

# Final Report

**SRDC project number:** CSR 029

**Project title:** Building Capacity to Lead and Implement Regional Transformation in the Sugar Industry

**Research organisation(s):** CSR Sugar

**Chief Investigator(s):** Greg Livingstone [07] 3364 1617  
[glivingstone@csr.com.au](mailto:glivingstone@csr.com.au)

**Objectives:** Increase the capacity of selected leaders, from across all sectors of the industry in each of CSR's operating regions to:

- Accomplish strategic regional industry objectives and get the very best out of the industry's total assets from a whole of system perspective;
- Lead and manage strategic improvements within the whole industry;
- Extend initiatives outside individual organizations' natural realm of influence and control;
- Increase the sustainability of leadership and systems improvements.

This project was made possible by the generous support of many organisations involved in and committed to the success of the Australian Sugar Industry.

In particular, CSR Sugar acknowledges the financial and other support of the Sugar Research and Development Corporation, whose research program identified the need to build leadership capacity in the industry at the same time as CSR and other organisations operating in our regions. As a result, a specific organisational initiative was able to be broadened into a true industry initiative that built the capacity of over 100 leaders from across the industry to initiate and manage complex change and transition.

No elements of this final report are confidential. During the earlier milestone reporting process certain personal and commercially sensitive matters were reported on in sufficient detail to fulfill reporting requirements but not to breach confidentiality where required.

*The Research Organisation is not a partner, joint venturer, employee or agent of SRDC and has no authority to legally bind SRDC, in any publication of substantive details or results of this Project.*

## Acknowledgements and Confidentiality



**Australian Government**  
**Sugar Research and  
Development Corporation**

## Achievement criteria:

Impact evaluation of Program 5 conducted and reported (as detailed in Milestone 3)  
Submission of Final Report  
Final Report accepted by SRDC

Executive Summary	
	<p>This project arose from an emerging need to increase the capacity of leaders at all levels of the Australian Sugar Industry and its supporting communities. Specifically, the industry was going through a period of substantial change in technical and organisational systems in response to the need to build its international competitiveness and sustainability. New skill sets were seen to be necessary in order to achieve required changes in the organisation of sectors within the industry including changes to practices within individual organisations and developing new ways of working together with a whole of value chain approach.</p> <p>Chief Executives of most organisations operating in CSR Sugar’s three regions were united in the belief that new leadership capabilities, developed in an industry-wide rather than sectoral format, could substantially contribute to the increased viability of the industry and the increased need for it to respond to change more speedily and effectively. A key aspect was seen to be the building of interpersonal leadership skills as well as increasing leaders’ capacity to plan and manage complex change initiatives.</p> <p>The Industry Capacity Building Program addressed these issues through the development and delivery of a series of modularised learning processes, provided to over 100 leaders from across the spectrum of organisations, skills, experience and seniority that make up the industry and its supporting communities in the Herbert, Burdekin and Plane Creek/ Mackay sugar growing regions.</p> <p>The project was developed on the basis of a best practice approach successfully applied in other industries and organisations. It entailed training delivered in six modules, supplemented by action learning between modules, together with web-based, small groups and interpersonal interactions and relationship building. Each of the five programs extended over 15 months.</p> <p>Sponsoring organisations that provided both financial support and participants included, CSR Sugar, Mackay Sugar, CANEGROWERS, Queensland Sugar, BSES, QSL, SRDC and productivity boards. The Queensland Government also provided funding support through its Sugar Industry Innovation Fund.</p> <p>During the course of each program participants learned leadership skills in the areas of:</p> <ul style="list-style-type: none"> <li>◆ Building skills focussed on groups</li> <li>◆ Moving individuals and groups to action</li> <li>◆ Building skills focussed on individuals</li> <li>◆ Designing and facilitating group and system interventions</li> <li>◆ Leadership and systems sustainability</li> </ul> <p>Participant worked on a personal development plan and practiced the skills learned in an action research project. Individual projects delivered benefits in terms of financial, best practice and improved relationship outcomes for both sponsoring organisations and individual participants. Input from Industry leaders points to the continued use of the skills and improved relationships between participants in subsequent activities.</p> <p>Whilst the skills learned in the five programs were available to be used outside the program, the individual projects completed by participants demonstrated a wide range of social, financial and environmental outcomes of benefit to the industry as a whole and the sponsoring organisations. It would not be possible to define the precise financial impacts of the individual projects, nor was it a focus of our evaluation. The projects themselves were designed to provide a means for participants to practice the skills being acquired, albeit in areas that were agreed</p>

	<p>by the sponsoring organisations to be consistent with their objectives and business plans.</p> <p>The standout impact of the project is to demonstrate that superior sectoral and regional outcomes can be derived from the development of and investment in leadership at all levels in the sugar industry. Individual leadership skills can be developed to improve organisational outcomes. Sectoral and industry capacity can be developed to improve overall industry financial and sustainability outcomes in ways that demonstrate the power of shared effort and commitment rather than “zero sum games” approaches.</p>
<b>Background:</b>	
	<p>This project arose from two contiguous factors.</p> <p>The first being work lead in its regions by CSR Sugar to facilitate the Industry adopting operating policies and philosophies more akin to its place in the world sugar industry as a major commodity producer and to do this in ways that would enhance its long term viability and sustainability. The industry in the opening years of the twenty first century was facing a depressed price outlook, the growing dominance of Brazil on the world stage, anti-competitive behaviour from some competitor countries, changes in consumption patterns, the need for major improvements in industry productivity, increasing environmental demands and ongoing behaviour within sectors that seemed to be limiting the overall industry’s ability to compete - to name but a few.</p> <p>At the same time the SRDC’s long term plan noted the importance of leadership capacity building as a vital element of the industry’s survival and growth.</p> <p>The two initiatives were amalgamated in a proposal to develop up to 150 leaders across all facets of the industry. Initially the ICB had started as a CSR Sugar initiative and the first 25 participants were drawn from CSR Sugar’s managerial and executive ranks across its sugar and ethanol manufacturing businesses. However once the initial program began it was quickly realised that a true industry wide program was both necessary and desirable. Subsequent programs drew participants from other regions and from organisations such as CANEGROWERS, BSES, SRDC, Queensland Sugar Ltd and productivity Boards in the Herbert, Burdekin and Plane Creek/ Mackay sugar growing regions. Despite winning the 2004 Innovator of the Year Award and many attempts to promote the program in other regions, little interest was expressed. This latter observation represents one of the major conundrums for the program: how to successfully extend the learning and benefits to other regions and organisations.</p> <p>The program was designed by officers from CSR Sugar and a renowned organisational change facilitator who had previous experience in the industry. The modules for the program were designed based on analysis and recommendations provided to CSR Sugar by an international management consulting firm on the steps needed to be taken for CSR Sugar and the industry to achieve high performance standards.</p> <p>As part of that work four capability gaps were identified, which became the basis for the program modules. The overall design for the program was based on several successful leadership development programs run by the facilitator in other Australian and international businesses. This design was then tailored to specific needs - not the least being that this program was the first of its kind which focussed on the development of new collaborative relationships for leaders across a whole industry and across the whole spectrum of professional backgrounds, interests and seniority of position.</p>

<p><b>Objectives:</b></p>	<p>Increase the capacity of selected leaders, from across all sectors of the industry in each of CSR’s operating regions to:</p> <ul style="list-style-type: none"> <li>• Accomplish strategic regional industry objectives and get the very best out of the industry’s total assets from a whole of system perspective;</li> <li>• Lead and manage strategic improvements within the whole industry;</li> <li>• Extend initiatives outside individual organizations’ natural realm of influence and control;</li> <li>• Increase the sustainability of leadership and systems improvements.</li> </ul> <p>As demonstrated later in this report, in the opinion of the sponsoring organisations’ Chief Executives, the Chief Investigator and the Program Facilitator these objectives have been met. Each organisation supporting the ICB had industry objectives which required them to operate in different ways to the past and many of the individual projects completed by participants were directed to these objectives.</p> <p>Many of the participant’s projects contributed to strategic change across the value chain, at least in the regions where the participants were drawn from and in some cases initiatives have had wider impact beyond individual regions to multiple regions and even the industry as a whole.</p> <p>Many of the projects were such that they could not be achieved by individuals working only within their own organization. As a result, interaction, learning, interchange and cooperation were required and eventuated between participants across the various sectors and regions.</p> <p>Individual organisations have their own leadership succession strategies; however it is generally accepted that the ICB increased the leadership capacity of many participants, judging by new appointments that have resulted. In some cases these have been promotions; in others they have been new roles that have allowed participants to draw on their new skills in their own or other organisations.</p> <p>Whilst it is impossible to isolate the effect of the ICB on individual systems improvements it is the experience of sponsoring organisations that many of the skills learned by participants and the outcomes of projects conducted during the program have lead to systems improvements which have been incorporated into ongoing methods of operation in their respective organisations.</p>
<p><b>Methodology:</b></p>	<p>The ICB program consisted of three major elements:</p> <ol style="list-style-type: none"> <li>1. Program design and participant selection</li> <li>2. The learning and practice environment</li> <li>3. Project outcomes and follow up</li> </ol> <p>1. The program was designed by officers of CSR Sugar together with a highly regarded and experienced facilitator. The course design was linked to the outcomes described above via a thorough understanding of the organisational and industry context and the underlying desire to build the capability of a wide cross section of leaders to deliver the major changes required of the industry during the next 5-10 years. Initially the participants and stakeholders were CSR Sugar executives. After the first program began it was decided that the course was likely to deliver such widely beneficial leadership capacity building that other organisations should be invited to participate. Initially CANEGROWERS were invited. This led to support being offered by the State Government to facilitate the participation of rank and file growers from the</p>

	<p>Herbert, Burdekin and Plane Creek regions. Subsequently SRDC funding became available and other organisations including BSES, Mackay Sugar, QSL and productivity boards and community representatives were able to participate.</p> <p>After the introductory modules of the first program were conducted a more sophisticated model for participant selection was developed and used. Essentially this required requests for nominations by stakeholder organisations. Nominees were then interviewed at length to apprise them of the requirements of the program in terms of attendance at modules, action research requirements and project selection and completion. As the reputation of the program developed more nominees wanted to participate than was ultimately able to be funded.</p> <ol style="list-style-type: none"> <li>2. The learning and practice environment was provided for each course via a series of five 4 day and one 2 day modules conducted at a conference centre in Townsville. This was supplemented by a series of process connectors to reinforce the learning and development achieved during the modules. Process connectors include web based exercises (Participants were expected to select at least 50 exercises for practice and reporting back via a dedicated web-based connection. Each exercise was reviewed by competent practitioners in the appropriate areas and comments were sent back to participants via email.) In addition, learning pods were created whereby small groups from each course were able to have a phone conference with the facilitator between modules, in order to review progress and discuss issues. Each participant was assigned a partner to regularly talk through their progress on a one to one basis. Each participant had a project sponsor and sponsors were encouraged to regularly review progress with participants.</li> <li>3. At the start of the first module participants were required to have developed a draft Strategic Initiative Project which was further refined and developed in most cases by the end of the first module to the stage where it could be action for the remainder of the program. Essentially participants were asked to select a project which was strategic in nature, could be accomplished during the course of the program, required leadership and interpersonal skills for completion and could not be accomplished by the participant acting alone. The projects were primarily intended by the program designers to be vehicles for learning and secondarily to be able to support the achievement of the sponsoring organisation's business objectives and contribute to industry competitiveness and sustainability. In the last module of each course participants were required to report on their learning outcomes for the whole course, including the results of their projects. Those report backs have been included in earlier milestone reports.</li> </ol>
<b>Outputs:</b>	
	<p>Following the completion of the final module of the 5<sup>th</sup> program in August 2005, comments were sought from the heads of organisations which had individuals participating in the ICB program. These comments relate to the entire ICB program and were generally very supportive. The average overall rating score from those who responded was 8 out of 10 and it was seen as demonstrating either some evidence or considerable evidence of achievement against each of its achievement criteria. Comments received offered insights into the success of the program and opportunities for improvement should similar programs be offered in the future. Those comments included:</p>

- Benefits - for the individuals who participated:
  - Skills development and personal growth
  - Shared understanding amongst participants from different industry sectors
  - Networks for ongoing support and development
  - Skills enhancement towards application making a difference
  - Communication more open and teamwork improved
  - Many use the tools learnt to solve day to day problems – particularly in situations of conflict
- For the organisations who participated:
  - The skills were valuable but two participants resigned part way through the program
  - The organisation now deals with difficult situations in a more open and focused manner
  - Takes on change initiatives with more confidence and focus
  - Many tools to unpack situations and repack them.
  - Business opportunities have come to fruition which could lead to more investment
  - Operational improvements and contribution to regional reform initiatives such as harvest rationalization
  - Value adding by looking at operations from a different perspective
- For the “sugar industry”
  - Too early to see benefit but I do see positive signs that participants are more proactive and positive in various forums
  - A range of common tools available to leaders. These are being used from time to time and cooperation has improved
  - Enhanced leadership capacity particularly at a regional level
  - A difficult one as there is no such thing as “the sugar industry”
- Did the program deliver more or less than your original expectations?
  - It delivered more value
  - Training excellent but the interactions of people from different backgrounds was equally important
  - It has delivered more value where the focus was on improved performance but less on representative / agri-political issues.
  - In some instances grower participants have been outcast by those who did not attend
  - It delivered more value in terms of human understanding
  - It brought a can do approach to projects
  - Tremendous value to individuals and organisations but we have not seen a spill over more broadly.
  - Most of the achievements of ICB are “silent”
- Individual project delivery
  - Less successful than other aspects on general but there were some highlights that are having ongoing benefits
  - Variable success – many participants did not have the skill base to carry forward the project and tended to give it relatively low priority
  - Greater confidence and willingness to use different processes to solve problems
  - Harvesting rationalization in the Plane Creek area is a standout
- Areas of focus for changes or improvement
  - Shorten the elapsed time

	<ul style="list-style-type: none"> <li>○ Take the program to a more practical level</li> <li>○ A well rounded program. Conflicts with timing [e.g. start and end of crush] require consideration</li> <li>○ A more productive wrap up session</li> <li>○ How to initiate, deal with and deliver change in representative bodies could have more focus</li> <li>○ Ensure all course groups have diverse participation</li> <li>○ Engage more senior industry leaders</li> <li>○ Consider delaying project development stage to module 2 or 3 so networks can develop and projects can be progressed in a team fashion</li> <li>● Other comments <ul style="list-style-type: none"> <li>○ More people would have liked involvement. Seen by some as a “select few”</li> <li>○ Informal feedback has been overwhelmingly positive</li> <li>○ People now operate in a less insular manner. More “industry first” thinking – although occasional lapses occur.</li> </ul> </li> </ul> <p>As with all projects of a similar nature to ICB, it is difficult to isolate the impact of the ICB program or the participants’ individual projects on the multitude of change initiatives underway in the Sugar Industry and sponsoring organizations. That said, comments provided by individual participants and sponsors [as noted above] show the belief that real value has been created.</p> <p>The participants in the 5<sup>th</sup> and final program were asked to prepare outcome statements. Most completed these, while several requested their details be kept confidential – accordingly 18 outcome statements are attached as <i>Appendix 1</i>. The feedback in this appendix is overwhelmingly positive and supports the more anecdotal information that was received from participants in previous programs. The appendix, together with the overall commentary in this Final Report is designed to cover the impact evaluation reporting requirement noted on page 1. In many respects the 5<sup>th</sup> program [which benefited from previous program learnings – including an improved selection mechanism] was the most successful.</p>
<b>Intellectual Property:</b>	
	Copyright in the materials and manuals provided for the modules, the web based exercises, and enrolment literature remains with the facilitator.

<b>Environmental and Social Impacts:</b>	
	<p>Several participants in ICB adopted Strategic Initiative Projects which had an environmental aspect to them. Each environment SIP was derived from the sponsoring organisations’ business objectives and could therefore be said to contribute to that organisation’s environmental strategic plans.</p> <p>Several participants were either nominated specifically as community representatives or held community roles as well as their industry role. Comments from these participants reinforce the benefits from the ICB in building community understanding of the issues facing the sugar industry, an awareness of the increased capacity being invested into its leaders and an appreciation of the efforts of sponsoring organisations to build new whole of industry perspectives</p>

	and cooperation mechanisms to tackle important industry and regional development problems.
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<b>Expected Outcomes:</b>	
	<p>The headline outcome from the ICB program is the further development of over a hundred leaders from all sectors of the Australian sugar industry. This development is vital to ensuring the ongoing viability of the industry, in terms of building the capacity of leaders to cope with the emerging issues in effective ways and during times of complex change. For many participants their selection was seen as an important demonstration of their organisation's and the industry's confidence in them. Sponsoring organisations generally endorsed the belief that participants were more valuable to the industry and better able to deal with leadership matters as a result of their participation. Informal discussions with many participants after their completion of the ICB confirm that the skills continue to be used "on the job". Some participants have been invited to share their skills in other parts of the industry by facilitating change projects or providing subject matter expertise.</p> <p>Specific total costs for running the entire program have not been collated. From the perspective of the CEO of CSR Sugar, who funded the majority of the ICB's costs, the program was an investment in building the capacity of individual leaders, demonstrating the value of cross sectoral collaboration and creating new understandings, awareness and relationships between established and emerging leaders in the sugar industry. In essence the ICB was about creating and demonstrating the value of new industry mindsets on the part of its leaders. In that sense it is impossible to perform a simple cost /benefit analysis – but the value is inescapably there.</p>
<b>Future Research Needs:</b>	
	No further research needs have been identified as a result of this project

<b>Recommendations:</b>	
	<p>There are no current plans to continue an ICB program although individual organisations will be incorporating aspects of it in their ongoing systems and processes. The program has enhanced the foundations for greater industry cooperation. In due course, industry leaders will assess ongoing and new industry requirements and the experience of ICB that many of them have had will potentially open their eyes to problem solutions that may previously have been discounted. The program was right for its time. Industry leaders will determine if something similar will add value in the future.</p>

<b>Summary</b>	
	<p>It is clear from the comments of participants, sponsors and other industry players that ICB has been a success and made a valuable contribution to the future of the Sugar Industry.</p> <p>Skills learned in the program are being applied to continuing and new problems and issues within individual organisations and sectors and both within and between participating regions. A new group of industry leaders</p>

	<p>has developed. Individual projects have delivered and are continuing to deliver value.</p>
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It is clear that participants who completed the program have demonstrated the value of the initiative. They have contributed not only to building the industry's capacity for planning and implementing sustainable change but have also acquired skills that will stand them in good stead for the remainder of their careers.

**Appendix 1: Project Outcome Statements from participants in ICB5**

<b>1. My name:</b>	Michael Furlan
<b>2. The title of my project</b>	Develop new processes that support care for the injured worker whilst minimising CSR's current and future risk exposure.
<b>3. The overall outcome I sought:</b>	Herbert Region's rehabilitation goal is to achieve a culture that prides itself on being well and not looking to rely on worker compensation. A culture that accepts responsibility for injuries and is accountable for managing their work mates back to wellness. Reform existing rehabilitation processes that support & care for the injured worker whilst minimising CSR's current and future risk exposure.
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Identification and implementation of the CSR rehab systems improvement plan for the Herbert.</li> <li>❖ Develop and deliver training packages on rehab process and manager / supervisor duties.</li> <li>❖ Implement co-dependency model for rehabilitation (onus on the company as well as the individual).</li> <li>❖ Communicate to each team their specific Rehab management issues.</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Meet existing Workers Comp compliance standards.</li> <li>❖ Develop and implement training package for line management in roles and responsibilities in injury management.</li> <li>❖ Develop rehab pack for the use of line management in case of an injury.</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	At this stage it's too early to measure financial outcomes. If overall injuries reduce and the rehabilitation process is managed better there's an estimated saving of \$400 - 600K in the first two years.
<b>7. The actual system level outcomes I delivered were:</b>	At this stage, training for supervisors, 'How to Do' manuals and other process will be rolled at in October 05.
<b>8. The actual social outcomes I delivered were:</b>	Because it's still in the early stages in the project, socially we are supporting the injured worker better by providing prompt treatment Supervisor's support has also been steady increasing by better process for managing the worker back to pre-injury duties.
<b>9. The actual competencies/skills I have developed in myself and now use regularly:</b>	Creditable & approachable 2 <sup>nd</sup> & 3 <sup>rd</sup> position Building & pacing rapport How not to get shot: C&A, break & breathe, third position. After action review.

<b>10. The things I have achieved for myself through the program:</b>	I handle conflict better by not taking the aggression personal. I can distance myself from the issue and draw the target audience to the problem. I don't compromise my position when the topic is non-negotiable.
<b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b>	I play an important role in a team that is trying to provide better systems for supervisors to support the injured worker but also minimise the company's exposure to common law.
<b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b>	To be honest, I didn't think I would be able to grasp any of the competencies taught at ICB.

<b>1. My name:</b>	Michael Pisano
<b>2. The title of my project</b>	Rationalisation of farm machinery
<b>3. The overall outcome I sought:</b>	To bring together farmers who were unable to purchase specialized farm machinery on their own. So that they may join others to gain access to this often expensive equipment.
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	My project aimed to start partnership where a group of growers would pool their resources so that they would be able to purchase equipment.
<b>5. The milestones I set at the outset of the project were:</b>	The first milestone was to set up a business entity which could be used to purchase and maintain equipment. The second was the purchase a Multi row high clearance spray rig.
<b>6. The actual financial outcomes delivered were:</b>	Six different business entities now have registered a business which in turn has purchased its first piece of machinery. Further equipment is under consideration
<b>7. The actual system level outcomes I delivered were:</b>	This business has given this group of farmers the tools and the ability to access equipment which has previously only available through private contractors. This often has not been at available at times when it was best to use.
<b>8. The actual social outcomes I delivered were:</b>	Growers have had to work closely together to achieve common goals. This has improved communication within the group as impacts on others had to be taken under consideration.
<b>9. The actual competencies/skills I have developed in myself and now use regularly:</b>	
<b>10. The things I have achieved for myself through the program:</b>	
<b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b>	
<b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b>	

<b>1. My name:</b>	Sherry Kaurila
<b>2. The title of my project</b>	“Where Are The Women?”
<b>3. The overall outcome I sought:</b>	Increased uptake, enhanced profile and supported leadership of women in all roles in sugar towns, with particular emphasis on the Herbert River area
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ An enlarged pool of skilled confident women, especially younger women, throughout the (Herbert) sugar and related industries</li> <li>❖ Increase in uptake of leadership roles in the Herbert community by women</li> <li>❖ Increased general awareness and profile of the varied roles played by women in the Herbert sugar industry, and related industries</li> <li>❖ A specially designed Lifelong Learning Pathway, with multiple entry and exit points, for women of all ages in the Herbert region</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Count/Survey - 3 months</li> <li>❖ Collate/Test - 2 months</li> <li>❖ Design/Gather Learning Pathway elements – 6-9 months</li> <li>❖ Award/celebrate bi-annually, ongoing</li> <li>❖ Travel/learning – intra-region 6 months Interstate - 12 months</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	<p>The ways of measuring financial outcomes are yet to be decided, but factors would include, but not be limited to:</p> <ul style="list-style-type: none"> <li>❖ Enhanced social cohesion (survey now, survey 18 months time)</li> <li>❖ Increased labour pool (numbers registering for paid employment, as well as increased numbers listing “farm manager” or like designation rather than “home duties”)</li> <li>❖ Enhanced sugar industry environmental image, both within and without: even Australia-wide through sensitive, pro-active marketing and PR</li> </ul>
<b>7. The actual system level outcomes I delivered were:</b>	<ul style="list-style-type: none"> <li>❖ Formation of Sugar Shakers©, an informal network of women in sugar areas, all of whom have some connection with the sugar industry, all of whom support the concept of “Where are the Women?” as a project</li> <li>❖ Significant new links to Burdekin and Mackay Women in Sugar Groups</li> <li>❖ Design/Plan/Deliver Youth Speakout 2005 Youth Conference at Paluma, Sept 16-18</li> <li>❖ Design/Plan Women as Winners – Big Day Out, Ayr, November 18 (see attached information)</li> </ul>
<b>8. The actual social outcomes I delivered were:</b>	<p>Though peripheral, the social outcomes include</p> <ul style="list-style-type: none"> <li>❖ Community Chest - \$50,000 annual community fund for not-for-profits in the</li> </ul>

	<p>Hinchinbrook Shire</p> <ul style="list-style-type: none"> <li>❖ Formation of a Herbert area Youth Council, funded annually to \$5,000</li> <li>❖ The building of our state of the art SkatePark, project cost: \$140,000, (which includes \$56,000 in grant funding)</li> </ul> <p>As well as enhanced and new links with a large body of sugar industry work done so far by:</p> <p>Dr Barbara Pini  Dr Ian Plowman  Dr Emma Jakku  Dr Iris Bohnet  Tracey Henderson  Robyn O’Sullivan, and several others</p>
<p><b>9. The actual competencies/skills I have developed in myself and now use regularly:</b></p>	<p>The actual competencies/skills I have developed in myself and now use regularly include guided discussion skills, much better at chairing meetings (this was coming from a very low base) I use credible/approachable every day, as well as mirroring/matching. Workshop method, and the process enneagram are extremely useful, although the latter is an acquired taste I have improved, to a greater or lesser degree, in the following:</p> <ul style="list-style-type: none"> <li>Planning, including realistic goal setting</li> <li>Thinking, especially on a strategic level</li> <li>Meeting dynamics, meeting skills</li> <li>Knowing when to speak for most effectiveness</li> <li>Actively listening</li> <li>Staying as much as possible in third position</li> <li>Brokering and facilitation skills</li> <li>Connecting skills enhanced</li> </ul>
<p><b>10. The things I have achieved for myself through the program:</b></p>	<ul style="list-style-type: none"> <li>❖ Much greater understanding of the Herbert sugarcane industry</li> <li>❖ Ministerial Regional Community Forum Membership. This is a State Government Advisory body, and feel confident about my effectiveness so far</li> <li>❖ Currently Chair of the Herbert area Regional Advisory Group, assisting the Federal Government’s rollout of the \$444 million Sugar Industry Reform Program. Emphasis is on reform of the sugar industry</li> <li>❖ My strategic focus has been enhanced, sharpened by the skills I have learned at ICB</li> </ul>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<ul style="list-style-type: none"> <li>❖ We all have a role to play</li> <li>❖ My role can be pivotal one day, ancilliary the next</li> <li>❖ Whatever influence I have can be used very effectively to hasten the tipping point (whenever and whatever that might be)</li> </ul>

	<ul style="list-style-type: none"> <li>❖ Wherever I stand in this community, ICB has, I think: increased my understanding (of what's possible and what's not)</li> <li>❖ Raised my profile</li> <li>❖ Earned increased respect amongst sugar industry colleagues</li> <li>❖ Shown me my limitations, and my weaknesses</li> <li>❖ ICB has enhanced my focus, made me braver, helped me recognize what's important, given me skills to bring out the best in people</li> <li>❖ It's been very good for me</li> </ul>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	

<b>1. My name:</b>	Allan Joseland
<b>2. The title of my project</b>	Yarraville Distillery Job Redesign
<b>3. The overall outcome I sought:</b>	Agreed processes in place that will provide an ongoing ability to achieve a flexible workplace where tasks may be performed by whoever has the necessary skills and time available, regardless of their work group.
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ A job redesign process.</li> <li>❖ Agreed job descriptions for all positions on site incorporating outcomes of job redesign.</li> <li>❖ An agreed classification process that links competency's used to job grades.</li> <li>❖ Implementation of the appropriate manning levels on site.</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Commence job redesign discussions with JCC</li> <li>❖ Approved position descriptions for job classification</li> <li>❖ Job redesign phase 1 implementation</li> <li>❖ Job redesign phase 2 implementation</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	Production levels increased by 40% in Sept 2005, with no increase in fixed costs. Financial benefits are currently \$300K p.a with a potential upside of \$2M p.a over the next 12 months
<b>7. The actual system level outcomes I delivered were:</b>	<ul style="list-style-type: none"> <li>❖ The distillery now operates all columns simultaneously, with the same manning levels as in the past.</li> <li>❖ The distillery will shortly extend the working week from 9 days/fortnight to 7 days/week.</li> <li>❖ A JCC process has been established.</li> <li>❖ Worksafe have approved current working arrangements and have in fact said further reductions in manning are possible from a safety perspective.</li> <li>❖ Unionised employees have started to understand that CSR is committed to implementing workplace change but will do so in a consultative manner.</li> </ul>
<b>8. The actual social outcomes I delivered were:</b>	<p>The ability to communicate directly with employees and their union delegate, rather than have to get the union organiser involved in all discussions.</p> <p>A level of trust has been established between myself and the workforce that has enabled recent workplace discussions to proceed at a much faster rate than in the past, with more favourable outcomes achieved for all parties</p>
<b>9. The actual competencies/skills I have developed in myself and now use regularly:</b>	<ul style="list-style-type: none"> <li>❖ Balancing credible/approachable in one-on-one and group meetings.</li> <li>❖ Going to 3<sup>rd</sup> point &amp; using break and breathe to defuse volatile situations.</li> <li>❖ Employing Tipping Point strategies to move groups to a decision.</li> <li>❖ Recognizing having the right people on the bus is a key step in going from Good to Great.</li> <li>❖ Monitoring breathing patterns and employing techniques to keep people breathing low.</li> <li>❖ Mirroring to establish rapport.</li> </ul>

<p><b>10. The things I have achieved for myself through the program:</b></p>	<ul style="list-style-type: none"> <li>❖ The key learning for me was that people will judge me based on the behaviour I exhibit, not based on the type of person I think I am.</li> <li>❖ I am looking forward to my next job. John Sherwood's Dance explained some mistakes I made when starting my current role, which I intend to learn from.</li> </ul>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<p>I have a greater understanding of the challenges facing the industry, and the program gave me the opportunity to meet key personnel within CSR Sugar in particular. I have an important role in maximising the capacity of Yarraville Distillery, to develop the fuel ethanol market ahead of the installation of dedicated fuel ethanol facilities being installed at Sarina</p>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	<p>The ability to effect change in groups. The course delivered these skills and provided a lot of personal insights/coaching that will be invaluable in the years ahead.</p> <p>Thank you to Tim and to all those involved in the conception and implementation of the ICB program.</p>

<b>1. My name:</b>	Burn Ashburner
<b>2. The title of my project</b>	Closing the Gap
<b>3. The overall outcome I sought:</b>	Increased grower productivity (output/input)
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Co-ordinate the productivity providers to deliver a balanced range of extension activities</li> <li>❖ Improve group extension</li> <li>❖ Introduce individual farm assessments</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Combined workplan with BSES</li> <li>❖ Group extension</li> <li>❖ Group process understood and skills improved (staff and hosts)</li> <li>❖ Evaluation program in place</li> <li>❖ A number of farm assessments completed</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	The project has set up the productivity/extension initiatives. Deleivery has started and there will be some individual growers who will have benefitted financially but not significant enough to measure across the whole Mackay region yet. Evaluation of increased yield excluding weather variables is not accurate but is in place and should show results in the future.
<b>7. The actual system level outcomes I delivered were:</b>	<ul style="list-style-type: none"> <li>❖ Establishment of combined workplan between BSES and MAPS. Agreed to by millers and growers.</li> <li>❖ Significantly improved working relationship with BSES in deleivery of productivity and exention initiatives</li> <li>❖ Improved co-ordination of organizations involved in deklivery of productivity improvement functions to growers. Including Mackay Sugar, Canegrowers, DPI&amp;F, BSES and MAPS</li> </ul>
<b>8. The actual social outcomes I delivered were:</b>	<ul style="list-style-type: none"> <li>❖ Improved grower grower communications</li> <li>❖ Improved grower sustainability</li> <li>❖ Improved working relationship between BSES and MAPS</li> </ul>
<b>9. The actual competencies/skills I have developed in myself and now use regularly:</b>	<ul style="list-style-type: none"> <li>❖ Group[ process skills – Facilitation vs leadership</li> <li>❖ Interpersonal skills – credible vs approachable</li> <li>❖ The use of enneagrams to analyse a range of issues particularly coaching, AAR and relationships</li> <li>❖ Recognition of the importance of the below the green line issues. Addressing the issue at the right level in the 3 card system</li> <li>❖ How to plan for change using the 3 card system</li> <li>❖ Tipping point used in extension</li> </ul>

	<ul style="list-style-type: none"> <li>❖ Using 4 domains of action particularly context and caring.</li> </ul>
<p><b>10. The things I have achieved for myself through the program:</b></p>	<ul style="list-style-type: none"> <li>❖ Understanding some of the frustration triangle issues</li> <li>❖ Leadership requirements in change vs management and the need to be positioned in the bottom left (Stacey) and also on the edge of chaos</li> <li>❖ The importance of relationships is clear</li> <li>❖ I actually saw high and low breathing – once</li> <li>❖ I have improved my interpersonal relationships and am more aware of other people (3 hats)</li> <li>❖ My concept of change and transition and resilience has improved in a local sense i.e. why people have not been changing when it is obvious to me that they should.</li> </ul>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<ul style="list-style-type: none"> <li>❖ I can see that many of the issues leading to frustrations stem from lack of leadership of the industry as a whole. My role is to continue with the task and keep stakeholders informed or part of the process while perhaps encouraging this leadership in the Mackay Sugar region.</li> <li>❖ Many of the issues are below the green line 3<sup>rd</sup> card and we are trying to solve them with 1<sup>st</sup> card practices. I must ensure that 3<sup>rd</sup> card practices are incorporated into system/plans.</li> <li>❖ The level of sustainability (of many industry organizations) is of concern (compliance or efficiency). I need to play my small part in making sure MAPS develops towards a higher level.</li> <li>❖ I see the constant need for context and caring and must plan this into most (all) situations.</li> <li>❖ The changes growers need to make are possibly clear but there is a transition problem with many. My role needs to take this into account in the extension system.</li> </ul>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	<p>The course met and exceeded my expectations. The pre course outline gave a good overview of what was involved. It had more practical application in it than expected.</p>

<b>1. My name:</b>	Vince Harris.
<b>2. The title of my project</b>	To develop long term maintenance strategies for Invicta and Pioneer Cogeneration Plant.
<b>3. The overall outcome I sought:</b>	<ul style="list-style-type: none"> <li>❖ “Sharings/learnings” adopted at both sites after “learning incidents” at one (ie learn from each other across sites).</li> <li>❖ Where possible common “specific tools” etc shared between sites.</li> <li>❖ Future CSR cogen ventures have a “maintenance strategy” ready for adoption.</li> </ul>
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Changed maintenance practices adopted by boiler maintenance and operations crews.</li> <li>❖ Improvements suggested from crews once new system is in place.</li> <li>❖ Implementation of common work practices across both sites.</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<p>Not defined at start of project.</p> <ul style="list-style-type: none"> <li>❖ All rotating plant to have vibration monitoring points fitted as they are installed;</li> <li>❖ All mechanical plant installed with oil lube system (sump or forced circulation system) to have oil sampling points fitted;</li> <li>❖ All fans to be balanced on initial run-ups;</li> <li>❖ All rotating plant to have alignment verified by Invicta Mill <u>internal</u> condition monitoring technician;</li> <li>❖ Obtain operation/maintenance manuals for all major new plant;</li> <li>❖ Evaluate spares requirements for new cogen plant;</li> <li>❖ Source external professional advice on maintenance requirements of condensing turbo-alternator (first off for CSR).</li> <li>❖ Seek commitment from CSR Management for funding of large long term maintenance inspections/overhauls from “out of normal budget” funds.</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	<p>Even though we are only very much in the infancy of the project (in the sense we are in the first year of life of the plant) our “internal” alignment checking uncovered numerous smaller issues but also:-</p> <ul style="list-style-type: none"> <li>❖ One mill drive gearbox installed with 4mm distortion of the casing (replacement value \$150K+);</li> <li>❖ Holding down issues with the baseplate on the 5MW electric motor driving the shredder. If this issue was left unaddressed it would have almost certainly led to the premature failure of the motor (delivery of a replacement motor would be in the order of months at a cost of \$200K+)</li> <li>❖ Distortion of two high pressure, high speed (~3000 rpm) pumps due to compressible packing</li> </ul>

	<p>being used under the pump feet (replacement value \$150K+ each).</p> <ul style="list-style-type: none"> <li>❖ An ID fan rotor installed back the front (this would have caused major performance shortfalls and critical lost time rectifying the issue in the middle of commission (estimated savings ~25K).</li> </ul> <p>As a result of having oil sampling points installed and vibration monitoring points fitted we now have invaluable “starting point” data on the condition of our rotating plant. This information is potentially worth millions of dollars to us in the years to come – we now have a base reference point to compare to.</p>
<p><b>7. The actual system level outcomes I delivered were:</b></p>	<ul style="list-style-type: none"> <li>❖ Pioneer Mill now has a dedicated work co-ordinator for its boiler station. This has been done in recognition of the importance of having someone on the day to day level looking after the cogen plant welfare and performance.</li> <li>❖ The rotating equipment in the new cogen plant are on the condition monitoring register and, as they come on line, having data put into the system. The new cogen plant is on the condition monitoring technicians routine; to ensure the system is sustainable an intentional decision has been made to limit his “full time” focus to two sites and a tradesman, part time, has been made available to assist him with the oil sampling side of the condition monitoring.</li> </ul>
<p><b>8. The actual social outcomes I delivered were:</b></p>	<ul style="list-style-type: none"> <li>❖ The work co-ordinator understands why his position was created, what he is expected to be trying to achieve, where his normal boundaries are, and people/companies he can go to for assistance should he be unable to meet his responsibilities within those normal boundaries.</li> <li>❖ The two boiler work co-ordinators (Invicta and Pioneer) are already communicating on a regular basis with each other about what is happening on their particular site; sharing of tools and spare parts (particularly in times of need); sending tradesmen from one site to the other to upskill the other site’s tradesmen in specific instances; and who are reliable suppliers of gear etc.</li> <li>❖ Both work co-ordinators have already a close working relationship with the condition monitoring technician.</li> </ul>
<p><b>9. The actual competencies/skills I have developed in myself and now use regularly:</b></p>	<ul style="list-style-type: none"> <li>❖ I am much more aware of, and look for, the non verbal signs people are giving when I’m talking with them. Sometimes I think I have actually been able to “lead” them via breathing etc.</li> <li>❖ I am very conscious of “contaminated space” and, if I sense things are going in that direction, try to distance myself from it.</li> <li>❖ When talking to a group (workforce) I make the effort to (at least appear) relaxed to try and get a better outcome/involvement from them unless the situation requires a “serious” approach.</li> </ul> <p>I am much more conscious of working below the green line to speed up making gains above the line. I am finding this skill getting much easier with practice.</p>

<p><b>10. The things I have achieved for myself through the program:</b></p>	<ul style="list-style-type: none"> <li>❖ I am much more confident in front of a workgroup than before the program.</li> <li>❖ I have a much better relationship with my teenage children than I did before going through ICB.</li> <li>❖ I now try to understand the “other” side of a discussion rather than presume my side is the only one that matters.</li> </ul>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<ul style="list-style-type: none"> <li>❖ It doesn't matter where our position in the organization/industry lies, things as simple as the way we conduct ourselves will have an influence on others; the choice is ours as to whether that influence will be positive or negative in outcome.</li> <li>❖ By doing my best to make my project a success may influence someone else to “have a go” and “make a difference”.</li> <li>❖ Great things can occur when the right people with little ideas are put together; the trick is in recognizing which people to connect and when.</li> </ul>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	<ul style="list-style-type: none"> <li>❖ Deeper understanding of miller/grower relationships and their common and also their disparate imperatives</li> <li>❖ Some facilitation skills</li> <li>❖ Some communication skills</li> <li>❖ Some planning skills</li> <li>❖ Some strategic skills</li> <li>❖ Some project management skills, taking a project from start to finish</li> </ul>

<b>1. My name:</b>	John Dal Ponte
<b>2. The title of my project</b>	Rationalize Operations At Inkerman Mill
<b>3. The overall outcome I sought:</b>	To rationalize milling train control and automate control of the milling train to allow for more economical operations and achieve better recoveries via better control using up to date control systems
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	The main objective was to combine two consoles to the one room, install a new control system to allow for better reliability and better recovery. Also there was to be enough automation in the milling train to reduce the need for the diffuser attendant. PDA's to allow more flexibility to go out into the field and away from the main screens.
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ CEA approval</li> <li>❖ Talk to the unions about changes</li> <li>❖ Finalize control changes</li> <li>❖ Purchase and install PDA for trail and evaluation</li> <li>❖ Completion of job</li> <li>❖ Talk to operators about outstanding issues</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	<ul style="list-style-type: none"> <li>❖ Financial outcomes which were delivered:</li> <li>❖ Better control of the milling functions</li> <li>❖ Allowed for better extraction due to type of control</li> <li>❖ Reduction of manning in the milling area</li> <li>❖ Purchase and evaluation of a PDA in 2005 crush</li> </ul>
<b>7. The actual system level outcomes I delivered were:</b>	The new Schneider PLC and Citect operator interface allowed for more flexible programming features which is now the CSR standard control functions. This type of PLC allows greater scope to make changes to the various control parameters also with the added advantage that we have experienced personnel on site to make changes when required and maintain local knowledge. This also allowed for standardization of control system and operator interface screens which allow for various viewing or control functions depending on the security levels required
<b>8. The actual social outcomes I delivered were:</b>	Skills required do the job are greater in that more knowledge of the diffuser is required and also for the console operator a new operator system which allowed access to other parts of the factory in view only mode.
<b>9. The actual competencies/skills I have developed in myself and now</b>	I feel more confident in being able to understand people's behaviors, their concerns as change occurs. Also by observing peoples behaviors you can see their concerns and use strategies which can put people at ease. It shows that you can also be firm but fair and still have the respect of the various

<b>use regularly:</b>	parties.
<b>10. The things I have achieved for myself through the program:</b>	It has given me an insight into behaviors of people in general and how various actions give some insight into what reactions to expect. It has also developed various skills which allow groups and individuals to express their ideas and thoughts which could otherwise lay dormant.
<b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b>	I feel that my role is to liaise within the industry in general so as to foster change to make sugar a viable resource thus maintain better economic structure within the community.
<b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b>	Went into the course with an open mind

<b>1. My name:</b>	Alfio Masatto
<b>2. The title of my project</b>	Implementation of Production labour changes to reduce operating cost.
<b>3. The overall outcome I sought:</b>	To reduce operating cost by 4 personnel or the equivalent, saving an estimated \$150,000 per annum.
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	A reduction of 4 personnel on shift.
<b>5. The milestones I set at the outset of the project were:</b>	March 05 – Discuss possibilities of changes with all involved. May 05 – Implementation plan completed. Jul 05 – Trial/Implement changes. Sep 05 – Review changes/
<b>6. The actual financial outcomes delivered were:</b>	Project still ongoing. No personnel reduction has occurred at this stage.
<b>7. The actual system level outcomes I delivered were:</b>	
<b>8. The actual social outcomes I delivered were:</b>	
<b>9. The actual competencies/skills I have developed in myself and now use regularly:</b>	There are a number of skills developed through the ICB course which are used often. Some of these include “How not to get shot”, “Credible and Approachable”, “3rd point” etc. Also a number of models have been used to in assessing the situation and gaining a deeper understanding of the situations. Eg, “Under the Green Line”, “Good to Great”, “Mental Models” etc  Other skills include, “History Trips”, “Process Aneagrams”, managing “Change and Transitions” etc
<b>10. The things I have achieved for myself through the program:</b>	A greater appreciation of what is going on around me and how I may be perceived by others. I can now take a situation and analyse what is going on and then decide how I may go about my actions.
<b>11. My insights about where I now stand in this industry and my role in it at this</b>	Our industry is in a time of where strong leadership and action is required. With financial pressures on our industry, and in turn reducing staffing levels, it is now more important to act on making a difference rather than just suggesting or talking about it. As a leader, I need to start leading people

<b>point in its history:</b>	into implementing successful change.
<b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b>	Not knowing too much about ICB before the course, I thought it was about such things as communication, conflict resolution, and management of people. So I thought I would develop further skills in these areas. ICB was a lot more than this and had some very practical applications.

<b>1. My name:</b>	Franco Zaini
<b>2. The title of my project</b>	Develop a Herbert Harvesting /Transport system which will respond to all stakeholders needs by the 2006 season.
<b>3. The overall outcome I sought:</b>	<ul style="list-style-type: none"> <li>❖ All Industry stakeholders need to be aligned and take ownership to help manage harvest/transport issues effectively.</li> <li>❖ To have a change in attitude in the harvesting and transport sector which is business based instead of confrontational.</li> <li>❖ Increase the communication to industry sectors on why CSR Sugar makes business decisions which impact on harvesting businesses and vice versa.</li> </ul>
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Gain the acceptance by stakeholders to be involved in the process.</li> <li>❖ To have the discussions and forums with stakeholders identifying the issues that faces the harvest/transport interface.</li> <li>❖ Implement a pilot trial of ideas and concepts for the 05 crushing season to provide factual data April-Nov 05.</li> <li>❖ Using the data, move towards an 06 adoption of a Herbert developed and suited harvest/transport system</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Conduct further rounds of the AAR (After Action Review) process involving loco crews, harvester operators/contractors and harvest group spokesperson. 05 - 06</li> <li>❖ To understand the staggered hours/out of hours harvesting system that Tully growers and contractors use as a value adding harvest/transport system. Can this system be used in a different form within the realms of Herbert constraints? – By Dec 05</li> <li>❖ For 05 crushing season – have pilot harvest groups throughout the district or geographically located to trial and analyze a staggered harvesting system. By – April/ May 05.</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	<p>Milling:</p> <ul style="list-style-type: none"> <li>- Room to reduce loco shifts - (1-shift= \$60,000)</li> <li>- Amount of bins in system can be reduced.- Currently using 8700bins</li> <li>- Overall better utilization of capital</li> </ul> <p>Field:</p> <ul style="list-style-type: none"> <li>- Less waiting time for bins (every hour that a harvester sits down waiting for bins = <math>15 \times 3.7 = 56T \times \\$6.50 = \\$ 364</math>). There is also continuing pressure of holding onto labour</li> <li>- Overall better utilization of current capital.</li> </ul>
<b>7. The actual system level outcomes I delivered were:</b>	<ul style="list-style-type: none"> <li>❖ Awareness to increase and better communicate between all stakeholders, whilst recognizing that communication is only one part of the whole value chain process.</li> </ul>

	<ul style="list-style-type: none"> <li>❖ Understanding (by individual and group forum discussions) that what people do and say has an impact on the way that all stakeholders interact. It is vital to be speaking on facts and not here say if the industry is to move forward.</li> <li>❖ Getting the buy-in Through the AAR process</li> <li>❖ Wanting to work and be part of reshaping the harvest/transport system in the Herbert.</li> </ul>
<p><b>8. The actual social outcomes I delivered were:</b></p>	<ul style="list-style-type: none"> <li>❖ I believe that a cultural shift in attitude is slowing happening within the field sector and Milling sector.</li> <li>❖ Individual, group and on the phone conversations since this process begun has been non-confrontational.</li> <li>❖ Have the harvesting sector realize that quality of life can be achieved by reducing the hours of harvest in the field due to in-consistent delivery times. This is still on-going</li> <li>❖ To coach individuals and groups through the process of change – allowing a more solution based thinking rather than one that is of denial.</li> </ul>
<p><b>9. The actual competencies/skills I have developed in myself and now use regularly:</b></p>	<p>The visual skills needed to confidently facilitate group discussions so that forums seeking outcomes get to that end process instead of the usual story telling that has happened in past experience.</p> <p>It can be extremely powerful to control a group of people non-verbally. I have also gained great value in being able to be credible and approachable. On a personal basis I am naturally approachable so credible was a skill that I needed to work on which I have successfully.</p>
<p><b>10. The things I have achieved for myself through the program:</b></p>	<p>I am able to take certain ICB skills and use them in my personal life. It has helped me to understand my own family.</p> <p>Showed me that we as individuals need to take the time out to listen and respect each other and also respect each others values.</p> <p>It has made me a lot more confident, especially when dealing with conflicting and volatile information.</p>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<p>Long road ahead – catch is that we don't have a lot of time.</p> <p>I have a positive outlook on the industry – it will survive.</p> <p>Change needs to happen – needs to be facilitated and done by a change agent – which after this course is now I.</p>

	Uncovered that the harvesting community has no confidence in the Herbert Transport system, thus making individuals reluctant to come on board for the journey
<b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b>	<p>I did not think that we would cover so much work in the 6 modules. My initial thoughts were to hopefully gain skills that would allow me to handle conflicting and volatile situations.</p> <p>I can now say that I have gained those skills – used them in live field situations with positive outcomes.</p>

<b>1. My name:</b>	Glenn O'Malley
<b>2. The title of my project</b>	Implementation of Strategies to achieve Best Maintenance Practice  (The development of strategies to engage stakeholders in the change from reactive to proactive maintenance management.)
<b>3. The overall outcome I sought:</b>	Achievement of Business Plan Objectives Reduction Of Costs Alignment of Maintenance and Production Increase in Plant Availability
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Work Flow Models for Crush and Maintenance</li> <li>❖ Seasons</li> <li>❖ Identification of Roles and Responsibilities</li> <li>❖ A Road Map to Best Practice in Maintenance</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Development of Work Flow Models</li> <li>❖ Development of Key Performance Indicators</li> <li>❖ Road Map to Maintenance Improvement</li> <li>❖ Power Point Presentation</li> <li>❖ Gap Analysis Audit</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	<ul style="list-style-type: none"> <li>❖ Whilst a member of the Mackay Sugar Maintenance Team we were able to reduce the maintenance spend substantially</li> <li>❖ Typical reduction of 30% of the labour maintenance spend can be achieved by the application of maintenance strategies</li> </ul>
<b>7. The actual system level outcomes I delivered were:</b>	<ul style="list-style-type: none"> <li>❖ The engagement of employees in the understanding of best practice maintenance management.</li> <li>❖ Reduction of injuries resulting from the move from reactive to planned proactive maintenance</li> </ul>
<b>8. The actual social outcomes I delivered were:</b>	Reduction of stress of employees in the effective engagement of employees in change management.
<b>9. The actual competencies/skills I have</b>	I have developed skill in looking for the nonverbals, which are displayed by people in communication and by understanding these key indicators to become a better

<p><b>developed in myself and now use regularly:</b></p>	<p>communicator. I now appreciate the power of remaining in the 3<sup>rd</sup> position in discussions both within groups and one and one discussions.</p>
<p><b>10. The things I have achieved for myself through the program:</b></p>	<ul style="list-style-type: none"> <li>❖ During the course I was able to analyse and understand my change management model and in understanding a model, which I had previously, did unconsciously I was able to refine the model and make it repeatable which has enabled me to plot a smoother transition in change management.</li> <li>❖ An increase in my ability to remain positional and remove emotion when discussing topical issues</li> </ul>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<p>My insights about where I now stand in this industry and my role in it at this point in its history I am now working in the minerals processing industry a move I feel which will provide me with further insights in management and leadership with skills enhanced by ICB</p>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	

<b>1. My name:</b>	Steven Garrad
<b>2. The title of my project</b>	<i>Progressive Wet Tropics Canegrowers self-audit their Farm Management Systems (FMS)</i>
<b>3. The overall outcome I sought:</b>	<ul style="list-style-type: none"> <li>❖ networking between like-minded growers across the north region</li> <li>❖ growers committed to improving environmental practice</li> <li>❖ growers building their business</li> <li>❖ growers motivated &amp; able to achieve their plans</li> <li>❖ growers documenting their progress, going beyond self-assessment to a third party audit</li> </ul>
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ quarterly meetings with field walks</li> <li>❖ participants accessing the FMS website &amp; resources</li> <li>❖ participants using FMS templates to build a document</li> <li>❖ three tools for measuring business profitability (success) presented and adopted</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Initial meeting of Wet Tropics Progressive growers to develop &amp; commit to a program of examining FMS.</li> <li>❖ Run 1<sup>st</sup> half of program ending with a Christmas barbeque &amp; Review of progress</li> <li>❖ Draft documents with core steering group</li> <li>❖ Run 2<sup>nd</sup> half of program including workshops, review, skills audit</li> <li>❖ Launch of working draft by group</li> <li>❖ celebration event/dinner</li> <li>❖ 5 individual FMS for industry (stage II) audit</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	<ul style="list-style-type: none"> <li>❖ All group participants who applied for Sugar Industry Restructuring monies using the FMS business plan and documented intentions were successful, attracting \$75/ha (or approx. \$120k) to on-farm / FMS projects in the region</li> <li>❖ A saving in consultant's fees @ \$1.2k per farm over seven (7) farms = \$8.4k</li> <li>❖ A future saving of consultant fees for FMS annual review of \$600 per farm (eg for 7 farms over 3 years = \$12.6k)</li> <li>❖ Generation of two (2) WHS audits with the FMS templates saving a total in consultant fees of \$4.5k and saving the potential costs of accidents that result in injury or death (\$5k to \$5m)</li> <li>❖ A successful bid (\$7.5k) for Department of Main Roads funds to repair erosion from newly constructed roads infrastructure and revegetate downstream creek banks using the FMS documented Action Plan and Monitoring System</li> <li>❖ Utilisation of EPA expertise of 58 hours FTE (\$6.7k)</li> <li>❖ Utilisation of AFFA supplied consultants of 15 hours FTE (\$7.5k)</li> </ul>
<b>7. The actual system level</b>	❖ Demonstration of a business management tool that can assist every grower to have an enormous

<p><b>outcomes I delivered were:</b></p>	<p>amount of information and knowledge at their fingertips (eg statutory issues, technical data, Best Farming Practices), supporting compliance and greater profitability</p> <ul style="list-style-type: none"> <li>❖ This tool can be adapted over time to assemble and access all of the relevant information available to more easily organise their business and private life.</li> <li>❖ An evolving package that can describe farming activities to the community, government agencies and to neighbours</li> </ul>
<p><b>8. The actual social outcomes I delivered were:</b></p>	<ul style="list-style-type: none"> <li>❖ effective networks between like-minded growers throughout the north region with contact details and summary of FMS progress documented</li> <li>❖ basic links with other FMS projects (Agrecon, Canegrowers)</li> <li>❖ an expectation &amp; preparedness amongst grower participants that their every action could need justification against environmental, social and economic values</li> <li>❖ canegrowers able to demonstrate that they are managing a business and not simply preserving a lifestyle</li> </ul>
<p><b>9. The actual competencies/skills I have developed in myself and now use regularly:</b></p>	<ul style="list-style-type: none"> <li>❖ Facilitation of small groups towards an agreed outcome that can be acted on (workshop method, enneagram)</li> <li>❖ Building a working relationship with colleagues by managing their responses to myself (rapport, quality questions &amp; listening, high &amp; low breathing)</li> <li>❖ Understand and communicate the environment that change occurs within (Ralph Stacey model, change cycles)</li> <li>❖ Understand and communicate the six levels of sustainability (through the organizational, ecological, human &amp; systems lenses)</li> <li>❖ Recognising and supporting elegant &amp; effective leadership in others and within myself ('Good to Great')</li> </ul>
<p><b>10. The things I have achieved for myself through the program:</b></p>	<ul style="list-style-type: none"> <li>❖ A building up of how I present to others (and how I perceive myself) as an 'Agent of Change'</li> <li>❖ Strategies to build my efficacy as an Agent of Change (and survive and thrive).</li> <li>❖ A better understanding of myself, my motivations and where I need to apply myself more.</li> <li>❖ A consciousness of what I am competent in as well as where I am incompetent (and a grasp of what makes a 'gifted' leader).</li> <li>❖ Considering using the RPL of this program towards an MBA at the University of Southern Queensland</li> </ul>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<ul style="list-style-type: none"> <li>❖ I am responsible for identifying and carrying out timely, targeted interventions to progress change in my industry in my sphere of influence</li> <li>❖ The whole exercise goes through stages (like flying an aeroplane) that I need anticipate, plan for and resource to bring all in for a safe landing.</li> <li>❖ Rather than identify the task and then recruit the people; I need to get the right people together to</li> </ul>

	<p>then focus on the task.</p> <ul style="list-style-type: none"> <li>❖ The industry ignores the ecological, human and organisational sustainability issues at its own peril and I am to speak for these elements to be part of decisions being made.</li> </ul>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	<ul style="list-style-type: none"> <li>❖ techniques to add to my 'toolbox' for facilitating small groups and working with individuals</li> <li>❖ skills in presenting information and myself publicly</li> <li>❖ an improved understanding of myself and how I relate to others</li> <li>❖ new perspectives on the sugar industry and some directions it may need to pursue in order to 'carve out' a future for itself in a changing world</li> <li>❖ a clearer understanding of my role in a 'reinvention' of the sugar industry</li> <li>❖ a wider network of individuals working in the sugar industry</li> <li>❖ an idea of how an international consultant operates</li> </ul>

<b>1. My name:</b>	Sharon La Spina
<b>2. The title of my project</b>	<p>My project has changed three times during the ICB course due to a change in job roles. This feedback has been provided for the last project undertaken as part of the BKN capital team.</p> <p>Implementation of a New Capital Process for the Burdekin District</p>
<b>3. The overall outcome I sought:</b>	The Burdekin District (6 business units) has used the new capital system for the development of the SIB1A(2007) capital program & projects currently approved in principal.
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Assist with the development of a uniform project process for the Burdekin region which incorporates front end loading activities.</li> <li>❖ Assist with the definition of the Capital Process (What are the stages in the process and what is required at each stage.)</li> <li>❖ Develop capital forms to be used at each stage of the process (which specifically define the requirements of each stage including key deliverables, inputs, proposal definition, cost estimate, benefits identification, benefits costing, alternatives, timing, HAZOP, business analysis, approvals &amp; supporting data.)</li> <li>❖ Assist with the development of a capital flow chart to define roles and responsibilities in the development of the SIB1A(2007) capital program.</li> <li>❖ Implement the capital process through communication sessions and training.</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ March 2005 – Definition of process complete</li> <li>❖ March 2005 – FEL0/1 first draft completed</li> <li>❖ April 2005 – Approved in principal projects to use new capital process.</li> <li>❖ August 2005 – SIB1A(2007) FEL0 Authorised</li> <li>❖ August 2005 – FEL2 first draft completed</li> <li>❖ September 2005 – SIB1A(2007) FEL1 Authorised by Site</li> <li>❖ September 2005 – FEL3 first draft completed.</li> <li>❖ October 2005 – SIB1A(2007) FEL 1 Authorised by District</li> </ul>

<p><b>6. The actual financial outcomes delivered were:</b></p>	<ul style="list-style-type: none"> <li>❖ November 2005 – SIB1A(2007) FEL2 Authorised by District</li> <li>❖ The financial outcomes are not specifically identifiable.</li> <li>❖ The existing capital process was delivering widely variable results across the region. Forecast capital expenditure was not being achieved, project scopes constantly changed resulting in budget over-runs and benefits identified in the projects development were not being achieved.</li> <li>❖ This project aims to implement a uniform project process across the region incorporating front end loading activities. Front end loading has been shown to improve cost performance, shorten project schedule durations, results in fewer changes and improve predictability of projects. The net result is improved project efficiency which can be applied to the annual \$10M of capital expenditure. (Estimated Savings \$150Kpa)</li> <li>❖ Some of the above mentioned benefits have been evident in the early phases of implementation. Projects previously approved in principal have been re-evaluated and some of these projects have been cancelled, scope definitions have been improved, variations in costs identified and benefits have been re-defined.</li> <li>❖ The district is currently on target to meet its forecast expenditure.</li> </ul>
<p><b>7. The actual system level outcomes I delivered were:</b></p>	<ul style="list-style-type: none"> <li>❖ A Process definition and flow chart has been completed.</li> <li>❖ FEL0, FEL1 and FEL2 forms have been completed.</li> <li>❖ These documents are live documents which have been introduced with the aim of continuous improvement. Feedback on the implementation is actively sort and the documentation modified periodically to reflect improvements.</li> <li>❖ The forms and process is being utilised by all business units within the district.</li> </ul>
<p><b>8. The actual social outcomes I delivered were:</b></p>	<ul style="list-style-type: none"> <li>❖ The FEL capital process is not specifically delivering improved relationships or social outcomes but it does encourage both formal and informal interactions between the stakeholders. As the process is more widely accepted, it is expected that formal interactions will develop into relationships between the various groups.</li> <li>❖ There will also be flow-on effects of the FEL capital process through the social outcomes achieved in teams that deliver a successful capital project</li> </ul>
<p><b>9. The actual competencies/skills I have developed in myself and now use regularly:</b></p>	<ul style="list-style-type: none"> <li>❖ My observation skills have improved and I find myself applying these in many of the meetings I attend. I tend to be more aware of others in the room and the effects of the discussion on them.</li> <li>❖ Although I don't use them regularly I have been able to apply some of the tools to meetings to facilitate discussions. I am also able to recognise others using them.</li> <li>❖ I have consciously tried to use the voice patterns and body positions during discussions to improve credibility.</li> </ul>

<p><b>10. The things I have achieved for myself through the program:</b></p>	<ul style="list-style-type: none"> <li>❖ I have not made the most of the opportunity that was given to me to develop my personal skills.</li> <li>❖ The program has improved my awareness of a lot of skills and knowledge that can be applied to implement change and can also be applied to every day work (and other) environments.</li> <li>❖ I now know there is so much more to consider, the program has added a new dimension.</li> </ul>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<p>My role in the industry sits firmly with achieving the biggest improvement for the capital \$.</p>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	<p>Skills and knowledge required to implement a change process. I was not sure exactly what skills would be covered. Previous participants indicated that the course would provide a range of skills for my personnel development as well as make me more effective in implementation of changes proposed to the planning department across the region. I had also seen others completing work applications etc.</p>

<b>1. My name:</b>	Martin Jones
<b>2. The title of my project</b>	Ethanol Fuels Pathway
<b>3. The overall outcome I sought:</b>	Develop a forward fuels strategy for CSR
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	Business Basis Memorandum, Manufacturing Strategy, Equity pathway explored, including options for a new distillery
<b>5. The milestones I set at the outset of the project were:</b>	Outline Business basis memo ❖ Develop project road map ❖ Manufacturing/technology options ❖ Board Review ❖ Approve sieve
<b>6. The actual financial outcomes delivered were:</b>	Project went on hold Feb 05 as market not developed. Project currently being re-visited and alternates being examined
<b>7. The actual system level outcomes I delivered were:</b>	Reinforced use of certain tools – eg workshop method, used enneagram.
<b>8. The actual social outcomes I delivered were:</b>	Now relate and approach my direct reports differently. More attuned to their needs & more conscious of below the green line issues.
<b>9. The actual competencies/skills I have developed in myself and now use regularly:</b>	❖ Credible/approachable ❖ 1,2rd point – going 3rd point ❖ How not to get shot ❖ Approaching cats ❖ High/low breathing states ❖ Workshop method/enneagrams ❖ Frozen hand gesture
<b>10. The things I have achieved for myself through the program:</b>	Improved techniques for interrelationships, presentations, etc. Understanding of corporate culture in CSR Sugar. A source/resource base of materials to draw on for a wide range of situations
<b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b>	Have a much broader perspective of what is happening in the sugar industry, the issues faced, the struggles, the competencies & lack of them. The importance in the industry of change. I am perceived as knowledgeable by the industry – do they realize ethanol will not “save” the sugar industry & why not – a message to be delivered without turning farmers against us.

**12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...**

I really had no idea, having done all kinds of training, including leadership training I didn't know what I didn't know.

What I did expect to learn was more about sugar, but given my business is ethanol and I was new to the industry, just about anything I learned was new.

<b>1. My name:</b>	Alan Craig
<b>2. The title of my project</b>	Maintain & Improve 5S Process
<b>3. The overall outcome I sought:</b>	The 5S process to continues to improve the look, the attitude and the Safety at Victoria Mill
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	All sections of the factory maintaining what they have started with the 5S process. All sections moving into new areas to improve using the 5S process
<b>5. The milestones I set at the outset of the project were:</b>	Crushing & Feeding station area will have completed 3 more areas by the end of the crush. Other teams in the factory will have completed a minimum of one more area as well as maintaining existing
<b>6. The actual financial outcomes delivered were:</b>	<ul style="list-style-type: none"> <li>❖ I have changed the scope of the project over the last 12 months as it has become clear that there is much more to this process than just to get our house keeping in order. 5S combined with the ‘Lean Management tools’ and ‘Value Stream Mapping’ have give us a way for this business to survive into the future.</li> <li>❖ My manager and I recently went to Melbourne to learn Value Stream Mapping and to visit 3 factories that are currently using the Lean Management &amp; 5S processes. We have since spent a week on training the front line supervisors &amp; managers on how to use the ‘Lean Management Tools’ and ‘Value Stream mapping’.</li> <li>❖ Numerous projects have now been set up with these people to improve the way we do business, some of these include</li> </ul>
<b>7. The actual system level outcomes I delivered were:</b>	In relation to the original project there were only minor outcomes delivered, and for the new scoped project we are only just now starting to gain some traction. I believe over the next couple of months we will start to see the benefits of these new projects. The people in the factories we visited in Melbourne said that Lean Management is an ongoing process that becomes a way of doing business. Employees in the workforce see the benefits of visual factory & start to take it up for other tasks that make their job easier.
<b>8. The actual social outcomes I delivered were:</b>	As the changes to the harvesting & cane transport system would affect all parts of the industry, including growers, harvester groups and millers there is an opportunity to share the rewards. Some key people from the growing & harvesting community were involved with the training and hopefully will continue to help look for ways to improve the business. Growers are now regularly being invited to in house production meetings to raise their awareness to what we are trying to achieve.

<p><b>9. The actual competencies/skills I have developed in myself and now use regularly:</b></p>	<p>I find myself regularly going back to look at the ICB books if I think I need to use a particular tool or skill, so I get it right or at least try. I keep the books in a handy place in my office.</p> <p>I also find I watch people more closely to calibrate their reactions when they are being informed of something and I am more aware of how this information is filtered through their values.</p> <p>I feel I now have better control over my own emotions in tense situations and I am more conscious of delivering the right message.</p> <p>I am a strong believer of the ‘good to great’ concept, finding people with the greatest potential and coaching them along the way.</p> <p>I now also understand that it is not only ok to work in an environment of uncertainty &amp; change but to survive we need to have some uncertainty in the business, it makes us sharper and keeps us looking for bigger &amp; better improvements.</p>
<p><b>10. The things I have achieved for myself through the program:</b></p>	<p>Similar to the section above. I am more confident in my abilities to achieve an acceptable outcome from meetings &amp; discussions. I know how to use many of the tools, such as anagrams, workshop methods, fish bowl, etc.</p> <p>I know that my project is now valuable to CSR &amp; the industry &amp; I am happy to keep progressing it for years to come</p>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<p>I feel that we are currently standing at a road junction and if we are smart we will break down all of the current walls that are holding us back and choose a road we haven’t travelled down before one that will be full of unknowns and we will be regularly checking and readjusting as we go. The industry as we know it will not survive (we are already seeing mills shutting down) if we don’t step out of our comfort zones and work together with all sections of the industry to find better ways. We need to take a hard look at ourselves and start by getting rid of waste &amp; inefficiencies out of the system.</p> <p>I see my role as a coach to help show others in the industry the road from ‘good to great’. I also see the ICB &amp; Visual Management tools as keys to helping make this work.</p>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	<p>If anything I am very happy with the tools &amp; skills I have learnt through out the ICB programme. I feel that the competencies I have learnt will hold both me personally &amp; the influence I may have on the industry in good stead for the future. I wasn’t expecting it to be as fruitful as it has been</p>

<b>1. My name:</b>	Gerard Cooney
<b>2. The title of my project</b>	Victoria Cogeneration Project
<b>3. The overall outcome I sought:</b>	Victoria Cogen project delivered for operation in Crush 2006
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Preparation of a business case for the Victoria Cogen Project</li> <li>❖ Board Approval gained</li> <li>❖ PPA negotiated and executed</li> <li>❖ EPCM contract negotiated and executed</li> <li>❖ Project commercial systems implemented</li> </ul>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ PPA executed by Nov'04</li> <li>❖ Board Approval by Nov'04</li> <li>❖ EPCM contract Executed Dec'04</li> <li>❖ Commercial Systems implementation by Jan'05</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	Determined that the project was not economically feasible, due to low market prices for output and high capital cost. Spent ~ \$1.3m to do this.
<b>7. The actual system level outcomes I delivered were:</b>	<p>My role in the project did not provide an opportunity to implement system level outcomes to any great extent. I contributed to linking the different parts of the system through various communication processes with various stakeholders. Eg meeting with Ian Davies to explain the broader facets of the energy market and MRET, meeting with Gavin Hughes and Peter Mondora to ensure Gavin's support for the direction of the team.</p> <p>Also, actively supporting the new staged gate approach to project development, and active participation in using the new PDRI (Project Definition Rating Index) scoring tool.</p>
<b>8. The actual social outcomes I delivered were:</b>	Again, the role I played in this project did not provide many opportunities to influence the social outcomes in any significant way. I contributed to the implementation of a tool called the "alignment thermometer" by completing the questionnaire and giving considered feedback on my feelings about how the project team was performing.
<b>9. The actual competencies/skills I have developed in myself and now use regularly:</b>	<p>I have developed a capacity to observe people and assess the implications of what I am observing in terms of the impact peoples actions are having on the communication that is occurring.</p> <p>I have learnt to look more broadly at the desired outcomes of an interaction/meeting, looking at</p>

	<p>social, emotional and rational outcomes.</p> <p>I have developed the ability to consider a range of tools that may assist the facilitation of a session, assess its applicability and use the tool in a session eg workshop method.</p> <p>I have developed the skill to consider when to use a credible or approachable manner and to consciously change my behaviour based on this assessment</p>
<p><b>10. The things I have achieved for myself through the program:</b></p>	<p>I have become more aware of how my actions and micro behaviours influence the interactions in which I participate. And I like to consciously change my behaviour to see if there is an effect. I am not elegant at this practice yet.</p>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<p>I am in a position to positively influence the direction of the industry, being in the Business Development group of CSR where new opportunities are assessed for strategic fit and feasibility.</p> <p>I have the freedom to exercise a level of leadership in my role, the extent of which is really determined by my desire to take up this challenge. It is up to me to be proactive in my role.</p>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	<ul style="list-style-type: none"> <li>❖ Develop and implement a change management plan</li> <li>❖ Develop group facilitation skills</li> <li>❖ Develop interpersonal skills</li> </ul>

<b>1. My name:</b>	Frank Pini
<b>2. The title of my project</b>	Implementation and execution of shutdown plan for the 2005 non-crush
<b>3. The overall outcome I sought:</b>	<ul style="list-style-type: none"> <li>❖ Zero safety incidents</li> <li>❖ Zero defects and non-conformances</li> <li>❖ On or better than planned schedule, on or under budget</li> <li>❖ All engineering goals met</li> <li>❖ Change shutdown culture</li> </ul> <p>(If I could start again and after completing ICB5 I would not select the same outcomes for this project. I believe that a more effective and stainable result can be achieved by focus on behavioural and cultural changes that lead to a desired outcome. )</p>
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Shutdown manual</li> <li>❖ Plan in place that identifies – <ul style="list-style-type: none"> <li>- Shutdown safety plan</li> <li>- Shutdown resource plan</li> <li>- Quality plan</li> </ul> </li> </ul> <p>(Original deliverables are all systems focus, again need to focus more on below the green line issues)</p>
<b>5. The milestones I set at the outset of the project were:</b>	<ul style="list-style-type: none"> <li>❖ Key roles identified</li> <li>❖ Shutdown workgroup working as a team</li> <li>❖ Presentation to stakeholders</li> <li>❖ Determine shutdown KPI's</li> <li>❖ Develop project timeline</li> <li>❖ Monthly review meeting</li> <li>❖ Draft shutdown plan</li> </ul>
<b>6. The actual financial outcomes delivered were:</b>	Financial outcome not measurable at current stage. Financial potential is associate with reduced of effort in shutdown preparation, and ensuring right decision is made at the right time to ensure we are maximising use of maintenance dollars
<b>7. The actual system level outcomes I delivered were:</b>	<ul style="list-style-type: none"> <li>❖ Emerging work process</li> <li>❖ Weekly shutdown meeting process agreed ad documented</li> <li>❖ Discipline of weekly shutdown meetings</li> </ul>

	<ul style="list-style-type: none"> <li>❖ Schedules adopted and being followed (in most cases).</li> <li>❖ Structured approach to shutdown development</li> <li>❖ Draft shutdown manual produced</li> <li>❖ Quality being integrated into maintenance activity</li> </ul>
<b>8. The actual social outcomes I delivered were:</b>	<ul style="list-style-type: none"> <li>❖ Safety seen as integral to shutdown process.</li> <li>❖ Acceptance that quality has to have a greater focus</li> <li>❖ Expectation of management that we have a well defined shutdown staging plan</li> <li>❖ Shutdown planning group now working closer as a team (breaking down of department boundaries)</li> <li>❖ Shutdown group now involved in majority of decisions affecting the group. (the decision making process is more transparent)</li> </ul>
<b>9. The actual competencies/skills I have developed in myself and now use regularly:</b>	<ul style="list-style-type: none"> <li>❖ Improve skill in running workshops and achieving good outcomes</li> <li>❖ How not to get shot</li> <li>❖ Improved facilitation skill</li> <li>❖ Starting to get the hang of reading body language</li> <li>❖ Improvement in observation and listening skills</li> <li>❖ Improvement in conflict management</li> </ul>
<b>10. The things I have achieved for myself through the program:</b>	<ul style="list-style-type: none"> <li>❖ Challenge my own thinking in regards to introducing sustainable change</li> <li>❖ The need to manage up to achieve outcomes that I want</li> <li>❖ Requirement to set clear boundaries and expectations for change</li> <li>❖ Expanded current network of contacts with the industry (all sectors)</li> <li>❖ Recognition of the requirement to meet needs of individuals and organisation.</li> <li>❖ Awareness that my own behaviour is important – eg the messages we intend to deliver vs. what others see or perceive.</li> <li>❖ Now have a better understanding as to why some people do the things they do and why we get a certain affect.</li> </ul>
<b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b>	<ul style="list-style-type: none"> <li>❖ Easy to see what is wrong harder to acknowledge what is right. Have the power to change a lot of the things that are wrong.</li> <li>❖ Accept at times that I can do things that I don't intend with undesirable outcomes.</li> <li>❖ Have a choice about how I behave and the expected consequences of that behaviour</li> <li>❖ "Timing is Everything" At this point in the history of the industry the timing is right for change.</li> <li>❖ The importance of considering sustainability when introducing change.</li> <li>❖ Have to change my role from an engineering manager to a change manager.</li> </ul>
<b>12. In hindsight, the competencies and things</b>	<ul style="list-style-type: none"> <li>❖ Better conflict resolution skill</li> <li>❖ Improved communication and observations skills</li> </ul>

**that at the start of the program I thought I would develop were ...**

❖ Presentation skills

Understanding issue around change management. eg. People, culture, history and ho to successfully implement change. Name:

<b>1. My name:</b>	Peter Sheedy
<b>2. The title of my project</b>	New framework for collective cane supply agreement
<b>3. The overall outcome I sought:</b>	More Profitable Sugar Industry Participants making sustainable returns from operations
<b>4. The specific deliverables of my project as outlined at the start of the project were:</b>	Contractual cane supply system that allows industry profits to be optimized. Profit improvement opportunities to be evaluated against existing practices.
<b>5. The milestones I set at the outset of the project were:</b>	Regional Plan Targets outlined by RIB August 2004 Growers Collective Company operating in regions August 2004 Joint work groups focus on 2 phases by August 2004 Phase 1 - Scope out commercial agreement requirements for 2005 to replace legislation Phase 2 Scope issues for longer term profitability with knowledge of economics and drivers Collective negotiations begin September 2004
<b>6. The actual financial outcomes delivered were:</b>	Supported a negotiated outcome with a commercial collective contract that provides a basis for a more profitable industry distributing proceeds from the value of raw sugar produced with a proviso for meaningful discussion to be entered into for other value adding opportunities to share risk and reward. The contract sets a platform for the creation of more value from the crop in succeeding years of the contract through mechanisms including incentive payments. The 2005 season's processing options were constrained by the time taken to conclude contract negotiations. It is impossible to ascribe a dollar value to the financial outcomes of the whole project.
<b>7. The actual system level outcomes I delivered were:</b>	Supported establishment of a system of cane supply and processing including harvesting, grouping, cane handling and crushing, cane analysis and payment and the auditing thereof and extending to a system of accommodating farm sales for contracted production areas.
<b>8. The actual social outcomes I delivered were:</b>	A strongly united grower membership with improved understanding of the functioning and profit drivers of their industry and the need for cohesive action for improved efficiency
<b>9. The actual competencies/skills I have developed in myself and now use regularly:</b>	The appropriate use of credible and approachable manner of behaviour. How not to get shot and many of the personal skills for dealing with members singularly and in groups and meeting situations

<p><b>10. The things I have achieved for myself through the program:</b></p>	<p>Vastly improved perspective of the issues confronting relationships at various levels in different business units right through the industry and the critical importance of paying attention to the things “below the green line” for more sustainable change.</p>
<p><b>11. My insights about where I now stand in this industry and my role in it at this point in its history:</b></p>	<p>My insights about where I now stand in this industry and my role in it at this point in its history There are tremendous forces for change, which I may be able to influence to some small degree in my sphere of influence for better industry outcomes by paying attention to important relationship issues.</p>
<p><b>12. In hindsight, the competencies and things that at the start of the program I thought I would develop were ...</b></p>	

August 2005

## **STRATEGIC INITIATIVE PROJECT REPORT**

**D. Sievers  
Production Manager  
Mackay Sugar Co op Ass Ltd**

### **PROJECT OUTCOME**

#### **Project A**

Target 10 Initiative (Pleystowe Factory)

#### **Project B**

Factory Performance Improvement (Racecourse Factory)

#### **Discussion**

Due to change of position within Mackay Sugar in December 2004 the Strategic Initiative Project for ICB was revised to Project B. The project outcomes from Project A as at June 2005 will be reported on as the strategy for the project was developed by December 2004 and implemented by the Production Manager at that site.

### **OVERALL OUTCOMES SOUGHT**

#### **Project A .**

Reduction of crush operation expenditure at Pleystowe Factory of \$100,000 YEJ 2005, \$100,000 YEJ 2006. This was a component of a 3 year plan for reduction of operating and overheads costs of whole business to a target of \$10 per tonne of cane

## **Project B**

Development of an improvement plan for factory recovery and premium sugar compliance. Documentation of operating procedures for the process stations at all MSCA sites. Review existing strategies already completed by prior manager and consultants. Form a select group of people with technical knowledge of process sections of factories to review these strategies and assist with development of forward plan.

## **SPECIFIC DELIVERABLES**

**.Project A** -- Project plan for further rationalization of operating positions in Pleystowe to achieve a Factory Cost reduction of \$100,000 in the YEJ 2005 by elimination of the Mill Train Attendant position and further \$100,000 in YEJ 2006 by elimination of the Ash Plant Attendant position.

Employee involvement into the effect of the reduction of the shift operation personnel and also plant/equipment changes necessary to reduce workload.

## **Project B**

Documentation of Standard Operating Procedures for factory operations at the 4 MSCA sites.

Develops and present a Racecourse site specific information package for the Production employees.

Target molasses loss of <9%.

Commissioning of the HG fugal molasses operations and No.9 pan modification project. Both those projects were developed by prior Production Managers. Quantifying of the effect of Refinery process return streams on factory efficiency.

Continual consultation with Transfield Services (being the Maintenance provider) focused on achieving >90% plant availability.

## **MILESTONES**

### **Project A**

**Milestone 1** Reduction of \$100,000 in Pleystowe factory operations by elimination of Mill Attendant position by October 2004.

**Status** Work completed prior to and at commencement of 2004 crush with no persons in this position for the crush.

**Milestone 2** Detailed plan for reduction of operating cost for the 2005 crush by March 2005.

**Status** Pleystowe factory commenced operations in 2005 crush with no persons in the Ash Plant Attendant position. Detail of capital project requirements and Operator meetings were finalized by January 2005.

**Milestone 3** Develop 3 year plan for further reduction in Pleystowe factory operations cost.

**Status** General plan developed and handed over to replacement Production Manager in January 2005.

**Milestone 4** Resource requirements for Pleystowe production and maintenance completed by May 2005.

**Status** This to be resolved by replacement Production Manager.

## **Project B**

**Milestone 1** Successful commissioning of the High Grade Fugal molasses separation project and No.9 pan project by July 2005.

**Status** At this stage there has been minimal benefit of No 9 pan modifications, detailed report by Production Chemist is in process. Further modifications were made previous week.

The high grade fugal molasses separation project is providing the benefits targeted which primarily enables fugalling of A and B massecurites simultaneously.

**Milestone 2** Develop site specific information package for production employees by June 2005.

**Status** Information package was developed and presented to all Racecourse production employees the week prior to commencement of crush operations. Feedback from attendees was positive.

**Milestone 3** To conduct investigation into the problem of low sugar recovery at Racecourse site by June 2005.

**Status** Technical committee formed March 2005 and met on 4 occasions during the March to end of April period. The Capital works program developed for 2005/2006 includes some of the recommendations from the Technical committee. Commercial index at this stage has been extremely variable from week to week.

**Milestone 4** Develop improvement plan for issues associated with low commercial index at Racecourse site by September 2005.

**Status** Short term plan for Capital 2005/06 developed and projects completed or in process, longer term planning still in process.

**Milestone 5** Develop standard operating procedures for Racecourse Factory process areas by June 2005.

**Status** Completed development of 70 standard operating procedures primarily for process areas at Racecourse site. Operating procedures for clarification and evaporation sections at other 3 factories at varying stages.

**Milestone 6** Develop fault guide for process areas.

No fault guides developed at this stage. \$100,000 allocated in YEJ 2006 overheads budget for further development of Standard Operating Procedures of which fault guides will be a component.

### **Cost savings**

#### **Project A**

Cost saving achieved in Project A were reduction in labour costs at Pleystowe of \$100,000 in YEJ 2005 with a further \$75,000 in YEJ 2006 achievable. This reduction of \$175,000 per annum will be ongoing.

#### **Project B**

Was focused on improving the recovery and premium sugar compliance at Racecourse factory, the potential additional revenue is based on an improved premium sugar compliance from 50%% to 70% and reduction in molasses loss to less than 9%. Neither can be finally ascertained until the completion of the 2005 crush in November. Premium sugar compliance to date is 40% however the training of 4 new high grade fugal operators impacted on this initially. Molasses season to date is less than 9%. Further capital works are planned for during the 2005 crush and have benefits will not be able to be audited to 2006.

### **System and social outcomes**

Referring to Project A employees were engaged from the initial concept to the final scope of work developed for the demanning of the Ash attendant position for 2005 crush.

This involved facilitation of several workshops. The concerns of individuals and the group with the changes to work practices were addressed at the workshops.

Business Information session for all employees was held mid June this involved a revision of the previous years business unit objectives, information on KPI's, environmental compliance and an overview of the total business operations. Primarily this was targeted in familiarisation of employees in the operations of the business and communication of objectives.

Update of KPI's and comments on operations is circulated.

The process energam was used as a guide in the discussion of processing problems with the production team at Racecourse site.

Recognising the history ie previous work undertaken by the people involved was necessary so as not to lose the moral of some individuals as several of these persons had contributed significantly to the business operations over a long period.

Realisation that the loss of identity following the alliance with external maintenance provider is important and needs to be recognised as one of the issues with lower moral in some individuals. The transitional management notes accurately reflect the attitudes currently being displayed by many as being in the neutral zone.

Mackay Sugar as a business has relatively remained in the certainty/agreement zone of the Stacy diagram and up to this date has not been very innovative in diversification however currently a large cogeneration project is being investigated.

"Will it make the boat go faster" is a memorable phrase and have used this on several occasions when individuals head off on a course which has no tangible outcome. and require human resources to take on the journey.

### **Competencies and self achievements**

Increased confidence in the facilitation of meetings or workshop situations compared to prior ICB.

Ability to "not get shot" and use of whiteboard or third point to direct focus from oneself.

Increased awareness of the non verbal communication of individuals and or the group.

Importance of room/furniture layout in establishing the right environment.

Conscious of staying out of first position when the pressure is on.

With relevance to the Stacy diagram the realisation one has to step away from the left hand corner (certainty and agreement)

The importance of history in the change transition process and the phases of a transition process are learnings of significance.

My analysis of the business with respect to the Dexter Dunphy sustainability profiles put it in the categories of compliance to efficiency and I realise a need to improve the human sustainability component.

Further involvement in the industrial relations area of the business will both benefit my personal growth and the business.

The relationship between Mackay Sugar and Transfield Services with respect to the drivers for the contract have been questioned and will continue to be so.

With the exodus of persons from the organisation further emphasis on exit interviews and subsequent follow ups to be communicated as the sustainability of the business with the technical drain of resources is impacting on those remaining.

In the short term do not envisage my role in the industry changing however the input into the longer term strategy development of Mackay Sugar will improve.

The competencies I envisaged developing at start of the program were mainly around facilitation skills development.

Des Sievers