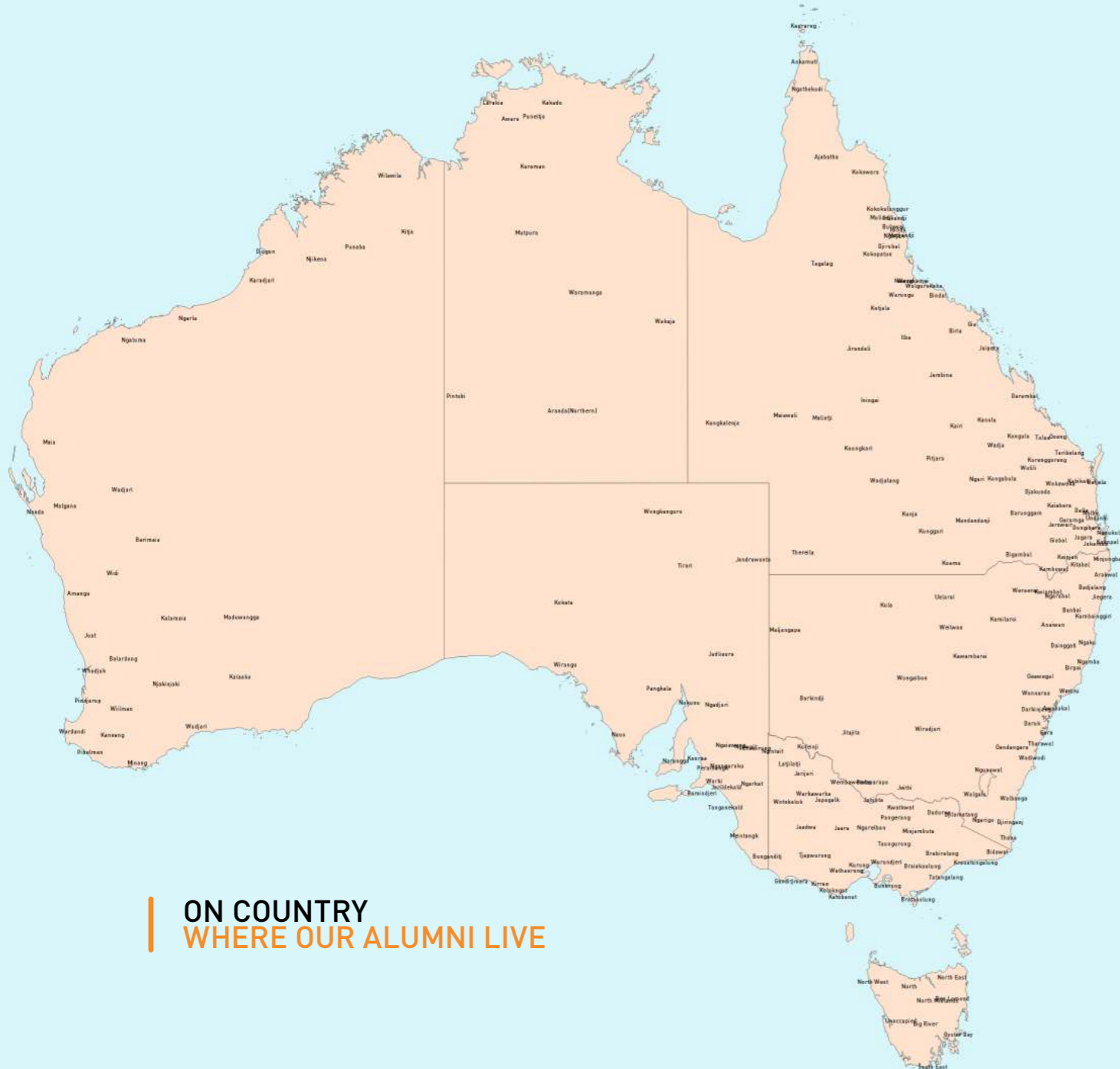




**AUSTRALIAN
RURAL LEADERSHIP
FOUNDATION**
2022 IMPACT REPORT

[RURAL-LEADERS.ORG.AU](https://rural-leaders.org.au)



ON COUNTRY WHERE OUR ALUMNI LIVE

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of all the lands on which we meet, work and live. We also wish to acknowledge the sacredness of the land, the continued spiritual presence and elders past, present and future. We also wish to acknowledge that this always was and always will be Aboriginal and Torres Strait Islander land.

Our work is not possible without the generosity of First Nations Australians who welcome us onto their land and into their communities and lives. We have grown and sustained relationships with individuals and communities over 30 years and will continue to do so for future generations.

Through our work we strive for truth-telling about Australia's history and the dispossession of First Nations to create positive change and reconciliation between non-Indigenous Australians and First Nations peoples.



ELVERINA JOHNSON
Artist, Yarrabah, QLD

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OUR PATRONS AND OUR BOARD OF DIRECTORS

DAVID HURLEY



PETER COSGROVE



COLLEEN HAYWARD



ANDREW ROBB



TIM FAIRFAX



BOARD OF DIRECTORS

- MICHAEL CARROLL (CHAIR)
- SYLVIA ADMANS
- MARGAUX BEAUCHAMP
- ROB DULHUNTY
- MELISSA FLETCHER
- RICK SAWERS

HIS EXCELLENCY GENERAL THE HONOURABLE DAVID HURLEY AC DSC (RETD) GOVERNOR-GENERAL OF THE COMMONWEALTH OF AUSTRALIA (PATRON-IN-CHIEF)

The Australian Rural Leadership Foundation is a great Australian organisation.

For 30 years the Foundation has been investing in Australia's future, designing and implementing leadership programs to help Australians achieve better outcomes in our rural, regional and remote areas. These programs help strengthen our communities and local economies.

Behind the success of any organisation is its people. I congratulate the Foundation's board and the staff, participants, partners, alumni and associates whose passion and dedication to rural leadership is at the heart of this report and of the Foundation's extraordinary impact.

GENERAL THE HONOURABLE SIR PETER COSGROVE AK AC (MIL) CVO MC (RETD) (PATRON EMERITUS)

As this vital Australian Leadership Foundation celebrates 30 years of success in identifying and developing leaders from all over rural Australia, it's important to dwell on the impact these leaders continue to have on their communities in the 'beating heart' of our nation – the bush!

As an alumni group their network is incredibly strong – I have seen this at first hand from my earliest participation in the ARLF's work, when I was Governor General. I am proud of them all and delighted to continue my association with the ARLF programs.

COLLEEN HAYWARD AM (PATRON)

Any 30-year anniversary is worthy of celebration. Its longevity is significant, as is its focus and impact. So much Australian policy and program availability has a capital city focus that can seem to lack support for, and understanding of, the critical role people in regional Australia play, not only in supporting each other, our communities and industries, but the whole of the nation. ARLF programs bring unique expertise that facilitate relevant content, experience and cohort connection that benefits us all, no matter our location, our sector or our cultural associations. I'm proud to support its work through my co-patronage.

HON ANDREW ROBB AO (PATRON)

Great leadership deserves celebration and recognition.

This reflection on the impact of 30 years of leadership development by the ARLF celebrates the remarkable changemakers, our emerging rural leaders, who are building a better future across regional Australia.

Instilled in the ARLF is the firm belief in the transformation power of strong leadership – the capacity of individuals to better our world through their own imagination, courage and resolve, and, in turn, through their capacity to empower others.

The ARLF teaches our future rural and regional leaders how this is done by consistently communicating their vision and values, with their own words and deeds, and, as a consequence bringing others to do the same.

TIM FAIRFAX AC (PATRON)

My passion for rural, regional and remote Australia has led me to have a long association with the ARLF, beginning in 1999 as a board member. Since that time, I have come across many alumni, including Tim Fairfax Family Foundation scholarship recipients. I am always gratified by the transformation of graduates and the role they are playing to make rural and regional Australia a vibrant and exciting place to live and work.

One of the greatest legacies of the ARLF is the networks that have been established, whereby past graduates can share their knowledge, challenges and rewards, which in the long term will build a better rural and regional Australia.

INTRODUCTION FROM OUR CHAIR AND CHIEF EXECUTIVE

The Australian Rural Leadership Foundation (ARLF) was established 30 years ago to serve rural, regional and remote Australia through leadership development. Core to achieving this was the establishment of a leadership program that had deep impact on its participants and, in turn, an impact on their businesses, industries and communities across Australia.

The Australian Rural Leadership Program (ARLP) was born. For the first decade of the ARLF's existence this was the sole focus of our work. Today the ARLP remains the longest and most in-depth experiential leadership development program in the country. It is our flagship. It is central to our work and is the fullest expression of experiential leadership development we offer. As such it provides the greatest opportunity to develop behavioural and social intelligence in its participants and those they serve.

From this solid foundation, the ARLF has been able to expand its work - firstly developing and offering additional national programs focused on different stages of leadership, followed by bespoke programs focused on particular sectors or regions. This has been a natural response to the emerging needs of Australia's rural and regional industries and communities. And the ARLF, with its sole focus on our regions, has been the best-placed organisation to deliver.

And we are delivering, as this impact report shows. But we can deliver more: More leadership development opportunities, for more people, in more places to create more impact. This means we will continue to nurture and improve our core national programs and expand our regional, place-based resilience and sector/industry programs.

We must continually challenge what we do to ensure what we offer, and the role we play, delivers in a contemporary context. We will continue to nurture the practice of leadership development here and beyond our borders.



MICHAEL CARROLL (CHAIR)



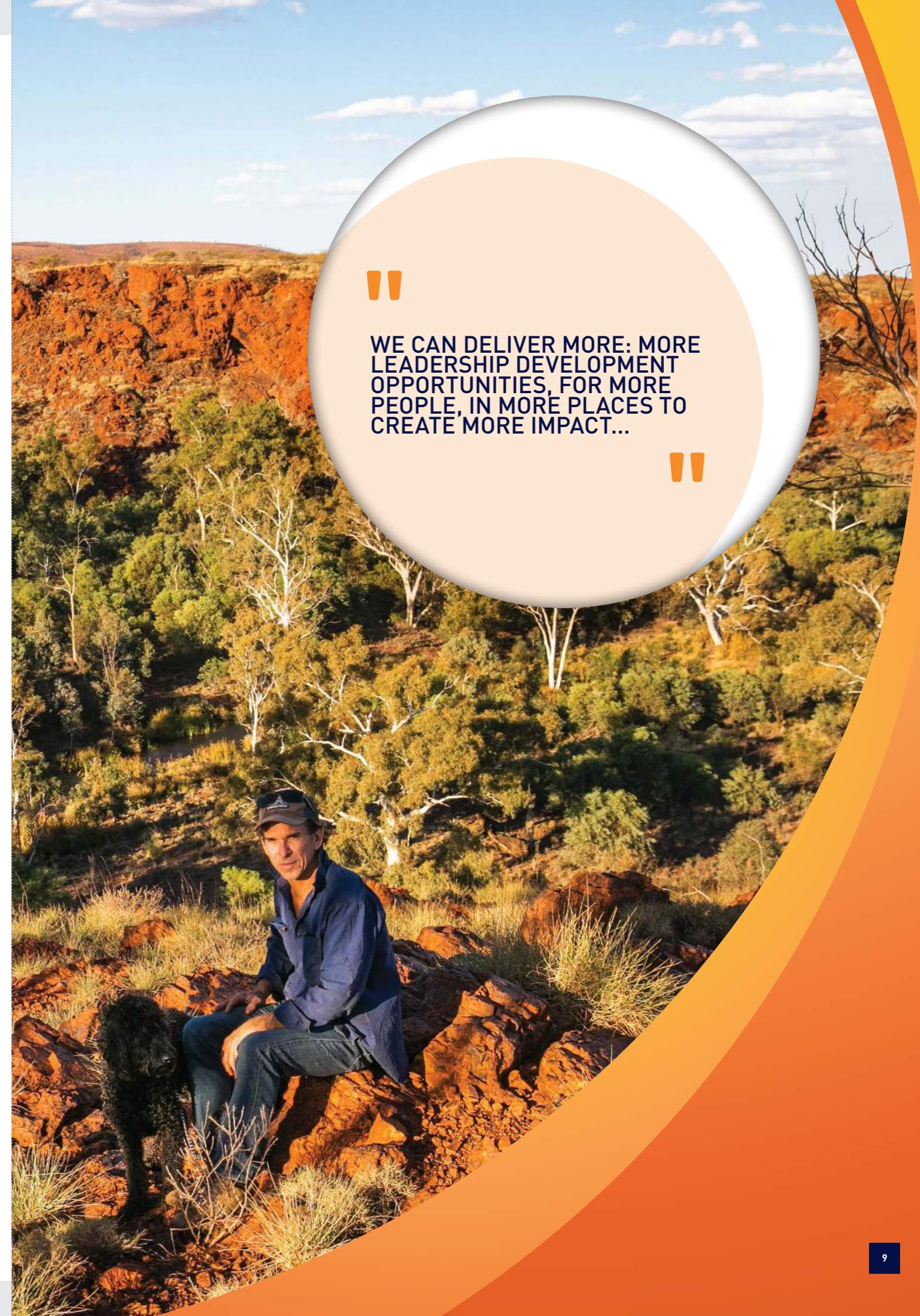
MATT LINNEGAR (CHIEF EXECUTIVE)



”

**WE CAN DELIVER MORE: MORE
LEADERSHIP DEVELOPMENT
OPPORTUNITIES, FOR MORE
PEOPLE, IN MORE PLACES TO
CREATE MORE IMPACT...**

”



OUR STRATEGY 2022-2025

OUR VISION

Thriving rural, regional and remote communities.

OUR PURPOSE

To develop and exercise leadership for positive impact.

OUR APPROACH

We develop leadership so people act beyond themselves, work with others, and facilitate change. We do this by offering participants challenging, hands-on learning experiences and the opportunity for reflection.

OUR VALUES



Respect and engage with First Nation's cultural knowledge



Engage with a diversity of views, perceptions, backgrounds and cultures



Challenge entrenched ideas



Foster collaboration and act beyond self



Pursue lifelong learning

STRATEGIC PRIORITIES

- Extend high quality leadership development opportunities for more people in more places
- Collaborate with purpose-aligned organisations, investors and people
- Activate leadership networks to facilitate change in organisations, sectors and communities
- Ensure the ARLF is capable and sustainable
- Contribute to the creation of knowledge to improve the practice of leadership development
- Understand our impact in more depth

ABOUT THIS REPORT



This impact report has been developed in collaboration with researchers from the Rural Economies Centre of Excellence, at University of Southern Queensland, and Kowa Collaboration, an organisation that evaluates the impact of programs through a First Nations lens, and Rural Room who have assisted with the collection of our Impact Yarns. This report approaches the assessment of leadership program impact - what has changed and what has remained constant over the past three decades. The design of this report takes into consideration a number of principles of leadership when interpreting the results.

A HOLISTIC VIEW OF LEADERSHIP

This report considers the range of leadership principles for the individual person and their immediate family, their professional capacity and career, and their wider community. Leadership also has diverse expressions, considered in this report against leadership practices; "6A" framework of Awareness, Adaptation, Authenticity, Affiliation, Action, and Advocacy. Further, the report acknowledges aspects of leadership diversity - gender, age, nationality and geography.

LEADERSHIP AS A CONTINUING JOURNEY

Leadership is a continuing journey without an ideal end state. Growth in leadership introduces new challenges and the reassessment of personal capability. Increased understanding of concepts and exposure to new challenges results in personal re-evaluation. The personal evolutionary aspect of leadership is considered in this report when assessing individual responses at a given point in time such as pre- or post-program self-evaluation.

THE CHANGING NATURE OF LEADERSHIP

Perspectives on leadership development have evolved over the last several decades; from a focus on the individual to a consideration of the context in which the individual operates; from transactional to transformational leadership; from personal impact to collective impact. These changes are influenced by the increased complexity in which leaders operate, especially for challenges that no single individual or institution can address. This review considers the broader and transformational impact of leadership.

ACKNOWLEDGED CHALLENGES IN ASSESSING LEADERSHIP IMPACT

Feedback from alumni reflects that leadership development can play a transformational role in a leader's journey, but leadership impact is a result of more than any single program. Diverse situations, other experiences, the contribution of other development

programs, and lessons gained from life generally all contribute to outcomes. Leadership development can also have unintended consequences - short-term challenges can lead to long-term resilience and personal capacity-building.

METHODOLOGY

The report is developed from a number of sources:

- **Alumni Survey:** An alumni survey received 492 responses from 2212 graduates at 30 June 2022;
- **Interviews and case studies / Impact yarns:** Input to the report was drawn from over 40 interviews with participants from the range of ARLF programs gathered over many years;
- **Operational data:** Data has been drawn from the last 30 years, including participation rates and participant demographics.
- **Research:** Additional research into participants' current context and impact.

SURVEY INSTRUMENTS

Survey instruments are used across ARLF programs. These instruments include standardised sections as well as tailored elements based on the needs of each program. Elements include:

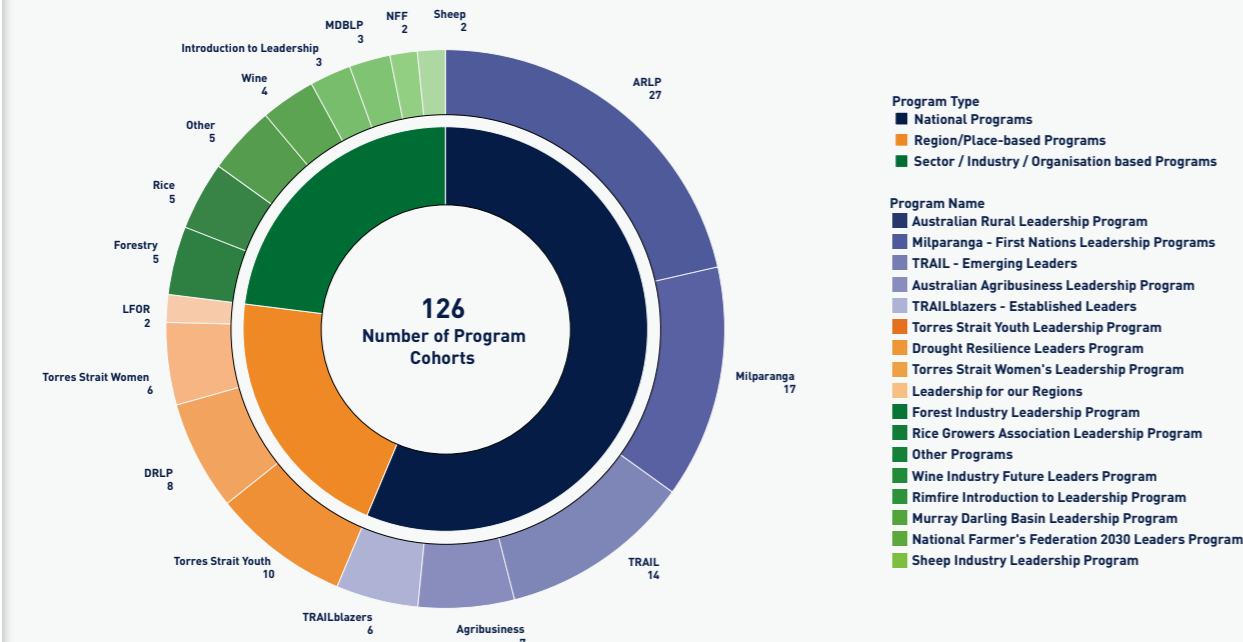
- Demographic information
- Program feedback
- Leadership practices, 6A framework indicators
- Leadership skill indicators
- Innovation indicators
- Impact and change
- Program-specific indicators

LEADERSHIP PRACTICES, THE 6A FRAMEWORK

The 6A questions ask 3 to 5 questions for each of the leadership practices (Awareness, Adaptation, Authenticity, Action, Affiliation and Advocacy). These questions are sub-categorised to consider individual, community, and collective impact.

AT A GLANCE

LEADERSHIP PROGRAM COHORTS OVER 30 YEARS



ALUMNI BY STATE AND LOCATION



FINANCIAL YEAR 2021-2022

INCOME:*

\$8,496,930

EXPENDITURE:*

\$8,375,150

ARLF PARTICIPANTS:

701

FIRST NATIONS' PARTICIPANTS:

13%

GRADUATES:**

510

FIRST NATIONS' GRADUATES:

15%

40 AUSTRALIAN RURAL LEADERSHIP PROGRAM

253 SHORT COURSE LEADERSHIP PROGRAM

226 MENTORING PROGRAM

MILPARANGA ABORIGINAL AND TORRES STRAIT ISLANDER LEADERSHIP PROGRAMS (Emerging, Established and Mentoring Programs)

DROUGHT RESILIENCE LEADERS PROGRAM (Leaders Development and Mentoring Programs)

AUSTRALIAN RURAL LEADERSHIP PROGRAM

PROGRAMS:

07

01. Australian Agribusiness Leadership Program
02. Australian Rural Leadership Program
03. Drought Resilience Leaders Program
04. Introduction to Leadership
05. Milparanga Aboriginal and Torres Strait Islander Leadership Program
06. Regenerate Regional Leadership Program
07. TRAIL Emerging Leaders Program

COMMUNICATIONS REACH:

FY 2021/22 compared to previous year

Social media followers:
13,135 +20.3%

LinkedIn followers:
5,359 +44.2%

Facebook followers:
4,611 +15.7%

Twitter followers:
2,934 +4.6%

Instagram followers:
231 LAUNCHED 2022

PROGRAM COHORTS:

23

18 LEADERSHIP PROGRAM COHORTS

04 MENTORING PROGRAM COHORTS
(Drought Resilience Rounds 1, 2 and 3, National Farmers' Federation and Milparanga Mentoring Programs)

01 GRANT PROGRAM COHORT
(Drought Resilience Leaders Community Extension Grants)

30 YEARS TO JUNE 2022

ALUMNI:**

2212

829 AUSTRALIAN RURAL LEADERSHIP PROGRAM

1226 SHORT COURSE LEADERSHIP PROGRAM

235 MENTORING PROGRAM

18% FIRST NATIONS' ALUMNI

17 NUMBER OF ARLF ASSOCIATES

37 NUMBER OF ARLF STAFF

8.63 CUSTOMER SATISFACTION SCORE***

*Note: data represents unaudited figures

**Some participants graduated from 2 programs

*** Average score out of 10 from 163 participant responses from program cohorts surveyed



THE EXPERIENCE WAS
UNFORGETTABLE AND
VALUABLE IN SO MANY
WAYS AND PUSHED ME TO
CONSIDER THE WORLD IN
A DIFFERENT WAY.



SUSAN FINDLAY TICKNER
*Farmer, communications professional.
Horsham, VIC*

ARLF OUR STORY

It was April 29, 1993 - Day One of the first Australian Rural Leadership Program. The participants were assembled in Kununurra, WA. They were addressed by the ARLF executive director Mike Beckingham, who concluded his speech with this challenge:

"This course is a once in a lifetime opportunity for you to develop yourself. We will provide the setting, but what you get from the course will depend largely on you."

I would like to start you on a path which will lead to your shared vision for rural Australia.

Vision is the most important element in leadership. Without it you cannot lead. It is not the only element, there are many other qualities and characteristics required if you are to realise the vision. These you should identify as you expand your readings on leadership and as you are exposed to leaders in many walks of life"...



OUR STORY: CONTINUED

So started the experience that changed their lives and the industries and communities from which they were drawn. Since then, more than 800 ARLP participants have followed their path. They have been joined by 1400 who have completed a range of other leadership courses.

That day was the culmination of two years' preparation following the initial concept of the Rural Industries Research and Development Corporation (now AgriFutures Australia) to foster leaders as the way to enhance rural industries and communities. They had seen the model succeed elsewhere, notably in the US with the Californian Agricultural Leadership Program.

After consulting widely with rural industries and communities, the Rural Industries RDC determined to create a program that operated Australia wide, was independently run by a high-profile-board and was owned and principally financed by industry and the community.

The Australian Rural Leadership Foundation was established in October 1992 and the ARLP was officially launched the following month.

The style of the ARLP was based on military college courses, reflecting the background of Beckingham and his colleague (and later ARLF executive director) John Quantrill. As it has continued to do to this day, the ARLP started with the immersive, experiential 13-day course in the Kimberley, designed for team-building and personal growth. Over the next two years of the part-time course, the cohort undertook sessions in other parts of Australia and, importantly, one overseas, to engage with leaders from government, business, unions and community organisations.

The Rural Industries RDC underwrote the first five years of the program with \$1.35million. Other foundation sponsors were the research and development organisations representing grains, fisheries, dairy, sugar, cotton, meat and egg sectors.

Such sector funding guaranteed nominated candidates from those industry areas. The following year general scholarships were supported, thanks to funding from Vincent Fairfax Family Foundation, QBE Insurance, Rural Press Limited and the National Farmers' Federation.

The course was an instant success. An independent review of the program in 1997, which compared it with leadership programs in Australia and elsewhere, commended the ARLF on "an exciting, world-class" program and said the participants had developed skills, knowledge and contacts that would enable them to take

on key leadership roles in industry and the community – indeed "this is already happening".

The review also made recommendations for the future of the ARLF and its program, including considering leadership development modules that could be used in the regions; supporting mid-level leadership to feed the ARLP; emphasise the development of the person and their family and community; and expand to embrace more female and non-Anglo Saxon leaders.

By Course 7 in 2000 almost 40 percent of the cohort were women.

The inaugural First Nations participants were Russell Taylor and Rod Burke (ARLP 2). Russell and Bunuba man Joe Ross, from Fitzroy Crossing, who completed Course 5 in 1999, felt the need for a specific leadership program for First Nations people. This resulted in the conception of what is today the Australian Indigenous leadership Centre. Later Toshie Kris (ARLP 10) went back to the Torres Strait Regional Authority and said it needed to invest in leadership development through the ARLF. So started a relationship that has seen the introduction of a number of courses for Torres Strait Islander school leavers, youth and women since 2010.

Today, The Foundation runs the national Milparanga Aboriginal and Torres Strait Islander Leadership program, as a suite of four courses, for established and emerging, alumni Indigenous leaders and a mentoring program. The First Nations alumni, now numbering more than 400 (across all ARLF programs) are making a difference in all parts of Australia.

The development of new courses beyond the flagship ARLP started within the first 10 years. The first client-focused course was developed for the Murray-Darling Basin Commission, after a university study concluded that the unique needs of the Murray-Darling Basin could only be met through developing people who could facilitate cultural and attitudinal change in the Basin. The Murray-Darling Basin Leadership Program consisted of three week-long sessions conducted in three Basin locations over six months. In total, 46 participants took part between 2002 and 2005.

Since then, other sectors have sought bespoke leadership courses, including rice growers, recreational fishing, Murray Irrigation, Gippsland region, wine industry, Torres Strait Island Authority, sheep meat industry, Blackwood Corporation and National Farmers Federation.

The success of such programs, and the need to reduce the Foundation's financial reliance on ARLP scholarships, prompted the then chief executive Lesley Fitzpatrick in 2009 to investigate expanding the range of offerings. Two new national programs were created for specific audiences – Training Rural Australia in Leadership (TRAIL) (from 2010), a program for emerging leaders, and TRAILblazers (from 2011-2015), a program for established leaders. Each is an eight-day residential program. Participants are self-funded or supported by industry.

The option for the ARLP to leverage tertiary credit points towards formal accreditation, was explored on multiple occasions. Between 2012 and 2020, the ARLF and James Cook University partnered to design and deliver the Graduate Certificate of Rural Leadership. This engaged a number of ARLP alumni and participants as they chose to pursue further study.

Over the past three decades the ARLF has adapted to meet the changing needs of rural and regional Australia. Its original vision was "a strong network of highly capable leaders from rural Australia serving their communities, their businesses, rural industries and the nation". It changed in 2009 to simply: "Resilient rural communities". The mission to get there has changed over the years too, reflecting changing attitudes to the notion of leadership and the broadening of the Foundation's horizons. When the ARLP started, the mission was: "To seek out, inspire, motivate and develop leaders from rural Australia, to improve the competitiveness and profitability of rural industries in an international context.". Today the purpose is: "To develop and exercise leadership for positive impact".

The evidence of this change in orientation and responsiveness was apparent as early as the introduction of the Murray-Darling courses and the Indigenous leadership programs, however, the changes picked up pace in recent years to meet the disastrous circumstances of communities facing the effects of drought, bushfires, floods and the COVID pandemic. These challenges demanded a new style of leadership that could foster networks – often across sectors – and encourage shared decision-making, action and responsibility. Developing modern leadership meant recognising that leadership is not a character element exclusive to decision-making CEOs, but is a practice exercised in all places regardless of one's position or authority.

The ARLF governance and administration has developed over its three decades to meet its needs. Still retaining an eminent board, the composition transitioned in the 2000s from 12 members, mostly alumni, to six or seven skills-based appointees. The staff has grown from three, based in a Canberra office in the first decade, to more than 35 working in various parts of Australia today.

A more recent development has been the appointment of Associates (now numbering 19). The development of the Associate network was premised on the need for a group of people who had deep familiarity with the ARLF approach and could play a key role in our impact across rural, regional and remote Australia. Spread as they are across Australia and in a range of businesses and sectors, these eminent individuals contribute expertise and experience, adding a new dimension to the Foundation's capability and reach.

From the start, the graduates of the ARLP felt the bond of the shared experience. This led to the establishment of a formal network of alumni. Initially this took the form of a separate organisation, partly funded and allied with the Foundation. In 2005 it merged with the ARLF. The ARLF has produced more than 800 graduates. Across all programs the ARLF can boast 2212 alumni, more than 500 having joined the ranks in the past year. Some live overseas now. They are an integral component of the ARLF's success and its continued impact. They stay involved – as guest speakers in the suite of current programs, as designated mentors, as sponsors, as board members (over the years), as staff, as role models, and as key influencers in the network of leadership that now reaches every corner of regional and rural Australia and beyond.



OUR FINANCIALS

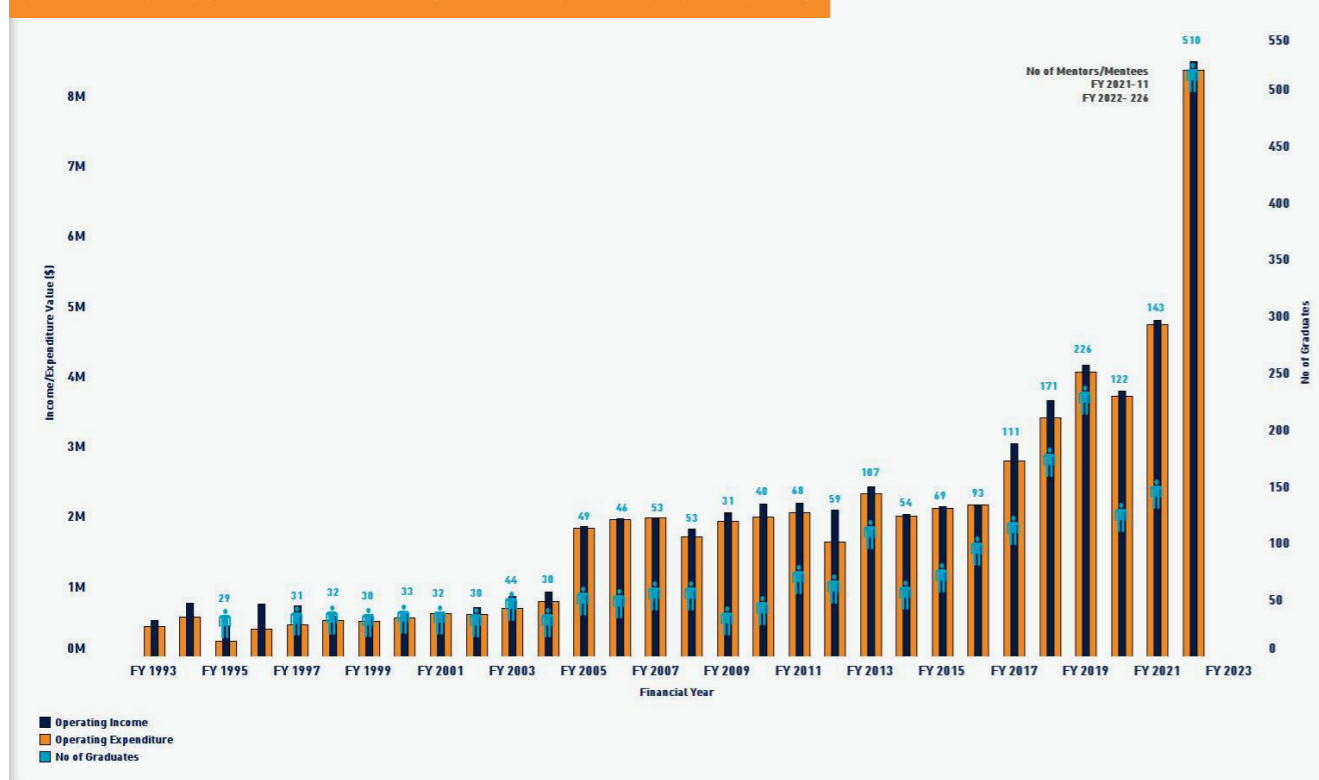
The value of a great leader is significant and grows over time. Great leaders advance nations, transform communities, grow organisations and inspire individuals. Great leadership is also exponential, creating leaders who continue to inspire others.

In this context, the financial contribution of key sponsors – industries and individuals – over the years can be seen as strategic investment, generating benefits beyond the immediate period of any course.

However, just as with any other business, the Foundation has needed to maintain a sound commercial operation at every stage - one that can provide value for money, respond to financial and sector circumstances, and build for the future.

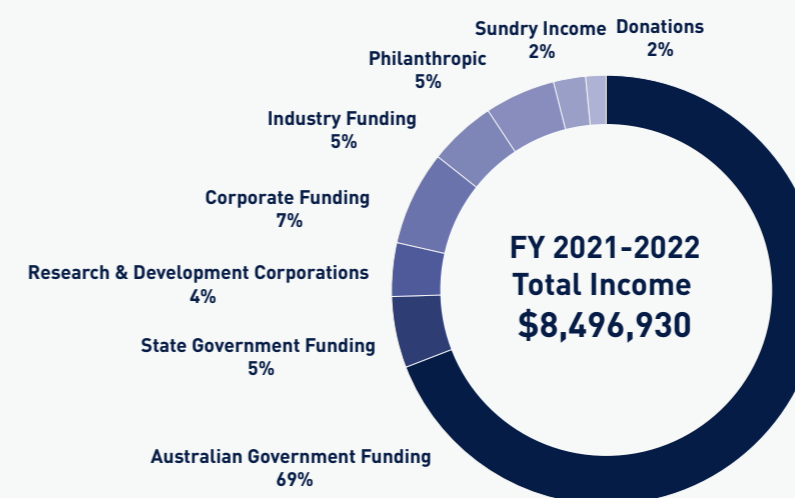
The current state of the ARLF's operations, and the outlook, seen from a financial perspective, suggest we are improving on the efficiency and effectiveness of the delivery of our leadership programs.

OPERATING INCOME AND EXPENDITURE AND NUMBER OF GRADUATES

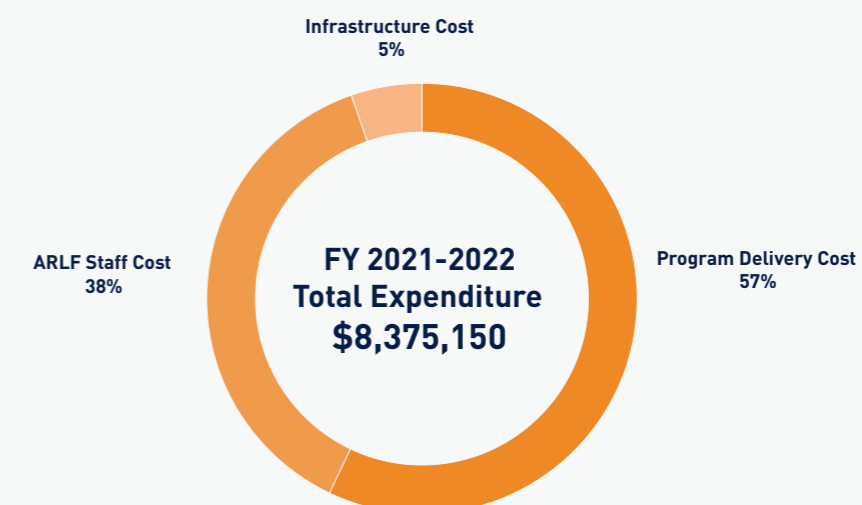


Note: Australian Rural Leadership Program (ARLP) Course 1 began in April 1993 and graduated in September 1994 (Financial Year 1994-1995). ARLP Course 2 began 2 years later in April 1995 and graduated in September 1996 (Financial Year 1996-1997). Since Course 2 there has been an ARLP Cohort every year.

INCOME BREAKDOWN



EXPENSE BREAKDOWN



THEORY OF CHANGE

The ARLF's Theory of Change underpins all the work that we do, directly (program design, for example) or indirectly (eg how we conceptualise leadership). It details how we aim to achieve our vision of creating thriving rural, regional and remote communities by developing and exercising leadership for positive impact (our purpose). The Theory of Change works in sync with the organisation's strategy, meaning that every so often they are updated to ensure that our frameworks and approach continue to be evidence-informed, contemporary and contextual.

The Theory of Change consists of a series of assumptions that are operationalised in our leadership programs to achieve the anticipated outcomes and impact for individuals, communities and systems, given the context and complexity leaders operate in, and the needs that exist at these three levels. The mechanisms through which the change is expected to occur are identified as levers for change, which together with the indicators of change, result in a series of outcomes in the short to medium-term, and impact in the long-term. The shifting of the dial of these levers, and their accompanying indicators, are measured and evaluated to assess their effectiveness, which in turn inform future iterations of the Theory of Change and re-calibrate our approach to leadership program design and delivery, within the given context.



I WALKED INTO A ROOM IN WHICH PEOPLE'S IDENTITY WAS VERY TIED UP IN THE JOB TITLE THAT THEY HELD. I WAS HARD TO PIGEONHOLE BECAUSE PEOPLE STRUGGLE WITH THE INTANGIBLE — IF YOU DON'T FIT INTO ANY BOX, WHO ARE YOU AND WHAT DO YOU STAND FOR?"



YOLA BAKKER

Artist, poet, advocate.

Seram Island, Indonesia and WA

Yola went into the two-week experience in the Kimberley feeling like a fringe-dweller, which she was – the only participant not from a specific organisation or industry scholarship. Yola's creative talent and background – immersed in Indonesian, Aboriginal and Australian cultures – helped her make an impactful connection to the other participants and breakdown barriers, through creativity and dance. Yola was the first recipient of an ARLF scholarship.



I HAVE ALWAYS BEEN ACTION ORIENTED, NOT PROCESS ORIENTED, BUT THE EXPERIENCE IN THE KIMBERLEY REINFORCED THE IMPORTANCE OF PROCESS. BY TAKING THE TIME TO CONSIDER SITUATIONS, ACTIONS AND OUTCOMES, PEOPLE WERE KEPT SAFE AND GOALS WERE STILL ACHIEVED – THAT’S AN IMPORTANT LESSON IN LEADERSHIP.



DAVID JOCHINKE

*Grain and sheep farmer.
Murra Warra, VIC*

In the past decade, third-generation farmer David Jochinke has held leadership roles in the Victorian and National Farmers’ Federations, though initially he didn’t see himself as leadership material. The course changed that. “The whole program really contributed towards making me more aware of people and situations, as well as being more adaptable,” he said. “These are really important skills if you want people to walk beside you and choose to take on the same goal.”

OUR LEADERSHIP APPROACH

The ARLF delivers leadership development programs in a regional, rural and remote Australian context that’s seen accelerating levels of change, often driven by unforeseen crises: the 2011 loss of the live cattle trade to Indonesia, bushfire, flood, drought, increasing climate variability and recently the assault of a global pandemic. And there are other factors forcing change: our increasing reliance on technology and the recent geopolitical shifts that are placing a sharper focus on trade with our regional neighbours. The result is an increased need for local leadership networks that have a global view and the ability to collaborate effectively during high levels of uncertainty, ambiguity and complexity.

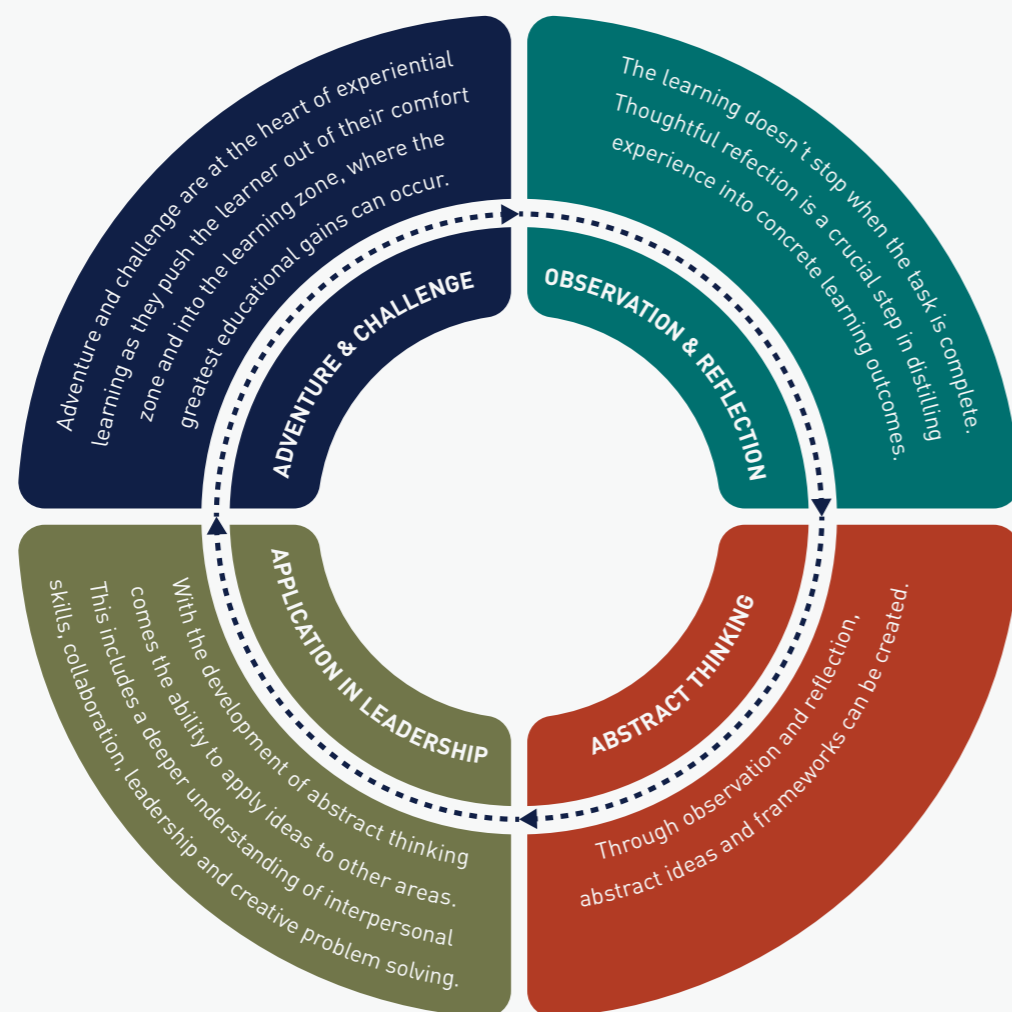
Learning is continuous. Leadership matures over time as people engage with more and more adaptive challenges. The ARLF uses a challenge-based, experiential-learning method in our programs and provides participants with theoretical frameworks and, importantly, the time for reflection, individually and in small groups.

The ARLF's experiential learning method is adapted from the work of David Kolb's experiential learning cycle. Experiential Learning recognises that the absorption of transferable information that is read or heard will not change your life in the way that action will. If it is to really stick, then discussing it and sharing it with others will expand this learning.

Ideally, diverse participant cohorts engage in a series of challenge-based activities at a range of intensities, settings and scale - individual, small groups, local, national and international. These activities are intended to create mental discomfort or cognitive dissonance to challenge people's existing self-referential frameworks and mental models. The program then places theoretical frameworks and models before the participants so they can interpret, with the group, what just happened. They also reflect individually and in small groups in order to test and change their leadership behaviour. They are then challenged again and their new framework is tested and reflected upon. This is a continuous process.

We subscribe to the view that leadership is behavioural. It demands social and emotional intelligence, which can be developed and demonstrated in a set of leadership practices – Awareness, Adaptation, Authenticity, Affiliation, Advocacy and Action.

EXPERIENTIAL LEARNING CYCLE

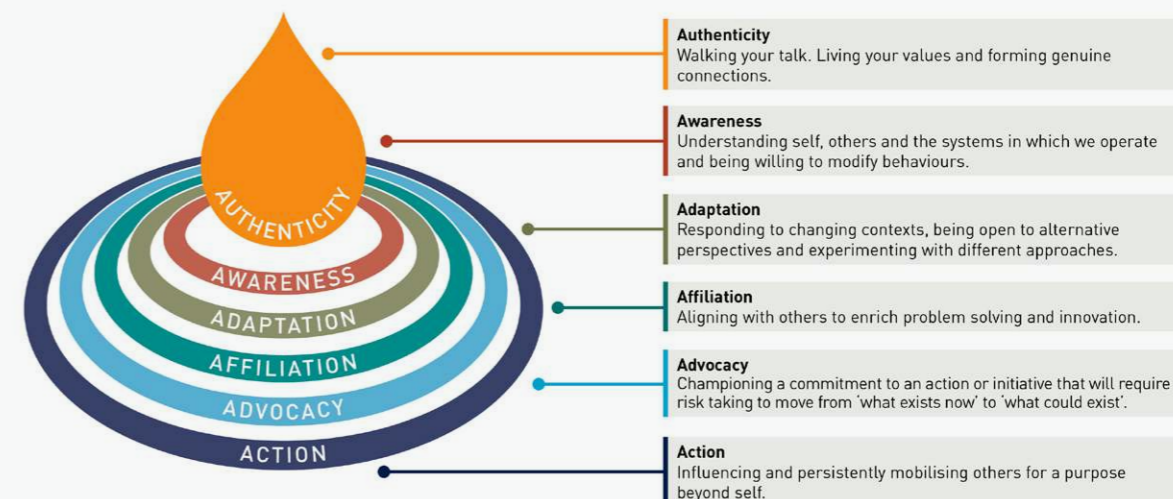


Adapted from David Kolb's Experiential Learning Cycle.

LEADERSHIP PRACTICES 6 A'S

Monitoring, evaluating and learning from our program participants and cohorts is essential for us to keep the programs effective and relevant. By combining quantitative data and the powerful stories of the participants we can gauge the impact their leadership development has had in their personal, professional and community lives. The ARLF has engaged KOWA Australia, a First Nations organisation, and the Rural Economies Centre of Excellence, University of Southern Queensland to provide this independent evaluation.

LEADERSHIP PRACTICES 6 A'S



These practices are fundamental to leadership and at the core of ARLF program design and delivery.



MANDY JOHNSTON
Accumulations Products and Services Manager, CBH Group, Cloverdale, WA



At work Mandy noticed changes in those of her colleagues who had attended the ARLP. So, she applied.

"(Until then) Self-doubts prevented me from taking on opportunities. The ARLP gave me the confidence to feel comfortable with my achievements."

It also fostered trust. "In the Kimberley, our facilitator let situations play out... and come to a resolution... it was a safe place where we could allow ourselves to let go, but I learned that you cannot be a great leader without trusting people."





ANDREW JUDD
*Senior Paramedic,
 Queensland Ambulance Service.
 Winton, Central West QLD*



Former Londoner Andrew (Juddy) Judd saw a temporary posting in far off, drought-affected Queensland and stayed, captivated by the town's people, their love and generosity.

Juddy wasn't sure whether he was a "leader" when he enrolled in the DRLDP, but felt right when he learned among other things that "a leader is someone who takes other people on the journey with them."

His new journey focusses his passion for mental health support. Along with mates Amanda Lyn Pearson, Phil Kuhne and Phillippa Whitehead, who did the course together, Juddy is building a community garden using aquaponics to supply Winton with fresh vegetables.



EMMA LIPSCOMB
*Sheep and cattle farmer.
 Currawang, NSW*



Emma Lipscomb says her experience on the TRAIL course has set her up to manage the succession of her family farm the right way.

The 25-year-old says she wants to lead by example, taking pride in achievements and "sharing that story" to demonstrate what's possible.

"TRAIL taught me that it's not a competition. Celebrate your competitor's wins, and do not be afraid to give and ask for feedback. I'm going to continue working on the expansion of myself and my confidence in communicating and my ability to support the people working on the farm with me, through this whole business transition."

"It's not necessary to have to be a person with a big profile, I can work on things in my own way and still have a positive impact."



A COMMUNITY ELDER, PART OF THE LEADERSHIP TEAM, SUGGESTED THAT WE COULD TAKE OUR EMOTIONAL BAGGAGE WITH US, OR LEAVE IT THERE, WITH HIM. HE WOULD TAKE CARE OF IT FOR US... NO ONE HAD EVER OFFERED TO DO THAT FOR ME BEFORE. IT WAS THE MOST GENEROUS THING ANYONE HAD EVER DONE FOR ME.



RICHARD SIMONAITIS
*Chief Executive Officer, AEGIC.
 Atwell, WA*

Richard remembers the pivotal moment, the point where his life changed in the Kimberley session. Participants were literally and figuratively stripped of their baggage: no phones, no friends, no family. They were out of their depth, in an alien landscape and culture, and didn't know each other.

OUR NATIONAL PROGRAMS

AUSTRALIAN RURAL LEADERSHIP PROGRAM

The ARLP is the ARLF's flagship program, which has run since 1993. Each year it takes a diverse group of 30 people from across rural and regional Australia. It runs for 15 months in four intensive sessions plus online engagement and mentoring. The first session is in a remote location where participants are set solo and group challenges. They emerge with a better understanding of themselves and the impact their behaviour has on others, and a chance to connect with Country and First Nations custodians. Two other sessions are in other parts of Australia, where participants engage with leaders from government, business and community. One session is overseas, providing a unique insight into how another country is managing critical issues. Participant selection is competitive and funded through industry, Government or philanthropic scholarships. Each scholarship is matched with an applicant aligning with the sponsor's industry, sector or purpose.

MILPARANGA – BUILDING FIRST NATIONS LEADERSHIP

The ARLF has two regular programs developing First Nations leadership - one for people in the early stages of leadership and one for established leaders. Each is an eight-day course that allows Aboriginal and Torres Strait Islander participants to engage in robust conversations that honour existing skills and knowledge, as well as provoke thoughts, all within a supportive space.

Milparanga Emerging participants hear stories from Indigenous leaders, visit culturally significant sites and undertake outdoor and other activities that test their self-awareness and ability to communicate. Milparanga Established Leadership Program participants network with other First Nations leaders from across Australia, hear a range of speakers with different perspectives on leadership, and put their skills and awareness of culture, gender, politics, social and environmental systems, and history into decision-making and action.

AUSTRALIAN AGRIBUSINESS LEADERSHIP PROGRAM

The AALP is a bespoke, 11-day leadership development program for agribusiness leaders. It focuses on fostering individual and collective behavioural change helpful to an adaptive leadership style. Participants are challenged to respond to complex real-world scenarios facing the sector. As a result, participants develop greater self-awareness and establish trust with others. Participants develop inter-organisational connections, and strengthen a network of leaders from across the sector. Places on the program are purchased by an agribusiness organisation, though participants can also be self-funded.

TRAIL EMERGING LEADERSHIP PROGRAM

TRAIL is a cross-sector, seven-day leadership program for Australia's emerging rural leaders. It develops their leadership skills and connects them with a network of peers and role models. It includes a four-day outdoor experience, along with numerous workshops and panel sessions. Participants become more self-aware through experiential and challenged-based learning and psychometric assessment. They deconstruct complex situations and assumptions through exposure to topical issues for rural, regional, and remote Australia. They build awareness of ethics, values, social responsibility, negotiation, communication, and critical thinking. Applicants come from diverse backgrounds and are self-funded or sponsored by employers or industry bodies.



SOME IN THE GROUP, LIKE ME, HAVE A STRONG SOCIAL AGENDA. OTHERS ARE FOCUSED ON PRODUCTIVITY AND GROWTH. WE FINALLY AGREED ON A VISION THAT I STILL REFER BACK TO EVERY DAY: 'TO WORK FOR A PROSPEROUS, CARING, RURAL AUSTRALIA, ALIVE WITH OPPORTUNITIES FOR ALL'.



CATHY MCGOWAN

*Former Independent member for Indi.
Indigo Valley, VIC*

One of just six women on the course in 1996, Cathy described herself as a "feminist farmer". Her ARLP cohort was tasked to develop a vision for their group.

"Early in the course, I met with some of the group in Melbourne. They told me, in a matter-of-fact yet kind way, that I was being a pain in the butt; and that my antagonistic style was working to my disadvantage. Their honesty was invaluable and really helped me define my leadership style."



OLLIE TESTER
*Adviser, Department of Agriculture,
 Water and the Environment,
 Canberra, ACT*



Ollie Tester is a Noongar man who grew up in the hills of Perth and shifted east after university study in environmental engineering. Now he works in Canberra on threatened species policy, supporting local groups and communities to protect plant and animal species on Country

"Milparanga taught me that different learning styles and communication styles can make-or-break outcomes for a project. That was a lightbulb moment for me during the second session in Canberra," he says.

"I've taken that back to my workplace and I can see changes in the way I work with people now. I never really understood why people hang back and are quieter. I have this greater appreciation for people's preferences and styles and it's given me the tools to help information flow."



PAUL AQUILINA
Freshwater fisherman. Hawkesbury River, NSW

"TRAIL was so much fun, I didn't want the experience to stop. Now I have all these networks and I still talk to those people I met on the program and have them to help me problem-solve."

That's one benefit fisherman Paul Aquilina took away from his course. He also reckons he reflects more on the way he works, communicates more clearly with staff and considers issues well beyond his industry and community. "It's helped me to recognise and understand all these problems that we confront in different settings – from racism to domestic violence – I am so much more conscious of it now, and able to identify it when I come across it."

JASMINE BOXSELL
Commercial and R&D Manager, Consolidated Pastoral Company. Biarra, QLD

Jasmine Boxsell's experience at the AALP brought home the importance of a broader view and finding one's values as a leader. "In ag, I think all industries can suffer from silos of information, and it can lead to tunnel-vision. Looking outside our sector is a great start, and it brought home to me that we need to look outside of our industry as well; to learn as widely as we can."

Within a supportive, open and honest AALP cohort, Jasmine found invaluable new perspectives. She also learnt about herself. "I loved the program. By design, it works at 'breaking you down' in some ways, to build you back up again. Learning how my brain ticks and being in a new environment where I needed to step up and lead and reflect on how I operate was fantastic," she says. "It's really helped me know what my values are, and where I can make a difference."



CECILY ANDERSEN
Education consultant.
Kingaroy, QLD

Cecily Andersen makes a conscious choice to give as a financial donor to the ARLF in the same way that she has made a conscious choice to remain living in Kingaroy; keeping her long years of experience in education firmly in regional Queensland.

Completing the ARLP gave her the confidence to seize control of her career.

"I'm one of those women for whom the glass ceiling was real," Cecily, the former Executive Director of Schools for the South Burnett Region, says.

"At 29 I was one of only two (female) deputy principals in the entire state education system in Queensland, yet I was forever only asked to make the tea. I wasn't included in meetings. I felt I was a fake."

Even after promotions to acting principal roles, she felt she had to do it five times better than the men and be adept at every facet in order to prove herself.

She was encouraged to apply for the ARLP by a Fellow in Brisbane. It changed her life. And it's that chance that she now strives to provide to others through donating.

"The ARLP is one of the most important things in my life. There's births, deaths, marriages and children – but this really was a key juncture in life," Cecily says.

"It gave me really transformational experiences and I still think about them very often. One of the things I found transformative was receiving constant, honest, often blunt feedback. I learned strategies to take this on board, including things I didn't like to hear. Everything from then on became feedback and now I even teach about giving and getting feedback," she says.

From the experience of becoming genuinely lost with her group during the ARLP Kimberley session, to learning to accept wearing the same clothes for 13 days straight, Cecily quickly adapted to embrace discomfort and to trust her reserves of inner strength.

"Sometimes you have to push yourself so outside the comfort zone that it reconstructs you with new behaviours," she reflects.

"That sense of agency, that's what the course gave me. As a female leader in a world that I started working in, and to some degree now, there were a lot of barriers presented for women, and you still have to be an agent of your own destiny. Having the self-awareness and self-confidence if you do meet with rejection, to disengage the 'head talk' that says you're no good, is crucial," Cecily says.

She retired from senior education roles in 2013 and has since started her own education consultancy, and works directly with the University of Southern Queensland.

"That's when I decided to give as much as I could financially to the Foundation," she says. "There were times when I didn't have any income, but whenever I've been able to, I've tried to support others to access the opportunity the ARLP provides."

And her support for the Foundation takes other forms – talking about her experience or identifying candidates. "If the Foundation's ever asked me to do something locally, I make myself available. I build that into my calendar!" she laughs.



IT GAVE ME REALLY TRANSFORMATIONAL EXPERIENCES AND I STILL THINK ABOUT THEM VERY OFTEN. ONE OF THE THINGS I FOUND TRANSFORMATIVE WAS RECEIVING CONSTANT, HONEST, OFTEN BLUNT FEEDBACK. I LEARNED STRATEGIES TO TAKE THIS ON BOARD, INCLUDING THINGS I DIDN'T LIKE TO HEAR. EVERYTHING FROM THEN ON BECAME FEEDBACK AND NOW I EVEN TEACH ABOUT GIVING AND GETTING FEEDBACK.





THERE'S A LEGACY FOR OUR REGION OUT OF THIS PROGRAM FROM THE ENERGY GENERATED BY THE PEOPLE IN THAT COURSE. OPEN MINDS, AN ACCEPTANCE TO TAKE ON THE LEARNINGS AND A RENEWED SENSE OF DUTY AND WORTH – WHAT A LEGACY, EH?



DARREN EVERARD

Deputy Mayor, Fraser Coast Regional Council. Hervey Bay, QLD

Darren took away new skills and personal understandings from the course, like tolerance, and the ability to organise and prioritise. But the benefit to his community was profound. A group of participants is working together on a program to support local children.

"If we weren't all in that place at that time, that's a conversation that wouldn't have happened. Now the work is being done... to support kids that really need it. That's an incredible thing for one leadership program to birth.

OUR REGIONAL PLACE-BASED PROGRAMS

The ARLF has a growing portfolio of regional place-based programs across the nation. The aim of this work is to generate and support networks of people at the local level who can lead, inspire and navigate change within their regional communities. In doing this, the ARLF is acutely aware that its approach must value and involve local intelligence, strategic relationships, trust, flexibility, coordination and shared governance in the design and delivery of the program. The ARLF's place-based work is a collaboration with organisations that have shared values and a commitment to leadership in rural, regional and remote Australia. These collaborations allow powerful knowledge sharing and the alignment of effort to achieve a common purpose.

DROUGHT RESILIENCE LEADERS PROGRAM (DRLP)

The program has three elements designed to support agricultural communities to prepare for the impacts of future droughts and a changing climate. The first is a leaders development program delivered in 12 drought impacted regions. This brings together cohorts of people who are passionate about building the drought resilience of their communities through strong networks and the development of the knowledge and skills to drive change.

The second is access to community extension grants for individuals or groups to deliver a project that will contribute to their community's drought resilience. The third element is a national mentoring program, connecting experienced mentors with mentees who want to build their knowledge of drought resilience. This program is funded by the Australian Government's Future Drought Fund.

REGENERATE REGIONAL LEADERSHIP PROGRAMS

Regenerate enables people from bushfire-impacted regions to revive and reinvigorate their communities. It encourages them to identify their community's capacity to cope with disasters and figure out where it might need help. Participants learn how leadership plays a critical role in the process of building long-term community resilience and shared responsibility. These programs are funded by the Australian and NSW Governments, and are supported by the GlobalGiving Foundation and the Minderoo Foundation. Both programs have associated grant schemes to support community projects arising from the program.

LEADING AUSTRALIAN RESILIENT COMMUNITIES (LARC)

This program is designed to enhance the inherent strengths in regional communities, with a focus on groups and individuals who are committed and invested in where they live and work. We have partnered with the Regional Australia Institute, the Australian Resilience Centre and state based leadership organisations to deliver in ten regions across Australia. As well as compelling, immediate benefits for regional leaders, the program builds a foundation for solid practices that will enable regions to best plan for their futures. This program is funded by the Australian Government, Building Resilient Regional Leaders Initiative.



TANYA STEVENSON
CEO, Hervey Bay Neighbourhood Centre.
Hervey Bay, QLD



As a Hervey Bay local and human services provider, Tanya knew a lot of people in her region, including some of those on the course, “but I had probably pigeon-holed them, and they me”.

“That realisation - that every person doing that course was attempting to solve the exact same problem, just from a different angle - was huge for me.” She decided to develop a program to help local youth become better decision-makers, cope with stress and ultimately get a house and a job.

“I started writing the program just after our ARLF program finished up because I was full of ideas and confidence and knew I had the support of the local business community and Council behind me too. I felt inspired.”



MAY CHI
Psychologist. Hervey Bay, QLD



“I knew I’d be committing to a few days of intensive training, but now I’m at a point where I’ve essentially made a lifetime commitment to my community, and I’m ok with that!

“I think the program really helped me to double down on my dedication to the region. Whatever was there before has been multiplied infinitely.”

An example of that dedication is May’s response to the increased demand she and other regional psychologists experienced during COVID-19 lockdown. She started a weekly, Zoom-based support group for young psychologists. It has grown into a new training enterprise with the goal of retaining early-career psychologists in the regions.



OUR HISTORICAL PROGRAMS

- Australian Rural Leadership Program 1993-present
- Murray Darling Basin Leadership Program 2002-05
- The Next Generation of Leaders Program (for Recfish Australia) 2007
- Women in Irrigation Leadership Program 2007-08
- Gippsland Future Food and Fibre Leadership Program 2008
- Wine Industry Future Leaders 2009-10, 2012, 2015
- Torres Strait School Leavers Program 2010-11
- TRAIL (Training Rural Australians In Leadership) 2010-present
- TRAILblazers (Training Rural Australians In Leadership) 2010-15
- Telstra Foundation Community Leadership Development Program 2011
- Blackwood Corporation’s Leadership Capacity Building Program 2012
- Rice Industry Leadership Programs (various) 2016-18
- Torres Strait Youth Leadership Program 2012-20
- Rural Industries RDC Rural Leaders 2013
- Torres Strait Women’s Leadership Program 2014-19
- Australian Agribusiness Leadership Program 2016 – present
- Sheepmeat Industry Leadership Program 2017-18
- Milparanga – Aboriginal and Torres Strait Islander Leadership Programs 2017-present
- National Farmers’ Federation 2030 Leaders Program 2018-19
- Forest and Wood Products Australia Future Leaders 2018-19
- Rimfire Resources Introduction to Leadership Program 2018-22
- Leadership for Our Regions 2019-20
- Drought Resilience Leaders Mentoring Program 2021-Present
- Drought Resilience Leaders Development Program 2021-present
- Milparanga – Emerging Leadership Program 2022



I BECAME AN ADVOCATE AND REPRESENTATIVE OUT OF BOTH DESIRE AND NECESSITY, BUT THE ARLP GAVE ME THE CHANCE TO ASSESS MY VALUES AND THINK MORE CRITICALLY AND STRATEGICALLY ABOUT HOW I WAS GOING TO BEST LEAD MY COMMUNITY.



KENNY BEDFORD

Board member, Reconciliation Australia and Director, My Pathway, Torres Strait Islands

OUR FIRST NATIONS PROGRAMS

In the early 1990's Russell Taylor and Rob Burke were the first two Aboriginal participants in the Australian Rural Leadership Program (ARLP). They could see the benefits of such a program for First Nations participants.

When Bunuba man Joe Ross completed the ARLP, he and Russell worked to bring about what is today the The Australian Indigenous Leadership Centre.

In 2016 members of the ARLF First Nations alumni convened to conceptualise the National Aboriginal and Torres Strait Islander Leadership Program (now Milparanga).

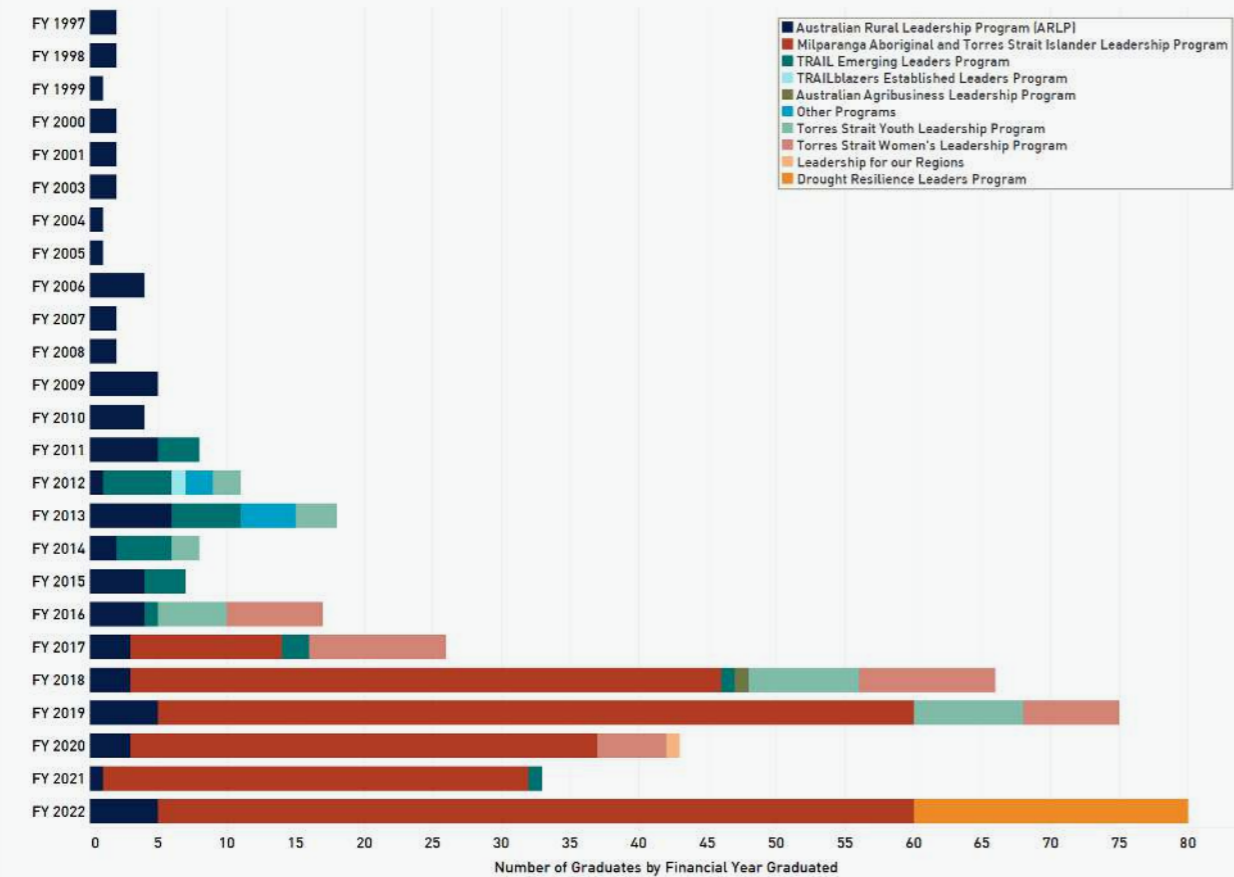


Across all ARLF programs, the First Nations alumni now stand at more than 300, a formidable network of people who have found ways to connect with Country, culture, self and others, and to promote inclusivity and truth-telling. They are graduates of cross-cultural programs, like the ARLP, and programs designed for First Nations participants, including:

- Torres Strait Regional Authority School Leavers 2010-11
- Torres Strait Youth Leadership Program 2012-20
- Torres Strait Women's Leadership Program 2014-19
- Milparanga – Aboriginal and Torres Strait Islander Leadership Programs 2017-present
- Milparanga – Emerging Leadership Program 2022

Kowa Collaboration, a First Nations organisation, has reviewed the ARLF programs with attention to a number of values important to First Nations participants and communities. They have made the following observations.

FIRST NATIONS GRADUATES



SELF AND OTHERS: Participants are supported by staff and each other to reflect on who they are, their history, their values and be consciously aware of themselves, of others around them and how diverse peoples and cultures coexist in Australia.

INCLUSION: Participants have strengthened relationships, ones that are based on trust and a genuine desire to foster leadership outside of the Western culture, have found ways in which they can celebrate diversity across and within Cultures, and nurture First Nations worldviews of leadership, collaboration and change-making for a brighter future for all.

TRUTH TELLING: ARLP and Milparanga participants and partners have built readiness to embrace courage and vulnerability, and to disrupt systems and mindsets by amplifying First Nations leadership styles and practices, many of these skills and approaches being elements that have been learned or sharpened through the program.

COUNTRY: ARLP and Milparanga focus heavily on connecting with Country through program design and implementation. Through immersion within the program, sustainable and resilient leadership are encouraged to care for Country and Community, and drive positive impacts for regional, rural and remote Australia.

CULTURE: First Nations participants demonstrated an increase in confidence, perspective and appreciation of cross cultural diversity. The key drivers of this impact were support to be your authentic self and care for Country and Community through lifelong learning; building the courage to take action where individuals can disrupt systems and mindsets by amplifying First Nations sustainable leadership styles and practices; and advocacy nurture First Nations worldviews of leadership, collaboration and change-making.





In Far North Queensland, ARLP graduate Torres Webb is today a cultural capability advisor with the CSIRO's Office of Indigenous Engagement. He's a science educator who helps teachers incorporate Indigenous science in the classroom.

"As a kid who was told graduating high school, let alone university, wouldn't be likely, it's a pretty great thing to be helping teachers teach better these days," Torres said

He said his experience in the ARLP, gave him the opportunity to strengthen his network with people who had the same vision *"to improve the livelihoods of Indigenous Australians and start making in-roads on finding the positives and the things worth celebrating"*.

By exploring the experiences of First Nations alumni over the past 30 years, the ARLF has been able to plot an impact journey that is shared by First Nations and non-First Nations participants, and will guide ARLP and Milparanga into the future. This journey will continually be reflected upon for adaptive practice and continuous improvement by ARLF and partners.

Going after what you want in life is what led Rhi Parsons to the Milparanga Program, an experience that has shaped her vision for the future.

"I felt like I'm not a really established leader; I'm still learning. That journey of learning about culture and identity is very important in shaping my leadership style and habits. It's a part of who I am," she said.

The Wakka Wakka woman was raised in Brisbane, and has been indelibly shaped by the experiences of her mother and grandmother.

"My grandmother was taken from her father when she was only a baby, and she spent the next 18 years in an orphanage. She's a big role model: So resilient, so kind and compassionate. That's what I look to as strength and leadership," Rhi said.

"Because of what she and my mum went through, I feel it's my time to step up. From watching my elders and aunties, I feel that sense of responsibility is passed along to me."

She said the course brought together people from regions beyond the main capital cities, and from diverse backgrounds; different types of work and at different levels in their leadership journey.

"The things I learned about our different cultures through coming together as one mob made me really proud. It put that fire in my belly and made me excited to see what each of these leaders are doing and to evaluate the differences we're all making in our respective fields."

Following her Milparanga experience, Rhi extended herself through the Milparanga Mentoring Program which has provided the chance to *"digest and learn through shared experience"* with a mentor, alumnus of the program Aiden Pearson. *"Mentoring is something that I think we often want, but don't always feel we can ask for," Rhi says.*

"This program has given me a mentor, and other people I look up to and respect so much. It's created this big family unit."

Looking to the future, Rhi credits Milparanga with having upscaled her dreams and ambitions.

"A big goal for me is to show up where Aboriginal people haven't been represented before. I'm a proud feminist, and the journey the women in my family have had is a big motivator for me. I've got to do my bit and then-some," she says.

First Nations worldviews and leadership have sustained communities since time immemorial. The ARLF recognises that resilient communities and industries must draw wisdom from First Nations people's approaches to leadership and sustainability. Through the ARLP and Milparanga, the ARLF seeks to support First Nations-led change-making. It also appreciates that learnings and impacts are cross-cultural.

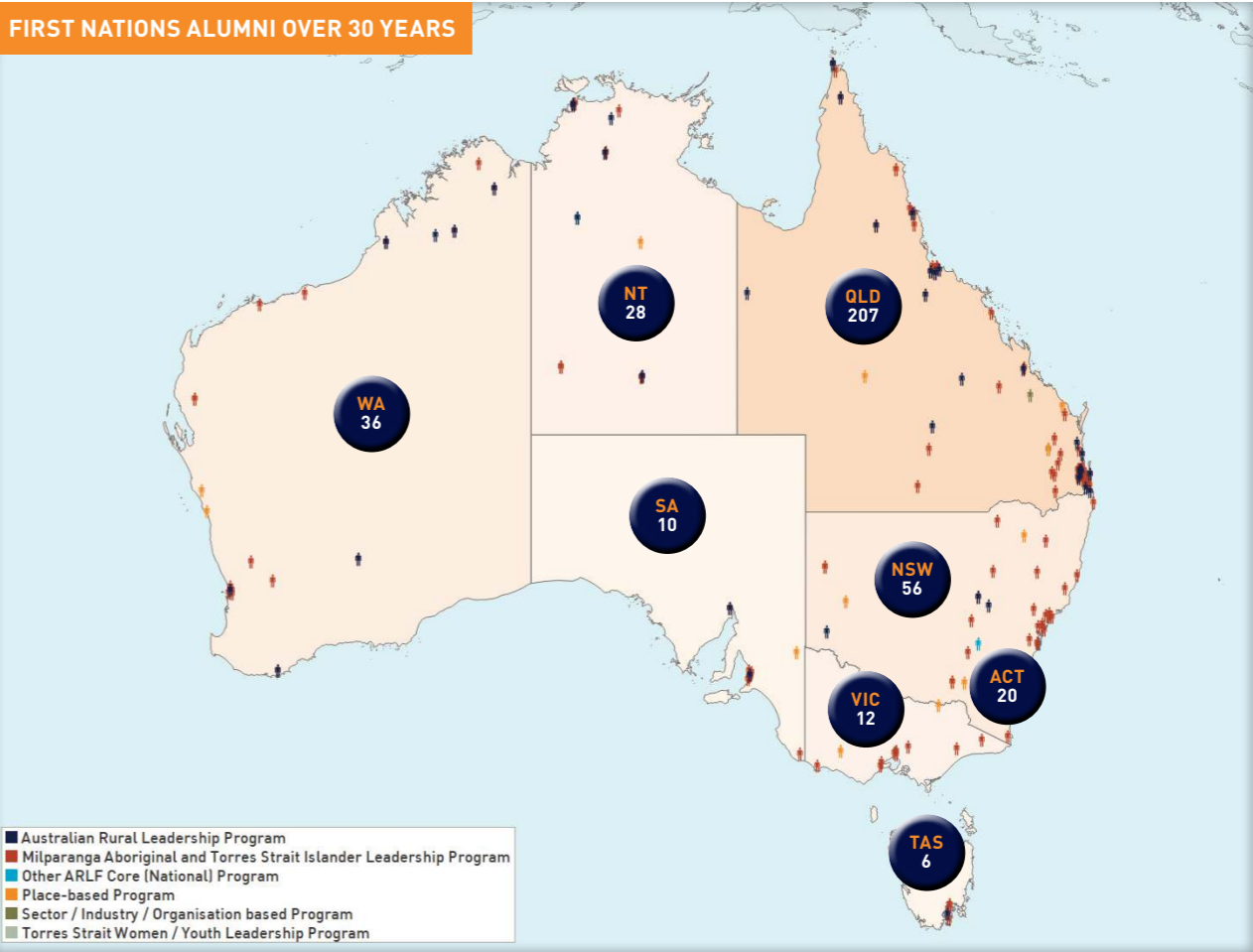
A significant aspect of the ARLP is the space and time that participants spend with First Nations alumni and communities as part of the program.



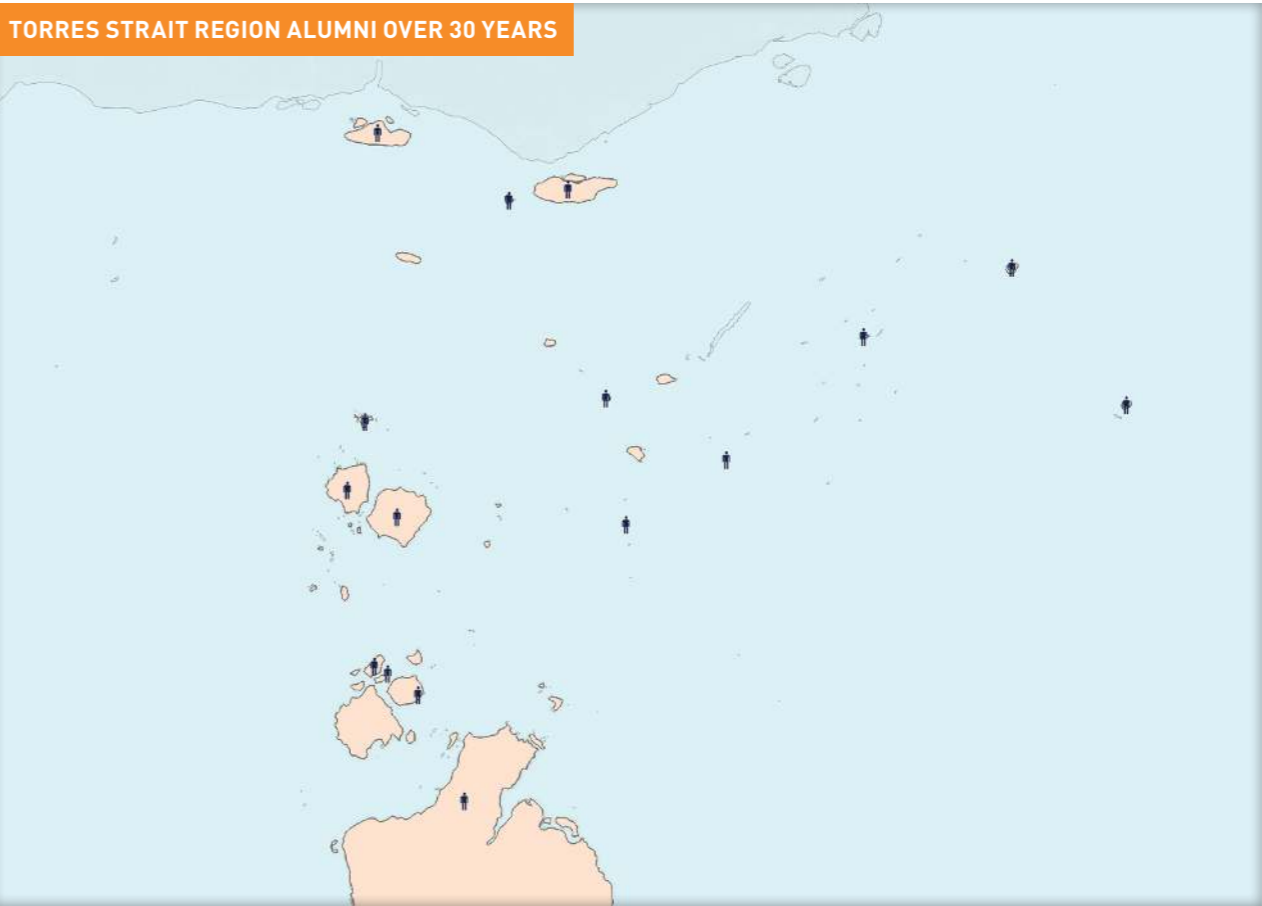
ARLP and Milparanga both focus on strengthening the 6A's leadership practices: affiliation, action, advocacy, awareness, authenticity and adaptation. Activities created to develop these skills also incorporate and foster greater understanding of the set of First Nations values mentioned above. This combination is expressed below in the table and in participants' comments.

LEADERSHIP PRACTICES EXPLORED	LEARNING OUTCOMES
AFFILIATION Celebrate diversity across and within cultures. (How will our network collaborate and innovate?) “I know that one of the things I found difficult at times in my emerging leadership years was trying to forge mentor relationships with a generation that didn’t always value the opinions and ideas of young people. I think that’s a cultural thing and I’m happy to challenge that for the greater good of all communities, Indigenous and non-Indigenous. It’s about giving the older generation the respect they rightly deserve, but also about Elders knowing the worth of those young people who are wanting to follow in their footsteps.” – Kenny Bedford, ARLP	INCLUSION Equality, gender, racism, diversity, social justice, power.
ACTION Disrupt systems and mindsets by amplifying First Nations sustainable leadership styles and practices. (What future story are we committed to creating? What truths need to be told?)	TRUTH TELLING Perseverance, empowerment, celebration.
AUTHENTICITY Care for Country and Community through lifelong learning “The whole program gave me perspective around how much the values and passions of other people can bring to a space even if at times that contests my own. An example of that is around Native Title and Land Rights; I was sharing the space with farmers and others who opposed it, which made for some contentious and courageous conversations but I’ve never forgotten the value in truly understanding both sides of the story.” – Michelle Deshong, ARLP	TRUTH TELLING History, legacy, courage and risk-taking, self-determination.
ADVOCACY Nurture First Nations worldviews of leadership, collaboration and change making. (What is the story of our First Nations history and legacy in this Country? How did you find your voice?) “It gave me a great sense of pride and also gratefulness that I had been raised in a culture that taught me about bush foods and survival, and how to identify different plants and animal species. When we went camping in a really isolated area of the Northern Territory those skills and old lessons came back to me, and I felt in that moment that my cultural leadership was just as important as other aspects of leadership.” – Elverina Johnson, ARLP	CULTURE Eldership, succession planning and intergenerational voices, Lore, kinship, cultural governance, change and commitment.
AWARENESS Embrace courage and vulnerability. (How can our future be shaped by awareness of self and others?) “I never really understood why people hang back and are quieter. (Since the course) I have this greater appreciation for people’s preferences and styles, and it’s given me the tools to help information flow.” – Ollie Tester, Milparanga	SELF AND OTHERS Trust and honesty, integrity, vulnerability and courage, values, behaviours, biases.
ADAPTATION Build strong relationships based on trust and a genuine desire to do different. (What adaptive leadership responses will be required to address the challenges we face?) “I had done Indigenous leadership programs before but Milparanga was different. We spent time on country and I’d not done that before and I found it to be very freeing for me.” – Moses Nelliman, Milparanga	COUNTRY Connection, resilience, collaboration, systems, innovation, networking.

FIRST NATIONS ALUMNI OVER 30 YEARS



TORRES STRAIT REGION ALUMNI OVER 30 YEARS





IT DOESN'T MATTER WHAT
TYPE OF WORK YOU DO, OR
WHAT LEVEL YOU'RE AT – IT'S
A LIFE-CHANGING EXPERIENCE,
AND IMPORTANTLY, IT'S A
CULTURALLY SAFE EXPERIENCE.



QUINTON VEA VEA

Associate consultant (social impact).

National Centre of Indigenous Excellence (NCIE), Sydney, NSW

Among other things that Quinton Vea Vea, picked up on the Milparanga Program was a “massive shift” in his sense of purpose, and his way of looking at the world around him.

“I had no interest in politics until I went on Milparanga. But as leaders, we should be the driving force for change, and that means understanding politics and our political systems,” he says.

“It also brought me out of my shell a lot. I’m not the most outspoken person. A lot of the things we do on the program in terms of giving honest feedback and constructive criticism, can be confronting. Now, I’m happy speaking up.”

Quinton is a Bidjara man from Rockhampton, Queensland. He moved to Sydney for university, and now works for the National Centre of Indigenous Excellence (NCIE) in Redfern as part of a team working on an ambitious new data project, Blak Impact. The team is measuring the impact on communities of First Nations programs and organisations around Australia.

The legacy of the Milparanga program has followed Quinton in his day-to-day role.

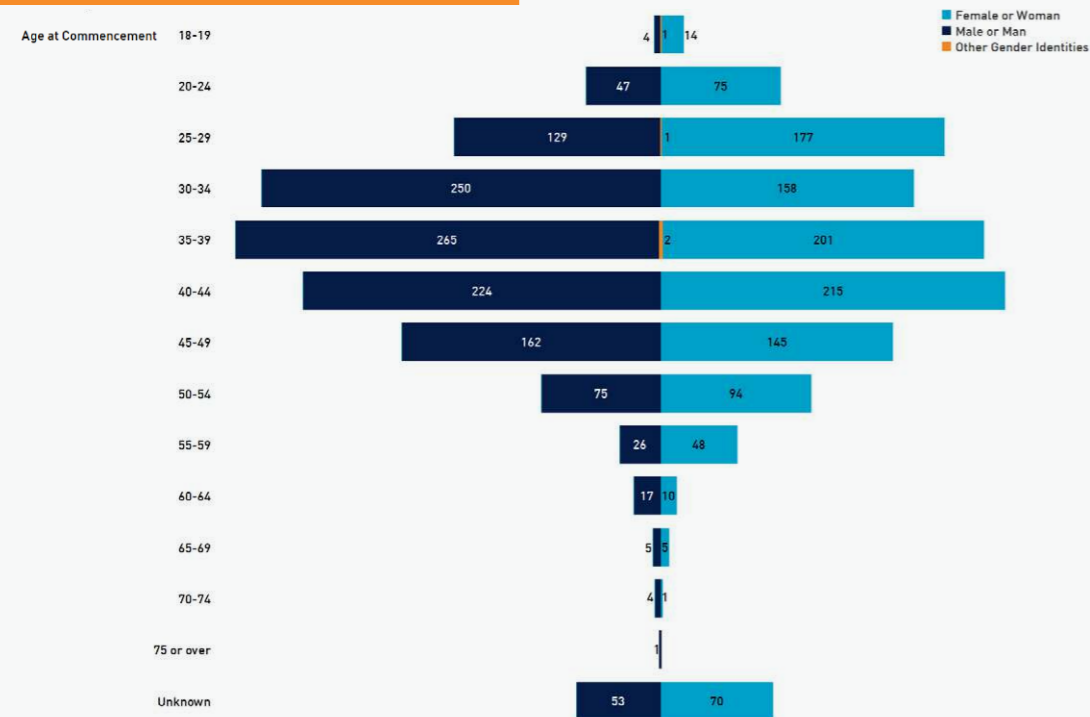
“One of the biggest things that resonated with me was the idea of ‘deficit discourse’, focussing on failure – I found myself being a lot more aware of it. Sometimes I pull people up, and say: ‘you can’t say that, we should be lifting each other up’. That’s a big part of my work now.”

The course emphasised the importance of empowerment at various levels of Indigenous leadership.

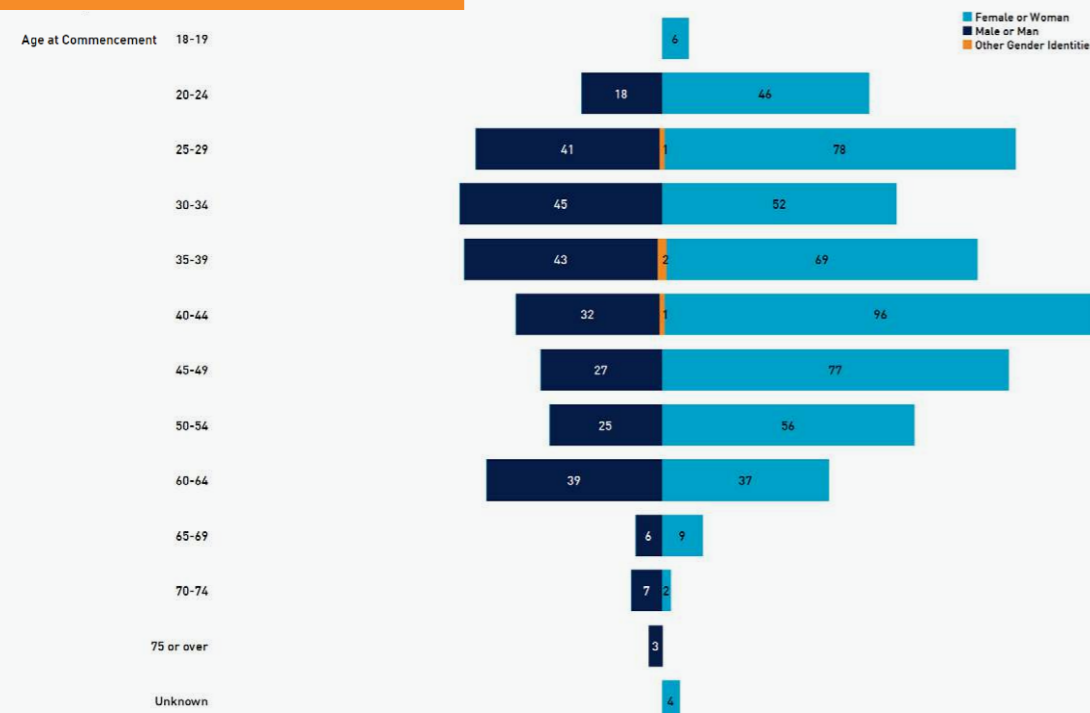


GENDER DIVERSITY

GRADUATES BY AGE AND GENDER OVER 30 YEARS



FY21-22 PARTICIPANTS BY AGE AND GENDER



AUSTRALIAN RURAL LEADERSHIP PROGRAM GRADUATES BY COHORT AND GENDER



HEATHER MCKIMM
Veterinarian. Kinglake West, VIC



Heather says there were a number of surprises she experienced on the course. One was the facilitators.

"I give them ten out of ten. Their understanding of the challenges that leaders face was brilliant. The value of the program is not just in the content but in the way it's delivered."

It reinvigorated her and spurred her to lead and advocate in her profession.

"I never used to be a women's advocate but I realise now this is something that needs to be pushed; I'm now ready to start stepping into that space. By applying my learnings from the program, I hope to inspire other women to aim for careers and leadership roles in agriculture."



OUR FOOTPRINT

To develop and enable effective leadership for rural, regional and remote Australia it was determined from the outset that providing an international component to the curriculum was critical. From Course 1 of the ARLP till now, a 10 to 14-day immersive session is held in an overseas country. This provides participants the opportunity to examine key national, economic, political, environmental and cultural/social characteristics of the country visited and how context plays such a role in leadership.

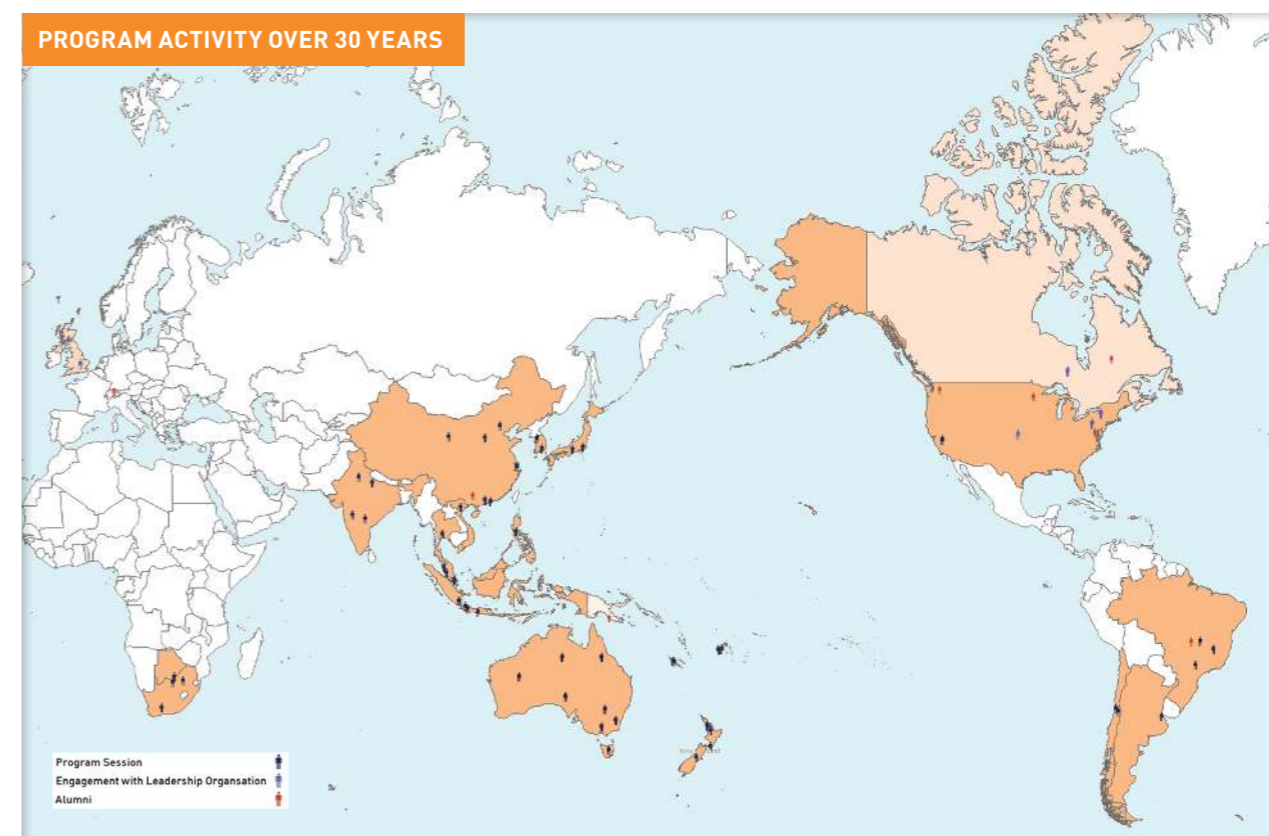
From 1992 to 2007, each cohort travelled to a different country. The footprint of the ARLFs engagement and the support from Austrade and Department of Foreign Affairs and Trade, in particular, in developing the program, has been significant. In 2008, the ARLP cohort travelled to India. After a successful trip, with strong relationships forged, it was determined that subsequent courses would return to the same country in order to build upon those relationships.

These visits continued in each country - for five years in India, and subsequently in Indonesia for five years. This enabled greater person-to-person relationships, the opportunity for ongoing collaboration, which highlighted equality between cultures, and fostered the mutual interest of both nations.

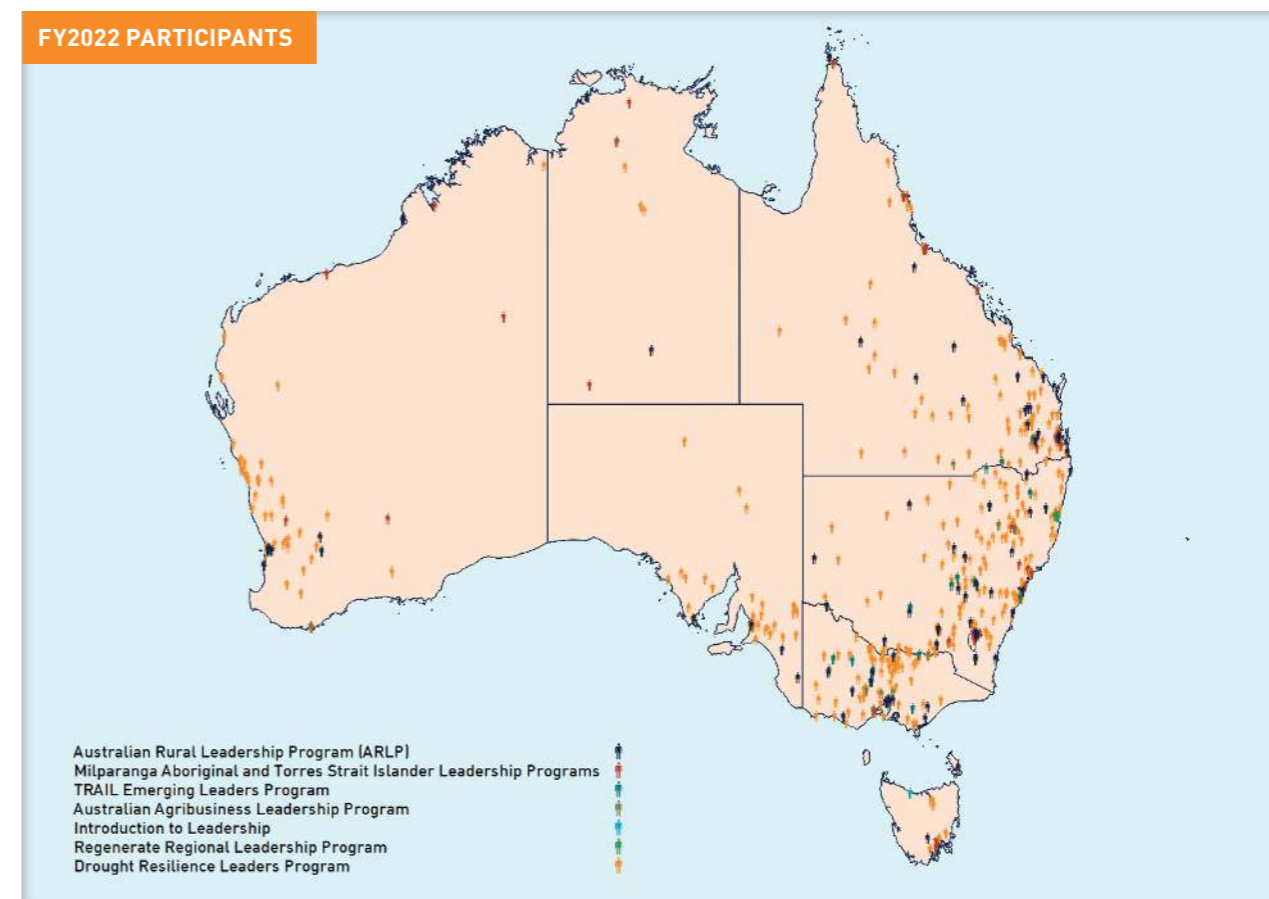
For many participants, this overseas travel was a first. It broadened their world views and allowed them to reflect on Australia's own culture and practice. The focus in the early courses was on agricultural policy, trade and market access. In more recent years participants have explored how other countries' leaders are managing critical issues that have relevance to those facing Australian leaders.



PROGRAM ACTIVITY OVER 30 YEARS



FY2022 PARTICIPANTS



FY2022 PROGRAM SESSION LOCATIONS

The map displays the following locations for FY2022 Program Session:

- National Programs (Orange):** Carnarvon, Irwin, Nullarbor, Lower Eyre Peninsula, Loxton Waikerie, Murray River, East Gippsland, and various locations in the Northern Territory and Western Australia.
- Place-based Programs (Red):** Douglas, Yarrabah, Cairns, Logghe, Barcaldine, Longreach, Merenda, Gwydir, Unincorporated NSW, Orange, and various locations in Queensland, New South Wales, and Victoria.



DURING ONE EXPERIENCE (ON THE COURSE), WHEN I HAD A GO AT BEING A LEADER DURING AN OVERNIGHT ACTIVITY, I LEARNED THAT THERE ARE TIMES WHEN YOU NEED TO LEAD FROM THE FRONT, AND THERE ARE TIMES WHEN YOU NEED TO LEAD FROM BEHIND. YOU NEED TO PREPARE OTHERS FOR SUCCESS. THIS IS A LESSON I HAVE LEARNED FOREVER AND IS NOT SOMETHING READ IN A TEXTBOOK.



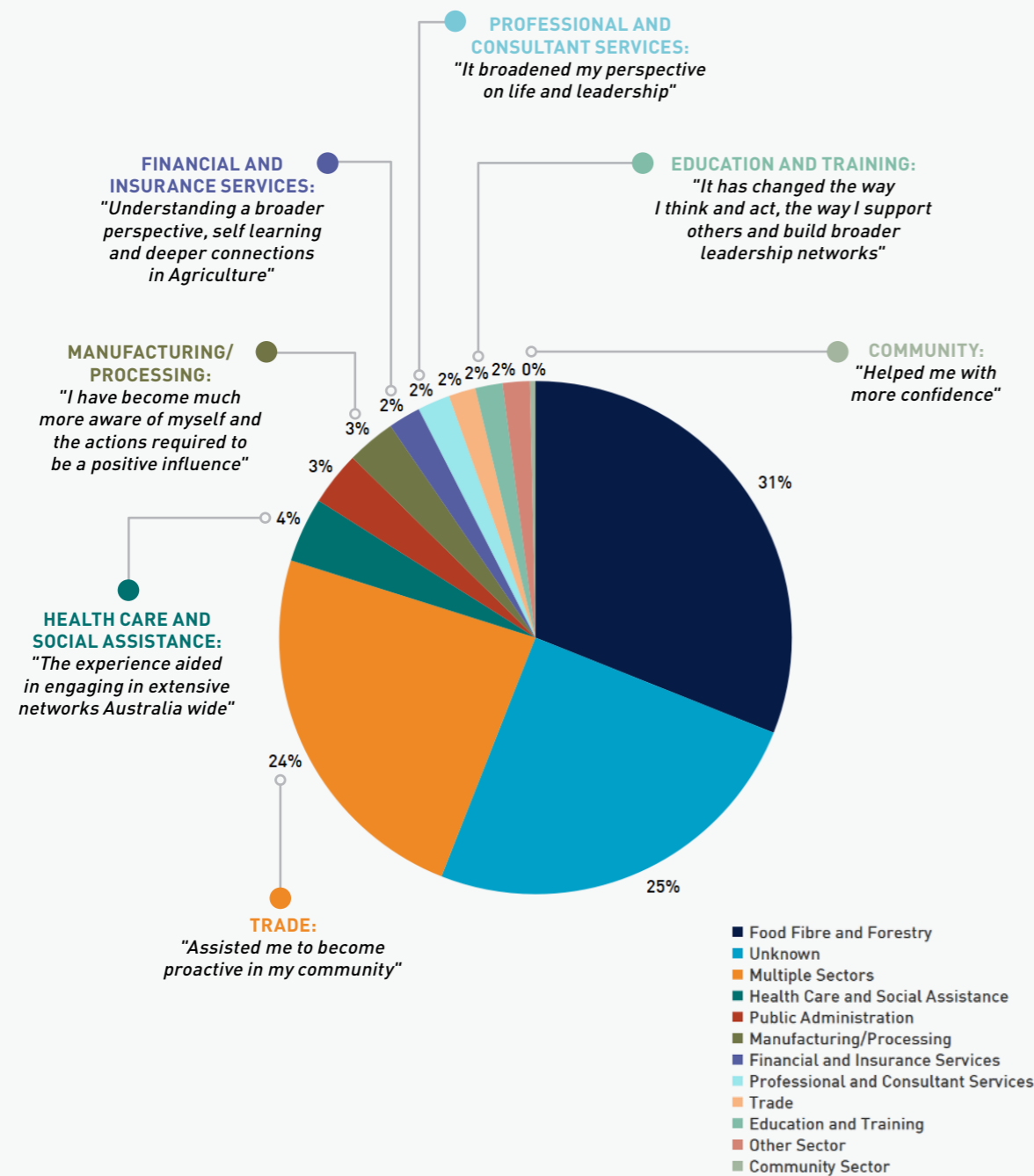
The ARLP experience stood Gavin in good stead during the chaotic first months of COVID when he had to manage ships and infected passengers. He knew to trust in the ability of those around him.

“The empathy developed during ARLP was essential at this time, both in terms of working with staff and the situation at large. It gave me the confidence to know what role I was best to play, and what responsibilities needed to be taken up by others,” he said.

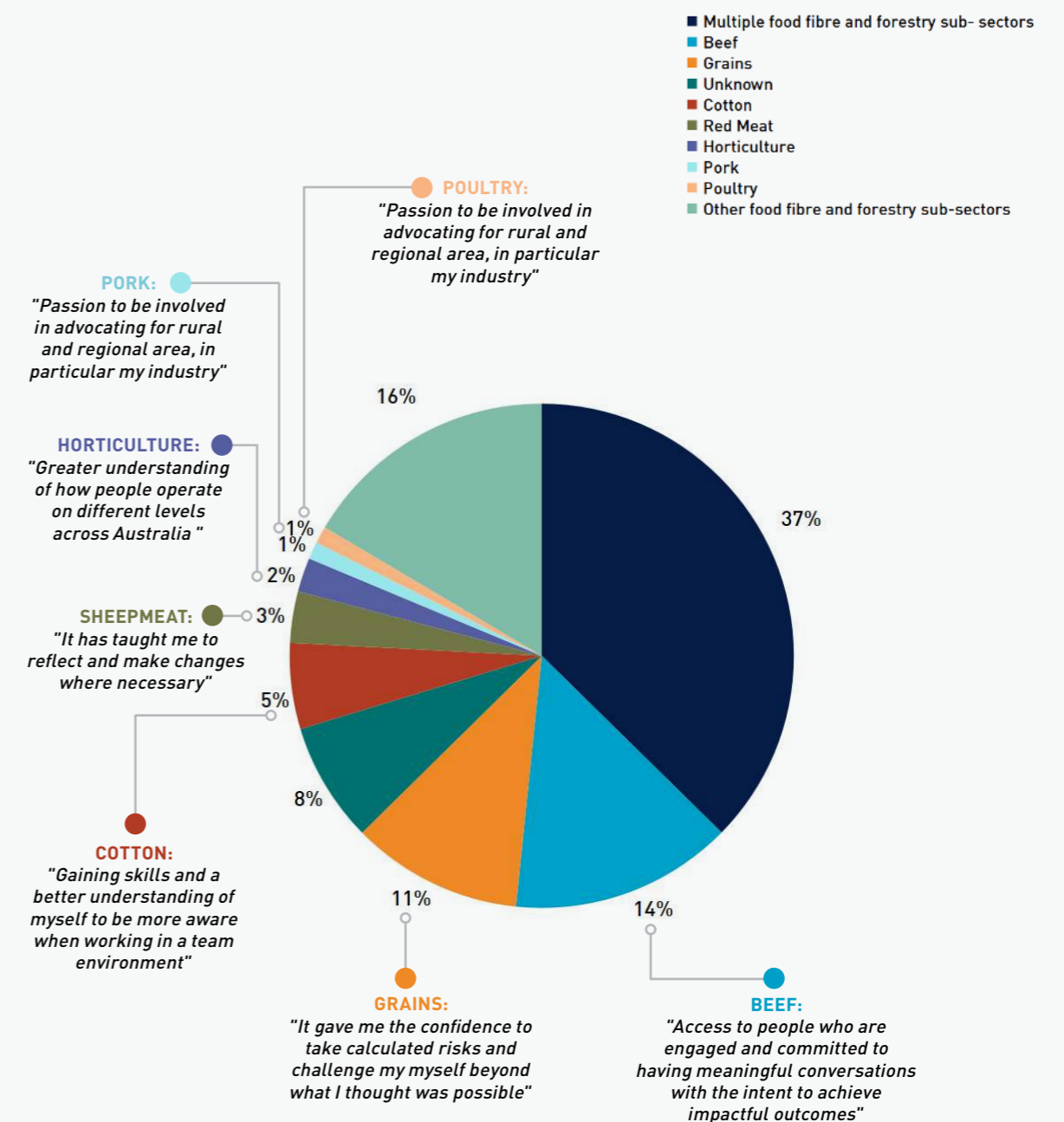
OUR SECTORS

Participants rated the impact of their program experiences and highlighted most the impact on their professional lives, industry sectors, and careers. The value of the broad ARLF network has been in the building of leadership capacity across industry sectors. The reflections below from participants demonstrates the diversity of impact across industry sectors.

FY2022 GRADUATES BY SECTOR



FY2022 GRADUATES BY FOOD, FIBRE AND FORESTRY SECTOR BREAKDOWN



PERSONAL, PROFESSIONAL AND COMMUNITY IMPACT



It changed my outlook on life and the way I engage and collaborate with others. The program was one of the best things I have done in my life. I can honestly say that I came out the other side of that experience a different person. A better person.

– RESPONDENT TO IMPACT SURVEY



Stories of personal, professional, and community transformation are common among ARLF program participants. These stories, combined with ratings about their experience, emerged from a recent survey of ARLF alumni. They provide powerful evidence of the impact of ARLF programs.

PERSONAL IMPACTS include the development of knowledge, understanding, skills, a sense of purpose, and confidence that carries over into leading others: *“I have grown in confidence, assertiveness to speak up, ask questions, and listen deeply. I have grown in the recognition that I can make a meaningful contribution, that I can also mentor others, and to be bold.”*

Participants also said how their personal transformations are applied in their **PROFESSIONAL ROLES**. These expressions of professional development are entrepreneurial (“It has been a valuable attribute to set up a business.”), applied to existing roles (“I felt more confident at senior management level to take on the big things and build corporate culture and improve outcomes”), and developing their career (“I have had a complete career shift as a result of the ARLP, a different focus for my career and for my life.”).

The personal and professional impacts, in turn, have a broader effect out in the **COMMUNITY**: (“It has given me the impetus to be more ambitious for my community”) and working with others for collective action (“The ARLP fundamentally changed my perception of what I could achieve collaborating with others”). This collective impact is made possible through access to a strong network of like-minded leaders (“Access to people who are engaged and committed to having meaningful conversations with the intent to achieve impactful outcomes.”) that extends across industry (“Opportunity to meet more people in other parts of the industry”) and the nation (“The experience aided in engaging in extensive networks Australia wide”).



IMPACT BY PROGRAM

AUSTRALIAN AGRIBUSINESS LEADERSHIP PROGRAM (AALP)



AUSTRALIAN RURAL LEADERSHIP PROGRAM (ARLP)



DROUGHT RESILIENCE LEADERS DEVELOPMENT PROGRAM (DRLDP)



MILPARANGA ABORIGINAL AND TORRES STRAIT ISLANDER PROGRAM



NATIONAL FARMERS' FEDERATION 2030 LEADERS PROGRAM



TRAIL EMERGING LEADERS



To what extent did the ARLF programs support your development as a leader?
(rating 1 to 5, 1 not at all, 5 significantly)

- In your professional or business life
- In your personal life
- In your community life



I DIDN'T EXPECT THE PROGRAM TO BE LIFE ALTERING AT ALL. I SAW IT AS A GOOD NETWORKING OPPORTUNITY MORE THAN ANYTHING. THIS PROGRAM GAVE ME A GREATER TOLERANCE AS A MANAGER AND A PERSON. I CATCH MYSELF NOW WHEN I SEE I'M BECOMING IMPATIENT FOR OUTCOMES – BOTH AT WORK AND AT HOME.



SCOTT ROWE
Community Engagement Manager
nbn Local, Wide Bay Burnett & Surrounds.
Hervey Bay, QLD

Scott said a session on making wearable art pushed him out of his comfort zone, but made him accept confrontation and challenges in the cause of a common goal. And he also forged new bonds. "The passion for our region was evident just by being there. As community leaders we've got something that is enduring now, and I didn't think I would be part of something like that."

LEADERSHIP IN PRACTICE

The ARLF recently introduced participant surveys before and after each program to assess leadership program impact based on indicators relating to the "6A" leadership practices framework - Awareness, Adaptation, Authenticity, Affiliation, Action, and Advocacy.

The analysis focused on assessing impact through the number of participants that reported an increase in a particular rating and the magnitude of the change. The analysis acknowledges that individual self-reporting may decrease due to increased self-awareness and that there can be other contributing factors outside the leadership program.

Participants reported the significant change before and after programs in six indicators.

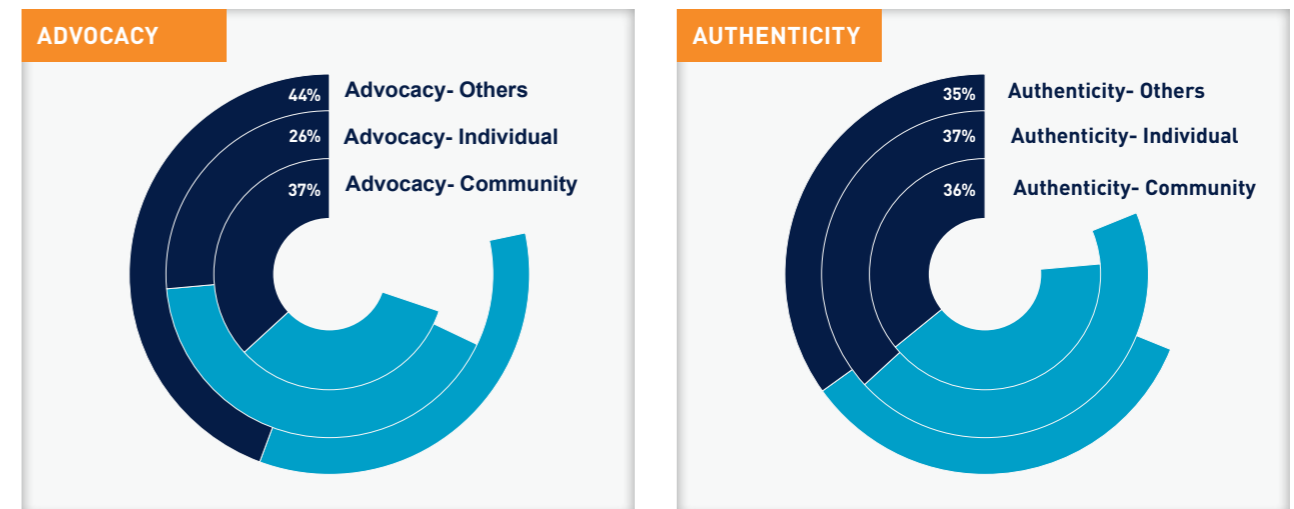
The area of most significant change related to **ADVOCACY**, where respondents reflected a 10 per cent greater likelihood to *Share and promote support for causes that will make a difference for others*.

"I have grown in my understanding of the common issues of my region and the need to work at a regional level instead of a community level to share the workload and pool resources."

"Most important for me right now is to stay connected to the people I am collaborating with and to put it in action."

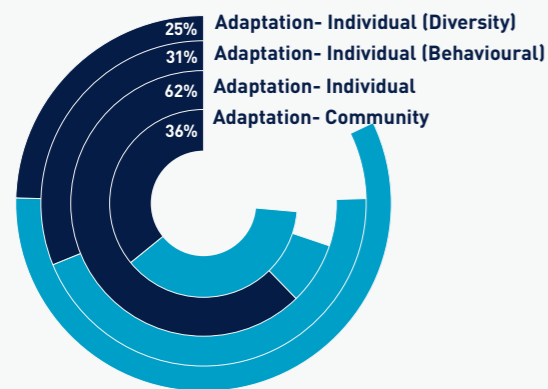
Leadership Practices Legend

- Percentage of participants with increase in rating response
- Percentage of participants with no change in rating response

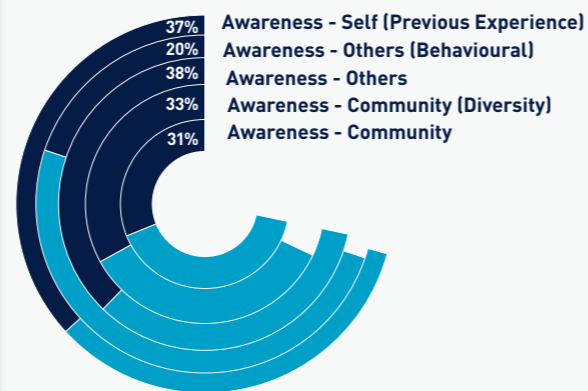


The second highest area of change related to both **AUTHENTICITY** and **ADAPTATION**. Respondents indicated the extent that they *Receive and remain open to feedback and learn from failure and whether they relied on tried and tested solutions*.

ADAPTATION



AWARENESS



"I feel empowered to step above my previous level of engagement with and influence within the groups in which I'm involved."

"Able to see change and leadership in a different way. Be able to look at the past, present and future and tie all of it together."

The third highest area for change in respondents was in **AWARENESS** of others as they reflected on understanding why other people respond the way they do and behave in relation to the participant's own behaviour.

"Understanding of my impact on others when working and leading large groups of people. Becoming more conscientious and slowing down to consider other peoples' perspectives and allow them to add value in their unique way."

The change in responses could also be lower for some participants as Awareness increased in the program. For example, participants responding to having an understanding of the interests and needs of others who are not like them reported a lower value after completing the program as they reflected on having greater awareness:

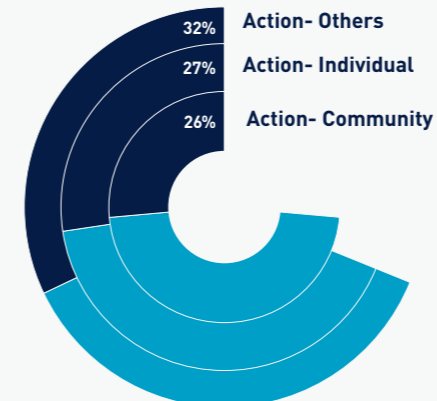
"My exposure to this program... has opened my eyes to First Nations people and their social issues. I am mindful of my footprint on this land."

Responses to **ACTION** increased in indicators relating to the intent to actively work with others and creating a legacy. Reflections on personal goal-setting decreased, with indications from participants that:

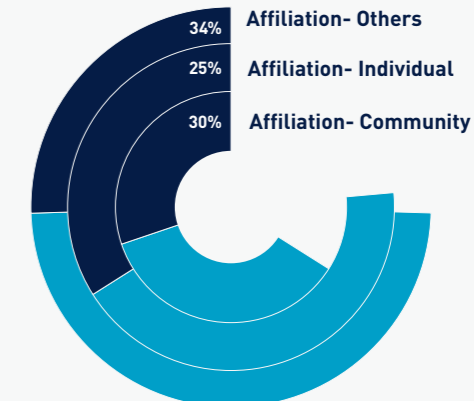
"I feel confident in leading a group setting common goals using models and are sharing new ideas from people from all different walks of life."

"By working towards a common goal, I think that we can help more people and have positive changes for the environment."

ACTION



AFFILIATION



AFFILIATION indicators assessed the extent that participants perceived their support of others to achieve their goals, worked with others towards shared objectives, and worked in collaborative groups for community outcomes. Ratings for Affiliation indicators changed the least through the program with one exception. Participants who also engaged in grant projects associated with the training programs rated closing affiliation scores at least half a rating higher.

"I feel more comfortable with working with a diverse range of people now having skills to understand them more and skills to direct them together to the common cause."

"Learning from others what is happening in their communities and businesses and collectively how we are all striving for a common goal. Vibrant, strong, happy communities with sustainable landscapes."



SUSAN FINDLAY TICKNER
Farmer, communications professional.
Horsham, VIC



"During our time in Sydney, we worked with homeless people and on one evening I found myself sharing pizza on a beach with a tattoo-covered, drug-addicted teenager who shared a candid and honest account of her plight, and the hopelessness of her situation, which really hit a chord with me."

Susan Findlay Tickner says that moment in the ARLP course changed her view of the world. It was then she decided to give back to the industry that had supported her and to advocate on behalf of others.

She has taken on roles with the Grains Research and Development Corporation, Wimmera Health Care Group and other bodies focussed on improving health and wellbeing in regional communities

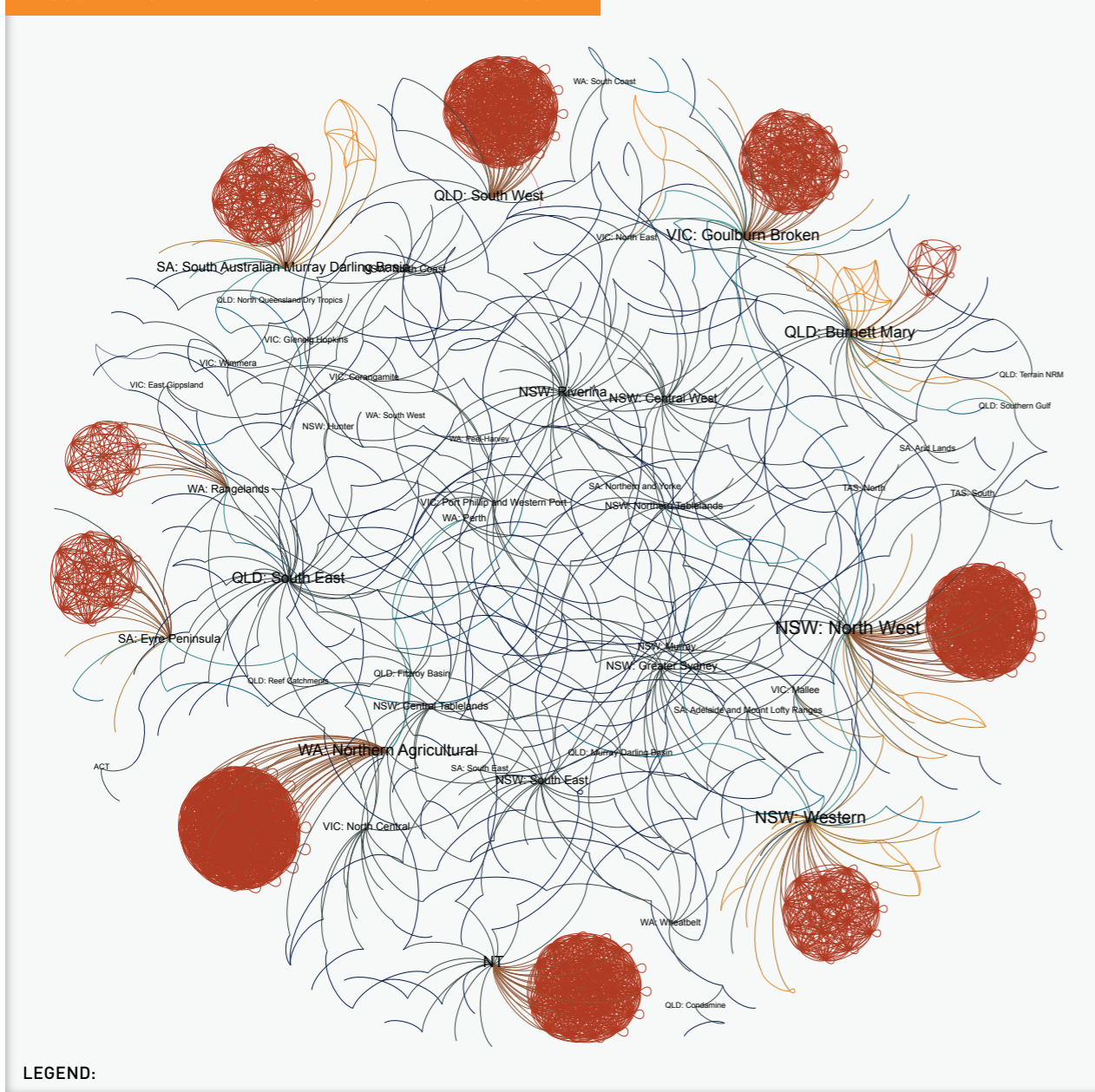


OUR LEADERSHIP NETWORKS

A strong element of the ARLF programs is the creation of a network of participants. The recent Future Drought Fund Drought Resilience Leadership program provides an opportunity to visualise this network at a national level. The graphic shows the connections between participants and regions across the three programs: Leadership training, Mentoring, and Grants. The mentoring program intentionally matched mentees with mentors across regions, as local communities benefited from participants being involved in all three streams. Additionally, some participants also engaged in multiple streams, as depicted by mentors or mentees who also participated in the leadership programs.

This snapshot network also exists within the wider ARLF alumni networked ecosystem of program providers, sponsors, participants, and alumni.

DROUGHT RESILIENT LEADERSHIP NETWORK - INDUSTRY



LEGEND:

- DRL Training program participant
- DRL Training and Mentoring program participant
- DRL Community Grant Recipient
- NRM Region

OUR PARTNERS

The strength of the ARLF is in the company we keep. Currently with over 60 organisations, our diverse portfolio of funding partners includes philanthropy, corporate, industry and government. It is this diverse mix of organisations who share our commitment to rural regional and remote Australia that enables our work and the impact of ARLF graduates across the country.

Special mention should be made of the research and development corporations, many of whom have been with us for three decades. They continue to invest in leadership through the provision of scholarships for the ARLF.

The nature of funding and the outcomes sought vary between supporters. These include funds that support such things as industry capability, HR/training and marketing. Funding from supporters on an untied basis allows the ARLF to direct such investment where it is needed most. Philanthropic partners and a few corporates engage with us in this way and for this we say thank you.

Most recently, the ARLF secured significant Australian Government funding to support, develop and amplify community resilience through investment in leadership development. These funds have broadened our ability to reach more people in more places, strengthening leadership networks across the country.

The ARLF values our partners who share our vision for a thriving rural, regional and remote Australia.



TO BE ABLE TO PARTICIPATE IN REGIONALLY-FOCUSED LEADERSHIP PROGRAMS IS A GAME CHANGER PERSONALLY AND PROFESSIONALLY. THE ARLF ARE SPECIALISTS IN PROGRAMS THAT WORK FOR REGIONS.



BEN BARLOW
Managing Director, New Age Microbials.
Farmer, Corowa NSW

"The personal investment in formal, fit-for-purpose rural leadership programs is an investment in development that benefits the well-being of broader regional communities, and our innovative regional-based businesses and supports growing opportunities for us all."



OUR 30TH ANNIVERSARY SPONSORS



As we recognise our 30th year of developing courageous and authentic leadership to support resilient regional, rural and remote communities, our valued partners have stepped in to help us celebrate and reflect on past achievements and acknowledge the outstanding contributions and ongoing impact of all our alumni, partners and the Foundation.

We would like to extend a heartfelt thank you to our 30th Anniversary sponsors as well as all of our partners for their belief in and the ongoing support of our work.

MAJOR PARTNER



PLATINUM PARTNER



GOLD PARTNERS



SILVER PARTNER



TORRES STRAIT REGIONAL AUTHORITY

In 2006, the Australian Rural Leadership Foundation (ARLF) and Torres Strait Regional Authority (TSRA) established a partnership dedicated to developing and delivering programs that aim to improve the lifestyle and wellbeing of the Torres Strait Islander and Aboriginal people living in the Torres Strait region by enhancing leadership capability and developing governance and advocacy capacity.

Since the establishment of the partnership, the TSRA has supported over 150 leaders, spanning a number of programs, including TRAIL Emerging Leaders Program, the Australian Rural Leadership Program and bespoke place-based programs to support the leadership of women and young people.



ROSS AND EDWINA SHARROCK
Tamworth, NSW

When Ross got home from the first session in the Kimberley he refused to tell his wife Edwina too much about the experience because he wanted her to do it too. Four years later she did.

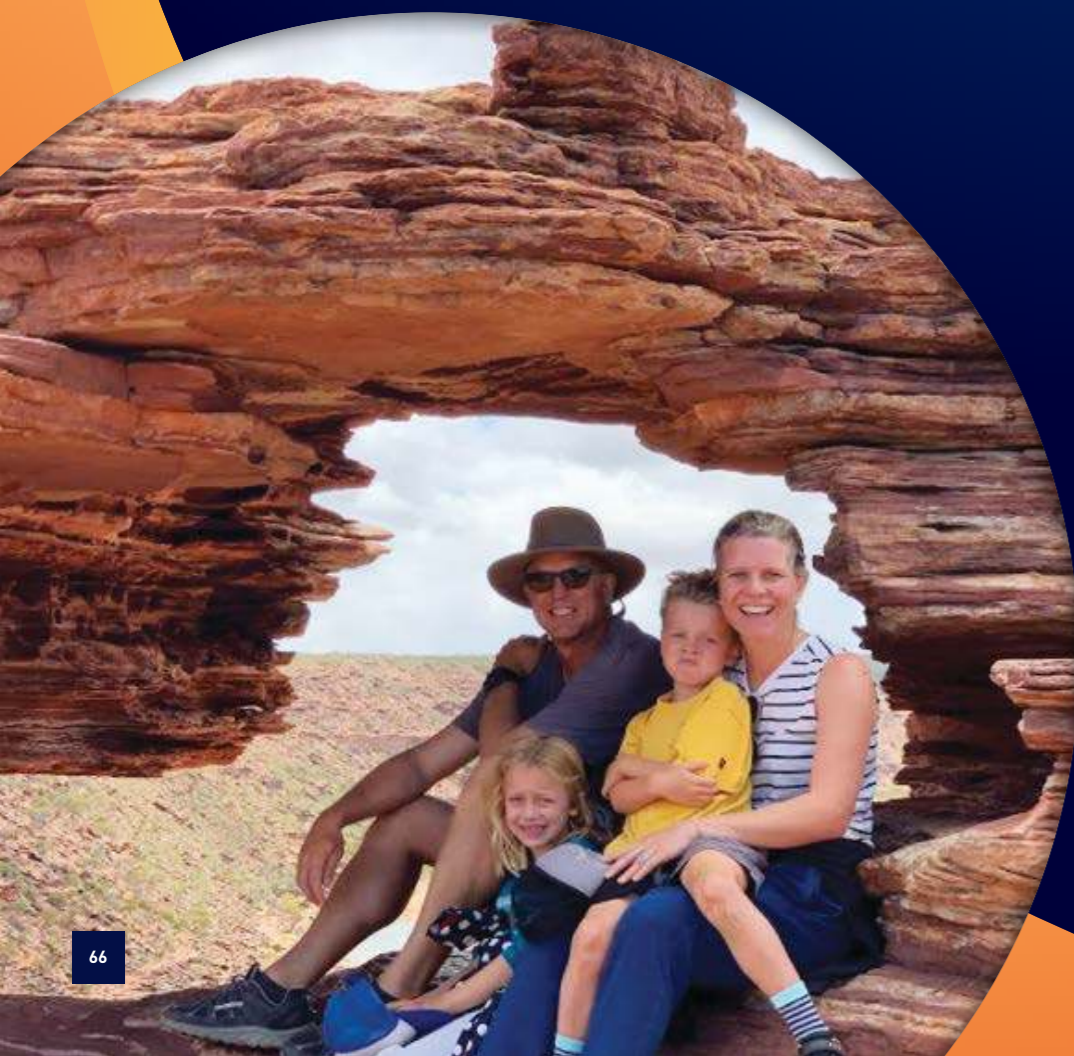
“When we do have leadership challenges – and we’ve both had significant ones in the last few months – we’re able to say ‘this is my opinion’ and bounce ideas and solutions off each other. It is great both having that ARLP framework to draw on,” said Edwina.

They value that experience and want others to have the opportunity too. They are regular donors to the ARLF.

“When you’re in [the Program] for those 18 months, you’re like ‘yes, I’m going to make sure more people get access to this’, and you feel really excited, but everyone just gets back to their real life and gets busy and prioritises different things, which I do understand. By actually making that contribution, we’ve got skin in the game.

(People)... have huge varying degrees of financial wealth, and it’s not about the amount that you’re able to invest,” Edwina says.

“It’s about doing it regularly, because that’s checking in with you, and ensuring that you maintain that connection and you’re taking the time to reflect and be grateful and thankful for your experience.”



OUR AUSTRALIAN RURAL LEADERSHIP PROGRAM PARTNERS

The investment in leadership by rural industries, organisations and communities now spans two generations for many of our ARLP partners. ARLP sponsors recognise that one of the most important investments an industry or organisation can make is in its people. From paddock to Parliament, over the back fence to over the oceans, alumni have led, advocated, built, challenged, adapted, innovated and so much more. Modern rural, regional and remote Australia has been shaped by these alumni thanks to the vision and commitment of ARLP sponsors over three decades.

Rural Australia, industries, organisations and communities have been shaped by the visionary investment in the future by these organisations. They have invested, with faith, in the proven methodology and impact of ARLF leadership programs because they know it works.



OUR AUSTRALIAN AGRIBUSINESS LEADERSHIP PROGRAM PARTNERS

With the Australian Agribusiness Leadership Program (AALP) celebrating its seventh year, the Foundation would like to recognise several partners who have been involved since the program's inception. They have contributed significantly to its evolution, either by welcoming participants into their workplaces or sharing their experience with participants. These organisations share our vision for thriving regional communities through a strong agribusiness sector and are committed to investing in leadership capability, fostering collaboration between organisations and cultivating new ideas.

LONG-STANDING PARTNERS



PARTNERS



OUR TRAIL PARTNERS

In 2022, the TRAIL Emerging Leaders Program welcomed its 14th cohort and saw them join a growing legion of over 170 TRAIL alumni, all committed to serving as leaders and empowering those around them. Over the program's 12 years, it has enjoyed significant support and engagement with many of the Foundation's partners that have recognised the importance of investing in, and developing, emerging leaders from a variety of backgrounds, industries and communities in regional, rural and remote Australia.

LONG-STANDING PARTNERS



PARTNERS



OUR PHILANTHROPIC PARTNERS

Over the past 30 years, the ARLF has been supported by generous and far-sighted individuals and organisations committed to investment in rural, regional and remote Australia's advancement and resilience.

These supporters are united in two beliefs: that a strong regional Australia is important to the future of the nation; and, that success is dependent on effective and future-focussed leadership.

As a not-for-profit organisation, this generosity has enabled us to continue our work. To these committed individuals and organisations, we say "Thank you". In particular, we acknowledge the significant contributions of the John B. Foundation, Thyne Reid Foundation, Gardiner Dairy Foundation and the Minderoo Foundation.

The John B. Innovation in Agriculture Scholarship, awarded annually over five years, provides the opportunity for an agribusiness leader to undertake the Australian Rural Leadership Program (ARLP) and an international study trip after graduating.

Since its foundation in 2000, the Gardiner Dairy Foundation has provided an additional nine ARLP scholarships for Victorian dairy producers. These scholarships and alumni, integrated with other investments in R&D and leadership, provide ethical, courageous leadership, for the greater good of the industry, right across the dairy value chain.

Through its Generation One initiative, Minderoo Foundation supports the Milparanga Aboriginal and Torres Strait Islander Programs and more recently, through its Fire & Flood Resilience Initiative, has invested in the ARLF's Regenerate Regional Leadership Program in Nambucca Valley and Snowy Valleys in New South Wales.



John B. Foundation



No less than 17 ARLP Fellows have received a scholarship funded through the generous philanthropy of Tim Fairfax AC and Gina Fairfax AC and the Tim Fairfax Family Foundation. ARLP29's Erin Lew Fatt and Eugene Wong are the most recent recipients of a Tim Fairfax Family Foundation Scholarship.

The Fairfax family has been involved with the ARLF since its beginnings, originally funding participants through the Vincent Fairfax Family Foundation.

Tim's long involvement with the ARLF as board member, Patron and philanthropic supporter is testament to his commitment and dedication to rural Australia.

We acknowledge and recognise his outstanding contributions to the ARLF over many years.



OUR MILPARANGA ABORIGINAL AND TORRES STRAIT ISLANDER LEADERSHIP PROGRAM PARTNERS

Since 2016, the ARLF has delivered the Milparanga program (formerly known as the National Aboriginal and Torres Strait Islander Leadership Program - NATSILP) in line with the Australian Government National Indigenous Australian's Agency Indigenous Leadership advancement strategy.

More than 250 First Nation's alumni have benefited from the generous support of philanthropic partners whose funding brings this program to life. These graduates have developed a greater level of confidence to lead and influence change in their chosen fields and local communities.



PEOPLE. COUNTRY. OPPORTUNITY.



TORRES WEBB
Cultural Capability Advisor, CSIRO.
Cairns, QLD



"I signed up thinking the time was right because I felt like a leader, but I was in my 20s, a baby!"

"However, that's the exact reason it couldn't have come up at a better time, because it grounded me and put me in my place."

Torres says the ARLP provided valuable connections and opportunities.

"I accepted I was someone growing into a leadership role, and this opportunity gave me the platform to connect to new mentors and strengthen my network with people who had the same vision as me to improve the livelihoods of Indigenous Australians and start making inroads on finding the positives and the things worth celebrating."





“
I MADE A DECISION TO FOCUS ON
THE AREAS WHERE I COULD MAKE
A DIFFERENCE - FACILITATING
CONVERSATIONS AND CONNECTIONS.
”

ROSE WRIGHT
*Business founder, regional advocate.
Kingscliff, NSW*

“What I learned through the ARLP was the significance of Indigenous culture’s connection to country. My epiphany was that this connection if understood could help us to heal our relationship with the First Nations people, our health and our planet,” says Rose.

She went on to found the biannual gathering Farm2Plate Exchange, to allow a flow of ideas between farmers, traditional owners, chefs and tourism operators.

OUR COLLABORATORS

The ARLF wishes to recognise the extraordinary work of the organisations that we work with closely to deliver our programs. We have sought to work alongside and collaborate with organisations that understand our purpose, approach and values. These relationships strengthen and complement our respective work.

We have forged excellent relations with a range of such partners, including the Foundation of Rural and Regional Renewal, the Australian Resilience Centre, Regional Australia Institute and Outback Initiatives.

The ARLF is a member of the peak body of Australian leadership organisations, The Leadership Network. We contribute to this network, in particular alongside the state based leadership organisations. We also value the working relations we have with our Associates and other professional providers who help make the programs so effective.



OUR ASSOCIATES



BRIONY ARNOLD

Director of Jouerdine Consultancy since 2018, Briony is involved in projects that enhance outcomes for Aboriginal people, reconciliation and personal growth. After a career of more than 20 years in education in WA, she is aware of the issues facing regional youth. She is involved in developing youth support programs, Aboriginal support programs and RAP plans for a variety of agencies in WA.



SUSAN BENEDYKA

Susan is a professional facilitator and communicator, who brings people together to engage constructively and solve issues. She is managing director of the Regional Development Company, chair of North East Integrated Water Management Forum, chair of The Executive Connection (TEC 402, Albury Wodonga), and formerly a director of the Telstra Foundation and chair of the Telstra Kids Fund.



LEITH BOULLY

Leith specialises in team and organisational development, change management, negotiation and conflict resolution, and women's leadership. She draws on 30 years' experience farming near Dirranbandi in southern Queensland to understand and inspire others. She has been chair of Sunwater Ltd and won the 2016 Local and Regional Award in the Westpac/AFR 100 Women of Influence Awards.



ELIZABETH BRENNAN

Elizabeth is an award-winning leader who can bring together the right people, businesses and communities to make things happen in the agricultural sector. She coordinates a research for development program in Papua New Guinea for the Australian Government. She holds government and business board positions and was named WA Young Achiever of the Year for community contribution.



STEPHEN BROWN

Stephen brings 30 years' experience as a former senior public servant and educator to the work of developing leaders in the Australian education system. His Brisbane-based global professional services company, The Brown Collective, taps a network of world experts in the school sector that specialises in policy and strategy, capacity-building and sustainable change.



STEVE COLMAN

Steve is a veteran of change management and a specialist in leadership development and the design of strategic programs. He is the founder of Global Learning, an organisation that grows adaptive leaders and builds resilient, productive workplaces. He is passionate about experiential learning design, and enjoys working at the intersection of social, business and natural environments.



RICHARD DENT

Richard has 30 years' experience leading large and highly specialised organisations in Australia and New Zealand. He has a particular interest in rural and regional leadership, gender equity leadership, multicultural leadership, and leadership for people with a disability. Richard is Harvard-qualified in leadership, governance and management. He was awarded an Order of Australia.



MICHELLE DESHONG

Michelle is a Fulbright Scholar, leader and advocate, with an in-depth knowledge of Indigenous affairs. Her consultancy provides training, community development, strategic planning, gender equality, and policy and service delivery reforms and reviews. She has worked as director of the Australian Indigenous Leadership Centre and headed the Australian Indigenous Governance Institute.



RUSSELL FISHER

Russell is a strategist, facilitator, educator and ecologist with experience in the fields of science, education and organisational and community development. He is principal with Reos Partners Australia - global leaders in the art and science of systemic change. He has helped organisations in Southeast Asia, the Pacific, and the Middle East solve problems and build capacity.



SCOTT GORRINGER

Scott is a Mithaka man who has worked in Indigenous education for over 20 years. He is a champion for positive discourse of Indigenous identity and culture in schools. He is director of Murrimatters Consulting, which delivers programs that help clients navigate organisational change, resolve conflict, enhance cultural awareness and deliver effective leadership. Scott is a leader on Native Title processes.



KARIM HADDAD

Karim is a professional educator and mentor with extensive experience in designing and running effective personal development programs. He directs leadership programs with Outback Initiatives. He was CEO of Outward Bound Australia and also program manager at the ARLF. He also owns and operates Australia's largest bladesmith school, which fosters personal development through making.



ALANA JOHNSON

Alana is a pioneer of the rural women's movement in Australia and a key figure in the ground-breaking Voices for Indi, the democracy project that became a model for independent representation in politics. She is adept at creating community consensus and running inclusive consultation on complex issues. She was appointed a Member of the Order of Australia for her services to women.



CRAIG JONES

Craig has extensive experience working with Indigenous communities in Australia and the Pacific. Much of his professional life has been spent working with rural land-holders in their dealings with the resources sector. Craig is the principal of RREDD – a majority Indigenous owned-and-managed company that helps communities share the benefit of appropriate development.



TANYA LEHMANN

Tanya has more than two decades' experience leading large-scale organisation and systems change within the rural health sector in South Australia and nationally. A clinician by background, she is also an experienced project manager, executive director, board chair, coach, mentor, trainer and leadership program facilitator. She runs a consultancy specialising in organisational change and leadership.



CATHERINE MARRIOTT

Over the last 15 years, Catherine has worked in management, strategic and leadership roles in the agricultural, research and regional development sectors in Australia and internationally. She developed a start-up member-based organisation for the northern beef industry. She has been a member of a number of private and public boards. She was 2012 WA Rural Woman of the Year.



ZOË ROUTH

For over 30 years, Zoë has been empowering individuals and teams in Australia and internationally. She is an author, mentor, speaker and strategist, passionate about showing people struggling with office politics and silos how to work better together. She runs her own consultancy, Inner Compass, which runs leadership programs. She is the author of four books on leadership.



ADAM SMITH

Dr Adam Smith has a vital connection to the ocean, sustainability, science and stewardship. He has initiated courses in coral reef management and leadership. He is adjunct associate professor at James Cook University and author of more than 85 scientific papers, books, and reports, including a TEDx presentation, Reef Revolution. Adam was named one of the top 50 Australian professionals in 2021.



ALI WASS

Ali has worked at senior managerial levels in outdoor education, volunteer management, community development and leadership programs. She works in the ACT TAFE system as an education support person within the Aboriginal unit. She directs therapeutic programs at historic Cuppacumbalong Station in the ACT, including meaningful engagement courses for veterans under active rehabilitation.



JEN WRESSELL

Jen is the founder and executive director of Mindful Innovative Action, a company committed to improving mental wellbeing in the workplace and community. The Geelong-based leader has 15 years' leadership experience, including as an expedition and station leader in Antarctica. She is a qualified behaviour support practitioner, mindfulness facilitator and experienced health professional.

OUR TEAM

Chief Executive and Company Secretary
Matt Linnegar

Director, Partnerships
Philippa Woodhill

Director, Learning
Andrea Hogg

Director, Finance and Operations
David Brouwer

Director, Corporate Services
Lockie McDonald

Project Lead, Drought Resilience Leaders
Catherine McGufficke

Project Lead, Resilient Regions
Marissa Clift

Lead, Community Partnerships
Allison Mudford

Manager, Finance & HR
Khaldon AL-Shehari

Manager, Leadership Programs
Penny Gladwin

Manager, Leadership Programs
Grant Cameron

Manager, Leadership Programs
Erin Burrows

Manager, Leadership Programs
Andrew Bryant

Manager, Leadership Programs
Simone Carroll –Germech

Manager, Mentoring & Insights
Werner Vogels

Manager, Alumni Engagement
Julia Strang

Manager, Program Operations and Experience
Kristy Frahm

Manager, Networks
Gemma Gordon

Manager, Networks
Monique Brouwer

Project Manager
Lesley Vick

Manager, Philanthropy
Vivienne Johnson

Manager, Communications
Karen Freer

Manager, Communications
Oona Jorunn Gro Lorenzen

Manager, Governance
Annette McCarthy

Manager, Business Development
Tristan Richmond

Coordinator, Leadership Programs
Erin Chesney

Coordinator, Leadership Programs
Kerren Britton

Coordinator, Leadership Programs
Rebecca Wilde

Coordinator, Leadership Programs
Suanne Sands

Coordinator, Partnerships
Melinda Murnane

Coordinator, Communications
Nicky McMillan

Coordinator, Digital Projects
Emily Pillow

Coordinator, Business Support
Megan Nuttall

Coordinator, Project Support
Katherine Davison

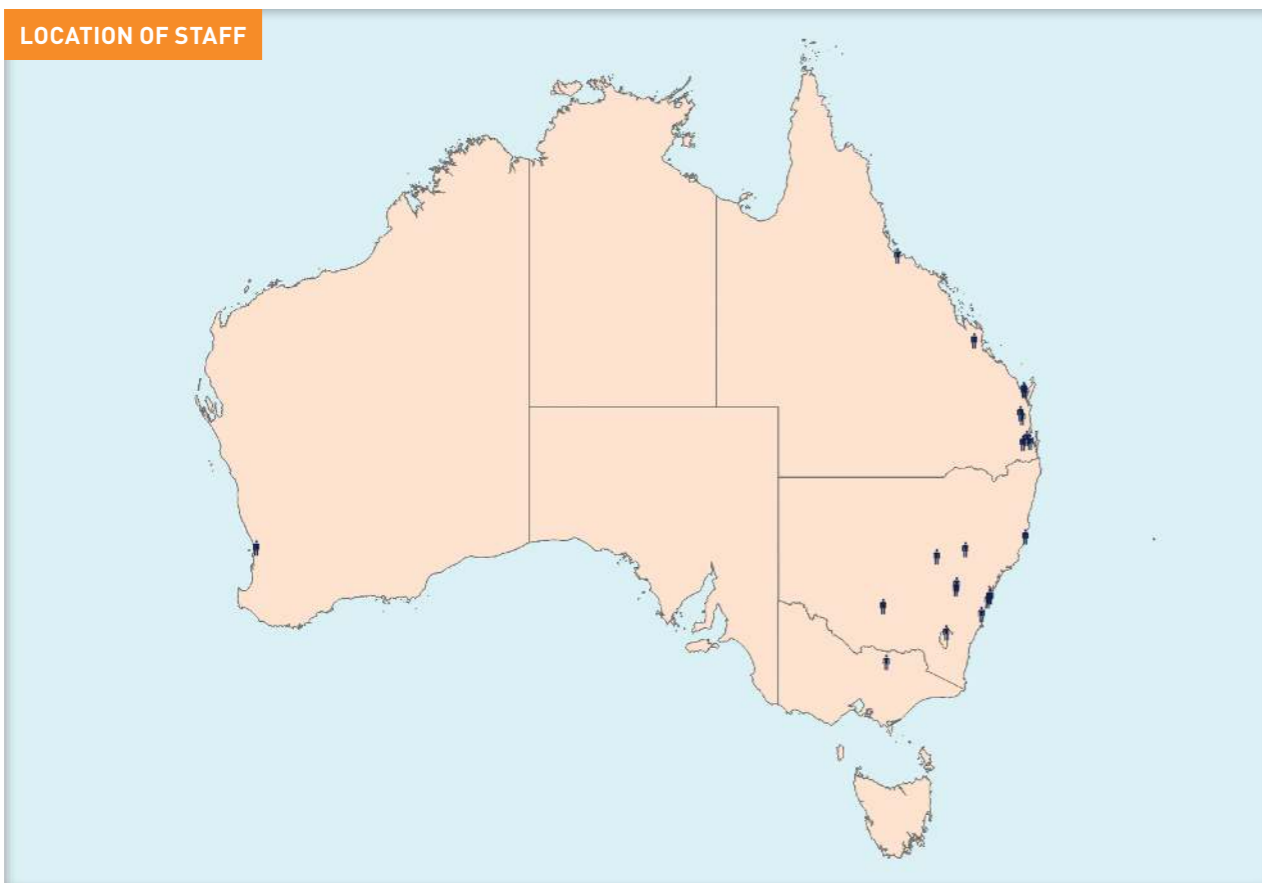
Coordinator, Systems and Data Administrator
Hansi Ganga

Data Services Coordinator
Fiona Humphris

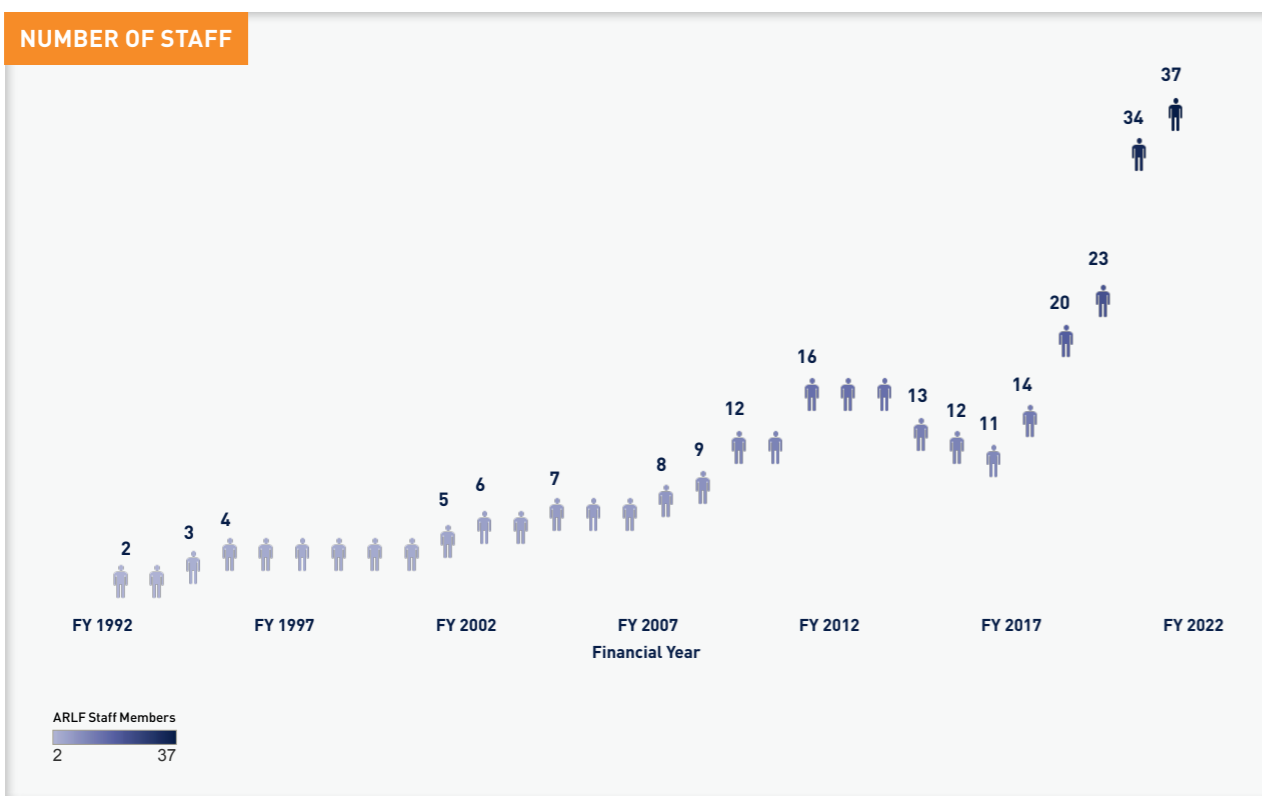
Bookkeeper
Stacey Pyke



LOCATION OF STAFF



NUMBER OF STAFF



TRENDS AND THE FUTURE

The last 30 years of the ARLF and its programs reflect in some ways the movements and demands in our sectors and in regional Australia over that time.

The obvious and most recent ones are the programs developed and delivered in response to circumstances facing rural and regional Australia arising from catastrophes – drought, fires, floods and pandemic. These crises have hastened government and industry action on issues that, in some cases, have long-been apparent to those in regional, rural and remote Australia.

Broader changes have been afoot, too: climate change; technological advancement; market transformations, workplace arrangements, and evolving social and cultural settings.

Adaptation requires leadership – in industry, in the community. And it makes demands on individuals to be prepared and able to embrace change.


Leadership, and leadership development, have needed to change, too. The early purpose and modus operandi of the ARLF was to develop leaders who could lead a strong sector for the nation. We know that the traditional model of leadership – that is invested in a few top people in an industry or place – is not sufficient to manage the complex circumstances we face today. And we know leadership is required everywhere, not just at the top of organisations. Problems, ideas, decisions and action are most effectively approached when shared.

This impact report is a useful tool to take stock of these shifts in the world, in the notion of leadership and in the operation of the ARLF.

Our curriculum and activities have evolved to serve this distributed leadership model. Indeed, the ARLF itself is distributed. We have broadened and deepened the pool of leadership support with the establishment of our network of 19 Associates who contribute to the programs, act as mentors and provide advice to the ARLF. Our staff of more than 35, is distributed across Australia. Our financial support has broadened with a mix of institutional, individual, corporate and government funding. Our participants' and alumni backgrounds reflect the make-up of regional Australia, with notably more women and more people from diverse ethnic backgrounds participating and contributing.

In coming years there is potential for us to go further, to form partnerships with geographically-distributed and mission-aligned organisations, communities and associates. In collaborations we can provide regional, sectoral and place-based service offerings in addition to leadership development programs. We can act as a trusted intermediary and convener/facilitator of conversations and initiatives. And develop long-term stakeholder engagement, investing in mentoring and community leadership initiatives. This way we can provide leadership development in more places, to more people, for more impact.

We have got here – as a trusted, non-partisan, for-purpose leadership development institution – on the back of first-class operatives, visionary decision-making, rock-solid support, and a core product of renown and impact – the ARLP. At every stage we have drawn on the knowledge and power of place afforded to us by First Nations program hosts, providers and participants. These have made us. These are integral to our future, as we continue to serve rural, regional and remote Australia.







LEADERS WHO LISTEN TO OTHERS,
TRUST THEIR TEAMS AND ACT TO
EFFECT CHANGE WHERE THEY
FEEL IT IS NECESSARY, ARE A GIFT
TO ANY REGIONAL TOWN.

ASHLEY FRASER
Farmer, Rutherglen, VIC

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