme positions. They compromise; they will give up a part of their goal and relationship in order to find agreement for the common good.
CONFRONTING	Owls highly value their own goals and relationships. They view conflicts as problems to be solved and seek a solution that achieves both their own and the other person's goals. Owls see conflicts as a means of improving relationships by reducing tension between two people. They try to begin a discussion that identifies the conflict as a problem to be solved. By seeking solutions that satisfy everyone, owls maintain the relationship. They are not happy until a solution is found that both satisfies everyone's goals and resolves the tensions and negative feelings that may have been present.

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Further things to consider...

When seeking a negotiated outcome:

- o Assess the situation objectively;
- o Collect accurate information;
- o Identify what you want, and;
- o Look at yourself and have positive intentions.

Then...

- o Know what it is you really want;
- o State clearly any changes in behaviour;
- o Listen to other points of view;
- o Make a proposal having listened to differing opinions;
- o Ask for any counter proposals, and;
- o Work on a compromise.

And remember this...

- o Some conflict is inevitable;
- o Negotiation involves two parties;
- o Separate your feelings from the issue;
- o Focus on interests, not positions;
- o Seek mutually agreeable options;
- o Be flexible, and;
- o Be persistent.

What would be your first, second and third steps if you were in a situation of disagreement or dispute?

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Stages of Conflict

- o Difference of opinion
- o Disagreement
- o Dispute
- o Conflict

Examples of the Stages of Conflict

- o Difference of Opinion
- o Disagreement
- o Dispute
- o Conflict

Choose one of the above as a case study.

How you would manage the four stages using the approaches from the questionnaire and the assertive communication model?

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W28—Understanding Our Industry Panel

Purpose

To practise leadership skills through listening and questioning industry leaders.

Outcomes

Participants will:

- o Gain knowledge regarding the industry on a big-picture scale;
- o Practise questioning techniques and review outcomes;
- o Use questioning techniques focusing on closed, open and probing questions, and;
- o Develop their industry network.



"What we need is a decision, not more foot-dragging."

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Questioning

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W29—Media and Messages

Purpose

Outcomes

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Guest Speaker

What were the key messages you picked up?

What were the group's key media messages?

What did you learn? What will you use?

52

Basics of a Media Plan

Some basic points to address before you develop your media plan are:

- o Learn about the media available in your city, state and country. Read the paper, watch TV, listen to the radio and follow other sources—blogs, email streams, bulletins.
- o Determine what will fall into hard news, or feature stories.
- o Discover reporters who are covering issues similar to yours and whether they are reporting on them positively or negatively.

Press Releases

What is a press release?

A press release provides information about your organisation that is prepared and presented in a standardised format. It is usually one page in length, but no more than two pages. The purpose is to announce an issue of importance for which you want media attention, whether print, electronic or both. A press release should be brief and to the point.

What information should be included in a press release?

A good press release answers the "5 W's" in the first paragraph: i.e.

Who? What? Where? When? and Why?

- o Who: Who is the subject of the story? They should be identified and described. The 'who' might be a person, group, event or activity.
- o What: What is happening that the media should know about? The goal is to get the reader's attention, so that your release will be read and your issue reported.
- o Where: If it is an event or a press conference, where is it going to take place? Be specific about the address of the location and include a map with directions. Include information about where to park a car or if there is public transportation. Make it as easy as possible for the reporters covering your event.
- o When: When will it take place? The date, day of the week, and specific time must be very clear. No approximations; only specific information.
- o Why: Why is this so important? The reason for your press release should be compelling. Be specific. Remember, the lead or headline should be written to hook the person into reading the rest of your release.

From the National Women's Justice Coalition <http://www.nwjc.org.au/> last updated 5/3/01

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Media Strategy

Developing a media strategy depends upon the answers to several key questions:

- o What is your goal?
- o What is your organisation's function? How well established is it?
- o What do you want the media to tell the public about you and your organisation?
- o Are you working with others or alone?
- o What resources are available to you?
- o Do you or people you know have media contacts?

Define Your Purpose/Message

- o Get others involved. Form a committee/group of people to work with you to develop your media campaign. Be as inclusive as you can be, allowing people to contribute to the work.
- o Determine your goals and objectives. Define your organisation and the goals you wish to achieve from the media message. Have a clear understanding of what you want to accomplish before you start.
- o Create the message. Draft talking points that will answer basic questions about your issue. Make sure that everyone from your organisation is using these succinct and quotable talking points. You want one clear, direct, and simple message.
- o Identify your target audience. Who is the audience you want to reach through the media? It is very important to know the intellectual level, social background and nature of the audience you are addressing.

Try to think like the audience you want to reach.

- o The media is the vehicle. If possible, ask a member of your target audience or group to listen to you so you can test the message of your campaign.
- o Analyse and assess your media outlets and opportunities. Which type of media will help you to reach your target audience?
- o List your resources. These might include, but not be limited to the following: money, in-kind donations of material, the time and talents of involved individuals, outside or related events that you can use to highlight your efforts.
- o If possible, ask a member of your target audience or group to listen to you so you can test the message of your campaign. Be clear about what you are trying to say, and what others think. Role play scenarios.
- o Remain flexible. Revise your plans if circumstances or resources change, or if parts of your plan are not working. Stick with what works!

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W30—Industry Networking Dinner Briefing

Purpose

To demonstrate effective industry leadership through networking at, and management of, an industry dinner.

Outcomes

Participants will:

- o Manage the networking process;
- o Manage the dinner from guests arriving to departure, and;
- o Present an 'enhanced' Mission statement—showing full integration of strategies.

What will you do to increase your effectiveness as a networker tonight?

How do you feel about this?

Therefore what does this mean regarding developing this behaviour?

What outcomes do you anticipate?

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Personal and positional power

- Power is complex and understanding individual personal power is complex.
- Power is the potential and/or ability to influence decisions and control resources.
- People in leadership positions all hold power.
- Effective leadership understands power and uses it appropriately.
- Power is classified according to whether it stems from the organisation or the individual.

A Story of Power—Abdullah Ahmad Badawi—Malaysia

Leaders sometimes share the same position at different times and therefore have the same positional power. How they use that power and the types of behaviour they employ to achieve their aims, however, can be very different, leading to quite different outcomes.

In the post-Mahathir Malaysia there is a new humility in the Prime Minister's Office and a new style of leadership. Prime Minister Abdullah Ahmad Badawi has a much softer, kinder and gentler approach to his leadership style that is in sharp contrast to the former Prime Minister's style of charge ahead as forcefully as possible. Make no mistake, Malaysia is still outspoken on regional and international issues and ever ready to articulate its stance on issues ranging from free trade agreements to the chaotic situation in Iraq.

"In some ways nothing has changed since Dr Mahathir stepped down," Foreign Minister Syed Hamid Albar says of the post-Mahathir Malaysia. "The difference is more of style. The new Prime Minister's style may be low-key but [he] really means business. He may not sound as forceful as Dr Mahathir, but he can take tough decisions, and once a decision is made, he wants cabinet ministers and civil servants to execute and deliver."

The new tone of conciliation with other countries seeks to build a bridge between regions, cultures and nations. The new softer and gentler style of leadership and diplomacy on the part of Abdullah is reaping benefits not only for Malaysia but for the Prime Minister.

DuBrin, Daigish and Miller "Leadership" 2006, Wiley and Sons, Milton, Queensland

60

Understanding Power at a Personal Level

A Case Study

What power base do you believe Tony Abbott works from?

Justification

How would you work with Tony Abbott and his power to get the most for your industry?

What main power base do you work from?

Justification

How does this impact positively on others?

How might this impact negatively on others?

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Positional Power—Power gained from the person's position in an organisation.

Personal Power—Power stemming from characteristics/behaviours demonstrated by the individual.

Power Derivative	Power Source	Descriptor
Positional Power	Legitimate	Is based on the position held by the leader, manager or owner. This person has power by virtue of the position and/or influence they hold in the organisation. The higher the position, the higher the legitimate power tends to be.
	Reward	Is based on the leader's ability to provide rewards for other people. Compliance with this power may lead to gaining positive incentives such as pay, promotion, or recognition. Reward power works when leaders have access to rewards.
	Coercive	Is based on fear. Coercive power is seen as inducing obedience/agreement because failure to comply will lead to punishments such as undesirable work assignments, reprimands, or dismissals.
	Information	Is based on the leader's possession of, or access to, information that is perceived as valuable to others. This power base influences others because they need this information or want to be 'in on things'.
Personal Power	Expert	Is based on the leader's possession of expertise, skill, and knowledge, which gain the respect of others. A leader with expert power is seen as possessing the expertise to influence the behaviour of others. This respect enables a leader to influence the behaviour of others.
	Referent	Is based on the leader's personal traits. A leader with referent power is generally liked and admired by others because of personality. This liking for, admiration for, and identification with, the leader influences others.
	Prestige	Is based on the leader's 'connections' and/or status and/or reputation. A leader with prestige power is influential or important to persons inside or outside the organisation. Prestige power induces agreement because others aim at gaining through knowing and being liked by the leader.

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I like the horse 'Divide and Rule'.

I've done that for nearly twenty years you know.

Sir Henry Bolle Vidorian Premier 1955-1973 (1908-1990)

AND

*When the best and the brightest come together,
the possibilities are endless.*

Considering conflict and power

Consider a recent conflict or disagreement and think about how you may have worked more effectively within that team and with the team members.

What might you change if you had your time again?

Yesterday you were asked once again to move beyond your comfort zone (it is a leadership course after all). How did you manage any adverse use of power by NSILP 2014 members?

Develop a positive personal leadership profile for working in your strategy team. Consider the information you now know about yourself and leadership:

- Communication
- Personalities
- Team stages
- Conflict management
- Communication skills
- Power bases

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Strategy: Next Steps

(To be handed to Jill prior to departure PLEASE.)

- o Reviewed and finalised strategy.
- o Connection to NSILP 2014 Mission.
- o Increased Project Team (from page 27):

Strategy	Action	Who?	When?	Anticipated Result

Presentation in Canberra

Potential work beyond Canberra



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1

2



NSILP 2014—Facilitator Profiles

Jill Briggs

Jill Briggs has been a rural consultant and facilitator for over 15 years. She runs her own consultancy—Rural Training Initiatives. Jill works primarily with individuals, communities and rural industries in leadership training and capacity building. She facilitates leadership programs for the wine, sugar, citrus, seafood, aquaculture, dairy, horticulture and vegetable industries as the principal or co-facilitator.

Jill's qualifications are based on a Master's Degree in Leadership and Postgraduate Adult Learning. Her academic background is science and geography. Her career background is teaching and lecturing in primary, post-primary and tertiary learning institutes. Her passion is to support rural people in the development of skills for the future.

Jill is a partner in a primary production business in northeast Victoria, Australia. She lives in a small rural community west of Rutherglen—Norong—and is an active volunteer at various levels.

Jill's vision is to be part of a team that provides rural communities and industries with skills for the future.

Chris Calogeras

Chris Calogeras is the founder of C-AID Consultants and has extensive experience in the seafood and fishing industry. He has worked in management roles for government, as a senior operational manager in the seafood industry and as an independent consultant since 2001.

Chris is a graduate of the NSILP. His formal qualifications include a Master's Degree in Marine Resource Management, a Graduate Diploma in Fisheries Management, and a Diploma in Environmental Science.

While in government, Chris managed multidisciplinary teams that were responsible for wild harvest resource management, marine parks and environment, data management, education, legislation, and recreational research. In the private sector Chris provided high-level operational and managerial assistance.

Recent consultancies have focused on building capacity in the fishing and seafood industry to develop a better strategic R,D&E focus, engendering dialogue between indigenous, commercial and recreational sectors, and assisting aquaculturalists to optimise opportunities.

3

4

NSILP 2014—Funders and Supporters

Funder



Australian Government
Fisheries Research and
Development Corporation

Major Sponsor



5

6

NSILP 2014—Participants

Name	Workplace/Sector	Details
Nathan Adams	Director/Diver, Wild Abalone Pty Ltd	57 Calkam Rise, Augusta, WA, 6290, ntasams24@hotmail.com 08 9758 0223, 0429 667 235
Troy Billin	Commercial Fisherman, Self Employed	610 Bangalow Rd, Bangalow, NSW, 2479, troybillin@live.com.au 02 5687 1158, 0412 397 158
Naomi Brydon	Assistant Director Sustainable Resource Management, Department of Agriculture	PO Box 95 AAC Bldg, Cairns Intl Airport, Cairns 4870, Naomi.Brydon@daf.gov.au 07 4241 7837
Charlotte Connell	Manager, Marine Stewardship Council	16/46-48 Ununga Pde, Miranda, NSW, 2228, charlott.connell@msc.org 02 5524 8400, 042 229 6192
Donna English	Promotion & Marketing Officer, Northern Territory Seafood Council	PO Box 1454, Howard Springs, NT, 0835, projects@ntsc.com.au 08 8991 5194, 0417 193 051
Jamaa Florisson	Research Officer, ReefsWest	Suite 2, 45 Northside Drive, Hillarys, Perth, WA, 6025, jamaa@reefswest.org.au 08 9246 3366, 0410 320 663
Jacqui Johnson	Teacher, North Coast TAFE	8 Soullin St, Townsend, NSW, 2463, jacqui.johnson@tfsnsw.edu.au 02 6644 4719, 0403 511 354
John Moloney	General Manager, Pacific Reef Fisheries Australia Pty Ltd	PO Box 2200, Ayr, QLD, 4807, john@pacificreef.com.au 07 4783 6059, 0428 588 665
Trant O'Brien	Sales/Reft, Tropic Ocean Prawns Australia P/L	9 Adlington Close, Redlynch, QLD, 4870, obrienm@bigpond.net.au 07 4035 2933, 0499 198 208
Patrick Sachs	Senior Management Officer, AFMA	73 Northborne Ave, Civic, ACT, 2600, patrick.sachs@afma.gov.au 02 6225 5479, 0412 499 431
Jamie Sellen	Manager, Coffin Bay Pacific Oysters SA Oyster Growers Ass.	PO Box 505, Port Lincoln, SA, 5606, jsellen66@gmail.com 08 6685 4443, 045 902 7042
Stephanie Williams	Marketing and Public Relations Executive, Sydney Fish Market	Locked Bag 247, Pyrmont, NSW, 2009, stephaniew@sydneyfishmarket.com.au 02 9004 1147, 0421 399 301
Jana Wilson	Salesperson, Raptis and Son	30 Colmaile Rd, Colmaile, QLD, 4170, wilsonj@raptis.com.au 07 3249 7834, 0430 652 988
Luyin (Carmay) Young	Inventory/procurement manager, Austral Fisheries	Suite 2.01.55 Miller St, Pyrmont, NSW, 2009, cyoung@australfisheries.com.au 02 8514 7400, 0433 170 282

7

8

NSILP 2014—Residential Three Program

Residential #3 September 2014 Canberra

<p>Implementing Leadership</p>

Day 7—Tuesday 23 September		Day 8—Wednesday 24 September— FRDC		Day 9—Thursday 25 September	
Meetings in Canberra organised by participants		8.30	W36—Looking Forward	8.30	W42—Review Days 7 & 8
		9.30	W37—Taking the Next Step	9.30	W43—Leading the Industry
		11.00	W38—Industry Panel	11.00	W44—Working Effectively With Decision-makers
		1.30	W39—Parliament House	1.30	W45—Mission and Strategy Presentation and Networking
4.30	Canberra Meeting Update and Outcomes and Strategy Presentation Planning	3.30	W40—Mission and Strategy Presentation Practice		
		5.00	W41—Debrief and Briefing	5.00	W46—Final Wrap and Graduation Dinner Briefing W47—Close
7.00	Team Dinner	7.30	Team Dinner	7.00	Graduation Dinner

11

Day 7

Notes

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12

13

Day 8

W36—Looking Forward

Purpose

To provide participants with an up-to-date briefing for Canberra and commence thinking about "beyond NSILP 2014".

Outcomes

Participants will:

- Understand what will be achieved by the conclusion of Canberra;
- Set the scene for post-Canberra;
- Provide the whole team with an update on mentoring outcomes and;
- Establish needs of individuals in the team that will ensure personal and team success.

Leadership in its best sense has never been about the pre-determined role cast on some to lead others.

AND

The essentials of leadership are all about the use of one's talent in the interests of society.

Sir James Gobbo, Former Victorian Governor (1931-)

Initial Conversation

How is life?

What have you left to get here?

What faces you when you return?

Canberra

Personally - What will happen from now until 10pm Thursday?

What can the team do to make sure you get to this point?

After Canberra

What will happen after 10pm Thursday?

Your thoughts

Our expectations

How can the team support you in your journey to this point?

18

Notes

This image shows a full page of blank handwriting practice paper. It features approximately 20 evenly spaced horizontal blue lines across the entire page, providing a guide for letter height and placement. The lines are consistent in color and thickness throughout.

20

Mentoring

What has happened with your external mentor?

Has the initial conversation occurred and commitment sheet been completed?

Has a purpose for the relationship been established? And what is it?

What is your understanding about mentoring now?

Would you be willing to mentor future NSILP participants?

What would you provide in a mentoring capacity?

19

W37—Taking the Next Step

Purpose

For participants to examine their personal leadership style and make strategic changes to it for the future of the seafood industry.

Outcomes

Participants will:

- o Understand themselves through others' perceptions and opinions;
- o Strategically plan their leadership journey and learning and;
- o Set leadership targets for the short-term and mid-term.



"They p-p-put m-me in ch-ch-charge."

21

Leadership Program

Personal

23

25

Groups Found During Change

Radicals	Love change, let's move forward, it looks exciting and DO IT NOW	Small percentage
Progressives	Like new initiatives, change is exciting, let's look at the whole picture	Make up the largest portion of any group
Conservatives	Can see the need for some change, but let's be really careful and do it slowly	
Traditionalists	Don't like change; it works OK, always has, why change ANYTHING?	Small percentage

- o Establish a sense of urgency
- o Create a Guiding Coalition (a critical mass to drive change)
- o Develop a Vision and Strategy
- o Communicate the Change Vision
- o Empower Action
- o Generate Short Term Wins
- o Consolidate Gains and Produce More Change
- o Anchor New Approaches in Culture

Strategic questions have certain characteristics. They:

- o Usually start with words like: "what might you...?" "how could we...?" etc.
- o Tend to evoke a deep response, often months later.

Strategic questions conform to certain principles. They must:

- o Be engaging, invite further learning, and assume the best of intentions in the hearer.
- o Be asked at the right time by someone whom the hearer truly respects.
- o Be truly open (not be asked manipulatively).

Leadership Program

To practise leadership skills through listening and questioning guest speakers.

Participants will:

- o Gain knowledge regarding the seafood industry from a national and international perspective;
- o Work as a team to gain significant information through effective questioning techniques and;
- o Enhance their industry network.

[illegible]

25

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This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook or a sheet of stationery designed for writing.

[illegible]

96

Was there any obvious networking occurring in both houses?

Detail what power was on show and what type of power would be underlying. Has your opinion changed regarding the type of power the leaders of the Government use? What about the front bench of the Government and the front bench of the opposition? What about the independents?

[illegible]

What did you observe regarding the media? Did the politicians use the media while in the chambers?

[illegible]

31

天

For all participants to hear all strategy practices and to provide effective feedback

Participants will:

- o Practise mission and strategy presentations;
- o Refine presentation to a level of excellence;
- o Hear and provide additional assistance to the team and;
- o Perform as a team.

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This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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4.2 - Pre Program Materials

NATIONAL SEAFOOD INDUSTRY

Leadership Program



Are you interested in making a difference?

Are you interested in learning about your industry?
Willing to take on a challenge, work in teams to initiate change?

Then the
National Seafood Industry Leadership Program
...is for you!



The National Seafood Industry Leadership Program (NSILP) is the leadership platform being delivered through funding from the Fisheries Research and Development Corporation (FRDC) and developed, managed and delivered by Rural Training Initiatives P/L.

The NSILP is the only national industry specific leadership program for the Australian seafood industry and was designed in consultation with seafood industry people and with their specific needs in mind. In its thirteenth year the program now has a graduate population of over 190 people of all ages and from all sectors of the industry including processing, fishing, extension, exporters, importers, marketing, deckhands, indigenous and recreational fishers have now successfully completed the program.

The NSILP focuses on developing skills that participants can apply at three key levels – personal, business and national industry. Participants are also encouraged to develop and implement plans associated with these three areas. The NSILP participants will also be involved in the development and implementation of a nationally strategic vision for the Australian seafood industry. Overall the program's focus is on giving its participants the right tools and understanding to have a positive impact on their own future, the future of their own businesses and the future of the Australian seafood industry as a whole.

The content of the program ensures that participants are exposed to effective ways of handling conflict, improved communication techniques, the management of efficient meetings, high performance team building, change management and media training. Participants are also exposed to the wide diversity of the Australian seafood industry and some of the different issues facing the industry.



"This knowledge has given me new energy, enthusiasm and confidence in the way I conduct myself and approach my workplace and my industry involvement."

Graduates have applied their skills to a wide variety of areas including regional network development, regional and state industry association boards, reference committees and effective business and workplace management.

Dr Patrick Hone, Executive Director of The Fisheries Research and Development Corporation spoke of the impact of past programs "The vision and energy of past participants has provided the seafood industry with many benefits. We have seen people emerge from this program with improved confidence, skills and commitment. This has allowed them to transform their own businesses and in turn influence the future direction of the Australian seafood industry."

"Thanks again for the tremendous work Rural Training Initiatives; this leadership program has helped me enormously."

"Interesting, challenging, informative, fun, helpful, thought-provoking."



The program content is tailored to meet the specific needs of the Australian seafood industry and has been developed and modified in consultation with experienced industry leaders. The program is delivered through funding from the FRDC and key sponsorship from the Sydney Fish Markets. The facilitators – Jill Briggs and Chris Calogeras of Rural Training Initiatives - have an energetic and engaging processes that ensures that learning occurs for all participants.

In its 13th year the National Seafood Industry Leadership Program 2013 will be delivered over six months and through three key residential sessions:-

FIRST RESIDENTIAL – 3 Days - MARCH
SECOND RESIDENTIAL – 3 Days - JUNE
THIRD RESIDENTIAL – 3 Days - SEPTEMBER

Program costs are \$600.00 (GST Ex.) per participant which includes most meals, training materials and learning support and leadership development prior to, during and beyond the six months of the program.

For further information please contact Jill Briggs 0280357284; 0408455710;
jill@ruraltraininginitiatives.com.au; www.ruraltraininginitiatives.com.au

Program Information

The National Seafood Industry Leadership Program 2014 (NSILP 2014) is the leadership platform being delivered through funding from the Fisheries Research and Development Corporation (FRDC) and developed, managed and delivered by Rural Training Initiatives P/L.

The NSILP 2014 is the only national industry specific leadership program for the Australian seafood industry and was designed in consultation with seafood industry people and with their specific needs in mind. This the thirteenth year of the program and well over one hundred graduates of all ages and from all sectors of the industry including processing, fishing, extension, exporters, importers, marketing, deckhands, Indigenous and recreational fishers have now successfully completed the program.

The NSILP 2014 focuses on developing skills that participants can apply at three key levels – personal, business and national industry. Participants are also encouraged to develop and implement plans associated with these three areas. The 2014 program participants will also be involved in the development and implementation of a nationally strategic vision for the Australian seafood industry.

Graduates have gone on to apply their skills to a wide variety of areas including regional network development, regional and state industry association boards, reference committees and effective business and workplace management. The content of the program ensures that participants are exposed to effective ways of handling conflict, improved communication techniques, the management of efficient meetings, high performance team building, change management and media training. Participants are also exposed to the wide diversity of the Australian seafood industry and some of the different issues facing the industry.

Overall the program's focus is on giving its participants the right tools and understanding to have a positive impact on their own future, the future of their own businesses and the future of the Australian seafood industry as a whole.

Dr. Patrick Hone, Executive Director of Fisheries Research and Development Corporation said, "The FRDC is committed to supporting the leadership development of the people on whom the industry will entrust its future. The seafood industry is changing very quickly and the industry must invest in developing people to initiate and manage this change across the board. There is always a role for leadership, regardless of your position."

Dr. Hone then spoke of the impact of past programs "The vision and energy of past participants has provided the seafood industry with many benefits. We have seen people emerge from this program with improved confidence, skills and commitment. This has allowed them to transform their own businesses and in turn influence the future direction of the Australian seafood industry."

The course content is tailored to meet the specific needs of the Australian seafood industry and has been developed and modified in consultation with experienced industry leaders. The program is delivered through funding from the FRDC and key sponsorship from the Sydney Fish Markets.

In its 14th year the National Seafood Industry Leadership Program 2014 will be delivered over six months and through three key residential sessions:-

First Residential – April 2014 – Gold Coast
Second Residential – July 2014 – Sydney
Third Residential – September 2014 – Canberra

Program costs are \$600.00 (GST Ex) per participant which includes most meals, training materials and learning support and leadership development prior to, during and beyond the six months of the program.

For further information please contact Jill Briggs 02 60357284; 0409435710; jib@ruraltraininginitiatives.com.au; www.ruraltraininginitiatives.com.au



Registration Form 2014 – Agreement and Nomination

First Residential – 1st – 3rd April 2014 – Gold Coast
Second Residential – 8th – 10th July 2014 – Sydney
Third Residential – 7th – 9th October 2014 – Canberra

I am registering for the National Seafood Industry Leadership Program 2014. In registering for the NSILP I understand that as a successful registrant I will be responsible for the payment of travel, accommodation, breakfast, taxi fares and beverage costs throughout the three residential sessions; I also understand that when I receive my letter of offer a single payment of a \$600.00 registration fee must be paid to secure my place.

Printed Name:

Signature:

Nominated by:

Name:		
Organisation:		
Address:		
City/Town:	State:	Postcode:
Phone: (W)	(H)	
Mobile:	Fax:	
Email:		

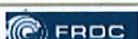
Signed:

Applicant Details:

Name:		
Organisation:		
Address:		
City/Town:	State:	Postcode:
Phone: (W)	(H)	
Mobile:	Fax:	
Email:	ABN:	
Employer:	Current Workplace position	

Sector of the Seafood Industry (please tick ✓)

- ☐ Fisher ☐ Extension ☐ Processor
☐ Employee (deckhand) ☐ Employee (processor) ☐ Exporter/importer
☐ Retail ☐ Other (please detail)



Program Outline

Residential #1			Residential #2			Residential #3		
Knowing Leadership			Experiencing Leadership			Implementing Leadership		
Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9
Tour	Reviewing Day 1	Understanding Day 1 & 2	Strategy Update	Reviewing Day 4	Understanding Day 5	Meetings in Canberra organized by participants	Looking forward	ORID & Day 6 & 7
Purpose of the Program	Building Teams	Leadership Theories and Practice	Understanding Our Industry Panel	Teams and Leadership	Power and Behaviours		Taking the next step	Loobyng and Change
Identifying Leadership	Industry Panel and Q&A	Meetings	Strategies Next Steps	Strategy – Next Steps – work and research	Mission and Strategies – Canberra Presentations	Mission Launch and Strategy Presentation Preparation	Industry Panel	Leading the industry.
Communication I	Developing a Mission	Strategy Proposal					Parliament Question Time	Mission Launch & networking afternoon tea
Learning and Leadership	Mission and Strategy Plan	Debrief and Briefing	The Media – SFM Case Studies	Team Mission Review	Canberra Briefing		Parliament Question Time	Final session briefing
Personalities	Networking						Strategy Presentation	
Team Dinner Briefing – Vision	Industry Dinner		Industry Dinner	Team Dinner		Team Dinner	Team Dinner	Graduation Dinner

How long have you been involved in the seafood industry?

Do you have any relevant training/qualifications? (eg Cert. Business Management, Skipper's Ticket)

Have you previously had any formal leadership training? If so, please describe.

Why are you applying for the National Seafood Industry Leadership Program 2014?

What current roles do you hold in the seafood industry or your community?

What is your vision for the future of the seafood industry/community?

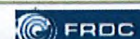
If successful in your application, you will be participating in the development of a whole of group vision for the Australian seafood industry and working in small strategy teams to implement part of this vision – a project. Please describe how you might encourage other participants in NSILP 2014 to embrace your vision for the industry?

Please return this form by **MONDAY JANUARY 20th 2014** to:

Rina Cooper, Administration Officer, Rural Training Initiatives,
2 Culbertson St, Rutherglen, Victoria 3685 or admin@ruraltraininginitiatives.com.au

PLEASE NOTE PLACES IN THE NATIONAL SEAFOOD INDUSTRY LEADERSHIP PROGRAM ARE STRICTLY LIMITED.

Thank you for completing this form. We will contact you to inform you of the success of your application.



Expression of Interest –
National Seafood Industry Leadership Program 2014

First Residential - March 2014
Second Residential - June 2014
Third Residential - September 2014

Details:

Name:		
Organisation:		
Address:		
City/Town:	State:	Postcode:
Phone: (W)	(H)	
Mobile:	Fax:	
Email:	ABN:	
Employer:	Current Workplace position	

Sector of the Seafood Industry (please tick ✓)

- ☐ Fisher
 ☐ Extension
 ☐ Processor
☐ Employee (deckhand)
 ☐ Employee (processor)
 ☐ Exporter/Importer
☐ Retail
 ☐ Other (please detail) _____

How long have you been involved in the seafood industry? _____

Do you have any relevant training/qualifications? (eg Cert. Business Management, Skipper's Ticket)

Outline any leadership training you have had?

By submitting this form a full NSILP 2014 Registration Form will be sent to directly to the above address when registrations open.

Please return this Expression of Interest to:
Rina Cooper, Administration Officer, Rural Training Initiatives
2 Culbertson St
Rutherglen 3685 VIC Australia
Or admin@ruraltraininginitiatives.com.au

Thank you for your interest in the
National Seafood Industry Leadership Program



FADG

Appendix 5 – NSILP Mission presentations

5.1 Mission 2014



Mission Launch

National Seafood Industry Leadership Program 2014



Photo credit: Hamish Malcolm



Our Strategies

- Educational resources
- Children's books
- Cookbook
- Video and QR codes
- Infographics



Our Vision and Mission

Vision

We, the Australian seafood community, are stewards of the aquatic environment. United, we ensure a sustainable supply of quality seafood.

Mission

To enhance the seafood community's reputation, through education, promotion and improving relationships



The National Seafood Industry Leadership Program 2014

Schools of Fish

Bringing seafood resources into the classroom

James Florisson, Jacqui Johnson, Trent O'Brien and Stephanie Williams



Bringing seafood resources into the classroom

- 2014 NSILP identified education as a key factor in changing the public's views of the Australian seafood industry
- The 2014 NSILP mission serves to directly address this concern



Trent O'Brien – Tropic Ocean Prawns Australia



The Project

- Identified gaps in the availability, use and awareness of educational resources across the seafood industry
- To fill the gaps, we decided to create an online collation (database) of seafood industry resources representing all sectors, in one easy to use and accessible location
- This comprehensive database, provides teachers with a one-stop-shop for accessing a diverse range of information about the Australia seafood industry





Project Evolution

- Initially the aim was to create our own seafood resource website
- Following external consultation and research we instead decided to create a data bank to feed into a pre-existing education web portal



Project Evolution

- We identified seven primary industry sectors and each group member was tasked with sourcing resources from each
 - Wild-caught
 - Conservation/sustainability
 - Indigenous
 - Recreational
 - Policy and licensing (State and Federal)
 - Wholesale
 - Aquaculture



Seafood industry in schools: Best practice examples



Stephanie Williams - Sydney Fish Market



- Free educational resources for teachers of middle to upper primary school students that meets the Australian curriculum standards
- Students learn how AFMA manages Australian fisheries and protects species that may be impacted by fishing activities
- Limitations: classroom based, middle – upper primary only, limited content (wild catch only, focused on fisheries management rather than industry)



Seafood Industry Partnership in Schools

- 'Real life' learning including strong profiling and involvement of fishers/industry workers
- Aligned to the Australian curriculum
- FRDC funded
- Limitations: NSW and Tasmania only, fishers' availability, funding ceased



- Field and classroom based programs
- A suite of education resources including lesson plans, student worksheets, fact sheets, games and presentations all linked to the Australian Curriculum
- Limitations: WA only, could be perceived as too conservation based rather than bigger picture



Analytical Methodology Patterns in Schools of Fish

Sectors were divided:

- Curriculum related
- Non-curriculum related
- Potential resources

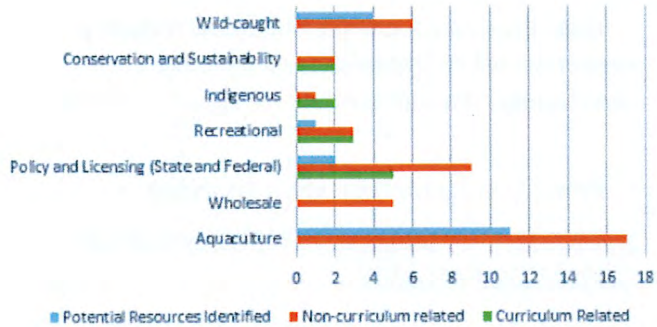
James Florisson – Rec Fish West



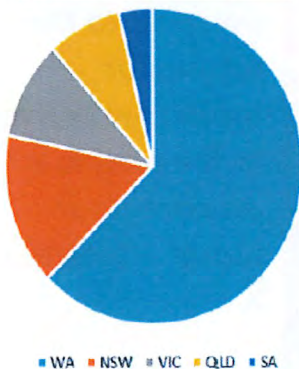
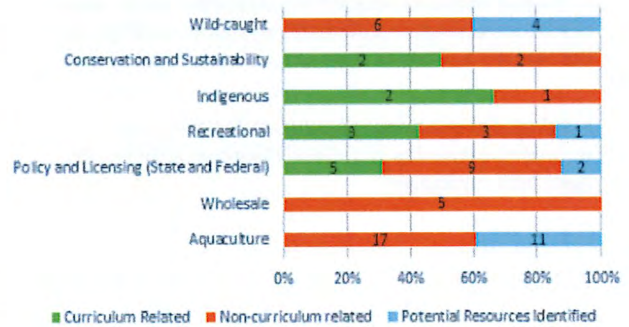
Analytical Methodology Patterns in Schools of Fish

- Cross-sector resources were counted as a singular resource in their most relevant sector
- To avoid skewed results, all identified resources or groups with a purely private interest or no clear website were not included in the analytics

Resource Type by Sector (General Frequency)



Resource Type by Sector (Percentage)



Number	Top Countries (sessions)
1	Australia (70%)
2	USA (10%)
3	Hong Kong
4	UK
5	India
6	Philippines
7	Canada
8	Malaysia
9	Indonesia
10	New Zealand



What is the value?

Centralised location of Australian seafood resources

- identifying information useful to education
- enabling these resources to be located quickly by teachers for use in classrooms raising seafood industry profile as it is easier to include content in classroom teaching and learning

Jacqui Johnson – Seafood Industry Teacher



How can this be done?

State	Agency	Resource	Summary
NSW	NSW Department of Education	NSW Department of Education	NSW Department of Education
VIC	VIC Department of Education	VIC Department of Education	VIC Department of Education
QLD	QLD Department of Education	QLD Department of Education	QLD Department of Education
SA	SA Department of Education	SA Department of Education	SA Department of Education

NSILP Australian Seafood Industry Resource List 2014

State	Agency	Resource	Summary
NSW	NSW Department of Education	NSW Department of Education	NSW Department of Education
VIC	VIC Department of Education	VIC Department of Education	VIC Department of Education
QLD	QLD Department of Education	QLD Department of Education	QLD Department of Education
SA	SA Department of Education	SA Department of Education	SA Department of Education

Sample content area from PIEF; national Science week 2014



Immediate

Provide the Australian seafood industry resources list to the education web portals where teachers typically search for resources

Submitted to 2 web portals

- [Aussie educator](#)
- [Cool Australia](#)



The Future

- Greater uptake of seafood industry resources to support teachers and enable students to develop knowledge about the industry and where their seafood comes from
- Bringing the seafood industry into the classroom through the inclusion of seafood resources linked to the Australian curriculum



How can this be done?

- Distribute the Australian seafood industry resources list to organisations that are developing national curriculum based resources

- Primary Industry Education Foundation

www.primezone.edu.au/school-resources/all-school-resources.html



The Future

- Greater uptake of seafood industry resources to support teachers and enable students to develop knowledge about the industry and where their seafood comes from
- Bringing the seafood industry into the classroom through the inclusion of seafood resources linked to the Australian curriculum



How can this be done?

- Distribute the Australian seafood industry resources list to organisations that are developing national curriculum based resources
- Primary Industry Education Foundation
www.primezone.edu.au/school-resources/all-school-resources.html



Questions for industry?

- What is the value of this list to the Australian Seafood Industry?
- How will Australian Seafood Industry have input to expand and maintain the list?



'Education is our passport to the future, for tomorrow belongs to the people who prepare for it today' – Malcolm X



The National Seafood Industry Leadership Program 2014

Toolkit – stories of the heart and soul

- Children's books
- Cookbook
- Video and QR

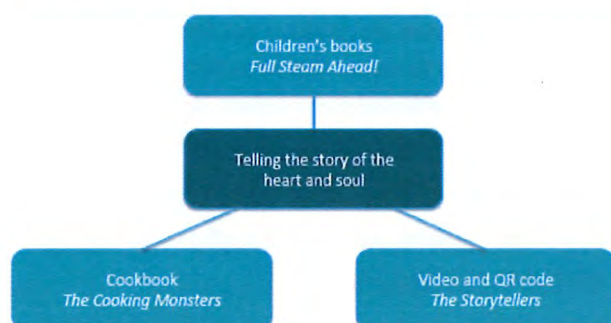


Toolkit

- Resources the Australian seafood community can develop to tell the story of the sector
- 3 strategies
 - Children's books (Full Steam Ahead!)
 - Cookbook (The Cooking Monsters)
 - Video and QR (The Storytellers)



Joining 3 strategies



Joining 3 strategies

- Leadership demonstrated
 - Respecting others' strategy work – looking to how we could still achieve our goals
 - Adapting our products to ensure linkages
- Leadership learnings
 - Challenges of adjusting as 3 sub-groups and communicating across a larger group of 7
 - A microcosm of industry



Full Steam Ahead! Children's books

Naomi Brydon
Patrick Sachs
Donna English



Full Steam Ahead!

- Driven to educate our youth
- Developing books for school children
- Initially intended one book, but decided to deliver two:
 - An illustrated story book
 - A photographic picture book
- Directly connected to our mission to educate, promote and improve relationships



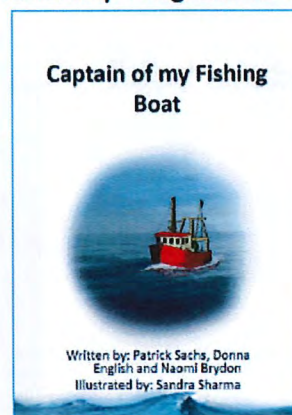
Targeting the next generation

- Different ways of learning and accessing the stories:
 - Illustrations
 - Photographs
 - Hardcopy book
 - E-book
- Fun and energising to develop
 - Improving relationships through process
 - Education opportunities



Illustrated children's book

Patrick Sachs
Full Steam Ahead!



The Need

- Very few books about fishing in primary schools
- Where does our seafood come from?



Principles

- Heart and Soul of the industry
- Teaches children how to read
- Designed for three types of reading
- Ignites the passion for the seafood community in our youth





Next Steps

- Our school libraries
- Wider distribution through publishers
- Reading challenges



The National Seafood Industry Leadership Program 2014

Photographic picture book



Picture book

Coastal Crabber

life as a professional fisher



This is Troy's boat that he uses to catch his live mud crabs that are supplied to the fish markets.

Professional fishers in NSW require a Licensed Fishing Boat Number. This is marked on the side of the boat.



Picture book



Picture book



Fishers see themselves as fish farmers whose survival depends on how well they care for their fishing grounds.



Mud crabs have to be fed. This stops them from biting each other and the fisher!



This is Troy, he's a professional mud crabber from the Clarence River in New South Wales.

There is very little else caught in the fishery as the traps are specially designed to only catch mud crabs.



Picture book



Picture book

Troy keeps a diary or log book of every catch, from the area where he drops the traps into the sea, to the local and interstate fish markets that buy them.

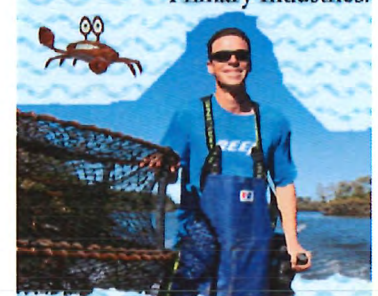


Picture book

Troy should eat about two to three meals of seafood per week as it has lots of vitamins, minerals and good oils.



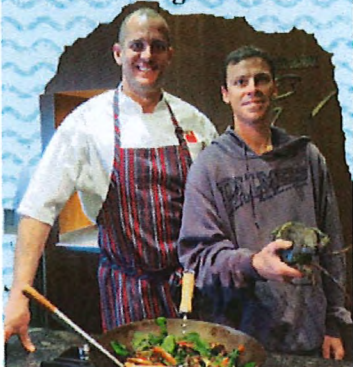
Each month Troy has to send his catch diary or log book data to the N.S.W Department of Primary Industries.





Picture book

Troy's favourite thing about being a professional fisher is that he knows that the seafood he catches tastes great and comes from well managed waters!



Picture book

This book publication developed by the 2014 National Seafood Industry Leadership Program participants.

This book publication was produced to demonstrate the ease in which industry can educate and connect with the public in their local community.

This 'book' is part of a toolkit of education resources developed to enable the industry sector of the Australian seafood community to develop their own products to reflect the specific needs of their sector.

2014 National Seafood Industry Leadership Program Vision & Mission

Vision
By the Australian Seafood community we inspire the next generation. United we create a sustainable supply of quality seafood.

Mission
To enhance the seafood community's reputation through education, promotion and improving sustainability.

The 2014 National Seafood Industry Leadership Program participants would like to thank Rural Training Initiative, Jill Briggs and Chris Calogeras and the program sponsors.



This QR Code will link you to footage on The Sustainable Seafood Story - NSW Commercial Seafood Industry



Picture book template

This book will introduce you to the <fish species>.

The <fish> is a fish that is caught in Australia. This story will show you how it is caught and how it ends up in the shops.

Maybe your mum or dad have cooked it before for your dinner! Or maybe you've caught one on the weekend down at the jetty.

Insert picture of the fish / seafood species.

The rest of the book will focus on this species.

Hey, my name is Wanda! Watch for my bubbles of information on the <fish>.



Picture book template

Fishers see themselves as fish farmers whose survival depends on how well they care for their fishing grounds.

Insert picture of a fisher.

The rest of the book will focus on this fisher and his / her boat.

Some, but not necessarily all, of the following pictures should include this fisher.

This is <fisher's name>. He / she is a <fisher type> from <location / state>.



The National Seafood Industry Leadership Program 2014

The Cookbook

FISHERMAN AND THE CHEF

Jamie Sellen
Nathan Adams



Fisherman & The Chef

Fisherman & The Chef

Australian Seafood - Recipes from Seasonal Fishing Tackle to Naturally Inspired Chef's

Booklet Authors: Jamie Sellen, Nathan Adams, RSLP 2014

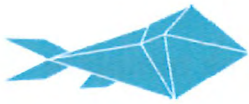


David Pedro
Executive Chef Port Lincoln Hotel
Kris Bunder
Owner/Chef Del Giorno's Café
Don Hancey
WA Food Ambassador

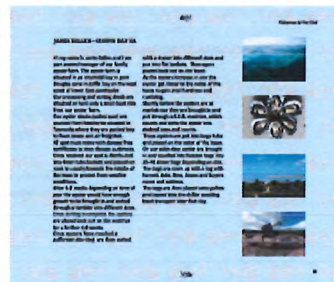




Blurb Booksmart



Stories Jamie Sellen - Oysters



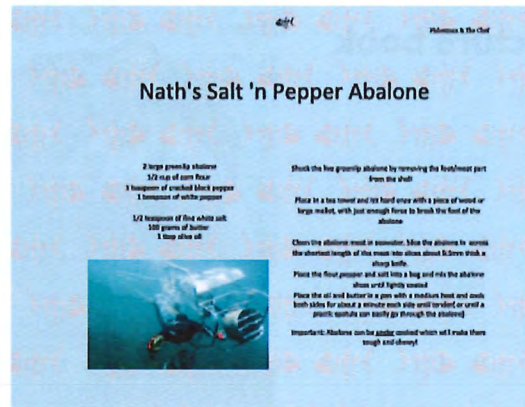
Troy Billin Professional Fisherman Soon to be Hollywood Star



Blurb Template



Stories Adams Boys - Abalone



Stories SARDI



Trev's Crispy Blackwood River Whiting Fillets

Mix all the ingredients in a bowl until the consistency of Whipping Cream

Dip the whiting in some plain flour, then into the batter

Then dip the fish into very hot oil until crispy

8 whiting fillets
1 cup of SR Flour
1 cup of Plain Flour
Mineral water
Dash of yellow food colouring



FUTURE

FAST ED'S Mamak Crab with Black Beans, Chilli and Garlic





LEADERSHIP

If you are not the lead camel, the view never changes.



Questions

- Where is this fish coming from?
- How was this caught?
- Is this fish sustainable?



The Sustainable Mud Crab Story

- The QR Code is printed in the e-book "Coastal Crabber".
- The story is included in the cookbook "Fisherman and The Chef".
- Published on social media sites: YouTube, Facebook and Twitter.
- The video link is shared by industry stakeholders.



The National Seafood Industry Leadership Program 2014

Video Resources & QR Code

"The Story Tellers"
Troy Billin



The National Seafood Industry Leadership Program 2014

Video Resources & QR Code

"The Story Tellers"
Camay Young



The Sustainable Mud Crab Story

- The story about the fisherman
- From capture to plate
- With Troy Billin and Fast Ed



Next steps...

More videos for the Australian Seafood Industry

QR Codes in:

- Restaurant menus
- Fish shop/seafood outlet price tags
- Supermarket catalogues (printed & online)



The toolkit showcasing my industry





Benefits for industry

So, what do these tools do for industry?

1. Move towards a positive social licence
2. Educating the public on where their seafood comes from
3. Allows community to make informed decisions



The Sustainable Mud Crab Story

- My story...
- From Capture to Plate



The Sustainable Mud Crab Story



The National Seafood Industry Leadership Program 2014

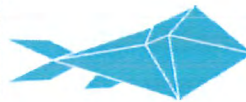
Seafood Knowledge Condensed



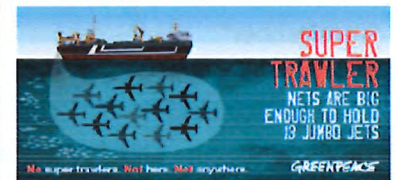
Charlotte Connell
Jane Wilson
John Moloney



Seafood in Australia



The need for better communication tools



Giving some soul to the science



You have a decision to make.



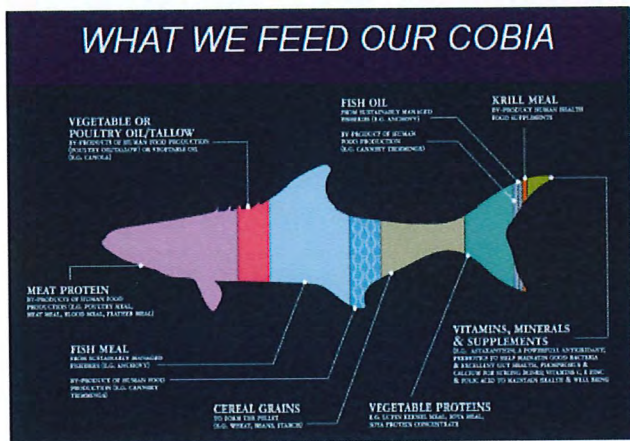
Infographics



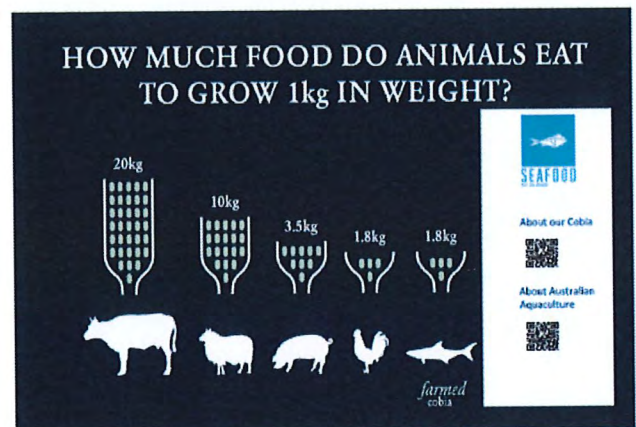
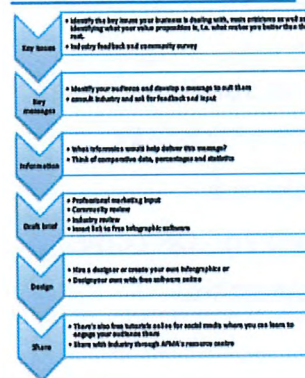


Challenges

- Is the message right
- Is the source credible
- Who is the audience
- Is the process right
- Professional standard
- Difficulties in using the software



Seafood Knowledge Condensed guide to creating your own info-graphics



224
fisheries certified



10%
of global wild caught seafood



90 more fisheries are in assessment

This company will be followed certified and 57 in assessment in 2009.



is now engaged with the MSC

MSC's certified partners are committed to helping people improve the effectiveness of their contract business relationships and performance. This is a commitment to a sustainable future of seafood.



Leadership skills developed

Where to from here?



National Seafood Industry Leadership Program 2014



Our Vision and Mission

Vision

We, the Australian seafood community, are stewards of the aquatic environment. United, we ensure a sustainable supply of quality seafood.

Mission

To enhance the seafood community's reputation, through education, promotion and improving relationships

Concluding remarks





Our Strategies

- Educational resources
- Children's books
- Cookbook
- Video and QR codes
- Infographics

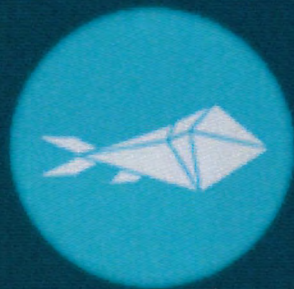


Questions?

National Seafood Industry Leadership Program 2013



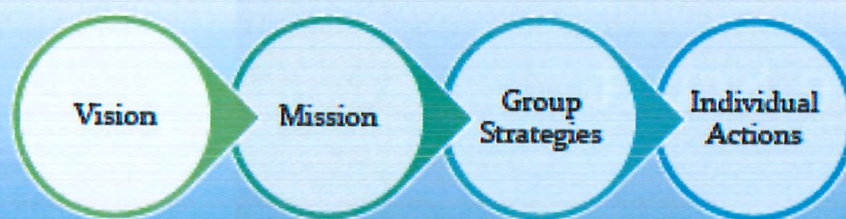
Katie Scutt



Australian Fisheries
Management Authority
Australian Capital Territory



NSILP 2013



- Greater cohesion & interaction
- Valued & Respected
- Tick all the 'green' boxes
- To be best in the world



Vision

*A united seafood community,
publicly valued, sustainable and
world leading.*



- Connect all the players
- Raise public profile & awareness
- 'Identify the Web'
- Grow the team



Mission

*To connect the seafood
community*



- Connect all the players
- Raise public profile & awareness
- 'Identify the Web'
- Grow the team



Mission

*To connect the seafood
community*



NSILP 2013 – Strategy Groups

- Group 1:
 - Produce logo and slogan
 - Investigate champion for the seafood community
- Group 2:
 - Design and produce poster linking together different parts of the seafood community
- Group 3:
 - Run a survey throughout the seafood community
- Group 4:
 - Provided an overview and organisational role



NSILP 2013 – Strategy Groups

Sydney

- Get an identity
- Shellshuckers, Commitments, Poster Boys and Judy
- Strategy refinement
 - What's actually achievable?
 - Are we biting off more than we can chew?



NSILP 2013 – Strategy Groups

Sydney - Canberra

- Clear Direction
- Effective communication
- A draft logo , but no agreement!!



NSILP 2013 – Strategy Groups

Canberra

- 1 Vision, 1 Mission, 16 Participants, 9 Months, Heaps of hard work!!
- Tangible outcomes:
 - Logo, slogan
 - Poster with QR codes
 - Industry survey
 - Seafood Directions
 - Industry think tank



Clive Perryman



Holcorp Fisheries
Tasmania

Reasoning behind the survey

- To increase awareness of seafood and the seafood community.
- Empower stakeholders and of their important involvement in the community
- Encourage others in the wider seafood community to be involved and create connections



Reasoning behind the survey

Formed our working group "The Commitments"



Reasoning behind the survey

- Identify existing relationships between sectors.
- Who communicates with whom and how?
- Identify case studies that worked well and why? And also case study that didn't have a good outcome from lack of cooperation/unity.
- To involve different sectors in process.

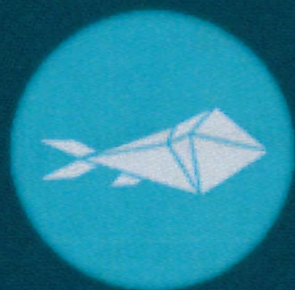


What we did

- Online survey circulated through collective networks
- Questions targeted communication & engagement
- 272 people responded (majority wild-catch & aquaculture)
- Survey Monkey allowed us to look at sector responses
- Identified & documented 6 case-studies of engagement



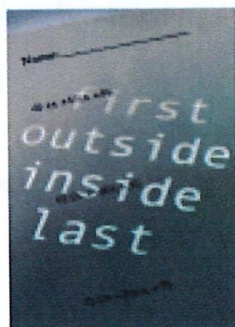
Jim Ward



NSW Fishing Industry Training
Committee Ltd
New South Wales

Jim Ward

- General Manager: NSW Fishing Industry Training Committee Ltd (NSW FITC)
- Australian Seafood Community Working Together: Survey
- Four main areas of learning:
 - Format
 - Design
 - Delivery
 - Analysis



Survey Challenges



- **Format:** No survey experience within the team - Survey Monkey very useful tool
- **Design:** Clarifying the objectives – What information do we really want:
- Present level of communication
- Satisfaction level of existing communication
- Barriers to communication
- Public perception of seafood community



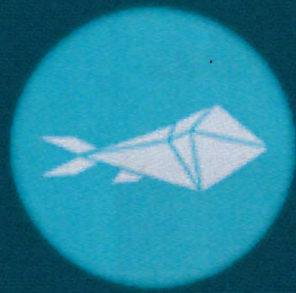
Survey: Challenges



- **Survey Delivery:** Emails – contact lists – deadlines
- **Analysis:** Large number of responses - each team member assigned part of the survey – share the load
- **Personal learning experience:**
- Building a clear picture of where we were headed
- Asking advice and gaining support

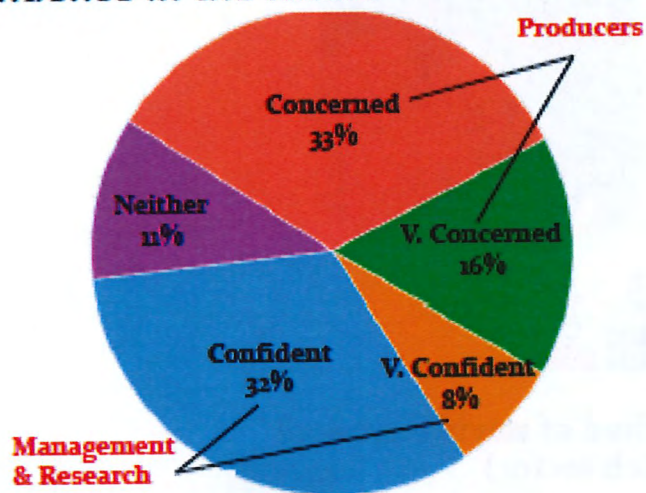


Andy Myers



OceanWatch
New South Wales

Survey: Confidence in the future



Survey:

Public perception & promotion

- 75% think the public has a poor perception of the seafood community



Survey:

Communication



- *Talking to others* is the main method of staying in touch with developments (esp. wild-catch sector)
- Implications for extension



Survey:

Cross-sector engagement



- 70% think that different sectors are poorly connected



Case Studies:



John Cordin



Austral Fisheries

Victoria

Recommendations:

- Greater indigenous representation and engagement in all aspects
- More opportunities for networking
- Promotional levy
- Development of a consistent message (slogan) promoted by a notable figure in the community
- Demystifying practices through mainstream TV and higher levels of engagement



Recommendations:

- Greater indigenous representation and engagement in all aspects
- More opportunities for networking
- Promotional levy
- Development of a consistent message (slogan) promoted by a notable figure in the community
- Demystifying practices through mainstream TV and higher levels of engagement



Case Studies- Key Findings:

1. Extension of information is critical, and methods used must be appropriate to the target audience
e.g. face to face with fishermen, 'Escape with ET' TV program with recreational fishermen, Community elders or other existing communication channels for indigenous communities
2. Anecdotal information from reliable sources can play a key role in directing research and driving change
3. Positive examples of different sectors of the seafood community working together reveal similar traits of engagement and communication



Guidelines for Effective Engagement & Communication

- Involve all stakeholders in the process as early as possible and allow adequate time for consultation and engagement
- Establish trust, transparency and open communication between all parties
- Early identification and engagement of common goals
- Strong leadership and development of a clear vision and goals



Guidelines for Effective Engagement & Communication

- Commitment to the process and understand that change takes time
- Acknowledge that different sectors of the seafood community are competitive so there is an instant barrier in communication that needs to be overcome to facilitate cooperative actions
- Appreciate the historical, social, cultural and political complexity of specific Indigenous contexts

Where to from here?

- Clive- TRLFA
- Andy- Australian Coastal Society
- Jim- Professionalising Industry Initiative
- Katie- Thursday Island, London
- John- W.A, VIC, S.A



Tasmanian Rock Lobster
Fisherman's Association.



Bruce Davey



Wildcard Wildcaught
Queensland

Promoting the diversity within the Seafood Community



- **What is the Seafood Community?**

The diverse range of sectors involved in seafood

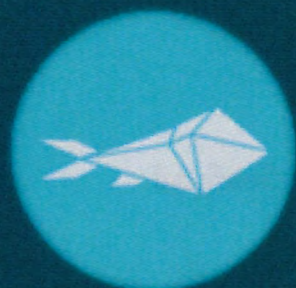
Professional	Traditional	Recreational
Customer	Import	Traders
Aquaculture	Export	NGO's
	Government	



- **Relationships between sectors was identified as providing benefits across the seafood community**
Raising awareness and respect of stakeholders contributes to achieve this.



Chadd Mumme



Charles Darwin University
Northern Territory

- What is a QR code?
- How do I use or scan QR codes?



- Why NSILP 2013 chose QR codes?
- What the QR codes can do for the whole Seafood community on a poster?



Customer Sector



Poster boys

- **Personal experience during the NSILP.**

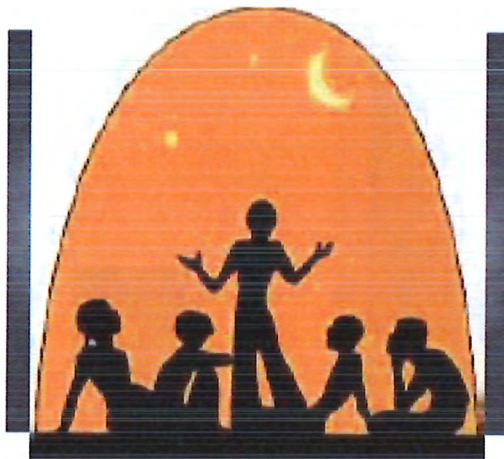


Matthew Osborne



Rural Solutions SA
South Australia

- Is the Seafood Community effective at telling their stories?



- A picture tells a thousand stories



Ben Cobbing

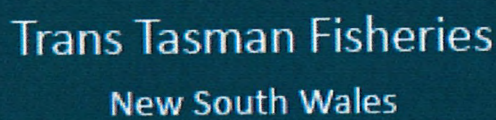


Cobbing Fisheries
Tasmania

Shellshuckers



-



The Brand- NSILP 2013

- Concept-
 - Slogan: 'Seafood. Get on Board'
 - Logo
 - Industry Champion
- Use
 - Promotional tools and collateral material.
 - A visual icon for people to identify with i.e. **Brand Awareness**



The Logo

- Original Logo
 - Consultation with designer. Vision and Mission statements.
 - Colour scheme.
 - Abstract Image.



The Logo



- Issues
 - 15 people, 15 conflicting ideas
- New Logo
 - Ideas put forward by members of greater group.
 - Suggestions and amendments made.
 - Final Logo- Identifiable as a Fish. Different sections representing different sectors.

"The icon is an image that is symbolically representative of the entire seafood community. It is shaped like a fish, an image immediately associated with seafood, with all points leading to one source at its centre; 'community'"



Industry Champion

- Concept-
 - Use of a 'Champion' to promote the seafood Industry.
- The Approach
 - 2 celebrity chefs
 - Fast Ed & Somer Sivrioglou
 - Cook up & photo shoot
 - Willingness demonstrated
 - Conflicting time schedules



Scott Parkinson



Shellfish Culture Ltd

Tasmania

Seafood Community Think Tank

A United Seafood Community (Status at 5pm Monday)

- **FRDC EOI**
- **Project outcomes**
 - understand common issues
 - Development of action/strategic plan
 - Term of reference for industry peak body
 - Medium term outcome – Seafood Industry Peak Body



Seafood Community Think Tank

A United Seafood Community

- **Who**
 - 25 participants – graduates –current leaders
 - All sectors
- **Why needed**
 - no clear pathway to influence change.
 - Established thinks leading industry need new ideas/new blood to make change
 - Need to understand common issues
 - Ultimate goal - increase consumption of seafood



Seafood Community Think Tank

A United Seafood Community

- **Benefits**
 - Continued development of graduates
 - Providing a platform for graduates to make change through implementing forward thinking strategies.
 - Development of action/strategic plan
 - Unity within the seafood sectors to;
 - Increase seafood consumption to recommended levels.
 - Strategically work together to demonstrate sustainability, professionalism and socially responsible practises.
 - Develop strategies on common issues to ensure positive outcomes for all.



Seafood Community Think Tank

A United Seafood Community

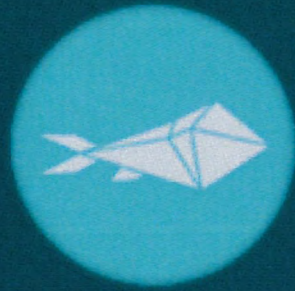
- Concept pitched to FRDC
- Overview
 - 3 concepts identified
 - Unity – Ideas – Succession.
- Unity – addressed by Agriculture
- Succession planning to be referred to NSILP 2014
- Ideas (think Tank) new concept paper produced



Seafood community uniting ideas



Stephen Groom



Sydney Fish Market
New South Wales

Seafood Community Think tank

A seafood community united by ideas

- Revised submission
- Basis of revised thinking



Seafood Community Think tank

A seafood community united by ideas

- Why is the think tank required

- * Perception of seafood industry
- * Changing world
- * New ideas



Seafood Community Think tank

A seafood community united by ideas

- How to achieve

- 5 key points –
 - * Pre-event online platform
 - * Initial 2 day think tank
 - * Facilitator led
 - * Attendees from within and outside the industry
 - * Post event online review and actions



Seafood Community Think tank

A seafood community united by ideas

- **Benefits**

- * Industry talks
- * Continual development
- * Forward thinking strategies
- * Ongoing platform



Seafood Community Think tank

A seafood community united by ideas

- **What now**

- * In principle support for the project from FRDC
- * FRDC support to submit full application
- * Ability for Jill to run / tender to run program
- *Thanks to Jo-Anne and Patrick*
- *Confirmation received there is a willingness of industry to enable people to develop and look at fresh ideas*



Dan French



Frenchenviro / UTAS

South Australia

WHAT CLICKED?

- Common values
- Shared vision for a better future
- Acknowledgement of areas in which we can improve
- Friendship, respect and support

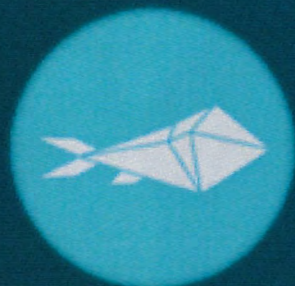


2013 NSILP Vision
A united seafood community – publically valued, sustainable
and world leading

2013 NSILP Mission
To connect the seafood community

- 2013 OUTCOMES**
- | | | |
|--|--|---|
| 1. Investigate connectivity <ul style="list-style-type: none">• Test theory• Analyse results | 2. Improve connectivity <ul style="list-style-type: none">• Distribute survey results• Create the framework for an industry “think tank” | 3. Raise awareness <ul style="list-style-type: none">• Logo representing a connected seafood community• Poster with QR code |
|--|--|---|

Kelly Buchanan

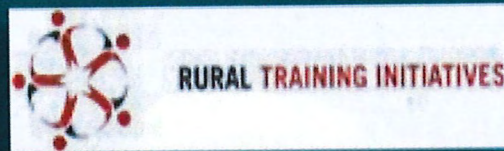


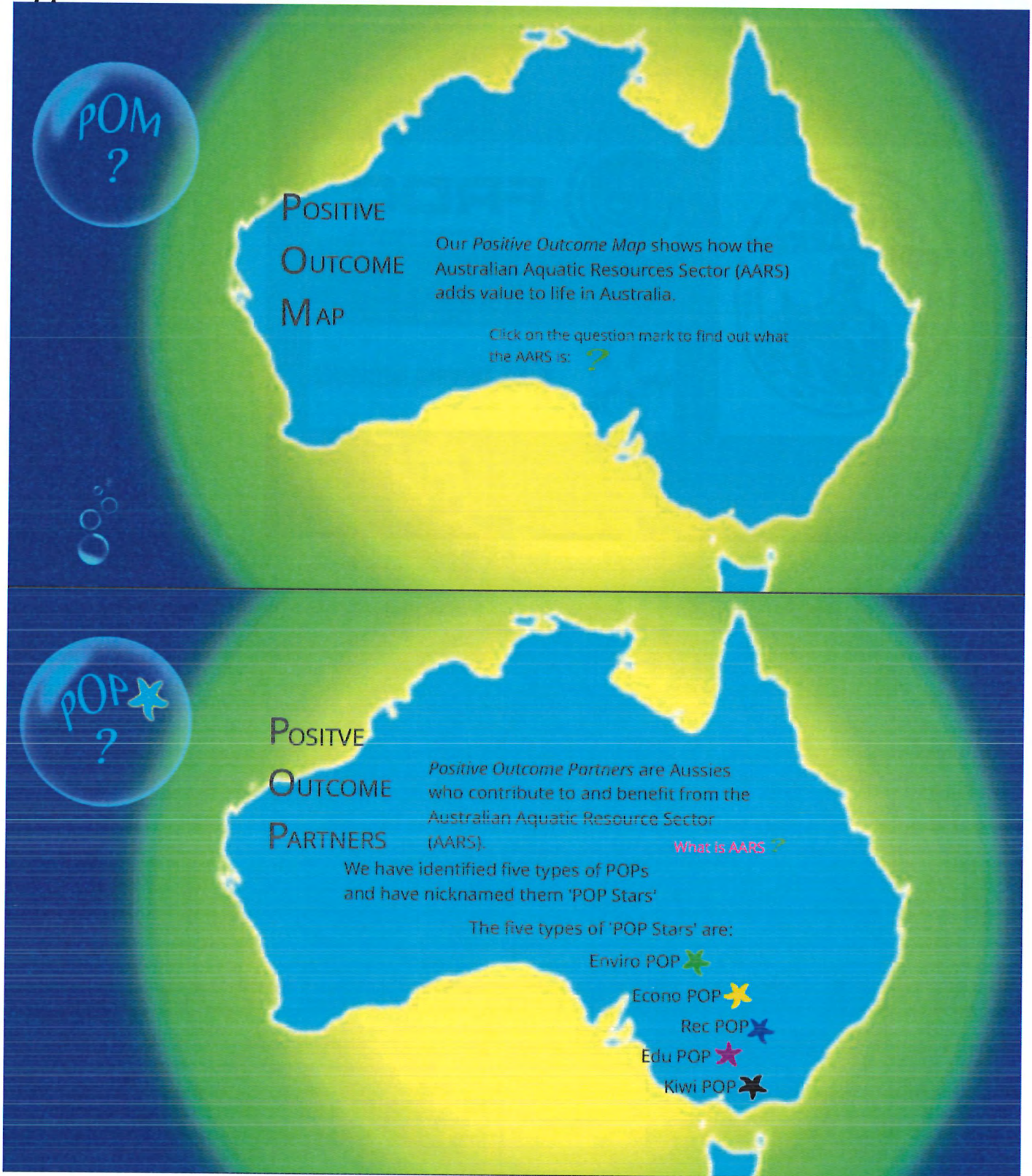
Department of Agriculture
Australian Capital Territory









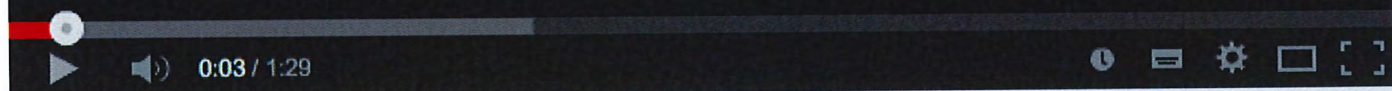


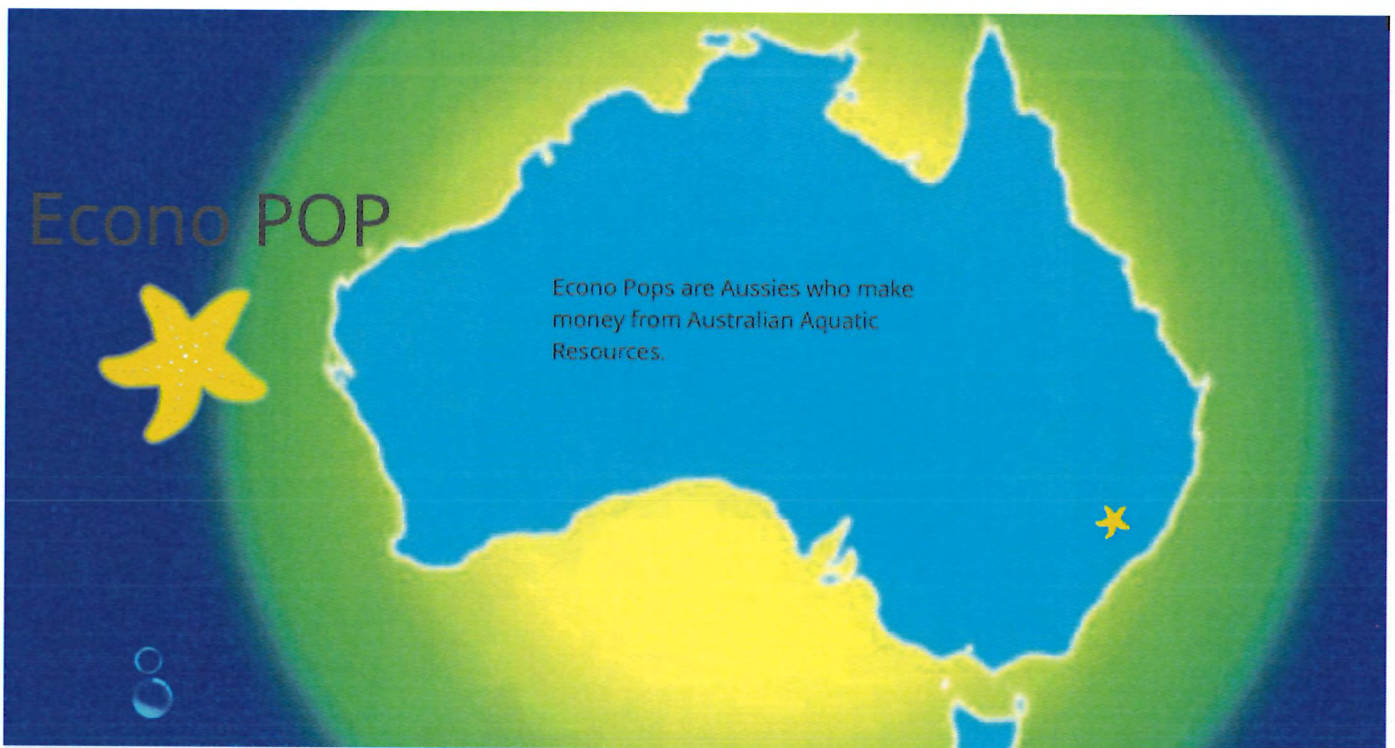


Seafood Demonstrator

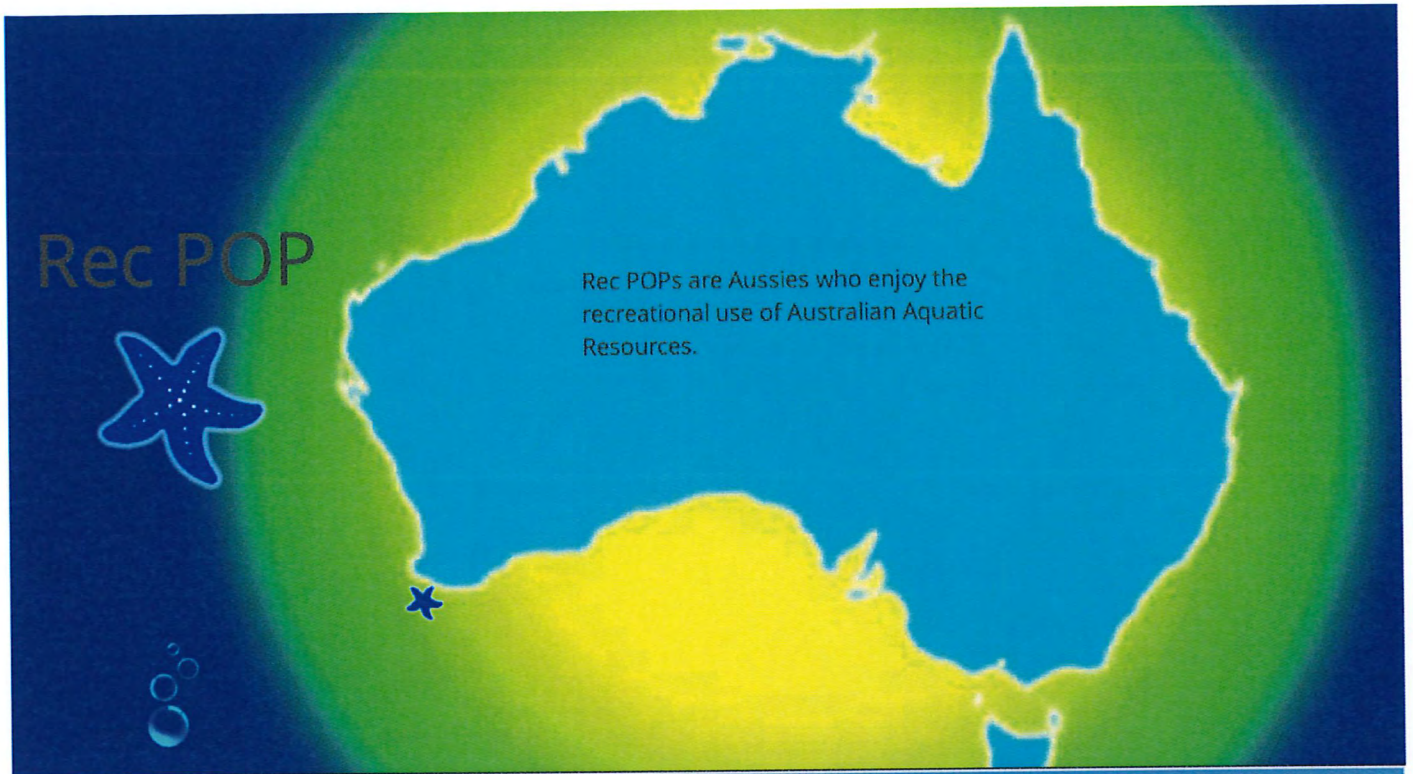
BRIGID TRELOAR

Sydney Seafood School
Sydney Fish Market





 Australian Aquatic Resources Sector "Economic Partner"
2012: Arthur Raptis



Enviro POP



Enviro POPs are Aussies who ensure that Australian Aquatic Resources are used in an environmentally friendly way.



Dr Yasmina Sultanbawa

Senior Research Fellow
Centre for Nutritional and Food Science
University of Queensland



 Australian Aquatic Resources Sector "Environmental Partner"
2012: Dr Yasmina Sultabawa

 sustainableseafood1

Edu POP



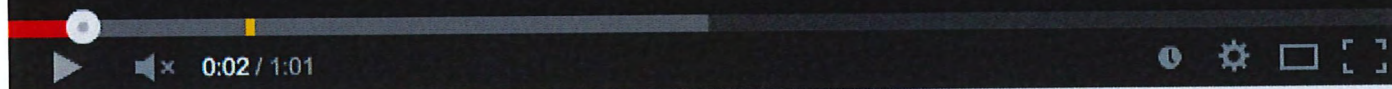
Edu POPs are Aussies who teach skills to other POPs of the Australian Aquatic Resource Sector.



South West Rocks Fishers Limited
in partnership with SeaNet NSW

Good Friday
LOAVES AND FISHES
BARBEQUE

A social barbeque and information session



 Australian Aquatic Resources Sector "Social Partner" 2012:
SeaNet Australia

Appendix 6 – Project People

Appendix 6.1 – Program Guests

Guest List	NSILP 2012 Residential #1 Fremantle
Name	Details
Mr Trevor Blinco	Chairman Aquaculture Council Western Australia
Ms Heather Brayford	Deputy Director General Department of Fisheries
Mr Ross Cammilleri	Owner Fremantle Octopus P/L
Bruce Cockman	Director WAFIC
Kevin Evans	Program Manager – Marine & Logistics Challenger Institute of Technology
Ben Fraser	Principal Policy Officer Department of Fisheries Western Australia
Matt Gillett	Policy Officer Recfishwest
Mark Gooderham	Director Maritime Challenger Institute of Technology
David Griffiths	Principal Policy Adviser – Fisheries Hon Norman Moore MLC
John Guest	Mrs Elizabeth Guest
Patrick Hone	Executive Director FRDC
Janet Howieson	Senior Research Fellow Centre of Excellence Science Seafood & Health
Pete Jeans	Marketing & Communications Manager Sydney Fish Market
Neil Macguffie	Research Officer WAFIC
Dan Machin	Executive Office Aquaculture Council of Western Australia
Leonie Noble	Western Australian Director WINSC – Women's Industry Network Seafood Community
James Paratore	Vice-Chairman WAFIC
Frank Prokop	
Stuart Smith	Director of Fisheries Department of Fisheries Western Australia
Tony Tate	Community Representative for WAFRAB
Ian Taylor	Executive Officer Abalone Association of WA
Dean Thorburn	Chair of Research Committee RecfishWest Indo-Pacific Environmental Pty Ltd
Arno Verboon	General Manager Fremantle Octopus Pty Ltd
Katie Phillis	Principal Executive Officer WA Fishing Industry Council Inc
Trevor Whittington	Chief of Staff for Hon Norman Moore MLC

Guest List	NSILP 2012 Residential #2 Sydney Seafood School – Sydney Fish Market
Mark Boulter	Quality Manager Sydney Fish Market Pty Ltd
Ms Lowri Pryce	Executive Officer OceanWatch Australia Ltd.
Nigel Cocks	Marketing Executive Sydney Fish Market Pty Ltd
Bryan Skepper	Administration Manager Sydney Fish Market Pty Ltd
Jo-Anne Ruscoe	Program Manager – People Development Fisheries Research and Development Corporation
Grahame Turk	Managing Director, Sydney Fish Market Pty Ltd
Gus Dannoun	Supply Manager Sydney Fish Market Pty Ltd
Phil Bolton	Fisheries Manager Recreational Fisheries Management NSW – DPI
Roy Johnston	Trade & Auction Services Sydney Fish Market Pty Ltd
Steve McOrrie	Aquaculture Manager – Oysters Fisheries NSW DPI
Peter Day	Executive Director – Compliance, Investigation & Enforcement NSW Food Authority
Pete Jeans	Marketing & Communications Manager Sydney Fish Market Pty Ltd
Erik Poole	Customer Account Manager Sydney Fish Market Pty Ltd
Tony Andrews	Manager Special Operations, Fisheries Compliance NSW Department of Primary Industries Fisheries NSW
Michelle Keygan	Acting Manager Corporate Customer Service NSW Trade Investment

Guest List	NSILP 2012 Residential #3 Graduation Dinner
Mark Tucker	Deputy Secretary - DAFF
Gordon Neil	Senior Officer Assistant Secretary of the Fisheries Branch Fisheries – Sustainable Resource Management DAFF
Dave Allen	Seafoods Tasmania / Suncoast Fisheries
Senator the Hon. Joe Ludwig	Minister for Agriculture, Fisheries & Forestry Minister Assisting on Queensland Floods Recovery Senator for Queensland
Elliot Stein	Adviser – Media Support – Office of Senator Joe Ludwig
Sen Rachel Siewert	Australian Greens Senator for WA
Vanessa Goss	CEO Council of Rural Research & Development Corporation
Neil Garbutt	Senior Policy Officer - Drought Reform Strategy Branch DAFF
Tim Karlov	Director Domestic Fisheries Policy DAFF
Crispian Ashby	Programs Manager – FRDC
Anita Paulsen	Seafood Industry Consultant Tasmania
Marty Phillips	General Manager Pejo Enterprises
Eric Perez	NSILP Graduate 2011
Ian Thompson	DAFF
Bryan Skepper	Sydney Fish Market
Dr Rhondda Dickson	Murray Darling Basin Commission
Simon Rowe	Oceanwatch
Emily Mantilla	Seafood CRC
Dr James Findlay	AFMA
Shalan Bray	DAFF
Fiona Hill	AFMA
Matt Daniel	AFMA
Debbie Warren	Athena
Brad Milic	AFMA
Jo-Anne Ruscoe	FRDC
Dr Patrick Hone	FRDC
Trixi Maddon	CFA
Mary Howard	WINSC
Kylie Giles	FRDC
Bill Sawynok	Infofish
Peter Bennett	TASSAL
Ilona Stobutzki	DAFF
Wayne Hulme	JOTO
Maureen Jones	Australian Maritime and Fisheries Academy

Guest List	NSILP 2013 Residential #1 Fremantle
Heather Brayford	Deputy Director General Department Of Fisheries Western Australia
Justin Clarke	Managing Director Marine Produce Australia
Geoff Ellis	Director Recfishwest
Ravi Fotedar	Associate Professor and International Program Director in Aquatic Science Department of Environment and Agriculture, Curtin University
Janet Howieson	Senior Research Fellow Centre of Excellence Science Seafood & Health, Curtin University
Kathleen Johnson	Human Resources Manager Sealanes in Fremantle
Alexandra McManus	Director Centre of Excellence Science Seafood & Health, Curtin University
Emily Osborne	Export/Marketing Co-ordinator Austral Fisheries
Andrew Rowland	Chief Executive Officer Recfishwest
Richard Sellars	Director General Dept. Mines & Petroleum
Richard Stevens	Research, Development & Extension Manager WAFIC
Ian Taylor	WA Director Abalone Council Australia Ltd
Greg Jenkins	Director Australian Centre for Applied Aquaculture Research Challenger Institute of Technology
Ellen Smith	Regional Policy Officer Recfishwest
Dylan Skinns	Sales & Marketing Manager - Austral Fisheries
Dan Machin	Managing Director Dan Machin & Associates
Arno Verboon	General Manager Fremantle Octopus Pty Ltd

Guest List	NSILP 2013 Residential #2 Sydney Seafood School – Sydney Fish Market
Gus Dannoun	Supply Manager Sydney Fish Market Pty Ltd
Craig Murray	WHS & Environmental Systems Manager Sydney Fish Market Pty Ltd
Tony Andrews	Manager Special Operations Fisheries Compliance NSW DPI - Fisheries NSW
Malcolm Poole	Chairman Recreational Fishing Alliance of NSW
Simon Rowe	Program Manager OceanWatch Australia Ltd
Polly Bennett	CEO NSW Food Authority
Shane Geary	NSILP Graduate Seafood & Operations Manager Coffs Harbour Fisherman's Co-op
Bryan Skepper	General Manager Sydney Fish Market Pty Ltd
Lisa Szabo	Chief Scientist NSW Food Authority
Michael Wooden	NSW SeaNet Extension Officer OceanWatch Australia
Lowri Pryce	Executive Officer OceanWatch Australia Ltd
Peter Horvat	Communication Manager Fisheries Research and Development Corporation
Kerry Strangas	President Master Fish Merchant's Association of Australia
Diego Bagnato	Fisherman Sydney Fish Market Pty Ltd
Paul Bagnato	Fisherman

Guest List	NSILP 2013 Residential #3 Graduation Dinner
Bo Carne	Manager Indigenous Development Fisheries Department of Primary Industry and Fisheries
James Findlay	CEO Australian Fisheries Management Authority
Allan Hansard	Director Australian Recreational Fishing Foundation
Patrick Hone	Executive Director Fisheries Research and Development Corporation
Tim Karlov	NSILP Graduate & Director Domestic Fisheries Policy
Peter O'Brien	Director Fisheries Research and Development Corporation
Paul Pak Poy	Department of Agriculture, Fisheries and Forestry
Eric Perez	NSILP Graduate & Manager Policy & Research Australian Aluminium Council
Ben Ralston	Co – Owner Ralston Bros Oysters
Zoe Routh	Program Manager Australian Rural Leadership Foundation
Jo-Anne Ruscoe	NSILP Graduate & Projects Manager – Research Fisheries Research and Development Corporation
Louise Shaw	NSILP Graduate & Corporate Social Responsibility & External Relations Manager Sydney Fish Market Pty Ltd
Bryan Skepper	General Manager Sydney Fish Market Pty Ltd
Ian Thompson	Executive Manager - Domestic Fisheries and Aquaculture DAFF
Brad Warren	Executive Chairman OceanWatch Australia Ltd
John Wilson	Business Development Manager Fisheries Research and Development Corporation
Greg Woodham	President and Director Tasmanian Abalone Council
Melanie Young	Director Young Guns Fishing Adventures

Name	NSILP 2014 Residential #2 Sydney Dinner
Tony Andrews	Manager Special Operations, Fisheries Compliance The University of Newcastle, Ourimbah Campus, NSW DPI
Tricia Beatty	Executive Officer - Professional Fisherman's Association
Josh Fielding	NSILP Graduate FRDC
Belinda Lucas	Policy Adviser to The Hon Katrina Hodgkinson - The Nationals
Andy Myers	NSILP Graduate Extension Officer OceanWatch
Malcolm Poole	NSILP Graduate Chairman/President Recreational Fishing Alliance NSW
Lowri Pryce	Executive Officer OceanWatch Australia Ltd
Simon Rowe	NSILP Graduate Program Manager OceanWatch Australia Ltd
Bryan Skepper	General Manager Sydney Fish Market Pty Ltd
Peter Tegart	Corporate Services General Manager Australian Fisheries Management Authority
Miles Toome	Seafood Project Manager Seafood CRC
Renee Vajtauer	Executive Officer Commonwealth Fisheries Association
Brad Warren	NSILP Graduate Executive Chairman Ocean Watch Australia Limited
Lucas Woolford	NSILP Graduate Quality Assurance Office Sydney Fish Market Pty Ltd

Appendix 6.2 – Program Graduates

Name	Details
2012	
Ms Melanie Buckley	Senior Policy Officer - DAFF GPO Box 858, Canberra ACT 2601 02 6272 3649 0417 225 292 Melanie.buckley@daff.gov.au www.daff.gov.au
Mr Andrew Forrest	Research Scientist - DEEDI 29 Kessels Rd, Coppers Plains QLD 4108 3276 6012 0423 823 526 Andrew.forrest@qld.gov.au www.deedi.qld.gov.au
Karen Holder	Fisher - DM & KL Holder P/L, SAWIN Box 430, Port Adelaide SA 5015 08 8341 8028 0407 618 659 dkholder@adam.com.au
Barbara Liddington	Senior Manager - Tassal Operations Pty Ltd 20 Glen Rd, Huonville TAS 7109 03 6264 7034 0428 337 905 Barbara.liddington@tassal.com.au www.tassal.com.au
Benioni Iakoba	QA Officer - Sydney Fish Market 1/749 New Canterbury Rd, Sydney NSW 2203 02 9004 1100 045 0108 818 beni@sydneyfishmarket.com.au www.sydneyfishmarket.com.au
Emily Osborne	Office Manager - Seafoods Tasmania 15 Silver St, Scamander TAS 7215 03 6376 1220 - 0400 996 559 Emilyosborne89@yahoo.com www.seafoodstasmania.com
Ayesha Plant	Environmental Project Officer A.Raptis & Sons Pty Ltd 28 Pastoral Crt Jimboomba QLD 4280 07 3249 7888 0432 203 044 aplant@raptis.com.au www.raptis.com.au
Dylan Skinns	Sales & Marketing Officer Austral Fisheries PO Box 280, Mount Hawthorn WA 6915 08 9202 2456 - 0412 088 399 dskinns@australfisheries.com.au www.australfisheries.com.au
Dan Richards	General Manager Humpty Doo Barramundi Pty Ltd 7 Kapalga St, Darwin NT 0810 08 89 888 121 0402 088 659 dan@hdbarra.com.au
Ellen Smith	Regional Policy Officer - Recfishwest Suite F2, 45 Northside Drive, Hillarys WA 6025 92 463 366 0406 594 979 Ellen@recfishwest.org.au www.recfishwest.org.au
Donna Wells	Quota Brokerage/CEO Finestkind Ltd PO Box 5132, Port Nelson, Nelson NZ 7043 64 3 545 6964 64 27 243 1282 donna@finestkind.co.nz www.finestkind.co.nz
Michael Wooden	NSW SeaNet Extension Officer - OceanWatch Australia Locked Bag 247, Pyrmont NSW 2009 02 9660 2262 - 0422 618 248 Michael@oceanwatch.org.au www.oceanwatch.org.au
Patrick Moase	B.App.Sc., Dip.Mgmt - General Manager Production - Clipper Pearls Pty Ltd 41 Herbert St - PO Box 1416, Broome WA 6725 08 9193 6156 - 0429 937 146 patrick@clipperpearls.com.au
2013	
Kelly Buchanan	Director - International Fisheries Dept. of Agriculture, Fisheries and Forestry/ Policy 18 Marcus Clarke Street Canberra ACT 2610 0262 724 719 Kelly.buchanan@daff.gov.au
Tony Charles	Hatchery Manager – Aquaculture Australian Prawn Farms Ltd./Aquaculture PO Box 143 Koumala Qld 4738 0438 606 426 tony@australianprawnfarms.com.au LinkedIn: http://au.linkedin.com/pub/tony-charles/5a/647/777/ Twitter: @tony_charles76
Ben Cobbing	Abalone Diver Wildcatch PO Box 837 Smithton TAS 7330 0418 101 890 landbcobbing@bigpond.com
John Cordin	Sales Manager Melbourne & Perth Austral Fisheries/ Wildcatch Level 4 50 Oxford Close West Leederville WA 6007 08 9217 0100 0449 559 095 Email: jcordin@australfisheries.com.au

Bruce Davey	Fisher – Wildcatch Wildcard Fishing Vessel/Wildcatch PO Box 879 Bungalow QLD 4870 0428 114 413 fwwildcard1@bigpond.com
Dan French	Director Frenchenviro - UTAS 74 Lambert Rd Royston Park SA 5070 0873 243 753 0400 759 245 danjwfrench@gmail.com
Matt Gillett	Policy Officer – Recreational Recfishwest/Recreational PO Box 34 North Beach WA 6920 0892 463 366 0405 135 187 matt@recfishwest.org.au
Steve Groom	Finance Manager Sydney Fish Market Pty Ltd Locked Bag 247 Pyrmont NSW 2009 0290 041 120 0412 014 026 stepheng@sydneyfishmarket.com.au
Dimitri Hari	Operations Manager – Retail TransTasman Fisheries Sydney Fish Market Pty Ltd Bank Street Pyrmont NSW 2009 0296 929 188 0415 905 058 Dimitrih@transtasman.com.au
Chadd Mumme	Aquaculture lecturer Trades & Primary Industries Charles Darwin University 25 Killuppa Cres Leanyer Darwin Northern Territory 0812 0889 467 257 0411 355 580 chadd.mumme@cdu.edu.au www.cdu.edu.au
Andy Myers	Extension Officer OceanWatch Australia Ltd. Locked Bag 247 Pyrmont NSW 2009 0296 602 262 0488 656 366 Andy@oceanwatch.org.au
Matt Osborne	Consultant – Indigenous Rural Solutions SA Level 16 25 Grenfell Street Adelaide SA 5000 0882 269 959 0408 677 521 matthew.osborne@sa.gov.au www.ruralsolutions.sa.gov.au
Scott Parkinson	Breeding Manager- Aquaculture Shellfish Culture Limited 290 Bicheno St Clifton Beach TAS 7020 0362 489 441 0407 398 359 Scott@shellfishculture.com.au
Clive Perryman	Fisher - Rock Lobster Holcorp Fisheries 150 Groningen Rd Kingston TAS 7050 0362 293 425 0407 834 005 holcorpfisheries@bigpond.com
Katie Scutt	Torres Strait Fisheries/PZJA Secretariat Australian Fisheries Management Authority Box 7051 Canberra BC CANBERRA ACT 2610 0262 255 520 Katie.scutt@afma.gov.au
James Ward	General Manager - FITC Lot 14 Marlow Creek NSW 2083 0243 441 366 0428 196 699 nsw.fitc@optusnet.com.au www.powerboating.com.au
2014	
Nathan Adams	Director/Diver Wild Abalone Pty Ltd 57 Calkarri Rise PO Box 66 Augusta Western Australia 6290 0429 687 235 08 9758 0223 ntadams24@hotmail.com
Troy Billin	Commercial Fisherman Self Employed 810 Bangalow Rd Bangalow NSW 2479 0412 397 158 02 6687 1158 troybillin@live.com.au
Naomi Brydon	Assistant Director, Fisheries Reform Australian Government of Agriculture, Fisheries Branch PO Box 96 AAC Building, Cairns International Airport Cairns QLD 4870 0432 860 425 07 4841 7837 naomi.brydon@agriculture.gov.au
Charlotte Connell	Communications Manager Marine Stewardship Council 10/46-48 Urunga Pde Miranda 2228 NSW 0422 296 192 02 9524 8400 charlotte.connell@msc.org
Donna English	Promotion and Marketing Officer Northern Territory Seafood Council Level 1, Darwin Shipstores Building, Fisherman's Wharf Darwin 0800 0417 193 061 08 8981 5194 marketing.officer@ntsc.com.au
James Florisson	Research Officer Recfishwest Suite 2, 45 Northside Drive Hillarys WA 6025 0410 320 663 08 9246 3366 james@recfishwest.com.au recfishwest.org.au

Jacqui Johnson	Seafood Industry Teacher Trenayr Campus North Coast TAFE Locked Bag 5 Grafton NSW 2460 0403 511 354 02 6644 4719 Jacqui.johnson@tafensw.edu.au northcoast.tafensw.edu.au/natfish
John Moloney	General Manager Pacific Reef Fisheries Australia Pty Ltd PO Box 2200 Ayr Qld 4807 0428 588 665 07 4783 6068 john@pacificreef.com.au
Trent O'Brien	Sales/Refit Tropic Ocean Prawns Australia P/L 9 Abington Close Redlynch QLD 4870 0499 198 208 07 4035 2933 trentjobrien@hotmail.com
Patrick Sachs	AFMA Liaison Officer to the Australian Recreational Fishing Foundation Australian Fisheries Management Authority 73 Northborne Ave Civic ACT 2600 0438 193 418 02 6282 8500 patrick.sachs@afma.gov.au
Jamie Sellen	Owner/Manager Coffin Bay Pacific Oysters PO Box 509 Port Lincoln SA 5606 0459 027 042 08 8685 4443 jsellen85@gmail.com
Stephanie Williams	Marketing and Public Relations Executive Sydney Fish Market Locked Bag 247 Pyrmont NSW 2009 0421 399 301 02 9004 1147 stephaniew@sydneyfishmarket.com.au
Jane Wilson	Salesperson Raptis and Son 90 Colmslie Rd Colmslie QLD 4170 0432 852 988 07 3249 7834 jwilson@raptis.com.au
Luyin (Camay) Young	Inventory/procurement manager Austral Fisheries Suite 2.01, 55 Miller Street Pyrmont, NSW, 2009 0433 170 282 02 8514 7400 cyoung@australfisheries.com.au

Appendix 7 – Media Materials

Appendix 7.1 - Media Release Templates

Media Release

National Seafood Industry Leadership Program 2014
Release Date: 29th September 2014
Attention: Editors; Industry Organisations
Contact: Rural Training Initiatives Jill Briggs – 0409455710.
jill@ruraltraininginitiatives.com.au

14 Future Leaders – no longer minnows

[Participants name and job description] graduated with thirteen other seafood community leaders from the six-month 2014 National Seafood Industry Leadership Program (NSILP) in Canberra on the 25th of September 2014. The fourteen graduates from across the country and industry sectors were officially graduated by Fisheries Research and Development Corporation Program Manager Crispian Ashby and Sydney Fish Market Managing Director Bryan Skepper.

The NSILP Graduation is part of the final industry networking dinner that was once again strongly supported by key stakeholders of the seafood community, who flew in for the event from across Australia. During the Graduation participants provided an overview of the outcomes of the six month 2013 NSILP Mission which they have facilitated and implemented.

The Graduation Dinner guests included the industry who's who and key stakeholders. Two 2014 Growing Leaders participants will address the assembled guests to provide excellent information about specific sectors which make up the broad seafood industry and community.

Jill Briggs, NSILP Program Manager from Rural Training Initiatives said, "This is one of the great concepts of industry "future proofing", what better way to guarantee a strong industry into the future than invest in new leaders. Rural Training Initiatives provides skills sessions and practical activities that enhance participants knowledge and confidence to lead the industry into the future."

During the teams visit to Canberra there were been multiple stakeholder meetings including Department of Agriculture, National Farmers Federation, Minister Joyce's Ministerial Advisor, Plant Health Australia. The team will have a number of industry heads provide "future focused" guest speaking sessions including AUSVEG, Freshstate, APVMA, Department of Agriculture, Agrifood Skills Council and Horticulture Australia.

The graduation dinner is the final activity of the six-month 2013 Growing Leaders. During the six months participants attend three 3-day residential. Growing Leaders plan and implement an industry mission; participate in more than twenty skills development sessions; network with over 90 industry stakeholders through guest speaker panels and industry networking activities and; tour at least two industry workplaces. Participants give varied responses when asked to consider the most vital element of Growing Leaders but a number speak highly of the networking dinners and guest speaker panels and comment on the high calibre of invited individuals who attend the program. "From my experience one of the "sleepers" issues identified regularly by the graduates is professional friendships that are commenced during and continue well beyond the program," said Jill Briggs.

[Participant Name] from [Name of Business/Organisation and State] will join 17 other future leaders who are meeting in Surfers Paradise, Queensland, to commence the 14th National Seafood Industry Leadership Program. Participants gather from all over Australia and are drawn from retail, recreation, aquaculture, research, policy and wildcatch sectors of the seafood industry. The program commences



Media Release

National Seafood Industry Leadership Program 2013
Release Date: 26 September 2014
Attention: Editors; Industry Organisations
Contact: Rural Training Initiatives Jill Briggs – 0409455710.
jill@ruraltraininginitiatives.com.au

Future leaders join forces in Canberra to unite the seafood community
Future leaders of the seafood industry met in Canberra for three days from 23rd of September 2014 to present their vision for uniting the seafood community as an end to six months of leadership learning and experiences of the National Seafood Industry Leadership Program (NSILP), funded by Fisheries Research and Development Corporation and sponsored by Sydney Fish Market.

The NSILP 2014 graduates met with seafood industry and national decision-makers to discuss the future of the industry and the way forward on improving opportunities for collaboration and cooperation between the different seafood industry sectors and the Government.

"The NSILP 2014 are a committed group, and through the National Seafood Industry Leadership Program and they realised that despite the diversity of the seafood industry all the sectors have a lot in common and a lot of opportunity to bring the Australian industry together on some of the important issues being faced" said Jill Briggs, Manager of the National Seafood Industry Leadership Program.

Highlighting the importance of this work, the group carried out a six month Mission and developed many outcomes and outputs including a youtube industry video and a published children's seafood industry information book and a industry profiling cookbook all identified to assist in building greater understanding of the industry throughout Australia.

The 2014 graduates of the National Seafood Industry Leadership Program represented a number of sectors from all over Australia including recreational, training, aquaculture, research, policy and wild catch sectors of the seafood industry including local participants from Canberra representing the Australian Fisheries Management Authority and the Department of Agriculture. The group themselves have provided a positive example of the amazing results that can be achieved through co-operation.

"I wouldn't say it has been easy, but what we've learned is that it is not impossible, and when you can put the time towards bringing everyone together the rewards of that cooperation are more than worth it" said Matt Gilbert of RecFish West. ADD YOUR OWN QUOTE HERE ABOUT THE KEY LEARNINGS AND EXPERIENCE (3-4 SENTENCES) AND WHERE YOU ARE FROM AND DELETE MATT'S (unless you are Matt of course)

The National Seafood Industry Leadership Program is an ongoing project funded by the Australian government through the Fisheries Research and Development Corporation with financial support from the Sydney Fish Market. It has been developed and delivered by Rural Training Initiatives with the key outcome being a more functional and effective seafood industry at both a organizational and workplace level.

For interview and photo opportunities or further information contact ADD YOUR NAME AND PHONE NUMBER.

For further program information contact Jill Briggs, Program Manager,
jill@ruraltraininginitiatives.com.au



Media Release

on the 1st of April. Participants graduate from the National Seafood Industry Leadership Program on the 25th of September. During the six month program participants will meet with national and state leaders including the federal minister and industry stakeholder CEO's.

Nick Moore, Gold Coast Marine Aquaculture, John Mayze, Department of Agriculture, Fisheries and Forestry, Helen Jenkins from Australian Prawn Farmers Association and Stephan Schriener, Southern Cross University are the keynote speakers in Surfers Paradise. "We are always interested in hearing facts about the industry and a highlight is drawing in key people from across the entire industry to address the participants" said Jill Briggs, National Seafood Industry Leadership Program Manager. "Participants also get to network with current industry leaders at the program networking dinner at Crowne Plaza on the 2nd of April".

2014 program participants will be in residence in Surfers Paradise for three days from 1st April and will tour Gold Coast Marine Aquaculture on the 2nd of April. "We have a really full calendar during our time in Queensland and we look forward to many activities including the essential leadership skill building sessions offered throughout the first three days of the 2014 National Seafood Industry Leadership Program." said Jill Briggs, Program Manager.

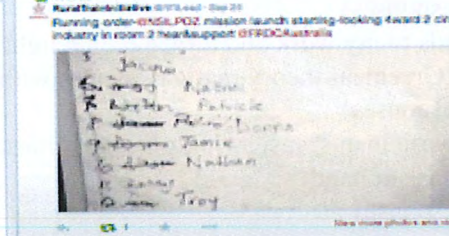
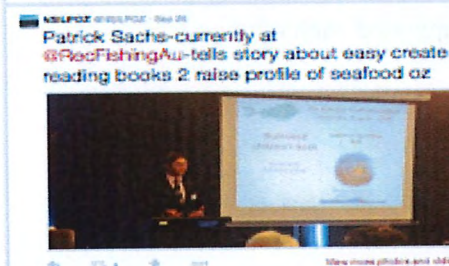
During the six month program participants will spend time developing skills, visiting key industry organisations such as Sydney Fish Market, meeting with national leaders and developing nationally significant strategies to move the industry forward. Bryan Skepper, CEO of Sydney Fish Market, program gold sponsor encouraged participants "to get involved and take part in the industry".

Please contact Jill Briggs (0409455710) or Rina Cooper (0417535822) for interview, photo opportunities and further information.

PLEASE FIND ATTACHED: Photo of 2013 National Seafood Industry Leadership Program participants during the program



Appendix 7.2 – Social Media Activity Samples



Appendix 8 – Evaluation

Appendix 8.1 – Participant Program Evaluations

NSILP 2014 Evaluation – Res #1 – Surfers Paradise - Collated

What happened throughout the 3 days – CIRCLE WORDS

Interesting 9	Fun 11	Challenging 12	Informative 8	Satisfying 2	Motivating 8
Useful 6	Unimportant 0	Thought-provoking 8	Information overkill 2	Supportive 9	Irrelevant 0
Boring 0	Exciting 3	Threatening 0	Enjoyable 4	Stimulating 7	Appropriate 2
Easy 0	Humorous 4	Monotonous 0	Straightforward 0	Helpful 2	Educational 7

What three (3) workshops did you enjoy most and why?

Workshop Number 4 – (2 participant responses)

Why? It was just well facilitated; understand leadership planning; very interesting workshop and very useful and educational

Workshop Number 5 - (3 participant responses)

Why? I enjoy getting a bit of an adrenalin rush from the public speaking, I also enjoyed learning a bit more about all of the other participants; practical; pushed boundaries;

Workshop Number 6 - (8 participant responses)

Why? Great insight, good eye opener and makes you realise; understanding and confirmation of self, opportunity to reflect on self; Allowed me to identify areas to work on; I haven't done a lot of personality profiling before and I need to work on understanding people and personalities; It helped to understand my self and my fellow participants more and how to pair up and strengthen each other; I found it very helpful to understand how myself and others think/work; self-discovery; recognise similarities with others in the group and gave increase confidence

Workshop Number 7 - (2 participant responses)

Why? Relaxing; great to meet everyone and talk about the course

Workshop Number 8 - (6 participant responses)

Why? Great night; I love hearing the stories of our industry and meetings the people on the ground, it was just so interesting; great for building industry knowledge; meeting people and sharing stories was great and also building a network; was great to see the whole press process at work and experience a new sector; experience otherwise I wouldn't have had;

Workshop Number 9 - (2 participant responses)

Why? Never knew prawns were farmed thought was all wild caught, great industry, very interesting; open my eyes and change my mind about the industry;

Workshop Number 10 - (1 participant response)

Why? We effectively worked as a team to problem solve creatively, everyone supported each other;

Workshop Number 11 - (2 participant responses)

Why? Great information and questions, good to break down process to see how to do it and manage workshop; interactions and procedures

Workshop Number 12 - (1 participant response)

Why? was great to hear others' ideas hopes and passions the industry

Workshop Number 13 – (2 participant responses)

Why? People's openness and willingness to put ideas forward; too many cooks in this one;

Workshop Number 14 – (2 participant responses)

Why? Opened my mind up to allot, networking wasn't my strong point, however this workshop taught me allot; something that I have always been wanting to work on;

Workshop Number 15 - (6 participant responses)

Why? It was lovely to see everyone band together to organise an event, support each other and have fun; ability to share and introduce the ornamental industry; relaxed and enjoyable dinner with great insight into people themselves; really came together as a group, supportive as well as performing; challenge to prepare presents and network; it was what formal well structured and a great networking opportunity

Workshop Number 17 - (5 participant responses)

Why? Tools provided; hit home in regards to my work and turned on the light bulb; using non-verbal communication to problem solve as a team was fun; the Greenleaf theory really resonates with me; useful introduction and application

Workshop Number 18 - (3 participant responses)

Why? Added an element of fun for the participants; insightful to personalities and managing them in a meeting; we all lost focus and got too excited about the task at hand

Workshop Number 19 - (1 participant response)

Why? We couldn't see the forest for the trees;

What three (3) workshops challenged you most and why?

Workshop Number 2 - (1 participant response)

Why? To take in all the interpretations;

Workshop Number 5 - (5 participant responses)

Why? Exposed talking about self; I find it difficult; difficult to stand up and tell people who we are and what we do; out of my comfort zone!!!; out of comfort sign; something I'm not greater and I didn't enjoy all that much

Workshop Number 6 - (3 participant responses)

Why? Obviously public speaking not my strongest trait, so definitely pushed me; Don't tend to like self assessment but do find it interesting to see the results of these kinds of tests; required me to be honest with myself;

Workshop Number 7 - (2 participant responses)

Why? Natural tendency is to sit in background; again way out of my comfort zone, I have been finding it challenging to follow a conversation with people I don't know. I managed to do OK during the dinner (I think!)

Workshop Number 8 - (2 participant responses)

Why? changing up to present our vision and stay energized; dealing with different preferences processes and ideas

Workshop Number 9 - (1 participant response)

Why? Public speaking and confidence;

Workshop Number 11 - (2 participant responses)

Why? deciding which questions to ask; taking a visible role needing to presents to cohort and externally being confident;

Workshop Number 12 - (6 participant responses)

Why? Challenging to all the participants; I can get frustrated if things don't go my way but know it was important to accept all opinions; New concept of being involved in creation as opposed to adhering and following; thought maybe some of my ideas might have been too basic; the team struggled to stay on the same page; everyone was great with good contextual in course but conversation got quite frustrating and cyclical

Workshop Number 13 - (3 participant responses)

Why? Working patiently in a large group; it has been a long process to get everyone (well I hope) to be in the same page; just a little repetitive;

Workshop Number 15 - (5 participant responses)

Why? My thank you speech was challenging; missing my key support structures, unwieldy with small talk, doing the introductions – public speaking; limited time to prepare the profile; being a table host; had to be attentive so sure friendly and professional while having a great fun night

Workshop Number 16 - (1 participant response)

Why? I don't tend to like analysing feelings etc so I always find assessments uncomfortable;

Workshop Number 17 - (2 participant responses)

Why? Find it hard to apply theory to reality; finding theory to application difficult useful just to discuss different scenarios;

Workshop Number 18 - (3 participant responses)

Why? Not particularly the most interesting topic to me, though still very important and certainly challenged me; being the chair was a nightmare; I want to be a great chair and it's frightening;

What changes will you make:

To yourself:

- introductions and setting first impressions seek feedback but also acknowledge achievements
- increase confidence motivation being inspired to communicate well and apply for every opportunity possible;
- give everything go and be confident;
- develop public speaking skills
- have a little more confidence and being a little more open to start off with;
- be an extravert in social situations listen and be quiet more during discussions ask more questions
- Speak less to be heard more. Strive to be professional but lose who I am and what I bring to the table;
- To believe in myself more that I can do it;
- Try to believe that I can do and have a go and get out of my comfort zone;
- Actively seek opportunities to communicate with people;
- To take on board inputs from mentor to grow as a person;
- Trust myself, believe and build confidence;
- Take opportunities – just do it;
- To take on more challenging roles next time;

In your workplace:

- Being confident to present my views and take on roles;
- Assertiveness motivation and willingness to gain more experience;
- Open communication less gossiping;

- Build team relationships;
- Confidence want to take on bigger leadership roles;
- Give everything ago and be more assertive;
- Listen to my team;
- To listen more to people's issues;
- Better communication skills with all workers;
- how to lead rather than manage;
- Being more assertive and decisive;
- practice ORID;
- Become more influential.

In your industry:

- passion passion and more passion;
- network and find linkages;
- to see the bigger picture set goals and find my niche in the industry;
- unite all sectors to have one collective approach;
- network;
- contact people in my industry more out of meetings and do more roles in meetings;
- go out more often for industry events;
- to listen to what's happening before;
- judgement;
- a big picture focus;
- collate thoughts of all involved;
- soak up more information from as many people and resources that I can;
- practice ORID;
- big picture.

What leadership steps will you take?

My leadership steps:

- being conscious about improving skills and taking up opportunities assisted by mentor, facilitators and others in cohorts;
- increase work productivity networking and opportunities to increase potential future opportunities to share knowledge through applying myself at every opportunity and experiencing industry possible with the assistance of family friends workmate leaders
- in necessary situations step up and take charge through identifying the issues and looking for solutions with the assistance of my mentors and colleagues
- I will take up acting as a manager to manager team when the manager goes on leave with the assistance of the senior manager
- I will take on roles I wouldn't normally do to build my confidence by injecting myself more in my day-to-day job by being proactive in taking sales meetings assisted by my workplace bosses and NSILP team.
- I would like to work on public speaking organisation and meeting structures to learn more and improve through talking with people and chips and organisation with the assistance from Ian Taylor and deputy premier of Western Australia
- I will be more confident and grab every opportunity of public speaking public speaking has been my wit weakness and I will push myself out of my comfort sign with the assistance of my colleagues at work and my participants in the NSILP
- I will be more organised and prepared speak less and actually get heard the leadership steps I would Tocata be brave and think outside the box because I want to push myself and the MSC to have a big presence in the industry are using Greenleaf leadership skills and methods for dealing with difficult meeting participants
- I will try and grow and become more confident to help myself in all aspects of life by looking and listening in being more confidence with you sister three colleagues friends family
- I will seek advice from advanced industry individuals for my industry advancements through using a mentoring system and hopefully with the assistance of Francis
- I will reduce managing and increase leading to better help my team achieved their best through allocation of resources and promotion internally through the assistance of the general manager
- I will utilise different methods to ensure a task gets shared equally because I currently just do rather than delegates and I'll do this by being more assertive but also consulting team members on how they can help with the assistance of my boss my NSILP mentor and my partner
- I will take that opportunity and take chances because I'm here to improve through an accessing resources with the assistance from my mentor

Logistics – Participant responses and comments (where provided)

Venue: Very Poor (0); Poor (0); Average (2); Good (6); Very Good (6)

Comments: Gold Coast to Brisbane (painful)

Meals: Very Poor (0); Poor (0); Average (0); Good (10); Very Good (4)

Comments: No comments

Pre-program Information: Very Poor (0); Poor (0); Average (4); Good (6); Very Good (4)

Comments: good response to questions; acknowledge the benefit of too much information;

Application Process: Very Poor (0); Poor (0); Average (0); Good (7); Very Good (7)

Comments: Great because I got in!

Program Materials: Very Poor (0); Poor (0); Average (0); Good (5); Very Good (9)

Guest Speakers: Very Poor (0); Poor (0); Average (0); Good (5); Very Good (9)

Facilitators: Very Poor (0); Poor (0); Average (0); Good (2); Very Good (12)

NSILP 2014 Evaluation – Res #2 – Sydney

Please place an 'x' in the answer that best fits

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Workshop structure					
The mix of presentations, group activity and field visits was appropriate	8 responses	6 responses			
The 3-day length of Residential #2 was appropriate	8 responses	4 responses	2 responses		
Holding Residential #2 on week-days was suitable	11 responses	2 responses	1 response		
There were good opportunities to network and exchange ideas	9 responses	4 responses	1 response		
The mix of people at the dinner with experiences and knowledge was useful	6 responses	6 responses	2 responses		
Comments:	Not a lot of spare time and a lot from 1 or 2 organisations; Weekends would be ok for me but appreciate maybe not for others; the structure and experience was again amazingly informal and invigorating. Well done; Completely enjoyed it, especially SFM and DeCosti's and dinner at SFM; no longer than 3 days; very happy with the structure; loving it				
Workshop content					
Overall, the topics covered were useful and relevant	9 responses	4 responses	1 response		
The industry guest speaker panel was useful and relevant	7 responses	6 responses	1 response		
The industry networking dinner structure was useful and relevant	10 responses	4 responses			
The NSILP 2014 Mission sessions were useful and appropriate	10 responses	4 responses			
The media and messages session was interesting and valuable	7 responses	5 responses	2 responses		
The workshops on power, conflict and teams were valuable	11 responses	2 responses	1 response		
Comments	Learnt so much and really practical tools; Another 30 mins would've been good or adjust the media theory session; Content was helpful and informative, nothing needs to be changed; Great excellent facilitators, job well done, it is a pleasure to be part of; very valuable;				
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Workshop Logistics					
The SFM tour was interesting and valuable	11 responses	1 response	1 response		
The facilitators were well prepared and have facilitated my understanding of the information	10 responses	3 responses			
The SFM venue was appropriate	10 responses	2 responses	1 response		
The Holiday Inn Darling Harbour venue was appropriate	1 response	3s responses	6 responses	3 response	
The catering was appropriate	3 responses	7 responses	3 responses		
Comments	AFM was amazing, timing was a struggle but a great event; Holiday Inn is a bit out-of-the-way;				
Action					
Between Residential #2 and Residential #3 I will implement the following leadership skills...	Show confidence; support the development of the rest of the participants; more proactive and organised; decisiveness and organisational skills; social courage, public speaking, open-mindedness; better time management and select appropriate mentor; conflict resolution skills; public speaking; confident and be organised; extend myself into areas where prestigious contacts are developed – improve my network; step up and list on page 76;				

Between Residential #2 and Residential #3 I will deliver the following regarding my strategy.	My powerpoint presentation; a finished children's book; leadership outcomes and going forward recommendations; presentation slides and ½ page summary about existing educational examples; powerpoint, set meetings and summaries; templates, acknowledgements, group info together and sharing; tasks I have appointed myself; comms plan, template of facts sheet; organise meetings; get a mentor; a cookbook; step up and put my hand up and set up action list; Develop factsheet with team, test product in industry, organise implementation plan and prepare for launch; strategy and next steps;
By Residential #3 I wish to	Step up to the next level; Be confident in my new position; have the cookbook sorted and supergroup; present well our outcomes as a whole group and a strategy group; manage the workload along with my current work at SFM; be ready to smash Canberra, represent my sector, strategy group and the team; have my tasks completed; get Obama to be my mentor; have our cookbook ready to present; have our team project finalised and have found a mentor; be properly prepared to deliver a quality result;
Final Comments	Great 3 Days; thanks and thanks for pushing me; great sessions; challenging and great reconnection; thank you; can't wait until Canberra; Great job Chis and Jill – thanks; So much to do but really excited; looking forward to Canberra and NSILP 2014 strategies being put forward;

NSILP 2013 Evaluation Res #3

Choose the word that best describes Days 7,8 and 9 for you and explain why?

Day 7

Nervous (x2)
Enthusied
Crap

Challenging
Busy
Opportunistic

Intense
Full-on
Daunting

Stressful

Day 8

Tired
Hectic
Over it

Excitement
Insightful
Interesting

Preparation
Challenging
Interesting

Scary
Encouraging

Day 9

Proud (x3)
Hectically enjoyable
Ambition
Finally

Impressed
Performance
Exhausting
Excited

Belief

What three (3) workshops did you enjoy most and why?

Industry Meetings (5 responses) - nervous feeling but soon realised only humans just like us; I didn't really understand the government process the whole meetings/ tour thing gave me the background to understand the process and nuances; great to be out and about meeting people; hadn't been to one before; learnt how to properly conduct meetings

Industry Panel Session (6 responses) - felt relaxed and could take what they said in; the information was realistic to me; showed me numbers that I am not aware of but should have been; the topic and the individuals on the panel were excellent, engaging and very informative; good practice to chair and learn from speakers; the best panel during the course

Parliament House Visit (5 responses) - was great to meet some leaders and sit in on Question time; I didn't really understand the government process the whole meetings/ tour thing gave me the background to understand the process and nuances; interesting to see different leadership styles; entertaining; question time in both lower and upper houses and debriefing on this in W41; awesome to get an insight and watch question time

Leading the Industry (5 responses)- was great to see what other people think your qualities are; the gifts that our team mates gave us. It was really very lovely to hear how other people see you; shining the light on what we can do to move into positions of leadership; leading the industry- good reflection and insightful in how others perceive me and my leadership traits. This is something that you don't often get a chance to explore, and it helped me to see my value for others in pursuing leadership roles / opportunities; helping to find out myself by listening to what other people see me

Working with Decision-Makers (1 response) - Very practical tips to make use of my new understanding of the process

Mission Launch (5 responses) - very satisfying to see everything come together in such a professional way by everyone; seeing it all come together and the strengths of each individual combining in a team situation; was great to present in a way that others saw as professional but also in a way that I think we could see the culmination of our collective efforts as well as the personal growth of ourselves and each other; we just worked so damn well as a team, and the trust we had in the group was really evident here; proud to see the outcome after 6 months hard work

Program Close (1 response) - I liked writing down 5 things that you each commit to moving forward.

Graduation (2 responses) - lovely night, great to network with everyone in a relaxed setting; the end.

Taking the Next Step (1 response) - working out how to achieve your objectives, being assertive in meetings - these were great skill.

Mission and strategy practice (1 response) - gave me the confidence needed to be introductory chair

What two (2) workshops challenged you most and why?

All were challenging in a different way

Working with Decision Makers (1 response) - area that I am not familiar with

Mission Launch (4 responses) - public speaking; making sure presentation went well; Q & A session management; everyone was of such high standard, didn't want to let the team down!; chairing the launch, talking to a the leaders of the industry and public speaking

Mission Launch Practice (4 responses) - the night before presentation - trying to work together when everyone was stressed; I challenged myself to support, encourage and assist other people in the group with their presentations. What was challenging was staying in the moment and actively listening when you also want to practice your own presentations; got us needing to come together cohesively. Various levels of preparedness, felt like a lot of work left to do, was important to do that the first day and it led to a successful outcome; stress level reached sky height!

Graduation (1 response) – networking is exhausting

Industry Panel (1 response) - chaired the panel, learnt a lot and areas to improve on

Industry meetings (6 responses) - nervous about interactions and outcomes- wanted to make sure we did a good job and gave a good impression; I learned at least 2 valuable lessons about chairing a high profile meeting. I also had to challenge myself to listen and take on other people's feedback and accept that feedback and move forward. I usually do things very well so I have to seek out feedback to do things better. I am rarely in a situation where things don't work out how we want them so I generally don't get critical feedback on my performance; this was a busy day and tiring. We did well, but I was conscious of being not only an NSILP participant but also a public servant with a Canberra-based role in fisheries policy and having to balance those hats; the meetings were challenging but also quite rewarding -because it was Intimidating; haven't had exposure to people of that level.

What have been your most significant learnings from the National Seafood Industry Leadership Program?

About yourself?

I am no worse than other people!

To be comfortable with who I am.

To believe you can.

I am a very guarded person.

That I have a wide range of skills and people listen to what I have to say.

I think I understand myself better - it was a unique experience for getting so much feedback from peers- I think understanding myself better has given me confidence to do what I need to do without being so self-conscious.

Other people see leadership qualities in me that I didn't think I had.

The connections I have made and my self-progression have been invaluable to me.

More deeper thinker - yes I'm an introvert

I better trust my instincts and analysis of situations (though need to try to labour a little less over them) and I like the way I lead

People listen more when you say less. Really important learning for me that I need to always work on

About yourself and leadership?

- I need to be confident and be myself! And step back from the daily operation so i can have some critical thinking time for the big picture
- Always learning and can improve
- That I am approachable and trusted and ready to take that next step
- I have a bigger Influence on people than I thought
- Not only do I understand myself better but I understand my role as a leader better now.
- I can be a leader and that I will be comfortable with the type of leadership that I demonstrate. Saying that I will always work to improve myself, my weaknesses and my strengths. However, since the program I am more comfortable with myself, who I am, what type of leader I want to be. In the last 2 weeks I have been able to hold my head higher when around people with higher positions.
- I'm thinking I'm getting better at that balance of leading as well as nurturing - leadership to me is more about making sure you get the most of each team member. Whereas I think before I focused more on myself.
- Despite my age, position and sector I can make a difference in the industry
- Put it out there
- It's ok to have your own leadership style

- My efforts in leadership and how I work with others are recognised by others as positive things and I can be influential

What did you learn from the internal mentoring?

- How to be supportive when others are not feeling as confident
- It doesn't have to be about work it can be about a mutual hobby
- That I'm not a great Mentor
- To keep the conversations reasonably casual- develop the relationship first, it is more personal than just a 'business' chat
- Different styles of communication that the younger generation has, emails , facebook and text , but open mind
- You don't need to have a reason to talk - sometimes there can be things gained just from having a chat
- Insights into how I'm perceived by others, how I operate and how I organize and deliver information
- Its a totally beneficial two way street, not one sided
- Partnership, support
- there are some beautiful, genuine, passion commercial fishermen in Australia and I feel privileged to have met them and call them my friends.
- Helped me to organise myself and just bounce ideas around

What did you gain from the external mentoring process?

- open minded and big picture
- Support
- People who come across confident aren't always
- To be thickskinned and to do most things straight away
- Yet to start
- The biggest thing for me was to ask for this- I don't normally ask for "help" from too many people, however the insights I am getting already have been wonderful
- Everyone starts somewhere. Despite their reputations or positions they are people too. And personally, we have a few hobbies in common.
- Tooni Mahto - to help me find that balance between being assertive and flexible, resolving conflict without getting personal - it's still an ongoing learning
-
-

Where will you be using your leadership skills?

Next Week

- at work,
- my visit to the headquarter with suppliers
- Constantly in my workplace (and private life)
- Time management
- Every day with my EO role and around the round table in Melbourne
- Attempting to take control and chair a meeting.
- Consumer survey 2014 release
- Work and Uni, time management and prioritization
- with the Small Pelagic Fishery announcement and briefing political leaders and department heads
- In my work, contributing to policy discussions, influencing directions, encourage my team in developing their skills and sharing NSILP insights
- Working on better developing the potential within my team at work

In 6 months

- at work, and also at Uni
- with my Japanese studies
- Family
- Establishing new community and work networks in a new country.
- Making decisions that are positive for my career and professional development, and carry leadership opportunity
- starting new projects (innovation)
- Join a few groups to educate myself more

- Proactive industry association involvement , helping to guide direction
- involved in more community groups
- Presenting at a workshop to try inspire researchers to look at fisheries management in an alternative way.
- Working on building my profile outside of my organisation
- Launch of our NT Seafood Book in November
- Managing my direct report which will be a new role

In 2 years

- at work, and industry related events
- Further my future within the company
- My personal career goal is to see my sector grow- I will make this happen
- Further in the industry and representing the fisherman
- Remaining in a management role
- climbing the industry hierarchy
- Hopefully as a Manager, Senior Manager or maybe liaison officer to the Minister for Fisheries
- Looking to re-enter the Australian workforce and not limiting my consideration of opportunities
- Family, Time management, Future markets
- Hopefully in a more managerial role
- Not looked past December 2014 as my contract is up for renewal

Can you suggest one thing what is essential to ensure that NSILP 2015 is excellent?

- keep pushing people out of their comfort zones, it can be uncomfortable at times but the feeling is awesome afterwards.
- Jill and Chris
- Team bonding
- Diversity
- It's hard to think of improvements because it's such a well oiled machine with seriously excellent facilitators. It's intense, challenging and incredibly. Maybe the huge folder could become more digital and we could start to use apps for the training - maybe even have a module on social media
- Do the same you are doing now and have a wide range of participants
- Diversity of people in the room - getting people to think outside the world they are currently in and through developing the shared vision / mission and strategies recognising the common values and issues.
- Provide more time outside of the scheduled activities to allow people to do their own thing rather than always have to be in the group.
- The ratio of men to women was fantastic this year and really brought a good dynamic to the group. Also, NSILP 2015 should start to bring in more future leaders from the environment sector. MSC was a great start and to really help create an Australian Seafood Community we need to bring in those members that are not included yet.
- Please continue to ensure the diversity of participants

Please provide us with names of others who should participate in NSILP?

General Comments

- Thankyou very much Jill
- Thank you Jill and Chris for your excellent coaching skills. It was a demanding program which required our 100% commitment throughout the 6 months period, however, I feel soooooooo rewarding and thankful to be part of this program. Keep up the good work and I hope more people in the industry can be beneficiary from this program in the future years.
- Thank you so much guys, it has been amazing and priceless, the knowledge, skills, connections and friends...keep it going and stay in touch.
- Really great and diverse mix of people, and incredibly rewarding - feeling really excited about what's possible in the Future
- The alumni network is very valuable for participants in making contact with others in the seafood community, who they otherwise wouldn't know. I got the impression that the alumni we met were also keen to get to meet the new graduates (maybe for same reason?). Wearing my fisheries policy hat, the NSILP alumni network holds great potential as a resource for seeking insights / input / feedback from across so many sectors and

across 14 years of leaders. In my own role, having a close network of 16 others (including Justin, Josiah and Sunnie) across industry sectors I think will be valuable for my own growing understanding of the industry.

- It was a real pleasure and a great challenge to be a part of the NSILP 2014 program. I meant what I said in the graduate response. You and Chris did not coddle us, instead you created a framework for the group to succeed, provide us tools for us to trial, and provided support and encouragement at the times we needed it. Thank you.
- Thanks jill and chris , it is a great program and exposes you to the bigger picture , challenging and forfilling , keep up the good work. had a great time now i look back at what i have achieved I can say now that it makes me feel proud to be apart of what we achieved as a group and myself as an individual.

NSILP 2013 Evaluation – Res #1 – Fremantle

Please note two participants left early from Residential #1. We have ask that they complete the evaluation electronically and return to Rural Training Initiatives.

1. What happened throughout the 3 days

Participants circled as many words as they wished to reflect their thoughts/feelings regarding NSILP 2013 Residential #1. The number next to the word indicates the number of participants who circled the word.

Interesting 8	Fun 9	Challenging 13	Informative 10	Satisfying 9	Motivating 11
Useful 9	Unimportant 1	thought-provoking 8	information overkill 1	Supportive 9	Irrelevant 1
Boring 2	Exciting 7	Threatening 0	Enjoyable 7	Stimulating 9	Appropriate 8
Easy 0	Humorous 3	Monotonous 0	Straightforward 2	Helpful 7	Educational 9

From the above information it would appear that the program has challenged the participants and that it has been informative and motivating suggesting that the challenge has not been negative rather useful and educational. Unimportant, Irrelevant and boring with be followed up with the individual participants.

2. What three (3) workshops did you enjoy most and why?

General Comment (1 response) all workshops were useful;

Industry Dinner (7 responses) Fantastic night and proactive networking and meeting inspiring people within our industry; Put me out of my comfort zone; Because of the challenge of the chairing of the event and the company present; Great way to network and meet others and had the chance to present to the group; I went nervous and unsure but came out enjoying the night it was a really useful experience; great night, made good contacts and applied learnings from the previous two days; met people that would help thrive and kick goals in my career.

Personalities (5 responses) helped identify some of my shortcomings; Identified the diverse group and showed the differences; Great to recognise traits and how to react; We got to see what sort of leadership qualities we have and others in the group; new experience have never done before and identifies areas to work on and suitable roles. Industry Tour (4 responses) Never been or seen the process before so was great to meet Steve and see it first hand; My knowledge of industry is poor; rewarding to talk to industry that is my passion; holding a lobster terrifying and fun at the same time.

Meetings (4 responses) I love structure and process; because I am involved in meeting a lot; important, straightforward information; provided good information I can apply – will help me in future meetings. Networking (4 responses) I really want to develop this skill; Good useful suggestions for working – strategies; I like nuts& bolts approach to leadership; networking is an area I would like to improve on – very informative and interesting.

Team Dinner (3 responses) It was a real challenge as we were all tired but we had work to do and were still getting to know each other; challenging as I was the chair during a heated discussion within the team; meeting interesting people and socialising sense of achievement.

Communication (Part 1) (3 responses) Understanding how we communicate specifically how we judge and assess each other; because of the relevance of the topic for my workplace; I really enjoyed this workshop. Building Teams (2 responses) Because I work with a lot of teams; the activity to walk across the “car park” was both challenging and fun but got the message across well.

Industry Panel (2 responses) meeting and discussing with industry in WA particularly Bill Passey; great to hear their stories about their part of the industry.

Leadership Theories (2 responses) due to the topic is connect the three previous days of learning; servant leadership interesting.

Mission and Vision (Day 3) (1 response) achieving our vision and finally a rough plan (strategy).

Public Speaking (1 response) Really good to get constructive feedback and advice.

3. What three (3) workshops challenged you most and why?

General Comment – all new areas; all challenging but great;

Personalities (1 response) I think BFI (and all similar tests) is BS – could be that I am ignorant or arrogant.

Team Dinner (2 responses)- Confusion reigned; I was tired and it was difficult to engage.

Mission Planning (10 responses) challenging to come to conclusions, did not apply processes well – frustrating; sense of going in circles; unorganised and frustrating; difficult time and I don't like leaving things half completed; lack of industry knowledge; took a long time to get there; dealing with conflicting personalities and agendas; dealing with frustration of not connecting with a group expression and also questioning the worth of the goal; Went round in circles and lacked process; confusion and lack of understanding; I like structure and we often were working without structure – very frustrating.

Networking (1 response) new are of knowledge for me.

Industry Dinner (1 response) personally challenging, not in my comfort zone, long day, tired – was hard to force extraversion behaviours.

Meetings (3 responses) only two people could chair the meeting; keeping structure of the meeting going.

Industry Panel (2 responses) I chaired this session so challenging but good to get out of comfort zone; pressure to perform and facing the issue of questioning my roles and abilities.

Public Speaking (5 responses) speaking in public makes me nervous, with a touch of anxiety; not a confident speaker but glad I did it and not as bad as I thought; Overcoming nerves and staying on track; nervous about speaking in public; need to be more prepared to reduce “ums and ahs”; the different De Bono hats got confusing (I was tired).

Leadership Theories (1 response) Dry topic at the end of three hard days;

4. What changes will you make:

To yourself:

Be more understanding of the challenges when working in large groups and be more assertive;

Be less cynical;

Practice extravert behaviours;

Read more and understand, Organise and don't become reserved when meeting people;

Be more confident in fact I can do it, I know stuff;

Record my thinking to keep on track;

Strive to be more extravert, make more small talk;

Learn more about industry and recognise personality traits;

Communicate more with the group members and prepare as much as I can;

Listen

Listen more and step out more;

Contribute more and eliminate self-doubt as much as possible, contribute without fear of judgement;

Be more confident and don't judge others;

Be more assertive and value my opinion, try to better situations to not result in conflict

In your workplace:

Step up, don't be intimidated

Be disciplined in the way I apply myself;

Listen

Speak up more, be more confident

Inform

Motivate and encourage others

Always looking for better ways to do things

Recognise other peoples personalities and what makes them tick

Practice extraversion

Resolve a conflict (try to)

Be more understanding of the different personality types of staff.

Be more positive and try and influence decisions in the board meetings

In your industry:

Better manage situations

Be more proactive and assertive in voicing my opinions

Learn more
 Increased networking
 Put myself out there more, network. This program is a good starting point for conversation
 Ask questions
 Be more progressive and creative ideas;
 Be confident, take on more roles;
 Contribute by exploring how my attributes can benefit others;
 Get the whole industry picture
 Promote as many positive messages as possible
 More Inspiring

5. What leadership steps will you take?

- Communication by better managing situation and showing management my worth to the business with assistance from Matt Gillett and my wife.
- I need to be more assertive to work on becoming more of an extraverted leader by voicing my opinions.
- I need to public speak by practicing with assistance from my family and I need to manage meetings through reading more information.
- Push extravert behaviours and increase confidence and comfort to present through personal goal setting (my key skill) through taking up as many opportunities as possible with assistance from work mates.
- Time management and achieving goals so I reduce wasting time by breaking up days to a different work commitments with assistance from my wife and team leader and James Ward.
- Practice public speaking and take on a project at work so that I can put these skills into practice and put myself out there more often so I can progress beyond my current roles and responsibilities.
- Communicate better at meetings and step back and think to ensure I get my views across for better understanding of meetings and personalities.
- Learn more about the industry because I am knowledge poor through contact with people in the industry and reading and visiting businesses
- Take opportunities to publicly speak and offer comment because I need to develop these skills further to become a better leader through constantly addressing areas required with the assistance from Clive Perryman;
- Take on more roles to challenge myself by being confident with assistance from my boss.
- Reflect on what I've learnt and apply my learning plan so I can become a more effective contributor and business person through application of what I've learnt and by following through on plans within a timeframe with the assistance of my partner and other NSILP participants.
- I want to get the whole industry picture so I can be more informed through gathering information with as many people as possible.
- A work in progress.
- Communicate with other NSILP members to achieve a common goal to identify strategies that relate to the vision and mission through the email and phone with the assistance of Katie Scutt.

Logistics (Circle and make comment)

Participants were asked to circle one option for each logistic and to provide comments. Not all participants provided comments.

Venue:

Very Poor	Poor	Average	Good	Very Good
0 responses	1 response	4 responses	7 responses	2 responses

Comments: expensive; nice and easy having to where we stayed; taxi-ing was not straight forward; expensive and a long distance; lateness was unfortunate and I need to be more organised in future; TAFE needed airconditioning.

Meals:

Very Poor	Poor	Average	Good	Very Good
0 responses	0 responses	4 responses	8 responses	2 responses

Comments: expensive; gluten-free – thank you;

Pre-course information:

Very Poor	Poor	Average	Good	Very Good
0 responses	0 responses	1 response	6 responses	7 responses

Comments: I was well-prepared; had to send two emails due to missing attachments;

Application process:

Very Poor	Poor	Average	Good	Very Good
0 responses	0 responses	0 responses	8 responses	6 responses

Comments: None

Course Materials:

	Very Poor	Poor	Average	Good	Very Good
<u>Comments</u> very challenging and stimulating; although I found it more useful to just listen the notes will be very helpful.	0 responses	0 responses	0 responses	3 responses	11 responses

Guest Speaker:

	Very Poor	Poor	Average	Good	Very Good
<u>Comments</u> : all great content; interesting;	0 responses	0 responses	0 responses	2 responses	12 responses

Facilitators

	Very Poor	Poor	Average	Good	Very Good
	0 responses	0 responses	0 responses	1 response	13 responses
<u>Comments</u> : very professional and approachable you get your points across very well; superb; easy to understand; brilliant – very clear; great at pushing the team to results;					

NSILP 2013 Evaluation – Res #2

Please place an 'x' in the answer that best fits

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Workshop structure					
The mix of presentations, group activity and field visits was appropriate	11 responses	3 responses	0 responses	0 responses	0 responses
The 3-day length of the workshop was appropriate	9 responses	3 responses	2 responses	0 responses	0 responses
Holding the workshop on week-days was suitable	13 responses	1 response	0 responses	0 responses	0 responses
There were good opportunities to network and exchange ideas	6 responses	8 responses	0 responses	0 responses	0 responses
The mix of people at the dinner with experiences and knowledge was useful	5 responses	8 responses	1 response	0 responses	0 responses
Comments:	<ul style="list-style-type: none"> The SSS was really nice about not eating seafood Would like some aquaculture representation It could have been longer – very dense Not so many guests at the dinner this time around Workshop could have gone for 4-5 days 				
Workshop content					
Overall, the topics covered were useful and relevant	12 responses	2 responses	0 responses	0 responses	0 responses
The industry guest speaker panel was useful and relevant	13 responses	1 response	0 responses	0 responses	0 responses
The industry networking dinner structure was useful and relevant	9 responses	4 responses	1 responses	0 responses	0 responses
The NSILP 2013 Mission sessions were useful and appropriate	10 responses	3 responses	0 responses	0 responses	0 responses
The media and messages session was interesting and valuable	8 responses	4 responses	1 response	0 responses	0 responses
The workshops on power, conflict and teams were valuable	10 responses	4 responses	0 responses	0 responses	0 responses
Comments	<ul style="list-style-type: none"> Excellent information Feel much better about where we are Hard to network at the industry dinner as it was a busy night Industry networking dinner was fantastic Maybe a journo or publicist for media. Eeveryone was tired, really need something here that jumps out , maybe physical or fresh air 				
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Workshop Logistics					
The SFM tour was interesting and valuable	9 responses	3 responses	1 response	0 responses	0 responses
The facilitators were well prepared and have facilitated my understanding of the information	11 responses	2 responses	0 responses	0 responses	0 responses
The SFM venue was appropriate	12 responses	1 response	0 responses	0 responses	0 responses
The Holiday Inn Potts Point venue was appropriate	9 responses	3 responses	0 responses	0 responses	1 response
The catering was appropriate	10 responses	2 responses	0 responses	0 responses	0 responses
Comments	<ul style="list-style-type: none"> Very well prepared presentation and structure. Any lack of understanding I am aure will be sorted after reflection on the whole program. Great job – come to Tassie? Loved the cooking class – great wat to interact with 2 guests; SFM – excellent from Dimitri and Trans Tasman to show us through the 				

	<p>facility.</p> <ul style="list-style-type: none"> • Bloody fantastic • Have done the tour 6 times – this was the best by far; Much better place to stay more relevant to the industry and without the dangers of Kings Cross. • Venue was very good.
Action	
Between Residential #2 and Residential #3 I will implement the following leadership skills...	<ul style="list-style-type: none"> • Conflict management immediately; work smarter; implement better processes at work; be aware of power theories.. • Mentoring my staff • P-Public Speaking Confidence; B-Discipline – working alone; I-networking. • Structure. • Commitment and consistency • Discipline; strategy and long term goals and networking. • Discipline, application and contribution • Work on patience and active listening. • Be able to delegate and nurture those under me. • Networking; pushing the boundaries. • Understanding what I read • To respond to one and get time to get it done. • Reflection time; more strategic in developing relationships; Work/life balance – separating away from the drama; be more prepared and stay focused.
Between Residential #2 and Residential #3 I will deliver the following regarding my strategy.	<ul style="list-style-type: none"> • Survey results analysed and distributed to group. Analyse examples of communication working well/not well. • Assist in all parts of our strategy; FRDC application. • Finalise survey; research cases-studies; follow-up regularly with group; Help poster boys as much as possible; • Contribute to and support team; research case –studies and be prepared for presentation. • Commitment and Creative • “JUDY” • Lots • Timeliness and engagement. • Survey case-study – comms plan implementation. • Complete my assigned tasks • Hard-work and commitment • Research information towards QR Codes.
By Residential #3 I wish to	<ul style="list-style-type: none"> • Be prepared x 2 • Chair our session presenting the mission and vision. • Be totally prepared with the strategy; have a communication plan in place; be prepared with my final speech. • Be prepared, focused and sharp • Be a better leader • Have a mentor and practice public speaking • Be confident in our project/strategy and ability to cohesively present these. • Have further developed my assertiveness • Survive and thrive. • More confident on technology • Pre-residential prep; have practiced public speaking at work; be prepared for Canberra presentation
Final Comments	<ul style="list-style-type: none"> • Very thought provoking and challenging. Very well managed which has resulted in a very interesting team of 16 very different people working together for a common goal effectively. A pleasure to be part of. Wish I had done it 20 years ago. • I really appreciate the time Jill and Chris have put in, not just over the 3 days but the group is a very diverse one but work together well. I am excited to see where we can take NSILP in 2013 and the

future.

- Nervous but committed
- Great few days – lots to think about ☺
- Lots of people told me how good this program is and it has exceeded my expectations thus far.
- Really good guys – thanks.
- Absolutely brilliant except for Kings Cross
- Great residential – very challenging.
- Pumped for Canberra
- Can't wait for Canberra

Choose the word that best describes Days 7,8 and 9 for you and explain why?

Day 7

Nervous – about work, sessions to do and meetings; hoping all goes to plan;

Tiring – too many people it spas my energy;

Yippee

Hectic – a lot of work put into our submission;

Forever – felt like it went on forever but really appreciated meeting, privileged.

Busy – went to all the meetings – lots of listening and moving between venues

Move – lets get here and get into it...let's go.

Adrenalin Rush – Lots of highs and lots of stress but lots of happiness also

Awesome – meeting depts. And government officials was very worthwhile and a great afternoon at FRDC.

Fantastic – radio interview was great.

Great

Challenging – excellent meeting and constant workload;

Exciting – looked forward to the residential bringing the group back together and sharing our achievements;

Day 8

Mixed – both exciting and fulfilling;

Soooo Cool

Inspiring – Parliament House

Happy – getting stuff done;

Excellent – loved the tour of Parliament House

Tiring

Frustrating – wanting to get on with the Mission Launch

Anxious

Enjoyable – loved Parliament House and meeting Paul Pak Poy – I learnt a lot about how to 'act' with politicians.

Progress – we have achieved something great. I am proud of my team and myself.

Adrenalin Rush – Lots of highs and lots of stress but lots of happiness also Prepared – fine tuned presentation and ready to go confident of message.

Great – tour of Parliament House

Intense – under pressure due to strategy development

Day 9

Adrenalin Rush – Lots of highs and lots of stress but lots of happiness also

Uplifting/Inspiring – Guest Speaker – Brad

Very Proud

At last – Just want to move on now. Long way to go but feel better equipped for the next part of the journey.

Awesome and Proud – achievement through professional presentation; Really proud of what we have done and loved the Mission Launch; Proud of the whole team of what we achieved;

Confronting – wanting everything to go well

Tiring – a lot of work for the final result;

Rewarding – Feel so good about result so far of the leadership journey; due to our success;

Worthwhile

Optimistic – I believe I have more tools that give me confidence to lead – I've always dreamt of making a difference.

Fulfilling – able to see the effects and learnings of the program and my personal and professional development.

What three (3) workshops did you enjoy most and why?

Working with Decision-makers (8 responses) – Good to know info helpful going forward; Brad's talk provided insight into what non-government people think; Really great information I know I will use; love his style and great information; Very practical; Brad was excellent; Good info; Learnt so much from his information;

Where to from here (5 responses) – great direction and ideas; good opportunity to have some critical and generous feedback; was nice to get positive feedback but also to give some back to people too; very rare opportunity to get real feedback; enjoyed giving and receiving feedback;

Industry Panel (4 responses) – fantastic panel of people; enjoyed listening to Bo and Melanie talk; Melanie (what an achiever) and Bo (got me thinking about getting our company involved in NT and with Matt); Great stories;

Taking the Next Step (4 responses) – Strategic thinking – Good to learn more about thinking big and practicing; reminded us to think of the big picture; interesting concepts; I need to get better at big-picture;*Q&A with Patrick (2 responses)* – Very insightful; great to hear from Patrick and meet the staff;

Whole of Residential (3 responses) – glad to be here; all were good; all were good
Parliament House (2 responses)– great experience, good information from John;
Mission (1 response) – delivering the mission and vision was very pleasing.
Debrief and presentation practice (1 response) – felt comfortable in where the team was at.
Sydney Fish Market (1 response) – I still have to say that was the best – out and about
Reflection Day 9 (1 response) – songs were lots of fun.

What two (2) workshops challenged you most and why?

Personal reflection (3 responses) – being honest with yourself and with others particularly if you have to be critical; listening to others thoughts about me – I am very self-critical; needing to be honest politely;
Strategic thinking (2 responses)– used to operational thinking but want to get better at thinking big; untapping a different thinking pattern;
Reflection Day 9 (2 responses) – songs challenged my thinking; I suck at singing;
FRDC (strategy group) (1 response) – the experience and how the process works;
Chairing Session (1 response) – hadn't chaired a meeting before.
Parliament House (1 response)– meeting with Paul Pak Poy – was so nervous I couldn't say my name;
Looking forward AND Taking the Next Step (1 response) – participants were more focused on the Mission
Lobbying (1 response) – had the presentation on my mind
All were challenging (1 response)
Guest Speaker Panel (1 response) – why aren't I doing a lot more?
Program Close (1 response) – because I am knackered
Mission Launch (1 response) – public speaking;
Public Speaking (1 response) – not comfortable or used to it

What have been your most significant learnings from the National Seafood Industry Leadership Program?

About yourself?

***Faith**

- *That to be a leader you must be seen doing by others and that I do have the ability to take on roles
- *That I can be a leader, that my feelings of inadequacies are unfounded and that I need to be proactive.
- *Time management with a lot on my plate I need to delegate tasks to stay on top
- *I am a more talented and able than what I think I am
- *To listen and respect others opinions
- *That I am good at trusting that I am good stuff and finding a pathway forward.
- *The confidence of the knowledge I have a year ago I would never have delivered a speech in front of others
- *Listening and contacting
- *That I am ok the way I am and should be myself
- *I knew nothing about seafood
- *I can be a total idiot regularly
- *Growth, able to reflect and need to listen to others
- *Need to cut out the 'black and white' philosophy and be more confident and better prepared

About yourself and leadership?

***Strength**

- *That to be a leader you must be seen doing by others and that I do have the ability to take on roles
- *That to be a leader and change-maker I need to be accountable, proactive and disciplined and that I actually do want to be a leader.
- *Capable – but leadership is still about assisting others
- *Be confident, honesty will get you places and push to succeed
- *To be confident and committed
- *Feel I am able to lead and I need to continue on my journey
- *I like it
- *I have more leadership traits than I thought and that I can be a leader in more ways than just managing people
- *To become a better leader I need to be more assertive
- *Initial perception of leadership was too narrow
- *Feel more confident about myself
- *Being wrong is OK and walk a mile in others shoes

What did you learn from the internal mentoring?

Lots

- Need to work on my ability to influence and encourage
- Need to listen to others
- That mentoring can take different avenues and that contact may be subtle but may still have an impact
- Keep going

To work together
Honesty
Push to succeed
That I can learn from others...mmmm
That I come across well when talking and I have a leadership style that is respected
Bits and pieces
Nothing

What did you gain from the external mentoring process?

More
Greater experience across the sector and working with government to drive Aboriginal engagement
There are lots of opportunities out there and you don't know what you can achieve if you don't try or put yourself out there
That you need to come prepared with outcomes in mind and that generosity from mentors can't be taken for granted
Very hard to keep on top of things
Just starting next week
Mountains of knowledge
Things are never as bad as they seem
To have a voice the message is important but to have a voice is important

Where will you be using your leadership skills?

Next Week

Everywhere
Fishing
Being true to myself and supporting myself
Work to direct staff and mentor staff and starting Think Tank application
At work
In my business – creating viable projects
Melbourne Sales Meetings
Thursday Island – Building relationships
Within work
AGM for work
Organising staff at work
Internally at work
Home and Meetings
As a father, Boss and in the Abalone Council and wherever needed

In 6 months

Everywhere
Association – Seafood Community
Being true to myself and supporting myself
Helping run the Think Tank
Being part of the seafood community in SA
Helping to grow the business and helping staff grow in their roles
MSC – London – meeting new people, relationships and making a good impression
Leading our company
In various other roles
Externally and internally at work
At work
Working on the Think Tank
Sporting Committees
Tasmanian Abalone Council

In 2 years

Everywhere
Association and Seafood Community and general community
Sitting on a board influencing the seafood, natural community and public opinions
Building Austral business in Victoria and still involved in the NSILP Think Tank
Not sure but hopefully somewhere in the seafood industry
Don't know but am excited about exploring any opportunities that come my way
Working for myself
Being true to myself and supporting myself

Externally and internally at work
 At work
 Mentoring and passing on the knowledge
 To the best of my ability

Can you suggest one thing what is essential to ensure that NSILP 2014 is excellent?

Participants need to work hard and together things will happen.
 Can't fault the program.
 Provide a diverse mix of people again
 Jill and Chris
 Keep the pressure high
 Put them under pressure and offer a 4th Residential.
 Everything is in place
 Don't change anything
 Provide plenty of + inspirational examples and experiential learning
 Good participants, structure works very well and it is worthwhile.
 Don't change a thing!
 Timing of Residentials – away from peak sales times – Easter, Melbourne Cup

NSILP 2012 Evaluation – Res #1

What happened throughout the 3 days – CIRCLE WORDS

Interesting 10	Fun 7	Challenging 16	Informative 10	Satisfying 6	Motivating 11
Useful 8	Unimportant 0	thought-provoking 12	information overkill 1	Supportive 10	Irrelevant 0
Boring 0	Exciting 3	Threatening 3	Enjoyable 6	Stimulating 8	Appropriate 6
Easy 0	Humourous 4	Monotonous 0	Straightforward 0	Helpful 6	Educational 10

What three (3) workshops did you enjoy most and why?

W2 – Identifying Leadership (2 participants nominated this workshop)

Why? I liked hearing how everyone interpreted their chosen photo – it gave an early insight as to how the group thought; Explaining what is happening and when and why;

W3 – Communication (1 participant nominated this workshop)

Why? Very informative – helped me assess other situations;

W4 - Communication (6 participants nominated this workshop)

Why? Helped to overcome fear nerves - took me out of my comfort zone; Work in comms and enjoyed and found it useful to hear another persons view; because I feel I am leaving the group with great confidence; I enjoyed the “safe” environment to practice public speaking and able to receive feedback;

W6 – Personalities (13 participants nominated this workshop)

Why? I enjoyed learning about personality types and the needs and strengths of both; It was great to become aware of where my strengths and weaknesses are; I had never done a personality profile before and I totally agreed with the results; Personalities of understanding my strength and weakness and seeing others amongst the team; It showed me my personality and how I fit in in relation to other personality types and how to cater for others needs; Understanding the group dynamics and diversity and skill-set; Enjoyed completing and scoring myself and pleased with the result; Thought-provoking and interesting to identify personality traits; good to self examine; helped me understand what types of people of people I can come in contact with during my daily life; hadn't done one before; I was glad to know and learn the personalities within the group to help with communication; wasn't negative;

W7 – Team Dinner (3 participants nominated this workshop)

Why? I was inspired that despite all our different backgrounds we all had a common goal; Patrick Hone because he is who he is and tis passion is infectious; Patrick's speech answered a lot of questions for me and provided a lot of inspiration for our mission/vision

W8 – Reviewing Day 1 and Industry Tour (1 participant nominated this workshop)

Why? ORID Process – never seen it before and thought it was quite valuable tool for situations t work and home.

W9 – Building Teams (2 participants nominated this workshop)

Why? Very Applicable to my work; Teambuilding and moving tables exercise really helped the tuckman theory sink in; just like building teas and team work;

W10 – Leadership Theories and Practice (5 participants nominated this workshop)

Why? Became more aware of options and styles in leadership; The Greenleaf theory of empowering others is something I'd like to work on it's a different concept and I think I need to learn to take a step backwards sometimes; Has given me clarity; I like to have the toolbox to apply to my situation; Learning about the Hersey and Blanchard and Greenleaf model helped me identify things I do and things I will do;

W11 – Industry Panel and Q&A (3 participants nominated this workshop)

Why? Great to hear directly from industry and previous NSILP grads – success stories; really loved Damien's speech about how he has unified fishermen; industry insight with what to expect;

W14 – Networking (3 participants nominated this workshop)

Why? I chose a role that challenged me and I had fun; Great networking experience and chance to meet and discuss with industry guests and people of influence;

W15 – Industry Dinner (5 participants nominated this workshop)

Why? Creating an atmosphere as a team and shows where we are headed as a group; Great opportunity to meet people within the industry; bringing together industry to meet who we may work for, with or represent; learnt how to network and gave me confidence to talk/network with industry members; light-bulb moment – I need to identify and articulate the processing part of the industry;

W16 – Understanding Day 1 & 2 (1 participant nominated this workshop)

Why? Good to reflect on the previous day and learn from experience

W17 - Meetings (7 participants nominated this workshop)

Why? I feel like successful meetings are critical to success with people; Helped to understand and make sense of having to dealing with personality types; De bono styles of decision-making interesting discussion and could identify various hat wearers within my workplace and friendships; always wanted to know how to properly conduct a meeting; Learning the behaviours was a real bonus; practicing chairing a meeting was important for my own development and to improve confidence; I need some of these tools to better manage outcomes of meetings;

W18 – Guest Speaker (1 participant nominated this workshop)

Why? Westpac economist – great speaker and presentation and style;

W19 – Mission Proposal (2 participants nominated this workshop)

Why? Good outcome; We know now our purpose, mission and why we are here – knowing different groups will achieve an outcome;

W20 – Debrief, Briefing and Close (1 participant nominated this workshop)

Why? It was the most relaxed feeling I experienced during Res #1

What three (3) workshops challenged you most and why?

W2 – Identifying Leadership (1 participant nominated this workshop)

Why? I see things differently to others as a vision person but I overcame that;

W3 – Communication I (1 participant nominated this workshop)

Why? Introducing myself and went first but I didn't accomplish the mission

W4 - Communication II (5 participants nominated this workshop)

Why? I was surprised by how nervous I got due to the pressure I felt/expectations – public speaking normally doesn't worry me too much; Public speaking put me right out of my comfort zone but felt rewarded when completed; Public speaking not feeling good overwhelmed; Personal fear – lack of confidence; find it hard to prepare but always speak well;

W5 – Learning and Leadership (1 participant nominated this workshop)

Why? Overwhelming initially

W6 – Personalities (1 participant nominated this workshop)

Why? I wasn't sure that I was happy with the results until we discussed their meanings

W7 – Team Dinner (3 participants nominated this workshop)

Why? Lack of time, parameters and too many voices; I am process oriented – not really too concerned about the wording too much; Developing and working further on the team vision when I felt flat and exhausted; Vision Stuff – very tired by this stage and struggled to be productive and useful

W8 – Reviewing Day 1 and Industry Tour (1 participant nominated this workshop)

Why? Because I wasn't super engaged/enthused;

W9 – Building Teams (3 participants nominated this workshop)

Why? Because I rarely have to work in a team environment; Changing the tables in the room something so simple can be/look so difficult; team work;

W11 – Industry Panel and Q&A (4 participants nominated this workshop)

Why? I was very inspired by Damien Bell's story; I find it hard to construct questions and/or identify the information I want or that could be useful; I had to be an active listener; not well enough prepared on guest speakers to think of good questions;

W12 – Developing a Mission (9 participants nominated this workshop)

Why? Fatigue and time pressure to reach an outcomes; Difficult to share your ideas if you are a deep thinker; Working in such a large group, trying to be heard, trying to follow everything that was going on I was getting frustrated with the way the team organised this session – “storming”; may different views and people from various

sectors make it hard to make quick decisions; hard to develop with so many people/personalities; The discussion was confusing, broken and boring; teamwork; giving input was challenging;

W13 – Mission Plan (7 participants nominated this workshop)

Why? Time pressure; And again I found it very difficult to just sit back and allow the conversation to circulate =. I am an outcome person and it was hard to do so much planning; I found it very difficult to not be assertive and drive the process; Because it took so long to put together; It was hard not to be tempted to keep changing the wording; Always difficult to develop a mission within a short timeframe; I was not happy with the way it was moving and the outcomes – felt stormy and uncontrolled;

W14 – Networking (3 participants nominated this workshop)

Why? I stepped out of my comfort zone and liaised with industry people was not as easy as I thought; Initial apprehension, felt a bit uneasy and overwhelmed; Always found that there is a fine line between networking and putting someone out

W15 – Industry Dinner (3 participants nominated this workshop)

Why? Not knowing what to expect having to initiate conversations with industry leaders; Challenging in a good way – got me out of my comfort zone and made me network to achieve great results Being comfortable with networking with guests;

W17 - Meetings I (1 participant nominated this workshop)

Why? Found it difficult to hold emotions and not bite when confronted with aggression;

W18 – Guest Speaker (2 participants nominated this workshop)

Why? Again felt uneasy about speaking on behalf of the group – although felt rewarding when done I had to conduct the Q&A and was stuck for words;

W19 – Mission Proposal (7 participants nominated this workshop)

Why? It can be difficult to distil down the vague to the concrete; I found this very frustrating and conversation kept going around in circles. I just wanted to reach an outcome; Need to identify and prioritise; Again networking in a large group and trying to get everyone to stay focused; Deciding on three strategies as there were so many conflicting ideas whilst I feel passionate about my stuff; again so hard to do with so many people; we were all mentally exhausted when developing the proposal but glad we achieved the outcomes in the end

What changes will you make to yourself:

More listening to others issues;

Learn to listen better and to get better outcomes with others;

Be more patient, suggest a chair at the next group session, learn to sit back and try to empower others. Have more faith in myself around more powerful people in high positions; Use better language at meetings and do more public speaking; Be an expert in my area and understand the key linkages with other aquatic resource sectors;

Delegate more and try not to get so frustrated with people who procrastinate and can't make a decision; Have a go at networking in a dinner situation;

Better active listening;

I will put myself out there more. Volunteer to do things and talk to more people in the industry; Follow-up on the last three days;

Listen more;

Make time to reflect before jumping into a plan or task;

Better public speaking;

Complete my other course – Frontline Management Cert IV;

Time management and space to evaluate learnings;

Engage government departments more and listen more;

Giving things a go that I feel apprehensive about to overcome fears – fears often born from lack of experience;

Balance of home and work

What changes will you make in your workplace:

Work on public speaking techniques and practice with work colleagues;

Utilise new skills – ability to listen more and take on others thoughts - better;

I will show more confidence in myself and my role;

More staff “say” time with me listening;

Keep a balance;

Identify how I can initiate and implement Greenleaf;

Communicate and share what I have learnt with others;

Enable others to take leadership role – nurture them;

Meeting Skills;

Try to improve my openness

Encourage my kids to do a bit more for themselves – by leading them with me;

Try to have more involvement in sectors outside the recreational sector;

Apply learning to present day situation;

Volunteer for more roles - public speaking;

More rounded approach;
 Listen more and try to enable my junior officer to develop
 Act on the inspiration provided by the guest speakers

What changes will you make in your industry:

I will show more confidence in myself and my knowledge/skills;
 Working on action please for our mission statement, network and resources;
 Try to improve industry motivation to help themselves by engaging with community;
 More committed participation;
 Networking;
 Represent my business more an industry collaborative process;
 Discuss this program with colleagues who have done it previously;
 Follow-up to the best of my ability to deliver my passions – networking market strategy;
 Better/enhanced/improved communication strategies;
 Get more in depth with the suppliers;
 Inform others of what I am doing;
 Build a great network and an excellent rapport for myself;
 Try and get more involved;
 Be clear on my roles and the groups on my list;
 Get out and meet them face-to-face
 Continue to promote the sustainability message;
 Let customers know what I am out to achieve with my group;

What leadership steps will you take?

Step-up;
 Work on networking as it will help with understanding the industry better by getting more involved with assistance from my mentors;
 Drive to complete any and all the processes
 Provide/ work at the mentoring relationship which is something I've thought about doing t work through locating DAFF's mentoring tools and network with the assistance of the DAFF mentoring manager;
 Listen more carefully , develop robust agendas before each of my meetings with purpose because it is something I don't do now; by listening before thinking and reviewing my position;
 Take time to analyse what's going on or the others problem because good leaders give tasks challenges a lot of thought with the assistance of my mentor and boss;
 Enrol in "toast masters" to improve my public speaking and with more exposure to public speaking with assistance through toastmasters and Kerry Wells;
 Work with team on next festival as an opportunity to use what I have learnt and leading by example with assistance from Yvette and 2IC;
 Communication to build a greater rapport within multiple industries through building influential contacts and networks with the assistance of my work colleagues and those I have met through the industry meeting and my mentors Dylan and Emily;
 Open communication and some assertiveness because it helps set the direction and is an area I would benefit from improving through being prepared and then be considered in my responses with the assistance of my husband and Emily Osborne;
 Work on enabling others because it gives them more control and motivation through consciously planning to communicate with other to enable;
 I will take more of a Greenleaf approach to enable others with opportunities and give them opportunities and support;
 Put myself forward more for leadership roles because I feel more confident;
 I will take opportunities to speak more in public to improve public speaking confidence to provide others with understanding of the passion for the industry.
 I will work on my communication so I become better at talking to industry members so my opinion doesn't get overlooked by taking every opportunity I can to meet new people and talk to people I already know With assistance from Arthur Raptis, Leisa Rose, Katerine Sarnekis and Kristina Goerges.

Logistics Circle and make comment

Venue:

Very Poor	Poor 1	Average 3	Good 10	Very Good 4
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Comments: Booked out stayed elsewhere; first day great; 2nd day not so and 3rd ok; rooms acoustics needed work; nice place very expensive and not good value for money;

Meals:

Very Poor	Poor 1	Average 2	Good 12	Very Good 3
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Comments: could be better; very average steak at the dinner; over-priced;

Pre-course information:

Comments: all the	Very Poor	Poor	Average 2	Good 11	Very Good 5
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information I needed; understand the reasons for not sending more; didn't receive hard-copy but was on holidays;

Application process:

Comments: Need more communication from Melissa – didn't hear back for months; enjoyed the process of answering the questions	Very Poor	Poor	Average 3	Good 8	Very Good 7
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Course Materials:

	Very Poor	Poor	Average	Good 7	Very Good 11
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Comments: Need to review further in my own time; didn't seem to cover everything-perhaps condense it?; will be very valuable to go back through; stayed interested; great start to the program;

Guest Speaker:

	Very Poor	Poor	Average	Good 7	Very Good 11
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Comments: Very interesting with positive themes for improving knowledge; very informative; loved Damien Bell's story; good range; all valuable and interesting; all were valuable within their fields and gave some great insight; language was a bit of an issue;

Facilitators:

	Very Poor	Poor	Average	Good 3	Very Good 15
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Comments Enjoyed diversity of delivery; A+++++; experience intelligent intuitive, excellent presentation and felt very much like I was in a good environment for learning; both did a fabulous job; supportive and positive. Good to swap between the two people; I felt sometimes we were left to flounder for long periods...but...;some parts a little quick for my thought processes; professional and patient; gave so much motivation; amazing – have so much time and passion. Don't just hand everything to us – they challenged us; Excellent, loved you guys company – thanks heaps see ya in Sydney

NSILP 2012 Evaluation – Res #3

Choose the word that best describes days 7,8 and 9 for you and explain why?

Day 7

- Challenging – I was out of my comfort zone meeting with industry stakeholders;
- Inspiring – seeing the inner workings of Parliament House and meeting powerful people.
- Tense – wanting to ensure that meetings went well.
- Awesome – a real experience;
- Excitement – seeing the team again and progressing our work to the final stages; I was really looking forward to the proceedings of the meetings; meeting senators in Parliament House;
- Full – arrived direct from Hong Kong, workload was chocker block and still had lots of work to complete in Canberra for NSILP.
- Overload – lots of meetings and information
- Eye-opener – gained first hand understanding
- Relieved – It's been a hard and slightly frustrating last 3 months
- United – together and working as a team
- Interesting – Listening to so many influential intelligent people

Day 8

- Enthusiasm – enthusiastic to get our Mission completed
- Exciting – preparation done and ready to go
- Eye opening – I never knew what went on at Parliament House and helped me understand politics more.
- Happy with the level of preparation completed
- Anticipation – The practices went well and I knew we were getting closer
- Relaxed – after our initial run through, I felt a sense of team morale it relaxed about how Day 9 would unfold.
- Grounded – a really full day.
- Informative – getting to see question time for the first time was eye opening and I learnt a lot from Day 8.
- Entertaining – question-time in Parliament House;
- Inspired – great to rub shoulders with stakeholders.
- Emotional – Prime Ministers speech in Parliament House.
- Ready-to-go - Felt prepared to deliver
- Excitement Going to the House of Reps;

Day 9

- Relief – presentation over
- Anxious/Excited – looking forward to graduating. Worried that our Mission wouldn't be well received.
- Shitting myself – I felt the weight of the whole team on my shoulders and a lot of expectation.
- Rewarding – an achievement realized;

- Proud – I am so proud of other team member's professionalism.
- Complete – feeling that we have delivered our vision and mission well.
- Excitement – the day was here and relief was just around the corner. I need a holiday.
- Fulfilling – because we had a successful presentation and great end to our hard work.
- Relief – after presentation;
- Challenging and Rewarding – presenting our Mission in front of some “bigwigs”;
- Nervous and excited – Presentation coming together and public speaking;
- Pumped – about the journey we have taken since Fremantle and the 10 years. -
- Exciting times ahead.
- Culmination – Great to bring the whole thing together.

What three (3) workshops did you enjoy most and why?

- Meetings with stakeholders (1 Participant responded)– very challenging
- Parliament House (4 Participants responded)– Great personal experience, inspiring in some sense; Understanding more about the behaviour and actions in parliament house; great to see the personalities in House of Reps; watching Q&A was so educational;
- Taking the Next Steps (7 Participants responded) – I could relate to the topic; enjoyed the learning about change and the challenges about change; peer reviews are often not conducted and are so helpful; exposing the “window of leadership qualities you didn't know you had; understanding the stages of change was outside my perception of my leadership; great to understand after our meetings with stakeholders; always useful information and guest speaker was engaging;
- Mission Launch Practice (1 Participant responded)– team working in a different way;
- Reflective (3 Participants responded)– anything on a personal level was great; the role-play reflection on Day 9 was a good fun way to lift the moment; a good breather to the day;
- Working with decision-makers (7 Participants responded)– provided information I will use and I am very interested in the lobbying concept; really enjoyed understanding some of the skills required to impact on decision-makers; Senator Scullion's words and lessons were inspiring; Speaker was really motivational and insightful; this is something that I struggled with; beneficial to learn; inspiring
- Strategic Thinking (3 Participants responded)– Challenging and Informative; it is something that I felt is very important; it was really relevant
- Industry Panel (5 Participants responded) – Practiced active listening; awesome speakers; always informative; it was so interesting especially Ilona; Good Speakers interesting knowledge
- Leading the Industry (2 Participants responded)– got good personal feedback about my leadership; I had underestimated the influence we should have.
- Mission Launch (3 Participants responded)– formed as one; supporting and encouraging one another; great industry feedback;
- Parliament House (1 Participant responded)– never seen it before

What two (2) workshops challenged you most and why?

- Industry Panel (3 Participants responded) – I was tired and I lacked focus; still felt nervous about thank-you speech; Because I ran the Q&A;
 - Strategic visions (1 Participant responded) – I couldn't imagine the scenario discussed
 - Reflection (2 Participants responded) – I find reflection tedious; coming up with something inspiring was difficult work.
 - Meetings with Politicians (1 Participant responded) – very challenging forced myself to ask questions.
 - Mentoring (1 Participant responded) – still hope we can discuss this further as I hope to be in regular contact with my mentor.
 - Taking the Next Step (3 Participants responded)– It was good to be challenged this way; defining intra personal intelligence gaps (JJ); examining self and hearing about self from other people
 - Working Effectively with Decision-Makers (1 Participant responded) – I was zoning out and not listening.
 - Mission Practice (4 Participants responded) – challenging to bring it all together; I was tired from the day but we had a lot of work to do; I found the presenting process difficult; too much info too quickly
- What have been your most significant learnings for the National Seafood Industry Leadership Program 2012?

About yourself?

- Learning about myself – being able to own skills, know myself and believe in myself – increased confidence.
- I have confidence in myself, my knowledge and in the way I communicate;
- I have capacity
- I have presence in the room and can empower others through my enthusiasm and motivation.
- I have a broad network and I now know how to use it.
- That I know I am confident but often lack the courage, particularly under pressure to step-up to tasks and ask

questions; Listening but also watching others develop;

- Knowing I need to apply my learnt skills in my private life;
- Understanding diversity does not necessarily mean lacking unity.
- I am confident and can speak in public and add value in my industry. Respected by more people than I expected.
- Many and varied.
- When I was in a group that I wasn't able to participate as actively as I wanted I felt really disempowered and need to recognize this in the future.
- Not to have self-doubt.
- About yourself and leadership?
- That I am more capable than I give myself credit.
- It's maybe time I give up some responsibilities within my day job and take on a bigger leadership role within my industry – Get on a committee.
- Gained confidence. I can make a difference.
- It is really valuable and powerful.
- I can do better in everything, I can go places – watch this space
- That I am a leader that is confident and willing to tackle issues as they arise, understand processes and the importance of reflection.
- I can contribute without having to be at the front.
- Know my strengths and weaknesses and use my strengths and improve my weaknesses. It's ok to be an introvert and good to know how I recharge.
- That I can be a valued team member and contribute to great things;
- I love leading.
- Continuing Challenge; I have been given the skills to know how to make a change at work – how to go about it.
- Pay more attention to what's happening and increased awareness of detail.

What did you learn from the internal mentoring?

- A friendly supportive one when I needed it.
- Don't be afraid to push boundaries.
- Two-way process
- That support networks are essential
- That there was a lot of support and help and around things that I didn't think I would need mentoring for;
- Nothing – I didn't reach out to anyone and no one chose me.
- Zac didn't show – in it alone – keep searching.
- Too much to answer;
- Support and communication very important;
- I felt I was able to add value to participants that respected my experience and valued me as a role model. I felt humble.
- Nothing yet but I want to;
- Not much – not very valuable

What did you gain from the external mentoring process?

- Nothing yet but I want to;
- A lot – not finished, a good choice rewarding and a big opportunity to learn.
- 100-day plans and a new perspective.
- I feel like I have some good qualities if Fiona Hill is dedicated to the next 12 months to support me
- Nothing yet – I'm yet to meet with him.
- Top-level industry experience.
- This relationship is still to be properly developed
- Keep searching until you find one.
- I expect to be able to access wisdom and guidance in an area that I am interested in.
- Unfortunately did not complete this role – but still keen to follow-up with my ideas if possible? Woolworths CEO or Nigel Scullion.
- Still to be decided.
- So much more to gain, presently my mentor has assisted me with Public Speaking styles;
- A new person to confide in to discuss industry issues and potentially actions to deal with issues and new network contacts;

Where will you be using your leadership skills?

Tomorrow

- At home (6 Participants responded)
- At Floriade
- Everywhere

- Communicating with the team and interacting with others
- As a mum (while I take a short work Break)
- AGM Dover RSL/Work
- Reporting back to my office "seniors" in Perth on
- Work environment

In 6 months

- As a board member of a National Organisation
- As an acting EL
- Work, home and Industry
- Helping Raptis on their path to becoming a leader in demonstrating their commitment to sustainability.
- Within work to develop networks and better my role within the organisation
- Uniting the Queensland Seafood Industry
- At home and at work
- Making connections/networking to achieve the following goal
- When I join other reference groups or industry bodies.
- In the workplace
- Take advantage of the opportunities that have arise from NSILP 2012
- Family and work environment

In 2 years

- Maybe working for industry rather than government
- To move up the career ladder
- Operating at a much better level
- Working as a leader in government helping to give them the voice of the seafood industry
- New Job hopefully in the seafood industry;
- Continue to network and build relationships – Earn Respect.
- Family and work environment
- Leading an industry organisations
- In the workplace and community;
- Don't like looking at far ahead unless it is project related.
- At home and in politicking

Can you suggest one thing that is essential to ensure that NSILP 2013 is excellent?

- Develop a code of ethics/conduct for external communications with and beyond the group as a condition of acceptance to the program
- Good industry panels and access to politicians;
- Protect what you have achieved Jill and Chris.
- Communication, more information and evaluation of possible participants before confirming their place in the program.
- A contract to finish.
- More one-on-one time however it is a very full program.
- It is already excellent. It is essential that everyone spend time together outside of the "program hours" to develop relationships – e.g. team dinners without any agendas.
- Set them the a compulsory activity to build a link with willing past participants
- Good participants and good facilitators.
- I would like to see a bit more facilitation for evening meals to occur even though it is busy.
- Jill Briggs
- Follow-up people who have pulled out
- Traps of social media
- Commitment from participants
- Passion for your industry
- To be open-minded, listen to others opinions and understand others are as passionate as ones-self but may perceive/see things in a different way.
- I feel that the program ran very well and that guidance about what the previous years have done could be provided sooner.
- I loved Both Jill and Chris's teaching styles.

Can you suggest anyone who might be interested in participating in the NSILP 2013?

- Seventeen (17) individuals have been recommended

Appendix 8.2 Full Project Stakeholder Evaluation

Info from the questionnaires

20 responses

Question 2 - How have you or your organisation been involved with the National Seafood Industry Leadership Program 2012-2014 (NSILP2012-2014)?

- NSILP 2012-2014 Graduate – 7
- Employer of NSILP 2012-2014 – 2
- NSILP 2012-2014 Program Guest – 4
- NSILP 2012 – 2014 Guest Speaker – 3
- NSILP 2012 -2014 Program Sponsor – 2
- NSILP 2012 – 2014 Program Funder – 2

Question 3 –

NSILP Graduate Outcomes a, From your perspective... Please list the benefits to the NSILP2012-2014 graduate(s) while participating in the program. For example improved skills, more effective work practices.

- Greater confidence
- Networking, public speaking (others I'm sure but not directly observed)
- Confidence, broader industry understanding, networks improved
- Communication skills, networking and thinking patterns
- To work effectively with people and projects under pressure
- Confidence, new knowledge, better contacts/networks
- More Effective Work Practices, Improved time management, improved networking skills, improved public speaking confidence.
- Broader perspective and thought processes, enhanced networking skills and understanding of the benefits of networking, greater confidence
- Improved communication and presentation skills, development of people skills, understanding of differing viewpoints within the sector, negotiation skills
- Wider understanding of other sectors of the industry, networking with peers and industry leaders
- Worldliness, public speaking,
- Learning new skills, developing network, mentoring,
- Networking, strengthened leadership skills, increased project management, better communication
- Better understanding of the bigger picture for our fisheries and they role they can play in improving it into the future.
- Increased confidence, broader perspective, better networks
- Improved organisational, communication and leadership skills
- negotiation skills, assertive skills, boost of confidence, listening, leadership skills, team building as in getting the most out of the team not just myself.
- better understanding of broader seafood industry, improved communication skills, helps gain confidence
- participation was limited to being a guest speaker
- Improved skills

NSILP Graduate Outcomes b, Please list ongoing changes/improvements to the NSILP2012-2014 graduate(s) AFTER graduation? For example providing direction and vision, stepping into leadership roles, higher willingness in current/new role, higher skills, more effective work practices.

- Better understanding of strategic direction and leadership
- Unable to comment due to meeting participants once only
- Increased confidence, shared vision for the industry, understanding perspectives from other sectors
- Better communication and leadership energy
- Improved confidence, putting forward ideas, greater contributions better networking skills
- Broader vision and strategic thinking, more likely to step up, higher level critical thinking
- Self improvement and promotion, more open to opportunities
- Higher willingness, out of comfort zone, lift the bar in my workplace.
- Greater personal development and skills
- Providing more leadership, stepping up for more public speaking, motivating others and providing more "pats on back" to work colleagues for doing things well.
 - Additional strategic thinking and preparedness to step up to leadership roles because of greater confidence
- this
 - Confidence boosting (feeling confident to apply for leadership roles), improved communication, presentation, negotiation skills which are relevant to industry but also

transferable across other industries or work areas.

- More confidence to step up, make a change
- bigger picture thinking, a future vision that is optimistic
- Absolutely have improved. MSC had one of the most controversial fisheries enter the program and I was a little scared to step up to the plate and talk to the politicians, green groups and industry about this but NSILP gave me the skills and courage to tackle this head on and come off with an excellent result - no media fuss, so far
- stepping into new roles, keen to step into new roles, more confidence, better management, direction, MORE UNDERSTANDING of procedures
- I have taken on President of TRLFA. Since taking on role have had to meet ministers, fishery managers, media do public speaking, run meetings (board and association). Trying to encourage younger fishers to get involved.

Question 4 - Benefits to Business/Organisations. From your perspective...

Staff appreciate the opportunity and the business benefits from the upskilling contacts/networks, enthusiasm, industry commitment

- Conducting a strategic plan for our association and personal business,
- Improved leadership strength
- Expands our contact with future industry leaders/representatives. Exposes AgriFood representative to senior industry stakeholders (at the graduation dinner). Provides an opportunity for AgriFood to hear and discuss current industry issues from practitioners.
- The want and need to learn more. Not afraid to say yes to hard or new situations.
- Creating a legacy and increasing capacity
- Leadership coming through from younger people within the business.
- Networking ability, recognition and strategic thinking, decisions and statements determined by facts
- Improved networks of contacts through the graduate's new networks, more highly skilled employees
- Most of our staff have been involved with the program over the years. they have improved their networks, but more importantly have expanded their view of the industry.
- We aim to support innovation. Innovation requires willingness of people to change. Being change ready requires formal education and confidence in oneself, so that you can overcome the inevitable negative reaction of your peers to change. Graduates are better at this. We can have much more meaningful business discussions with graduates, which leads to better outcomes for all.
- Increased performance of staff and greater understanding of the industry
- Better connected staff who understand the industry and the players
- Staff with the leadership attributes.
- Improved ability to engage with decision makers and constituents
- Great network of industry contacts Better relationships within the industry and alumni of NSILP Greater exposure of exactly what MSC is and demystify some perceptions about eNGOs
- more opportunities , tools for my industry to educate the consumer and community about what we do . more to come.
- Passing on experience and knowledge
- Better organisational skills, time management, running meetings also confidence in myself

Question 5 - Considering the NSILP2012-2014 three year project, what do you believe have been the benefits to the Australian seafood industry/community? Please list.

- Simply it is a pool of enthusiastic folk that have a good handle on the challenges that the industry faces and the skills to do something about it in their every day jobs.
- Succession, capacity, networks, strategic thinkers, improved public
- Succession planning, fresh ideas, promotion , network building, education , motivation
- Public having a more transparent understanding of where our seafood comes from and how it's managed.
- Excellent component of succession planning for industry representatives. Helps fill the gap of the industry not having a peak-body to articulate the public forum industry issues, concerns, initiatives etc.
- Networking, leadership development, personal development, increased profit, better decision making and commercial outcomes
- More professionalism Better comrade Appreciation of others points of views
- Recognition we need to work at a national level Networks created across sectors will benefit industry in the future Improved understanding of how diverse the seafood industry is. Respect for all sectors.

- Provision of a group of motivated people who operate in the seafood industry /community with enhanced skills
- Communication between differing sectors, identifying areas of common difficulties, leaders with improved communication skills, improved networks across the industry
- It is one of the few industry processes that brings all the sectors together - lots of good things come from that
- Its fundamental - all industries need youth, enthusiasm and leaders to prosper. The program supports people with these traits.
- Developing a pool of passionate and dedicated individuals and assisting in their skills to be more effective in their roles and to take risks/put their hands up.
- Better connected staff who understand the industry and the players
- Delivery of a series of cohorts of future leaders across a range of sectors, disciplines and regions.
- Improved communications. Improved networks
- Great cohesion and collaboration, bringing together such a diverse bunch and finding shared values and spaces to collaborate in have immeasurable benefit to the seafood industry in Australia. Some projects show the direct benefit but there are so many long lasting benefits coming out from NSILP through all these improved relationships and skilled up leaders.
- tools to help educate and promote community on sustainable seafood, a group of keen dedicated new leaders for the seafood industry, too many to list
- Increased skill sets of participants
- Better understanding of different seafood sectors and the benefit of increasing seafood networks through the program.

Question 6 - In your opinion what have been the highlights of the NSILP2012-2014?

- The three staff that we have put through
- Capacity of participants and growth
- Strategy launch, networking and team building
- The program is the general highlight - a great fan of the project
- Unable to comment
- Meeting people with similar passion and drive towards the seafood industry. Having the chance to see how the political world evolves around the seafood industry and how we can make the difference.
- Seeing the graduates present their projects
- National networks and friendships developed. 45+ graduates re-enter the seafood industry with a fantastic skillset not learnt 'on the job'.
- As a 2012 graduate returning to the 2014 graduation. The 2014 group had a very high standard presentation.
- Increased knowledge, networks confidence among emerging industry leaders.
- Young potential leaders being exposed to decision makers is a great dynamic. The young people learn from the present leaders, but the interactions can also energise the older more world weary leaders with new ideas and passion for the industry
- I derive great satisfaction from seeing people you are smart but insular, due to their lack of previous opportunity and exposure to people outside their immediate circle, becoming confident and effective in their public "performance" post graduation. Matt West is a good example.
- Positive exposure of the industry, the energy and passion within the industry that is coming through
- Meeting and influencing those who see a future in the industry. Impressed by the forward positive actions taken and progress made over the 3 years.
- The outlook of the facilitators
- Being involved!
- The team - for the reasons I listed above The personal development - learned so much about myself that I can improve on awareness of professional and personal self improving and aligning
- like minded people networking and meeting each other , 2014 mission vision launch, graduation was pretty red hot too
- meeting a range of other people
- Meeting a diverse group of people and working together to achieve outcomes.

Question 7 - Reflecting on your previous responses and other thoughts about the NSILP2012-2014, how might future National Seafood Industry Leadership Programs be improved?

- I love it as is
- Increased connection back to individual business objectives and reporting back to the business on outcomes in a more formal sense as a signed off objective of the program
- Seek means to improve wild harvest and indigenous participation

- Maybe a day with other industries, i.e. wine, beef , marketing
- Speaking to some of the graduates it seems the "compassionate" philanthropy angle dropped off? I distinctly remember in the 2007 course having to go and do a good deed for no reward or kudos. I found that quite a powerful exercise.
- More industry guest speakers. More field trips within each residential destination.
- A session in Parliament House question time is a must for the program.
- Support during the course for all types of participants and a close watch with greater back up on participants who may be isolated by age, gender, geography or background. Whilst it is laudable to have such a diverse group it must be monitored.
- Some stronger screening (references) for candidates might be an option.
- More wild capture professional fishers should be encouraged to empower them to lead their own industry, rather than leaving it up to others
- This year was great because most of the finished visions/ideas had been actioned. In some cases in the past the visions have been earnest but naive - too grand - save the world type stuff rather than smaller, positive steps. Otherwise its very good and happy to have been involved to a limited degree.
- Review the PR/Engagement strategy - both with the regional media/awareness of the course/value to grass roots industry
- Where to from here? What is the next development program for the graduates? Opportunity to meet/mix with participants /graduates from similar courses across other primary industry sectors? (e.g. AUSVEG, Cotton)
- By continuing to build on the successes of previous years and by trying to stay connected with one another and the industry
- Maybe a "post-grad" 6 month follow up and report session against goals could be included - happy to discuss this concept further
- Hard to improve on this, possibly to have some kind of phone app or social media training linked in (we did have an overview but more practical and tactical training here)
- can't think of a way to improve something so great
- more consolidation of networking after the program
- After the program we seem to loose contact as we get back to our jobs. Maybe could have a page on website showing what participants are up to.

Question 8 - Please feel free to add any further comments below.

Facilitators

- Awesome
- Lovely people, working very hard to ensure the best possible outcomes for the program
- First class
- Brilliant and both so different
- excelent, dedicated, know how to get the most out of people
- Excellent

Materials

- Thorough
- Acceptable
- Useful and thought provoking
- excellent to have some kind of interactive phone app to access these - show gizmo is good
- Great

Mentoring

- Great
- Personally mine was a total failure internally and because of this and my feelings by the end of the course I chose not to go ahead with the external mentoring
- N/A - didn't end up with a mentor
- Really great to have this included
- Great

Venues/Dinners

- Diverse, informative
- The graduation dinners are very impressive
- These are worthwhile
- Were all excellent
- Very good
- Fishery, market and Government was great, possibly good to have a wild-capture fishery too but also very hard to organise
- Great

- Come to Tassie. Affordable, everything close and handy, its time to hold a residential down here!

Other

- Keep up the great work
- Heat up the Canberra fountain!!
- A really useful and unique program that greatly benefits the seafood industry.