



Final report

Australian Rural Leadership Program – Course 29 Scholarships for the Red Meat Industry

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Abstract

The Australian Rural Leadership Program (ARLP) delivers practical leadership benefits to organisations and individuals within the red meat industry and enhanced the opportunity for collective impact and transformation in this sector. The investment in this project has provided the red meat industry the opportunity for its leaders to increase their capability and capacity to lead. It provides opportunity for the participants to engage in conversation regarding the Australian agribusiness sector more broadly, looking beyond immediate sector to understand the shared challenges and opportunity for future action. The project has increased the pool of industry representatives who have the capability to engage in leading the industry into the future. This funding allowed the co-funding of an additional scholarship for a red meat industry leader to complete Course 29 of the ARLP. This continues MLA's ongoing investment into building innovation capability within the Australian red meat and livestock sector.

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1. Background

The Australian Rural Leadership Program aims to build courageous, ethical leadership for the greater good of rural, regional and remote Australia, including the red meat industry. The co-funded scholarship provided through this grant enabled an additional red meat industry leader to participate in the 29th cohort of the program. This was in addition to an existing scholarship provided by Meat and Livestock Australia (MLA), amplifying the impact of the program on the profitability and sustainability of the industry.

The target of scholarship funded by the grant was for an experienced leader from the red meat industry with a demonstrated commitment to the greater good of the industry, beyond their own specific interests. The recipient was required to demonstrate a commitment to learning and understanding the perspectives, experiences and input of others.

The graduate of the program will become alumni of the Australian Rural Leadership Foundation. They will continue to lead within the industry with a greater capacity to influence and advocate for the better of the industry.

2. Objectives

The objective of the Australian Rural Leadership Program (ARLP) is to grow, over time, a cohort of leaders within the meat and livestock industries that contribute in a positive, meaningful way to advancing the interests of the sector and rural and regional communities. Unique to the ARLP is its immersive experiential approach to leadership development which provides the space and time to realise real impact of the program on the behaviours of the participant and the participant on their organisation, sector and community. The ARLP focuses on encouraging leaders to work cooperatively in addressing the challenges and opportunities faced. This approach underpins a movement towards individual leaders broadening their perspective and acting together for the greater good.

The ARLP contributes to:

- the development of a diverse network of almost 1,700 leaders from across the country working in all sectors, industries, communities and government;
- the success of industries, regions and workplaces where leaders are better contributing; and
- the capacity and capability of regional and rural leaders to be courageous, ethical and influential for the greater good of regional Australia.

3. Methodology

The ARLP primarily aligns with the MLA Donor Company (MDC) objective of assisting the Australian red meat industry to develop a culture of innovation and capability through the development of leadership capability and capacity. Effective leadership contributes to the cultivation of a culture of collaboration and innovation. To achieve this the ARLP employs the activity outlined below.

- Disrupt: multiple experiential challenges (physical, emotional, mental, social and intellectual) in changing real world situations.
- Discover: opportunities for critical self-reflection and a deeper understanding of others perspectives
- Develop: behavioural intelligence, the ability to trust and support others and the confidence to lead in different contexts.
- Deliver: tangible, positive change in the participants organisation, sector or community through new conversations and connections.
- Demonstrate: large scale community resilience and transformation.

4. Results

The first of four sessions has been successfully completed. The three remaining sessions will be held throughout the remainder of 2022 and through to October 2023. The report for this session is attached to Appendix 8.1.1.

5. Conclusion

5.1 Key findings

One scholarship successfully co-funded and filled by suitable red meat industry leader. Participant has commenced the program.

5.2 Benefits to industry

To grow, over time, a cohort of leaders within the meat and livestock industries that contribute in a positive, meaningful way to advancing the interests of the sector and rural and regional communities.

6. Future research and recommendations

The ARLF recommends that the red meat industry continues to invest in its leadership capacity to ensure that right across the supply chain and various sub-industries, there is a cohort of leaders committed to advancing the interest of the industry, with the skills to do so.

7. Appendix

8.1.1 Course Report

ARLP Course 29 Session 1 Report.

Australian Rural Leadership Program

COURSE 29 | Session 1 Report | 12-25 June 2022

The 29th cohort of the Australian Rural Leadership Program (ARLP) have completed their first session.

Meeting in Darwin from the 12th June 2022 to spend 14 days being challenged to wonder, innovate, persist, connect and adapt. This session allows participants the opportunity to disconnect from daily life and context to build an understanding of their behaviour, how it impacts their leadership and those around them.

The remote and isolated environment of this ancient landscape creates a strong connection to the country on which they gather and a necessity to rely on each other to make their way.

The cohort were once again welcomed and guided on Country by the Traditional Custodians, the Gooniyandi people, as has been the case for the 28 cohorts before them.



ARLP Cohort 29 Schedule

10-18 October 2022 - Session 2 Theme:
Connection & Mobilisation

13-26 March 2023 - Session 3 Theme:
Networks & Affiliation

6-15 September 2023 - Session 4 Theme:
Influence & Impact

14 September 2023 - Graduation

The participants will also have the opportunity to engage in some additional learning opportunities in between sessions. These will include peer to peer coaching, mentoring and engagement with international leadership organisations.



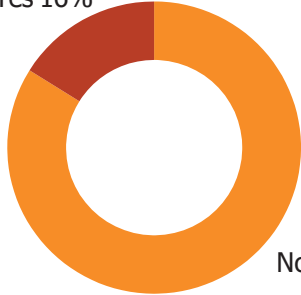
Australian
Rural Leadership
Foundation

ARLP

ARLP Cohort 29 Statistics

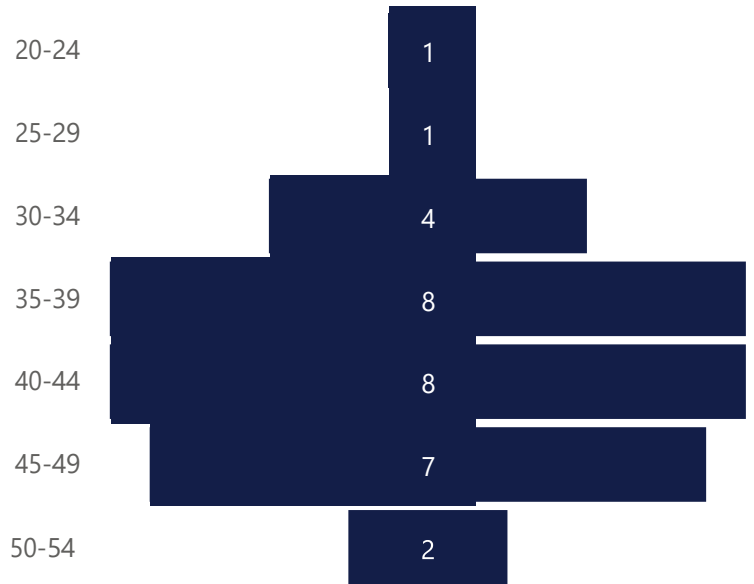
Participants identifying as Aboriginal or Torres Strait Islander

Yes 16%



No 84%

Participants by age at commencement



Participants by gender

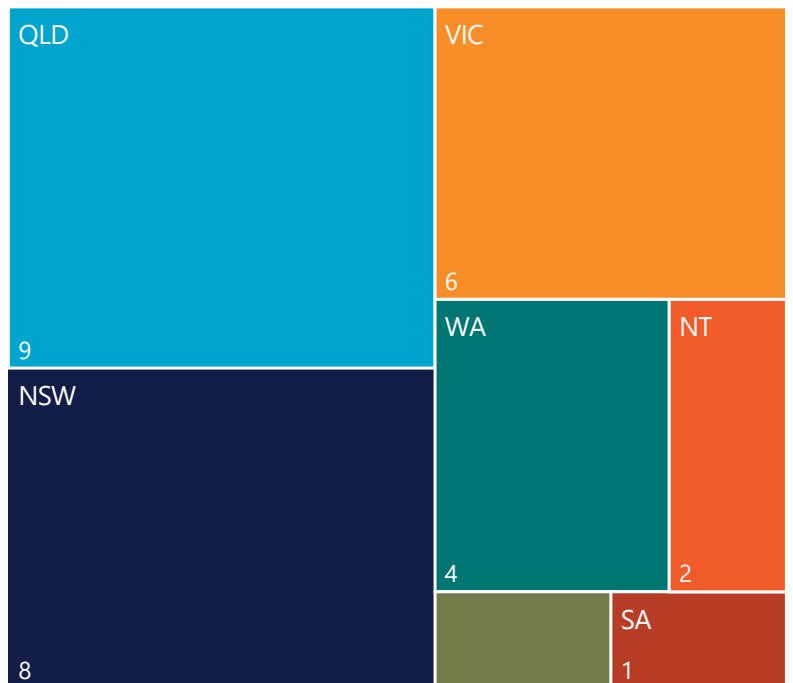
Non-binary 3.2%



Male 51.6%

Female 48.2%

Participants by state





Session 1: Discovery and Awareness

The theme of the first session is 'Discovery and Awareness'. This session of the ARLP is designed to provide participants with time and space to better understand themselves and others by working in groups on challenging problems in a remote area.

The remote location, the long duration of the session, and the range of activities they undertake, facilitates their leadership development.

We tend not to give out a lot of detail to participants before starting because the sense of the unknown heightens personal learning experiences.

This is a key learning process used throughout the course.

Participants are invited to push themselves out of their

comfort zone, embrace new experiences, draw strength, knowledge and inspiration from fellow participants, facilitators and guests, and be challenged.

Groups are tasked with various problem-solving activities designed to increase self-awareness and prompt participants to be curious about themselves, their behaviour and the world in which they operate.

Throughout the ARLP participants will be encouraged to reflect on their decisions, thoughts, beliefs and actions and to consider generative growth for themselves in their leadership.

Equipping participants to move forward to make change on the issues they care about takes time, effort, courage, support, reflection and tenacity. It is easy to make quick, popular decisions that may benefit a select group of people or regions in the short-term, however meaningful, significant change takes considerable time, multiple attempts and setbacks to be enacted. Transformative change requires infinite thinking, resilience, willingness to take repeated risks, learning from failure and focusing on the long game.

Session 1 is about starting this process.

"I have been inspired by the openness of my peers in sharing their hardships and humility. I applied for this program because I wanted to improve my own leadership abilities but also give myself the skills to have a greater impact in our profession and advocate for rural and regional health. I am looking forward to going home and having the opportunity to put what I have learnt into practice for my profession (dentistry). I want to have an impact on rural health workforce retention."

TOM COCKS, WILJALI COUNTRY, BROKEN HILL NSW

SPONSORED BY THE AUSTRALIAN GOVERNMENT DEPARTMENT OF HEALTH

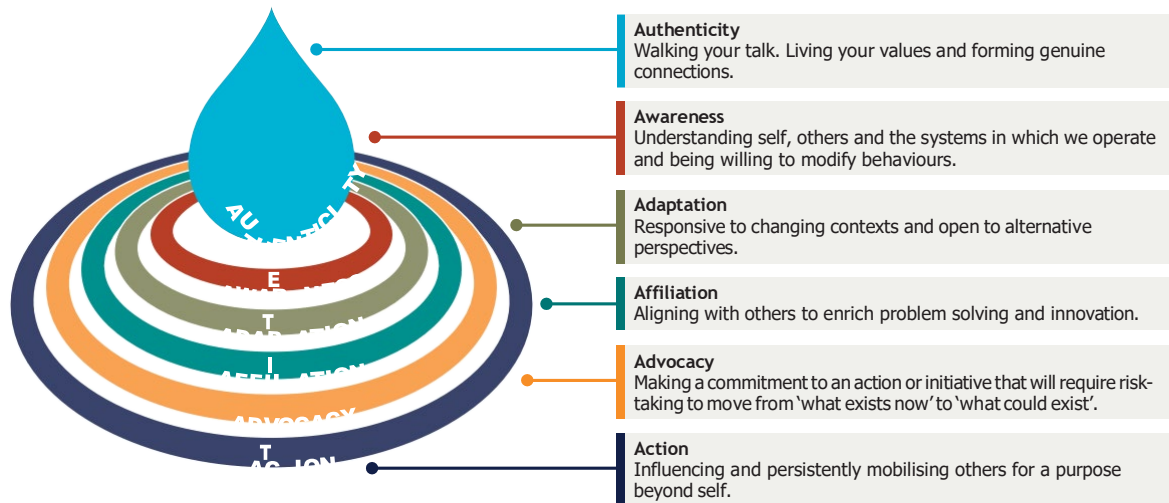
"I'm looking forward to using the knowledge and tools to become a better person and leader in my community. I want to have an impact on my immediate community, my family and work environment. I want to make a difference and use my voice for the betterment of the community I live in."

ELLA CREDLIN, GUDJAMURRA COUNTRY, WARRNAMBOOL SW VIC

SPONSORED BY THE GARDINER DAIRY FOUNDATION

Session 1: Learning Intentions

Every ARLF program is designed to provide participants with the opportunity to build the six key leadership practices. These practices are fundamental to leadership. The practices, as defined by the ARLF are:



ARLP Session 1 was designed to give participants the opportunity to explore and develop the following leadership intentions:

Authenticity

Courageous values-driven approach that influences people and society for purpose beyond self

- » Contributing to trust in the group so that open and honest conversations can occur, diversity is valued, and creativity can thrive.
- » Accepting vulnerability and courage, risk taking and learning from failure and offering this acceptance to others.

Awareness

Deep understanding of self, systems and others and an ability to modify own behaviours

- » Understanding self and others in terms of behaviour, values, motivations and emotional triggers.
- » Identifying cognitive bias and how it influences the decisions we make as individuals and in groups.
- » Presenting and listening to the stories currently generated in regional Australia.
- » Learning about the contribution of First Nations Peoples to the management of the land in the region in which the group meets.
- » Developing deep listening to fully appreciate and understand the diversity of multiple perspectives.

Adaptation

Responsive to changing contexts and open to alternative perspectives

- » Engaging in activities that present complexity, disruption and ambiguity.
- » Encouraging and applauding risk-taking, creativity, courage and celebrating mistakes.
- » Paying attention to conflict which results from behaviour, values, beliefs and productively working toward resolution.
- » Exploring connection to country for First Nations Peoples.

Affiliation

Aligning with others to enrich problem solving and innovation

- » Forming and strengthening relationships with others in settings designed to challenge and support.
- » Showing gratitude and encouraging appreciation for the contributions of all, even when there is divergence of perspectives.
- » Letting go of controlling outcomes and believing in the leadership potential of others.



"The 10 days of mental and physical exhaustion has surprisingly reinvigorated me and given me a significant amount of energy to bring ack home and kick off a bunch of new journeys. I really feel like a page has turned. I don't know what is written in that next chapter but we are going to start writing it."

ANGUS STREET, GURINGAI COUNTRY, AVALON BEACH NSW
SPONSORED BY AUCTIONSPLUS

"The session provides an opportunity to be deeply immersed in nature, in the harshness and to shed all of the identification that's imposed on us by society and culture. You are brought back back down to the bare soul, experiencing the challenges of the session. You experience connection through getting lost, being hungry and tired to gain greater insights and the way forward to have a greater enriched and purposeful life."

CARLY BAKER-BURNHAM, GURENG GURENG COUNTRY, MONTO QLD
SPONSORED BY THE AUSTRALIAN GOVERNMENT, DEPARTMENT OF AGRICULTURE, FISHERIES AND FORESTRY

"I have an overall sense of accomplishment & achievement in undertaking every challenge. I am feeling like I'm indestructible & can achieve anything I set my mind too. I applied for this program to reinvest in my education, skills & confidence. I'm looking forward to reaping the rewards from my growth & being a change maker. I want to have an impact on any area of my presence particularly for the political landscape, local community & all minority groups."

MELISSA BROOKE, GURENG GURENG COUNTRY, BUNDABERG QLD
SPONSORED BY THE NATIONAL INDIGENOUS AUSTRALIANS AGENCY

"The capacity and willingness of my group members to support me and each other in extremely challenging activities was exceptional. Leadership is not something I have ever had formal training in and I tend to operate through my gut and instinct. I am looking forward to continuing to learn and understand not just other people and their behaviours but also my own to get the best out of any group I am in. I am looking forward to the next session."

EUGENE WONG, GURENG GURENG COUNTRY, AVOCA QLD
SPONSORED BY THE TIM FAIRFAX FAMILY FOUNDATION

"Seeing others take on the position of leadership during an activity that they personally feared was incredibly inspiring."

**LUKE HOOKE, DJADJAWURUNG COUNTRY,
CASTLEMAINE VIC**
SPONSORED BY THE JOHN B. FOUNDATION

"In this session I have done things I just didn't think I would be able to do."

**ZELMAREE COETZEE, LATJE LATJE COUNTRY,
MILDURA VIC.**
SPONSORED BY AGRICULTURE VICTORIA

"I feel like I have shown a lot of courage during challenging activities, without a backwards glance. This is something others wouldn't normally expect of me. I am looking forward to holding myself to account with some of the learnings and really taking the opportunity to step into some of the situations and deal with them differently to what I would have prior to this."

**CLARE PURCELL, WATHAURONG COUNTRY,
BALLARAT VIC**
SPONSORED BY AGRICULTURE VICTORIA

"I feel like we have begun to scratch the surface of what can be learnt and I am looking forward to the following sessions to dig deeper."

**RYAN BROWN, BARUNGGAM COUNTRY,
COVERTY QLD**
SPONSORED BY THE AUSTRALIAN LOT
FEEDERS' ASSOCIATION

"I want to have an impact on the resilience of my community which is undergoing significant change. As we work through that change curve I want to assist our community to adapt."

**STEVE FAWNS, YORTA YORTA COUNTRY,
DENILQUIN NSW**
SPONSORED BY AGRIFUTURES AUSTRALIA

"The power of the small groups and the way you get to intimately know people is so valuable. It really creates an ability to support each other and guide each other through activities and situations which are really challenging for them."

**CHRIS RONAN, NGARIGO COUNTRY, COOMA
NSW**
SPONSORED BY PRIME SUPER

"The last weeks have really given me a passion and drive to make a difference in rural Australia and particularly the central west of NSW. I really like to live up to the responsibility and the ability that I have and because of this experience I can make a difference. I want to give others the opportunity that I have been given and to get others to believe in themselves."

**JASON HERBERT, WIRADJURI COUNTRY,
DUBBO NSW.**
SPONSORED BY THE AUSTRALIAN MEAT
PROCESSORS ASSOCIATION



“Session 1 of the Australian Rural Leadership Program (ARLP) was facilitated in the beautiful and remote Kimberley region of Western Australia. What an unforgettable experience it was. The session started in Darwin briefly, with the forming of Cohort 29, before we set off on our leadership journey in Western Australia. It was here that I had the privilege to meet and group with some exceptional leaders handpicked from all across Australia.

Discovery and Awareness was the theme of Session 1 and it exceeded my expectations. Mentally and physically, I was challenged. This led to the growth of my self-awareness and unearthing of core values. I was able to experiment with my leadership style and behaviours, observe those of others and witness the pure beauty of the Kimberleys. It was truly a once in a lifetime learning opportunity. It was astonishing how quickly a group of entirely diverse individuals could form into one big ARLP family.

Throughout Session 1, I was also extremely privileged to walk on country alongside traditional custodians of the land. Together, we shared our stories and connected to country, as we progressed through the program. Like the custodians walking the lands thousands of years ago, I have come to appreciate the journey of leadership and the realisation that there is no final destination, but rather a continuous path.

Looking forward, I'm very excited to get back down to Whyalla Beef to continue my leadership journey and I can't wait for Session 2 coming up in October.

Thank you to the Australian Lot Feeders Association for providing me with this life changing opportunity, I am forever grateful.”

**TIM BRENNAN. BARUNGGAM COUNTRY,
CROWS NEST, QLD**
SPONSORED BY AUSTRALIAN LOT
FEEDERS' ASSOCIATION

With thanks to the sponsors

The ARLF have proudly been partnering with rural organisations, Government and philanthropic organisations for 30 years to build leadership capacity for the greater good.

ARLP Course 29 is sponsored by:

Agrifutures, Agriculture Victoria, Agriculture Victoria Research Branch, AuctionsPlus, Australian Food and Fibre, Australian Lot Feeders' Association, Australian Meat Processors' Corporation, CBH, Cotton Research and Development Corporation, Cotton Australia, Department of Agriculture, Fisheries and Forestry, Department of Health, Fisheries Research and Development Corporation, Gardiner Dairy Foundation, The John B. Foundation, Meat and Livestock Australia, National Indigenous Australians Agency, Paraway Pastoral Company, Prime Super, Telstra, Torres Strait Regional Authority, Tim Fairfax Family Foundation, West Australian Department of Primary Industries and Regional Development, Wilmott Cattle Company.