



## **PROGRAM BACKGROUND:**

Growing Leaders 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 Growing Leaders program design focuses on creating effective linkages between current leaders and participants through mentoring, industry information sessions and participation at program dinners.

Graduates have gone on to apply their skills to a wide variety of areas including 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 and managing change.

### **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:

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

### **W2 – Identifying Leadership**

#### **Purpose**

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



## Outcomes

Participants will:

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

## W3 – Communication – Effective Communication

### Purpose

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

### Outcomes

Participants will:

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

## W4 - Learning and Leadership

### Purpose

To develop an understanding of learning through forming partnerships and teams.

### Outcomes

Participants will:

- Have first-hand knowledge of the importance of forming strong partnerships to maximise learning throughout the program;
- Understand the learning cycle and;
- Develop a leadership learning plan in three specific areas—self, leadership and industry.

## W5 – Communication – 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.

## **W6 - Personalities**

### **Purpose**

To explore two personality theories and reflect on how personality positively impacts on leadership, teams and activity outcomes.

### **Outcomes**

Participants will:

- Have a personality profile that will assist them when working with others;
- Experience personality differences when working in teams and;
- Develop a personal plan for maximising outcomes through the effective use of personality types.

## **W7 – Team Dinner**

### **Purpose**

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

### **Outcomes**

Participants will:

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



## **W8 – Industry Dinner**

## **W9 – Reviewing Day 1**

### **Purpose**

To understand the importance of reflection in the learning cycle.

### **Outcomes**

Participants will:

- Understand the 4D process and;
- Reflect using the first two steps of 4D.

## **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:

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

## **W11 – Industry Panel and Q&A**

### **Purpose**

To practice leadership skills through listening and questioning industry leaders.

### **Outcomes**

Participants will:

- Gain knowledge regarding the personal benefits and costs of leadership, the current leadership capacity within the vegetables industry and how to become involved in leadership within the industry;



- Practise using established group leadership values and;
- Develop understanding of teams and leadership through a practical activity.

## **W 12 – Developing a Vision and Mission**

### **Purpose**

To develop a sense of intent and goal for the Growing Leaders group through the development of the vision.

### **Outcomes**

Participants will:

- Consider a process to reach the defined outcome;
- Further develop the vision and mission statements and;
- Consolidate objectives, strategies and potential outcomes for the mission.

## **W13 – Mission and Strategy Plan**

### **Purpose**

To develop a mission plan for the whole group.

### **Outcomes**

Participants will:

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

## **W 14 – Networking Purpose**

To understand the theory and practice of networking.

### **Outcomes**

Participants will:

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



## W 15 – Industry Dinner

### Purpose

To establish relationships within the vegetable industry.

### Outcomes

Participants will:

- Practise effective communication;
- Participate in sharing the Growing Leaders vision and mission to the broader industry;
- Develop further networks and;
- Establish their presence in the vegetable industry.

## W16 – Understanding Days 1 & 2

### Purpose Day 3

To reflect on key learning from Days 1 & 2 using 4D.

### Outcomes

Participants will:

- Complete a full 4D (four step) process during the reflection period and;
- Establish timetabling of 4D for the Growing Leaders mission.

## W 17 – Leadership Theories and Practice

### Purpose

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

### Outcomes

Participants will:

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



## **W 18 - Meetings**

### **Purpose**

To gain practical experience in managing people during meetings.

### **Outcomes**

Participants will:

- Gain insight into decision-making theory;
- Establish historic experience of well-run meetings;
- Build a practical template for running effective meetings;
- Develop personal learning objectives for meetings and;
- Practise effective meetings.

## **W 19 – Mission Implementation**

### **Purpose**

To succinctly deliver the Growing Leaders Mission proposal.

### **Outcomes**

Participants will:

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

## **W20 – Mentoring, Breifing, Debrief and Close**

### **Purpose**

To conclude Residential #1.

### **Outcomes:**

Participants will:

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



## W21 - Reconnection

### Purpose

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

### Outcomes

Participants will:

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

## W22 – Teams and Leadership

### Purpose

To provide the Growing Leaders team with an opportunity to understand the complexities of teams and develop a personal process for leading a team.

### Outcomes

Participants will:

- Gain a deeper knowledge about teams through team theory;
- Have an opportunity to establish some Growing Leaders team leadership behaviours with the strategy groups;
- Develop a detailed plan regarding leadership in teams that is practically based to ensure implementation outside of Growing Leaders.

## W23 – Strategy Update and Next Steps

### 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:

- Have an opportunity to practise public speaking;
- Develop a project team to assist in achieving results;



- Develop a whole-group project concept embedded in the Growing Leaders Mission, and;
- Give and receive feedback about project outcomes to date.

## **W24 – Strategies – Next Steps**

### **Purpose**

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

### **Outcomes**

Participants will:

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

## **W25 – Team Dinner Briefing**

## **W26 – Reviewing Day 4**

## **W27 – Handling Conflict**

### **Purpose**

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

### **Outcomes**

Participants will:

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



## **W28 – Understanding Our Industry Panel**

### **Purpose**

To practise leadership skills through listening and questioning industry leaders.

### **Outcomes**

Participants will:

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

## **W29 – Media – Old and New**

### **Purpose**

For participants to understand the process, complexities, challenges and rewards of working with the media.

### **Outcomes**

Participants will:

- Understand management of relationships with media people;
- Understand the complexities of media releases, and;
- Prepare

## **W30 – Mission Review**

## **W31 – Industry Dinner**

### **Purpose**

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

### **Outcomes**

Participants will:

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



## W32 – Hort Connections

## W33 – Understanding Day 5

### Purpose

To understand the importance of reflection in the learning cycle.

### Outcomes

Participants will:

- Understand the 4D process;
- Reflect using all the 4D steps, and;
- Share learnings with the group.

## W34 – Power Behaviours

### Purpose

To understand the bases of power and establish personal power bases.

### Outcomes

Participants will:

- Be provided with theory of power bases;
  - Review their own perceived power base;
  - Receive feedback of personal power base, and;
  - Develop strategies for working with specific individuals.
- W35 –Mission and Strategies –  
Canberra Presentation

## W36 – Mentoring Briefing and Close

### Purpose

To further develop the concepts of mentoring and mentee.

### Outcomes

Participants will:

- Review outcomes of the current internal mentoring arrangement, and;



- Develop a personal task sheet for effectively managing the external mentoring process.

## **W37 – Looking Forward**

### **Purpose**

To provide participants with an up-to-date briefing for Canberra and commence thinking about “beyond Growing Leaders”.

### **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.

## **W38 – Taking the Next Step**

### **Purpose**

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

### **Outcomes**

Participants will:

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

## **W39 – Industry Panel**

### **Purpose**

To practise leadership skills through listening and questioning guest speakers.

### **Outcomes**

Participants will:



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

## **W40 – Parliament House**

### **Purpose**

To expose Growing Leaders to Icons of Power through visiting Parliament House.

### **Outcomes**

Participants will:

- Observe the locales of power in Australia's capital;
- Observe and understand the physical power structure within and beyond Parliament House and;
- Pay attention to how extravert/introvert (BIG FIVE) would manage the parliamentary chambers.

## **W41 – Mission Presentation, Preparation & Practice**

### **Purpose**

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

### **Outcomes**

Participants will:

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



## **W42 – Debriefing, Briefing & Planning for Success**

## **W43 - Review**

## **W44 – Working Effectively with Decision-makers**

### **Purpose**

For participants to gain an understanding of the complexities of lobbying.

### **Outcomes**

Participants will:

- Be provided with information from an experienced networker;
- Develop understanding of lobbying processes;
- Identify an operating environment for lobbying and;
- Initiate the building of a lobbying case.

## **W45 – Learning the Industry**

### **Purpose**

For participants to observe leadership in action and examine their personal leadership style and make strategic changes to it for the future of the vegetable industry.

### **Outcomes**

Participants will:

- Listen to and question a current industry leader;
- Understand themselves through others' perceptions and opinions;
- Strategically plan their leadership journey and learning and;
- Set leadership targets for the short-term and mid-term.

## **W46 – Mission and Strategy Presentation**

## **W47 – Graduation Dinner Brief**

## **W48 – Close**