

GENERATION NEXT FORUM

TOWNSVILLE

EVALUATION REPORT

April 2006

**Prepared by:
Leading Industries**

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The support provided by the SRDC Board and Executive Director played a significant role in visibly supporting the delegates and their current and potential contribution to industry.



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The Steering Committee members played an extremely important role in planning the Forum, facilitating teams during the Forum, making formal presentations and analysing the strengths and weaknesses of the Forum after its conclusion.

The delegates made a significant commitment to attend the Forum but more importantly to fully participate in, and act on their individual commitments immediately after the Forum.

The participation of industry leaders made a valuable contribution to this Forum, as it enabled stronger intergenerational links and alliances to be formed.

Cheryl Phillips and Martin Smallridge
Leading Industries

Project Reference Number:

SRD003Generation Next Forum 2006

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Executive Summary

The Generation Next Forum resulted in approximately fifty young people from all sectors of the Australian Sugar Industry identifying practical commitments they could contribute to the future of the industry.

The Generation Next Forum was conducted in Townsville between the 15th and 17th of February 2006. Approximately thirty senior industry leaders were also involved in the Forum, both gaining an understanding of the delegates' perspectives and resourcing them with information and knowledge. The industry leaders also made commitments to continue to invest in the development of delegates through practical initiatives.

The Forum provided opportunities for delegates to gain exposure to ideas, perspectives, skills and opportunities from a wide range of industry stakeholders and several from outside of the sugar industry.

The Forum was designed to:

- Provide delegates with skill development opportunities,
- Ensure delegates became a part of one small diverse team to identify individual and team action plans,
- Provide opportunities for delegates to meet with all of those participating in the Forum.
- Provide an opportunity for Forum Steering Committee members to gain skills and experience in facilitation.
- Provide an opportunity for Forum Steering Committee members to make a formal presentation to a large industry Forum.

Furthermore, delegates were provided with practical opportunities to practice the skills developed during the Forum in the form of chairing sessions and dinners, introducing and thanking speakers, facilitating teams and presenting a formal presentation.

The Forum has provided a foundation for the future in terms of involving and investing in the next generation of industry decision makers and leaders.

The action taken by delegates since the Forum is testament to their commitment to their industry and to personally contributing to its future development.

The Forum Steering Committee which was made up of young industry representatives will continue to support delegates in implementing the commitment they made at the Forum, as well as mentoring the delegates who nominate to be on the 2006-2007 Steering Committee.

The challenge now is to ensure the momentum is maintained and the next generation of industry members and leaders are supported as they continue to develop their skills, knowledge and networks, together with a whole of industry perspective.

Background:

In October 2005 Leading Industries was contracted to develop and deliver the first Generation Next Forum for the Australian Sugar Industry. The Forum was to build on the strong commitment SRDC has to investing in the people within their industry.

The aim of the Forum was to commence the development of:

- Inspired, motivated and knowledgeable next generation stakeholders contributing to the Australian sugar industry.
- A communication mechanism to continue to link delegates after the forum.
- A greater level of retention within the sugar industry.
- Improved performance amongst the next generation of people in the industry.
- Improved awareness of the importance and value of mentoring members of the next generation.
- Options for promoting farming as attractive to the next generation.
- Cross generational linkages and opportunities for the next generation to be heard.

A Steering Committee was formed from within industry comprising young industry members with the potential and commitment to contribute to the industry into the future was formed.

Leading Industries role was to:

- Work with the Steering Committee to plan the Forum
- Facilitate the Forum
- Undertake an evaluation of the outcomes of the Forum.

Objectives:

Leading Industries believed the Forum was an opportunity to provide an innovative and creative environment for the next generation of sugar industry members to:

- Develop linkages with other members of the industry in a similar situation,
- Gain a whole of industry perspective of the industry.
- Expand their network of existing industry and community leaders,
- Develop their skills, knowledge and confidence, and
- Create a mechanism for on-going communication, contact and activity.

Furthermore it provided the opportunity to invest in more intensive skill development in the Steering Committee members who underwent training prior to the forum to enable them to take the role of facilitators of the small groups formed as part of the Forum.

Methodology:

The program was designed to ensure that delegates were exposed to all sectors of the industry; gained a national and international perspective; and accessed information on the unique issues and the potential opportunities for them and their industry. These outcomes were linked with sessions designed to develop the delegates' skills in order for them to contribute effectively into the future.

Day 1: Full day session with Steering Committee members to brief them on the Forum structure and expectations, while developing their facilitation skills.

Day 1: Evening - a session was organised to welcome delegates to the Forum. This session also provided an opportunity to brief the participants on the program and opportunities to take 'up front' roles to further develop their skills. Expectations were explained in relation to delegates working in teams and identifying individual and/or team actions related to one of the following themes: Influencing People; Influencing Industry and Profiling Industry. Delegates were formed into their teams to provide them with contacts across regions and sectors. Steering committee members resourced each group by taking a facilitation role.

A guest speaker, Adrian Lyons from The Paddock Project, Coonamble, New South Wales presented an inspirational story of assisting others, while profiling your industry.

Day 2: This day focused on best practice and innovation through the provision of case studies by delegates. Specific skill sessions on communication, time management and leadership were provided to equip delegates to contribute to future decision making.

The day concluded with a business dinner where delegates had the opportunity to network with their peers and industry and community/political leaders. Delegates again profiled their enterprises and case studies of best practice and innovation through formal presentations. A delegate was invited to chair the dinner.

Day 3: Delegates were provided with an opportunity to gain insights into how their industry is perceived by others, including the media, an agricultural consultant, local and state politicians and a grains industry representative. A session on marketing provided insights into international trends, opportunities and competition.

The delegates were then required to integrate the information and skills received into an action plan to be implemented at the conclusion of the Forum. The aim was make a practical contribution to the future development of a profitable, dynamic and professional industry. Delegates explored specific issues, such as succession planning (both at an enterprise and organizational level) and value adding opportunities, together with specific avenues for them to make a positive contribution. Specific tools such as newsletters, advisory

groups, forums and task groups were also explored to ensure delegates continued to be actively engaged in industry development.

Industry and community leaders resourced each group as they explored their action plans. The Forum concluded with each of the teams and individuals within them presenting their commitment.

Role of the Leading Industries Facilitation Team

Pre-Forum:

- Liaise with the SRDC staff responsible for the Forum.
- Design the program in consultation with SRDC staff.
- Develop specific material for the program.
- Organise delegate teams to ensure diversity and maximizing opportunities for meeting peers.
- Provide briefing material to SRDC for distribution to delegates prior to the forum.
- One day training program for steering committee members on the art of facilitation.
- Provide support and resourcing to steering committee members prior to the Forum.

Generation Next Forum:

Two facilitators will resource the Forum

Facilitators will:

- Resource the steering committee members in their role as facilitators of the teams of delegates.
- Work with steering committee members to identify delegates who would benefit from taking an 'up front role'*
- Provide briefing sheets to delegates taking 'upfront' roles through the steering committee facilitators.
- Map delegates who are taking 'up front' roles to ensure each role is covered.
- Resource delegates in preparing for 'upfront' roles, particularly those at dinner.
- Present skill sessions and briefings to delegates.
- Liaise with the venue to ensure the logistics maximize the learning and outcomes of the forum.
- Liaise with SRDC staff.
- Monitor the forum to ensure the outcomes are being achieved and adapt the process and program as required in consultation with the principal facilitator.
- Present skill sessions and briefings to delegates.

*Note: upfront roles will include introducing and thanking speakers, chairing the dinner, chairing the panel session, managing the question and answer session and profiling their sector at the dinner.

The Steering Committee members were required to undertake a day of training on facilitation in order to prepare them to work with small groups of delegates.

To ensure the Committee models effective succession planning, the members of the 2005-'06 Committee will step down but mentor delegates who nominate for the 2006-'07 Steering Committee. The 2005-'06 Committee will also support delegates as they implement their industry action.

Generation Next Forum: Program				
Time	Day 1	Time	Day 2	Day 3
		8.30am	THEME: Influencing People Team meeting: review Day 1.	THEME: Profiling Industry Team meeting: review of Day 2
	Training Session for Steering Committee on Facilitation	9am	Communication: The theory and practice of presenting a message with impact.	Panel: Perceptions of Industry - Media – Kathy Cogo, ABC Radio - Political – Rosemary Menkens, MP - Community - Cr. Sherry Kaurila - Agriculture Perspective – Mike Stephens - Paddock Project – Adrian Lyons The theory and practice of creating perceptions.
10am	Public Speaking through sharing your story.	10:30	Morning Tea	
11am	Facilitation: in the context of facilitating outcomes from a small group during the Forum Theory Process Tools	11am	Individual effectiveness: personal styles – how to improve your effectiveness - your impact on others, - time and stress management. - building teams	Marketing stakeholders, sectors and industry in a global market place. Alex Wentworth-Foster, Queensland Sugar Ltd. -Trends -Opportunities - Models
12.30	Lunch	12.30	Lunch	Working Lunch
1.30	Teamwork: in the context of building a team during the Forum Theory Process Tools	1.30	THEME: Influencing Industry Panel: - Industry leadership: Jay Hubert - Positive Partnerships: Sarah Miotto - Young grower's perspective: Aaron Cauchi	1:15 THEME: Strategic Action Teams to develop individual and team action plans – teams may change based on interest at this point) (Teams to be resourced by senior leaders during this process if required) 2:15 Plans presented to peers and industry leaders.
3pm		3pm		
3.15	Briefing on Forum	3.15	- Leadership: the skills, characteristics, models of effectiveness and opportunities for involvement - Intentional networking and the importance of professionalism	3.30 Working session to plan for the future action and form working groups.
6pm	Official welcome Speaker: <i>Adrian Lyons</i> . - Forming into teams with introductions. - Briefing on team tasks. - Light refreshments	5pm	Dinner Briefing: Delegates to take the role of Chair, Hosting Industry guests and Political Leaders, Profiling industry innovation	
	Delegates provided with dinner venue options and encouraged to go in their teams	7pm	Business Dinner - Case studies from delegates. Palmina Bonaventura, Tony Jeppesen, Andrew Lashmar and Anthony Girgenti	

Outputs:

Several categories of outputs and outcomes were achieved through the forum. These are detailed below as one of:

- a) Individual and Group commitments
- b) Commitments from Industry leaders to support delegates
- c) Individual skill development
- d) Individual Actions post forum

a) Individual and Group commitments

Team 1

Name	Team: Influencing People – to be open to new ideas and technologies
Gary Sandell	Efficiency in harvesting sector
Gerard Puglisi	Getting involved in Mossman area – start a Gen Next group in Mossman
Gerrard Padovan	Work with Gerard to form a Generation Next group in Mossman
Kylie Cauchi	On leave
Michael Waring	Demonstration of Rotational Cropping on his farm
Paula Davies	Communication and education for non-sugar growers. Maintain the contacts from the forum so that she can profile industry on a day-to-day basis
Richard Wall	To make myself more available to those that count – politicians, etc
Sarah Miotto	Continuing this network – commit to contacting group members on regular basis and develop communication network
Jason Shepardsen	More positive – establish a Generation Next group with Gerrard

Team 2

Name	Team: Influencing Industry – rejuvenating industry through sustainable environment
Anna Satje	Form links between researchers and growers
Anthony Girgenti	Organise Harvesting Forums
Brian Tabone	Industry leadership
Kenji Osabe	Form links between researchers and growers
Lawrence Di Bella	Promote the industry in the broader community
Leon Franklin	Develop and support projects that improve mill production
Peter Wulf	School tours, harvesting forums, research links, develop and support mill production, industry leadership, environmental policy

Team 3

Name	Team: Educate, empower, communicate, change. Profile industry. Current perceptions are ... Change perceptions. Want it to be seen as sustainable, environmentally progressive, value adding, profitable. Target young people.
Alex Foster	Communication between sectors, with Palmina
Andrew Lashmar	Working with Franco on Open Day, with Tracy on next forum. “We will meet here in 12 months! I challenge all present to bring one person who meets our profile.”
David Moller	Talks and tours through local high schools, work with Qld. University (Brisbane) to showcase industry to young undergraduates
Franco Zaini	Engage local schools, Uni and TAFE Explore opportunity of an industry open day in Townsville to present the industry to the public
Nathan Ensbey	Improve farming systems for profit, continuing encouraging uptake of systems in NSW. Visit uni and high school groups to profile industry
Neale Price	Profile this event at regional workshops of SRDC so people know about these young people, Provide general support to others.
Palmina Bonaventura	Produce one positive media article per month,

	Profile young people for industry newsletters
Steve Attard	Build capacity, positive articles on how people are working on irrigation
Tracy Henderson	Work with Gen Next to organise a forum within 12 months to measure our progress
Raymond De Lai	<i>Missed this one!</i>

Team 4

Name	Team: influence people. Support each other as a team.
Ann Hand	Take paddock project to local schools, her network and to field days,
Dionne Clayton	With Jay – building networks with people across all areas. Gen Next progression group with people passionate about making a diff – called on delegates to nominate and attend a meeting at 4:30
Frank Sestak	Fortnightly contact between local industry personnel. Expose team to growers
Jay Hubert	Matthew James – tell the city community about the research in sugar industry. Point of contact on media at QUT to put out there the research that is happening
Karen Benn	Sociological research – interview growers, influence range of people across community on industry
Kimberley Ritter	Understanding of other entities and how they contribute to industry, attend field days, etc to build a link. Offer to delegates to visit her at her work
Rob Milla	Keep this group together and share knowledge through a group travel and learning proposal through SRDC
Ryan Matthews	Utilise growers in Home Hill area to encourage uptake
Michael Mangion	Engage with industry, understand who to have SRI engage for industry benefits

Team 5

Name	Team: Influencing industry, strengthening for sustainability for future generations.
Anthony Durrington	Lobby members of canegrowers NSW, promote SY decline project to get uptake
Dave Brown	Growers and industry to share skills and knowledge through case studies
Jane Churchill	Collaborate with Generation Next growers to ensure project is viable and implemented
Kathryn Scuderi	
Sam Payne	
Tony Jeppersen	Utilise this network and offer his expertise,
Matt Drum	Promote industry partnerships program to industry members

b) Commitments from Industry leaders to support delegates

Ian Ballantyne, Canegrowers. One page per month for Youth Profile/News in the Canegrowers newsletter.

Eoin Wallis, BSES. Will promote the formation of young farmer groups and then promote these.

Arnold Weissman – QDPI. Commits to take the delegates' commitments into consideration within the Department, its activities and policy development.

Neil Sing, Future Cane – supports bus trips, etc as a learning forum and offered funds if required.

Mark Day, CSR – offered to bring young people to the mill to mix with the young people in the mill (he already has such a group within the mill)

Brian Keating, CSIRO – offer of CSIRO as a partner if possible, where possible in delivering on the commitments.

Robyn O'Sullivan – enhancing ability of women. Offer the project "Where are the Women? Here come the Women" as a forum to showcase those projects being undertaken by women delegates. Offer to showcase other projects at innovation events.

Russ Muchow, SRDC – SRDC regional workshop forums will be held between March and April. Wants to see young people come along and they are offered opportunities to speak on their projects. Noted that some projects will require some support and that delegates should consider Travel and Learning grants. Learning opportunities in these grants could include public speaking or other targeted training. Challenged delegates to download the application kit and apply.

c) Individual skill development

The delegates were encouraged to be actively involved in all sessions during the Forum to further enhance their skills.

The key skills focused on during the Forum were:

- Communication
- Planning/Teamwork
- Leadership

Key Learnings from delegates:

Communication:

- Saying NO is really O.K.
- The '8 second' rule – you only have 8 seconds to make an impression on others.
- The importance of communication across all stakeholders.
- Communication between all areas of the sugar industry is vital.
- Communication between all levels is important.
- That you make your first impression within the first 30 seconds of meeting someone
- Communication with the entire value chain – grower through to government is the key.
- Need to present a positive image to groups and organisations outside of the sugar industry.
- People make a judgement about a person within 8 seconds.
- Tips on communication for impact and lobbying.
- The '8 second' evaluation of a new person.
- There is a gap between researchers, politicians, industry groups and farmers that needs to be filled to move forward.

Planning/Teamwork:

- There are a large number of people from different backgrounds who are committed to change and share a common goal of achieving a more sustainable sugar industry.
- How to work more effectively in teams.
- Necessity of creating and maintaining the link among the different sectors of the industry.
- Together we can make a difference.
- There is a great need for people from different areas within the sugarcane industry to better understand the other's needs in order to make it more effective.

Leadership:

- Together people can make a difference.
 - We have the capacity, motivation and intelligence to achieve our vision.
 - Industry has the chance of a better future.
 - Positive young growers are everywhere in our industry, and throughout all aspects of industry.
 - Networking with young people from different sectors was a very positive way to learn about our industry.
 - Gained awareness of the roles of each sector and significance of these roles.
 - Youth from all sectors from the sugar industry can come together, be positive, look to the future and not dwell on the past.
 - There are talented youth in the industry who can make a positive contribution NOW.
 - Stay positive / don't listen to the knockers.
 - There is much more energy and enthusiasm for the way forward in the industry stakeholders than I expected.
 - There are a lot of Generation Next people in the Australian Sugar Industry with runs on the board already and a huge potential for Generation Next people to make an even greater contribution to a more profitable, sustainable and innovative industry.
 - There are motivated people within the sugar industry.
 - The need to be proactive in the promotion of our industry.
 - Leadership styles.
 - Be proactive, not reactive as an industry.
 - Within our industry, the current leadership needs to embrace and tap into the Generation Next capacity rather than continue doing the same thing.
 - The profile of industry needs to be lifted.
 - We as individuals have the ability to make small but significant changes within the sugar cane industry.
 - There is a wide diversity of youth with a real interest in Agriculture.
 - It is important for all sectors of the industry to continue communicating and working together to progress the industry to achieve triple bottom line outcomes.
 - As individuals we can all have a positive influence.
 - As an industry we cannot afford to be complacent.
 - The future is ours to make.
-
- The Forum outcomes were critically important and more effort is necessary to ensure the next generation are supported, mentored, encouraged and rewarded for their future efforts.
 - I learnt that many Generation Next Forum delegates (including me) are in a better position after the Forum to individually achieve their potential, and work together to achieve great things in teams.
 - The Generation Next Forum emphasised to me the importance of linking like-minded, innovative, creative Generation Next people from different regions and

from different sectors of the industry including harvesters, millers, marketers, researchers, extension officers, government

d) Individual Actions Post Forum

The Forum not only provided a wide range of opportunities for delegates to develop their skills and increase their knowledge of the industry, but it was built around an expectation that this was simply the first stage of a process of change and development. Therefore, each delegate was required to make a commitment to take some action to progress their chosen theme e.g. Profiling the Industry, Influencing People or Influencing Industry. These themes provided flexibility for each group and the individuals within them to pursue an area about which they were passionate.

The actions taken by delegates within two weeks of the Forum included:

Communication:

- Written an article
- Made industry leaders aware of the latest developments.
- Discussing the Forum with people at work.
- Presented a report to the Industry Partnerships team (DAFF) on the Forum.
- Contacted Ian Ballantyne at Canegrowers to organise the Generation Next page in their newsletter.

Networking:

- Email contact with each person in my group, prior to contacting them personally.
- Talked with another delegate who has convened his own Generation Next group in their own region.
- Continued communication with Forum delegates.
- Distributed information Pack (25-30) and answered questions immediately after the Forum.
- Contacting a number of people I met at the Forum.
- Contacted farmers to gain a better understanding of how their side of the industry works.
- Keeping in contact with other delegates from Generation Next Forum.

Industry Development:

- Drafted a workshop agenda.
- Attended an EMS conference and expanded my network.
- Organised 5 demonstrations and forum talks in the industry within the next 3 months
- Submitted a Final SRDC Research proposal that looks at farming system case studies in the Burdekin.
- Started a community consultation group with a group that has been opposed to the mill's operation/expansion.
- Promoted young people and their capacity.

- Presented to a University group on the Sugar Industry.
- Guest speaker at three local meetings concerning Generation Next.

- Formation of a Generation Next Group in the Mossman area.
- Discussing the ideas generated at the forum with work colleagues.
- Contacted other interested parties to form a steering committee.
- Contacted the Education Manager at The Age newspaper and the President of the Australian Association of Environmental Education (AAEE) re the Paddock Project and put them in contact with Adrian Lyons for the purpose of developing a teacher's package.
- Contacted GBRMPA re Sherry Kaurila's idea for Reef Guardian Farms.
- Decided to do some trials on farm and have involved a couple of research groups to help out with finding out as much as we can about the trials. Making the results honest and open to other farmers hoping that at least one of them in my area will use my results to improve their farming system.
- Undertaken an activity at a local Primary School to promote the industry.
- Participated, with in-kind time and support to the BSES 'Harvesting into the Future' workshops.
- Communicated with Sugar Industry re commercially viable research.
- Applied for and received a Scholarship to be a part of the Australian Institute of Company Directors – New Director Program.
- Lobbied several members of NSW Canegrowers as to the advantages of SVDJV.
- Emailed my contacts advising of the learnings from the Forum.

Intellectual Property:

Shared between SRDC and Leading Industries.

Social Impacts:

Research states that when 2.5 - 5% of a given target population adopt a new behaviour this will impact on a further 20% of the population. This group will in turn impact on the next 40% of the population and the change will become an accepted part of the population's culture within 5 years.

Farming can tend to be an isolating occupation, particularly for younger people, as they are expected to undertake the on farm management role. Therefore when younger people do come together they are surprised that they have many peers who are also passionate, committed and have many ideas about how to improve the industry.

Therefore, programs such as *Impact on Sugar* and the Generation Next Forum are critical in bringing together industry stakeholders with the potential to contribute to the industry into the future. When such forums provide the essential leadership ingredients of skills, confidence, knowledge and networks the future leadership capacity is enhanced.

The Generation Next Forum demonstrated the potential of building support and alliances across a wide range of industry sectors. Not only did this Forum result in new friendships but developed the social capacity of the industry by reducing isolation, promoting an inclusive industry which provides support and encouragement for the next generation.

The potential exists for the social capacity to be further developed through the on-going commitment to this Forum over the next three years. Not only will this ensure that young people are actively involved in industry but more importantly they will have a mandate to take the initiative in regard to their ideas and projects.

It is clear from the feedback from the Forum that gaining an understanding of other sectors is seen as a priority for many young people and this of course will make for a productive, professional and progressive industry.

“If we have another one of these in 12 months time, we will be well on the way to turning the industry around.” Grower/Forum Delegate.

“There is a great need for people from different areas within the sugarcane industry to better understand the other's needs in order to make it more effective.”
Researcher/Forum Delegate.

“Communication with entire value chain – grower through to government is the key.”
Extension Officer/Forum Delegate

Social capacity is developed by providing opportunities for industry stakeholders to come together to learn, socialise and explore opportunities for the future.

Expected Outcomes:

- 1. Cross sectoral alliances formed.**
- 2. Projects initiated by delegates e.g. Generation Next group established in Mossman for growers, extension and millers.**
- 3. Increased information sources engaging and informing young people.**
- 4. Delegates with a greater sense of support when exploring and implementing ideas.**
- 5. Profiling and promotion of the Sugar Industry.**
- 6. Enhanced skills, confidence, knowledge and networks within the industry.**
- 7. Increased participation by young people in industry decision making.**
- 8. Increased awareness and take up of available resources both within and outside of the industry e.g. SRDC grants, QDPI programs and DAFF programs.**
- 9. Commitment to ongoing professional development by young people.**
- 10. The foundation for involving more young people in the future.**

Future Research Needs:

Continue the Forum for a further three years and strategically document outcomes in order to clarify future research needs which will contribute to industry outcomes.

Recommendations:

Forum:

1. A Generation Next Forum be conducted in each of the next three years in order to invest in the next generation within the sugar industry.
2. The format of the Forum to provide opportunities for the next generation to come together to share their perspective with peers, develop skills and knowledge and build intergenerational alliances.
3. The Forum be reviewed at the end of three years to determine whether there is a need to continue with the Forum or whether alternative programs need to be considered.
4. Document the Forum outcomes to ensure learnings in relation to young people, succession planning, incubating ideas and social capacity building within the industry are considered for more indepth research.

Target Group:

5. Stakeholders within the sugar industry who are positioned to make a long term commitment and contribution to industry development through representative positions, innovation, and role models of best practice in their business or organisation.
6. Stakeholders – young or new entrants – who would benefit from being exposed to a whole of industry perspective.
7. Stakeholders from all geographic regions.
8. Stakeholders from all sectors of industry.

Logistics:

9. Conduct the forum in March of each year to maximise attendance opportunities of the target group.
10. Conduct the Forum in a different geographic location each year to maximise involvement by the target group.
11. Ensure the Forum complements other development activities such as *Impact on Sugar*.

Promotion:

12. That the Forum be promoted on an ongoing basis, with a strategic promotion occurring during the three months prior to the Forum.
13. That the promotion of the program recognise the various ways information is accessed within the industry, with consideration being given to a mail out or brochure in addition to electronic promotional strategies.
14. That the Steering Committee be equipped with detailed information in order for them to promote the Forum by word of mouth.
15. That past delegates be encouraged to promote the Forum to other industry stakeholders.

Management:

16. Form a Steering Committee from delegates of each Forum to take this role for the next twelve months.
17. That the outgoing Steering Committee members support/mentor the new Steering Committee members from their region.
18. That the outgoing steering committee take responsibility for supporting delivery of the commitments and actions from the Forum and are encouraged to report on this at the following forum.
19. That the Steering Committee be supported by an SRDC Program Manager.
20. That the facilitation team work with both the Steering Committee and the Program Manager to design and implement the Forum.
21. That the Steering Committee take the role of co-facilitators at future Forums to provide further skill development opportunities.
22. That a training session be conducted for the Steering Committee members approximately two months prior to the Forum, in order that members can practice the skills learnt in their work context prior to the Forum and furthermore, so that the Committee can meet and form a team prior to resourcing the Forum.

Format:

23. Conduct the program over two days with a function on the evening prior to welcome and inspire delegates.
24. Facilitate delegates to meet with, and become part of a small group on the first evening to ensure they gain an immediate sense of being included and involved in the Forum.
25. Provide opportunities for delegates to work both with a small team and meet with other delegates attending the Forum.
26. Provide Forum delegates with opportunities to:
 - a. Hear the perspectives and initiatives taken in other industries.
 - b. Explore new ideas and initiatives taken within their own industry.
 - c. Gain insights into Australian and global issues, trends and opportunities from industry leaders.
 - d. Develop their skills, knowledge, network and confidence.
 - e. Meet with people from their sector of industry, as well as meeting with a cross section of industry sectors to gain insights into their perspectives.

ATTACHMENT 1

FACILITATOR WORKBOOK



Australian Government

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AUSTRALIAN SUGAR INDUSTRY

GENERATION NEXT

FACILITATORS WORKSHOP

FEBRUARY 2006

Risk

To laugh, is to risk playing the fool.

To weep, is to risk appearing sentimental.

To reach out for another, is to risk involvement.

To expose feelings, is to risk exposing our true selves.

To put your ideas, your dreams, before the crowd is to risk loss.

To love, is to risk not being loved in return.

To live, is to risk dying.

To hope, is to risk despair.

To try at all, is to risk failure.

But risks must be taken,

Because the greatest hazard in life is to risk nothing.

The person who risks nothing, does nothing, has nothing, is nothing.

**They may avoid suffering and sorrow, but they simply cannot learn, change, feel,
grow, love, live.....**

Chained by their attitudes they are slaves.

Only the person who risks is free!

Hugh Prather

PROGRAM

1. Connect with others through telling your story	5
2. Adult learning principles.....	7
○ The 3 learnings zones.....	7
○ How people learn	7
3. Facilitation.....	8
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LEADING INDUSTRIES

The Leading Industries Program provides quality, innovative training which results in an enhanced leadership capacity for rural industries and communities over the long term. The program has been developed by an experienced and committed team.

The Leading Industries Programs equip participants to be effective contributors to their industry at an enterprise, organisation and industry level. The focus is on professional, sustainable and progressive performance.

Commodities currently implementing the Leading Industries programs include; dairy, seafood, sugar and citrus. In addition, the Leading Industries programs are conducted for Local Government and Economic Development Regions. The philosophy of accountable and experiential learning is also integrated into the facilitation of conferences.

WORKSHOP FACILITATORS

CHERYL PHILLIPS

Cheryl is the training manager for Leading Industries, a business which specialises in building the leadership capacity of rural industries and communities through the design and implementation of creative and accountable training programs. This strategic approach has resulted in increasingly sustainable and professional industries and communities.

Cheryl has a Master's degree in Social Science and she trained in facilitation in the United States in 1997. In 2002 Cheryl worked as Chief Sociologist on a project to enhance the water infrastructure in three states of Nigeria. Cheryl is a Graduate of the Australian Rural Leadership Program and is a former Local Government councillor. Cheryl was awarded the APEN (Australasia Pacific Extension Network) award for extension excellence in 2001.

Her vision is for **Rural People to Reach their Potential**.

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Martin is the Program Manager for Leading Industries and has been involved in developing a whole-of-industry approach to leadership development within rural industries. Martin has been instrumental in making the leading industries vision a reality.

Martin is also the General Manager of the Seafood Council of South Australia and has a management role in both prawn and blue crab fisheries in South Australia. He is actively involved in policy design and implementation, planning and change management to ensure a dynamic, profitable and professional industry.

Martin is a graduate of the Australian Rural Leadership Program and has an Honours Degree in Biology and a Graduate Diploma of Business Administration.

1. BUILD A TEAM THROUGH TELLING YOUR STORY

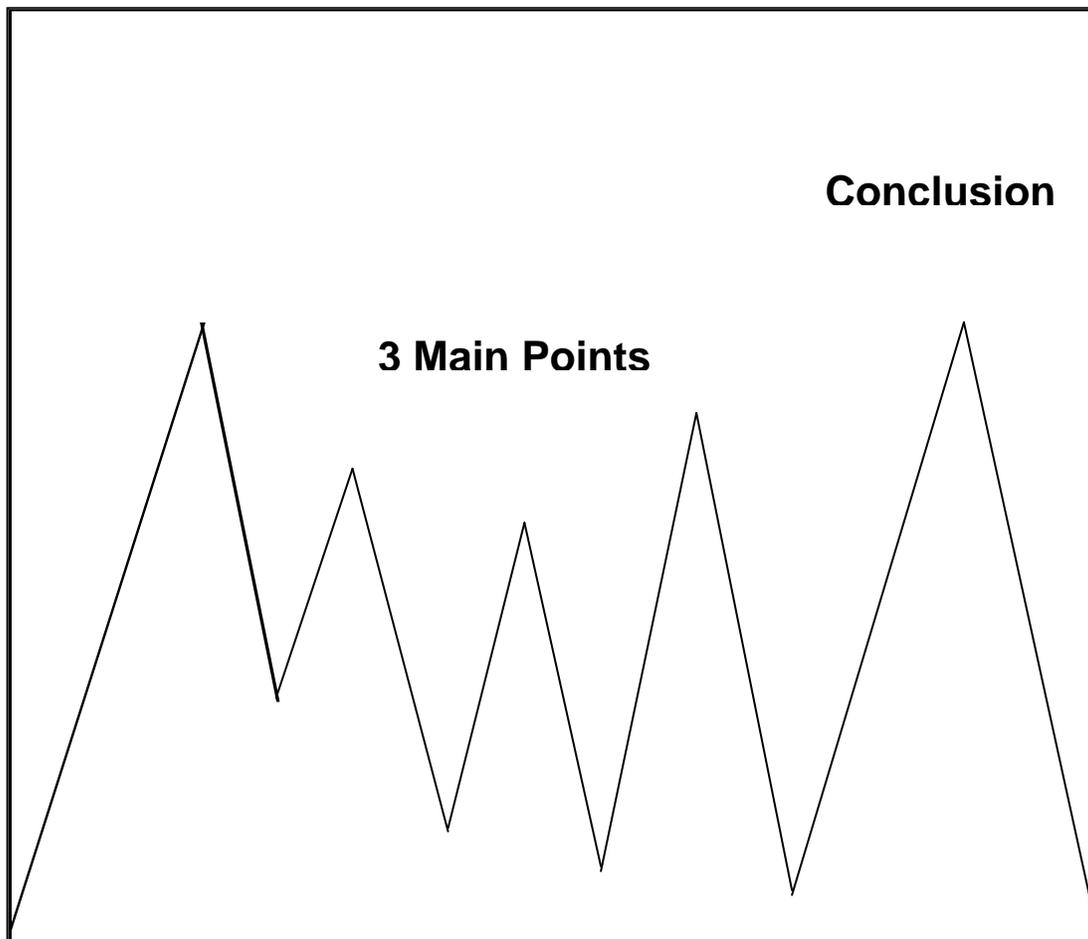
Aims:

- **Connect with others**
- **Share some of your story and dreams**
- **Identify others who want make a difference**

Tool:

The opportunities for impact are:

- ⇒ **Introduction**
- ⇒ **Three main points**
- ⇒ **Conclusion**



Introductions:

- Prepare a two minute story about your life to share with the group.
- Work with one other person to practice your presentation.
- Present to group.

Remember:

- Introduction: it only takes 8 seconds to make a first impression. In fact most people decide in the first 3 seconds and confirm it in the next 5.
- Message:
 - Break it down so that people can hear your 'grabs'.
 - Talk about things you are passionate about.
 - Don't be afraid to be animated.
- Conclusion: This is your opportunity to reinforce your key message.

This framework can be used in introducing a guest speaker, thanking a speaker or making a presentation.

2. ADULT LEARNING PRINCIPLES

THE THREE ZONES

- 1. Comfort Zone**

- 2. Learning Zone**

- 3. Trauma Zone**

ADULT LEARNING THEORY

We remember:

- 10% of what we read.**

- 20% of what we hear.**

- 30% of what we see.**

- 50% of what we see and hear.**

- 70% of what we say.**

- 90% of what we both say and do.**

3. FACILITATION

Definition:

Facilitation is the art of designing and implementing a process that will involve those present in achieving the desired outcomes.

Principles:

1. Plan and prepare the process in detail.
2. Acknowledge your accountability to the group.
3. Work as part of a team.
4. Create a safe environment.
5. Establish a clear sense of direction, including both immediate and longer term goals.
6. Develop an understanding of different personal styles to enable understanding of individual behaviour.
7. Develop an understanding of group process and dynamics.
8. Develop skills in both verbal and non-verbal communication skills.
9. Respond to participants with respect and sensitivity.
10. Keep the group on track in terms of both content and time.
11. Ensure people are sitting in a way that facilitates participation.
12. Trust the process.

Design:

1. **Establish the PURPOSE** to focus the process and achieve the outcomes.
 - a. **Why are you conducting the session/forum?**
 - b. **What do you want to achieve from the session/forum?**
 - c. **Is there more you could achieve by bringing the stakeholders together?**

2. **STRUCTURE the session** to build outcomes.
 - a. **Content / Input,**
 - b. **Q & A for clarification,**
 - c. **Discussion,**
 - d. **Resolution.**

3. **Design a PROCESS which is inclusive and will** build self awareness and alliances.
 - a. **Welcome - Name tags or introductions**
 - b. **Use small groups to increase involvement.**
 - c. **Use voting techniques that ensure 1 person - 1 voice**
 - d. **Create social opportunities before and after the session to build connections between stakeholders.**

4. **Ensure CONTENT** builds knowledge.
 - a. **Link content to the purpose of the session/forum.**
 - b. **Make it specific.**
 - c. **Provide written notes for people to take away and reflect on.**
 - d. **Provide opportunities for clarification, challenges and dialogue to ensure shared meaning.**

5. **Remain focused on the OUTCOME** you are striving to achieve
 - a. **Remind the group**
 - b. **Refocus the group**
 - c. **Nail it**

4 step process in facilitation

1. Engage the group

(meet each group member and use their names, invest lots of energy in the initial stages, maintain eye contact with all members)

1. Monitor the group

(scan for energy levels, people withdrawing or dominating and ACT)

2. Be prepared

(have a range of options and tools ready to assist in refocusing the group and raising energy levels)

3. Follow-thru on the process

(check in with delegates during the breaks if they are not engaged, set up an email group and ensure each member is clear about the next steps)

TOOLS To Assist The PROCESS

Pre-Session:

- **If appropriate provide material prior to the session as this:**
 - Reminds people of the event.
 - Provides time to consider the issues.
 - Acknowledge different styles.
- **Meet and greet participants / delegates.**
- **Provide name tags to facilitate people meeting each other and forming alliances/relationships.**
- **Provide material / images for people to look at prior to the formal session.**

During the Session:

The facilitator needs to continually monitor the group to establish if the participants are engaged. There are a range of tools which can be used to assist in increasing the energy levels or re-engaging the participants.

Environment:

- **Change the room during a break so that people are sitting in different positions or move people around your table or swap with another table.**
- **Small groups: break a large group into small groups to discuss an issue or brainstorm solutions.**

People:

- **Remember people learn in different ways: Therefore, you need to present material by talking, using images and data and by involving participants by either giving some of them a task or inviting them to work in small groups.**
- **Spontaneous activity (standing up to brainstorm)**
- **Use an activity which can reinforce the point being made or image being created.**

When the planning and preparation is complete then:

Trust the Process

Mapping Key Learnings from Facilitating a Session

	1	2	3
Key Learning			
Have I tried to implement this?			
What did I do?			
What blocks were there?			
What can I do differently?			
What new learnings came from this?			
What I still need to learn			

4. GENERATION NEXT FORUM

Overview

WHY:

- Have young people actively involved in the industry
- Engage with young people as they are the future
- Understand how young people see their industry
- Know what young people want in order to support them
- Provide an opportunity for young people to take up the challenge and make a difference

HOW:

- Bring a group of young people together with industry and community leaders
- Provide a process which enables real outcomes
- Resource the implementation of action plans

WHAT:

- Create an **image** of the future and link with others
- Become clear about **where each delegate is going**
- Communicate to **bring people with you**
- Work out how to **make a difference**
- Identify what **differences** need to be made
- Putting it all together with a **plan**
- **Profile your industry**

WHEN:

- Immediately

THEMES:

- Influencing people
- Influencing industry
- Profiling industry

Evening of February 15th

Outcomes:

- All delegates have chosen a theme that represents their passion
- Delegates are formed into teams of up to 7 around a theme with a facilitator for each group
- Delegates within each team have been introduced to each other
- Each team has qualities they will work by for the two days (and beyond)
- An image and description from each team on what the theme means to them / looks like by 2010

Process:

- Facilitate the introductions process to ensure sharing of meaningful information
- Resource delegates as they complete their personality profile (collect the data and provide to Cheryl / Martin)
- Facilitate development of a group image
- Facilitate discussion over dinner to identify one action the group could take to progress their image

Debrief Thursday am

Outcome:

- Each delegate is clear on what they are passionate about achieving within this theme.
- That is: Why something needs to be done to progress this theme and why they are going to do something about it.

Process:

- Reconfirm with the group the image they have created the night before and its meaning.
- Facilitate selection of a presenter on behalf of the group and resource them to present with impact.
- Ask team members Why they are passionate about this theme to assist them in completing the question on Page 12.

Communication

Outcomes:

- Delegates think about how they communicate and how communication happens in the industry.
- Individuals think about how they can make a difference in the industry and how this will be communicated.

Process:

- Facilitate group discussion to draw out the learnings from the Communication session using questions on page 17.
- Lead discussion to get team members thinking about their communication style and who they will need to be communicating with to deliver an outcome.

Individual Effectiveness

Outcomes:

- Individuals complete and understand their personality style.
- Individuals understand the different styles within the group and the impact that the different styles have.

Process:

- Facilitate accurate completion of the questionnaires.
- Facilitate completion of the exercise.
- Facilitate group discussion of questions on page 29.
- Draw out the learnings for the group focussing on the different styles that exist in the group and how they are impacting on the group and on others.
- Assist team members to complete question on page 30, thinking about the type of activities that they are good at and how this is linked to their style. Eg communication, networking, tasks, planning, etc.

Panel Session

Outcomes:

- Delegates integrate information from the panel speakers into their theme.

Process:

- Facilitate group discussion around questions on page 32 to draw out the learnings from the information provided by the panel. Ask questions so that delegates make connections between the information provided and their passion / the group theme.

Leadership

Outcomes:

- Delegates understand different leadership styles and how the sugar industry operates.
- Delegates understand their own style and the style they would wish to be known for.

Process:

- Facilitate group discussion to draw out the learnings from the session using questions on page 37.
- Lead discussion to get team members thinking about their leadership style and how they will use this to progress their passion within the theme (question on page 38)

Dinner

Outcomes:

- Delegates are strategic in their approach to the dinner and who they make contact with and what information they exchange.

Process:

- Facilitate individuals to assist them to identify key people at the dinner and questions they will ask.

Debrief Day 2

Outcomes:

- Delegates integrate the information and skills from Day 2 into the group and their individual projects.

Process:

- Facilitate group discussion to draw out the learnings from Day 2 and how these impact on what they are each intending to do to progress their passion. Make connections between individuals.
- Be conscious of the group dynamics and the group development process to assess where the group is at and if there are issues that need to be resolved.

Profiling Industry / Marketing

Outcomes:

- Delegates integrate the information provided during these sessions into their projects.

Process:

- Facilitate group discussion to draw out the learnings from the sessions.
- Make connections between the speakers and between the sessions and draw out the learnings as they relate to the individual projects.

Action Planning

Outcomes:

- Individuals are clear on what they intend to do following the forum and what the group can do as a team to progress the interests of young industry members.

Process:

- Facilitate individuals to fill out the questions on page 47 based on their answers to the questions in earlier sessions.
- Make links between the answers to develop an integrated project for each individual.
- Facilitate sharing of the individual projects within the team then make connections between the projects to develop a picture of what the team is going to achieve as a group.
- Need to focus on what THEY are going to do not what OTHERS SHOULD do!
- Facilitate selection of a presenter or presenters on behalf of the group and the content.

- Note that this session can be stressful for individuals and the group as the pressure of delivering to a deadline impacts on the different styles and relationships. Again refer to the personality styles and the group development process to support your role and their understanding of what is happening.

5. BUILDING A TEAM

Personality Profiles

Personality profiles are just one tool to assist with preparing for a forum and understanding the different behaviour of delegates.

Remember:

- It is usually 'how' we approach a task rather than the task itself that causes conflict.
- We are not all the same.
- All people have a contribution to make.
- We need to build on our strengths.
- We need to embrace the differences.

EXTROVERTS: (A)

Outgoing, like variety and action, prefer to work with people rather than alone. Extroverts gain their energy from having people around them.

INTROVERTS: (B)

Work alone contentedly, prefer communications in writing, think before they act. Introverts gain their energy from having space and time out.

BALANCED:

Can operate as either an extrovert and introvert.

TASK: (A)

Task oriented, organized, outcome focused

PEOPLE: (B)

Social, caring, inclusive, want to make a difference

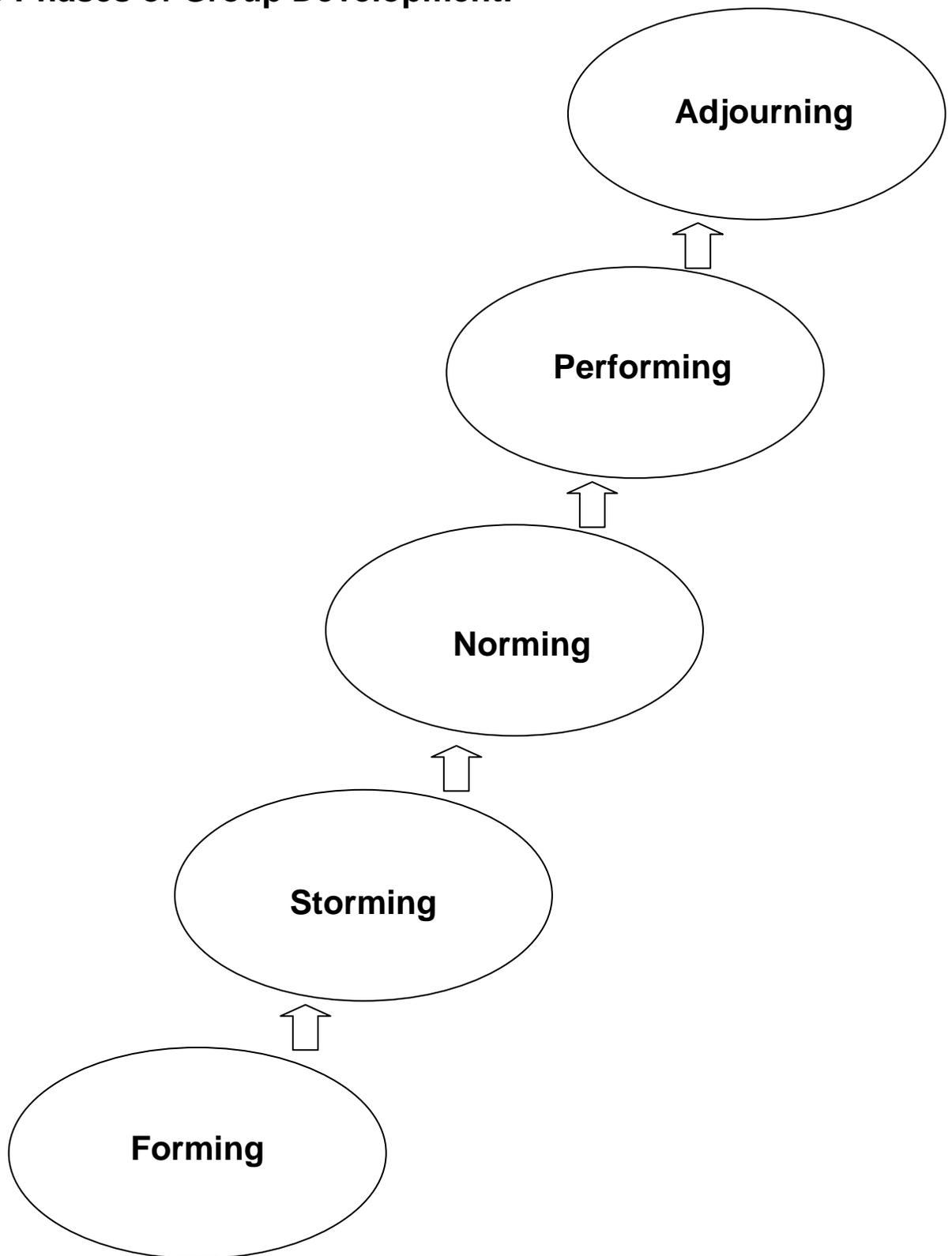
SPONTANEOUS: (C)

Spontaneous, fun loving, creative, problem solvers

STRATEGIC: (D)

'Big picture', strategic, think outside the box, take a systems approach

The Phases of Group Development:



Jim Crowley, 1982

THE PHASES OF GROUP DEVELOPMENT

1. **Forming:**

Initially, members get organized and oriented to one another and the group. This phase is usually friendly and pleasant in a superficial way.

2. **Storming:**

Conflict among members arises as participants position for power and realize that this is the time to claim their position. Some groups have an intensive and prolonged struggle; others a brief skirmish.

3. **Norming:**

A sense of team emerges in this stage which enables the group to focus on the task at hand. Norms for handling conflict and transactional and task processes are also developed.

4. **Performing:**

In this stage, the team completes the work and members affirm each other as they feel a sense of accomplishment.

5. **Adjourning:**

The group completes its function and members find ways to disengage from the group.



EFFECTIVE GROUPS / TEAMS

Functions

Task:

- Define the problem or opportunity.
- Establish consensus of a goal.
- Determine a plan of action.
- Identify tasks, timelines, together with a member who will take responsibility for each.

Maintenance:

- Create space for individuals to get to know each other.
- Ensure the specific interests and skills of each member is known, not just their current role and organisation.
- Encourage individuals to be loyal to each other and the group both within and outside of meetings.
- Encourage all individuals to contribute.
- Encourage listening for understanding by all group members.
- Identify emotions within the group and seek clarification.
- Ensure communication channels are kept open at all times.
- Provide feedback to all members.

Development:

- Be clear of the group's purpose.
- Introduce information and ideas which will assist members to consider the 'big picture'.
- Take time to review the group's progress and plan for the future.
- Examine the approach taken by other groups, industries or organisations to bring in a new perspective.

Great discoveries and achievements invariably involve the cooperation of many minds.

Alexander Graham Bell

Group Building Roles

The Initiator



The Opinion-giver



The Builder



The Clarifier



The Tester



The Summarizer



The Devil's Advocate



EXERCISE:

1. Have you ever been part of a really great team?

Yes

No

2. What were the characteristics that set this team apart?

3. What role did the leaders play?

4. What did you contribute to assist in achieving the outcomes?

5. Within the Stakeholder Relations Division what is the one thing you could do to build an effective team in the coming year?

6. Which skills will be required to ensure you are successful?

7. What is the first step you will take when you leave this workshop to start the process?

6. Appendices

THE EIGHT STAGE PROCESS OF CREATING CHANGE

- 1. Establishing a Sense of Urgency.**
 - Identify and discuss crises, threats and opportunities.
- 2. Creating a Guiding Coalition.**
 - Putting together a group with enough power to lead the change.
 - Getting the group to work together like a team.
- 3. Developing a Vision and Strategy.**
 - Creating a vision to help direct the change effort.
 - Developing strategies for achieving that vision.
- 4. Communicating the Change Vision.**
 - Using every vehicle possible to constantly communicate the new vision and strategies.
 - Having the guiding coalition to role model the new expected behaviour.
- 5. Empowering a Broad-Based Action.**
 - Getting rid of obstacles.
 - Changing systems or structures that undermine the change vision.
 - Encourage risk taking and non-traditional ideas, activities and actions.
- 6. Generating Short Term Wins.**
 - Planning for visible improvements in performance or 'wins'.
 - Creating those wins.
 - Visibly recognizing and rewarding people who made the wins possible.
- 7. Consolidating Gains and Producing More Change.**
 - Hiring, promoting, and developing people who can implement the change vision.
 - Reinvigorating the process with new projects, themes and change agents.
- 8. Anchoring New Approaches in the Culture.**
 - Articulating the connections between new behaviours and organizational success.
 - Developing means to ensure leadership development and succession.

John Kotter: "Leading Change"

GIVING EFFECTIVE FEEDBACK

The giving of feedback requires courage, skill, understanding, and respect for yourself and others as well as involvement. Do not give feedback lightly. Make sure you are willing to be responsible for what you say and to clarify as much as the receiver wants.

D.W. Johnson

- Be specific rather than general.
- Focus on the behaviour rather than the individual.
- Focus on manageable behaviour.
- Check the timing is appropriate.
- Do not overload the person with too much feedback.

RECEIVING FEEDBACK

Remember, there is no failure only feedback.

- Take time: don't rush to defend yourself.
- Breathe to relax - avoid the fight or flight reaction.
- Listen for understanding.
- Ask for clarification - seek specific examples.
- Paraphrase to check your understanding.
- Don't blame others or seek to justify your behaviour.
- Ask for ways to improve.
- Ask for time to digest if necessary.
- Thank the other person (if their feedback is constructive).
- Practice in order to improve.

7. Generation Next Steering Committee Members:

1. Michael Waring, Ingham ph 07 4776 1808 mjwaring@bigpond.net.au
2. Franco Zaini, CSR – Herbert River Mills, Shared Services/Logistics, Grower Relations Officer, 0419 476 770, 4776 4230, FZaini@CSR.com.au
3. Andrew Lashmar, grower, Burdekin, 143 Pilchowski Road, Giru Q 4809, 0428 188 127 lashmarlasers@bigpond.com
4. Sarah Miotto, Business Development Officer, Regional Delivery – Central, QDPI&F Mackay 4967 0658, sarah.miotto@dpi.qld.gov.au
5. Ann Hand, grower, Central district. Ph 07 4950 3737 johnannhand@mcs.net.au
6. Anthony Girgenti, grower & harvester, Herbert 07 4777 2924, 0408 877 328, ant95@itnq.com.au
7. Jay Hubert, grower Bundaberg, 0408 598 198, amaryllys2@interworx.com.au
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“Generation Next” Forum facilitators:

- Cheryl Phillips, Leading Industries, 03 5825 1233, cheryl.phillips@iinet.net.au
- Martin Smallridge, Leading Industries, 08 8357 8319, martin.smallridge@corvel.com.au

ATTACHMENT 2

FORUM WORKBOOK



Australian Government

**Sugar Research and
Development Corporation**

Generation Next Forum

15th – 17th February 2006

Presented by: Leading Industries

Generation Next Forum: Program			
Time	Day 1	Day 2	Day 3
8.30am		THEME: Influencing People Team meeting: review Day 1.	THEME: Profiling Industry Team meeting: review of Day 2
9am		Communication: The theory and practice of presenting a message with impact.	Panel: Perceptions of Industry - Media - Political - Youth - Community The theory and practice of creating perceptions.
10:30		Morning Tea	
11am		Individual effectiveness: personal styles – how to improve your effectiveness - your impact on others, - time and stress management. - building teams	Marketing stakeholders, sectors and industry in a global market place. -Trends -Opportunities -Models
12.30		Lunch	Working Lunch
1.30		THEME: Influencing Industry Panel: The industry structure and decision making process - Case study – becoming involved and making a difference – succession planning - Partnerships: Growing, Milling, Marketing and - Research/Innovation - What needs to be addressed by industry leadership? – presentation by a young industry member	THEME: Strategic Action Teams to develop individual and team action plans – teams may change based on interest at this point) (Teams to be resourced by senior leaders during this process if required) 2:30 Plans presented to peers and industry leaders.
3pm			
3.15		- Leadership: the skills, characteristics, models of effectiveness and opportunities for involvement - Intentional networking and the importance of professionalism	3.30 Working session to plan for the future action and form working groups.
5pm	Official welcome Speaker: <i>Demonstration that anything is possible.</i> - Forming into teams with introductions. - Briefing on team tasks. - Light refreshments	Dinner Briefing: Delegates to take the role of Chair, Hosting Industry guests and Political Leaders, Profiling industry innovation	Close
7pm	Delegates provided with dinner venue options and encouraged to go in their teams	Business Dinner: 4 case studies from delegates of industry innovation.	

FORUM FACILITATORS

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Day 1

Learning Context

Aims:

- Provide delegates with an overview of the next two days.
- Are you happy with your current level of involvement in the industry and the opportunities you have to make a difference?

Insanity

Doing the same thing and expecting a different result.

These two days are about thinking and learning about how to do it differently, in particular in relation to being involved as young industry members and making a difference within the industry.

To be involved will require having a plan of what needs to be done.

Planning framework we will be using is:

1. Know **Why** you are getting involved. What is the issue you want to have an impact on?
2. Know **Who** you need to influence
3. Know **How** to go about achieving this.
4. Know **What** needs to be done to achieve your outcome.

These two days will result in each of you individually having a plan of how you will start making a difference as well as us as a group having a clear path for young industry members as a group.

The program is designed to develop your skills, knowledge and networks to assist you to implement your plan.

Communication and Personal Effectiveness skills will provide you with an ability to influence people and to identify **who** to influence.

Developing your Leadership skills will assist you to identify **how** you will achieve your goals.

Industry leaders will work with you to provide Information to identify **what** the current situation is and **what** needs to be done to achieve your outcome.

An industry dinner will assist you to expand your Network and provide you with the necessary links to the existing industry establishment.

We work from a basis of adult learning principles:

We remember:

- **10% of what we read.**
- **20% of what we hear.**
- **30% of what we see.**
- **50% of what we see and hear.**
- **70% of what we say.**
- **90% of what we both say and do.**

Getting involved now is the start to making a difference in the long term.

Teams and Tasks

Aims:

- Identify key themes that the delegates wish to see progressed.
- Establish teams within the delegates to progress the themes.

Exercise

The Steering Committee identified three key themes for the next two days being:

1. Influencing People (on farm / locally)
2. Influencing Industry (system)
3. Profiling Industry

During the evening:

Step 1:

- Gather around the theme that most closely reflects your major interest.
- Form groups of 8.
- Introduce yourself to the group – name, organization/enterprise/community/ why you chose this theme.
- Identify which two qualities you want your group to be known for by the end of the Forum and into the future e.g. professionalism, achievement, enjoyment, teamwork, communication, leadership etc.
- Share your perspective on what the theme means to you.
- As a group draw an image which represents this theme in 2020.
- Add some words to clearly define your image.

If you need to create another theme to represent the issue or opportunity that you want to work on find others to join you. (There are empty pages for those issues which you feel don't fit in any of these three themes.)

Step 2:

- At the conclusion of the cocktail function go out to dinner as a group and explore the possibilities for action related to your theme. (there may be more than one group per theme).

Step 3:

- Make sure someone jots down the key ideas to share the next morning.

Notes

Notes

The members of my team are:

Name	Role	Contact Details	Passion

Day 2

Debrief Day 1

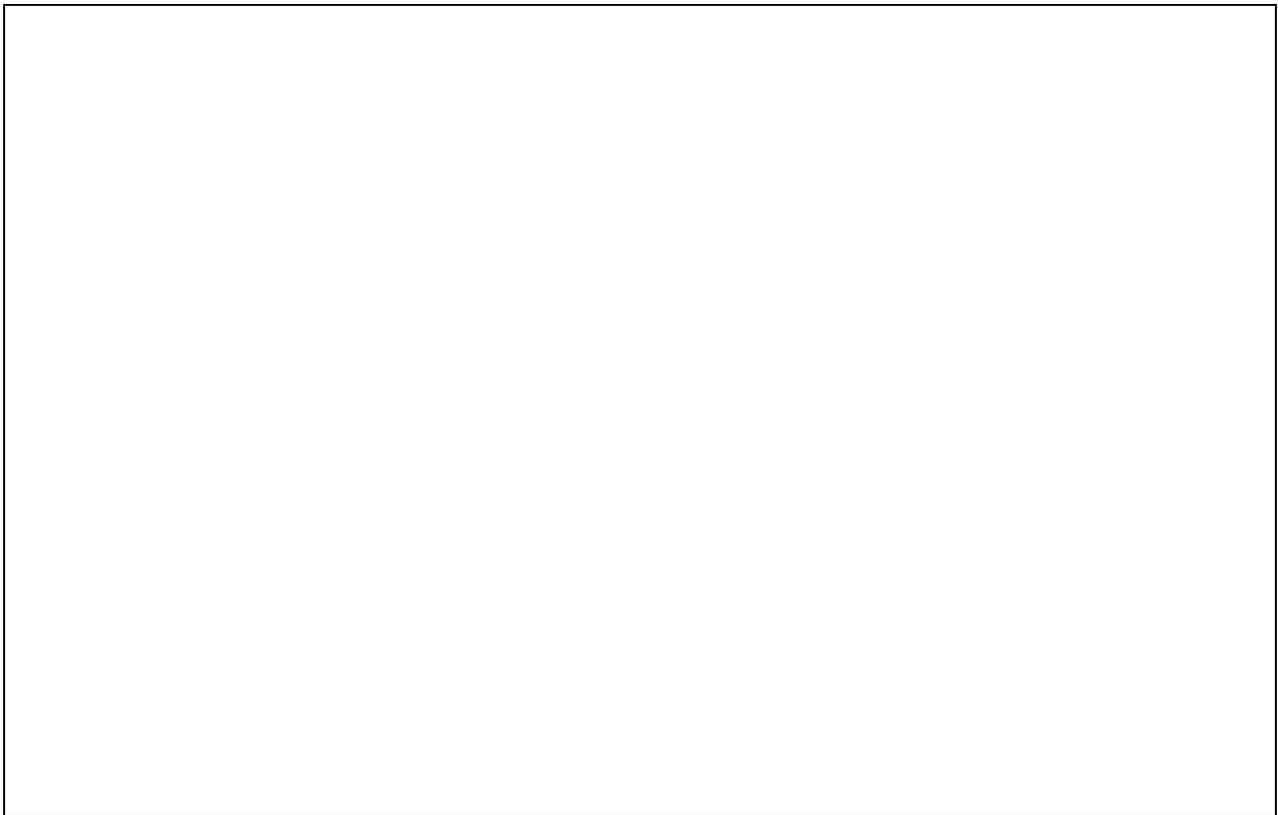
Aim:

Build on the image and words with the results of your discussions from dinner.

Exercise

As a group:

Sketch your image



Describe your image in words.

As individuals:

What is the outcome you are passionate about achieving in this theme?

Influencing People through Communication

Aim:

Develop communication skills to enable delegates to identify and influence people to get an outcome.

Communication with Influence - Lobbying

Rules for successful lobbying:

- Develop a relationship beyond the issue
- Invest in maintaining your credibility
- Speak only in areas you are knowledgeable
- Don't lobby on personal interests
- Lobby the appropriate person
- Maintain the relationship

Relationships

The key to successful and effective lobbying is the relationship that you are able to form with the person or people in question.

The keys to all relationships are:

- Commitment
- Investment
- Communication
- Dealing with the tough issues

Relationships go through stages and the challenge is to not let them lapse into being taken for granted.

Several tools that can assist this process are:

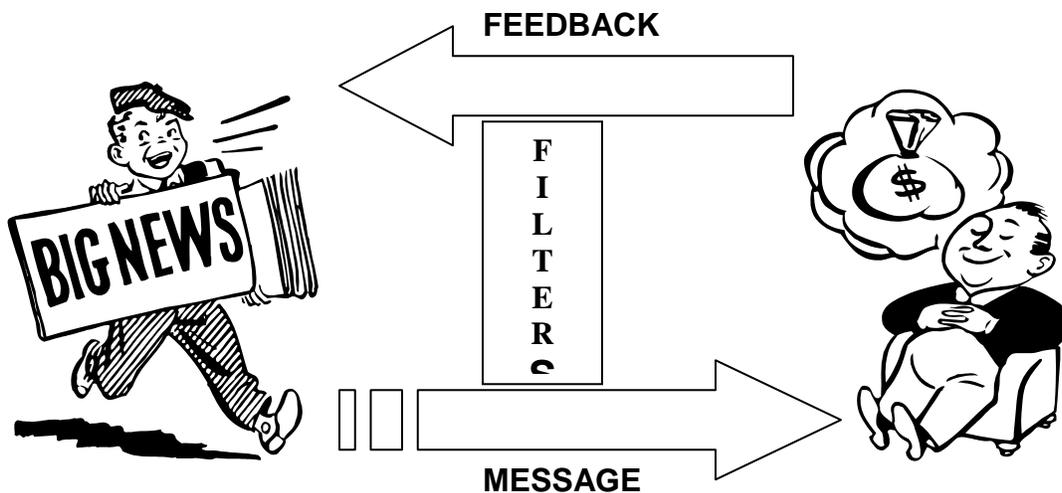
- Genuinely investing to get to know the person beyond the area of specific interest
- Asking questions and listening to understand their perspective.

Filters

We all have filters that influence how we receive a message and this can impact on how effective your message is. Common filters include:

- The environment you are in at the time (noise, distractions, etc)
- Assumptions made based on your appearance
- The receiver's life experiences, perceptions, biases and prejudices

The Feedback Loop:



Be aware of the filters that may be in place at any given time, these may change how your message is received or interpreted.

Exercise

1. Select a partner to work with.
2. Take 5 minutes to identify one thing that your partner can help you with in order to be a more effective young industry member.

3. How did you go about identifying this?

4. What do you now know about this person that you didn't 10 minutes ago?

5. What filters were operating during your conversation?

Debrief Communication

As a group

What filters are operating within the sugar industry that influence effective communication?

What can be changed to improve the effectiveness of communication?

As an individual:

What did you find out about how you communicate?

Who will you need to influence or form a relationship with to progress your passion?

Individual Effectiveness

Aim:

Understand personality styles and how this knowledge can assist you effectiveness.

What are Personality Styles?

Studies continually show that conflict arises not from the tasks or issues at hand but from the way people prefer to do things. Personality preference differences sometimes cause people great anxiety because others do not do things the way we prefer. To cope with this, we often try to change other people and make them more like us, whether they want to be or not.

Everyone probably has someone in their family, business or community that really irritates them from time to time. If we develop an understanding of where those differences are coming from, our stress level could be reduced. A lack of understanding of differences can lead to higher stress which can lead to physical and emotional manifestations that adversely affect our overall health. Sometimes we think that we change our preferences as we get older and mature. However, what really changes is our ability to deal with our own strengths and weaknesses. Furthermore, we tend to increase our understanding of the differences in others and begin to work with them rather than against them, resulting in a more effective outcome for all involved.

Keep in mind

- We are not all the same.
- All people have a contribution to make.
- We need to build on our strengths.
- Certain styles are not better than others, just different.
- We need to embrace the differences.

Your Driving Force

- | | | | |
|---|--|---|---|
| 1. I have | (a) many people I consider close friends, or
(b) only a few people I consider close friends | A | B |
| 2. When asked a question I | (a) answer immediately, or
(b) like to have time to think about my answer. | A | B |
| 3. I like to spend my free time | (a) with groups of people, or
(b) with only one or two people. | A | B |
| 4. I like to | (a) talk or, (b) be quiet | A | B |
| 5. When I am working I | (a) like to have some music or sound
around me, or (b) need quiet to concentrate. | A | B |
| 6. Generally, I | (a) like to be around people, or
(b) prefer to be alone. | A | B |
| 7. Usually people would say | (a) I show my emotions, or
(b) I do not show much emotion. | A | B |
| 8. I would rather communicate by | (a) talking, or (b) writing. | A | B |
| 9. When I have to deal with a lot of people I don't know, by
the end of the day I am | (a) still full of energy, or (b) really tired | A | B |
| 10. People would say that I am | (a) talkative, or (b) quiet. | A | B |
| 11. I prefer to | (a) go visiting a lot, or
(b) stay at home alone or with my family. | A | B |
| 12. Would you rather | (a) speak to a group of people, or
(b) listen to a speaker | A | B |
| 13. I like to be involved in | (a) lots of activities, or (b) a few activities | A | B |
| 14. I am usually | (a) more excited, or (b) less excited than the
average person about things. | A | B |
| 15. People can tell what I am interested in | (a) right away, or
(b) only after getting to know me. | A | B |
| 16. Are you | (a) the life of the party, or
(b) quietly on the sidelines watching. | A | B |
| TOTAL | | — | — |

Introverts and Extroverts

How you relate to people and how they affect your energy level is determined by your preference as an extrovert or introvert. Your source of energy, type of activities, and focus of your environment is determined by this preference. Extroverts make up about 75% of the population. However, in more remote, sparsely populated areas the preferences are nearly reversed. Remote rural areas may have up to 65% introverts in the population.

Extroverts really like being around other people and are energised by others. They are outgoing, sociable individuals involved in multiple activities with many people. Introverts are more reserved, territorial, and enjoy being with only one or two others who are close friends or family. Introverts need time out to regain their energy level but they are very capable of being in an extroverted mode for periods of time.

It is important for each of us to understand introverts and extroverts because these differences can lead to conflicts and misunderstandings.

It is also important to understand the introvert - extrovert preference is a continuum. It is rare to be one to the exclusion of the other. Most people are able to operate successfully in both modes but have a stronger preference for one or the other.

<u>Extroverts</u>	<u>Introverts</u>
<ul style="list-style-type: none"> • Like variety and action • Are often good at greeting people • Are sometimes impatient with slow jobs • Often enjoy talking on the phone • Often act quickly, sometimes without thinking • Like to have people around in the working environment • May prefer to communicate by talking rather than writing. • Like to learn a new task by talking it through with someone. 	<ul style="list-style-type: none"> • Like quiet for concentration • Have trouble remembering names and faces • Can work on one project for a long time without interruption • Are interested in the idea behind the job • Dislike telephone interruptions • Think before they act, sometimes without acting • Work alone contentedly • May prefer communications to be in writing • May prefer to learn by reading rather than talking or experiencing

Adapted from: Introduction to Type by Isabel Briggs Myers.

QUESTIONNAIRE:

Answer each question by ranking the four options as they apply to you: 4 being the answer that most accurately reflects your behaviour and 1 being the answer you agree with the least. Each question must have answers ranked from 1-4

1. When attending meetings I find it irritating to:

- a. start late, and then finish late.
- b. not discuss how decisions affect people.
- c. talk about boring things that aren't practical.
- d. see incompetent decisions being made.

2. When working with groups of people, I:

- a. like to do things according to the rules.
- b. make sure I give lots of encouragement to others.
- c. want to make sure we have some fun while we work.
- d. want to look at the overall picture and see if what we are doing fits in.

3. If I am working for someone, I:

- a. want clear instruction of what is expected of me.
- b. need to be complimented for my special skills.
- c. want practical, hands-on, lively projects.
- d. want to have the opportunity to alter procedures.

4. What really makes me feel bad is when people:

- a. do sloppy work or waste resources.
- b. criticise me or someone I know.
- c. make me do routine things over and over.
- d. spend my time talking about unimportant things.

5. I pride myself on being:

- a. trustworthy, loyal and practical.
- b. friendly, imaginative, and caring about others.
- c. flexible, practical and spontaneous.
- d. challenging and intellectual with high standards.

6. If others were to describe me they would say:

- a. I'm practical, organised and like to belong.
- b. I care about people, I'm romantic and try to help.
- c. I like practical, realistic, hands-on projects that are fun.
- d. I like to argue and expect a lot from others.

7. Which word best describes you:

- a. on-time.
- b. caring.
- c. fun.
- d. theoretical.

8. When I talk about others, I refer to:

- a. their duties and accomplishments.
- b. relationships.
- c. how much fun or excitement I had with them.
- d. their competence.

9. If I would describe how I work, I would say:

- a. I am organised and usually complete my work early.
- b. I am imaginative, caring and creative.
- c. I ignore procedures sometimes and usually finish at the last minute.
- d. I am precise, theoretical and can fix systems.

10. Others would describe my behaviour as:

- a. industrious, busy, neat and follow rules.
- b. relating to others, trying to make things better, searching for myself.
- c. somewhat unpredictable and spontaneous.
- d. planning, inventing, designing and philosophising.

11. Here is how I would rank the following occupations for me:

- a. business manager.
- b. counsellor.
- c. carpenter.
- d. scientist.

12. I really appreciate it when people recognise my:

- a. loyalty, industriousness and responsibility.
- b. ability to understand others.
- c. boldness, cleverness and timing.
- d. capabilities, ideas and expertise.

TO SCORE YOUR RESULTS, TRANSFER YOUR RESULTS FROM EACH QUESTION TO THE TABLE BELOW AND THEN TOTAL THE NUMBERS ASSIGNED TO EACH LETTER

	1	2	3	4	5	6	7	8	9	10	11	12
a.												
b.												
c.												
d.												

TOTAL FOR (a) = _____ TASK STYLE

TOTAL FOR (b) = _____ PEOPLE STYLE

TOTAL FOR (c) = _____ SPONTANEOUS STYLE

TOTAL FOR (d) = _____ STRATEGIC STYLE

Characteristics of the four personality styles.

TASK	PEOPLE	SPONTANEOUS	STRATEGIC
<i>Positive Characteristics</i>			
Practical	Personal/Social	Spontaneous	Independent
Organised	Flexible	Questioning	Logical
Factual	Harmoniser	Useful	Academic
Accurate	Imaginative	Realistic	Intellectual
Efficient	Understanding	Inventive	Strategic
Steady	Interpretive	Discovering	Systems thinker
Consistent	Patterns/Meanings	Original	Comparative
Task oriented	People oriented	Change agent	Evaluator
Literal	Carer	Crisis solver	Heretical
<i>Intense</i>	Social justice focus	Distracter	Impersonal
Characteristics that can emerge when people are stressed, tired or distracted:			
Outcome focus	Compromiser	Topic jumper	Critical
Rule maker	Frustrated with the superficial	Recognition seeker	Impersonal
Judgmental	Rescuer	Reactive	Impractical
Inflexible	Capable of personal attacks	Unfocused	Planning without action

UNDERSTANDING THE TASK STYLE

The **task** style has a strong desire to belong to the community and help others. People with **task** preferences are practical, realistic, loyal, helpful, trustworthy, and have a duty to be an effective, organised and scheduled individual.

Task people are grounded in reality and seek to belong in their community and their work. They are particularly good at organising and are often in administrative or managerial positions.

They may have a tendency to correct the actions of others and give critiques, rather than compliments. **Task** style people have procedures for everything they do. As team members they respect leaders who value carefulness, caution, accuracy and thoroughness. Things that irritate them include not meeting deadlines, lack of structure, people not using standard procedures and people who don't follow through.

Punctuality, neatness, order and stability rule the life of a **task** oriented person.

UNDERSTANDING THE PEOPLE STYLE

Individuals who are strong in the **people** style are generally friendly, see possibilities in others and reach out to help people. This type of person is constantly searching for the meaning in their life and how they can be self actualised. When angry or upset the conversation generally becomes very personal.

People style individuals philosophise about making the world a better place. They have excellent listening skills and the unique ability to empathise, which helps them to understand why others feel or act the way they do.

Favourite occupations include counselling, teaching, the arts, writing, health care and community work.

In teams they want to be recognised as valuable, with great imagination and creativity. If the cause of the team is not sincere and worthwhile, the people style will lose interest quickly. The team members with **people** styles have a vision of a perfect solution.

UNDERSTANDING THE **SPONTANEOUS** STYLE

This action-oriented, spontaneous group enjoys practical, realistic, hands-on activities. They also want a little liveliness in their lives. They have a hunger for action and prefer having a variety of activities each and every day. They may also change direction spontaneously if it seems right at the time. **Spontaneous style** people are the most jovial and fun loving of all the styles.

Spontaneous style people have a unique ability to solve crisis situations. This type is often effective as a negotiator, when that ability is required. Individuals with a **spontaneous** style need to be directly involved in activities. They think most theory is irrelevant or useless.

This style often finds itself completing projects at the very last minute. Occupations are often very practical, realistic and hands-on. Some of the occupations include truck drivers, para-medics, crisis care workers, farmers, race car drivers and even professional athletes. Work is not really a job but a process for enjoying life.

On a team, **spontaneous** style people do not like being told what to do but rather, want the freedom to do what is needed to accomplish the project.

UNDERSTANDING THE **STRATEGIC** STYLE

Strategic style individuals are always testing the system and challenging authority. They seem to be strongly driven to understand everything and have a never ending drive for continual improvement. An interesting characteristic of these individuals is that they decide for themselves what constitutes competence - ignoring established criteria. They are especially good at analysing the 'big picture' and generally have excellent communication skills.

People with the **strategic** style are often their own worst critic. When **strategic style** people talk, they refer to goals and strategies that will solve problems. Generally they prefer to discuss future plans and possibilities. Another characteristic is their constant planning, inventing, engineering and designing of projects. Professions for this style include, professors, attorneys, teachers, scientists, computer analysts, engineers or writers – those who are good problem solvers.

They do not mind being complimented if it is given by a person they deem competent. Challenges motivate this style to seek excellence in their life and their activities. They make good strategic planners who can see and fix the entire system around them.

N.B This material has been adapted from Dr Larry Swain 's work on Personality Profiles. (Wisconsin, U.S.A. 1996)

TEAM CHALLENGE

- **Design an event to heighten the positive profile of the sugar industry.**
 - Take into consideration what role each personality would have in making this event the best ever.
 - Who would you need to co-opt?
 - How would you make sure everyone's needs were met?

Remember: The process of planning this event will reflect the outcome.

- **Prepare a 60 second television advertisement to promote the event and present it to the group.**

Consider:

- Do demands change with the seasons?
- Do you change the way you approach life and work at different times of the year?
- Do you discuss the demands on your time with all those that are affected?

Tomorrow:

Task	Urgent	Important

Reflections:

As a group:

1. What were the characteristics of your style that contributed to the group during this session?

2. Did you become aware of other styles during this session and which characteristics in particular assisted in the achieving the outcome?

3. How will you contribute to the team from this point on?

As an individual:

What types of activities are you most effective at?

Panel Session

Aim:

Provide delegates with an overview of opportunities, effective partnerships and case studies of best practice within the industry.

Presenters:

- Sarah Miotto, Business Development Officer, Regional Delivery – Central, QDPI&F Mackay 4967 0658, sarah.miotto@dpi.qld.gov.au
- Jay Hubert, grower Bundaberg, 0408 598 198, amaryllys2@interworx.com.au
- Aaron Cauchi, Sarina, webcau@bigpond.com.au 49564586

Debrief Panel Session

Exercise

As a group:

What did you learn from the panel members about what needs to be done in the industry?

What did your group learn from the panel in relation to your theme?

What did you learn about how to get things done in your industry?

Leadership

Aims:

- Consider different leadership theories and styles
- Understand how different leadership styles get outcomes

Leadership Styles/Theories

“until philosophers are kings or the kings and princes of this world have the spirit and power of philosophy, and political greatness and wisdom meet in one....cities will never have rest from their evils.”^{Plato}

“all citizens alike should take their turn of governing and being governed.”^{Aristotle}

“the wise leader, ...keeps egocentricity in check and by doing so becomes even more effective. Enlightened leadership is service”. Lao-Tzu

Interestingly, none of these perspectives focus on power, control or the impact of the leader on the ‘followers’. Rather, leadership according to these philosophers of ancient times focused on the need for leaders to be open to learning, to have an understanding of the people they are working with, and of service being their goal.

There are several leadership theories that have been developed over more recent centuries in the hopes of identifying the key to having the right leader at the right time. These include:

- Trait leadership
- Hero leadership
- Values based leadership
- Contingency leadership
- Team leadership

Trait Leadership Theory

That one person who is believed to have the vision and the answer to meet the needs of those who are prepared to follow.

Leaders are born rather than made,

Highlights the innate nature of leadership traits and qualities.

The core traits necessary in a leader are: drive, desire to lead, honesty and integrity, self confidence, cognitive ability and knowledge of the business.”

Examples of Trait Leadership:

- John Howard
- Peter Costello

Hero Leader Theory

The predominant model of leadership in rural Australia supports the traditional hero-leader theory.

One person, usually an older male, having the leadership role in the community, organization or industry.

The individual is involved in many aspects of policy and management, and the more involved they become, the less involvement there is from other members.

The followers have no sense that they could ever do the job.

The ‘hero leader’ is a dominant, control driven individual who has no desire, nor skills to include, let alone empower others.

The ‘hero leader’ often describes the ‘grass roots’ members as apathetic and unwilling to participate, as a way of justifying their need to maintain their power, position and control.

Examples of Hero Leadership:

- Adolf Hitler
- Robert Mugabe

Value based leadership

The welfare of followers is the end point of leadership

The leader listens to followers

Examples of Value-Based leadership

Dalai Lama

Mahatma Ghandi

Nelson Mandela

Contingency or situational leadership theory.

There is no one style or method of leadership for every situation.

Each situation varies and hence the leader simply needs to respond to the challenges of each situation.

Integral to this theory is the relationship between leader and follower: the leader's behaviour must change appropriately in order to maintain the performance of the followers.

It appears unrealistic to expect one person to have the passion, skills, knowledge and experience to be the most appropriate leader for all situations. This can be seen in the political sphere of many countries where those elected to power are expected to become instant experts on a myriad of issues; however it soon becomes clear that the effective leaders surround themselves with people who are skilled in areas they are not.

Examples of Contingency Leadership

Winston Churchill

Team Leadership

Individuals encourage and promote inclusiveness

Underlying philosophy is that everyone has a contribution to make and all are encouraged and supported to achieve a shared goal

Examples of Team Leadership

Australian Cricket Team

Debrief Leadership

As a group:

Add two more examples to each of the above leadership styles.

Which leadership style best reflects the sugar industry?

What are the results of this?

As individuals:

Which leadership theory best reflects your style?

What action will you take to progress your passion?

Dinner Briefing

Aim:

Prepare for the business dinner in order to achieve maximum outcomes.

Professionalism:

As professionals we are judged on our:

- Words
- Actions
- Appearance
- Achievements

Tasks:

- Chairing Dinner
- Hosting Guests
- Profiling your sector (see below)

Presenters:

- **Andrew Lashmar**, awarded the sugar industry 2005 Science and Innovator Award for Young People in Agriculture, Forestry and Fisheries, Burdekin grower and pro-active ABC group member.
- **Palmina Bonaventura**, ex-Bundaberg and now Burdekin BSES Ltd extension officer
- **Anthony Girgenti**, 2005 Sugar Industry Innovator of the Year and Herbert district harvester
- **Tony Jeppesen**, central district grower and innovator

Networking:

Consider the guests and other delegates who you need to speak with over dinner in order to prepare your action plan.

Who are they? You may want to take a team approach to this task.

What information do you need?

Day 3

Debrief Day 2

Exercise

As a group:

Who do you need to influence to progress your theme?

How will this best be achieved?

What needs to be done?

As individuals:

What did you learn yesterday?

Profiling Industry

Aim

Present the perception of the sugar industry from a range of perspectives.

Presenters

- **Adrian Lyons**, inspirational young broadacre farmer from Gulargambone in western New South Wales, and leader of the innovative Paddock Project – www.paddockproject.com.au Adrian was born and bred on a family farm near Coonamble and has been farming for most of his life, acquiring his own farm in 1998. He has worked as a jackaroo and traveled overseas to study international agricultural systems.
- **Mike Stephens**, is the principle of MS&A, a broad based farm management consultancy for more than 20 years who regularly works with farming families to assist them with issues of business management, succession and HR related matters. In a former life he worked as a farm manager for significant farm businesses and has contributed to or co-authored a number of books on farm management and succession planning - www.msanda.com.au
- **Rosemary Menkens**, State Member for Burdekin, Shadow Minister for Child Safety and Shadow Minister for Seniors. Rosemary was elected Parliament in 2004. She is currently Chairman of Burdekin College of TAFE Educational Training Advisory Group, a member of the Barrier Reef TAFE Community Council (Townsville), and a member of the Lower Burdekin Home for the Aged Committee of Management. Rosemary has a background in the education field as a vocational teacher, specializing in the fields of business management, communications and office practice.
- **Kathy Cogo**, ABC Rural Radio Townsville
- **Sherry Kaurila**, Hinchinbrook Shire Councillor, cane grower, and “Sugar Shaker”

Marketing

Aim

Provide an overview of marketing of sugar and the sugar industry in a global market place.

Presenter:

Alex Wentworth-Foster, Queensland Sugar Ltd.

Notes

Debrief Profiling and Marketing Sessions

Exercise

As a group

What did you learn from the panel members about what needs to be done in the industry?

What did your group learn from the panel in relation to your theme?

What did you learn about how to get things done in your industry?

Action Planning

Aims:

- Develop group presentations on what will be done to progress the various themes.
- Present to industry leaders.

The key to successful achievement is to have a plan that is realistic and measureable.

The framework we have used during these two days is:

Know **Why** you are doing something – from Wednesday evening.

Know **Who** you need to influence – from Thursday morning.

Know **How** you operate and therefore How you will achieve your objective – from Thursday afternoon.

Know **What** you are going to do – from Friday morning

Exercise 1

Transcribe your answers to the following questions:

Page 12 (Why)_____

Page 17 (Who)_____

Page 30 (How)_____

Page 38
(What)_____

You now have the bones of a commitment to progress your passion within the industry.

Exercise 2

Share your project with the rest of your group.

As a group:

What are the common threads between the projects that have been identified?

Develop a 5 minute presentation that communicates what your group is going to contribute to the industry as a result of these two days.

Presentation

In developing your presentation, consider your:

- Team characteristics and how these are reflected in your presentation
- What messages you are communicating
- Who your audience is and what filters are present and therefore how to communicate them effectively

Presentation Framework

A good presentation will have five key elements:

- Introduction
- 3 key points
- Conclusion

ATTACHMENT iii

**SPECIFICATIONS DEVELOPED TO GUIDE THE
FORUM**

Generation Next Youth Forum

Steering Committee Members

Role Specifications

SRDC is convening the first “Generation Next” Youth Forum 13-15 February 2006. It is anticipated that up to 100 delegates will attend. The Forum will take an interactive approach to ensure that the delegates are provided with opportunities to provide active input and a professional facilitation team from Leading Industries has been contracted to run the event.

The Forum will be overseen by a Steering Committee comprising young industry members. It is anticipated that members will all be:

- a member of the next generation of the Australian sugar industry, and
- keen to contribute to a bright future for the sugar industry in your region, and

The following outlines the role that Steering Committee members will be expected to take on.

Prior to the Forum

- Dedicate between 2-4 hours per month between now and February 2006 to contributing to a successful Forum for the next generation of industry people, through participation in Steering Committee meetings. (It is anticipated that meetings will be held via teleconference).
- Provide advice on the Themes, Session Content and Presenters for the Forum.
- Assist in championing the Forum to other young industry members, both within and outside their region.
- Participate in a one-day Facilitation Training Session on the day prior to the Forum (13 February 2006) to develop group facilitation skills.

At the Forum

- Manage and resource a group of up to 10 Forum delegates to assist them to fully participate and contribute to Forum outcomes.
- Work with others in the facilitation team inclusive of the Leading Industries facilitators and members of SRDC.

After the Forum

- Provide feedback to the Leading Industries facilitators to assist the evaluation process (expected to include a debriefing teleconference).
- Be prepared to take a role of championing implementation of Forum outcomes.
- This to specifically include assisting delegates in exploring options for convening future similar Forums.

Generation Next Youth Forum

Delegate Teams

Specifications

The SRDC “Generation Next” Youth Forum in February 2006 is anticipated to have in the vicinity of 100 delegates attending. The Forum will take an interactive approach to ensure that the delegates gain maximum benefits from the experience.

The Forum will be facilitated by the Leading Industries team and they will be supported by members of the Steering Committee comprising young industry members. These members will take the role of facilitator for groups of approximately 10 delegates throughout the two day Forum.

Formation of delegate teams:

To ensure delegates are exposed to the diversity within the industry and experience working as a team to explore industry issues and opportunities, each team will be formed to achieve maximum diversity.

Specific consideration will be given to:

- Regions
- Personality profiles (to be completed by each delegate prior to the Forum)
- Industry sector e.g. production, milling, extensions, research, harvesting.
- Age
- Length of time in the industry.

At the Forum

- Each team will sit together with their facilitator (member of the Steering Committee) during the sessions.
- Teams will consider future directions for Generation Next and will be asked to consider future involvement e.g. hosting a subsequent Generation Next Forum; pursuing issues raised during the Forum; pursuing Innovation or Travel grants through SRDC to progress issues and opportunities raised.
- Teams will have the opportunity to interact with other delegates at dinner and on some issues.

After the Forum

- Teams will be encouraged to remain in contact. Email groups to be formed.
- Teams will gain access to information from SRDC.
- Teams will be encouraged to participate in on-going Generation Next activities and other relevant industry activities.
- Teams will be invited to apply to participate in either the ***Impact on Sugar*** or ***Advance in Sugar*** programs.

Cheryl Phillips

Martin Smallridge

TRAINING MANAGER

PROGRAM MANAGER

Generation Next Youth Forum

Venue and Dinner Specifications

SRDC is convening the first “Generation Next” Youth Forum in February 2006. It is anticipated that up to 100 delegates will attend.

It is recommended that the Steering Committee consider the following specifications when booking the venue and arranging dinner for the forum.

Room Layout

- Anticipate tables with no more than 11 delegates seated in groups around the venue.
- Some capacity for break out sessions will be required

Equipment

- Flip chart, butchers paper, whiteboard, screen and data projector. (The facilitation team will bring computers and can arrange for a data projector at a reduced cost)
- Access to facilities such as a fax and photo copy machine through the venue is helpful.

Access

- Ensure the facilitators can gain access to the venue the day before and up to an hour prior to the starting time each morning.
- Communicate the preferable morning tea, lunch and afternoon tea times so that they fit the facilitators program.
- Communicate the fact that at these forums the facilitators may require flexibility with times and equipment, based on the notion that it is impossible to predict unforeseen issues/requirements.

On the day of the forum

- The following needs to be at the venue on the day;
 - Workbooks/training material (facilitator’s responsibility – including a list of all delegates and contact details for network purposes).
 - Nametags for each delegate.
 - Any sponsor material which delegates can pick up and read.

Business Dinner

- Require the venue to serve the meals ‘alternate drop’ (this method provides the least amount of disruption at a formal dinner and eliminates the need for guests to order meals).
- Is the venue willing to accommodate the type of alcohol serving preference – cash bar, drinks package, etc?
- Ensure there is access to a microphone and lectern.
- Meals to be served at certain times (in accordance with a running sheet provided to the venue prior to the event).

Preparations for dinner

- The following needs to be arranged prior to the dinner and brought to the venue and set up prior to the dinner;
 - A complete list of dinner guests and their contact details for each participant and facilitator.
 - Running sheet including roles and responsibilities of various speakers/hosts on the evening and times that meals need to be served.
 - Nametags for guests.
 - Place cards for guests.
 - Signage for the dinner sponsor.
 - An information pamphlet on each table about the forum/dinner.

Cheryl Phillips
TRAINING MANAGER

Martin Smallridge
PROGRAM MANAGER

Briefing for Speakers

PROFILING YOUR SECTOR

BRIEFING

AIM:

- Provide a brief, informative and interesting overview of your sector.

ROLE:

- Represent your industry and sector in a professional manner.
- Engage with the audience and provoke discussion.

STRATEGIES:

- Meet with the Chair and confirm when you are to present.
- Confirm with the Chair how you will be introduced.
- Identify three key points you want to make.
- Stick to your passions
- Include some facts and figures
- Personalise the message with your story,
- Share your passion for the sector/industry and why you love your job/sector/industry
- Make the presentation in up to five minutes

Prior preparation and practice is the key to making an impact.

PARTICIPATING IN A PANEL

BRIEFING

AIM:

- Provide a clear, concise perspective on the agreed topic to participants.

ROLE:

- Inform the participants on the specific topic.
- Stimulate debate on the particular topic.
- Participate in a question and answer session with other panel members to flesh out aspects of the topics.

STRATEGIES:

- Prior to the day, confirm your audio visual requirements and provide briefing for your introduction.
- Meet with the Chair and confirm panel membership and order of presentations.
- Confirm with the Chair how you will be introduced and provide further information if required.
- Include some facts and figures
- Personalise the message with your story,
- Be prepared to be controversial
- Make the presentation in up to fifteen minutes

ATTACHMENT 4

POST FORUM

EVALUATION DATA RECEIVED FROM DELEGATES

Evaluation responses from delegates

1. Key learnings of delegates at the Generation Next Forum.

- We have the capacity, motivation and intelligence to achieve our vision
- Saying NO is really O.K.
- Industry has the chance of a better future.
- Positive young growers are everywhere in our industry, and throughout all aspects of industry
- I learnt about myself and improved my facilitation skills
- Awareness of the roles of each sector and significance of these roles
- Being able to come to grips with being a TASK person (locomotive) and being able to understand other's styles.
- Networking with young people from different sectors was a very positive way to learn about our industry.
- Be unemotional – don't lead.
- The bitterness between sectors and the closed minds of some.
- The '8 second' rule – you only have 8 seconds to make an impression on others.
- My own industry awareness of all sectors was increased significantly.
- The importance of communication across stakeholders was highlighted.
- Communication between all areas of the sugar industry is vital.
- Together people can make a difference.
- There are a large number of people from different backgrounds who are committed to change and share a common goal of achieving a more sustainable sugar industry.
- There is plenty of support available and people who are willing to help.
- Youth from all sectors from the sugar industry can come together, be positive, look to the future and not dwell on the past.
- There is talented youth in the industry that can make a positive contribution NOW
- Stay positive / don't listen to the knockers
- There is a gap between researchers, politicians, industry groups and farmers that needs to be filled to move forward.
- There is much more energy and enthusiasm for the way forward in the industry stakeholders than I expected.
- There are a lot more examples of innovative (environmentally sustainable) practices – especially in my region than I had known.
- The future of the Australian Sugar Industry is in good hands
- There are a lot of Generation Next people in the Australian Sugar Industry with runs on the board already and a huge potential for Generation Next people to make an even greater contribution to a more profitable, sustainable and innovative industry.
- There are motivated people within the sugar industry
- Communication between all levels is important.
- That you make your first impression within the first 30 seconds of meeting someone

- How to work more effectively in teams
- The need to be proactive in the promotion of our industry
- A large and diverse group of young, passionate people willing to make significant contributions to our industry.
- Within our industry, the current leadership needs to embrace and tap into the Generation Next capacity rather than continue doing the same thing.
- Leadership styles.
- People retain 90% of what they say and do.
- There are young people keen to make a difference in industry.
- The profile of industry needs to be lifted.
- Be positive.
- Together we can make a difference.
- What outsiders think of industry.
- Be proactive, not reactive as an industry.
- People make a judgement about a person within 8 seconds.
- Tips on communication for impact and lobbying.
- Necessity of creating and maintaining the link among the different sectors of the industry.
- Necessity of providing positive impression and outcome to the next generation.
- We as individuals have the ability to make small but significant changes within the sugar cane industry.
- There is a great need for people from different areas within the sugarcane industry to better understand the other's needs in order to make it more effective.
- Communication with entire value chain – grower through to government is the key.
- Need to present a positive image to groups, organisations outside of the sugar industry.
- There is a wide diversity of youth with a real interest in Agriculture.
- It is important for all sectors of the industry to continue communicating and working together to progress the industry to achieve triple bottom line outcomes.
- As individuals we can all have a positive influence.
- As an industry we cannot afford to be complacent.
- The future is ours to make.
- The '8 second' evaluation of a new person.

2. Action taken by delegates since the Forum.

- Written an article
- Drafted a workshop agenda
- Email contact with each person in my group, prior to contacting them personally.
- Talked with another delegate who has convened his own Generation Next group in their own region.
- Attended an EMS conference and expanded my network.
- Organised 5 demonstrations and forum talks in the industry within the next 3 months

- Made industry leaders aware of the latest developments.
- Continued communication with Forum delegates.
- Discussing the Forum with people at work.
- Presented a report to the Industry Partnerships team on the Forum.
- Distributed information Pack (25-30) and answered questions immediately after the Forum.
- Responding to this Forum evaluation.
- Contacting a number of people I met at the Forum.
- Submitted a Final SRDC Research proposal that looks at farming system case studies in the Burdekin.
- Formation of a Generation Next Group in the Mossman area.
- Discussing the ideas generated at the forum with work colleagues
- Contacted other interested parties to form a steering committee
- The Forum outcomes were critically important and more effort is necessary to ensure the next generation are supported, mentored, encouraged and rewarded for their future efforts.
- I learnt that a many Generation Next Forum delegates (including me) are in a better position after the Forum to individually achieve their potential, and work together to achieve great things in teams.
- The Generation Next Forum emphasised to me the importance of linking like-minded, innovative, creative Generation Next people from different regions and from different sectors of the industry including harvesters, millers, marketers, researchers, extension officers, government
- The next day I contacted the Education Manager at The Age newspaper and the President of the Australian Association of Environmental Education (AAEE) re the Paddock Project and put them in contact with Adrian Lyons for the purpose of developing a teacher's package.
- Contacted GBRMPA re Sherry Kaurila's idea for Reef Guardian Farms.
- Decided to do some trials on farm and have involved a couple of research groups to help out with finding out as much as we can about the trials. Making the results honest and open to other farmers hoping that at least one of them in my area will use my results to improve their farming system.
- Started a community consultation group with a group that has been opposed to the mill's operation/expansion.
- Promoting young people and their capacity.
- Presented to a University group on the Sugar Industry.
- Guest speaker at three local meetings concerning Generation Next.
- Undertaken an activity at a local Primary School.
- Contact Ian Ballantyne at Canegrowers to organise the Generation Next page in their newsletter.
- Participated, with in-kind time and support, to the BSES 'Harvesting into the Future' workshops.
- Keeping in contact with other delegates from Generation Next Forum.
- Contacted farmers to gain a better understanding of how their side of the industry works.

- Communicate with Sugar Industry re commercially viable research.
- Applied for and received a Scholarship to be a part of the Australian Institute of Company Directors – New Director Program
- Lobbied several members of NSW Canegrowers as to the advantages of SVDJV.
- Emailed my contacts advising of the learnings from the Forum.

3. Surprises at the Forum.

- Lack of anger
- Quality of knowledge and expertise within the group.
- The openness of Forum delegates to the session and group workshopping content.
- Confidence and the commitments taken away from the Forum.
- Comments made from industry leaders.
- The number of young people doing great things within the industry that I'd never heard about before.
- The information / communication divide between industry sectors
- The lack of media-savvy of the sugar industry, that the industry does not have a marketing/PR/media guru working for them.
- The willingness of delegates and their unique and varied insights.
- The enthusiasm amongst everyone that attended the Forum.
- The variety of people present and the ability of the different groups to interact.
- Many of the opinions that the delegates held did not necessarily reflect the talk/norms of the current industry leaders.
- The delegates were not afraid to voice their opinions.
- How well I fitted in. I usually struggle in a situation like this where you are thrown in the deep end to meet people. Really enjoyed the interaction.
- The enthusiasm of the participants, the younger farmers and the willingness of diverse people, in a traditionally conservative industry, to work with each other and cooperate to achieve common goals. It was an extremely well run Forum.
- The overwhelmingly positive support from industry leaders for Generation Next delegates at the Thursday dinner and Friday afternoon session was a bit surprising for me.
- Mike Stephens approach to agricultural industries was a refreshing change. I have been inspired by his approach.
- The professionalism of the delegates. They exude confidence and readiness to take on leadership despite their lack of opportunity.
- The diversity of young people in attendance that are a part of the sugar industry.
- Enthusiasm of delegates.
- People's passion to make changes to the industry.
- Enthusiasm of delegates.
- How many young people are in the industry.
- The pace, passion from young people.
- The energy in the industry and the drive by so many people.

- The challenges that have been faced and people who have acted on this challenge.
- The diversity of people at the Forum – ranging from growers to millers, researchers and executives.
- The industry leaders were positive towards young potential leaders, however, we aren't yet perceived as a threat.
- Diversity of people involved in the industry.
- Ability of strangers to work in groups effectively.

4. Learnings about industry.

- Very traditional
- People are passionate about the industry, their role in the industry and the future of the industry
- Quality of knowledge and expertise within the group.
- There are lots more sectors to the industry than just growers, harvesters and millers and everyone has something to contribute.
- Young people of the industry are still impressionable and are not tainted with history or baggage/
- That we are a group of individual organisations and people that need cohesion/understanding and joint processes to enable two way transfer of information.
- Innovations, importance of co-ops/R&D, market forces, grower vs miller perspectives.
- There are actually people out there that want to make a difference.
- It is extremely innovative and becoming increasingly committed to change.
- The youth in this industry is an untapped resource. Current industry leaders need to tap into these talents, so that a new breath of fresh air can enter this conservative industry.
- Partnered with Leading Industries to forward relevant information to all Forum delegates (including contact details for delegates, list of individual/team commitments, potential SRDC funding opportunities, evaluation form)
- Telephoned Palmina to hear that she has made good progress toward getting a 'Generation Next' page each month in Australian Canegrowers magazine.
- Worked with one interested team to take the first step to developing an SRDC proposal.
- There was a high level of enthusiasm to make things better.
- The poor behaviour of certain higher level delegates (guests)
- That it is fractured, that there needs to be more understanding and less blame. Work needs to be done to develop a more positive profile.
- That I am a small cog in a big organisation.
- The biggest thing came from talking to other growers from other areas. What I worked out was that the Burdekin is a lot different to every other can growing area. Crop size, irrigation methods and work involved is unique.

- The depth of complexity and diversity of the industry and its stakeholders, and I developed an added level of enthusiasm for the industry (I'm a researcher)
 - many generation next delegates in regional areas are isolated
 - There is a critical mass of momentum, enthusiasm, motivation, drive among generation next people to really make a difference and shape the future of the Australian sugar industry
 - That generation next delegates need to take the initiative and vamp up our efforts to improve the community/media/government's perception of the sugar industry.
 - The need to positively promote the industry is an industry wide problem.
 - The younger people recognise the need for change and for the industry to portray a professional approach to the wider community.
 - Need for more young farmers to participate.
 - There are young people in the industry.
 - Industry officials need people skills.
 - Need to improve the industry's reputation.
 - There are a lot of eager people willing to make a difference.
 - Grower perception of researchers is generally poor and little understood.
 - Issues that influence the industry in both the positive and negative.
 - There are numerous different fields within the industry, all of which rely heavily on one another.
 - Breadth, enthusiasm that participants in the industry have for it to grow and thrive.
 - It is important as growers to keep communicating to other sectors within the industry so that we all have an awareness and can ensure that what is done is applicable.
 - Very behind the times and not very willing to move forward.
 - There are young people involved everywhere in industry.
-

5. Suggestions for future Forums:

a. Content of sessions:

- External speakers e.g. Mike Stephens
- Great to finish with both delegates and industry leaders making a commitment to outcomes
- Well organised
- Always kept my interest
- Less sessions but more intense.
- More energising, more group forming both the larger group and the working groups
- Panels were very informative and interesting, possibly more key note speakers in a panel type arrangement.
- More people to speak about more/different technologies in all areas of the sugar industry to encourage us to use them or even to develop our own ground breaking ideas.
- More focus on current research and its implications for industry.
- Thoroughly enjoyed it.
- A workshop on how to improve one's presentation of self and industry and a role play on how to work more effectively with the media.
- All sessions were extremely valuable to me. My favourite session was the "Industry Perceptions" panel session – I thought Kathy Cogo's CD with interviews of journalists was very interesting and thought-provoking. There was a lot of constructive feedback to delegates from all speakers in the "Industry Perceptions" panel session (Kathy Cogo, Rosemary Menkens, Mike Stephens, Sherry Kaurila)
- The future Generation Next forum may need to re-run some sessions for new delegates (communication etc) and build on these sessions so they are not a repeat for returning delegates.
- I particularly appreciated the participatory approach to most sessions rather than just sitting down "listening" to presenters.
- There was a good mix of group work, individual work, and presentations & discussions from panel speakers (generation next delegates and outsiders)
- There was good representation across the value chain in the various sessions (growing, harvesting, marketing, research, extension etc) and this should be continued.
- A more positive and inspirational Guest Speaker for the Forum Opening
- Background/exercise booklet should be mailed to delegates at least one week prior to the commencement of the Forum
- Some presentations from Forum attendees about the things that they have achieved since the Forum.
- Mike Stephens and Kathy Cogo were enlightening.
- New topics next year to attract young farmers.

- More industry speakers.
- Focus on succession planning.
- A get together of Forum delegates before the Forum starts.
- More time to interact between groups.
- Panel and Q & A session was great.
- Very good sessions.
- Connection between strategic direction of the industry and the current research pool working towards commercial outcomes to align with this direction.
- Increase interaction between delegates. (The team approach didn't allow for this)
- Too much time learning about us and not enough time learning about the industry.
- It was too rushed at the end in preparing commitments.
- More fun stuff so that people are more relaxed around each other.
- Personal development is always good.
- More time on achieving outcomes and discussing plausible futures and less on personal development.

b. Organisational details:

- Provide opportunities for the whole group to operate as a group e.g. some sessions without tables so delegates can sit with others and then return to groups again later.
- Bring the industry leaders on board a little earlier
- Should run for at least a week and include groups of young people from every town and sector.
- More written explanations of what is expected of delegates
- More time on individual subjects to dig a little deeper and allow time to form learnings before moving on to another subject.
- Being in groups is a good idea because you get to know 8 people but it also limits your interaction with other people.
- Very well organised.
- Don't split up the group for lengthy periods – the groups were unequal in terms of size, diversity and energy levels.
- Hygiene was an issue when we moved places at dinner.
- Excellent organisation.
- Excellent venue. Excellent service. Excellent company.
- More notice of dress standards – I bought a new shirt and tie for the dinner.
- Cold drinks at smoko as not everyone drinks tea or coffee – but if that's all there is to whinge about there can't be too much drama.
- Hope to be back next year with a couple of farmers in tow.
- Thank you for an excellent seminar.
- Excellent facilitation and organisation by Cheryl Phillips and Martin Smallridge – suggest future Generation Next Forums consider utilising their expertise and experience
- Generation Next Steering Committee facilitation training seemed to work well, suggest this continue for future forums.
- Excellent venue
- Dinner on Wednesday evening in teams was excellent to get to know each other – suggest this continue in future forums
- Some tools to use e.g. dealing with the media, how to write a good press release, TV, Radio and interview techniques.
- Time of year was appropriate.
- Increased communication prior to the Forum to brief delegates and steering committee members about the expectations.
- Shorter duration.
- More practical location e.g. Burdekin or Bundaberg.
- Great location.
- Good feedback but needs more profile in media.
- Provide facilitators with more skills to assist in focusing discussion.
- More preparation and time for facilitators.
- Greater interaction with industry leaders during the entire Forum.

- Clearer briefing when organising groups.
- More advertising needed for future Forums.
- Increase briefing material to delegates so that they are clear about the expectations.

6. Rating of Forum by delegates.

Poor	Average	Good	Very Good	Excellent
	2	3	12	13

ATTACHMENT 5

PRESENTATIONS BY DELEGATES

**Tony Jeppesen
Palmina Bonaventura
Andrew Lashmar
Anthony Girgenti
Jay Hubert
Sarah Miotto
Alex Wentworth-Foster**

Good evening Ladies and Gentlemen. My name is Tony Jeppesen. Welcome to SRDC's Next Generation Forum. Throughout the forum, you will hear how participants have influenced and made a positive difference to the sugar cane industry. Hopefully my story will show you that if you are willing to have a go, you can have a positive influence.

Back in 2002 my wife and I were at the crossroads. We had recently been married, she was working for the BSES and I was working on the family farm. I was 30 and my father was 70. I needed, as all young ambitious people need, some direction in my life. We had to decide whether or not I had to start another career or take the plunge and see if my father would be willing to pass the family farm onto the next generation.

This was not as simple as it seems. The farm was drowning with debt to a point where it probably would not survive, as my accountant said "you're bugged". So it was off to a financial adviser to see if we could develop a business plan that would allow us to take over the family farm and make it a success. A plan was developed, my father agreed, and my bank showed a lot of faith in my wife and I.

In 2003 we produced 11 000 ton, from 220 hectares. Not very impressive in anyone's book. In 2004 we produced 16 000 ton, and now in 2005 we produced 19 000 ton. We will be producing between 21 000 and 22 000 ton from this point on. This has been achieved from listening to advice from extension offices, particularly from my wife, and trying to do the necessary farm work at the right time and not skimping on anything. Maintaining maximum production at all times is the key to surviving when times are tough.

To help achieve this we have just completed building two dams that will catch all of the tailwater off about 120 hectares of our home farm. Prior to this we had basically no water available to us because the river in which we pump from has basically been dry because of record droughts for the last 4 years. We were lucky enough to find 3 5000 gallon/hour bores that in conjunction with the recently constructed dams, will provide us with around 4 megs/hectares for that section of the farm.

Now while we were in the process of doubling the production on our farm, Mandy and I back in 2002 decided that the farm needed to diversify and have another source of income. We looked at what suited our needs and our present infrastructure, and we decided to develop an aquaculture project. The project covers about 5 hectares, and has 42 ponds. Only last week we were notified that this project has been approved by council and DPI.

In 2003 I started to see a future for me in our industry and wanted to start to do more. Our local Canegrowers manager had approached me and asked if I would be interested in putting my name up for election for the Proserpine Canegrowers Executive. I ended up taking the challenge and was elected along with another young grower unopposed. This has been a very rewarding experience. The position expanded somewhat. I am now on numerous boards and have attended some very helpful courses,

- Member Proserpine Young Farmers Group.
- Attended NFF Young Farmers Forum.
- Member Mackay Whitsunday Natural Resource Management Group.
- Chairman Central Region Rural Water Use Efficiency Stage2.
- Farm Management Systems Steering Committee and Consultative Committee.
- Member Future Farmers Network.
- Attended DAFFs week long Young Rural Leaders Course in Canberra.
- SRDC Working Party to access Research Project Proposals.
- Proserpine Raw Sugar Quality Committee.
- And the SRDC Next Generation Forum Steering Committee to name a few.

Soon after I joined Canegrowers our chairman decided to resign from the RWUE2. I was asked to go onto the central region board. It was my first appointment onto another board and I jumped at the chance. When I went to our first meeting a new chairman had to be elected. I was shocked when one of the board members put my name in the ring. I explained that I have only just been elected to the Canegrowers Board and I had no experience running an industry program, or chairing a board. I weighed up the positives and negatives and eventually decided that I am here to have a go and do what I can for my industry, and I knew that I would try to do a good job. To my amazement I was elected as Chairman, even after informing the board of my hesitations. The lesson here is to put your hand up and have a go, and for the more experienced industry representatives give young people a chance, we do need guidance, but we can be valuable to our industry. That meeting really gave me that extra little push that I needed, and it was an extremely good feeling that my peers also felt that I had what it took to do the job.

2004 was a struggle for us. I had to go of farm for awhile and drive trucks to help get some extra income for the farm. Now I look back and try and figure out how I managed doing all of my representative duties, produce a crop that ended up cutting 19 000 ton and drive a tip truck part time for a local contractor. Now in 2005 I am in a position that I can employ a farm hand, but I still seem to be behind even with this extra set of hands.

2005 will be a big year for us. I have managed to get all of the 39 growers in our catchment behind a project that I have been trying to get of the ground. O'Connell Catchment Precision Services, or OCPS. OCPS is a company that we have just formed with 2 other growers that will provide services to our catchment. With the help of Futurecane we will develop a geo-referenced soil testing program with information to be maintained on the database that OCPS will establish and maintain. This information will be provide to the growers and from this we will be able to give coordinates of where new soil data is needed, and base future nutrient recommendations, so we can hopefully start utilizing variable rate technology. We have already designed a precision lime applicator, and are about to purchase our first GPS. We will also hopefully be offering numerous other services, all GPS controlled including marking out, planting,

lime and mill mud application, bed former, etc. We will be planting all of our own operations to controlled traffic and hopefully all of the catchment. We have also just purchased a new harvester and haulout equipment. This in itself will be a challenge to try and cut 120 000 ton.

Hopefully I have shown you that if you have a go, and believe in yourself, you can achieve a lot in a short time. In the last four years we have increased production from 11 000 ton to 20 000 ton, develop an aquaculture project, become partners in a 120 000 ton harvesting contract, partners in a large contracting business, and hopefully represented our industry in numerous capacities and in a positive way . If you want to move forward and make a difference go ahead and do it, it's only yourself that is stopping you.

ATTACHMENT 6
TEAM PRESENTATIONS