

leadership ballarat

+ western region



2019 Leaders Forum Yearbook





About Leadership Ballarat & Western Region

To grow and develop as a region, we need strong leaders who can unpack the complex issues we face and work together to create community action.

Leadership Ballarat & Western Region was established by Committee for Ballarat in 2005. LBWR supports Committee for Ballarat's objective of building a sustainable, connected and responsive community by developing community capacity.

Every year up to 30 emerging community leaders from across the Ballarat region participate in LBWR's Leadership Program. It is a journey of self-discovery, skills development and enlightenment. Through experiential learning, participants grapple with big issues, topics and themes at local, state, national and international levels.

Over the past fourteen years, 379 people have graduated from the program, learning about themselves and the impact they can have as active citizens in their community.

More than anything else, LBWR is about community leadership. The challenges we face in our community are often complex, interconnected and affect nearly everyone. For us to make progress, everyone must step up purposefully and accept their civic responsibility for the common good of all.

LBWR's focus

- To provide high-quality leadership programs that strengthen community leadership
- To effectuate active citizenship
- To provide ongoing professional and personal development of our Alumni
- To contribute to initiatives that foster the social and economic development of vibrant communities

Leadership Ballarat and Western Region would like to acknowledge the Wadawurrung and Dja Dja Wurrung Peoples as the Traditional Owners of the land in which we met and conducted business throughout 2018. We acknowledge their Ancestors and pay our respect to their Elders past, present and emerging.

Our partners

Leadership Ballarat & Western Region would like to acknowledge the ongoing support of our sponsors and the valuable in-kind contributions consistently provided by individuals and organisations across our region.

This generous assistance helps us to build a sustainable, connected and responsive region by developing community capacity.

Annually, we are able to offer the following six scholarships (worth more than \$25,000) thanks to the support of our program partners:

- Agriculture Victoria
- Bank Australia Indigenous Scholarship
- GForce Employment Solutions Emerging Young Leaders Scholarship
- Hugh Williamson Foundation Scholarship
- Leaders In Action Scholarship
- Peter Davies Scholarship
- Pyrenees Shire Community Scholarships

These scholarships remove financial barriers, which might otherwise inhibit a participant from undertaking the program, and encourage a diverse course intake.



Sponsors



Supported by



Minister's message

The Andrews Labor Government is proud to support the development of local leaders across rural and regional Victoria.

Developing community leadership skills builds more resilient communities who are able to identify challenges they face and develop local solutions.

Each year, LBWR works with future leaders who will drive positive change within rural and regional communities across the state. The knowledge and skills graduates have learnt and the networks they have developed as part of this program mean local communities will be better placed to respond to social and economic challenges.

It's essential that community leaders don't work in silos - and engage with other leaders across their region, and with governments, to collaborate and fix local problems.

Well done to the graduates of this year's leadership program. I hope undertaking this program has provided you with the self-confidence to become an even better leader and advocate. I congratulate you all for dedicating your own time, energy and enthusiasm to the program and your community.

You are joining more than 3,700 state-wide leadership alumni - and this network continues to grow. Last year, the Labor Government was proud to support the Victorian Regional Community Leadership Program to develop an online portal. The portal is now up and running, and I encourage you to use it to continue building your leadership capacity and apply your skills more broadly across the state.

I look forward to meeting with you in my role as Minister for Regional Development, Minister for Agriculture and Minister for Resources.

Hon Jaclyn Symes
Minister for Regional Development



Regional Leadership

Regional Leadership (VRCLP Inc.) is a member-based organisation established to support regional communities to strengthen leadership in and for rural, remote and regional locations. LBWR's Leadership Program is one of 10 founding members of RL, whose community leadership programs serve regional Victoria.

The founding members of RL support each other with governance, program design, development and alumni engagement, with the aim of collectively delivering exceptional leadership programs to rural and regional Victorians.

RL members have a collective alumnus of over 3700 leaders who have the opportunity to continually develop their skills and networks through participation in an ever-increasing range of workshops, masterclasses and regional leadership events.



Chair's message

In the 2018 Chair's message, I wrote of tumultuous leadership in Australia, the turmoil being created by President of the United States, Donald Trump, and how the Royal Family were reinventing themselves. I also noted the wonderful Jacinda Ardern as the world's youngest female Prime Minister, and her 29th ranking in Fortune's World's 50 Greatest Leaders.

Where are they now?

Australian politics saw Bill Shorten lose the unlosable election. USA is tolerating Donald Trump's unconventional leadership style, and the Royal Family's seemingly perfect Awesome Foursome have gone their separate ways. Luckily, we still have the wonderful Jacinda Ardern and her exemplary leadership – none the more evident than during the Christchurch Mosque shootings. She now sits at second place in Fortune's World's 50 Greatest Leaders. This year has brought a new player to the table as we watch the debacle that is BREXIT unfold and Boris Johnson's leadership style at work.

Leadership Ballarat & Western Region has enjoyed a fantastic 2019 – 30 participants from diverse backgrounds and professions have immersed themselves into a program full of learning about themselves and others, as well as what leadership in a community context looks like.

On behalf of the LBWR Committee, I express our gratitude to Executive Officer Michelle Whyte, who works tirelessly to build strong networks, creating new and exciting opportunities for the program to be involved with. Also, I would like to acknowledge

the hard work of Mike Hills, who is an integral part of bringing the program together, always complimented with a kind word and warm smile.

To our sponsors, thank you for continuing to believe in the program. Your generosity gives participants an opportunity they otherwise would not be able to experience.

For the employers who commit to offering such a fulfilling experience for their employees and future leaders, I congratulate you. You will reap the benefits.

Lastly, to the Committee for Ballarat, Board and staff, I say thank you for your continuing support.

LBWR19 – Congratulations on completing the Leadership Ballarat & Western Region Leadership Program for 2019. You have newly formed networks and you have enhanced your leadership qualities. Use them wisely. Leaders don't have all the answers, and change is the one thing we can be certain of, so don't stop learning. Keep acquiring new skills, new areas of knowledge and new leadership tools. Most importantly – Celebrate your success and be proud of yourselves.

Welcome to the LBWR family!

Nicole Roberts

LBWR Committee Chair

2019 LBWR Committee

A sub committee of the Committee for Ballarat Board, the LBWR Committee oversees the strategic development of LBWR. We thank everyone who contributed their time and expertise to our committee this year.

Nicole Roberts (Chair)

Senior Manager - Retail Operations, Sovereign Hill
LBWR11

Daryl Clifton

Strategic Planning, Management and Leadership Consultant

Elizabeth Crothers

Director - BOLD Communication

Jane Grimwood

Networker - Central Highlands Community House Network
LBWR10

John Frdelja

Manager - Strategic Asset Management and Planning,
Central Highlands Water
LBWR15

Norman Prueter

People and Culture Co-ordinator, Pyrenees Shire Council
LBWR12

Rachaele May

Director - Regions and Emergencies, Agriculture Victoria
LBWR08

Sharelle Knight

Executive Manager - Family & Children's Services, City of Ballarat

Ex Officio members:

Michael Poulton

CEO, Committee for Ballarat

Michelle Whyte

EO, Leadership Ballarat & Western Region

2019 Program Summary



February 12 – 13: Opening Retreat

Venue: Peppers Mineral Springs Hotel, Hepburn Springs

Purpose:

To understand ourselves and others through the Life Styles Inventory profiling tool (LSI 1) and personal presentations.

Presenters:

- Garry Trotter | a Leader's Impact



February 27: Regional Overview

Venue: Melbourne University – Creswick Campus, Creswick

Purpose:

To understand the regional community in which we live, the opportunities and challenges we have and how as active citizens we can play a part.

Presenters:

- Angela Clough | Agriculture Victoria
- Geoff Sharp | Central Highlands Regional Partnership
- George Fong | Central Highlands Regional Partnership
- Janelle Ryan | Central Highlands Regional Partnership
- Karen Marsh | Department of Health and Human Services
- Kylie Shanahan | Department of Environment Land Water and Planning
- Madeleine Jones | Regional Development Victoria
- Mark Hogan | Regional Development Victoria
- Shelley Bowen | Health Futures Australia



March 13: Education – a community response

Venue: Yuille Park P-8 Community College, Violet Grove, Wendouree / Equine Learning Experiences Australia (ELEA), Parkinsons Road, Napoleons / Sebastopol Bowling Club, Albert Street, Sebastopol

Purpose:

To explore the regional issues pertaining to education, young people and pathways to engagement and employment.

Presenters:

- Damian McKee | Berry Street School
- Brett Shillito | Yuille Park P-8 Community College
- Simone Gilbert | Yuille Park P-8 Community College
- Emily McVeigh | Equine Learning Experiences Australia
- Shirlene Laurie | Ballarat High School



April 3: Local politics – challenges of leadership

Venue: Ballarat Town Hall

Purpose:

To learn how to lead effectively at a community level and manage the challenges of leadership in the workplace.

Presenters:

- Judy Verlin | Former Mayor of Ballarat



May 1: Justice in community

Venue: Langi Kal Kal Prison

Purpose:

To gain an understanding of our current justice system, the impact prison has on the lives of ex-offenders, and the responsibility of community to respond to paroled prisoners and ex-offenders.

Presenters:

- Langi Kal Kal prisoners
- Suzanne Cassar | Langi Kal Kal Prison
- Catherine Darbyshire | Langi Kal Kal Prison
- Lisa Ashton | Ballarat Community Correctional Service



May 15: Leaders in Community

Venue: McCain Annexe, Art Gallery of Ballarat / The Courier office, Ballarat

Purpose:

To develop leadership efficacy through self-awareness, understand leadership as an activity, and explore the role of media in our community and how it informs our opinions.

Presenters:

- Garry Trotter | a Leader's Impact
- Eugene Duffy | The Courier



May 29: Commerce Ballarat Business Day Out

Venue: Mercure Ballarat Hotel & Convention Centre, Golden Point

Purpose:

To create and expand networks with other like-minded individuals while exploring the concepts of innovation and leadership.



June 12: Cultural Diversity

Venue: Barkly Square, Ballarat

Purpose:

To develop an understanding of, and relationship with, diverse communities; explore multiculturalism and interculturalism; and understand how unconscious biases affect our behaviour.

Presenters:

- Shiree Pilkington | Pilkington Productions – with guests Joy, Vanessa and Sami
- Deb Milera | LBWR14



June 26 & 27: Mid-year Review

Venue: Ballarat Golf Club, Ballarat & Narmbool Estate, Elaine

Purpose:

To explore how personal leadership behaviours impact others through the Life Styles Inventory profiling tool (LSI 2). To work in collaboration with community groups to create public artworks and promote community wellbeing whilst developing comradery as a team and understand the significance of sacred Indigenous landscapes.

Presenters:

- Garry Trotter | a Leader's Impact
- Donna Saunders | LBWR18
- Blair Gilson | Wathaurung Aboriginal Corporation, LBWR19



July 24: Resilient Communities

Venue: Gum San Great Hall, Ararat

Purpose:

To explore population and workforce challenges facing regional communities. To investigate regional migration projects to improve economic prosperity and understand the nature of workforce planning, community cohesion and economic development in regional settings.

Presenters:

- Annette Creek | Nhill Neighbourhood House & Learning Centre
- Melissa Powell | Nhill Neighbourhood House & Learning Centre
- John Watson | Ararat Rural City Council
- Phuong Au | Project Manager – OPAN project, Northern Grampians Shire Council
- Kylie Shanahan | Principal Policy Officer – Grampians Region, Department of Environment, Land, Water & Planning



August 7: The Future of Work in the Region

Venue: RACV City Club, Melbourne & Old Treasury Building, Melbourne

Purpose:

To attend Regional Australia Institute's Regions Rising event, to think about the implications of population growth in regional settings and understand the role migration can play in supporting population growth. To identify leadership opportunities for energising stakeholders to make progress on complex issues.

Presenters:

- Various Presenters | Regional Australia Institute
- Marge Leser | Consultant
- Maria Tsopanis | AMES Australia
- Terry Taylor | AMES Australia
- Fiona Anning | AMES Australia
- Nicole John | Brotherhood of St Laurence
- Jo Tabit | Brotherhood of St Laurence



August 21: Leadership Introspection

Venue: Ballarat North Sports Club, Ballarat

Purpose:

Develop an understanding of individual leadership skills through practice and reflection. Understand the role leaders play in developing high performing teams. Reflect on individual development to form a framework for ongoing implementation of skill development.

Presenters:

- Garry Trotter | a Leader's Impact



September 9: Community Challenges

Venue: Beaufort Community Bank Complex, Beaufort

Purpose:

To further develop strategies for ways to advocate for well-connected, inclusive communities. To build awareness of emergent preventative practices in the field of community health. To introduce design thinking methods to foster innovation in partnership with Health Futures Australia.

Presenters:

- Various Presenters | Ballarat Regional Multicultural Council Inc.; Neighbourhood Houses Victoria; Northern Grampians Shire Council; Pyrenees Shire Council; Ballarat Community Health
- Dr Shelley Bowen | Health Futures Australia
- Kate Falconer | Health Futures Australia
- Jon Anstey | Health Futures Australia



October 9: Leadership and Advocacy

Venue: Ballarat Neighbourhood Centre, Sebastopol

Purpose:

To explore leadership and advocacy in the political landscape. To bring together insights, learnings and experiences in partnership with Health Futures Australia.

Presenters:

- Catherine King MP | Federal Member for Ballarat, Shadow Minister for Infrastructure, Transport and Regional Development
- Kate Falconer | Health Futures Australia
- Jon Anstey | Health Futures Australia



October 15: Canberra

Venue: Canberra Innovation Centre; Scullin Traders & Community Group; Australian War Memorial, Canberra

Purpose:

To investigate how leadership without authority can create resilient communities. To reflect on personal leadership practices and to think about courage and sacrifice in respect to leadership. To participate in the Last Post Ceremony at the Australian War Memorial.

Presenters:

- Jodie Pipcorn | Canberra City Farm
- Bill Caddey | Belconnen Community Service
- Sue White | Scullin Traders
- Samantha Quimby | ACT Council of Social Services
- Preeti Poonia | Girls on Bikes
- Cindy Mitchell | The Mill House Ventures Inc
- Dr Brendan Nelson | Australian War Memorial



October 16: Canberra

Venue: Parliament House, Canberra Sponsor: Catherine King MP; Ballarat City Council

Purpose:

To explore leadership with authority that acts for the common good. To understand the demands and challenges of leadership within federal politics.

Presenters:

- Adam Bandt | Member for Melbourne
- Catherin King | Member for Ballarat
- Helen Haines | Member for Indi
- Josh Frydenberk | Treasurer of Australia
- Linda Burney | Member for Barton
- Michael McCormack | Deputy Prime Minister of Australia
- Murray Watt | Senator for Queensland
- Paul Bongiorno | Parliamentary Press Galley
- Richard Marles | Member for Corio
- Scott Morrison | Prime Minister of Australia



October 17: Canberra

Venue: Regional Australia Institute, Canberra

Purpose:

To understand the complexity of regional population growth on a national scale. To investigate the role of the media on the political and social agenda.

Presenters:

- Dr Kim Houghton | CEO, Regional Australia Institute
- James Joyce | Executive Editor, Australia Community Media



October 30: Regional Sustainability

Venue: Triggs Dairy Farm, Bungaree; Creswick Transfer Station, Creswick; Ballarat Technology Park – Central, Ballarat

Purpose:

To explore innovation and energy in community as a response to environmental issues. To reinforce the concept that leadership begins with personal intervention, stretching beyond default behaviour. To understand how to manage and care for oneself in a leadership role.

Presenters:

- Mark Triggs | Triggs' Dairy Farm
- Dominic Murphy | Sustainability Officer, Hepburn Shire Council
- Ellen Jackson | Potential Psychology



November 13 – 14: Closing Retreat

Venue: RACV Goldfields Resort, Creswick

Purpose:

To learn to embrace imperfections and clarify values to be a leader. To learn to work with complexity in a world of adaptive challenges, and to reflect on leadership learnings gained throughout the year.

Presenters:

- Garry Trotter | a Leader's Impact
- Seb Classen | Community Engagement Officer, Cafs

Executive Officer's message

This year, LBWR has focused strongly on the idea that leadership is about action – that beyond a position description or job title, the act of mobilising people to affect change in their community can be done by anyone, at any time.

In my capacity of Executive Officer at LBWR, I try to develop people in a way that empowers them to realise this philosophy. At times it can be challenging, as the desire to defer to authority for guidance on complex issues is comforting and habitual, and in a way, it makes sense. Sticking your neck out and demonstrating leadership can be lonely, risky and often uncomfortable; but that's where growth occurs, and that is the space where true development of character happens.

We met for 22 program days from February to November. We engaged a range of people from a diverse representation of organisations and expertise, to dispense knowledge and wisdom from lived experiences and academic accomplishments. The overarching connection between them all was a spirit of pragmatism; a sense of purpose, whatever their cause, and an ability to identify a short-coming, be it societal or corporate, and a tenacity to make it better.

2020 marks the fifteenth year that LBWR has been providing the region with exceptional leadership development, and there are exciting times ahead. The development of the new leadership offerings throughout 2019 will be expanded – these will be aimed at different markets to our flagship program and will develop skills at an executive level, in a shorter timeframe. We look forward to nurturing our partnerships and cultivating new ones to support us in these areas.

It is through our associations and relationships with others that LBWR is so connected to the broader community – we acknowledge our alumni, participants, sponsors, employers, and importantly, our learning partners.

In my second year as LBWR Executive Officer, I am proud to have seen the program continue to grow. I thank the staff at Committee for Ballarat, CEO Michael Poulton and the LBWR Committee who have supported me along the way. Thanks to my co-pilot Mike Hills.

To all the 2019 participants – thank you for teaching me so much, sharing your experiences, your thoughts, and for giving us the privilege of helping you learn about community leadership. Over the year we have achieved many things and you can all be very proud of yourselves.

Michelle Whyte

Executive Officer

2019 Participant reflections



Steven Ashton

Heinz and Partners

LBWR19 has challenged my understanding of leadership and of my own leadership skills and priorities. Importantly, the program has afforded me the time and stimulus to focus on my own personal growth over an extended period. I have also had the opportunity to meet with, and learn from, a multitude of community leaders that I would not previously have taken the time to connect with.

LBWR19 has influenced me to improve my leadership and to focus on my team, rather than just my own career trajectory. I have been able to develop greater trust in my team and have been more open to receiving assistance from my colleagues.

Following completion of LBWR19 I hope to continue to allocate myself regular time for personal growth and to engage with community projects outside of the legal sector.



Michelle Bartlett

Bartlett Blinds

Through LBWR19 I've gained confidence and self-assurance, while being surrounded with new friendships, opportunities to grow; being a part of a team, knowing that together we can make an impact.

I've gained an understanding of the importance of speaking up at the right time; sometimes you only have one chance to have a voice. My leadership has now gone to another level with this exposure and experience.

With the help of my mentor I have learned to think more deeply and mindfully. I will continue to question, explore, and put myself out there in challenging situations.



Stuart Birkin

Federation University Australia

LBWR19 has been an empowering journey. The program has pushed me to lead outside of my comfort zone. The personal growth has made a positive impact to my professional practice.

It has broadened my perspective on issues outside of my own organisation.

As a result of LBWR, my leadership style has begun to evolve in areas that were diagnosed to be weak; I am finding that I am feeling more confident to challenge my usual default leadership styles and flex my leadership muscle, using my newfound leadership skills.

Beyond 2019 I will further development and refining of my skill set surrounding the energisation of others; continue to challenge myself by initiation of 'difficult conversations' where they are needed, to grow those that I am leading; and maintain and grow the establish networks of leaders that I have been so privileged to build through my involvement with LBWR.



Suzanne Blair

Golden Plains Shire Council

My year within the LBWR19 leadership program has been filled with moments of self-reflection and personal growth but most of all continued opportunities to network with an incredibly exciting group of men and women from an array of diverse industries, experience and executive levels. By seeing great leadership in action, not only from my fellow participants but also from the community representatives we have had the privilege to meet throughout this year, my leadership has been strengthened. It has inspired me to get involved, be braver and take more notice of the great work that is being done right on my doorstep.



Jo Cameron *Agriculture Victoria Scholarship*

Department of Jobs Precincts and Regions

LBWR has provided me with a fantastic opportunity to develop my leadership style and skills whilst gaining a better understanding of the bigger picture challenges our communities face across the region. This leadership program has made me take my blinkers off to ensure any issue I'm trying to examine, or address has considered all those people it effects and their opinions.

Beyond 2019 I will continue to be curious and question to ensure that I take other people's opinions and ideas into account (and that everybody has an opportunity to speak and be heard); I will continue to build relationships and a self-awareness of my own triggers; and I will implement the skills and learnings that I've gained from this program to promote change and growth within my team.



Corey Davies *Peter Davies Scholarship*

DVS Personal Training

My experience with LBWR was unexpected. Attending the first program day I was nervous, without knowing what I was getting myself into. I was met with challenges that I usually would never put myself into; challenges that have helped me to expand my perspective, and subsequently benefit my small business and personal relationships. I'm greatly indebted to the Peter Davies Scholarship for making this possible.

Beyond 2019 I'll continue to research leadership, and the psychology behind it, as it has sparked a major interest in the topic for myself. I've made a small habit to continually put myself out of my comfort zone; little by little, as this is the best way. LBWR19 has taught me to grow as a Leader.



Vikki Doddamani

Cafs

What has LBWR19 meant to me? In a few words – Innovative, community, collaboration; turning inabilities into capabilities. LBWR has given me the confidence to seek likeminded individuals who share in a common goal to strengthen the future of an Early Childhood Parenting Centre in Ballarat.

I have learnt to be comfortable being uncomfortable. I now confidently speak to people I wouldn't normally feel comfortable talking to.

Beyond 2019 I will Facilitate opportunities and lead the way to success; be an active part of the LBWR alumni, share ideas and participate in change; and learn from the mistakes I might make along my leadership journey.



Clare Douglas-Haynes

City of Ballarat

This past year has made me explore and learn so many things about myself and what I am surrounded with. I have always believed that I am socially aware and respectful. LBWR19 has encouraged a side of me to reflect, put myself on the outside looking in, or on the balcony looking down. Who is looking for help and is struggling to get their words out? Rather than take over, I have learnt a patience to listen to problems and am able to encourage my staff to believe in their own ideas, to know that they have the power as a single voice to start a choir.



Kade Dowie

Country Fire Authority

LBWR19 has provided an opportunity to do things that are usually outside of my world. I have a network that is broad, well-skilled and connected. The Program has exposed me to new ways of thinking and increased my awareness on a variety of topics important to our community.

It has provided a great insight into our own leadership styles. The ability to receive feedback from our peers, and have the findings delivered in a constructive and meaningful manner is invaluable. The increased awareness of how you are perceived by others has changed the way I lead others in my workplace.

Beyond 2019 I will start my MBA at Fed Uni to continue to develop the skills I need to lead people and lead in my organisations; continue to ensure my leadership approach is people-focused; and use creativity and innovative ways to interact with my team.



Mick Dwyer

Central Highlands Water

The LBWR19 Team's ability to listen and respectfully challenge my beliefs has greatly assisted with my personal growth. I now seek more feedback from the silent majority and have more tolerance for different styles of personalities.

LBWR has given me the confidence to be ok with showing vulnerability and empathy. It's alright to fail just so I can learn from what didn't work. Simple actions such as a 'hello' or 'how are you' make a big difference and kindness derived from genuine care is the most powerful aspect of leadership. Hope drives us and fear holds us back.

People power is alive and well, long may it continue.



Blair Gilson *Bank Australia Indigenous Scholarship*

Wathaurung Aboriginal Corporation, trading as Wadawurrung

I have been able to participate in LBWR19 with the support of the Bank Australia Indigenous Scholarship.

A personal highlight for me was being able to share my Indigenous culture and knowledge with the group at our midyear retreat at Sovereign Hill's Narmbool Estate – this is a traditional place of my Wadawurrung People. This was a proud moment for me. I am more inspired than ever to teach people about the importance of our history and the confidence I gained from doing so with the support of my LBWR19 cohort feels great.

Beyond 2019 I look forward to stepping up and taking more responsibility at work; confidently voicing my opinion more often; and meeting with more people outside of my usual circle to expand my network.



Linda Govan

Australian Primary Healthcare Nurses Association

LBWR has provided a great opportunity to take some time for myself to really focus on the core aspects of leadership - and consider this from both a professional and personal perspective.

My current role at APNA is full of challenges - LBWR has allowed me to step into my work with more confidence, to be aware of my strengths and what I need to focus on, and to start to enjoy the challenges and the accompanying learnings - I think I have learnt to stop avoiding and rather, embrace the challenges - most situations generally turn out better than expected!



David Harris

Country Fire Authority

LBWR19 has connected me with other leaders in my community and I've learned from their stories. It is the diversity of their experience which has meant the most to me, because it has broadened my view and understanding of issues affecting society.

Using the Life Styles Inventory (LSI), I've learned where my leadership strengths and weaknesses are. I've used this knowledge at work with my team to improve my practice as a leader.

The relationship with my mentor has been invaluable. Through our conversations I've found a greater confidence in approaching challenges at work that my previous education and experience had left me unprepared for.

Beyond 2019 I will look for, and listen to, local advocates and champions in my community; read more biographies of leaders I admire; and challenge myself to attain a new leadership roles in my community.



Natalie Heynes *Leaders In Action Scholarship*

Victoria Legal Aid

LBWR19 has given me an extraordinary opportunity to better understand some of the challenges and opportunities that exist in our region. LBWR has opened my mind and encouraged me to consider multiple options.

I will continue to try and come from a position of curiosity. I will continue to sit in the discomfort, by taking opportunities that require some courage and risk on my part, but which challenge and extend my ability. Whilst building myself, I'll also try to build others, as ultimately leadership is not only about being the best I can be, but about bringing out the best in those around me.



Liv Lorkin *GForce Employment Solutions Emerging Young Leaders Scholarship*

Tech Studio

Being a part of LBWR19 and receiving the GForce Employment Solutions Emerging Young Leaders Scholarship, has had a ripple effect across my life. It's been a catalyst for significant growth. I feel see the moments of leadership reflected in my business and team. Now more than ever I embrace the curiosity of ever situation that was instilled over the last year.

LBWR has influenced the confidence I have in my leadership ability; I proudly embrace authenticity in my business and allow myself to lead with the tools I've gained. I've now built an even more solid foundation of openness, trust and respectful communication by embracing more of who I am and less of what I thought I should be.

Beyond 2019 I'll continue learning to be a better leader by getting out of my comfort zone and over fears; challenging myself in the present; and empowering and advocating for change that I'm passionate about.



Cindy Mason

Cafs

LBWR19 has been a journey of self-discovery and public awareness, with a sense of social morality.

The people I met through the program have been a diverse group and have provided me with a glimpse into other worlds, this has assisted me to grow in my self-perceptions and awareness; it has helped me to be more aware of how my actions in leadership impact those around me, and how some of these actions and behaviours can work against me rather than work with me.

I will continue to explore and invest my time into community leadership in the coming years and hope to inspire those around me to do the same.



Julie McLaren *Hugh Williamson Foundation Scholarship*

Art Gallery of Ballarat

Being supported by the Hugh Williamson Foundation Scholarship to do LBWR19 has opened my eyes to some of the challenges being faced within the wider community and has allowed me to make connections with organisations and individuals who can contribute towards the creation of meaningful and community driven programming at the Art Gallery of Ballarat.

This program has given me the confidence to step outside my comfort zone, to question the status quo, and to seek relationships which will benefit both my workplace and the continued development of my career. This has at times been a challenging year which has encouraged me to face some of the aspects of my leadership style which have been holding me back in my career and wider life. It has also allowed me to identify my strengths in forming connections with a wide variety of people and building relationships. It is rare to have the permission to have such an extended period of introspection, and while this has been challenging at times, I have felt very supported by participants, facilitators and my learning partner.



Susanna McPherson

Central Highlands Water

LLBWR19 has given me a greater sense of power on how my thoughts, actions and behaviors impact those around me. It has shown me that every one of us can create change.

As the year ends, I am more mindful and present as a leader. I am more conscious of how my actions impact those around me.

Beyond 2019, I will focus on mindfulness and being present, in my words and actions; empower and inspire others. Lift those around me and encourage them that they too can create change. To get involve, have fun, be brave, laugh and enjoy the journey; and be more engaged in my community. LBWR has inspired me to start a community-run venture that has the potential to create a positive change in my small town.



Jack Miller

Major Road Projects Authority

LBWR19 has given me the opportunity to meet a group of diverse people who I would not normally have the chance to meet in my day to day life. The whole experience has inspired to me to do more with what I have been given in my life, as there are so many people that do so much for others whilst starting with a lot less.

LBRW19 has also taught me to be more aware of how my actions in the leadership space impact others, and how some of my behaviours can work against me rather than work with me.



Damon Minotti

Sovereign Hill

LBWR19 has given me the opportunity to meet other established and emerging leaders in the community, to appreciate how they execute that leadership in different situations, and to better understand my own leadership qualities, deficiencies and possibilities.

LBWR has raised my awareness of specific behavioural tendencies I and others default to in challenging situations, how that might impact on those around me, and given me some tools to consider alternative approaches. This has helped me start a process of building more effective working relationships with professional and community colleagues.

Beyond 2019, I will look for new and challenging opportunities that require me to both observe and display different styles of leadership; I'll seek feedback about how my actions and behaviours impact on the experiences and perceptions of others; and I'll use that feedback to consider how to make my leadership style more adaptive and effective.



Sadiki Mukasa *Denis Tricks Young Regional Community Leadership Scholarship sponsored by The Hugh Williamson Foundation*

Lamrit Pty Ltd

LBWR19 really opened my eyes to the world and has taught me that anyone can be a leader – it doesn't matter what age you are, what colour you are, or even what gender you are.

This journey has improved my personal life and has helped to better engage with my community. My professional life has never been better, and I believe it's all because of this program.

All of this wouldn't have been possible for me without the generosity of the Denis Tricks Young Regional Community Leadership Scholarship, Sponsored by The Hugh Williamson Foundation.

Beyond 2019 I will keep on pushing on forward and develop myself even more. This journey has truly changed the way I view the world.



Jacqui Nolan

Ballarat Health Services

LBWR19 has allowed me an opportunity to open my mind on what leadership means on many levels within our workplace, community, region and state. I learned a lot about my own leadership style; what I should continue to enhance and areas I could strengthen. I felt one of the amazing things is having an opportunity to work alongside inspiring, talented leaders on tasks and discussions, and seeing myself transform as a person. There are so many ways that we learnt about leadership, leading by example, leading from the bottom up.

Beyond 2019 I will treasure the friendships and networks I have made from LBWR19 and continue to meet with them for mentoring, discussing local issues, and collaborating. The talents in this group should never be wasted; I will continue to make sure I am aware of what's happening locally, state wide and federally, and not be afraid to question other leaders; and I will continue to learn more about my own team at Ballarat Health Services and seek to inspire us to accomplish amazing things in our community.



Elena Obst

The Courier

LBWR has been an enriching program and has allowed me to grow in my understanding of the region, the challenges being faced, and the leadership qualities needed to bring about change. This year has given me a safe space to push my own personal and professional boundaries and see leadership from a different perspective. It has been a catalyst for change in the way I approach my own work and the paradigm through which I see community.

Beyond this program I will continue to reflect on my strengths and weaknesses and the impact I can have on those around me in any capacity. My eyes have been opened to the many exciting and innovative things happening in our region, being driven by passionate people who are otherwise no different to you and I. This is the type of leadership that I will become more involved in after LBWR 2019.



Louise Quigley

Centacare Ballarat

LBWR has given me the opportunity to meet and work with a group of people from a range of cultural backgrounds, professions and interests who I may not have had the chance to meet. It has opened my eyes to diverse points of view and challenged me to review and consider my own position at times.

Beyond 2019 I will continue working with my team and program at work, taking on board some of the issues raised in the LSI 1 and 2; broaden my leadership to non-professional fields and areas of personal interest, taking a risk and speaking up; and become more open to the value of working with people who don't necessarily hold a similar position or view to me, but who can contribute to my understanding of an issue.



Kelly Ransley

McCallum Disability Services

Being given the opportunity to participate in the LBWR19 has been amazing, providing experiences that I would not have otherwise had. It has challenged my personal beliefs, values and opinions; it's helped me identify my strengths, weaknesses and given me the confidence to be able to build upon them.

It has provided me with the unique opportunity to form friendships with a diverse group of people with the same passion; to make a difference and become emerging leaders within our careers and in the wider Community.

Throughout the journey I have been able to reflect on my leadership style according to my LSI profile, it gave the opportunity to look at my behaviours through the eyes of my colleagues, and provided me with a truer reflection of my style of leadership, identifying strengths and areas for growth.



Cathryn Ryan

Uniting Ballarat

The LBWR has given me the time to reflect on my current leadership style and journey and try new ideas and theories in a safe and friendly learning environment. This part of the program has given me the insight into key development areas that I can practically work on going forward.

My key learnings are not to be afraid to try new things and seek out people with a common interest; you can't change the world overnight, but small steps are the key to a brighter future; work out your 'why' and your professional and personal purpose; and continue to be passionate and build collaboration.



Heather Savage

The Forge Pizzeria

LBWR has given me the privilege of engaging with a very diverse group of people from whom I have learnt so much. I have been persuaded that having the courage to move out of my comfort zone and engage with unusual voices has enormous benefit.

I developed an understanding of what leadership style I have, this in turn created a self-awareness of my feelings and behaviour. I find I am more able to recognise when a characteristic not conducive to a situation is becoming dominant and consciously make a change.

Beyond 2019, I will speak up, participate and continue to push the boundaries of my comfort zone. I will actively listen to the voices from all sides. I will endeavour to always be honest and have integrity, thereby hopefully encouraging and energizing others to work alongside me.



James Westbrook

AC Accounting & Business Solutions

LBWR19 has given me the opportunity to challenge myself and the beliefs I held. To see that there are so many organisations and individuals working so hard to make a big difference in their community has given me the motivation and belief that I will be able to do the same for Ballarat.

I am much more aware of my own thoughts and actions and I've begun to listen more with the intent to understand, rather than respond. I am beginning to change my "default" responses when I face conflict, or an uncomfortable situation, to act more effectively and help others do the same.

Becoming a better leader will always be an ongoing process. To continue learning, I will set goals and milestones on my leadership journey, seek feedback, both good and bad, from those around me and continue to engage others and learn from their experiences.



Laura Westbrook

RSM Australia

LBWR19 has meant friendships, challenges, inspiration and unique experiences. My leadership has been influenced greatly as I have taken my staff, client and volunteer responsibilities to a new level during my LBWR19 journey and have a new-found confidence in myself as well as my leadership skills.

Now, at the end of my journey, I feel I have already started using what I have learnt at work and in my community to better understand the best way to lead in different situations. I also feel a bit disappointed that my LBWR19 journey is at the end, as I know I have a long way to go, but I am equipped with the skills I need to evolve.



Kathleen Woollacott

Sovereign Hill

LBWR19 has opened my eyes to the innovation and initiative throughout Ballarat, and Australia. These are things created mostly by people who did not have traditional leadership roles, but have still exercised leadership in their community, and mostly built something where there was nothing.

I will take the learnings LBWR has provided us with and explore how Ballarat can build on its Creative City Strategy and title, coupled with my work at Sovereign Hill, to find my place as a "new" resident and what I can bring to my community with innovation and thinking locally.

LBWR Roll Call

2018

- Tess Astbury
- Naomi Bailey
- Lauren Baker
- Leigh Barnes
- Alistair Cardew
- Bonneville Chew
- Snjez Cosic
- Damien Day
- Julie Driscoll
- Mark Filmer
- Jeremy Foster
- Susan Fayad
- David James
- Nicole Marshall
- Emma Nikkerud
- Stacey Oliver
- Anthony Perovic
- Haley Remington
- Merryn Rogan
- Donna Saunders
- Clare Schreenan
- Rose Scown
- Janice Shelmerdine
- Gemma Siemensma
- Stuart Simmons
- Rebecca Smail
- Angela Spencer
- Melanie Whelan
- Andrew White
- Nicole Wiseman

2017

- Fiona Brew
- Kathryn Carter
- Kasey Chapman
- Angela Daraxoglou
- Matthew Dent
- Rebekah Desira
- Kym Edwards
- Daniel Findlay
- Megan Franco
- Mandy Grant
- Andrew Grey
- Damian Hetherington
- Serena Ioannucci
- Dylan Lesock

- Rachel Meinig
- Jake Miocic
- Will Munro
- Megan Riedl
- Leanne Shea
- Liana Skewes
- Warwick Smith
- Stuart Squire
- Lachlan Stephen
- Helen Swadling
- Adrian Tinetti
- Tamara Warland
- Travis Williamson

2016

- Wendy Adams
- Jacinta Baxter
- Lloyd Bennett
- Sarah Birtles
- Janelle Burns
- Lindy Crowe
- Keren Day
- Philip Diprose
- Talina Edwards
- Shane Herbertson
- Anna Harber
- Alan Jones
- Jon Kanoa
- Jacqueline King
- Jacqueline Keevins
- Daina MacLeod
- Kimberley O'Neil
- James Rendell
- Donna Stanczak
- Ash Sims
- Shannon Thompson
- Kane Vorbach
- Tas Wansbrough

2015

- Stephen Allen
- Gillian Armstrong
- Ben Atkinson
- Mark Bruty
- Filip Cannizzaro
- Peter Field
- Nikki Foy

- John Frdelja
- Jennifer Ganske
- Chris Gardner
- Sarah Glyde
- James Hayward
- Ben Howell
- Michelle James
- Caitlyn Larcombe
- Shirlene Laurie
- Joy O'Brien
- Pauline O'Shannessy-Dowling
- Chris Prehn
- Dougal Purcell
- Damian Ryan
- Jill Simpson
- Jade Smithard
- Heather Taylor
- April Ure
- Barbara White
- Michelle Whyte
- Morgan Panhuysen Williams

2014

- Nick Clare
- Adam Criddle
- Nathan Curnow
- Talei Deacon
- Michelle Dunn
- Katrina Fanning
- Albert Ferguson
- Rob Fillisch
- Darcy Franklin
- Paul Hutchison
- Sarah Jamison-Jones
- Adrian Kenny
- Aldona Kmiec
- Pennie Mathieson
- Tim Matthews
- Deb Milera
- Michelle O'Brien
- Justin O'Gorman
- Orry Pilven
- Kimberly Roberts
- Anne Robertson
- Melanie Schoo
- Rick Stephens
- Fiona Strauss

- Diana Sullivan
- Jennifer Trengove
- Dom Uljanic
- Leon Underwood
- Sonia van Dorssen
- Lisa West

2013

- Chris Alcock
- Ash Barker
- Katrina Beer
- Chloe Biggin
- Kate Burrows
- Trent Bursill
- Anna Doughan
- Michael Flynn
- Mick Gorfine
- Ross Huntington
- Daniel Jones
- Jodie Kennedy
- Corina Kozaris
- Robert Ladd
- Kylie Long
- Samantha Mackley
- Taya McPhee
- Adrian Misseri
- Sandi Murphy
- Greg Murray
- Jaclyn Reriti
- Anthony Riding
- Carolyn Robertson
- Kathie Taylor
- Matt Vallance
- Steph Wallace

2012

- Jeff Ashmore
- Tim Atkinson
- Joanna Brennan
- Belinda Burley
- Andrea Carroll
- Angela Connor
- Andrew Eales
- Nina Fotinatos
- Leeanne Greenwood
- Michelle Harper
- Barry Kay

- Marnie Kerridge
- Larelle Kuczer
- Beth Lamont
- Andrew McManus
- Bobby Mehta
- Simone Noelker
- Tim Owen
- Jodie Perry
- Jo Powell
- Norman Prueter
- Janelle Ryan
- Jodie Rykers
- Sean Simpson
- Christopher Stevens
- Dawn Tschujasehenko

2011

- Nadia Attar-Bashi
- Jo Curkpatrick
- Wayne Gason
- Samantha Gent
- Mona Hatwal
- Ashley Heenan
- Bianca Jones
- Rhonda Lowe
- Sarah Lum
- Matthew Lyttle
- Simon Manterfield
- Peter McConvill
- Mark Powell
- James Riggs
- Stephen Roberts
- Peter Rutley
- Frances Salenga
- Robyn Salt
- Anthony Schreenan
- Nicole Roberts
- Jude Sobey
- Daniel Sutton
- Nathan Thorp
- Tim Waller
- Chris Waters
- Annie Young
- Igor Zovko

2010

- Shane Armstrong

- Jane Barclay
- Denielle Beardmore
- Andrew Brisbane
- Olivia Brown
- Sheree Collins
- Brett Davis
- Serena Eldridge
- Pauline Fay
- Karin Franck
- Katherine Gillespie
- Lynette Heenan
- Anita Holdsworth
- Geoff Johnson
- Wayne Jones
- Kylie Lang
- Sheree Lowe
- Jed Manley
- Jade Morrison
- David Moyle
- Judy-Ann Quilliam
- Mel Razmjoo
- Ben Reeve
- Adam Rogers
- Mark Simpson
- Gabby Spiller
- Greg Stewart
- Gavin Svanosio
- Mark Thornton
- Charles Zhang

2009

- Fleur Baker
- Michael Boatman
- Sheree Chevalier
- Angela Clough
- Karl Curran
- Glenn Drew
- Karen Eaton
- Ewen Fletcher
- Sue Flockhart
- Carmel Flynn
- Andrew Henwood
- Michael Hynes
- Cassie Lindsey
- Heather McBean
- Adam McSwain
- Shannon Meadows

- Chris Moors
- Lydia Mzondo
- Sean O'Keefe
- Jarrod Page
- Krys Pekin
- Melissa Polkinghorne
- Maria Rice
- Andrew Wallace
- Paul Wallace
- Leanne Wilson

2008

- Jody Barclay
- Rachel Browning
- Andrew Burgess
- Nicole Cassells
- Matthew Chapman
- Bronwen Clark
- Luke Cooper
- Matthew Dawson
- Brett Edgington
- Debbie Fankhauser
- Todd Fletcher
- Bernie Fradd
- Amanda Kay
- Lauren Mann
- Chris Martin
- Genevieve Martin
- Rachaele May
- Stuart McKee
- Katie Morris
- Kurtis Noyce
- Catherine Riddoch
- Paul Rogan
- Lu Scott
- Sharine Shaw
- Maree Stevenson-Chamings
- Chris Wright

2007

- Tavis Baker
- Peter Boadle
- Gayle Boschert
- Ben Brown
- Vikki Chaffey
- Kate Diamond-Keith
- Troy Everett

- Peter Forbes
- Belinda Fyffe
- Kerri Gordon
- Douglas Gowans
- Narelle Hibberd
- Chris Hutton
- John King
- Karen McCraw
- Jennifer McPherson-Berry
- Andrew Nuske
- Tony Redmond
- Caius Ryan
- Arti Shaw
- Claire Stafford
- Robyn Stevens
- Michelle Symes
- Kath Venters
- Tracey Wilson

2006

- Natalie Abbott
- Carolyn Barrie
- Olivia Bates
- Tamara Boyd
- Angela Carey
- Colin Dorn
- Karen Doyle
- Luke Dunne
- Jenny Fitzgerald
- Robert Gibson
- Scott Hebbard
- Naomi Irvin
- Liz Leorke
- Kym Ludbrook
- Tennille McLauchlan
- Luke Mullane
- Paul Murphy
- Travis Polkinghorne
- Tania Rigby
- John Ruyg
- Michael Smith
- Mark Spenceley
- Matt Stevens
- Marietta Thompson
- Adam Wiseman



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