Leadership in Action



YEARBOOK 2014

Our Partners

Leadership Victoria gratefully acknowledges the contribution of our partners. Their valuable support of our vision and mission truly makes a difference in developing leaders for social impact.

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State Government

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Department of Premier and Cabinet Department of Justice









Leadership

In this rapidly changing world, we need adaptive leaders with the vision, influence and ethics to lead and drive change for the common good and a better world.

At Leadership Victoria, we inspire leadership character, we develop leaders as mobilisers and change agents – with and without authority, we connect leaders through networks to deepen their skills and share leadership practice, and we harness leaders for impact towards the common good.

Through our programs, events and activities, we focus on leaders developing their leadership consciousness, fostering their "vertical development" (increasing the capacity to learn and develop), as well as their "horizontal development" (technical skill development). Leaders experience rich opportunities to broaden their learning through exposure to new and diverse experiences, people and ideas. We encourage continuous learning and build connections and networks for all who are connected with us. We work across all sectors – business, government and non-profit, and we work with all demographics and many cultures.

Through our partnerships and collaboration with organisations in both leadership development and social impact, our powerful leadership approach has transformed teams, workplaces and organisations, as well as individuals.

We synergise inspiration, development, connectedness and impact. We contribute to business outcomes. We help government implement their programs. We work with civic organisations to make a difference.

For Leadership Victoria, 2014 has been a year of **Leadership in Action.**

AT A GLANCE 2014

Contributed more than **25000 hours** IN COMMUNITY PROJECTS

PROVIDED 855 PROBONO MENTORS

MORE THAN

Delivered more than
2100
HOURS
of Leadership Development

Provided

over

leadership development to











MORE THAN

programs and events

at

Designed & delivered

3



l e a d e r s h i p , mentor and board support programs for clients



Message from the Premier



Victoria wouldn't have become the thriving state it is today without a proud history of great leaders in diverse fields whose actions have strengthened our community.

To continue this tradition, we need to work hard to develop and support the leaders of tomorrow.

We need to encourage emerging leaders across our government, business and nonprofit sectors to take up the challenge of leadership. We must foster them so that they will bring their vision, influence, ethics and compassion to the challenges of the future.

Through its partnerships, social impact and leadership development programs, Leadership Victoria plays a key role in Victoria's future. Developing leaders in action, who contribute to the community and help to create strong and effective organisations, helps to create a thriving Victoria for the future.

On behalf of the Victorian Government, I congratulate the graduates of Leadership Victoria's 2014 programs, and to the many alumni and GreatConnections volunteers who have contributed thousands of hours of highly skilled pro-bono support to make a difference for Victorians.

Thriving communities are a result of great leadership in action, and the Victorian Government is proud to support Leadership Victoria to strengthen our community by developing great leaders for an even better Victoria.

Perus P Jopta

The Hon Dr Denis Napthine MP Premier of Victoria

From the Chair and Chief Executive

Today, Leadership Victoria is supported by a network of more than 1,000 alumni, corporate, government and philanthropic partners and supporters, GreatConnections volunteers, and our small but dedicated staff team. This collaboration is truly a demonstration of Leadership in Action, with "contributing to the common good" as its core value.

In 2014, Leadership Victoria's activities have included:

- Bringing latest global knowledge to Victoria through Immunity to Change Masterclass with Dr Lisa Lahey from Harvard, and Authentic Leadership Intensive with Nick Craig, President, Authentic Leadership Institute
- Working with other organisations across all sectors to develop and deliver 30 customised leadership and mentor programs to a range of audiences
- Establishment of an LV Associates Network bringing additional capacity and specialist capability in facilitation, coaching and psychometric profiling to our Faculty
- Continued delivery of renowned public programs such as the Williamson and Folio Community Leadership Programs, Igniting Leadership and NFP Board Programs; and introducing a Creative Leadership Series
- Delivery of social impact projects in 115 community organisations by 450 Client Managers, Mentor Coordinators and volunteers

Of course, our success is measured not by the level of activity, but in the outcomes and impact for individuals, in organisations and in the community.

The important work of Leadership Victoria would not be possible without the vital support of our government, corporate and philanthropic partners, not only for Leadership Victoria, but also in the communities in which they operate. To the many people who give their time voluntarily as speakers at our programs and events, as members of selection panels, or in an advisory or other pro bono capacity, I thank you all most sincerely for your invaluable support.

Our sincere thanks to our social impact GreatConnections pro bono team, our staff team and to Council members for your hard work and unwavering commitment to our mission in 2014.

On behalf of the Council of Leadership Victoria, congratulations and thank you for a year of achievement and positive impact: a wonderful demonstration of **Leadership in Action.**





Chair, Leadership Victoria Council



Richard Dent OAM

Chief Executive



Tailored Leadership Solutions

When LV develops and implements customised leadership programs for organisations, the result is a perfect fit for both participants and their employers.

"The program has been invaluable," says Chris Haspell, Service Desk Team Leader, and a 2014 participant in the leadership program developed by LV as part of the organisational development framework at Boroondara City Council.

"Quite often we are promoted to positions that include the word 'leader', but making that transition isn't something that happens overnight. The leadership program provides tools to develop leadership qualities. It's also created opportunities for collaboration across teams that simply wouldn't exist otherwise."

Back at work, participants have a chance to show off their new leadership skills in action.

"Participants in the programs have been inspired and supported to practice their leadership skills back at the workplace," says Lucia Giagnorio, Manager, People, Culture and Development at Boroondara.

"Many have formed close bonds with other participants and meet regularly to discuss leadership challenges and approaches to resolve the issues. Three of our participants have already been promoted to other leadership positions, which is a very rewarding outcome." The Change Agent Network (CAN), an initiative funded by the Victorian Government Department of Health and led by Turning Point in collaboration with VAADA, the Bouverie Centre, and Bendigo Community Health Services, drew a diverse cohort of emerging and established leaders in the Alcohol and Other Drugs Sector (AOD) from across Victoria.

The leadership program, developed and delivered by LV, took participants on a 'deep dive' experience in leadership inside and outside the workplace, preparing and enabling them to develop a robust and thriving community of practice to generate and support culture change within the AOD sector, particularly during and beyond the sector reform process.

In 2014, Leadership Victoria has delivered 30 tailored leadership, mentor and NFP board development programs for a range of organisations including Knox City Council, Australian Dental Association Vic Branch, African Think Tank, University of Melbourne's Graduate Students Association, Victorian Department of Sport and Recreation and National Disability Services Victoria.

By working with other organisations, our unique leadership model is having a broader impact and helping to develop more leaders in action



L-R: Kristina Williams, Phil Coyne, Pru Smith, Lucia Giagnorio, Chris Haspell, Marilyn Kearney, David Cashmere, at Boroondara City Council.

Leadership *in*Action



The Boroondara City Council customised leadership program included a visit to Carrical House to connect participants with the community they serve

66 *Through our leadership program,* we hoped to achieve a more robust and cohesive group of leaders, who could shepherd major reforms in the alcohol and other drugs sector... Since completing our program, the Change Agent Network Community of Practice has met monthly. We have appointed office bearers, developed our Terms of Reference and written a project plan as a Community of Practice. As leaders in a time of change, we have been able to share information and ideas, and supported each other in our *leadership development.* **99** Sally Ryan, Convenor, Change Agent Network.



Leadership mAction

Bridging the gap between Business and NFP

While both business and community organisations benefit separately from Leadership Victoria's programs, the impact is greater when the two combine.

Leadership Victoria's partner, Pitcher Partners, showed its commitment to supporting community organisations in 2014 by offering a series of scholarships for our Not-For-Profit (NFP) Board programs.

Sue Dahn, Executive Partner at Pitcher Partners, says it's crucial that business and community organisations work together to solve the problems of today and tomorrow, and supporting the development of our future leaders is a perfect way of doing so.

"Today's business and community challenges are complex, and single disciplinary and single sector approaches to those challenges no longer work. We need the joined-up effort of business and the community working together for the future. Both sectors are enriched by the other's contributions." "Leaders who focus only inside their organisations – drawing their power and influence from their formal role and responsibilities – are not the leaders we need for the future. Leaders who grow and expand through multiple communities, networks and organisations build the selfawareness, insights, relationships and resilience to lead themselves and their organisations to strong, collaborative future outcomes."

Nayuka Gorrie, a non-executive Director at the Australian Youth Climate Coalition, is on her way to becoming one such leader, having been a recipient of a scholarship in 2014. Nayuka attended the Orientation to NFP Board Leadership Program.

"I left feeling empowered to fulfil my duties and make the right decisions as a board member, and continue my journey in NFP board leadership. I have also gained a further understanding of technical skills required such as legal and financial requirements."



66 Representation of young, Aboriginal women like myself, and other marginalised groups will remain low without opportunities such as this. Without this opportunity I would not have been able to access the skills and knowledge of the experts who spoke at the program; I would not have made the connections I made and I would not feel as empowered as a board member. **99 Nayuka Gorrie, Non-Executive Director, Australian Youth Climate Coalition.**

Leadership



L-R: **Marnie Gibson**, Orientation to NFP Boards program graduate; **Sue Dahn**, Executive Partner at Pitcher Partners; **Rikki Andrews**, graduate of Director Dynamics, a masterclass for experienced Board members which addresses current issues and challenges faced by NFP Boards.



L-R: Orientation to NFP Boards participants **Melinda Collinson, Karen Spiteri, Tim Dionyssopoulos** and **Nayuka Gorrie,** with **Amanda Stephens,** Mayor of Port Phillip and program guest contributor



Making ^{an} Impact

From large-scale community issues to individual pro bono support in strategic planning or NFP Board placements, our social impact programs, including GreatConnections and mentoring, have broad community impact.

One such project, Winter Warmth, is a collaborative program run by Doncaster charity Doncare Community Services with support from Community Information & Support Victoria (CISVic), and funded by Bendigo Bank. Local man Des Galgut enlisted the collaborative forces of Doncare, Manningham Community Enterprises Ltd and CISVic to successfully develop Winter Warmth. The program helps pay winter heating bills of elderly residents who would often spend their day in bed to keep warm, unable to afford heating but reluctant to ask for help.

Their ultimate aim, says Barbara Zeller, the program's manager at Doncare, was to document the program's achievements, with a view to rolling it out to other agencies. They turned to LV's GreatConnections program, and Client Manager Sharon Coates connected them with Tracey Jarvis-Ball who provided pro bono support to conduct an evaluation of Winter Warmth.

"Tracey brought her fantastic leadership skills and enquiring mind to the program, which helped us reflect and think about how it all came together and what we'd like to see happen in the future. She listened to all the players and came back with a completely objective perspective," says Barbara.

"The end product is totally invaluable. With an evaluation like this, we can roll it out to other emergency relief agencies – it's easy to show them how it can be done now."

For her part, Tracey is thrilled to have been able to bring her expertise to this worthy project.

"The early adoption of evaluation planning, analysis and reporting by the NFP sector will enable organisations, their clients and funding bodies to develop a better, shared understanding of program objectives, as well as improving access to limited resources, and encouraging collaborative partnerships such as Doncare and Bendigo Bank," she says.

LV's social impact and GreatConnections programs provide leaders with the opportunity to connect and collaborate across sectors to truly put their leadership into action



Through LV's diverse range of mentoring programs, our mentors share their experience and knowledge with emerging and established leaders, community projects and not-for-profit boards. Our mentoring programs help to build capacity of leaders in the community sector, with an impact on individual and community sector performance. Mentoring is rewarding for the mentors and mentees alike, with reflection leading to personal development on both sides of the mentoring relationship. LV's Mentor Coordinators play an integral part in the successful delivery of LV's mentoring programs by supporting the mentor-mentee relationship through advice, resources and encouragement.

L-R: Mentor Coordinators **Denis O'Hara, Sandy Guest,** Keith Perkin, Gordon Hollonds.

Leadership



L-R: Volunteer **Tracey Jarvis-Ball** with Winter Warmth collaborators **Barbara Zeller, Des Galgut, Doreen Stoves, Ray Lord.**

66 It has improved my mentoring capability and provided me with a great opportunity to assist an enthusiastic young African Australian leader with huge potential to support his community and address diverse needs with compassion and wisdom. **99**

Ken Parker (left), mentor to Philip Gai (right), as part of the 2014 African Leadership Development Program.





Good Leaders make Good Business

Organisations who partner with Leadership Victoria benefit from LV's experience, connections, profile and expertise. LV tailors leadership programs to their high-potential leaders, and the business benefits are manifold.

"Without great leaders you will not have a great organisation," says Craig Dent, CEO of State Trustees Ltd.

Josie Brown, Regional Manager – East, Client Services at State Trustees, agrees: "Developing great leaders in business is critical, as business success and performance outcomes are driven by the calibre of leadership within an organization."

"The more self-aware and authentic leaders are, the better connected they are to their teams, which means that mutual goals and strategic goals are more likely to be met," says Josie, a participant in the 2014 Folio Community Leadership Program.

Erin Ryan, Manager of Organisational Development at our partner, the Victorian WorkCover Authority, confirms that the impact on culture, employee engagement and business outcomes are just some of the benefits to the VWA's Leadership Victoria programs. "Participants come back from the programs inspired to make a difference - given the people you meet, hear and learn from during the programs, it's hard not to be! The programs' focus on self awareness, emotional intelligence and self discovery means that participants also come back to the workplace with a greater understanding of who they are as leaders, which can be very powerful."

Craig Dent agrees the whole workplace can benefit from the experiences of participants.

"The learnings from those who have participated in the Williamson, Folio, Igniting Leadership programs and board development sessions have been shared; and tools and techniques that were introduced through these programs are now being utilised throughout all leadership levels within State Trustees."

"Participation in LV programs is a life-changing experience. I am very proud to be a LV alumnus and would recommend it to other organisations who are also committed to the holistic development of their leaders."



The State Trustees executive team L-R: Michelle Johnston, Gideon Perrott Melanie Lewis, Craig Dent, Angela Burton, Paul Manning, Geoff Purcell, Agata Jarbin.

66 Within an organisation, leadership – good or bad – has a huge impact on the culture, employee engagement and business outcomes. We see developing the capability of our leaders as a critical success factor in reaching our strategic goals as well as creating a great place to work.**99**

Erin Ryan, Manager, Organisational Development, Victorian WorkCover Authority.





Developing Community Leaders

In 2014, the African Think Tank invited Leadership Victoria to deliver their African Leadership Development Program to 30 participants with diverse backgrounds from the African Australian community.

The comprehensive leadership program included collaborative community projects, a focus on peer support and networking, and a mentor program.

Dr Berhan Ahmed, chairman of the African Think Tank, says the breadth of experience the LV program offered contributed in no small way to its success. He says one of the best things about the program was the opportunity it presented for forging new connections.

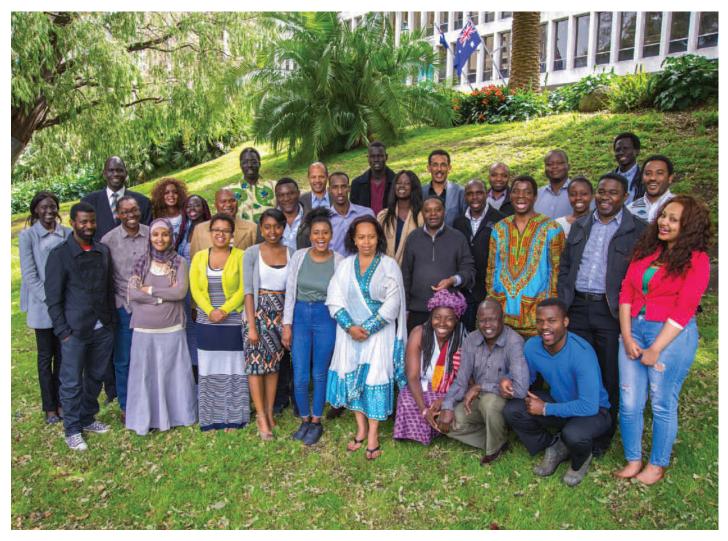
"This training helps to bring a common value of leadership to the diversity of the African community here in Australia," says Berhan.

"The most important outcome of the program is that it has brought all the different African communities closer. Inter-community relationships have strengthened and leaders who have made contact through the program have started to invite each other into their communities, bringing interconnectedness. This outcome – bridging the gap – can have a huge impact on our communities working together with a united vision for a common future." "We need Leadership Victoria to help hatch new leadership. With the program, the generational gap has started to narrow, and the gender gap too. It helps to break down the barriers between the past and the future. That's how I see LV – it brings the history and practice of leadership into the future."

Amel Digge says the program has been very rewarding for her. "The program has helped me to explore my own leadership style. It has also provided me with the professional leading strategies to secure a sustainable social impact on my community"

"Family and community are the major foundations of African identity, so developing strong leaders within the African Australian communities will have a great positive social impact," Amel says.





Participants in the 2014 African Leadership Development Program with representatives of the African Think Tank board.

66 Strong leaders can make African voices, which are largely hidden, heard in the public domain. Leaders also have the influence to help Africans to successfully integrate and contribute to Australian society. Developing an effective collaborative network between the African leaders will enrich African Australians' knowledge and experiences. **99**

Amel Digge, 2014 African Leadership Development Program graduate.





Leading in Organisations

Alumni and graduates of Leadership Victoria's leadership programs say the benefits and impact they bring across the board, including in their workplace, cannot be overstated.

Mark Heaton, a 2014 WCLP participant and General Manager, Sales & Client Services at Ticketmaster, says, "I have taken away some great learnings from the program which have already had a significant impact on my own workplace."

"My overall leadership technique has developed greatly throughout the Williamson program (WCLP), and I have already implemented some clear initiatives in my workplace. Better communication with my team members, allowing them to work autonomously while knowing there is support when required, and more face-to-face conversations rather than the electronic kind, have changed the way I lead."

Louise James, Customer Service Manager at Transurban and also a WCLP graduate, agrees the benefit of strong leadership to workplaces can be huge. "It is through strong leadership that Transurban is able to inspire and motivate team members to exceed organisational goals," she says.

"There is a direct link between strong leadership and employee engagement, product improvement, customer satisfaction and profitability."

Graduates of LV programs at all levels value the benefit of LV's cross-sectoral approach. Matthew Marszal, a participant in the Igniting Leadership program and Billing Team Leader at Transurban, agrees his newfound skills have been put into action in the workplace, and it's all thanks to the diversity of the program.

"Attendees came from private companies, volunteer organisations and government departments. Having that diversity throughout the program helped me to view leadership through different views and experiences, and meant there was plenty to take away to apply to my work."

Leadership



L-R: LV graduates Louise James (WCLP), Joanne Ilsley (ILP), Matthew Marszal (ILP) at work at Transurban

66 My overall leadership technique has developed greatly throughout the Williamson program... I have taken away some great learnings from the WCLP which have already had a significant impact on my own workplace. **99** Mark Heaton, General Manager, Sales and Client services, Ticketmaster.





Diving Deeply into Leadership

In 2014, participants in the Williamson Community Leadership Program enjoyed an intensive, experiential program that took them on a 'deep dive' into leadership in action. The impact for participants has been wide-ranging and long-lasting.

"I can already see this having positive impacts on my capacity to do great work," says Maria Cameron, Senior Policy Advisor with the Department of Health and a WCLP '14 graduate.

"I've taken ideas from WCLP and shaped them into suggestions for new ways we can do things at work. The head of my organisation has responded very positively to one particular suggestion I made based on my WCLP experience, and I look forward to seeing it take shape in coming months. I also took on an entrenched workplace issue and tackled it head-on, which contributed to a positive outcome on this issue for my organisation. I don't think I would have pursued it without the support at a critical point from a WCLP colleague."

Luke Sullivan, General Manager of Asset Management at Orica, says the program has taught him the importance of leaders thinking outside their own fields.

"I believe it is essential that those with the potential to be great leaders are challenged to think beyond their immediate domain. The exposure to dissimilar industries and issues of community ensures that leaders grow beyond their innate abilities, to truly be effective in leadership roles." "I work in a global corporate organisation. Williamson has brought a balanced perspective of the challenges of not-forprofit and government as well as the corporate sector. I see my efforts going forward maintaining this exposure to all business sectors and Williamson has instilled a commitment to engage more closely with my communities."

Built on Williamson principles and now in its second year, the Folio Community Leadership Program provides an equally impactful grounding for senior leaders to use their experiences and leadership for thriving organisations and social impact. Josie Brown, Regional Manager, Client Services at State Trustees and FCLP '14 graduate, says the program has been invaluable, particularly to her work.

"The program is a wonderful opportunity for leaders to take the next step in their development and open their minds to issues they may not have previously considered. From a company perspective it is a great way to demonstrate investment in your employees, and wanting to harness their potential for personal development, which ultimately has a positive impact on demonstrated leadership within the business."

Leadership in Action



2014 WCLP graduates Maria Cameron and Luke Sullivan.

66 The best things about Folio have been the relationships formed with other participants and the opportunity for self-reflection on my leadership. Every single participant has contributed to the group and I've learnt so much, not just from the program's agenda but from my peers and fellow participants along the way. **99**

Josie Brown, Regional Manager, Client Services at State Trustees and FCLP '14 graduate.





Reaching across Victoria

Leadership Victoria's activities reach all across Victoria. Victorians face many shared leadership challenges, but regional and rural areas also have their own unique challenges. Leadership Victoria originally helped establish a number of regional leadership programs, and continues to collaborate with, and work in, many communities.

The high concentration of Leadership Victoria alumni in Shepparton, in Victoria's northeast, means past participants in a variety of Leadership Victoria's programs have formed a network of support and mutual respect based on a passion for furthering the growth of their community. They see the development of great leaders as crucial for their region's future. Complementing, and working in collaboration with, regional leadership development programs, Leadership Victoria's alumni have a huge impact on local communities.

"Programs like Leadership Victoria's are now essential to the survival of thriving regional communities," says Ross McPherson, Executive Chairman of McPherson Media Group, who is a Williamson alumnus from 1995.

Lyndon Galea, founder of the social enterprise Eat Up, which provides school lunches to children in need, agrees.

He first heard about Leadership Victoria from Ross, who has long been a mentor to him. Lyndon completed the Igniting Leadership Program this year.

"Developing leaders in any community is important, but it is essential in a regional community," says Lyndon.

"The influence - positive or negative - our local leaders are able to have is intensified because regional populations are often more agile to the different ideas introduced by new leaders or feelings captured from the community. Strong local leaders will ensure a positive, happy and growing community for all."

"Shepparton is a town of great passion and diversity - by connecting the great breadth of ideas and listening to the range of opinion - we can grow together and in a way that benefits everyone. I feel the greatest view for our community's future lies within the collective wisdom of all the people who call Shepparton home - the larger the number of locals engaging in this conversation, the louder the voice. Leadership Victoria's programs equip people with the confidence to speak and to respect the influence they have."



L-R: Shepparton LV alumni Lyndon Galea, Ross McPherson, Suzanna Sheed, Imran Syed.

Leadership

We are proud to present the 2014 Williamson Community Leadership Program



SUZANNE BELL

Partner, Audit KPMG

Suzanne has over 20 years of audit and advisory experience. She has a Bachelor of Commerce from the University of Melbourne and is an Associate of the Institute of Chartered Accountants in Australia (ICAA).

Suzanne is a former board member of Plan International Australia and the Melbourne Fringe Festival, a senior member of the Australian Davos Connection's Future Summit project team, and a former Chair of the Future Summit Leadership Awardee program.

"My most profound moment was when we were asked to identify the three things that we most valued - and to then go through the process of giving up two of them to help us understand the indigenous experience of dispossession. It was truly amazing."



ANGELA BURTON

General Manager – Operations State Trustees

Angela has over 25 years' experience in the financial services industry, having held senior management positions across business sectors including Superannuation, Business and Life Insurance, and Statutory Insurance. Angela is the General Manager of Operations at State Trustees, and has a strong focus on client-centered service delivery, underpinned by a commitment to developing and supporting team culture of excellence.

"The stimulating conversations and challenging of my world views has provided me many opportunities for reflection over the year. For me the impact of the refugee school visit and talking with the children was such a humbling experience, which will stay with me for many years to come."



MARIA CAMERON

Senior Policy Advisor Department of Health

Maria works on diverse health law reform, policy and strategic projects. Dynamic, creative solutions to complex problems are achieved, unconstrained by the limitations of hierarchy or orthodoxy. She matches this with strong community involvement, both internationally (Philippines, Bangladesh) and at home – literally. Her interest in urban farming (dairy goats, poultry, bees, horticulture) and community has inadvertently led to her household and community becoming an award-winning exemplar of sustainable living.

"The Canberra trip was incredible. It left me even more passionate about the necessity of balancing professional life with other aspects. We need leaders who are healthy and have perspective, rather than the burnout and tunnel vision that comes with devoting every waking hour to only one aspect of life."



2014 Williamson Community Leadership Program



MELANIE CAREW

Communication & Education Manager Cooperative Research Centre for Mental Health

Melanie is a passionate advocate for science with qualifications in management, science and communications. Her career to date has focused on large multidisciplinary teams, in particular those formed within the Cooperative Research Centres program. She has experience in engaging people on diverse topics including mental health and brain research, biotechnology, agriculture and crop improvements, evidence-based dental techniques, cleaner production for the dairy industry, environmental water flows and drought contingency plans.

"The session on framing gave me an insight into how values influence behaviour and thinking. This better understanding of both myself and others has fundamentally shifted my thinking about the nature of relationships, broadening my ideas about the possibilities that exist in tackling 'wicked problems'."



CATHERINE DILLON

Principal Mount St Joseph Girls' College

Catherine is committed to education and community work. With 23 years' experience in Catholic education in five Melbourne secondary schools, she has held several leadership positions and is now in her seventh year as principal. Complementing this work, she also enjoys working in community service and youth leadership.

"The most influential moments for me were occasions where I could listen to people living in adverse circumstance, benefiting from the strong leadership and care of committed individuals. It was wonderful to hear the pride and 'turn around' stories of of Carrical House residents. The impact of compassionate leadership to restore respect, dignity and hope to those who are at the margins or have experienced homelessness was inspiring."



MARYUM CHAUDHRY

Global Volunteer Victorian Multicultural Commission

Maryum is passionate about advocating for women, children and initiating change. She is a Commissioner with the Victorian Multicultural Commission, an AFL Multicultural Community Ambassador (North Melbourne) and Asian Cup 2015 Ambassador. Her previous roles include Vice-President of Islamic Council of Victoria (ICV) and CARE With ME. Her love for travel and new experiences has included being an Australian delegate at the 6th Regional Interfaith Dialogue Conference and DFAT exchange programs to Malaysia and Indonesia. Previously working for the Australian Taxation Office, Maryum is currently studying Arabic in Jordan and is excited by the future possibilities.

"My most profound moment came at the opening retreat: understanding my past to make room for opportunities."



JARROD EDWARDS

Director, Technical & Regulation Victorian Building Authority

An executive member of the Victorian Building Authority, Jarrod has spent much of his professional life working in the public sector. Jarrod has a passion for problem solving and a commitment to achieving systemic solutions. A focus on contributing to public benefit is reflected in both his work and personal life. With the support of his wife Traci, Jarrod tries hard to balance work and self-discovery with a family of three children.

"My most profound moment came on day one: being confronted by feeling like an imposter amongst a cohort of seemingly gifted people. As Richard Dent explained, imposter syndrome should be expected, yet I was surprised to learn the majority of my fellow participants felt the same."



CHRIS CLARK

With an extensive strategic and operational background in notfor-profits and the arts, Chris has more than 15 years' experience as a professional musician while working in the government and philanthropic sectors.

Chris has proven ability to build exceptional stakeholder relationships that support strategies and objectives, drawing on his creative thinking to implement innovative communications and fundraising strategies, program evaluation, enterprise risk management and strategic change.

"My most profound moment was an experience every Australian should have, to turn the asylum seeker debate on its head. Being surrounded by students learning English as a second language was awkward until conversation turned to music and sport – transcending borders. A genuine exchange followed, providing insight to the journey of these extraordinary young people."



SUZANNE GATELY

Manager Libraries Libraries – Planning and Regulatory The City of Newcastle

Suzanne was the Manager of Learning Communities for Hobsons Bay City Council and has 20 years' experience in local government. With a background in education, Suzanne was responsible for integrating lifelong learning together with the community development portfolios of GLBTIQ, multicultural, community grants, volunteering and health and wellbeing. Suzanne is passionate about building inclusive communities through equity of access to technology, information and services. She is now Manager Libraries for the City of Newcastle.

"I have been struck by the ongoing thread through each of our experiences which spoke of connection - connection to our values, to people, to the land, to country. The overwhelming sense I got was that people in communities long to belong."





LUKE GIULIANI

Social Entrepreneur

Passionate about using technology to make the world better, Luke is a social entrepreneur who has started numerous projects and businesses. These include Squareweave, a web company making the world better with technology; Grace, a cafe in Fitzroy; OurSay, a social enterprise connecting citizens to decision makers; and The Fitzroy Academy of Getting Shit Done, a project to teach people how to work on ideas that don't even exist yet.

"My most profound moment was the collaborative experience of working with a fellow leader to help them work through an intractable problem they were facing in their work environment. A great opportunity to share experiences from a different perspective and environment."



BELINDA HARRIES Assistant Director Department of Premier and Cabinet

Belinda is an Assistant Director in the Intergovernmental Relations Branch of the Victorian Premier's Department. She has previously worked in the Department of the Prime Minister and Cabinet and in a policy consultancy firm on education, skills, fiscal policy and other issues. Belinda also has experience in international development, having co-founded the Pacific Institute for Public Policy based in Vanuatu and undertaken various consultancies in the Pacific Islands for the UNDP and AusAid.

"My most profound moment was listening to everyone's 'true north' – their honest insights into their personal and professional lives and their journey to be authentic leaders – and understanding my own personal responsibility to 'be the change I want to see in the world'."



NADINE GOLDSMITH

Head, Payments Management and Transformation ANZ Bank

Nadine is the Head of Payments Management and Transformation at ANZ Bank, responsible for leading payments product capability across Australian Retail. Most recently, Nadine has led ANZ's representation on the business design of the Australian financial industry's New Payments Platform.

Nadine has been with ANZ for over 25 years in key people leadership and portfolio director roles.

"My most profound moment was travelling to Canberra. It was a privilege to gain key leadership insights from, cabinet ministers, chiefs of staff, lobbyists, the media and US embassy diplomats. I have a heightened respect for those leaders who stand up and speak up for the right outcomes for their communities, from within the complex political centre that is Canberra."



MARK HEATON

General Manager, Sales and Client Services Ticketmaster

Mark has a passion for the entertainment industry and has worked in ticketing for the past 18 years, including 15 at Ticketmaster. Over that period he has worked his way from a junior event programmer to his current position of General Manager of Sales and Client Services for the Australia and New Zealand businesses. His job has exposed him to amazing leaders across the industry and enabled experiences that have inspired him to achieve great things.

"One of the most profound moments for me during the Williamson program was presenting my True North to the group. The opportunity to share some of my most life-changing experiences was a significant moment for me in my leadership journey."



MAX GOONAN

Head of Round Tables and Forums The Faculty

Formerly General Manager, Corporate Relationships for Bicycle Network, Max now has responsibility for business development and thought leadership at management consultancy, the Faculty. Max has also held senior roles in sports marketing and health promotion organisations and holds a Bachelor of Arts (Media) and a Master of Public Affairs.

"A number of moments early in Williamson helped set the tone of what has been an intensely rewarding experience of self discovery and a wide exploration of wicked problems. The power of optimism was a great learning when speaking with recently arrived children of asylum seekers. Their positive energy and resilience was truly inspiring."



SUZANNE HEVEY

Marketing Director, Donald Cant Watts Corke

Suzanne has always had a passion for driving growth in organisations; from starting a restaurant in the UK at 21, to more recently building marketing functions within B2B Services and NFP organisations. Her goal is to help organisations grow through passion, knowledge and innovation. Suzanne is also a writer and is passionate about helping people connect their values with their behaviours and choices.

"The opening retreat was a real cracking-open for me. Connecting with new and amazing individuals, as well as with myself, in a very deep way set the scene for a completely transformative year. Asking a question of someone who worked against everything I believe in also presented a deep learning experience that I continue to benefit from."



2014 Williamson Community Leadership Program



GREG IRETON

Health and Human Services Emergency Management Department of Human Services

Greg has extensive experience working within the government, non-government and university sector in disaster management and providing support to communities post-disaster.

"My most profound moments included: noting the commonality of the basis of hopes and fears of the majority of the group; learning more about the passion that many of the speakers and program participants have within their vocation; the opportunity to spend time to learn more about the life and experiences of those disadvantaged within our community."



CLAIRE KEARNEY

Director, Employment Social Ventures Australia

Claire is a Director at Social Ventures Australia, where she is responsible for managing projects and developing strategies to effectively prevent and tackle long-term unemployment for Australia's most disadvantaged. Prior to joining SVA in 2008, Claire worked as a consultant for Quiller Consultants, a strategic communications consultancy in London, and as a Researcher for Ireland's leading think-tank on European politics, The Institute of European Affairs.

"Every month I looked especially forward to the Saturday sessions. The opportunity to explore the fundamentals of adaptive leadership, reflect on what my values are and how they impact my life, and examine how early experiences influence the type of leader I am today was a wonderful experience."



LOUISE JAMES

Customer Service Manager Transurban

Louise is the Customer Service Manager at Transurban. Outside of her corporate position, Louise holds a Director position with One in Five, a NFP organisation which raises funds for medical research into better diagnosis, treatments and ultimately finding a cure for mental illness. She is also a proud mother of two girls, Georgie and Millie.

"The grace in which an asylum seeker shared his story was deeply moving. Here was a man who had endured so much demonstrating such gratitude, resilience, leadership and a genuine desire to make a difference in our community. While I felt embarrassed about our treatment of this young man, I felt privileged to have had the opportunity to hear of his journey."



BETH KING

General Manager Kings Funerals

Beth returned to Geelong in 2009 after completing a BA/BSc and spending five years producing arts festivals in Australia and Europe. She is now regarded as an international leader in the funeral sector, developing eTributes remembrance technology and winning the Australian Funeral Directors Association Scholarship in 2012. Beth was voted Valedictorian of the Leaders for Geelong program in 2013 and is President of Open House Geelong, a volunteer-run NFP.

"Completing the Immunity to Change activity in which we uncovered the hidden commitments that are preventing us from moving to the next stage of our development was hugely valuable and one of the times during the program where I could feel myself growing amidst discomfort and uncertainty."



RICHARD KANE

Consultant Geriatrician Eastern Health

Richard balances clinical and non-clinical responsibilities in his portfolio as a Consultant Geriatrician at Eastern Health. He is passionate about collaborating with others to improve the health and wellbeing of older people and views our ageing population as both a challenge and an opportunity. He is a Fellow of the Royal Australasian College of Physicians, an Adjunct Senior Lecturer at Monash University Faculty of Medicine, Nursing and Health Sciences and a Federal Councillor of the Australian and New Zealand Society for Geriatric Medicine.

"More than anything else, I feel like the program has opened up a window into parts of myself – values, views and interests in particular – that I did not know existed."



KELLIE KING

Manager, Community Services Warrnambool City Council

Now based in South West Victoria with her family, Kellie's career has been spent in both metropolitan and regional Victoria. Having worked in local and state government, not-for-profits, small businesses and consulting; it's no surprise that she enjoys fostering cross-sectoral partnerships. Kellie's ongoing interests in community engagement and the creation of public value have been applied throughout her career to the education, health and community services areas.

"The approach to speaker questioning and application of Chatham House rules allowed us to see the very human face of leadership. The challenges, the mistakes, the generosity of spirit and the rewards are all on display, painting a realistic and nuanced picture of contemporary Australian leadership."





Manager Statewide Projects VicRoads

Helen is Manager of Statewide Projects at VicRoads, responsible for leading the delivery of community road safety behavioural programs. Helen has held senior government policy roles, developed and managed early childhood services and has an energetic, influential and transformative approach. Helen has influenced early childhood policy and road safety education at a state and national level and chaired the Australian/New Zealand Standard for child restraints for children with a disability. Helen has early childhood qualifications and a Masters in Public Policy and Management.

"My most profound moment was reading my profile at the opening retreat. Driving home I felt like I'd met myself for the first time, only to realise those around me knew me before I knew myself."



RICHARD MARKS

Metropolitan Regional Manager EPA Victoria

Richard is the Metropolitan Regional Manager at EPA Victoria. Richard leads a team dedicated to preventing and investigating pollution and providing relief to communities impacted by wicked environmental problems. He is passionate about environmental justice and sustainability, and ensuring that disempowered people are represented.

"My most profound moment was an exercise in dispossession run by an Aboriginal leader in Shepparton. It was a very simple tool that gave a profound insight into the collective trauma of the first Australians."



KATE MACRAE

Adviser to Chief Executive Affairs Monash Health

Kate is the Advisor to Chief Executive Affairs at Monash Health. She has worked in private, not-forprofit and public health systems and her clinical expertise spans a number of specialities. She is strongly aligned to the social model of health and how population health is interpreted and facilitated within public health systems. She promotes work that embeds interdisciplinary, evidence-based care across care continuums and supports seamless transitions of care within a patient's journey.

"I repeatedly saw that a leadership role was not about reaffirming your own position – leadership needs to ensure genuine enquiry is enabled and acted upon. Leaders need to listen to the quieter voices and value diversity of thought."



RACHEL MATTON

Transition Lead – City West Police Complex Project Victoria Police

The CWPC project is responsible for delivering the new Spencer Street Police Complex. With a passion for public value, lean process, safety and police operations, Rachel's role has integrated a diverse operational user base with the design team to maximise the facility's functionality and catalyse cultural change. Rachel has previously held positions in management consulting and retail.

"My most profound moment came in validating that youth doesn't undermine credibility. If you're thoughtful in your approach, base decisions on reliable data sources, deliver and evaluate in accordance with a strong plan and strive to always improve, you can be awesome at any age – just with a different style. There is no age threshold for leadership."



DONNA MARKHAM

General Manager Allied Health Monash Health

Donna is General Manager of Allied Health at Monash Health, with professional leadership of more than 1200 staff and a yearly budget of \$35m.

Donna started with Monash Health eight years ago as an Occupational Therapist, and quickly moved into leadership roles. Donna has an interest in leadership, interdisciplinary practice and patient-centered care and strives to be a positive and influential leader.

"The relationships and connections I have formed with my peers in WCLP have been remarkable. The depth of understanding, the ability to challenge each other and grow together has been like nothing else I have experienced. This has been a pivotal point in my leadership journey and I am honoured to be sharing it with such incredible individuals."



ANNE MCEVOY

Chief Executive Officer Rochester and Elmore District Health Service

Anne has been a CEO for six months, having previously held a variety of management and executive positions in health. Anne completed nursing training at Bendigo Health and has degrees in health sciences and management and is passionate about the health and wellbeing of rural communities. Married to a farmer and a mother of three adult children, Anne is also committed to her local community and is actively involved in supporting the recreation and social needs of the Colbinabbin district.

"My most profound moments included learning to move in and out of my comfort zone and ultimately recognising myself as a leader and acknowledging the unique traits and strengths I possess."



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CHRIS NEWTON

Head of Community Partnerships, Products & Services – Corporate Affairs & People Australia Post

After experiencing banking, politics and the community sector, Chris now heads the Community Partnerships and Product team at Australia Post, leading a highly motivated team to build community programs that support the Australia Post business and community engagement strategies. Originally from WA, Chris holds a degree in commerce & Asian studies, graduate diplomas in finance, international development, and an MBA from Melbourne Business School.

"I won't forget the look of both fear and hope in the eyes of young people dealing with the issues confronting them. To hear their stories of the barriers before them, their missteps and their next dreams was a defining experience. The up-close and personal experiences inside a prison and refugee support centres can't be recreated."



JAMES O'BRIEN

State Manager, Victoria National Disability Services

James leads National Disability Services in Victoria, the peak body for non-government disability service providers. He has been at the forefront of efforts to introduce the National Disability Insurance Scheme. James has a background working in and around government and has particular expertise in public policy, government and community relations and the not-for-profit sector. He is married to Sandra and has two daughters, Olivia and Darcie.

"My most profound moment was hearing the harrowing accounts from refugees who had encountered so much hardship getting to Australia and meeting some of the politicians who set the policies which impacted on them."



KEVIN NUNAN

Participant Liaison Officer, Design & Development Engineer UnitingCare Life Assist / High Frequency Engineering

Kevin has a Bachelor of Engineering (Electronics), Graduate Diploma in Biomedical Instrumentation, Pharmacology, Anatomy & Physiology, Studies in Entrepreneurship & Innovation and Diploma of Community Development. Kevin has also completed leadership programs including Community Leadership for Social Inclusion, RMIT Leadership Program and Leadership Plus. Kevin has experience in Biomedical Engineering at the Alfred Hospital, as a Data Communications Engineer at Telecom Australia, and in business planning and design and development.

"My most profound moment was highlighting the need for effective, collaborative leadership dealing with the issues surrounding climate change. Despite the overwhelming scientific evidence of a negative outcome from burning fossil fuel, the power of key stakeholders to maintain this wicked problem lends itself to true adaptive leadership."



JANETTE O'NEILL

General Manager Culture, Leadership & Transformation Vector Ltd

Janette's career has covered corporate strategy, organisation development and sustainability. Formerly Head of Sustainability at NAB, Janette has relocated to Auckland, NZ and is now the GM Culture, Leadership & Transformation at Vector Ltd. Janette is also a board member of the PwC Foundation and the Centre for Sustainability Leadership.

"The opening retreat was a powerful start to the program. Hearing amazing leaders owning their mistakes and reflecting on what they learnt to become a better leader was inspiring."



LIAM O'BRIEN

Victorian Assistant Secretary The Australian Workers' Union

Liam is the Victorian Assistant Secretary of the Australian Workers' Union, one of the oldest and largest trade unions in Australia. Over the last 10 years at the AWU, Liam has worked passionately to advance the interests of working people in both state and national roles. In his current role he leads a dedicated team of officials working across Victoria advocating for AWU members.

"From day one I was able to not only hear from some of the nation's greatest leaders but also an unbelievable group of professionals, many of whom I have no doubt I will count as friends for years to come."



SIMONE REEVES

Assistant Director Mansfield Autism Statewide Services

As part of the Mansfield Autism Statewide Services, Simone has 23 years' experience working with children with an Autism Spectrum Disorder, a role she regards as a privilege.

Passionate about providing support to students, parents, siblings and staff, she is continually humbled by their courage, strength and resilience. She tells her own children the importance of finding a career that is fulfilling and enjoyable.

"My most profound moment was at the opening retreat. I remember looking around at the calibre of people in the room and feeling extraordinarily privileged (and overwhelmed) that I was about to embark on a unique leadership journey with them."





BRETT RYAN

Prison General Manager Department of Justice

Brett is the General Manager of the Melbourne Assessment Prison & Courts [Custody] and is a member of the DOJ North Metropolitan Region Executive.

Brett commenced his career as a Prison Officer and has worked across the prison system as a K9 Handler in the Security & Emergency Services Group, as an Operations Manager in both male and female facilities and General Manager in medium and maximum security rated facilities.

"The True North presentations have been amazing. What a privilege it has been to have members of the group share their deep, personal experiences and moments that have shaped their lives thus far. The trust and respect shown during these presentations has made them a very special experience."



LUKE SULLIVAN

General Manager Asset Management Orica

Luke has global accountability for Asset Management for Orica, an organisation of 14,000 people in over 50 countries. Previously, Luke was employed by Transfield Services in the Resources and Industrials sector, and completed a three-year assignment in Canada. Luke holds a chemical engineering/arts degree. Luke is married with three young children who are endlessly fascinated by the sites Luke has worked on.

"My most profound moment was the Canberra trip. On reflection, I see a similarity between fashion and our nation's politics: the link between short-cycle politics and the livelihood of Australians appeared as elusive as the connection between garish outfits on the catwalk and everyday fashion. Nevertheless, the performers in both industries are likely here to stay."



MIRANDA SCHUPPAN

Fairfax Media

Miranda is a communications professional with experience in corporate, internal and change communications and advice, strategic project management, proactive and reactive media relations, staff relations, issues management, event management and stakeholder engagement. She is responsible for managing communications to 8,000 employees as well as external stakeholders such as readers, advertisers, agencies and community representatives. Miranda is also a Director on the Board of Trustees of the Fairfax Foundation.

"The Canberra field trip involved us meeting a lobbyist, journalist, diplomats, several chiefs of staff and prominent members of multiple sides of politics. We got a great balance between leadership concepts and the political issues of the day, and the speakers showed high regard for us and the WCLP program."



ROSEANNE WOLLMERING

Voluntary Service National Manager Australian Red Cross

Roz has a deep belief that volunteering can transform the world by creating positive, for-purpose change. Her journey centres on a lifetime of strengthening international development and community volunteering efforts in multicultural environments across the globe. As the National Manager for Voluntary Service at Australian Red Cross, Roz leads and advocates the strategic investment of voluntary service to contribute to building a more humane and just society.

"Experiencing the honesty of failure through the eyes of a leader and how it transformed that person's sense of self, place and the world. This gut wrenching, soulful story will never leave me."



CAMERON SCHMIDT

Presales Director Unico

Cameron is a member of the leadership team at Unico, a Melbourne-based information technology company. Along with his responsibilities in the sales and commercial areas of the business, Cameron manages Unico's Community Fund, which channels volunteer time and funds from Unico's staff to community organisations across Australia. The Fund's focus areas, of tackling entrenched disadvantage, working to protect our environment and supporting the arts, mirror some of Cameron's passions.

"Hearing a Sri Lankan asylum seeker who had lived through all the worst aspects of Australia's broken asylum seeker system talk about freely giving his time to help teach English to recently arrived asylum seekers: this was community leadership writ large."



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MARG ALLAN

Director, Organisation Support City of Greater Bendigo

Marg is passionate about the role local government plays in supporting communities. She has gained extensive experience in leading people, governance, organisation development, strategic city planning, financial and project management. She has been a member of the Executive Team leading the corporate services function at the City of Greater Bendigo for six years. Previously, Marg was the city's Manager of Strategy, responsible for leading the future planning for the city.

"Hearing first-hand the life experiences of young people supported by the VISY Youth Centre in Sunshine was a profound moment for me. The challenges these young people have faced in their young lives are enormous. This experience highlighted the important role of support services that young people rely on."



SUSAN CROW

Head of Community Melbourne City FC

As Head of Community at Melbourne City FC, Susan's aim is to make the club a leader in community engagement. Susan has extensive experience in Australian sport, as CEO of Women's Cricket Australia, Softball Australia and Netball Victoria. Susan was the first female appointed in Game Development at the AFL and to the Cricket Victoria Board. With a passion for a healthy lifestyle, Susan also serves on the VicHealth Board.

"Meeting a resident of Romana House, in my own neighbourhood, wearing a Melbourne City cap. With very little in life, he was a paid-up member, giving him a 'family' to belong to. Our lives are so different despite our proximity. I'm glad that he has somewhere safe to live."



JOSIE BROWN

Regional Manager, Client Services State Trustees

Josie is a Regional Manager at State Trustees where she is responsible for the delivery of all products and services in South East Victoria. She is a leader of change within the business, and focused on customer service and improved profitability. With over 20 years' experience in the Financial Services industry, Josie has experience across a diverse range of banking and finance areas. She is passionate about coaching people to achieve things they never thought possible. Josie holds a Masters in Business Leadership.

"My most profound moment was the realisation that you can't assume what communities in need need. The contribution you think you can make, that you assume will make a difference, is not always what's wanted or needed."



BELINDA EVANS

Senior Advocate Elder Rights Advocacy

Belinda is the Senior Advocate at Elder Rights Advocacy, a not-for-profit organisation that promotes and upholds the rights of Victorian aged care recipients. She has a LLB and a LLM from the University of Melbourne and has a particular interest in issues affecting older people. Belinda is a member of the Law Institute's Elder Law Committee and a Board member of Disability Justice Advocacy and Villa Maria Society.

"My most profound moment was seeing the courage and candour displayed during the True North presentations, where participants disclosed some very personal stories about events in their lives that have influenced who they are. It has been a privilege to share some remarkable learning experiences with such a supportive group of people."

JAMES BURNES

Interventional Radiologist Monash Health

James has spent his career in public health, and is the unit head of Imaging at Moorabbin and Kingston Hospitals and Body Intervention for Monash Health. James specialises in using minimally invasive techniques to treat many conditions including cancer. He has been President of his specialist craft group in Australia and New Zealand, IRSA, and is currently Chair of the Monash Health Senior Medical Staff.

"Hearing about the incredible difficulties faced by a man and his nephew, just to stay alive, was inspiring. And to come through all of that hostility and danger with a desire to help people and highlight the good works of their community demonstrates what it means to help those less fortunate."



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MARCIA FERGUSON

Artistic Director Big West Festival

Marcia has worked as an artist in social and experimental arts since she was 17, writing and co-creating performances with professional practitioners and communities. Recently she was artist and Artistic Associate at Back to Back Theatre, Geelong. Marcia is currently Artistic Director of Big West Festival, a curated program of art by local artists and communities across traditional and contemporary arts in Melbourne's western suburbs.

"It was profoundly moving to hear passionate people sharing true stories of their voyage to 'change the world'. From the banal detail of who changes the light globes to crucibles that formed their mission, or repelled them from achieving it, we are so much the wiser for learning from those who tried, failed and succeeded."



GAVIN HEATHCOTE

Head of Commercial Sales Centre ANZ Bank

Gavin is an energetic, experienced and entrepreneurial executive who is passionate about leading and bringing out the best in people.

Over a 29-year career in financial services, Gavin has held senior leadership positions in metropolitan and regional Australia and establishing ANZ's commercial banking division in the Pacific Islands. Gavin, whose family has a long history of volunteer and community involvement, says the program has been a great opportunity to explore what community leadership means to him.

"My biggest leadership learning was a greater appreciation of the benefits of stepping back and asking great questions. Being able to observe 'what's really going on' and to apply that as insightful questions is a leadership skill I am keen to develop further."



MARK FORBES

News Director, The Age Fairfax Media

Mark is responsible for all content on all platforms as the operational leader of The Age's newsroom.

He has worked as an investigative reporter, editor and foreign correspondent. Mark won a Walkley Award for an expose of Australia's role in the international steroid trade, four Melbourne Press Club Quill Awards and the United Nations Media Peace Prize.

He has a Masters in Strategic Affairs from the ANU's Strategic and Defence Studies Centre.

"We assisted an activist group of grandmothers campaigning for refugees. Watching the inclusive way their leadership operated and collaborated was my biggest lesson."



GAVIN HINCE

Senior Manager Department of Justice Victoria

Gavin's career focus is in organisational change and improvement. He's worked in the commercial, government and non-profit sectors, often in a projectbased role to bring together deep change. His current role in digital business strategy provides constant leadership challenges to engage diverse stakeholders, deal with specialist silos, and ensure that technology, process and people aspects align.

"The 'seven transformations of leadership' at Folio's opening retreat was inspirational, providing a framework for my learning throughout the program. The exercise helped me realise that what I'd often thought of as leadership, was actually management! With this knowledge, the skills I need to work on to improve my leadership are now clearer, and I have some signposts to measure progress."



RUTH GORMLEY

Senior Manager, Strategic Marketing Arts Victoria

Ruth has worked with the Victorian arts sector since arriving in Melbourne in 2003. In her current role, she works with arts organisations to encourage innovation in marketing and audience development. Ruth's deep dive into the arts sector followed a decision while in PR in London to use her skills for good and do work that improves people's lives, rather than simply extracting money from them.

"My most profound moment was learning how wildly different the internal operating systems of the members of my FCLP CLAN group were, and finding so much to admire in each of them. I have challenged myself to emulate elements of their attitudes to strengthen my own approach to projects, ideas and opportunities."



BRENDA HOLT

Chief of Staff and Head of Education Strategy Trinity College, University of Melbourne

An educator for 25 years, Brenda is all about access to education. She began her career in a disadvantaged high school before working in the tertiary sector. Her PhD thesis—winner of the Chancellor's Prize in 2009— explores the sociological prism of socioeconomic/relationships/identity as they play out in a group of young women on access scholarships at The University of Melbourne.

"My most profound moments included having the space and time to discuss nuclear power as an alternative to other means of power, visiting the Social Studio and experiencing the profound impact this clever, innovative enterprise has on the lives of a large group of refugees; and the whole group sessions with the amazing group of people who do Folio."



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SIMON MCGUINNESS

Principal RM Consulting Group

Working in the environmental conservation and sustainable agriculture fields, Simon has been in consulting practice for over 20 years. He specialises in resolving conflict between competing interests of government, industry and communities, particularly in rural and regional Victoria.

"Some of my most profound moments included learning the distinction between technical and adaptive challenges and the different but necessary types of leadership they demand; and seeing the courage of some community leaders to pursue relentlessly their cause or passion."



PENNY MULVEY

Director Communications and Media Services Uniting Church in Australia, Synod of Victoria and Tasmania

Prior to taking up her current role, Penny was codirector of a boutique media training and reputation management business, working primarily with NFPs including the Anglican Archbishop of Melbourne, Rev Dr Philip Freier. Penny published her first book, "Reputation really matters, how to guard your corporate image" in 2008. A trained journalist, Penny is chair of community radio station, Light Melbourne. Penny is married to Peter and has three adult children.

"The group conversations have been both challenging and inspiring, as different participants have revealed parts of themselves, offered extraordinary insights and taken risks. It has been appropriate that we started on the cusp of winter and as the months have progressed we have blossomed with new knowledge and selfunderstanding."



PETER MCNALLY

Director, Insurance Division Victorian WorkCover Authority

Peter's role oversees self-insurance and premium arrangements in Victoria dealing directly and indirectly with all Victorian employers. Peter is a qualified actuary and his previous roles have included as Director overseeing personal injury litigation in Victorian worker's compensation, managing actuarial teams and a range of consulting roles to the electricity, gas, water, superannuation and insurance industries.

"The Folio program has given me an opportunity to reflect on myself, not only as a leader in my current roles, but the values I'd like to demonstrate as a leader going forward. Learning and working with a range of inspirational people from diverse backgrounds, all with strong personal values, provided many insights for my own self-awareness."



MARK NORTHEAST

Executive Director Pitcher Partners

At work, Mark is a tax consulting partner at Pitcher Partners. Outside work, Mark is a husband, father, chairman of his local parish council, and a student of Leadership Victoria. Mark hopes to transition over the next 12 months into an active community or charitable based leadership role. For Mark, any day being outside at the beach, bush or snow, or on a bike or surf-ski, is a great day.

"For me, the courage, honesty and simplicity with which those in our community facing great challenges and disadvantages, retold their stories. I was particularly inspired by one man who had been orphaned, abused as a child in care, a prisoner for many years and homeless, now helping others in trouble."



SUZANNE MILLER

CEO Nexus Primary Health

In 2002, Suzanne made a tree change to work in the rural health sector. Previously, Suzanne had worked in the research, youth justice and education sectors.

Rather than pursuing her psychology career, Suzanne was drawn to leadership roles, hoping to create and support workplaces that enable people to accomplish great things for their clients and communities.

"My most profound moment was when I realised that just about everyone had a dose of the 'imposter syndrome'. I felt safe and liberated to really embrace the growth that Folio offers. Also, the honesty and candour shared by the presenters on all topics gave me hope that leaders can put differences aside to solve the wicked issues we face."



DAVID RICKARD

Development Director Places Victoria

A career in property development has provided an opportunity for David to follow his interest in architecture and financial modelling. A professional career with some of the leading developers has shaped his values and attitude towards the places that we create. Building a strong brand and leading a team of people on this journey is especially satisfying for David.

"My most profound moment was learning about the Salvation Army, Sunshine - a commercially based enterprise changing the lives of so many. Above all, with dignity."





TRACEY SAWYER

Founder and CEO Testigo Projects Inc. (Aust) and Testigo Africa (Tanzania)

Tracey founded the NFP Testigo Africa which brought water to 12,000 people in Tanzania, and is currently providing permaculture training for the Masai community. She is co-founder of NFP Lengo Football Academy which provides soccer, educational and vocational support to disadvantaged youth in Tanzania. An Economics and Law graduate, her extensive corporate career in Melbourne, London and Hong Kong included working for KPMG, Sweet & Maxwell, Allen & Overy, White & Case, HSBC and NAB.

"I feel lucky to have had the rare privilege of insights into a range of inspiring community projects and operations including visiting their home turf, meeting their leaders and being able to ask pertinent questions."



JOANNA WRIEDT

Non-executive Director Uniting Care ReGen

Joanna is a lawyer who has worked for an international law firm dealing with transport matters, and as adviser to a Federal Health Minister. Joanna completed her PhD at the University of Melbourne on the link between radiation and cancer. She has approximately 15 years' experience in medical research. Joanna is a director of two not-for-profit agencies and sits on the Victorian Government's Radiation Advisory Committee.

"My most profound moment was the True North exercise, where I reflected on the concept of authenticity and my 'internal compass'. It challenged me to think honestly and critically about the values that drive me and the lens through which I see the world. It opened my eyes to the dynamics of authenticity."



JANINE YOUNG

Ombudsman

Energy and Water Ombudsman New South Wales

Janine, an executive member of the Australian and New Zealand Ombudsman Association, was previously Victoria's Public Transport Ombudsman. Janine chairs the LaTrobe University MBA Advisory Board and is on the Standards Australia QR015 Committee. Janine completed an MBA in 2012 and is an AICD Graduate. Her husband John and son Jarryd are her greatest supporters and motivators.

"The Folio cohort is the most diverse, challenging and inspiring group I have worked with – the trust and openness we have developed has inspired me. Folio created a space where my professional role could be left at the door and my personal leadership strengths and weaknesses could be explored amongst a group of inspired and equally challenged individuals, enabling us all to grow."

WCLP and FCLP Selection Panels

Thank you to our alumni who assisted on selection panels for the 2015 WCLP and 2014 FCLP programs

WCLP 2015 SELECTION PANEL

DAVID ALI (WCLP '99)

National President, MND Australia

DEB BLABER (WCLP '98) Director, Effective Management Solutions

JAMES BROWN (WCLP '12) Head Senior School, Carey Baptist Grammar School

DIANA COEHLO (WCLP '13) Principal, Hendrick & Struggles

PIPPA CONNOLLY (WCLP '01) Principal, Arup

BRIDGID CONNORS (WCLP '13) Acting Deputy Secretary, People & Stakeholders, Department of Justice

ARDEN JOSEPH (WCLP '99) Director, Community Wellbeing, Maribyrnong City Council

COSTA KATSIKIS (WCLP '11)

HAZMAT Commander, Metropolitan Fire & Emergency Services Board

DENIS O'HARA (EBLP '08) Director,

fey Pty Ltd

KATRINA REYNEN (WCLP '04) Director, Skyline Education Foundation Australia

CRAIG RICHARDS (WCLP '12) CEO, Dial National

Bicycle Network

JOHN ROGAN (WCLP '91) Executive Director, Department of State Development Business & Innovation

HELGA SVENDSEN (WCLP '10) Principal, Helga Svendsen Consulting

PAM WILLIAMS (FCLP '13) Director, Regions & Regional Strategy, Victorian Department of Health

FCLP 2014 SELECTION PANEL

CATHERINE EASTON (FCLP '13) Head of Programs & Operations, SuperFriend

PETER GLUSKIE (FCLP '13) Director, Eagle Advantage Pty Ltd

JED MACARTNEY (WCLP '05) CEO, Independent Disability Services

ANNE WARNER (FCLP '13) Director Internal Review, Victorian WorkCover Authority





Igniting Leadership Program Graduates

OUR 2014 IGNITING LEADERSHIP PROGRAM GRADUATES INCLUDE:

BELINDA ALBIETZ

Manager, Management Systems Services Victorian WorkCover Authority

COLEBY ALLDIS Manager Transport Accident Commission

CYDETTE BAKER Corporate Services Team Leader Rural Finance

JOHN BARCLAY Workplace Relations Advisor Department of Justice

SARA BLAGOJEVIC Departmental Liaison Officer, Police and Emergency Management Department of Justice

ALEX BONNER Senior Contracts Manager Department of Premier and Cabinet Victoria

LAURA BRACKEN Volunteerism Coordinator Country Fire Authority

ANNE BUCKLAND Senior Legal Manager Transport Accident Commission

EDDIE CHAPMAN Policy and Advocacy Manager UnitingCare lifeAssist

SARAH CHAPMAN Communications Advisor Linking Melbourne Authority

SCOTT DARKIN National Communications & Branding Manager Able Australia

LEAH DAWTREY Senior Legal Manager Transport Accident Commission **ELYSIA DELAINE** Project Officer Office of Multicultural Affairs and Citizenship

JAMES DEVLIN Software Engineer Unico Computer Systems

MELISSA DI MAIO Team Manager Transport Accident Commission

ANNA DI PIETRANTONIO Executive Manager Disability Solutions UnitingCare lifeAssist

BRIDGET DIXON Manager, DSCV Courts Programs Department of Justice

CALLIE DONALDSON Senior Policy Officer Department of Environment and Primary Industries

LUCY DONALDSON Assessment Officer Australasian College for Emergency Medicine

MICHELLE DUNSCOMBE Advisory Board Member Rivers and Ranges CLP

MICHAEL DUNSTAN Senior Policy Officer Department of Premier and Cabinet Victoria

ALICIA FILEV Manager Insync Surveys

ELIZA FITZPATRICK Team Manager Transport Accident Commission

JEREMY FRAMPTON Freedom of Information Officer Department of Justice **LYNDON GALEA** Founder

Eat Up

KAREENA GAY Senior Legal Policy Officer Department of Justice

BRETT GILL Assistant Accountant Amalgamated Casket Company

NISHANT GOEL Manager, Premium Cycle and Systems Victorian WorkCover Authority

ANDREW GOWER Head of Technical Pricing Medibank

MARGIE GRINTER Team Manager Transport Accident Commission

ADRIAN HAIN Senior Policy Officer Department of Premier and Cabinet Victoria

LEANNA HELQUIST Team Leader Outreach Allied Health Doutta Galla Community Health Service

SARAH HENDERSON Online Communications Manager Transport Accident Commission

RUSSELL HOOPER Policy Adviser Department of Premier and Cabinet Victoria

JOANNE ILSLEY Commercial and Key Account Manager Transurban Group Limited

JOSHUA JESSON Senior Claims Advisor Transport Accident Commission



MARTIN JOYCE Leading Firefighter Metropolitan Fire Brigade

EVANGELIA KARABATSAS National Coordinator Policy & Program Development Australian Red Cross

DESPINA KAVNOUDIAS

Manager, Customer Service and Intake UnitingCare Community Options

REBECCA KING General Manager Entertain. Think. Inspire

JACKIE KING CEO/Founder Project Deborah

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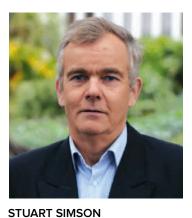
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And the many hundreds of skilled volunteers who freely contribute their time and talent to create positive social impact.

66 The WCLP CLAN projects were a real challenge that made us work outside our comfort zones. We learnt about leading without formal authority, keeping passionate people aligned, maintaining momentum in the project while our lives pulled us in other directions, and about building a solution to meet a need. **99 Richard Marks,** Metropolitan Begional Manager

Metropolitan Regional Manager, EPA Victoria.

Richard Marks with his WCLP CLAN project group



Leadership

GreatConnections Social Impact Projects

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Kids Under Cover



66 Leadership is vital for the development and sustenance of any healthy and lively community. Leadership gives a community a vision and a purpose to live.**99**

Rodgers Munene, participant in the African Leadership Development Program.



Mentors and mentees in the 2014 African Leadership Development Program. L-R: **Rodgers Munene, Nicke Capes, Sofie Anselmi, Marta Borena.**

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