

# Redefining Leadership

YEARBOOK 2016



**LEADERSHIP  
VICTORIA**

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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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## Message from the Premier

With our capital city again crowned the most liveable in the world, a state full of natural wonders, and the strongest economy in the country, Victoria is a great place to live, visit and invest.

Our state has a proud history of great leaders. People who have shown commitment to others.

To make progress, we need to develop and support the leaders of tomorrow. We must encourage emerging leaders to work together.

For 26 years, Leadership Victoria has played a key role in our state. Through Leadership Victoria's partnerships, social impact and leadership development programs, the state's business, government and community leaders can contribute to the community and help to create effective, progressive organisations.

On behalf of the Victorian Government, I congratulate the graduates of all Leadership Victoria's 2016 programs and I thank the many alumni and GreatConnections volunteers who have contributed thousands of hours of highly skilled pro-bono support.

A thriving state is a result of leaders working together for a common purpose and the Victorian Government is proud to support Leadership Victoria in strengthening our community.

A handwritten signature in black ink, appearing to read 'Dan Andrews'.

**The Hon Daniel Andrews MP**  
Premier

## From the Chair and Chief Executive

Leadership Victoria's network is redefining leadership in 2016 and beyond.

Our alumni, together with corporate, government, philanthropic partners and supporters, GreatConnections volunteers and our small but dedicated team of staff, are working together to tackle complex challenges and create solutions. Together, we represent 26 years' investment in long-term thinking and building a network that continues to have a very positive impact through civic leadership.

Leadership Victoria is an independent, non-profit organisation. We generate more than \$10 in social return on investment for every \$1 we utilise, through activities such as:

- building leadership wisdom in Australian society
- equipping leaders to make progress
- connecting leaders to share insights for better headway
- actively deploying leaders on significant and complex projects

The real measure of our success is the evolving character of Australian leadership in business, government and civic spheres: how much our leaders are working together for common purpose, engaging with others, and being adaptive and responsive to new challenges and ways of thinking.

Progress is being made, but there is much more to do: never before in the history of humanity has exceptional leadership been so important, yet so misconstrued and so challenging.

Making progress means ongoing support. We acknowledge and thank our government, corporate, philanthropic, and community partners. We also acknowledge and thank the many people who give their time voluntarily as speakers at our programs and events, as mentors, members of selection panels, through our GreatConnections skilled volunteering program, in advisory or other pro bono capacities, as board members. We acknowledge and thank our committed and hardworking staff team.

The broad support Leadership Victoria's mission enjoys represents the best of Leadership Victoria's spirit of creating a better world, and the very best of leadership in the Victorian community.

On behalf of the Council of Leadership Victoria, congratulations and thank you for a year of achievement and positive impact: a wonderful demonstration of exceptional leadership for a better world.



**Geoff Cosgriff**  
(WCLP'90)

Chair,  
Leadership Victoria



**Richard Dent OAM**  
(WCLP'04)

Chief Executive,  
Leadership Victoria

**Exceptional  
leaders  
creating a  
better world.**

## Redefining Leadership

### What does it take to create a better world?

#### Let's start with the one we've got.

We are more informed than ever. We live in a knowledge economy. We have access to world-class talent. Technology has created opportunity – but also risk. Ideas are the currency of success. Leadership wisdom can help us all make progress.

However, uncertainty reigns. Rules have changed or disappeared. Pressure is higher. Time is compressed. And resources are limited.

In challenging times, exceptional leadership is more important than ever.

Leaders must have:

- The confidence to take risks based on knowledge and understanding
- The drive to inspire their people to innovate whilst staying focused on the day-to-day
- The flexibility to adapt when things inevitably change

At Leadership Victoria, we foster leadership wisdom, deliver leadership development, create leadership networks and implement real-world leadership impact. We help established and emerging leaders stay true to their values whilst evolving to meet the future: for themselves, their peers and their people.

Throughout 2016, we have:

- Collaborated with over 70 civic and community organisations through Leadership Impact
- Provided 200 pro bono mentors to organisations and emerging leaders
- Deployed more than 600 skilled volunteers, client managers and mentor coordinators
- Designed and delivered more than 30 customised leadership, mentor and board support programs
- Awarded 26 scholarships to aspiring leaders in NFP organisations, through the support of Pitcher Partners, Victorian Government Department of Health & Human Services and the LV Foundation
- Enjoyed the support of more than 1,000 alumni and a group of 3,000 graduates
- Helped organisations build knowledge to make big picture decisions, with real-world impact
- Assisted thousands to develop the tools, drive and mindset for organisational and personal success
- Created connections with others to ensure the right people and partners are there to make it happen
- Used all of this to imagine and bring about a better world through a holistic approach to exceptional leadership
- And much, much more.

Join our vision: exceptional leaders creating a better world.

## Eyes on the Horizon

Leadership Victoria is one of Australia's most active mentoring organisations. LV mentors contribute – on a pro-bono basis – to the leadership and success of countless organisations and their missions. Here, Clare Amies (WCLP'11), Chief Executive of WorkSafe Victoria and LV Council Member, shares some insights on the Leadership Victoria WorkSafe “Changing Horizons” Mentoring Program and the role of mentoring in leadership.

### **What are some of the biggest workplace challenges facing leaders right now?**

The workplace is changing – the way we work, where we perform our work and the type of work that needs to be done is very different to a decade ago. Things are moving very quickly and it's essential that leaders are agile, flexible and responsive to the changing needs of the community, their organisation and importantly, their people.

### **How important is mentoring in periods of change, and why?**

During times of change, time to stop and reflect is critical. While this seems almost counter intuitive to the rate at which change is occurring, it is essential to be able to take the time to consider options and decisions, particularly relating to the personal impacts of change on individuals and teams.

### **How has the “Changing Horizons” Mentoring Program assisted WorkSafe team members to grow personally and professionally?**

This is the second year WorkSafe has partnered with Leadership Victoria to deliver our mentoring program. The “Changing Horizons” Mentoring Program has matched our people with mentors from the Leadership Victoria community. This program had a particular focus on personal development and career opportunities in a changing organisation and the exposure to external mentors is considered particularly important, as many of our people face a personal decision about whether or not to relocate with the organisation to Geelong.

Changing Horizons provides our people with an opportunity to spend time over a 12 month period with an



**“Things are moving very quickly and it's essential that leaders are agile, flexible and responsive ...” Clare Amies (WCLP'11), Chief Executive, WorkSafe Victoria**

experienced mentor who is able to support and guide them in their decision-making, and also provide them with an external perspective.

### **Do you have any advice for leaders facing change?**

The advice I would give to leaders facing change is to ensure that you're looking after your own wellbeing. Whether exercise, meditation or spending quality time with your loved ones, making sure that you're maintaining your own wellbeing is critical to being the best leader you can be. I would also say to ensure that you have a trusted advisor; someone that you can go to for support, advice and perspective. It may be a mentor, coach or colleague but it's so important to remember that you're not alone in this. When supporting your people through change, you must role model and reward the change behaviours that you expect, remember that everyone reacts differently; and when it comes to your change messages, communicate, communicate, communicate!



Kim Koop, CEO, VICSERV

## Building Resilience in Disruptive Times

The mental health of our nation is essential to our wellbeing and progress. The personal, social and economic cost of poor mental health can be high for all of us.

And yet, the way in which our mental health services are delivered is fundamentally changing. This means that leaders in the mental health field need to redouble efforts to adapt to these new challenges.

Leadership Victoria is working with VICSERV – the peak body for Community Managed Mental Health (CMMH) services – to accelerate progress on this sector-wide transformation. Working with groups of mental health professionals across Victoria, we have built leadership across dozens of services supporting tens of thousands of Victorians. These leaders are now working together to tackle complex challenges and ensure a progressive, dynamic sector.

Here, we share some thoughts from VICSERV's CEO, Kim Koop, and Manager Education and Training, John Katsourakis, about the program and how VICSERV is redefining leadership.

significant leadership challenges over recent times, and as the sectors continue to change and evolve, strong leadership is essential.

The last five years have seen organisations and their leaders respond to a shift towards a greater focus on consumer control and choice (and the resulting system and policy changes), and the current implementation of the National Disability Insurance Scheme (NDIS) will have a significant impact on a service's workforce, cash flow and bottom line.

Through the Leadership Victoria Program and our NDIS engagement activities, we are able to develop leaders and prepare them to meet these challenges head on.

The CMMH Leadership Program is equipping VICSERV leaders with energy, enthusiasm and capacity to develop a clear vision and strategic direction, lead change, lead results-driven services and adopt a collaborative approach for improved client outcomes. We look forward to continuing our journey with Leadership Victoria and encouraging our leaders to apply their new knowledge within their organisations, community and beyond.

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Leadership is the action of individuals to engage, inspire and develop staff, teams and organisations to thrive in environments of disruption and change. Services in community, disability, aging and health have faced



Ms. Helen Kapalos

## Embracing Diversity

The New and Emerging Communities Women's Leadership Program is an exciting, new opportunity for potential and current leaders from emerging communities across Victoria. The program provides women with a rich development experience, including guest speakers, interactive activities and networking opportunities. Ms. Helen Kapalos, Chairperson of the Victorian Multicultural Commission, shares her thoughts on the program.

The New & Emerging Communities Women's Leadership Program is inspirational, not only for the way it fosters leadership within individuals, but for the collective worth this brings to our whole community. I have genuine admiration for Leadership Victoria for running this program and for the passionate people behind it.

I've always loved the quote by Mohadesa Najumi: "The woman who does not require validation from anyone is the most feared individual on the planet."

It epitomises the dichotomy that exists between being both feminine and a leader, and reminds us that leadership can be a rocky road for modern women to navigate. And this is precisely why leadership programs specifically aimed at women are so important.

We know that women play a pivotal role as leaders in every community, particularly our diverse and new and emerging communities. This program helps to redress the balance of women in leadership roles. We need initiatives like the New & Emerging Communities Women's Leadership Program combined with strategies focused on women's development including mentoring, coaching and sponsorship, peer networking and power networking.

It has been an inspiration and a pleasure to be a part of the NECLP Women's Program and to promote such an important initiative. Together as a community, we can identify, understand and nurture future leaders who can make a difference.

### **Ms. Helen Kapalos**

Chairperson  
Victorian Multicultural Commission



Folio CLAN group members (L-R): Jo-Anne Moorfoot, Allison Will, Karen Bradshaw, Julie Evans, Silvio Gasparet, Natasha Toohey.

## Supporting Vulnerable Children to Thrive

In Leadership Victoria's 'Community Leadership in Action Networks' - CLANs - teams of participants work together to deeply understand an important social problem and achieve a positive outcome. It's a challenge-based learning experience in which participants collaborate to undertake leadership without formal authority.

How can children thrive if they don't have a safe family environment? With the recent focus on family violence and children's wellbeing, this question poses a fundamental leadership question for the Australian community. This was the question one of the Folio 2016 CLANs set out to answer.

Natasha Toohey, a member of the group and Divisional Director of Aged Care and Subacute Services at Western Health, says the group has thrived by taking a collaborative approach to the problem.

"Our CLAN group is an incredibly diverse group of professionals; coming from legal, financial and health care backgrounds to name but a few. Together, we have explored our topic and developed an insight into the issue that we couldn't have achieved alone," she said.

Natasha says the group plans to continue to work together on the issue into the future.

"I am hopeful that I have the opportunity to continue to meet with this wonderful group of professionals who are smart, politically savvy, well connected and have a true sense of social justice and integrity. Over the next year or two we hope to truly make a difference to the lives of vulnerable children in Victoria and Australia."





**“This opportunity will drive my direction for the rest of my life. I will always remember and be grateful for the light that you all have turned on inside me,”**  
- Baqir

## How Do Leaders Make a Difference?

WCLP 2015 alumni Sam Hunt and Shannon Wight exemplify the “leadership doing” of LV participants after their leadership development experience.

Sam and Shannon have established the Sang Pool Asylum Seeker Scholarship, a practical and privately-funded initiative to enable talented asylum-seekers to increase their contribution to Australia.

The scheme is assisting people like Afghani asylum-seeker Baqir. Thanks to Sam and Shannon’s work, he is now able to study a Diploma of Nursing at Holmesglen Institute of TAFE. Baqir couldn’t afford his course, as asylum-seekers cannot access student loans and must pay full international fees.

Baqir says it gave him “hope in a hopeless situation”.

But how did it come about?

The Williamson program put Sam and Shannon in touch with South East Community Links (SECL), where they learned about the plight of people like Baqir.

Moved by the “powerful storytelling” at SECL, Sam and Shannon asked “what can we do in return?” They were challenged to share the stories with five other people.

Motivated to help, they organised the Dinner With A Difference, held at Feast of Merit restaurant, where asylum-seekers and refugees shared their stories with a wider group.

Inspired diners, led by Sam and Shannon and Sam’s neighbour Nicole Batagol, then contributed to the fundraising campaign which became Sang Pool.

Baqir, separated from his family at 13, is already employed as a casual ward clerk at Monash Health. “This opportunity will drive my direction for the rest of my life. I will always remember and be grateful for the light that you all have turned on inside me,” he says.

Having exceeded their original funding goal, Sang Pool is now investigating a “broader discussion” with policy-makers about the “crazy” funding gap facing students in Baqir’s position.

Identify. Listen. Act. That’s leadership.



## 10 Questions with Natalie Ruuska, Williamson Alumnus and *BOSS* Young Executive 2016

Natalie Ruuska, Williamson Community Leadership Program (WCLP) alumnus and General Manager of the Cabot's business at DuluxGroup, was recently named one of six *BOSS* Young Executives of 2016. Here, she shares some insights on how WCLP helped shape her leadership, both at work and in the community.

### WHO ARE YOU?

I'm the General Manager of the Cabot's business at DuluxGroup and I have a passion for Sales and Marketing. I'm an advocate for equality and empowering women to make their own decisions on what is best for themselves and their families. I'm the Deputy Chair and Board Member of an inspiring not for-profit. I'm a wife and proud new mother to baby Darcy and I love being active: running, skiing, hiking. I don't enjoy sitting still!

### WHAT DID LEADERSHIP MEAN TO YOU BEFORE WILLIAMSON?

Before Williamson, I had a very traditional view of leadership: leading and managing teams and leadership development being focused on your own development in a career context.

### HOW HAS YOUR VIEW OF LEADERSHIP CHANGED SINCE WILLIAMSON?

I now believe that effective leaders enable and inspire those around them to go above and beyond in their own work, but also in their communities. Leaders should be well-rounded, have a strong understanding of self, and of the many opportunities that exist to support and improve their community. Being aware of your values, beliefs and motivations is extremely important to be able to lead others effectively. WCLP has opened my eyes to many 'wicked problems' within our society, and an appreciation that while addressing them is complex and multi-faceted, it's also essential for the leaders of today to accept the challenge.

### HOW HAS WILLIAMSON HAD AN IMPACT ON YOUR CAREER?

Shortly after Williamson concluded, I applied for the role I have now. This was a significant step up from my previous role. The support of my Williamson peers and the life learnings and personal development I gained throughout the year really gave me the courage to put my hand up for this role.

**WHAT IMPACT HAS WILLIAMSON HAD ON YOUR COMMUNITY INVOLVEMENT?**

Because of Williamson, I sought a Board position that was aligned to my passion for equality and women's empowerment. I am now the Deputy Chair on the Board of The Global Women's Project, working to empower economically and socially disadvantaged women in Nepal and Cambodia. It is a great honour to be part of this board and work through the strategic and governance opportunities and challenges with this small and dynamic organisation.

**YOU WERE UP AGAINST SOME SERIOUS COMPETITION TO BE NAMED ONE OF SIX BOSS YOUNG EXECUTIVES OF 2016. WHAT LEADERSHIP SKILLS HELPED YOU STAND OUT FROM THE CROWD?**

I focused on being an inclusive leader, supporting the leadership team to improve collaboration and effectiveness in the face of disagreements. Effective prioritisation and time management were also crucial to focus on the most important challenges at hand. I also tried to remain true to myself and be authentic.

**HOW HAS WILLIAMSON CHANGED YOUR APPROACH TO YOUR ROLE AND CHALLENGES AT WORK?**

I now have a much broader view of leadership, and wider experiences and networks to draw on. Williamson has also given me greater confidence and perspective to tackle challenges at work. Amongst our Williamson cohort, there is always someone to provide support and a sounding board for any situation. Having this network outside of work is invaluable.

**WHAT IS THE BIGGEST CHALLENGE FOR TODAY'S BUSINESS LEADERS?**

A key challenge I see is today's digital landscape. Businesses must come to terms with how the digital world intersects with their real-world operations and decide how they will co-exist. Business leaders must have the knowledge to keep up with this changing environment and endeavour to be one step ahead.

**WHAT ADVICE WOULD YOU GIVE TO ASPIRING LEADERS CONSIDERING THE WILLIAMSON COMMUNITY LEADERSHIP PROGRAM?**

You should absolutely apply! I have found my year of Williamson incredibly valuable to increasing self-awareness and growing my knowledge of the multi-faceted challenges within our local community. This has certainly helped me become a more well-rounded leader.

**IF YOU COULD MEET YOUR FUTURE SELF, WHAT WOULD SHE BE LIKE?**

Inquisitive, continually learning and contributing to both community and organisational success wherever possible.

**“The support of my Williamson peers and the life learnings and personal development I gained throughout the year really gave me the courage to put my hand up for this role”.**



## Purpose is Key

The world in which leaders live today is infinitely more complex than our predecessors faced. We must address shifts that seemed unimaginable a few years ago.

Disruption is everywhere; robotics are transforming the workplace, driverless cars are impacting supply chains and logistics, and the millennial generation is drastically changing consumption patterns and expectations.

These changes are happening faster as technology, globalisation and demographic shifts gather pace. Every industry faces disruption. Even dentists face disruption: those who are agile embrace 3D printers to print new teeth and crowns in front of their patients. However, many organisations lack the agility to respond; the average lifespan of companies on the S&P 500 has decreased from 67 to 15 years over the last century, and this trend is accelerating.

Disruption creates significant implications for us as leaders.

Firstly, clarity of purpose is key. Purpose is the unchanging North Star, providing clear direction and continuity. It needs to be 'high enough' that your business strategy can work underneath; your strategy must be flexible, allowing your teams the agility to face disruption. A common purpose unites the group, but permits, and indeed encourages, flexibility and agility.

Second, leaders today need a broader set of skills and capabilities. The ability to set a long term strategy and execute it is no longer enough. As leaders we need to build agile and adaptive strategies and organisations. We need to be continuously scanning the external environment for opportunities and threats. We need to truly walk in the shoes of our customers – whilst developing, inspiring and retaining our key talent. This means that as leaders we need to develop a wider and deeper set of skills and capabilities than before – which in turn means that

**“... as leaders we need to develop a wider and deeper set of skills and capabilities than before – which in turn means that organisations need to focus more on diverse teams of leaders ...”**

**Gerard Dalbosco  
(WCLP'01)**

organisations need to focus more on diverse teams of leaders; not just the 'hero' solo leader. Leaders cannot know and understand everything. Organisations need diverse collective leadership to be successful.

Purpose and adaptive leadership were amongst the key issues covered earlier this year at a Leadership Victoria round-table, hosted by EY, featuring Ed O'Malley, President of the Kansas Leadership Centre, a non-profit organisation similar to Leadership Victoria.

**Gerard Dalbosco (WCLP'01)**  
Managing Partner, Melbourne  
Ernst & Young



## Feeling Positive About Leaders and Leadership - a Hard Ask?

This year offered many opportunities to feel cynical about leaders and leadership where poor behaviours, misconduct and over-riding self-interest have sometimes prevailed.

However, we need to remain confident and look at the positives about where leadership is heading. There are many outstanding community leaders who are selfless, highly principled, skilled and keen to learn and undertake new ways to improve the lives of others.

Here are three ways they show us positive leadership at a time when we really need it.

### **They work with others to solve complex problems**

Rather than hoarding information and ‘dominating from the top’, today’s leaders willingly share problem solving. We’re now familiar with leading the “wisdom of crowds”: community panels, citizen juries, community conversations, plebiscites, cross-disciplinary reference groups and the like in civic, government and business setting, which deliberately draw on diverse perspectives to seek answer to complex problems.

Today’s community leaders tap the capacity of people in communities and organisations to find solutions and share responsibility for decision-making.

### **They keep trying to become better leaders**

I’m encouraged by LV leaders - alumni and graduates - whose self awareness keeps them learning. These thoughtful people understand that their leadership success

relies on more than technical skills, that it also requires building and maintaining healthy relationships, making considered judgements, calling on deep understanding of ethics and risk and deep reserves of resilience because adaptive challenges can be stressful and take a long time.

### **Character matters**

Leaders with integrity exhibit goodwill, humility and values that unflinchingly place the needs of others ahead of self interest. They actively seek feedback and take soundings from diverse perspectives before making up their minds. They are often described by others as ‘worth following’. They use mentors and they act as mentors.

### **Leadership Victoria develops positive, capable leaders**

No other leadership development comes close to Leadership Victoria’s ability to simultaneously delight, confront, surprise, enchant, test and grow participants’ leadership potential and that’s another very good reason to stay positive about leaders and leadership.

The thousands of people in the LV network are actively using their leadership to work towards a better world, and nothing could be more positive for a bright future.

### **Chris Kotur (WCLP’94)**

Leader In Residence

*Chris is Leadership Victoria’s Leader in Residence, a role that is raising the profile and importance of emerging leadership issues and development across all sectors in Australia.*

# Demonstrating Industry Leadership

McKenzie Group Consulting is one of Australia's most respected construction consultancies. Their projects include the Medibank building, the CityWest Police Complex, and Sydney's Barangaroo South. McKenzie Group recognised that their technical excellence was not enough by itself: as Director Stan Tsantis says, leadership is "fundamental" to success.

McKenzie's engaged Leadership Victoria to help develop their leaders to support, foster and motivate their teams.

Director Stan Tsantis says leadership is "fundamental" to McKenzie Group.

"Our consultants are touchpoints and mouthpieces dealing with architects and engineers. They must be able to communicate messages that other people don't want to hear or which could cost them money.

"The more leaders we have in our office the better it is for us."

He says the sessions helped McKenzie identify a "real gap" in its make-up.

"It pointed out that we're empathetic but it's not natural for us to be driven by productivity..."

They also created a better understanding of individuals and "where they are coming from".

"Everyone is different and we need to recognise different mindsets."

Stan believes self-awareness is the most important aspect of leadership, because it enables individuals to "highlight their strengths and minimise their weaknesses".

But the work is never done: "Leadership is always a work in progress, you have to continually evolve..."

McKenzie's and Leadership Victoria continue to work together for McKenzie's commercial and community success.

## Host Venues

Each year, a number of local business and venues open their doors to Leadership Victoria programs on a pro bono basis. We thank these organisations for their support. Without them, the engaging and essential experiential elements of our programs would not be possible.

Our host venues for 2016 include:

ANZ Bank

Carrical House (Servants Community Housing Inc.)

Darebin Parklands

Department of Defence

EY

La Trobe University Bendigo Campus

La Trobe University Shepparton Campus

Monash Health

Multicultural Arts Victoria

Noble Park English Language School

North Melbourne Football Club

Parkville College

Parliament of Australia

Pitcher Partners

Port Phillip Prison (Youth Unit)

Romana House (Servants Community Housing Inc.)

South East Community Links

Springvale Neighbourhood House

Sunraysia Mallee Ethnic Communities Council

The Age

Victoria Police

Youth Junction

If you are interested in hosting one of Leadership Victoria's iconic programs at your organisation in 2017, and talking to emerging leaders about your services and leadership aspirations, please contact us on **03 9651 6590** or **info@leadershipvictoria.org**.



Ed O'Malley, CEO of Kansas Leadership Centre (KLC), Richard Dent OAM, CE of Leadership Victoria and Julia Fabris-McBride, Vice-President of KLC.

## Our Global Leadership Network: Kansas, Victoria and the World

Leadership Victoria is part of a global network of leadership organisations committed to global progress in the development and practice of leadership. Our network supports businesses, government, civic organisations and individuals to make progress.

LV has a core strategic relationship with the Kansas Leadership Center (KLC). Like LV, KLC is a non-profit civic organisation focused on making progress, and like LV, KLC utilises important modern Harvard-based concepts of leadership development and implementation.

During 2016, LV twice hosted the CEO of Kansas Leadership Center Ed O'Malley, together with Deputy CEO Julia Fabris-McBride.

Ed has been adjunct faculty at Harvard University, and is the author several seminal works on leadership, including Your Leadership Edge. Through his mobilisation of core government and philanthropic support in his state, he has been able to start to change the entire leadership dialogue of his region through engaging community members, businesses and government.

With LV, Ed worked with Australian organisations focusing on the five key principles of leadership and four distinctive competencies which comprise the Your Leadership Edge framework. LV is now delivering tailored Your Leadership Edge activities for Australian progress. This is a "next level" contribution by LV to Australian business, government and civic development.

KLC has a well-developed online leadership approach; LV will be including elements of their world-leading methods in our ongoing strategy of including digital components in all our activities.

Leadership Victoria looks forward to continuing to collaborate with Kansas Leadership Center and with others in our global "network for the common good" in Australia and around the world.

# Tailored Leadership Solutions

Leadership Victoria has extensive experience in developing and delivering tailored solutions on request. The customised programs we delivered in 2016 include:

## Organisational Development & Capacity Building

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ANZ Connected Leadership Series for Small Business in the Eastern Region	ANZ
Boroondara Leadership Development Program	City of Boroondara
Changing Horizons Mentor Program	WorkSafe Victoria
Kickstart Your Leadership Program	Court Services Victoria
Knox LEAD 1 Program	City of Knox
Leadership Development Services Panel Provider	Yarra Ranges Shire Council
Leadership Program and Coaching	McKenzie Group Consulting
Not for Profit Board Development	Australian Association of Social Workers
Not for Profit Board Development	NCJWA (VIC) Community Services Inc.
Taxi Services Commission Leadership Program	Taxi Services Commission

## Sector Development & Change Projects

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Change Agent Network project	Turning Point and project partners
CisVic Member Conference - Adaptive Leadership Workshop	CisVic
Health Sector Leadership Program	Australian Dental Association Victorian Branch
Mayoral Leadership Conference	Victorian Local Governance Association
Member Mentoring Program	Australian Dental Association Victorian Branch
Mornington Peninsula Shire Leadership Summit	Mornington Peninsula Shire
Uniting AgeWell Leadership Program 2016	Uniting AgeWell

## Community Development Programs

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African Leadership Development Program	African Think Tank supported by the Victorian Government
Brimbank Leadership Alumni Mentoring Program	Brimbank City Council
EACH Social and Community Health Leaders Forum	EACH
Mentoring program for female volunteer club administrators	Football Federation Victoria
New and Emerging Communities Leadership Program - Melbourne, Mildura and Shepparton	Supported by the Victorian Government
New and Emerging Communities Women's Leadership Program	Supported by the Victorian Government
Community Managed Mental Health Services Leadership & Management Program	VICSERV
Victorian Mental Health Interprofessional Leadership Program	Supported by the Victorian Government
Women Leading by Example Conference Workshop	Women with Disabilities Victoria





Mike McCaw (LV Mentor) and Constantine Oscuchukwa (NECLP 2016 graduate)

## Making Australia a Better Place

Constantine Oscuchukwa doesn't lack leadership. He's the Anglican priest at St Paul's Bakery Hill Ballarat.

But Constantine valued mentorship through the New and Emerging Communities Leadership Program (NECLP) because he says leaders "never stop learning". Specifically, he wanted to improve his business skills.

Leadership Victoria paired him with volunteer mentor and Ballarat businessman Mike McCaw, and the local connection proved crucial to the establishment of the One Humanity Shower Bus.

The bus offers homeless people a secure, comfortable place to wash themselves and their clothes. The resulting sense of dignity is vital, says Constantine. From dignity comes opportunity and connections with people and services.

"That's why we called it One Humanity. If one person is homeless in Ballarat everyone is diminished. We need to encounter people as human beings, not as 'homeless'."

Constantine says Mike helped "translate the dream into a reality".

"He broke the project down into a five-step process. Mike made the process clear, he set timelines, he explained and he encouraged me. We became a team then we became friends."

Mike, Chairman of Five Pillars Consulting, a professional management business, has expertise in all the areas project required: planning, setting goals, determining required actions and maximising resource allocation.

Mike sees the bus as a classic case of "a hand up, not a hand out".

With Mike's guidance, Constantine leveraged local businesses, who donated their time and expertise. He says the costs would have been ten times as high without local input.

Constantine urges anyone considering the New and Emerging Communities Leadership Program to "go for it".

"It wasn't just the good content of the program, it's the people I met from all over the world, the stories of resilience... the generosity. The people of vision and influence with a commitment to making Australia a better place."

With some help from a business savvy mentor, Constantine is certainly doing that in Ballarat.

We are proud to present the  
**2016**  
**Williamson Community  
 Leadership Program Graduates**



**ROCKY ARMSTRONG**

Group Manager Health, Safety, Environment and Quality  
 AusNet Services

Rocky Armstrong is a respected, innovative and dynamic General Manager with experience leading national and international Occupational Health and Safety, Workers Compensation, Environment and Quality programs. Rocky completed university studies in Science, OH&S and Business before completing his Master's in Business Administration (MBA) at the University of Melbourne (Melbourne Business School).

"To apply the views of a surgeon, cardiologist, lawyer, business executive and public sector professional to the community challenges we face has been fantastic. It's been fascinating to have access to the problem solving approaches applied by professionals from so many industry sectors."



**ANDREW BAILEY**

Manager Maintenance Program  
 CitiPower and Powercor

I am an electrical engineer who has worked in the power industry for thirteen years. After completing the company's graduate engineering program I worked as a Network Planning engineer before making the transition into management. For four years I held the Network Access Manager role within our Control and Operations team. In September this year I commenced a new role responsible for the delivery of our maintenance program.

"The visit to Port Phillip Prison was eye-opening. I was very encouraged by the special youth program and the demonstrated benefits from a more caring approach towards prisoners, such as reduced recidivism, yet equally disheartened by the statistics from the rest of the prison."



**SONJA BAUER**

General Manager Responsible Gaming  
 Crown Melbourne Limited

With over 25 years' experience in the tourism and entertainment industry, Sonja has spent much of her career at Crown Melbourne, where she has held a number of senior management appointments. Sonja is currently the General Manager Responsible Gaming and a member of several social responsibility steering committees and working groups.

"One of my most profound moments was during the regional visit to Shepparton. We were introduced to regional leadership challenges and successes, and spent time with Ganbina, an organisation empowering young Indigenous people. Meeting their leaders and participants, and hearing their stories, was incredibly powerful and inspiring."



### ELISA BUGGY

Manager, Programs and Services Coordination  
Children's Court of Victoria

Elisa has dedicated her career to social justice advocacy and innovation. She is passionate about non-adversarial models of justice and strives to facilitate cohesive methods of collaborative practice between justice, health and social wellbeing sectors, to help give a voice to those who aren't often heard. Outside of work, Elisa is a voracious traveller, an avid cook, and keen gardener. She loves entertaining and spending time with family and friends.

"The opening retreat continues to have a profound impact on me. I wasn't expecting to feel so comfortable so early. I have found it fascinating reflecting on how my role in the group has changed over the program. It has been an incredible exercise of self-growth and reflection."



### MARG BURGE

Director People & Culture  
Department of Health & Human Services

Marg has experience in working at a senior level across human resources and organisational development portfolios. Previous roles were at the City of Bayside, Melbourne Water and South East Water. Throughout her career Marg has led culture change programs, the negotiation of enterprise agreements, leadership development programs and broad human resources initiatives. Marg is passionate about employees realising their potential and creating organisations that are great places to work.

"One of the most profound moments for me was reflecting on life and death at Monash Hospital, when Dr Ranjana Srivastava raised the question of 'why do we often wait until it is too late to spend time on what is really important?'"



### JOHN CHESTERMAN

Director of Strategy  
Office of the Public Advocate

Dr John Chesterman is Director of Strategy at the Office of the Public Advocate (OPA). He is a trained lawyer and prior to joining OPA he lectured in politics for more than eight years at the University of Melbourne. He has written a number of books, and in 2013 travelled as a Churchill Fellow to the US, Canada and the UK, where he examined a variety of adult protection systems.

"One of the most profound moments for me was the first weekend retreat, where we were encouraged to achieve the right balance between strategic thinking and operational engagement. This was also where we learned that 'community leadership' involves thinking outside traditional boundaries and hierarchies."



### TONY CITERA

Group Finance Manager  
Telstra

Tony has held a range of commercial management roles in the Retail, Telecommunications and Media Advertising industries over the last 20 years, including Clarks, British Telecom, Optus and Sensis. He currently leads a team of business partners within Telstra Finance, who assist Telstra Operations deliver on their financial targets. In this role, Tony works to develop long term strategies with the senior business leaders that ultimately deliver to the needs of its customers and shareholders.

"The profound moments that will stay with me forever include the raw personal stories from our True North sessions; Ali's story as a young asylum seeker and the political and humanity challenges we face as a nation; and the Port Phillip Prison visit which exposed me to a place I have never seen before."



### TAIMI CLINCH

General Manager, People, Culture & Communications  
Wallara Australia

Taimi is an experienced Human Resources professional and General Manager having worked in senior roles in disability services throughout Melbourne, including Marriott Support Services, Villa Maria Catholic Homes and Wallara Australia. She has led significant change management programs across a variety of sectors. Taimi is committed to the prevention of family violence, gender equality and inclusion for people with disability.

"Ours is a world of very complex issues - wicked problems indeed. The exposure to fantastic speakers that provided multiple viewpoints on some of these problems was inspiring. Taking action as an individual and a collective is the next challenging step."



### CHRIS CORBELL

General Manager  
Corrections Victoria, Department of Justice & Regulation

Chris is the General Manager of the Corrections Victoria Intelligence Service. He has a state-wide responsibility for the provision of intelligence that assists other General Managers and the Corrections Executive to make decisions regarding the security and good order of prisons, and that supports the monitoring and supervision of offenders in the community. Prior to this role Chris spent 25 years with Victoria Police performing a number of specialist duties.

"My most profound moment was the opportunity for the group to assess and give advice on how to solve a difficult work problem. This offered me insight in to other leadership styles and decision making, and it was really valuable for me to see the issue from a different perspective."



### ALICIA DARVALL

Executive Director  
B Lab Australia & New Zealand

Alicia is the Executive Director of B Lab Australia & New Zealand. B Lab is a non-profit organisation that serves a global movement of people using business as a force for good. She has held senior roles with several fast-growing, high-profile businesses and organisations; including Moonlight Cinema, Melbourne Fringe Festival and Melbourne Fashion Festival. Alicia is a member of the B Lab Global Governance Council and is an advisor to IIG's Giant Leap VC fund.

"One of the most profound moments for me was listening to leaders at our opening retreat and understanding the courage it takes to be a leader in the face of considerable public scrutiny. Also their insights about importance of leading from the centre and not the front of an organisation – their examples of being a servant leader."



### GARANG DUT

Surgical Resident  
Alfred Health

Garang Dut is a doctor with a passion for preventative care and community-based solutions. He holds a Bachelor of Biomedical Science from Monash University, Doctor of Medicine from the University of Melbourne, has experience in health policy research and is an Australia Day Ambassador. A recent migrant to Australia with cross-cultural experiences, he advises health agencies on customising preventative services and access to care, and engages with youth through community associations.

"The opening retreat primed deep reflection that is a central feature of the program, and emphasised the importance and challenges of values-based leadership. It was more profound that the dangers and opportunities of leadership were explored from first-hand experiences of leaders."



### IAN FARAGHER

Head, Colorectal and General Surgery Unit  
Western Health

Ian is a surgeon at Western Health; having trained in Victoria, Newcastle and Oxford, UK; and Houston, Texas. His interest has moved beyond immediate clinical care to systems issues and leadership in healthcare. He shares an enthusiasm for hockey and skiing with his wife and daughter (who claims to have surpassed him in both).

"This year has been an opportunity to look outside healthcare for new views and insights into leadership across Victoria. Profound moments include exploring common themes of disadvantage that underlie intractable social issues. Acknowledging that adaptive problems require adaptive solutions. Realising that climate change overarches current social issues, challenging our ability to look beyond ourselves; testing the capacity of community and countries to act collegiately."



### NINA FROMHOLD

Transition Manager  
Victorian School Building Authority

Nina is the Transition Manager for the newly created Victorian School Building Authority. She has a depth of experience leading government change projects with a specialisation in bringing people along for the journey. She is currently leading a large organisational expansion. Nina is driven to make a contribution and recognises that to maintain public trust, institutions must continuously innovate to make services client-centric and more accessible.

"One of my most profound program moments was recognising that even the most opposing of views can stem from the same desired outcome. That opposition can come from the varying approaches on how to get to the outcome, depending on whether individuals are change advocates or advocates of stability and tradition."



### PENNY HARRISON

Director, Victoria  
Australian Red Cross

Penny is Director, Victoria at Australian Red Cross overseeing a diverse portfolio of programs. Penny has held senior strategic leadership and program management positions with prominent international humanitarian and development organisations for 15 years. She is passionate about social justice, working with people and empowering community groups to advocate for the changes and improvements they seek. Penny wants to foster partnerships that cross government, private and community sectors.

"I was inspired by the compelling personal stories from young people who have worked with Ganbina, the residents of Servants Community Housing, the young men describing their refugee journeys and the story of what it is like to be incarcerated. They brought a human dimension to the critical social policy and community challenges we face as leaders."



### PHIL HAYES-BROWN

Chief Executive Officer  
Wallara Australia

Phil is CEO at Wallara Australia which has a mission to enable people with different abilities to live the life they choose. Phil's career spans 25 years across law, finance and sports marketing, including senior international commercial roles with the American National Basketball Association with global assignments in Singapore, Paris, London and Hong Kong. As a parent of a daughter with a disability, Phil believes this is the most important role of his career.

"The Community Leadership in Action Network project made me realise the challenge of leadership without authority in an area outside my normal scope. Normally I am pitching a vision I am passionate about, so this helped me understand how others may feel when I am pitching my vision for change in the disability inclusion space and they are not yet ready to 'leave the cave'."



### JILL HENDERSON

Executive Manager, People & Communications  
Jetstar Group

After 16 years as a lawyer, 12 of those spent in-house at the Qantas Group, I have recently transitioned to the Executive Manager, People & Communications role for the Jetstar Group. The Williamson Community Leadership Program 2016 has given me the framework and support to be my best through the transition.

“The most profound moment for me was definitely the True North presentations throughout the program.”



### SALLY HINES-GRIFFITHS

National Manager  
The Big Issue

Sally joined The Big Issue in 2011 as the National Manager taking responsibility for four social enterprises and a community program. Prior to The Big Issue, Sally worked in employment services, community development and health. She has held various strategic, service delivery and operational management positions, including experience in establishing new not-for-profit businesses. Sally has a Masters in Human Resource Management, as well as a Bachelor of Arts and Bachelor of Science.

“My greatest learnings and experiences have come from my fellow participants. Their generosity in sharing and interacting across many different topics and experiences has enabled me to consider and reflect on my own life and leadership. I am very grateful for this unique opportunity.”



### MICHELLE JOHNSTON

Executive General Manager – People, Brand & Communications  
State Trustees Limited

Michelle is a senior executive with over 20 years of experience. She has strategically led the transformation of people, systems and processes to turn around organisational culture, enabling the delivery of world-class client experiences and profitable growth. A cultural change driver, Michelle transfers her knowledge and enthusiasm to ensure business leaders realise the impact and importance they play in creating and changing organisational culture.

“The field trip to Canberra was an extremely enlightening experience – I was overwhelmed by the exposure we were provided with; the opportunity to go into the inner sanctum of Parliament House and hear from politicians that were so honest and open in the sharing of their leaderships journeys and the challenges they face representing the Australian people.”



### NAOMI KUBINA

Manager, Allied Health  
Inner East Community Health Service

Naomi is the manager of allied health, social activities for the aged and aged respite services at Inner East Community Health Service. She has been with the organisation for almost five years. In this role, Naomi works to improve how health services are provided to better support people with long-term health conditions. Prior to this role, she held management roles re-orienting primary healthcare services including building team approaches to care and establishing more equal partnerships between clients and their health workers.

“The Friday sessions on social cohesion provided profound learnings. All the site visits emphasised to me that issues are often complex. They encouraged me to explore things and ask questions in greater detail to better understand an issue – and emphasised over again the importance of people and the person.”



### MARY LALIOS

Councillor  
City of Whittlesea

Mary was first elected as a Councillor for the City of Whittlesea in 2005 and led the recovery efforts of the Black Saturday bushfires in 2009, as Mayor. Mary has served on the board of the Municipal Association of Victoria and represented local governments nationally on the board of the Australian Local Government Association. Mary is a qualified accountant (FCPA) and a graduate of the Australian Institute of Company Directors (GAICD).

“Why aren't you in jail?” A provocative question I asked an NAB whistle-blower on rogue trading. “How did you feel when the opposition advertised things about you that weren't true?” The question I asked a former Premier of Victoria. Who gets such opportunities on an up-close-and-personal setting? This is what the Williamson Community Leadership Program offers.”



### DAN LANGELAAN

Chief Financial Officer  
Alcohol and Drug Foundation

After completing a Bachelor of Commerce at Monash University, Dan's career kicked off working for Navy Health where he worked for 10 years and become CFO. In 2012 he commenced working as CFO for the Alcohol and Drug Foundation. Dan is a member of CPA Australia, Australian Institute of Company Directors and the Governance Institute Australia.

“The true north presentations were amazing. The diversity amongst the 2016 Alumni, the resilience demonstrated and the openness in delivering the presentations moved me. It taught me that our past experiences make up who we are and you don't fully know a person until you know their history.”



### SIOBHAN LOCKWOOD

Cardiologist  
MonashHeart

As a cardiologist, Siobhan balances the clinical and administrative challenges of working in the public health system. Siobhan is passionate about improving health equity and models of care to improve the health of all, regardless of socioeconomic status. Siobhan is a member of an advisory panel to the Victorian Department of Health and Human Services, tasked to develop innovative health programs focused on early disease intervention and avoidance of chronic cardiac disease.

“Hearing Chris Kotur speak to the danger and loneliness that often accompanies leadership was one of my many ‘aha’ moments of the program. Knowing that others had had similar experiences to me assured me that I was in doing the program at the right time, for the right reasons.”



### KATHRYN LOMAS

OCE Postdoctoral Fellow  
CSIRO

Kathryn is an OCE Postdoctoral Fellow at CSIRO. Her current research focuses on biological systems for the development of hearing technology. Kathryn is currently researching insect hearing systems in order to develop a prototype for an internal cochlea device. Kathryn is passionate about Indigenous affairs, working with Indigenous people to bring traditional knowledge and science together to initiate business opportunities.

“Williamson has exposed me to the importance of different types of leadership, particularly how you can lead and make a difference from within a team, you just have to be passionate about your beliefs and interests. The group has also given me the support and encouragement to start up a biomedical business.”



### BELINDA MCKAY

General Manager - Greater Melbourne Region  
ANZ

In her role in Australian Retail Division at ANZ Belinda leads a team of more than 1,000 customer-focused frontline staff in more than 115 branches across Melbourne. She has extensive financial industry experience, holding leadership roles in retail banking, project and change management, finance, operations, risk and compliance and is a strong advocate of equal opportunities in life for all people. She holds a Bachelor of Business, is a Six Sigma Black belt and certified CPA.

“I’ve certainly grown as an individual and a leader thanks to LV and the 2016 cohort! I can’t identify a single profound moment throughout the year, as each program gave so much – insight to the complexity of social issues, challenges facing the leaders trying to influence the agenda, and the unrelenting passion of those involved. Each experience left me richer.”



### JANE MUNRO

Head of Rheumatology  
Royal Children’s Hospital

A/Prof Munro is Head of the Rheumatology Unit at the Royal Children’s Hospital and is a Group Leader at the MCRI. Jane is a clinician who loves working with children and their families. She is passionate about child health research and improving the quality and safety of the care we provide across the health system. Jane brings her energy and enthusiasm to each area of her work.

“WCLP gave me some clarity about my own leadership journey, why I have been thinking a bit differently to many of my colleagues and ways I could work through a hierarchical system to improve things I care passionately about. I had many insights personally and professionally. I was regularly challenged and inspired.”



### ERIN O'DONOGHUE

Senior Manager, Organisational Development  
WorkSafe Victoria

Erin is the Senior Manager, Organisational Development at WorkSafe Victoria and is currently seconded to the cross-functional team working on the organisation’s long term strategy. She is an experienced HR professional with over 15 years’ experience across the retail, manufacturing, not for profit/health and government sectors. Erin has a passion for developing others, with a particular interest in leadership development, coaching and building positive culture in organisations.

“This has been a year of huge transformation for me and Williamson has been a big part of that. The people that I have met both participating in and speaking at the program have had a tremendous impact not only on the way I lead, but how I see and think about the world.”



### JAMES PIPLIOS

Group General Manager - Procurement  
Healthscope

James is an experienced executive, with over 20 years’ experience in the healthcare industry. Currently Group General Manager - Procurement at Healthscope, James is leader of change management, as well as the development of high performing teams. He is dedicated to facilitating change across the sector in order to create improved healthcare delivery for patients and their families.

“The real standout moments of the program have been the opportunities to reflect, along with the True North presentations. These moments have taken me to a place of evaluating my inner thoughts, (which would typically be ignored), in particular going back to my childhood and how this reminds me of the drivers and values that I use to guide my leadership approach.”



### DAMIAN POEL

Senior Manager, Recovery Branch  
Transport Accident Commission

Damian has been working for the Transport Accident Commission (TAC) for nine years. Prior to working at the TAC, Damian worked in the health sector including disability, community health, and acute and rehabilitation. Damian's current role is Senior Manager of the Recovery Branch at the TAC. Damian holds a Bachelor of Arts, a Bachelor of Speech Pathology, and a Master of Business Administration.

"Meeting with refugees from the Congo and Afghanistan whilst in Shepparton was particularly inspirational – their resilience, persistence, and humility was overwhelming. I learnt a great deal about real leadership and the power of change."



### WENDY SANDERSON

Manager, Independent Review  
Victorian Equal Opportunity and Human Rights  
Commission

Wendy is Manager, Independent Review, at the Victorian Equal Opportunity and Human Rights Commission. Wendy has held a number of strategic policy roles, and has led major reviews into equal opportunity, gender equity and access to Justice, including work with Victoria Police and the Victorian fire services. Wendy coordinated family violence reform across the Department of Justice and is passionate about gender equality and preventing violence against women. She is currently Chair, Domestic Violence Resource Centre Victoria.

"The opportunity for self-reflection and recalibration has been worth its weight in gold. It has been a journey towards a deeper understanding of my own value system, and how authentic leadership can drive change. The program gave me an opportunity to understand the drivers of opposing and seemingly impossible positions and find common and constructive ground."



### BRIDGET SEBIRE

Head of Corporate Superannuation  
Australia Post

Bridget has 20 years of multi-disciplinary experience, including four years based in Hong Kong, with a specialisation in the financial services and superannuation industries. Her passion is the development of compelling business and change strategies that can flex quickly to dynamic business and economic environments throughout implementation, and achieve tangible objectives. Bridget is also Chair of OutDoors Inc, an organisation providing outdoor experiences for people living with mental illness, with the ultimate aim of returning to work.

"I have felt a shift – my thinking is more expansionary. I'm more likely to identify real root cause problems and issues to solve challenges. I'm more patient with different viewpoints, and give them due consideration in the decision making process. I'm more likely to look for the best longer-term outcomes, than what seems best right now."



### MIRIAM SLATTERY

Head of Stakeholder Relations and Public  
Policy  
Netball Australia

After ten years in the Victorian Public Service, working mostly in infrastructure and governance policy, Miriam moved to a senior adviser role in the office of a Victorian Government Minister which allowed her to truly appreciate how to deliver good outcomes while balancing competing agendas. Her recent move to Netball Australia is allowing Miriam to gain another perspective on how to deliver a social impact from outside of government.

"One of the most profound moments for me was the deep impact of storytelling to motivate and inspire. While I was aware of this before undertaking the program, it has been the stories of individuals that are re-playing in my mind and keeping me focussed on working to achieve social impact."



### CHRIS SOUNNESS

Chief Executive Officer  
Birchip Cropping Group

Chris Sounness is CEO of Birchip Cropping Group. He grew up on a family farm in Western Australia, and since 1992 he has worked in the Wimmera Mallee of Victoria. Chris is passionate about farming, science and understanding the logic behind decisions. As many of the WCLP cohort observed, he learned by asking questions. For Chris, community leadership is about diving in and doing something, learning, and then improving the situation – rather than just tokens and words.

"The most profound moment for me was the session on values. Angela Rutter's session gave me a deeper understanding of working for a not for profit – values are the key, rather than 'value for money'. Focusing relationships on values allows success to emerge and be shared by all involved."



### SIMON STAFRACE

Program Director (Clinical)  
Alfred Health

Simon is a psychiatrist and Clinical Program Director of Psychiatry at Alfred Health. He is delighted that since entering his profession 25 years ago, there has been a growing awareness that people with mental illness recover, have strengths, and lead contributing lives. He is committed to developing services that are responsive, compassionate and make a positive difference to the lives of people with mental illness and their families.

"The opportunity, at the opening retreat, to hear from high-profile leaders who had encountered moral crises in their work was exceptionally valuable. Their struggles highlighted for me the real meaning of courageous leadership and the importance of understanding one's motives and values in assuming leadership roles."



### NARELLE STAUB

Manager  
Department of Health & Human Services

I have enjoyed a broad career in the public, community and private sectors. Most recently I have held leadership roles in public housing, housing for people with a disability, case management and youth justice services. I have previously held Board positions, and worked as CEO, for not for profit organisations. I am passionate about leading teams that seek to reduce social and financial disadvantage, uphold human rights and make sustainable systemic changes that benefit communities.

“The True North presentations had a significant impact on deepening my understanding and respect for the varied life journeys and influences that shape compassionate and effective leaders. My leadership gaze was also lifted each time a guest speaker spoke about their experiences of uncertainty and failure and how they navigated through this journey both personally and professionally.”



### ELLE STEELE

Founder  
Create Believe Achieve

Elle is an award-winning sportswoman and experienced guidance coach and motivational speaker. During a 13-year swimming career, Elle represented Australia internationally and was captain of a number of Australian swimming teams. Elle has recently joined forces with Rhiannon Tracey, Founder of The Next Step Spinal Cord Injury (SCI) Recovery Centre, where she is the mindset coach for athletes who are participating in recovery programs after a spinal cord injury. Create Believe Achieve and The Next Step will now be the first Australian SCI recovery centre that incorporates mental wellness into its programs.

“My most profound moment in the program was realising that I am part of something that could change so many things for so many people. I feel very lucky to be part of something so powerful.”



### SASHA TORSI

Manager, Executive Office  
Sustainability Victoria

Sasha manages the Executive Office at Sustainability Victoria and is a member of the executive leadership team. Sasha joined the organisation in 2009 and leads a team focused on strategic communications, media and reputation management, board secretariat, executive services and ministerial advice and coordination. Prior to this Sasha has worked in both the commercial and not for profit sectors in corporate affairs and communications, corporate social responsibility and cross-sector partnerships.

“Hearing from a range of leaders on some of the complex issues we are grappling with in our society has been inspiring. The willingness of the speakers to be so open with what they have learnt, their core beliefs and their leadership journeys, has been extremely thought-provoking and shaped and changed my own leadership style and approach.”



### GEMMA TOVEY

Manager of Social Enterprise  
Melbourne City Mission

Gemma manages social enterprise at Melbourne City Mission, overseeing three socially driven businesses in the hospitality, print and consulting sectors. She manages these businesses with a strong focus on strategic growth, business development, relationship management and measured social impact. In 2015, Gemma successfully founded start-up enterprise CQ Cultural Consulting. A qualified lawyer, Gemma is passionate about using her skills to bring together people and organisations with different perspectives to solve big social issues.

“For me the program has been a slow burn of becoming increasingly aware of myself: my strengths, weaknesses, ability to influence and bring change and limitations of this too. I have thoroughly enjoyed being able to build lasting relationships with people with markedly different perspectives and experiences, which has enabled me to better understand leadership and change.”



### MARC WARSHALL

Finance Director  
The Creature Technology Company

Marc is a CPA and a senior executive at the award-winning Creature Technology Company, one of the most innovative and exciting companies in the country, producing large scale animatronics for clients all over the world. Working for such a creative company has helped Marc broaden his view beyond the traditional field of finance and he embraced WCLP as a further opportunity to appreciate the challenges many people face.

“The visit to Port Phillip Prison was an eye-opener. After walking through all the security and drab surroundings we came face-to-face with people who in the end seemed like good people that had taken a wrong turn in life. A lesson to how quickly bad decisions can change one's life.”



### JESSICA ZAMMIT

National Manager, Workforce Participation  
Australian Federation of Disability Organisations

Jessica is the National Manager, Workforce Participation at the Australian Federation of Disability Organisations. Her professional experience includes developing and leading campaigns at a state and national level, individual and systemic advocacy, policy development, event management, stakeholder relations and representation on key disability issues. Jessica has a passion for bridging connections between organisations to improve opportunities for people with disability and community connection.

“A number of lightbulb moments during the program helped me reflect on who I am, where I have come from and where I draw my passion. Hearing the True North presentations of my peers was also incredibly powerful – lessons of resilience, determination, vulnerability and personal leadership that have left a lasting mark.”



# We are proud to present the 2016 Folio Community Leadership Program Graduates



## NAIL AYKAN

Executive Director  
Islamic Council of Victoria

Nail Aykan is the Executive Director of the Islamic Council of Victoria (ICV), the peak Muslim umbrella body in the state of Victoria representing of 200,000 Muslims. Nail was a former Senior Manager in Marketing & Public Relations and has also worked in the commercial banking sectors. Nail has an undergraduate degree in Applied Science, a Post-Graduate in Applied Statistics and a Diploma in Banking & Finance.

“My most profound moments consistently came from the people I had the privilege in meeting. From the frank and sincere conversations and from the bonds and friendships developed. The sharing of the True North stories were the real highlights – it was an honour to learn each leader’s personal and inspiring journeys.”



## CYNTHIA BARNICOAT

Founder  
Books4Tonga

After owning a business and working in documentary making, Cynthia moved to the culture and heritage sector, where she worked in art, social history and sports museums in NZ, USA and Australia. She has worked in a range of roles from programming to national capacity building, and as a museum director and board director. Deciding to move into philanthropy, in 2016 she left museums to set up Books4Tonga, to establish village libraries in Tonga.

“It is the people I’ve met who will ensure it makes a lasting impression, and I have learnt something from all of them. It was very powerful to be reminded of the significance of the indigenous story, and understand how this is strongly connected to our roles as leaders.”



## MICHELLE BLYTH

General Manager, Customer and Industry  
Intelligence  
Southern Metropolitan Cemeteries Trust

After more than 20 years as an executive leader in sales and client services across the NFP and Private Sectors, Michelle joined the leadership team at the purpose driven Southern Metropolitan Cemeteries Trust. As well as managing a broad commercial retail division, Michelle has developed and implemented a best-practice community engagement program to ensure all Victorians are able to honour and celebrate their loved ones in their chosen way.

“I became aware of many complex and diverse thinking leaders within the LV program. As a result, a profound learning was my personal journey, increased self-awareness of biases and blind spots, and discovering the power of regular self-reflection. This has allowed my leadership style to shift benefiting me personally and at an enterprise level.”



### KAREN BRADSHAW

Senior Corporate Lawyer  
State Trustees

Karen has been a lawyer for over 30 years. She has worked in a variety of large firms including Telstra, where she provided in-house counsel on a number of business and technology matters. In 2009 Karen took a career break, working as a personal carer in aged care. She joined State Trustees in 2011, where she is Senior Corporate Lawyer managing the Client Legal Function, Consultative Will Writing and Genealogical Services.

“One of the most profound experiences was visiting Carrical House in Hawthorn and having dinner with some amazing individuals who have met great hardship in their lives. What struck me most was the considered approach taken to treating people with dignity and the emphasis placed on creating and maintaining a supportive community.”



### BILL COLLOPY

Social Enterprise Manager  
Southern Migrant and Refugee Centre

Bill holds degrees in humanities and public policy. He is a published author and university tutor who has also managed programs across Victoria's public, private and not-for-profit sectors for the last twenty years. His management history includes policy development, social research, community education and program delivery, particularly in the field of multicultural and welfare services.

“The opening retreat challenged my perceptions of career motivation, contrasting the more superficial and heartfelt life choices. My eyes were opened to new forms of leadership and a waking awareness about types of community that have been there for me all along but I hadn't identified them as such.”



### AARON DE ROZARIO

Chief Executive Officer  
Taxi Services Commission

Aaron is an experienced public servant and has held senior government roles in the United Kingdom, Western Australia and Victoria. During his career, he has worked in areas as diverse as economic development, education, social redress and transport regulation. Aaron embraces the challenge of solving difficult public policy problems and turning policy ideas into meaningful action. He is currently the Chief Executive Officer for the Taxi Services Commission.

“My most profound insight was coming to know and understand that a single life event is all that separates the person living a full and content life from the person being left behind. Life events rarely discriminate and inclusive leadership requires us to be attuned to those who are or could become marginalised.”



### ANN ELKINS

General Manager, Primary Health  
EACH

An executive leader with 30 years' experience in the health and human services sector, specialising in the interface between the primary, sub-acute and acute care sectors. Career path has been motivated by a passion for improving people's options and outcomes through effective relationships across sectors. Ensuring people receive the services they require in the most effective location to meet their needs and wishes, whilst recognising the capacity issues of the service system.

“The most profound moments of the program for me came in the sharing of our True Norths, and in the experts who came to speak with us, moving past their expert presentations and sharing more deeply – providing we asked the right questions – the complexities of their work and beliefs.”



### JULIE EVANS

Director Scheme Performance  
WorkSafe Victoria

Julie leads the Scheme Performance division at WorkSafe. Her team provides performance monitoring, analysis and insights into emerging claims experience, and partners with the business to develop practical improvement initiatives. Prior to joining WorkSafe in 2008, Julie worked as an actuarial consultant specialising in general insurance and accident compensation. During this time she undertook assignments in a number of countries, including three years living and working in South Africa.

“One of things that has stuck with me from the program is the importance of listening to views fundamentally opposed to my own. By exploring and understanding those viewpoints and the reasons that people hold them I can challenge my own thinking and that of others.”



### SILVIO GASPARET

Head of Internal Australian Equities  
Victorian Funds Management Corporation

Silvio has been in the investment industry for over 20 years, analysing and investing in companies listed on the Australia Stock Exchange. In that time he has worked for a wide range of organisations including a boutique start-up, an established Australian business, a large global investment manager and now a government agency. In his current role he leads a small team investing in the 50 largest companies listed on the ASX.

“One of the more profound moments was the discussion we had with three local young people at the Youth Junction in Sunshine. I was moved by the courage they showed to talk openly about their lives to a group of “adult” strangers.”



### ROBERT KELLY

Manager, Earth Resources Program  
WorkSafe

Rob heads up the Earth Resources Program with WorkSafe Victoria and draws on his experience in Government and private sector roles to influence, challenge and provide leadership to prevent high consequence events. Rob is an active member on a range of State/National bodies and leads Victoria's Earth Resources Tripartite Safety Forum. Prior to WorkSafe, Rob held operations and technical roles at CSR, delivering solutions through challenging the status quo and taking risks with new technologies.

"Listening to many engaging speakers, particularly the Honourable John Cain, I gained a greater insight into the impact individuals or groups can have on social change and a more inclusive society by pushing boundaries and challenging institutions to evolve."



### LANA KOLYUNSKI

Strategic Projects Manager  
Department of Justice & Regulation

Lana's background has primarily been in areas of social justice such as employment programs for the unemployed. Since 2004 Lana has been an advisor to senior executives and project managers on a number of strategic projects in the Department of Justice & Regulation. She's also worked as Community Engagement Manager to the 2009 Victorian Bushfires Royal Commission, 2014 Hazelwood Mine Fire Inquiry, and 2016 Royal Commission into Family Violence.

"The True North exercise forced me to dig deep, think hard and share stuff I normally wouldn't. I learned the true value of rehearsal and that five minutes isn't really all that long. Visits to Darebin Parklands and Carrical House were, for me, inspiring examples of community, and community leadership."



### SUSAN MAGEE

Executive Officer  
Casey North Community Information &  
Support Service (CISS)

Susan has worked in the community sector for nearly 30 years. The last 19 as the EO of Casey North CISS, establishing the organisation and developing programs for the most disadvantaged in the community. Prior to that she worked in the community housing area and with the homeless. She is passionate about responding to and lobbying for disadvantaged groups and has been focussing energy on developing programs for prevention.

"It has been a privilege getting to know my Folio colleagues and hearing their True North stories. At this stage in the program I feel I am starting to 'look at old problems with new eyes', with greater confidence and a much calmer approach."



### JO-ANNE MORFOOT

Director Continuing Care Clinical Service Unit  
Austin Health

Jo-Anne trained as a Speech Pathologist working clinically in acute, community and private practice settings before moving into management. Jo-Anne has held senior positions in Quality and Risk Management in two of Victoria's largest health services before moving into a large operational management role at Austin Health. Jo-Anne holds a graduate diploma of Business and is a GAICD. Jo-Anne currently sits on the board of bestchance, a NFP early childhood organisation.

"It has been truly inspiring to meet so many leaders and to come to understand the value of leadership and giving back to the community. These leaders have demonstrated innovation, tenacity and incredible influence to achieve some amazing outcomes often with minimal support or resources."



### BARBARA MOUNTJOURIS

Manager Seniors Programs and Participation  
Department of Health & Human Services

Barbara Mountjouris has an extensive and varied background in public policy, program development and management. She has worked in both State and Commonwealth Government level leading public sector performance audits and in the Victorian Government in executive positions in social policy portfolios including youth, multicultural affairs and seniors.

"Grappling with the question of 'why we are here' was an immediate and ongoing challenge that was answered in many different ways as the year progressed, and will continue to be a question with many different answers. Framing the program journey through the lens of this question made the program a vital leadership experience."



### KRIS PAVLIDIS

Councillor  
City of Whittlesea

Kris is a passionate community advocate for social justice. For over 30 years she has worked across government and non-government organisations, primarily in policy and strategic planning. Kris has served three terms as a Local Government councillor, and one as Mayor. She is committed to community development, strong leadership, innovation and growth. Kris is motivated by the strength and resilience of people to move forward and seeks to inspire others through mentoring and capacity building.

"The program participants and guests shared experiences simultaneously highlighted the fragility and vulnerability of individuals and systems, as well as their innate ability to survive. This allowed me to remain optimistic in a highly dynamic and turbulent environment. Folio reinforced how important it is to be grounded, humble, insightful and reflective."



### JANET PHILIPS

Coordinator of Nursing Services  
Melbourne City Mission

Janet has worked in the health field for 32 years including oncology, communication skills training and community palliative care. She is currently employed as Coordinator of Nursing Services for Melbourne City Mission, ensuring a high quality of service provision to palliative care clients, family and carers that is comprehensive and evidence based.

“True North has been the most powerful part of each Folio day. To hear people speak from their heart and to their genuine self is wonderful. Networking with a group of leaders from such diverse backgrounds has changed my perspective on many levels and enabled me to identify some of my blind spots.”



### JOSHUA PULS

Executive Director, Cabinet Office  
Department of Premier and Cabinet

Josh has been a lawyer, a psychologist and a teacher before coming in to State Government in 2005. Since then he has worked in the Department of Premier and Cabinet, in the Office of the Governor and on secondment at Buckingham Palace. He has volunteered in support of asylum seekers and young people, and was President, then Patron, of the Melbourne Ice hockey team over a combined eleven years.

“Hearing from young people whose lives have not been as fortunate as my own was incredibly moving. Their candour and their good humour were startling, and the challenges they put to us, especially those of us who work in government, were very arresting.”



### PARSU SHARMA-LUITAL JP

New & Emerging Communities Liaison Officer  
Victoria Police

Parsu Sharma-Luita JP is a former refugee from Bhutan, arrived to Australia in 2002. Currently studying Masters of Public Policy at RMIT University, Parsu is the inaugural recipient of the prestigious New Australian of the Year 2014 award. In addition to his role with Victoria Police, Parsu is the current Hon Secretary of Federation of Ethnic Communities' Councils of Australia and a Board Member of the Ethnic Communities Council of Victoria.

“For me personally, one of the most profound experiences of the Folio program was being able to view myself and readjust my leadership skills and personal character after hearing from other colleagues and their experiences. One of my strengths is to learn by hearing and seeing others in action. The FCCLP has provided this opportunity and has become life changer for me.”



### NATASHA TOOHEY

Divisional Director Subacute and Aged Care  
Services  
Western Health

Natasha is a senior health service executive with a passion for strategy development and service improvement. She is a dynamic leader with exceptional critical analysis, strategic planning and transformational change skills. Natasha's international experience contributes to her ability to successfully lead and manage a wide variety of services with a commitment to embedding innovative, person centred best practice. Natasha's drivers include social justice, community welfare and human rights.

“Chris Kotur's (LV Leader in Residence) challenge to shift Community Leadership from 'charity' to 'empowerment' was a challenging concept. Working in a healthcare environment, much of what we do falls into the 'charity' zone – people come into hospital and we 'fix' them. Making that paradigm shift within my head has given me a new perspective.”



### GLENYS WILKINSON

Chief Executive Officer  
Australian Association of Social Workers  
(AASW)

Glenys is committed to social justice and addressing structural disadvantages that exclude people from fully participating in our community and living their lives with dignity. With more than 35 years' experience as a social worker, Glenys has held senior management roles in child advocacy, child and family support, community health and local government services. Currently Chief Executive Officer for the AASW, Glenys holds Masters level qualifications in Social Work and Organisation Dynamics.

“The pre-assessment of leadership style and personality traits was significant to me as I continue my journey of increasing self-awareness. The insights gained through these exercises clarified my thinking while subsequently challenging me to reassess my strengths and areas for growth. The evidence-based external evaluation provided a platform for me to pause, think and redefine my future direction.”



### ALLISON WILL

Director, Criminal Law Policy  
Department of Justice and Regulation

Allison has spent her career working in criminal justice, in both policy and prosecutions. As Director of Criminal Law Policy she leads a team responsible for delivering the government's criminal law agenda. Allison strives to develop new laws that meet the government's objectives while respecting fundamental criminal law principles. Allison works part-time and believes in promoting the capacity of working parents to aim for and succeed in senior roles.

“The exposure to people devoting their energies to the public good was heartening. Public focus seems to be on material success and power, while so much good is being done quietly. I was impressed and humbled to see these people do such important work for little or no reward or recognition.”

# Folio & Williamson Community Leadership Programs

## 2016 Selection Panels

### DAVID ALI (WCLP'99)

Principal  
Dali Consulting

### SCOTT ARBUTHNOT (WCLP'98)

Chief Operating Officer  
Serco Asia Pacific

### ROBERTA BUCHANAN (WCLP'13)

General Manager – Victoria  
Housing Choices Australia

### DAVID CAMPBELL (WCLP'13)

Consultant  
Egon Zehnder International

### DEBORAH CLARK (WCLP'01)

Director of Nursing & Midwifery  
Sunbury Hospital, Western Health

### STELLA CLARK (WCLP'97)

Executive Director  
Stella Connect Pty Ltd

### PIPPA CONNOLLY (WCLP'01)

Sessional Lecturer  
Monash University

### GRANT COSGRIFF (WCLP'16)

Executive Director  
Triathlon Victoria

### JAMIE DOWNS (WCLP'08)

Partner  
GNC Group

### CATHERINE EASTON (FCLP'13)

Head of Strategy & Business Operations  
SuperFriend

### PETER GLUSKIE (FCLP'13)

Program Manager  
Australia Post

### AGATA JARBIN (FCLP'15)

Executive General Manager, Professional Services  
State Trustees

### WARREN JENSEN (FCLP'15)

Assistant Director Regulation & Policy Operations  
Consumer Affairs Victoria

### JAAP JONKMAN (WCLP'05)

Consultant  
Conversant

### ARDEN JOSEPH (WCLP'99)

Director Social Development  
Moreland City Council

### STAN KR PAN (WCLP'09)

Chief Executive Officer  
Sustainability Victoria

### JED MACARTNEY OAM (WCLP'05)

Chief Executive Officer  
Independent Disability Services

### PRUE MANSFIELD (FCLP'15)

Director Planning and Development  
City of Greater Bendigo

### ANGELA MARTYN (WCLP'01)

Director  
Personal Financial Services

### DEE MONAGHAN (WCLP'13)

Director  
PWC

### PAUL MURRAY (FCLP'15)

Head of Debt & Absolute Returns  
Victorian Funds Management Corporation

### DENIS O'HARA (EBLP'08)

Director and Principal  
fey Pty Ltd

### JOHN ROGAN (WCLP'91)

Executive Director, State Development Projects  
Department of Economic Development, Jobs, Transport & Resources

### HELGA SVENDSEN (WCLP'10)

Principal  
Helga Svendsen Consulting

### ROSIE WHEEN (WCLP'15)

Director of International Programs  
WaterAid Australia

### PAM WILLIAMS (FCLP'13)

Director, Barwon Area  
Department of Health & Human Services

# Igniting Leadership Program Graduates

## Our 2016 Igniting Leadership Program Graduates include:

### **SAFA ALMARHOUN**

Senior Consultant  
Melbourne City Mission

### **JENNY ARENA**

Senior Advisor  
Transport Accident Commission (TAC)

### **CAROLYN BALLAGH**

Acting Manager, Residential Education  
La Trobe University

### **JANE BARNETT**

Senior Policy Adviser  
Infrastructure, Planning & Major Project  
Branch, DPC

### **JESSE BARRETT**

Senior Liveability Planner  
Melbourne Water

### **JOHANNA BIDWELL**

Project Manager  
Victorian Building Authority

### **MARISSA BOND**

Building Appeals Board Services &  
Registrar  
Victorian Building Authority

### **TIM BOX**

Senior Advisor  
Transport Accident Commission (TAC)

### **JOSH BROUWER**

Program Coordinator  
Interchange Inner East

### **ROSEMARY BURGESS**

Senior Clinical Research Assistant  
Epilepsy Research Centre, Melbourne  
Brain Centre, University of Melbourne

### **JASON CALLANAN**

Mayor  
Yarra Ranges Council

### **EMMANUEL COOMARASWAMY**

Investigation Officer  
Victorian Ombudsman

### **ASH COWLAND**

Graduate  
Probuold Constructions

### **CLAIRE DANN**

Senior Financial Accountant  
Goulburn-Murray Water

### **VESY DEYANOVA**

Team Convenor  
Australian Red Cross

### **CHERISE DONOVAN**

Acting Senior Programs Officer  
Department of Justice & Regulation

### **ANTJE DUN**

Librarian  
Australian Conservation Foundation

### **ASTRID EDWARDS**

Director  
Bad Producer Productions

### **NEIL FEATONBY**

Risk and Investigations Planner  
Melbourne Water

### **AMY FIEDLER**

Housing Officer  
Housing Choices Australia

### **MONICA FINNIGAN**

Director Quality Improvement and  
Innovation  
Austin Health

### **BELINDA FOLEY**

Family Services Manager  
Wathaurong Aboriginal Co-operative

### **GEORGIE FOSTER**

Senior Policy Officer  
Department of Premier and Cabinet

### **TONY GARYFALLOU**

DRD Trainer  
Telecommunications Industry  
Ombudsman

### **BRENDAN GLADMAN**

Senior Process Engineers  
Melbourne Water

### **LINDEN HEYWOOD**

Policy Officer, Governance Branch  
Department of Premier and Cabinet

### **JOHN HIN**

Manager, Technical and Regulation  
(Plumbing)  
Victorian Building Authority

### **NICOLE HOCHULI**

Compliance Coordinator  
Gowrie Victoria

### **SUE-ANNE HUNTER**

Statewide Manager Healing Services &  
Partnership  
Victorian Aboriginal Childcare Agency

### **DANIEL JACKSON**

A/Senior Policy Officer, Health & Human  
Services Branch  
Department of Premier and Cabinet

### **SIMON JONES**

Program Coordinator  
Out Doors Inc

**KAREN JORDAN**

Senior HR Adviser  
Department of Premier and Cabinet

**ANDREW KALOGIROU**

Event Services Manager  
Victoria Racing Club

**SIMON KING**

A/Manager, Governance Branch  
Department of Premier and Cabinet

**KATH KNOTT**

Preventive Health and Engagement Officer  
Nexus Primary Health

**VIVIEN LEE**

Academic Policy and Strategy Analyst  
The University of Melbourne

**ANGE LEE**

Professional Learning Administration  
Coordinator  
Gowrie Victoria

**CLAIRE MARIES**

Senior Energy Policy Officer  
Consumer Action Law Centre

**JOANNE MAXWELL**

Team Manager  
Transport Accident Commission (TAC)

**MARIA MCCARTHY**

Councillor  
Yarra Ranges Council

**WILLIAM MCGOLDRICK**

Director, Government Relations  
(Australia) The Nature Conservancy

**ARNDREA MEEKE**

Team Manager  
Transport Accident Commission (TAC)

**DANE MEIKLEJOHN**

Senior Investigation Officer  
Victorian Ombudsman

**SAMANTHA MIKUS**

Senior Policy Officer  
Department of Environment, Land, Water  
and Planning

**PETER MINEO**

Senior Sponsorship Account Manager  
Victoria Racing Club

**SARAH MIZZI**

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Institute for Safety, Compensation and  
Recovery Research

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Manager Communications and  
Engagement  
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**ALMA NADAREVIC**

Housing Officer  
Housing Choices Australia

**KATHRYN NAYLOR**

Strategic Planning  
Melbourne Water

**GEORGINA NIXEY**

Senior Policy Officer  
Department of Health & Human Services

**TAHLEE NORTON**

Learning Optimisation Specialist  
Transport Accident Commission (TAC)

**SHERREDAN NUTHALL**

Boutique Properties Operations Manager  
The National Trust of Australia (Victoria)

**RENEE OWEN**

Health Services Manager  
Wathaurong Aboriginal Co-operative

**JANETTE PEARCE**

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Metropolitan Fire and Emergency Services  
Board

**ANDY PEGG**

Senior Advisor  
Transport Accident Commission (TAC)

**LYDIA PHILLIPS**

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Justice Health, Department of Justice &  
Regulation

**MARSHA RADAN**

Business Systems Manager  
Otway Pork

**PAUL REYNOLDS**

Firefighter  
Metropolitan Fire and Emergency Services  
Board

**DEBORAH RILEY**

Urban Planner  
Melbourne Water

**GLENN ROBERTSON**

Senior Station Officer  
Metropolitan Fire Brigade

**NICOLE RUSHBURY**

Executive Assistant  
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**JANE SEWELL**

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Centre

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Business Services Manager  
Housing Choices Australia

**JASON STEWART**

Marketing and Communications  
Coordinator  
Housing Choices Australia

**ANNA STYBOWSKI**

Acting Allied Health Manager - Podiatry  
Eastern Health

**VINCENT SULLY**

Principal Policy Officer  
Department of Economic Development,  
Jobs, Transport and Resources

**MOLLY THRASHER**

Communications and PR Manager  
Melbourne School of Government

**RACHEL TOSOLINI**

Strategic Adviser  
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**AVALON WAINWRIGHT**

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Planning, Marketing  
Box Hill Institute

**NIKKI WATERFALL**

Event Director  
Parkrun Australia



## Leadership Impact Contributors

Leadership Victoria's mentoring, Community Leadership in Action Networks (CLANs), GreatConnections and impact activities would not have been possible in 2016 without the contribution and support of our Client Managers, Mentor Coordinators and the members of our Leadership Impact Forum:

**GRAHAM BULL (EBLP'07)**

**SUSANNE GROSSER**

**DENIS O'HARA (EBLP'08)**

**SHARON COATES**

**SANDY GUEST (EBLP'09)**

**PATRICK PATTERSON**

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**JOHN MCMORROW (EBLP'07)**

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



# Making an Impact

Via CLAN's, Mentoring, GreatConnections and other impact activities, Leadership Victoria program participants and volunteers supported and collaborated with the following organisations in 2016:

Abbeyfield Australia	Carringbush Adult Education
Access Health and Community	Casa Cultura
African Think Tank	Cohealth
Anchor Inc	Community Housing Federation of Victoria
Annecto	Community Information & Support Victoria
Ardoch Youth Foundation	Cycling Victoria
Art Building Children's Dreams (Australia)	Darebin Parklands Association
Australian Association of Gerontology	Disability Sport & Recreation
Australian Multicultural Community Services	Distinctive Options
Benetas	Eastern Suburbs Rental Housing Co-op Ltd
Berry Street Victoria	Enable Social Enterprise
Biala Box Hill	Ermha
Biala Peninsula Early Childhood Intervention Service	Ethnic Communities Council of Victoria
Blind Sports & Recreation Victoria	Football Federation of Victoria
Blue Light Victoria	Friends of Refugees
BreaCan	Good Shepherd Microfinance
Burke and Beyond	Group Training Association of Victoria
Business for Development	Independent Disability Services
Calisthenics Victoria	Interchange Incorporated

Interchange Outer East

Interchange Western

Kara House

Kevin Heinz Grow

Kids Under Cover

Melbourne East Disability Advocacy

Melbourne Singers of Gospel

Merri Creek Management Committee

Multiple Birth Volunteer Support Foundation

Penington Institute

Permanent Care and Adoptive Families

Presentation Family Centre

Restoring Hope

School of Hard Knocks

Scope

Self Help Addiction Resource Centre

Solve Disability Solutions

South Port UnitingCare

Southern Migrant and Refugee Centre

South East Community Links

Spina Bifida Foundation Victoria

Springvale Monash Legal Service

Stroke Association of Victoria

The Good Life Farm

The Mission to Seafarers Victoria

The Portsea Camp

Tree Project Inc.

Trust for Nature

Variety - the Children's Charity Victoria

Vicsport

Victorian Mental Illness Awareness Council

Williamstown Rental Housing Co-operative

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### **LUCY ADAMS**

Justice Connect Homeless Law

### **ROWENA ALLEN**

Gender & Sexuality  
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Premier & Cabinet

### **BRUCE ANDERSON (WCLP 1994)**

Leadership Victoria Council

### **AUNTY ELLA ANSELMI**

Yorta Yorta Elder

### **ADRIAN APPO (WCLP 1999)**

Ganbina

### **CARMEL ARTHUR**

Victoria Police

### **STELLA AVRAMOPOULOS (WCLP 2011)**

Kildonan Uniting Care

### **NAIL AYKAN (FCLP 2016)**

Islamic Council of Victoria

### **HON. TED BAILLIEU**

ANZAC Centenary Committee

### **AMANDA BARKER**

Victorian Equal Opportunity  
and Human Rights  
Commission

### **ADAM BAXTER**

AMES Australia

### **ULLI BAXTER**

Consultant

### **PAUL BIRD (WCLP 2006)**

Australian Volunteers  
International

### **SAM BIRRELL**

Committee for Greater  
Shepparton

### **LIZ BISHOP (WCLP 2002)**

Melbourne City Mission

### **JEREMY BLACKSHAW (WCLP 2000)**

Minter Ellison

### **KATHY BOWLEN (WCLP 1993)**

Media Savvy

### **MARK BREAR (WCLP 2015)**

Department of Premier and  
Cabinet

### **DARLENE BULL**

Bendigo TAFE

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Australian College of Trauma  
Treatment

### **MARK BURKE**

Beyondblue

### **DR. MATTHEW BUTLIN**

Victorian Competition and  
Efficiency Commission

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John Cain Foundation

### **ENZA CALABRO**

Noble Park English Language  
School

### **JILL CALDER (WCLP 1997)**

SenateSHJ

### **MAREE CAMERON**

Ageing and Aged Care Branch,  
Department of Health

### **HEATHER CARMODY**

The Nous Group

### **ANTHONY CAVANAGH (WCLP 2015)**

Ganbina

### **PAUL CHAPMAN**

Australian Turntable Company

### **MARYUM CHAUDHRY (WCLP 2014)**

### **LESLEY CHISOLM**

### **PAULINE CLARK**

Consultant

### **STELLA CLARK (WCLP 1997)**

Stella Connect P/L

### **JASON CLARKE**

Minds@Work

### **PHIL CLEARY**

Author

### **LAURA COLLISTER**

MI Fellowship / Wellways

### **JACQUI COOPER**

Aerial Skiing World Champion

### **GEOFF COSGRIFF (WCLP 1990)**

Infocus

### **DIANNE COUCH**

Cohealth

### **SUE COURSE**

Darebin Parklands

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Red Tin Shed

### **PETA CREDLIN**

Consolidated Press Holdings  
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Rise Up Australia Party

### **ANDREW CRISP**

Victoria Police

### **MICK CRONIN**

YMCA Bridge Project

### **MARY CROOKS**

Victorian Women's Trust

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South East Community Links

### **CR. ALI CUPPER**

Mildura Rural City Council

### **TANSY CURTIN**

Bendigo Art Gallery

### **SHABNAM DALIRI**

NECLP 2015 Graduate

### **GAIL DAVIDSON**

Consultant

### **BEN DAVIS (WCLP 2004)**

Australian Workers Union

### **WILL DAYBLE**

Squareweave

### **VIKKI DEARIE**

Victorian Mental Health  
Interprofessional Leadership  
Project

### **CRAIG DENT (WCLP 2013)**

State Trustees

### **SENATOR RICHARD DI NATALE**

Leader of the Australian  
Greens

### **MAMADOU DIAMANKA (WCLP 2015)**

African Australian leader

### **AMANDA DONOHOE**

Servant's Community Housing

### **GEOFFREY DONOVAN (EBLP 2007)**

Purpose Law

### **CHRIS ECCLES**

Department of Premier and  
Cabinet

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Jesuit Social Services

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Foundation for Rural &  
Regional Renewal (FRRR)

<b>DANA EISENSTEIN</b> Mindscape Consulting	<b>NICHOLAS GRUEN</b> Lateral Economics	<b>DR BRENDA HOLT (FCLP 2014)</b> University of Melbourne	<b>AZA KATAR</b> Representative of the Muslim community
<b>CINNAMON EVANS</b> CERES Community Environment Park	<b>SANDY GUEST (EBLP 2009)</b> Consultant	<b>ANNE HOOKER</b> Port Phillip Prison	<b>HULYA KAZANAKSU</b> Inner You
<b>DANNI FAILLON</b> PwC Australia	<b>DANIEL HAILE-MICHAEL</b> Kids off the Kerb & ALDP Graduate	<b>BARRY HOOPER</b> UNO Technology P/L	<b>WADE KEENAN (WCLP 2009)</b> doceo
<b>MARK FORBES (FCLP 2014)</b> The Age	<b>CHERYL HAMMER</b> The Community Fund	<b>NIGEL HOWARD (WCLP 2012)</b> Victoria Police	<b>GRAEME KELLY (EBLP 2007)</b> E.W. Tipping Foundation
<b>RICHARD FRANKLAND</b> Koorreen Enterprises	<b>ANTHEA HANCOCKS (EBLP 2008)</b> Scanlon Foundation	<b>TREVOR HUNT (WCLP 1998)</b> Department of Health & Human Services	<b>KERIN KENNY</b> Beyondblue
<b>MURRAY FRASER</b> Victoria Police	<b>MARK HAND (WCLP 2003)</b> ANZ Banking Group	<b>SAM HUNT (WCLP 2015)</b> WARR HUNT	<b>JON KERR</b> DeakinDigital Pty Ltd
<b>JOHN FREEBAIRN</b> University of Melbourne	<b>KAREN HART</b> Youth Junction Inc	<b>A/PROF. PETER HUNTER (WCLP 2006)</b> AlfredHealth	<b>AUNTY DI KERR</b> Wurundjeri Elder
<b>ARIE FREIBERG AM</b> Monash University	<b>MARK HEINTZ (WCLP 1999)</b> Pastoral Pork Company Pty Ltd	<b>VERONICA JAMISON</b> Leading Aged Care Services Australia	<b>DR. BRONWYN KING (WCLP 2012)</b> Tobacco Free Portfolios
<b>JAMES GARRIOCK (WCLP 2009)</b> Insync Surveys Pty Ltd	<b>RONDA HELD (WCLP 2004)</b> COTA Victoria	<b>KATE JENKINS</b> Equal Opportunity and Equal Rights	<b>CHRIS KOTUR (WCLP 1994)</b> Leadership Victoria
<b>JENNY GARRONE</b> Mildura Development Corporation	<b>LAUREN HENLEY</b> Youth Disability Advocacy Service	<b>SADHNA JITHOO</b> Dispute Resolution Consultant	<b>KIM KREJUS</b> 16th Street Acting Studio
<b>HAILELUEL GEBRE-SELASSIE (WCLP 2010)</b> African Leadership Development Program	<b>NAWAL HERSI</b> The Huddle Advisory Committee	<b>ANDREW JOHNSTON (WCLP 2010)</b> Prestige in Home Care	<b>ANNE LEADBEATER OAM</b> Anne Leadbeater Consulting
<b>DENNIS GENTILIN</b> Consultant	<b>PAUL HIGGINS (WCLP 1997)</b> Emergent Futures	<b>DR RICHARD KANE (WCLP 2014)</b> Eastern Health Clinical School, Peter James Centre and Monash University	<b>GERALDINE LESLIE (WCLP 2009)</b> AusNet Services
<b>CHRIS GILL</b> Sentencing Advisory Council	<b>ROSE HISCOCK (WCLP 2010)</b> Science Gallery Melbourne	<b>HELEN KAPALOS</b> Victorian Multicultural Commission	<b>MBENE LETSAMAO</b> Botswana Australia Association
<b>MATT GILL (WCLP 2013)</b> Rural Finance Corporation	<b>LUKE HOCKLEY (WCLP 2007)</b> Midnightsky	<b>DESPINA KARATZIAS</b> Institute of Excellence	<b>MELISSA LEWIS</b> Style Confidante
<b>LUKE GIULIANI (WCLP 2014)</b> Squareweave	<b>DR PETER HOLLINGWORTH AC OBE</b> Skyline Education Foundation Australia		<b>MATT LINNEGAR</b> Australian Rural Leadership Foundation
<b>BEN GOVETT</b> Govett Family Dairy Farm			<b>BRYAN LIPMANN AM</b> Wintringham Limited

<b>SUSAN LLOYD</b> African Think Tank	<b>LOUISE MCGUIRE</b> Department of Health, Victorian Government	<b>JILL MORGAN</b> Multicultural Arts Victoria	<b>DR GRAEME PEARMAN</b> Monash University
<b>WENDY LUNGAARD (WCLP 2003)</b> Win-Win Workplace Strategies	<b>AMANDA MCKENZIE</b> Climate Council	<b>SAM MUTIMER</b> Think Tank Social	<b>GIDEON PERROTT (WCLP 2015)</b> EnergyAustralia
<b>MARION MACLEOD (WCLP 1996)</b> Core Management Solutions	<b>LISA MCKENZIE</b> Greater Shepparton Lighthouse Project	<b>DANIEL NALLIAH</b> Rise Up Australia Party	<b>BEN PETTIFER</b> YMCA Bridge Project
<b>FABLICE MANIRAKIZA</b> Multicultural Arts Victoria	<b>BRIDGET MCKENZIE MP</b> Federal National Party	<b>EILEEN NEWBURY (WCLP 2015)</b> Forest and Wood Products Australia	<b>ASVIN PHORUGNGAM</b> Victorian Electoral Commission
<b>HE MARK SAWYER</b> Australian Embassy in Ethiopia	<b>VICTORIA MCKENZIE- MCHARG</b> Australian Conservation Foundation	<b>RICHARD NEWTON (WCLP 2015)</b> Austin Health	<b>FIONA PRESTEDGE (FCLP 2013)</b> United Energy & Multinet Gas
<b>PROF. ANDREW MARKUS</b> Monash University	<b>CAMERON MCLEOD (WCLP 2013)</b> North Melbourne Football Club	<b>MARK NORTHEAST (FCLP 2014)</b> Pitcher Partners	<b>JAMES PRICE</b> UpStart
<b>RICHARD MARLES MP</b> Australian Government	<b>BARBARA MCLURE</b> The Board Advisory Group	<b>DR. APOLLO NSUBUGA- KYOBE</b> La Trobe University, African Think Tank	<b>FRANK QUINLAN</b> Mental Health Australia
<b>JOANNE MARRIOTT</b> Marriott Ideas & Solutions	<b>JAMES MELDRUM (WCLP 2012)</b> Nourish Foods (Whole Kids)	<b>IKENNA NWOKOLO</b> Incubate Foundation	<b>PETER QUINN</b> Goulburn Valley Water
<b>JANE MARTIN (WCLP 2013)</b> Cancer Council Victoria	<b>GUY MENDELSON (WCLP 2011)</b> ANZ Banking Group	<b>PETER O'DONELL</b> Southern Cross Farms	<b>TEIGAN REDWOOD</b> Bendigo and Adelaide Bank Limited
<b>ANDREW MARTY</b> SACS Consulting	<b>RICHARD MEREDITH (EBLP 2007)</b> The Good Life Farm	<b>ED O'MALLEY</b> Kanas Leadership Center	<b>NICHOLAS REECE (WCLP 2009)</b> The University of Melbourne
<b>JILANE MATINGA (WCLP 2000)</b> Delmont Private Hospital	<b>KAREN MIDDLETON</b> The Saturday Paper	<b>SIMON O'CONNOR</b> Responsible Investment Association Australasia	<b>HENRY REYNOLDS (EBLP 2008)</b> GHD
<b>MATT MAUDLIN</b> Servants Community Housing Inc	<b>ANDY MILLER</b> Multicultural Arts Victoria	<b>DENIS O'HARA (EBLP 2008)</b> fey Pty Ltd	<b>AMANDA RICHARDSON</b> ANZ Banking Group
<b>STEPHEN MAYNE</b> City of Melbourne	<b>MERLE MITCHELL AM</b> Springvale Community Aid & Advice Bureau	<b>KARY OJEDA</b> Casa Cultura	<b>TONYA ROBERTS (WCLP 2003)</b> Communications Consultant
<b>AMANDA MCCLAREN</b> Goulburn Murray Community Leadership Inc.	<b>DEE MONAGHAN (WCLP 2013)</b> PwC	<b>RICHARD OLIVER</b> Department of Defence	<b>CATHERINE ROPER</b> University of Melbourne
<b>JINNY MCGRATH (WCLP 2003)</b> Dandenong Community Advisory Bureau		<b>CAROL PAGNON (WCLP 2002)</b> Consultant	<b>JASON ROSTANT</b> Jason Rostant Consulting

**ANGELA RUTTER  
(WCLP 2009)**

Australian Conservation  
Foundation

**SCOTT RYAN**

Senator for Victoria

**KEIR SALTMARSH**

Mental Health Complaints  
Commissioner

**PETER SAWCZAK**

Australian Department of  
Defence

**DARREN SCAMMELL  
(WCLP 2003)**

KPMG

**DAVID SCHIAVELLO**

Minter Ellison Lawyers

**SAM SCHWARZ (WCLP 2011)**

Ausnet Services

**KEVIN SCOTT (WCLP 2002)**

Victoria Police (retired)

**HON ROBIN SCOTT MP**

Minister for Finance  
Minister for Multicultural  
Affairs

**PHILLIP SHANAHAN**

Consultant

**GLENN SHEA**

The Storyteller

**MICHAEL SHORT**

The Age

**BILL SHORTEN MP**

Australian Labour Party

**ANDREW SIMMONS**

South East Local Learning and  
Employment Network

**AMANDA SINCLAIR**

Melbourne Business School

**DUNCAN SMITH**

ADC Associates

**LIAM SMITH**

BehaviourWorks

**TONY SMITH MP**

Speaker of the House of  
Representatives

**NITHYA SOLOMON**

VicHealth

**ASSOC. PROF. RANJANA  
SRIVASTAVA (WCLP 2011)**

Monash Health

**ROBERT STEPHENSON**

La Trobe University

**MARK STONE (WCLP 1993)**

Victorian Chamber of  
Commerce and Industry

**DEBORAH STUART  
(FCLP 2015)**

Monash Medical Centre

**KERRY STUBBINGS (FCLP  
2015)**

Knox City Council

**HELGA SVENDSEN (WCLP  
2010)**

Consultant

**MICHELLE SWANN**

NW Mental Health

**GARRETT TETERS**

Youth Links

**KANE THORNTON**

Clean Energy Council

**VICTORIA TRIGGS  
(WCLP 1995)**

Leading Lady Consultancy

**JUDY UTLEY**

Treasury Corporation of  
Victoria

**JANICE VAN REYK  
(WCLP 1995)**

Melbourne Water

**HANG VO**

South East Community Links

**ZIONE WALKER-NTHENDA**

Incubate Foundation Inc.

**DR. MICHAEL WALSH**

Cabrini Health

**MATTHEW WARREN**

Australian Energy Council

**TIM WATTS MP**

Australian Labor Party

**PAULA WESTHEAD**

Emerge

**JAMES WILLIAMS**

City of Greater Bendigo

**MARNIE WILLIAMS  
(WCLP 2011)**

WorkSafe Victoria

**TIM WILSON MP**

Member for Goldstein, Victoria

**PETER WILTSHIRE**

Darebin Parklands

**PROF. JOHN WISEMAN**

Melbourne Sustainable Society  
Institute

**ROBERT WOOD**

Melbourne Business School

**DANIELLE WOOD**

Grattan Institute

**SUSAN YENGI**

The Social Studio

**BARBARA YEOH**

Monash Health

**TESFAYE YIGZAWE****SUZI YOUNG**

Think Impact

**JESSICA ZAMMIT  
(WCLP 2016)**

Australian Federation of  
Disability Organisations

**DANIEL ZAVATTIERO**

Minerals Council of Australia

# Leadership Victoria Council



**GEOFF COSGRIFF (WCLP'90)**

Chair, Leadership Victoria  
Executive Director, Infocos



**CLARE AMIES (WCLP'11)**

Chief Executive  
WorkSafe Victoria



**BRUCE ANDERSON (WCLP'94)**

Business Builder; Professional Business  
Training and Coaching



**HEATHER CARMODY**

Senior Adviser  
The Nous Group



**NICK GREEN OAM (WCLP'04)**

---

Chief Executive Officer  
Cycling Australia

---



**SHAUN HUGHES (WCLP'05)**

---

Executive Director, Global Enterprise and  
Services  
Telstra

---



**JED MACARTNEY OAM (WCLP'05)**

---

Chief Executive Officer  
Independent Disability Services

---



**DR JUDITH SLOCOMBE**

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Non Executive Director  
Gardiner Dairy Foundation, Children's Rights  
International, Agriculture Victoria Services

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**RICHARD DENT OAM (WCLP'04)**

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Chief Executive  
Leadership Victoria

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# Leadership Victoria Team

## Staff:

### **RICHARD DENT OAM (WCLP'04)**

Chief Executive

### **JOY BODINO**

Leadership Development & Events Coordinator

### **NATALIE BUGLER**

Marketing & Communications Manager

### **COREY HALE**

Corporate Services Manager

### **YEE MIN KHEW**

Leadership Impact Administrator

### **CARLA KURZBOCK**

Senior Leadership Facilitator

### **SAYA LORBACK**

Leadership Development Facilitator (to August 2016)

### **KARY OJEDA**

Recruitment & Operations Coordinator

### **TONY MATTHEWS (WCLP'10)**

Manager, Leadership Development

### **MELVIN SATGUNAM**

Operations Manager

### **OENONE SERLE**

Senior Leadership Facilitator

### **DANIELLE SCHEMBRI**

Operations Coordinator (to July 2016)

### **GAIL SIRACUSA**

Manager, Engagement

### **MONICA TER HUURNE**

Finance Assistant

### **LEADER IN RESIDENCE**

Chris Kotur (WCLP'94)

## ASSOCIATE TEAM

The Leadership Victoria Associate Network consists of associate facilitators and executive coaches who contribute to our portfolio of customised learning development and coaching programs. LV Associates include:

**KATHLEEN BARKER**

**YVONNE COBURN**

**DANA EISENSTEIN**

**PETER FITZGERALD (WCLP'91)**

**RAEHEL GRAY**

**ROBERT HART**

**BILL JARRARD (WCLP'90)**

**CYNTHIA MAHONEY**

**GERARD PENNA**

**DINA POZZO**

**MICHELLE SALES**

**LYNN SCOLES**

**HELGA SVENDSEN (WCLP'10)**

**LOUISE THOMSON (EBLP'09)**

## Collaboration

Organisations we have worked with in 2016 include:



—skysdesign—

skysdesign is a social enterprise. Specialising in graphic and website design for NFPs we deliver high quality design that communicates professionalism and commitment. All proceeds from our work supports St Kilda Community Housing.



VICTORIA POLICE



ON BEHALF OF



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 Leadership Victoria

ABN 36 057 096 465

**LEADERSHIP  
VICTORIA  
.ORG**

**INSPIRE  
LEADERS**

**CREATE  
NETWORKS**

**DRIVE  
CHANGE**

**FUTURE  
MAKERS**