

Yearbook 2011

**LEADERSHIP
VICTORIA**

**LEADERSHIP
VICTORIA**

**INSPIRE
LEADERS**

**DRIVE
CHANGE**

**CREATE
NETWORKS**

**FUTURE
MAKERS**

Leadership Victoria is Australia's pre-eminent leadership organisation. We develop outstanding leaders through our renowned programs and we identify and address issues that demand exceptional leadership. We engage our Alumni and networks to create positive change in Victoria and beyond.



2011

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A reflection on the year that was, from the Chair

It is our great pleasure to welcome the newest members of Leadership Victoria's (LV) now 1000 plus strong Alumni. You are now part of the LV network; a network which is respected, connected and everlasting. We encourage you to support one another, to shape the future, and to share your stories with us, and with one another.

We, like most of the organisations you work for, are operating in a competitive environment. As we strive to remain Australia's pre-eminent leadership organisation we must continue to evolve each day to stay relevant to our Alumni and future participants.

We believe LV develops outstanding leaders through our renowned programs and we identify and address issues that demand exceptional leadership. And as we have done for over 20 years, we then engage our Alumni and networks to create positive change in Victoria and beyond.

Throughout our history, our leadership programs, Williamson Community Leadership Program (WCLP) and ExperienceBank Leadership Program (EBLP), have developed and supported some of our nation's finest leaders. The Alumni of these programs lend their support to countless community based initiatives, both in partnership with LV and independently. Projects supported by LV are driven by collaboration with a range of strategic partners as well as hundreds of community-based organisations. Once again in 2011 this has culminated with each of our WCLP and EBLP participants completing a community project as part of their

program. These projects have produced some exciting results and we are delighted to share a range of these stories in this publication and on our website.

In 2011, LV has enhanced its focus on supporting community organisations that have complex problems. This has seen the formation of cross sectoral teams to address a range of capacity, leadership and management issues. These teams have worked collaboratively with community organisations and had significant impact as a result of their engagement.

SkillsBank continues to be a leading program connecting the expertise of our Alumni with the community sector. It remains a critical way for our Alumni to contribute to the community and stay engaged with LV. In 2011 LV supported over 110 community organisations with this activity.

One of the many ways SkillsBank enables our Alumni to contribute is through joining not-for-profit boards. We believe that governance of not-for-profit organisations is a key leadership issue and our Board Orientation Series (BOS) provides an innovative orientation to this critical aspect of community leadership. After a thorough consultation and review process, late 2011 saw us run two pilot programs of the revamped BOS. These were both an overwhelming success and we look forward to running the fully fledged version of the new and improved BOS in 2012.

This year we also worked with leading consultants, Social Ventures Australia (SVA) Consulting to research the Social Return On

Investment (SROI) for WCLP. This detailed report demonstrates that for every \$1 invested in the program, \$10.54 is returned in value – a truly outstanding result. When combined with the Program Logic work done over the last few years, this independent feedback will ensure LV continues to evolve its Program offerings to stay in touch with the needs of the marketplace.

This work first started in 2010 with the introduction of a new addition to our suite of leadership development programs, Igniting Leadership Program (ILP). Targeted at emerging leaders ILP is a five-day intensive program aimed at those stepping into their first leadership role. ILP was offered four times this year and due to overwhelming popularity and success this will increase to six sessions in 2012.

We believe ILP connects LV with a broader range of Victoria's best and brightest leaders and further enhances our ability to drive change in the community. We also hope ILP will inspire those with a passion and talent for leadership to learn and evolve with LV from their first leadership role, progressing through WCLP or EBLP as they grow to become senior, accomplished leaders.

2011 saw the continuation of the stellar work of our inaugural Leader in Residence, Chris Kotur. Chris, a '94 WCLP graduate with an impressive background as policy analyst, chief executive officer and university pro-vice-chancellor, has worked across public, private and community sectors.

Chris' devotion to this role with LV has been inspiring. She continues to be involved across all of LV's programs and Chris once again hosted our Foresight Forum this year. Chris focused on the emerging issue of leadership and Social Media and facilitated a willing and robust discussion with a range of Victoria's eminent leaders. Together they explored the key issues that will require exceptional leadership over the next decade, and how LV might best prepare our leaders to navigate these issues. In the following pages you can read a full account of Chris' work with LV and how she thinks we can address these issues in 2012 and beyond.

The three-year plan to reshape the direction of LV continued strongly in 2011, building on the work started in 2010 courtesy of a Strategic Impact Project grant from the Truby and Florence Williams Charitable Trust at ANZ Trustees. The work described above highlights how LV has started to implement our new vision and model that utilises our unique reach across sectors.

This is a fitting opportunity to thank the dedicated team at LV responsible for implementing such change. The extraordinary output of the dedicated staff and expert guidance of the Council continues to be a great asset to the organisation. We extend our thanks to LV's Council and our staff for their tireless efforts throughout the year.

We also extend our thanks to our existing Alumni for their passion and support throughout this period of transition at LV. Our traditional list of all Alumni will now be featured on our website.

Our broader community has before it many complex and interwoven challenges that demand exceptional leadership. The insights and networks you have gained throughout your time with LV stand you in good stead to collaborate and unite to make an enduring, positive impact in your lifetime.

Soon to be revamped, our website will continue to be a main communication tool for LV with its Alumni and other stakeholders along with continuing our recent venture into social media to ensure a closer engagement with you all.

We particularly thank our partners. Listed at the back of this publication, these partners provide LV with continued support and their willingness to engage with us and assist in shaping leaders across all levels and all sectors to build a stronger and more resilient community for everyone is to be commended. Without them, we could not continue to do this work.

LV's successful year ends on a bittersweet note with the departure of our talented Executive Director. As Jerril moves into her new role as CEO of Vic Health, we wish her all the best and look forward to welcoming her new replacement and the next chapter in the LV story.



Garry Ringwood, Chair

Finally, to our new Alumni graduating from WCLP 2011 and EBLP 2010 and 2011, again we welcome you into the fold. While your formal engagement with LV has concluded, the real work and the real opportunities now begin. Our broader community has before it many complex and interwoven challenges that demand exceptional leadership. The insights and networks you have gained throughout your time with LV stand you in good stead to collaborate and unite to make an enduring, positive impact in your lifetime. We look forward to this partnership for many years to come.

LV's Oration, Then and Now

Each year LV hosts an oration by a distinguished speaker. Orators are invariably highly regarded community leaders, and they are invited to share their thoughts, wisdom, and experience with LV Alumni and the public.

Our first oration was in 1994, when Justice Michael Kirby spoke eloquently about leadership in the public sphere - over the years, Patrick Dodson, Paul Kelly and head of the ABC Mark Scott, among many others, have made outstanding addresses - in 2011 we were delighted to return to the judiciary, by welcoming Chief Justice of the Supreme Court, the Hon. Marilyn Warren AC to speak "On Leadership."

Justice Warren was the first woman to be appointed to an Australian state's highest judicial position, and has contributed to Victoria's public life for many years. In her speech, the Chief Justice considered the way in which judges exercise leadership. Unlike politicians or sports stars, it is not a judge's role to inspire others to greater heights in their personal endeavours. Rather, a good judge is considered and discreet, generally preferring to let the decisions they make in court speak for themselves.

However, the Chief Justice did identify 12 qualities that the leaders that she admired all shared - humanity, loyalty, resilience, determination, a high personal ethic, being just, courage, fervour, creativeness, dignity, intellectual confidence and toughness.

Interestingly, while they took very different approaches to their discussions of leadership, many of the personal attributes Justice

Warren highlighted echoed those that Justice Kirby described back in 1994. Justice Kirby said that leaders emerge because they demonstrate the courage to do unpopular things.

"Leadership is not just following the transitory opinion polls and popular opinion. It is not simply looking at corporate balance sheets. It involves a commitment to improving the lot of fellow human beings, especially those who are suffering. It involves taking some risks," he said.

A strong sense of justice and empathy informed Justices Kirby and Warren's addresses. They both conceptualised leadership as an opportunity to serve others.

Justice Warren explained that all the qualities she described were encompassed by one fundamental trait.

"The normal human value of goodness and the qualities flowing from that fundamental value inform what we do as judges. The twelve qualities I listed are demonstrative of the pursuit of the fundamental value of goodness. Whilst judge-centric I suspect those twelve characteristics ... are universal qualities that resonate in professional life," she said.

Likewise, Justice Kirby argued the practise of leadership in a moral vacuum is meaningless.

"Leadership, as such, is only as good as the direction in which we will be taken," he said.



"There must be an extra dimension: a commitment to improving (in the words of the American founding fathers) life, liberty and the pursuit of happiness."

It seems that despite the many new challenges and opportunities that this decade will bring, the core values that define good and ethical leadership remain consistent.

This year our orator was introduced by Victorian Premier Ted Baillieu, who spoke with great passion about the important role that strong leadership and a sense of civic duty played in building the Victoria we enjoy today. He acknowledged our forebears who established the universities, courts, churches and libraries that so enrich our lives as Melbournians, and he emphasised the need for each generation to cherish and strengthen these institutions. He urged leaders, or those considering leadership positions, to speak up, and to remain positive under the pressure that such roles can bring. He described Justice Warren as "an incredibly intelligent and dignified leader in Victoria."

LV looks forward to bringing you presentations from some of our most dynamic and respected leaders for many years to come.

To read the full transcript or to watch video footage of this year's oration, please visit the LV website www.leadershipvictoria.org

It seems that despite the many new challenges and opportunities that this decade will bring, the core values that define good and ethical leadership remain consistent.





Reflections on 2011 from LV's Leader in Residence Christine Kotur

It's been a year full of rich opportunities to grow my own understanding of what it's takes to lead well and how LV can make an even more significant contribution to developing leaders well equipped to handle the challenges of the twenty first century.

I was pleased to facilitate the 2011 Foresight Forum. It was another important opportunity for LV to do some more of what it does best - use its unique vantage point to bring together clever thinkers from across all sectors to explore the big issues facing leaders.

The Forum explored some of the consequences of proliferating social media and it was clear that new information technologies are reframing definitions of leadership and raising new ethical, social and economic questions.

So how is social media changing leadership?

Online technology is delivering new ways for people to connect and relate, access power and control, influence, create, inform, persuade, disrupt...and for some, manipulate, exploit and avoid accountability. Representational leadership is being challenged by citizen power, many rules are now outdated and many old business models are up for grabs or open to scrutiny.

The Foresight Forum cleared a way through some of the grey areas affecting leaders dealing with these important issues and certainly expanded LV's own network and expertise.

The next opportunity came about through my facilitation and strategic planning work which routinely takes me to communities around the state.

People from all around Victoria showed me over and over again how community leadership can work to improve the lives of people of all ages and circumstances, particularly during times of major change or stress.

I facilitated community consultations for the Victorian Flood Review and have continued to work as a strategic advisor to individuals, groups and organizations who, together with local councils and authorities, government, schools, community organizations and volunteers, are leading their communities through major adaptive challenges.

There were many examples of extraordinary community leadership during the months after the floods that taught me a great deal about the specific actions and characteristics that can make a real difference in leading people through difficult changes.

Here's what some people in flood affected areas said about their experiences at the time.

"We've lost everything... our homes, our income... we're shattered."

"Why didn't they warn us earlier?" "They must've known the water would rise so quickly... why didn't they tell us sooner... we could've prepared?"

"We worked out that a crisis can give us 5, 10 or 15 kilo problems. That's how much weight we put on with the junk food we ate just to keep going when we were too flat out to eat properly..."

The most resilient people chose to act. They quickly took responsibility for changing their circumstances. Their capacity to keep moving, to keep acting, seemed to help them manage their fears.

“We listened to people we knew...not the blow-ins, the outsiders who didn't know us or this place...people with local knowledge gave us answers!”

“No one can tell us what our future should be. We have to decide... we have to work out the future for our kids...”

This range of perceptions showed some of the differences between the most and least resilient people.

The most resilient people chose to act. They quickly took responsibility for changing their circumstances. Their capacity to keep moving, to keep acting, seemed to help them manage their fears.

They were comfortable working in groups and had the confidence to back themselves. They were natural networkers, quickly adopting the language of ‘us, we, the team’. They readily expanded their understanding of community leadership to call for help from other people with local knowledge regardless of their official roles or job titles. In doing so, there were times when they knowingly side-stepped authorities.

They learned very quickly and shared their knowledge. They were seen as local leaders who read the early warning signs, figured out what to do and got others to follow them.

They were motivated by their values, optimism and respect for life and property even when that meant supporting strangers. Their own wellbeing mattered but they also made psychological space to support other people and their animals and property.

The third set of opportunities comes along almost every week during my contact with individual leaders, groups and organizations who talk about the value they gain from opportunities LV offers to explore, test and strengthen leadership. Their practical insights and experiences expand our knowledge about and understanding of what effective leadership is and help expand and enrich the LV network.

This long list includes our Alumni, the Council and committees, program participants, friends and supporters of LV and the talented people from the LV office who make our work shine.

The fourth opportunity came from working with Jerril Rechter. Jerril instigated the Leader in Residence concept and I'm very pleased and proud to be in this important role.

Jerril has taken LV further along the path to being the most influential and highly respected leadership development organisation in Australia. Being part of that journey has, in itself been a wonderful leadership development opportunity.

2011 LV Alumni

Our network of over 1000 Alumni comprises the graduates of our Williamson Community Leadership Program (WCLP) and ExperienceBank Leadership Program (EBLP). As Alumni, they participate – individually or collectively – in LV projects that address issues and opportunities of importance.

Our cross-sectoral Alumni network spans a wide array of fields from the Corporate, Government and Non Profit sectors including health, education, law, finance, manufacturing and the arts.

Williamson Community Leadership Program

WCLP 2011 PROJECTS SUPPORTED THE FOLLOWING ORGANISATIONS

- Australian Multicultural Services
- Balibo Trust
- Big Brother Big Sister
- Inner East Community Health Service
- Scarf
- Victoria Walks
- Westside Circus
- Youth Support and Advocacy Service

Now in its 22nd year, the Williamson Community Leadership Program (WCLP) offers one of Australia's most sought-after leadership development experiences. WCLP provides a unique year of leadership-focused activities designed to develop and connect emerging leaders across sectors and generations. The program covers an outstanding selection of critical issues facing today's leaders that are brought to life by seminars from renowned leaders, field trips, case studies and other activities, culminating in an end-of-year retreat.



CLARE AMIES

Head Health Services Group
WorkSafe Victoria/ TAC

Clare has been at WorkSafe and the TAC for almost two and half years; leading the Health Services Group in the development of strategy, and working with external providers in both health and disability. She has a strong focus on accountability and working towards achieving positive outcomes for injured workers and TAC clients.

Prior to this role, Clare was the CEO of Western Region Health Centre for over six years. Clare has worked in the community sector for more than 20 years in a number of roles. She spent 12 years working in community health developing services in partnership with the broader health system in response to the health needs of people in the Western suburbs of Melbourne, including refugee health, aboriginal health, mental health and chronic disease management.



STELLA AVRAMOPOULOS

Chief Executive Officer
Kildonan UnitingCare

Stella Avramopoulos' experience includes roles in the private sector, Department of Justice Corrections, local government youth services and the community not-for-profit sector. Stella joined Kildonan in 2002. Following her achievements in management roles at Kildonan, including Youth Services and Organisational Development, she was appointed CEO of Kildonan UnitingCare in 2008. Stella is passionate about creating a dynamic organisation that is able to respond and adapt to diverse communities and environments. Most recently she has focused on proactively working with a range of industries and organisations to build innovative and integrated responses to address community needs.

Stella enjoys supporting emerging leaders within organisations and has developed a leadership program for first time managers.



CHRISTOPHER CHANT

Principal Mentone Primary School
Department of Education and Early
Childhood Development

Chris Chant is currently the Principal at Mentone Primary School. He has enjoyed a 24 year career in Victorian Government schools. His work at Mentone Primary School has seen great change and innovation in the learning environment and the delivery of quality education for all students.

Chris has been a member of the High Performing Principal program 2010-2011. He is the current Kingston Principal Network Chairperson and works closely with local schools and educational settings. Chris also has a seat on the School Board of De La Salle College in Malvern.



JONATHAN DARBY

Assistant Director, Protocol & Special Events,
Department of Premier & Cabinet

Jonathan's previous Government experience as with UK's the Foreign and Commonwealth Office, which he joined in February 1999. He served in the Security Policy Department in London as Desk Officer for Armaments Policy and the Western European Union (WEU). From January 2000 he was Deputy Head, North America Department. In February 2002 he was appointed Deputy Consul-General at the British Consulate-General in Chicago.

Before joining the Foreign and Commonwealth Office, Jonathan worked in Industry as a Customer Service and Personnel Manager with P&O. Prior to this role he was a Customer Services Projects Manager, responsible for service delivery standards, with Orange, the UK's third largest mobile telephone network. A lawyer by training, Jonathan worked with RAC Legal Services and in the port of Rotterdam, Netherlands.

Jonathan's interests are in the Arts, particularly classical music and galleries.



MARCUS DRIPPS

Owner, Geelong West Physiotherapy;
National Vice-President, Australian
Physiotherapy Association; Non-Executive
Director, Barwon Health; Clinical Advisor,
WorkSafe Victoria and TAC

Marcus is a Physiotherapist who graduated from the University of Queensland in 1993. He has worked predominately in private practice, and his clinical areas of interest include occupational health, and sports physiotherapy. Marcus spent eight years living in the USA, establishing and expanding a group of physiotherapy practices.

Currently, Marcus practices in Geelong and works as a clinical advisor to WorkSafe and the TAC. He is also a clinical advisor to the Australian Commission on Safety and Quality in Healthcare. Marcus is the National Vice-President of the Australian Physiotherapy Association, where he chairs the audit & risk subcommittee. Marcus is a non-executive director of Barwon Health, where he chairs the Community Engagement and Primary Care & Population Health subcommittees.



MARK FEBBRAIO

Division/Laboratory Head
Baker IDI Heart & Diabetes Institute

Professor Mark Febbraio is a Principal Research Fellow of the NHMRC, is the head of the Cellular and Molecular Metabolism Laboratory and Director of Basic Science in the Division of Metabolism and Obesity at the Baker IDI Heart & Diabetes Institute. His laboratory is focussed on understanding cellular and molecular mechanisms associated with lipid-induced inflammation and insulin resistance. He has won prizes at international, national and institutional levels including the A K McIntyre Prize for significant contributions to Australian Physiological Science, the Colin I Johnson Lectureship by the High Blood Pressure Research Council of Australia, the ESA/ADS Joint Plenary Lecture, and the Sandford Skinner Oration.

He is on the Editorial Board of Diabetes, The American Journal of Physiology Endocrinology & Metabolism, Exercise Immunology Reviews and Journal of Applied Physiology. He is a member of seven National or International Professional bodies.



HELEN FEDOROFF

Project Manager Governance Reform Land
and Fire, Department of Sustainability and
Environment

Helen leads a unit pursuing research, consultation, and engagement activities for the development of strategic forest and parks policy, including Indigenous land management policy, and plays a key role in driving the Division's vision and strategic direction. Over the past 15 years Helen has held a range of positions across the Victorian Government, including the Department's of Justice, Human Services and Victorian Communities. This has enabled Helen to not only gain a strong understanding of government and the challenges of policy development and implementation, but also to develop effective networks.

Helen started her career as a secondary teacher in Kenya under the auspices of VSO UK and then taught in London and Melbourne. Helen is a volunteer tutor in the Adult Migration Education Program and is also a volunteer with the Delta Society Pet Therapy Program.



PHILIP GARDINER

Manager AMI Strategy & Deployment
CitiPower Pty & Powercor Australia Ltd

Phil arrived from New Zealand in 1990 and still only sees the world from an all-black perspective. Phil has an electrical engineering background and has over 20 years experience in a range of small business and corporate positions in the electrical utility industry. He is currently the Strategy & Deployment Manager for CitiPower and Powercor, Australia's smart metering program.

Phil has a passion for leveraging technology to implement positive change into both business and the broader community.



CYNTHIA GEBERT

General Manager Investigations
Energy and Water Ombudsman
(Victoria) Limited

Cynthia is the General Manager Investigations at the office of the Energy and Water Ombudsman (Victoria) Limited (EWOV). In this role she manages the dispute resolution process at EWOV, from initial phone call through to the resolution of complex, high risk complaints. Cynthia began with EWOV early in 2007, bringing with her experience as the Chief Executive Officer of the Australian Commercial Dispute Centre (an independent, not-for-profit organisation established to advance the practice and quality of alternative dispute resolution services in Australia) and experience in providing senior level industry based dispute resolution services on an outsource basis.

She has a Masters in Dispute Resolution, Bachelor of Laws/Economic (Social Science) and strong interest in the effective use of alternative dispute resolution techniques.



RICHARD GILMORE

Executive Director
Earthwatch Australia

Rich Gilmore's Earthwatch adventure began when, in 2005, he volunteered to study mangroves on Earthwatch's Tidal Forests of Kenya project. Inspired by his experience, Rich undertook a Master of Environmental Management degree at UNSW and established a community development fund to support the people of Kenya. The following year, he volunteered with Earthwatch again, establishing a mangrove research project at Puttalam lagoon, Sri Lanka.

Prior to joining Earthwatch, Rich held a number of roles at Amcor, including national account management, new business acquisition, health & safety, community relations, operations and trade practices compliance. Prior to that, Rich worked in the financial markets as a senior derivatives trader with Ord Minnett.

Rich is a Member of the Institute of Company Directors, an advisor to the global Mangrove Action Project and a member of the National Product Stewardship Legislation Stakeholder Reference Group.



RUTH GOONAN

Manager, Advisory & Case Management,
Workplace Relations & Policy, Australia Post

Ruth is a Senior Industrial and Employee Relations lawyer specialising in the provision of industrial and employee relations advice and case management, ranging from development and interpretation of HR policies and IR instruments, to advising on harassment, performance, disciplinary and discrimination matters. Her duties also include management and oversight of representation in external tribunals and courts, and development and provision of training in all IR/ER areas.

Ruth completed articles with Minter Ellison Lawyers and was admitted to practice in 2002, thereafter working in the Employment and Industrial Relations and Administrative Law team at Minter Ellison, working for clients including Australia Post, the Department of Education, and the Department of Justice. During her career, she was also an Associate to Deputy President Ives at the then Australian Industrial Relations Commission. As a Senior Associate she left Minter Ellison and was engaged in the Legal Services Group of Australia Post in 2008.



LUBA GRIGOROVITCH

Ward Councillor, City of Hobsons Bay
Industrial, Women's & Campaigns Officer,
Rail, Tram & Bus Union;

In 2008, aged 23, Luba was elected to Hobsons Bay City Council. She has since spearheaded the fight to get more women involved in local government at both senior administration and elected levels. She initiated and fought for the successful ban against smoking on all of the municipality's beaches and children's playgrounds and was instrumental in the transition of Latitude: Directions for Young

People (formerly Baywest Housing). Her drive and passion is a shining example for young people; she creates, leads and inspires by example.

Luba works full time at the Rail, Tram and Bus Union as Industrial, Campaigns and Women's Officer. She works in a number of advocacy roles providing assistance and representation to members on a broad range of industrial matters. Prior to joining the RTBU Luba was with the Department of Transport, local newspaper Times Publications and Electorate Officer for retired Transport Minister, Lynne Kosky.

In 2009 Luba became the Inaugural Victorian Business Icon Award winner.



ERICA GRUNDELL

Manager, Strategy Development
Policy Coordination and Projects Branch,
Department of Health

Erica joined the Department of Health in 1996 focusing on mental health-related legal policy, including management of law reform projects at the interface between the mental health and justice systems. During this period, Erica performed and recorded with contemporary music group 'Naked Raven' and toured the European summer festival circuit for five consecutive years. In 2006, she began teaching postgraduate law students as a Senior Fellow in the Law Masters program at the University of Melbourne, a position which continues.

In 2009, Erica moved to the Department's Policy and Strategy division. Her work currently includes development and implementation of strategies which promote the health and wellbeing of Victorian women and men. Using her legal and policy background and knowledge of the public health sector, she also manages selected reviews and strategic projects commissioned by the Health Executive.



REBECCA GUNN

Manager Sustainability Reporting
BHP Billiton

Rebecca Gunn currently holds the role of Manager Sustainability Reporting at BHP Billiton, a global diversified mining company. Over the past twelve years with the company Rebecca has held a variety of roles in HSEC and IT, and has worked in Queensland as well as overseas. Her Marketing qualifications have proved advantageous across a broad range of positions.

Rebecca has recently joined the international Organisational Stakeholder Council for the Global Reporting Initiative and will work on developing the G4 sustainability reporting framework which will impact organisations including corporate, NGOs and government worldwide.



CRAIG HOWARD

Superintendent
Victoria Police

Craig Howard is a Superintendent of Police at Victoria Police, and is currently the project manager of a reform program to the investigation process. Craig has been involved in the development and implementation of a number of departmental and organisational reform programs. He has also been the chair of a number of departmental committees and boards. Prior to these roles Craig was an investigator at all ranks and responsible for the investigation of a range of crimes including organised crime.

In 2011, Craig was involved in the leadership development of Superintendents in India on behalf of the Indian Police Service. He is a sessional lecturer at the Australian Institute of Police Management in Manly, NSW. In 2010, Craig was the recipient of a Churchill fellowship to study organised crime in the UK, Netherlands, Canada and the USA. Craig has a Bachelor of Policing, a Masters in Leadership and Management, and an Executive Master of Public Administration.



THANE JOSKE

Director
Three PM

A passionate communications professional, Thane is the Director of Three PM, a communications and bid management consultancy. Formed two years ago, Three PM works with its clients to communicate persuasively and with purpose. Thane has more than 15 years professional marketing, public relations, bid management and business development experience, working across a wide range of sectors including health, education, aged care, defence, resources and social infrastructure.

Thane is an active member of her local community and is involved in a number of boards and committees in Williamstown, including the Seaworks Foundation and the Williamstown Community Childcare Cooperative.

COSTA KATSIKIS

Commander
Metropolitan Fire Brigade

Costa Katsikis is currently a Commander in the Metropolitan Fire Brigade where he has worked for the last 23 years since joining the service as a recruit fire fighter in 1988. Costa currently manages the Western District Training and Occupational Health & Safety portfolio in addition to providing emergency response for the North West Metro region. During his years of service Costa has worked in various operational and functional roles including secondments to the Tyne and Wear Fire Service UK in 1998 and the Victorian department of Premier and Cabinet in 2006.

Costa is a member with the Institute of Fire Engineers and the Victorian Association of Fire Investigators.

JOHN KEATING

Senior Manager
Wealth Management Product Division
AMP Financial Services

John Keating is a senior manager within AMP's Banking and Wealth Management Products division. John is responsible for strategy development and operating model design in relation to AMP's investment platform products. The key objective is to develop the strategy to support business growth and operational efficiency.

Prior to joining AMP, John worked as a management consultant for Ernst and Young and was involved in a variety of projects across the telecommunications and financial services industry sectors in Australia and Asia.



JEANNE LEE

Principal Design Architect
peckvohartel

Jeanne Lee is the Principal Design Architect responsible for managing and developing the design teams across all peckvohartel offices. With a focus on design excellence, Jeanne is committed to fostering a creative, collaborative and dynamic design culture within peckvohartel. As a Principal and mentor within a practice and the wider architectural community, Jeanne continues to act as a positive role model for both women and men within the profession and hopes to be able to greater influence architects to recognise themselves as key contributors and activators of the global built environment.

Prior to re-joining peckvohartel, Jeanne worked in Design and Practice Leadership roles specialising in Social Infrastructure projects at SKM and Allen Kong Architects. Jeanne has been on numerous school Arts, Music and Education committees and is currently team manager of the Fintona Firebirds.

JOANNE LONERGAN

Partner
Ernst & Young

Joanne is a partner in Ernst & Young's Melbourne Office and has over 20 years assurance experience, as well as five years commercial experience, in executive positions in the entertainment industry. Joanne has considerable experience project managing both public and private company audits across a broad spectrum of industries, including pharmaceutical and biotech, transport & logistics, IT, wholesale and retail distribution, recruitment, entertainment and the public sector. Her key strength is assisting companies manage their business risks as they expand both locally and internationally. Her current and recent clients include CSL Limited, Hewlett Packard, Melbourne IT Limited, Humanis Group Limited, Mainfreight Limited, Live Nation and the Cotton On Group.

Joanne has also worked internationally with her firm, with 12 months in the London office and six months in the Chicago office.

SOREN LUCKINS

Design Director
Büro North

Soren Luckins has a background in industrial and graphic design and is a pioneer and advocate of the multidisciplinary design model in Australia. Under his direction, Büro North has built an impressive portfolio of awards, publicity and clients, locally and internationally. Soren leads a team of talented, lateral-thinking designers and oversees every stage; from concept design and client consultation to implementation and project delivery.

Primarily interested in the execution of innovative ideas, Soren's unique approach to design reflects his passion for contemporary art. He is focused on the fusion of creativity and pragmatics; balancing the demands of both to ensure exceptional outcomes.



DEBBY MAZIARZ

Director
Self Employed

Debby is an experienced social entrepreneur, theatre director, producer, community facilitator, and educator. In 1995 she founded the Westside Circus, a not-for-profit community arts organisation which uses circus, leadership and performance as modality to build personal confidence and resilience. She dreamed of harnessing her creative drive, love of circus and compassion for others to create the ideal job for herself, and she made that dream a reality. Until June 2010, she was the Executive Director of the Westside Circus which delivers a far reaching social circus program to over 10,000 individuals each year. In 2009 she won the prestigious SACS Consulting Not-For-Profit Leadership Award – Executive Leader and was a finalist for the 2010 Telstra Victorian Business Women's Awards, in the White Pages Community and Government Category, for her personal contribution to the growth and development of the Community Arts Sector.

Today Debby works as an independent producer and creative writer, collaborating with inspiring organisations and projects.



GUY MENDELSON

State Manager, VIC TAS
Small Business Banking
ANZ

Over the past 12 years Guy has held various leadership roles at ANZ. He has worked in both the Retail & Commercial Bank in senior Marketing, General Management and Sales Management roles.

Guy has also been involved in various community based initiatives within ANZ including Progress Loans, Given the Chance, ANZ Woman's Network & Australian Diversity Council.



JOHN MILKINS

Environmental Sustainability Coordinator,
Banyule City Council; Director,
Balibo House Trust

John Milkins is the Environmental Sustainability Coordinator at Banyule City Council, where he has worked for the last three of his 12 years in the sector. He loves living and working in his local community, and leads a small team focussing on climate change, integrated water management, biodiversity and behaviour change education.

Since 2003, John has been a Director and Secretary of Balibo House Trust. Steeped in the consciousness of all Australians, this house in Timor Leste (East Timor) was the last refuge of the Balibo Five, the five Australia-based journalists murdered by invading Indonesian troops in 1975. The House is now a Community Learning Centre with a library, computer classes, sewing machines, carpentry and mechanics workshop and a crèche for 45 children.



LLOYD NASH

Senior Medical Registrar
Royal Melbourne Hospital

Lloyd is a medical doctor training as a physician in General and Acute Medicine. He has a keen interest in governance and strategy and, prior to WCLP, was on the Board of the Royal Australasian College of Physicians and worked to modernise the educational governance structure of the College. He is passionate about improving the health and health equity of vulnerable populations and is the founding Chair of Global Ideas, an organisation established to educate, network and develop health professionals in global health.

He is currently completing a Master of Public Health, modelling inter-annual variability in malaria incidence in China.



NHA NGUYEN

Barrister
Victorian Bar

Nha is a self-employed barrister providing advocacy and legal advisory services specialising predominantly in criminal law and related commercial matters. Before joining the Victorian Bar, she worked as a solicitor/advocate at Legal Aid and the Government Solicitor's Office and as a mediator at the Australian Human Rights Commission.

She lived in Western Samoa working with the Women in Business Foundation as part of the Australian Youth Ambassador's program (DFAT/AUSAID).



RACHEL NICHOLLS

Principal
Arup

Rachel graduated with a Civil Engineering degree from Imperial College, London in 1987 and joined Arup as a geotechnical engineer. Throughout her career with Arup she has lived and worked in the UK, USA and Australia and has extensive geotechnical design and construction experience in the building, infrastructure and energy sectors. Rachel moved to Melbourne with her family three years ago to set up the geotechnical team here. The team is now seven strong and she is one of six Principals responsible for the infrastructure business in Victoria. She has spent a large part of the past two years delivering the concept and preliminary designs for the Regional Rail Project, leading the ground engineering discipline.

Rachel is Regional Geotechnics Practice leader for Australia and Singapore within Arup, and a Fellow of the Institution of Engineers Australia.



DAVID NUGENT

Director Fire and Emergency Services
Parks Victoria

David Nugent is the Director Fire and Emergency Services with Parks Victoria. David has worked in various public land management roles in Victoria for the last 25 years and now has a strategic focus on the fire and emergency responsibilities of Parks Victoria. He has spent time in other parts of Australia, South Africa and the USA understanding fire response and management. David studied forest science at the University of Melbourne.

He has been involved with school council and local sporting clubs over a number of years. This has included time as school council president, and participating on committees and coaching at junior football and basketball clubs. He has also been a member of the Lake Mountain Alpine Resort Management Board.



ELOISE PAYNE (NEE PIETSCH)

General Manager – Business Services
Swimming Victoria

Passionate about the role of sport in promoting social cohesion and health, Eloise has facilitated significant organisational change at Swimming Victoria since 2008 managing development across financial management, governance, strategic planning, business reporting, communications and volunteer management. Eloise was formerly CEO of Womensport and Recreation Victoria and Sandridge Life Saving Club. Eloise's commercial interests include Directorship of one of the most successful independent self storage businesses in Australasia; an industry pioneer in online retailing and marketing.

Eloise enjoys a strong connection to Australian beaches and volunteering through the Surf Life Saving movement. She has travelled internationally speaking and training groups in volunteer leadership development. Eloise was elected Director of Training and Assessment on the Board of Life Saving Victoria in 2006 and sat on the National Board of Lifesaving Services.



TERRY ROBINSON

Chief Executive Officer
Destination Gippsland

Terry has worked and lived in regional Victoria for 20 years and undertaken a range of tourism related roles. These include in local government, tertiary education, nature-based tourism attractions and industry organisations. He currently is Chief Executive of a regional tourism organisation, Destination Gippsland and is responsible for the marketing, industry training and development, and major tourism infrastructure for the region.

He is a strong believer in the importance and benefits of tourism in regional communities.



SAMUEL SCHWARZ

Manager Parking & Traffic
City of Melbourne

Over the past two years, Sam has led the City of Melbourne's largest technological change program in more than three decades. A major workplace reform initiative, Sam's role has included remodelling the organisation's largest workforce and the management of a raft of complex industrial relations issues. Game-changing, high profile and complex, this is the type of project Sam has sought throughout his 20 year career. Sam has held an executive position with global industry leader, Disney Theatrical Productions, taking the 200-strong cast and crew of The Lion King stage production to Shanghai, China – the largest piece of music theatre to ever perform in the country.

Whilst Executive Producer of Victorian-based Marriner Theatres, he introduced innovative business methodologies to deliver significant gains in the development of new theatrical works. His knowledge of continuous improvement and systems psychodynamics helped provide a unique approach to business improvement.



CLARE SHANN

Deputy CEO
beyondblue

Clare is Deputy CEO of beyondblue, the national depression and anxiety initiative. She is a registered psychologist, with experience and qualifications in mental health, human resources, and adult learning and development. She has applied her skills across a range of mental health settings, for example, private practice, a psychiatric hospital unit, community-based psychological group programs for war veterans and their families, and a university research centre. In addition to her clinical experience, Clare holds a Masters in Business Administration. She has worked as a senior consultant in human resources within both government and the private sector, gaining considerable experience in leadership development, recruitment, performance management and workplace training.

In her role at beyondblue, Clare leads several large programs, including workplace and workforce, men's mental health, older people and health system support and advocacy.



RAJDEEP SINGH

Systems and Development Manager
Serco Australia

Rajdeep Singh is currently the Systems and Development Manager at Serco where he has worked for the last four years. Raj manages the Information, Communication and Technology aspects of the Road Safety Traffic Camera program, and is responsible for all associated systems and development projects and BAU. In addition, Raj is also involved in conducting due diligence activities for mergers & acquisitions; along with contributing in various tenders-bids process.

Prior to joining Serco Raj worked at a variety of companies around the world, including NEC, a major oil-gas construction company in Oman and a telecom company in India, in a variety of information technology and business improvement roles, successfully delivering large projects and leading dispersed multidisciplinary teams.

Raj graduated with a Bachelor of Engineering from the Nagpur University of India and then completed an Advance Diploma in System Design and Technology.



DEAN SLEIGH

GM Audit, Risk and Compliance; and Project Director Post Day 1 Governance Project Yoko - Tabcorp

Representing Victoria as an athlete and a Queen's Scout, Dean was born in Melbourne. Graduating from Swinburne in 1990 Dean became a Chartered Accountant in 1994. The first 11.5 years of Dean's work life were spent with KPMG in Melbourne, Sydney & Indonesia. Industry sectors supported included Mining, Manufacturing, Funds Management, Property and Insurance. Dean has spent more than ten years in a variety of risk and audit roles in large complex organisations helping drive sustainable change and improve stakeholder returns through enhancing the control environment. At times these roles have had global reach with up to 60 FTE, drawn from a diversity of backgrounds.

Most recently, Dean lead the project team responsible for executing the de-merger of Tabcorp's Casino businesses from its Wagering, Gaming & Keno businesses. Following the shareholder vote, this change was effected in June 2011.



RANJANA SRIVASTAVA

Medical Oncologist & General Physician, Director of Physician Training, Southern Health Network; Author

Ranjana enjoys a variety of roles in the public hospital system. Her first book, Tell Me the Truth: Conversations with My Patients about Life and Death documents her journey so far. She writes and speaks widely about humanity in medicine. Her community work has involved working with asylum seekers in Melbourne, providing medical assistance in the developing world, and mentoring international medical graduates in Australia.



STEVEN STRANG

Chief Operating Officer
Direct Mail & Marketing Pty Ltd

Steve Strang is currently the Chief Operating Officer at Direct Mail and Marketing (DMM) where he's been for the past three years. Prior to joining DMM Steve has been working in the outsourcing and digital applications fields for the previous 10 years, in Supply Chain and General Management roles.

Steve graduated from AIM in 2006 with a Masters of Management after winning a scholarship with the Graphic Arts and Merchants Association Australia. In 2010 Steve received a Diploma through the Australian Institute of Company Directors for their flagship course Company Directors.



MARNIE WILLIAMS

Acting General Manager,
Victorian Taxi Directorate
Department of Transport

Marnie Williams is currently the Acting General Manager of the Victorian Taxi Directorate (VTD) where she has worked for the last four months. Marnie is responsible for the regulation of the taxi, hire car and driving instructor industries and manages a multidisciplinary team to ensure this sector delivers safe, sustainable, reliable and accessible services to the people of Victoria.

Prior to joining the VTD, Marnie worked at WorkSafe Victoria. In a career spanning almost 15 years with the state workplace safety regulator, Marnie held a variety of leadership roles in operations, strategy and policy across both the health and safety prevention and insurance (workers compensation) business units.



MICHAEL WOODLOCK

Business Manager – Cabot's Premium
Woodcare Brands
DuluxGroup

Michael has worked in a variety of roles within the consumer products area, including manufacturing, supply chain, technology and sales and marketing. Currently he works for DuluxGroup where he is the business manager for Cabot's, Australia's leading manufacturer and marketer of premium wood care products. Prior to this, Michael occupied a number of positions at Campbell/Arnotts, SBA, and Pepsico.

Michael is also a non executive director of Cara Inc, a not for profit organisation that provides specialist accommodation, care and support to vulnerable children and young women.

Experience Bank Leadership Program 2011

EBLP 2011 PROJECTS SUPPORTED THE FOLLOWING ORGANISATIONS

- Berry Street
- The Big Issue
- Hanover Welfare Services
- Urban Seed
- Victorian Women's Housing Association
- Wingate Community Centre and Moonee Valley Legal Service

EBLP is the leadership program for accomplished leaders who have held leadership roles for a considerable portion of their career. Examining vital matters of leadership and longevity, EBLP consists of two phases. An initial seminar phase explores issues of leadership longevity and sustainability through interactive seminars delivered by esteemed leaders.

These already-accomplished participants then embark on their next accomplishment: a placement to further broaden their leadership capabilities and put their new knowledge to work.



RYSZARD BLISZCZYK

Leadership Psychologist, Ryk.Bz Pty Ltd;
Adjunct Professor, RMIT University

With over 18 years experience as a strategy consultant, including positions with three of the world's premier consulting firms and building his own successful consulting business, Ryk has spent most of his professional career advising companies around the globe. He has brought his many years of strategy and business experience together with his unique insights into human behaviour gained as a clinical neuropsychologist to support corporate leaders in leadership development. He combines economic insight and psychological therapy to provide a uniquely individual analysis of leadership skills and behaviour within the organisational setting. His advice is particularly valuable for those leaders and leadership aspirants in transition (promotion, changing jobs, moving on, personal crises) crafting strategies based on his unique "wholeperson" approach to addressing the challenges of leadership.

He is currently completing a PhD in behavioural economics.



JANE BROCKINGTON

Executive Commissioner
Victorian Commission for Gambling
Regulation

Jane has held a diverse range of roles across policy, regulation, reform and research in both the Commonwealth and Victorian public sectors. Her most recent roles were as Executive Director, Public Policy and Organisation Reviews at the State Services Authority and as CEO of the 2009 Victorian Bushfires Royal Commission. Prior to the above positions, Jane spent seven years within the Department of Premier & Cabinet (DPC). She had numerous roles which included whole of government performance improvement and strategic policy implementation, economic, budget and competition policy and transport, resources and infrastructure policy.

Currently, Jane is undertaking an integration of the gambling and liquor regulatory functions in Victoria which will see her as CEO of the Victorian Commission for Gambling & Liquor Regulation (VCGLR) from February 2012.



GERALDINE COY

Executive Director Human Resources and
Change Management
WorkSafe Victoria

Geraldine Coy was, until recently, the Executive Director of Human Resources and Change management for WorkSafe Victoria, a role she held for 7.5 years. During this time, she was responsible for the development of organisational capability, a key leadership development role, Employee Relations, Occupational Health, Wellbeing and Safety for all employees, Strategic Advice and Business Partnership for all people management and related activities. Previous roles have included Telstra and Bakers Delight Holdings.

Geraldine's community work has involved working for change in South Africa prior to her emigration to Australia in 1999.



JILLIAN DE ARAUGO

Principal Consultant
NB Consulting – Leading Reflective Change

Jillian is an energetic, people focused and results-oriented professional with extensive experience in business leadership, strategic planning, stakeholder relations, and change management. She has a highly developed sense of social justice and demonstrated talents in opportunity analysis, project management and team facilitation. Jillian has developed her management and leadership skills in a range of medium sized not-for-profit organizations in Australia and New Zealand.

Recently returned to Melbourne, Jillian is looking for opportunities to contribute to community organisations and projects.



JAMES DOWNIE

Manager, Funding Systems Development,
Department of Health, Victoria

James is the Funding Systems Development Manager at the Department of Health. He leads a team of people who are responsible for delivering the infrastructure required for the introduction of a nationally consistent ABF system across all jurisdictions, and more recently the team that looks after the existing Victorian casemix system. Previous to this, James has worked at the Royal Children's Hospital in the Service Redesign team. His work here focussed on redesigning clinical services to improve patient and staff experiences of the system. He led major projects looking at initiatives to improve the capacity of the ENT and cardiac surgery units at RCH.

Having trained as an engineer, James held a number of technical and operational roles in the mining industry, primarily in outback Western Australia over a 15 year period.



DONNA FABRIS

Group Manager
Ambulance Victoria

Donna has over 21 years experience in public healthcare sector as a Critical Care Nurse and Paramedic, and has a passion for our community's welfare. Donna currently works in the senior management role of Group Manager in the Loddon District (this includes the Macedon Ranges) for Ambulance Victoria. Her broad management experience includes financial, OH&S, auditing, peer support counselling, emergency management, industrial relations and volunteer management. She is currently on the Board of Directors of the Cobaw Community Health Service in the Macedon Ranges.



JOSEPH FLINN

General Manager
First Samuel Limited

Joe is General Manager of First Samuel Limited, a boutique wealth management business that provides tailored and personal wealth management services to individuals, their families, charities and not-for-profit organisations. He is responsible for all aspects of the strategic, finance, human resource, operational, administrative and technology needs of the business. Over the past 20 years Joe has had a variety of business experience in finance and project related roles in the financial services industry in the UK and Australia. Prior to joining First Samuel he was Chief Financial Officer for Plum Financial Services, MLC's corporate superannuation business.

Joe is a Chartered Accountant by training. He holds a Bachelor degree in Accountancy and Economics from the University of Glasgow and is a member of the Institute of Chartered Accountants of Scotland.



ROSS FRASER

Senior Advisor
EnerNOC Inc.

Ross has an extensive career across a broad range of the energy sector over 45 years. The knowledge, experience and wisdom gained from technical and executive roles has enabled Ross succeed in: executive management of a major energy utility; leadership of national scale projects; innovative projects in the energy and related industries; establishing a dynamic consulting business; and, becoming founder of a successful, innovative start-up company.

Ross has an outstanding record of success in resolving complex issues. He uses his analytical capability, lateral thinking and people skills to identify the issues, working in consultation with key stakeholders to define and implement agreed outcomes in a timely manner.



KAY GARDNER

Director, Equity and Diversity Centre
Monash University

For more than twenty years, Kay Gardner has been a leader in the area of equal opportunity at the Port of Melbourne Authority, Deakin University and currently as Director, Equity and Diversity Centre at Monash University.

Her portfolio includes Equal Opportunity for Women, Discrimination and Harassment Prevention, Student Equity, and Disability Support for Staff and Students, for all Victorian campuses and centres with consultancy services provided to the Malaysian and South African campuses.



REBECCA GRANT

Director
iCourts

Rebecca is the Director of iCourts, an Australian owned, independent non-vendor aligned legal/IT consulting organisation providing strategic advice, project management and litigation support services to Courts, law firms, State and Federal Governments and Commissions of Inquiry and Royal Commissions. Working in the legal vertical, Rebecca consults with Australian courts in various jurisdictions advising on long term strategies for combining the delivery of court services with the latest technology to improve and refine services, and regularly sits on various industry committees.

Rebecca is passionate about driving change using technology, and champions the opportunity for women to develop and lead rewarding careers within the legal and technology sectors.



CATHERINE HURLEY

Local Content Manager
ABC Radio

Cath is the Local Content Manager for ABC Radio in Victoria. In this role she manages 774 ABC Melbourne and the ABC's eight regional stations in Victoria and their websites. During her career Cath has lead a variety of teams in Local and Rural Radio over twenty years. She has been responsible for reviewing programs and reshaping them to meet audience needs. Cath has trained and mentored staff to help them reach their potential and has lead teams that have embraced change and new technology and led the agenda in their media markets.

Her previous management roles have been as Program Director 702 ABC Sydney in New South Wales and Local Content Manager in Tasmania.



JOHN JUGUM

Commander Marine Response
Metropolitan Fire and Emergency
Services Board

John is a career fire fighter with over 22 years experience with the Metropolitan Fire Brigade Melbourne. In that time, John has undertaken a number of assignments including a twelve month secondment to the Department of Premier and Cabinet, Victoria in 2010. Currently John holds the rank of Commander with the portfolio for Marine Response. In 2008, John was awarded an Australian Fire Service Medal as part of the Australia Day honours for his work in developing employee support initiatives in the emergency services across Victoria.

John recently completed a Graduate Diploma in Executive Leadership through the Australian Institute of Police Management, Sydney. This is underpinned by qualifications in emergency management obtained throughout his career.



SUZANNE KIRSA

Director of Pharmacy,
Peter MacCallum Cancer Centre

Sue has been a pharmacist since 1983, working in a variety of roles both in community and hospital pharmacy practice. Sue's current role is the Director Of Pharmacy at the Peter MacCallum Cancer Centre, Australia's only public hospital solely dedicated to cancer care. Sue leads a department of some 50 pharmacists and support staff who provide medications to patients of the hospital and work with the other healthcare workers at the hospital to ensure medicines are used safely and effectively.

Sue is involved in a number of committees relating to her work at Peter Mac and her profession, including as the current National President of the Society of Hospital Pharmacists of Australia and a member of the Victorian Quality Council.

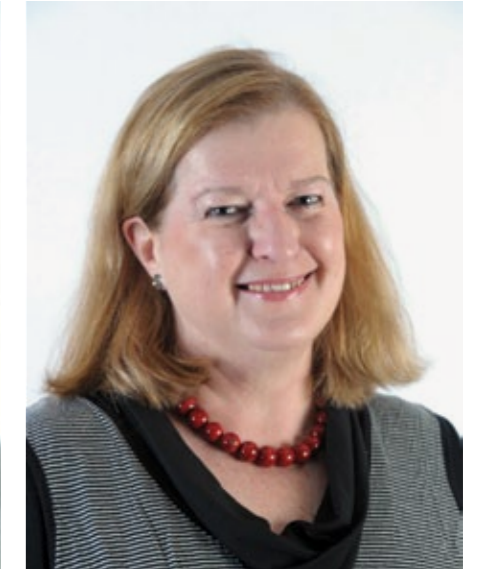


RANDAL MATHIESON

Director, Victoria
Australian Broadcasting Corporation

Randal has been with the ABC since 1993. He was appointed to the role of Director, Victoria in 2006. Prior to this he held a number of roles in the Marketing Department including Head of ABC Marketing for the Radio Division. Prior to joining the Corporation, he worked as a media officer for Tourism Victoria. He has presented radio programs for 3RRR, triple j and ABC Local Radio as well as contributing stories to ABC and BBC Radio whilst travelling abroad.

He has a Masters of Business (Marketing) at RMIT University and is a Board Director for The Big Issue and Open Gardens Australia. He was also on the Board of the Melbourne 2008 Homeless World Cup. He is the current Co-Chair of the Sturt Street Arts Precinct Forum – a collective comprising the major cultural institutions in Southbank working towards the development of a vibrant arts precinct for Melbourne.



HELEN MCMAHON

Director
Bendigo Performance Solutions

Helen has managed her own company in Bendigo for the past six years undertaking business planning, performance audit, and social research projects for: State Government departments in Victoria and Queensland, a water utility company, and various not-for-profit organizations.

Previously, Helen worked for 20 years in the UK. At the Audit Commission, a national organisation promoting government accountability, she helped design a reform agenda for UK Local Government, undertook council assessments, and worked with a police authority to improve performance systems. She also worked in a large County Council in corporate policy development and marketing.



ALEXIA MORGAN

Team Leader, Kingston Leisure Centres
City of Kingston

With over 20 years experience in the Leisure and Recreation industry, Alexia has managed Leisure Centres and sports programs in government, not-for-profit and university sectors. She is passionate about the Leisure industry and currently sits as a board member of Aquatics and Recreation Victoria, the peak body of the Aquatics industry in Victoria. Alexia enjoys a challenge and believes strongly in innovation and finding easier, more efficient and more effective ways of doing business. Due to this philosophy, the Leisure Centres and people she manages have been formally recognised with prestigious industry awards. Alexia firmly believes in sharing this innovation and information among her industry peers to lead to industry wide improvements.



KATRINA NANKERVIS

Director Nursing and Midwifery,
Education and Strategy, Southern Health

Katrina Nankervis is currently the Director of Nursing and Midwifery Education and Strategy for Southern Health, Victoria's largest public health organisation. She is a Clinical Associate Professor of Nursing with Deakin University, and is responsible for the education, training and development of the organisation's 6,000 nurses and midwives. Katrina is a member of the organisation's nursing and midwifery executive and is jointly responsible for developing and delivering on the organisation's strategic objectives.

Katrina has a Master of Nursing Science from LaTrobe University, a Bachelor of Arts from Melbourne University, and is a member of the Royal College of Nursing Australia and College of Health Service Managers. Katrina has held previous positions in the academic, government and corporate sectors.



ANDREW REAPER

Regional Director, Barwon South West
Department of Justice

Andrew Reaper is currently in the role of Executive Director, Regional & Executive Services at the Department of Justice where he has worked for the last 2.5 years. Prior to that Andrew had an extensive career at the Department of Human Services specialising in the area of Youth Justice. In his current role, Andrew provides leadership to the eight regions that oversee service delivery for the Department as well as overseeing the areas of People & Culture, Strategic Communications and Executive Services. Andrew has previously undertaken a Bachelor of Education before completing an Executive Masters of Public Administration via ANZSOG and the University of Melbourne.

Andrew has been extensively involved in his local sporting organisations for many years as well as performing the role of President on his local School Council for the past four years.



MELVA RYAN

Retiree

Melva recently (Feb 2011) retired from public service where she led workplace project teams through project management and review activities including indigenous engagement, administration of pre release programs for prisoners, biodiversity preservation, farm plan service delivery, development approval processes and reducing the legal and regulatory requirements for farmers.



MICHAEL SMITH

Manager Learning and Development
Parks Victoria

Michael has worked in learning and development for over 25 years, initially in the finance and banking sector and, since 1998, with Parks Victoria. Michael is passionate about learning, especially leadership and professional development. Michael is an experienced group facilitator and also works one-on-one as a coach and mentor. Since 2003, Michael has contributed extensively to Parks Victoria's Indigenous staff development program. Parks Victoria leads the Victorian public sector in Indigenous employment, with Indigenous employees comprising over 5% of the Parks Victoria workforce.



PATRICK TUCKER

Head of Human Resources
Siemens Ltd

Pat has been Head of HR at Siemens in Australia and New Zealand for nearly five years, after spending 12 years at Robert Bosch in various similar HR and IR roles. Prior to that, Pat worked at Melbourne University for four years after transitioning from the state public service where he started his career. Pat has been involved in local sporting, school and community groups for over 20 years. He was President of the local primary school council for five years and treasurer of the local basketball club for four years. Pat is also a life member of a local football club.



PETER TURNER

Chief Executive Officer
Independence Australia

Peter is currently employed as the Chief Executive Officer of Independence Australia, a non-profit social enterprise that supports people with a disability or other physical need to retain, regain or extend their independence within their chosen community. An experienced leader with over 25 years in senior management roles in the health and human services sectors, and contract management services both at the state and national level, Peter has held senior management positions in the public, for profit and non-profit sectors. A Certified Practising Accountant, Peter was recently awarded a Harvard Fellowship to attend the Strategic Perspectives in Non-Profit Management program at the Harvard Business School in Boston Massachusetts.

Peter has specific interests in corporate governance, risk management, management accounting and performance management systems.



DIANNE WINKLER

Chief Executive Officer
Summer Foundation

Di Winkler is an Occupational Therapist who has worked with people with severe brain injury for more than 20 years. Di was the Chief Occupational Therapist at Ivanhoe Manor Private Rehabilitation Hospital prior to developing a private practice working with people with acquired brain injury in the community. Di has recently submitted her PhD at Monash University, which involves five published studies focusing on the social inclusion of young people in nursing homes.

In January 2006, Di founded the Summer Foundation, a not-for-profit organisation dedicated to the issue of younger people living in Residential Aged Care (RAC). The Summer Foundation focuses on practical research and seeks to provide workable solutions that improve the health and well-being of this population. In 2009, Di founded Building Better Lives which is a collaborative campaign led by the Summer Foundation involving ten not-for-profits working together.



OWEN WOODMAN

Professor
RMIT University

Owen Woodman is Professor of Cell Biology and Deputy Head (Research) in the School of Medical Sciences RMIT University, where he has worked for the past four years. He has had previous academic appointments at the University of Melbourne and Harvard University. Owen graduated with BSc (Hons) and a PhD (Pharmacology, 1981) from the University of Melbourne and has been continuously involved in medical research since that time in addition to tertiary education in particular in Medicine, Allied Health Sciences and Biomedical Science.

His research focus is on the development of drugs for the treatment of cardiovascular disease.

ROBERT BURGESS

State Manager Victoria
Amex Corporation

Rob joined Amex in 2007 having spent more than 12 years working in the planning and property industry in both Victoria and Queensland. Prior to joining Amex, he spent three years working as a Senior Property Analyst at Charter Keck Cramer.

Rob has qualifications in planning, urban design and property, including a Masters of Built Environment.

CONSTANCE GIBBONS

General Manager Social Development
City of Stonnington

Connie is the General Manager Social Development at the City of Stonnington. She is responsible for the provision of a broad range of community services to Stonnington residents, including aged care, childcare, youth services, libraries, leisure centres, and customer service, as well as the compliance branches of local laws, animal management and environmental health.

She has 17 year of experience in local government and has held a variety of operational management and policy development roles. Prior to that, Connie held senior management positions in the information technology sector.

STEPHEN LODGE

Assistant Director, Legal Policy
Department of Justice

Stephen Lodge works in the Department of Justice and oversees the development of a range of legislation regarding Victorian courts and tribunals. Prior to working in the Department of Justice, Stephen was the manager of Public Health Legislation Review. Stephen is a member of the Committee of Management of The Wilderness Society Inc.

Stephen was previously the Treasurer of Lawyers for Forests and Secretary to The Wilderness Society (Vic).

Experience Bank Leadership Program 2010

EBLP 2010 PROJECTS SUPPORTED THE FOLLOWING ORGANISATIONS

- African Think Tank
- Asylum Seekers Resource Centre
- Energy Innovation Cooperative – Social Traders (The Crunch Program)
- The Hub – Social Traders (The Crunch Program)
- Multicultural Arts Victoria



CHRIS ALLAN

Managing Director, Principal Adviser
Allan Advisory Group Pty Ltd

Chris is a Financial and Investment Adviser with more than 25 years experience in the banking and finance industry. Currently, he owns and runs his own investment advisory business here in Melbourne. In addition, Chris has over five years experience in the not-for-profit sector as President of Inclusion Melbourne Inc., Head of the Inclusion Melbourne Investment Committee and former roles as Treasurer and Vice President.

Chris is interested in supporting the not-for-profit sector in financial literacy and improving the outcomes for organisations by assisting them in managing and investing their money strategically and soundly. In his role at Inclusion Melbourne he strategically managed and grew the capital reserves of the Foundation resulting in positive returns even through the GFC.

Chris has previously held roles in the banking and finance sector in stockbroking, marketing, commercial finance and management.



RICHARD BARTLEY

Former School Principal

Richard has spent over 40 years in education as a teacher, and then principal for the last 27 years. During that period he has had extensive experience managing, leading and working with school staff and local communities in a variety of settings, including a year in the USA in Boulder Colorado. His expertise includes planning, budgeting, staff selection, deployment and evaluation, and mediation and counselling of staff and community members. He has developed and delivered training programs for future principals and staff in leadership and strategic planning, and is a recognised trainer of the Seven Habits of Effective People program. He has had coaching and mentoring training and has a great deal of experience working with mentorees in the fields of education and local government.

Currently Richard is teaching English to migrants, mentoring future leaders, being involved in an international project in Northern India and training staff in Vinnies outlets in I.T and finance.



ANDREW BUNTING

Director
Architectus

Andrew was formerly a Director of Architectus, an Australasian firm of architects, interior designers and town planners. Curiously, he is not an architect but a trained Chartered Accountant, so his background led him to the administration of the practice and then to marketing for projects in the education sector. Andrew was previously a University and Higher Education lecturer, which led to his active interest in education projects that were moving through the practice. He then went on to undertake a Doctoral project at The University of Melbourne on Secondary School Designs for the Knowledge Age.

Andrew was an inaugural member of the Australian Branch of the Council for Education Facility Planners International and served as the first President and Treasurer of that organisation which now has around 400 members in Australasia. He has presented at numerous conferences in Australia and overseas and written articles on the topic of education facility design.



TONI CLARKE

Manager, Disability Client Services,
North & West Metropolitan Region
Department of Human Services

Toni is a public sector manager presently in the role of manager of Disability Client Services. Previous roles in the Department of Human Services and Department of Health include coordinating a regional response through the Victorian Bushfire Case Management Service, and work in health and aged care. Her particular interests are in policy and program development and implementation and service delivery improvements. Prior to joining the Victorian Public Service in 2004, Toni spent 18 years living in England and Canada, initially working in social work and then raising a family.

She is involved in community projects, Board membership and small business ventures.



JULIE COOKE

Assistant Principal
DEECD

Julie has worked in the field of Education for over 30 years. She has worked at local, district, regional and international levels focusing on school improvement and strategic planning. Julie worked in New York City for seven years, as a Literacy Consultant, guiding school administrators in change management and developing policy and practice to ensure improved outcomes for all stakeholders. Along with expertise in whole school improvement, Julie also provides specific professional development in the area of Language and Literacy education.



CATHERINE DUANE

Director, Regulators Harmonisation
WorkSafe Victoria

Nearly 18 years with the workplace health and safety regulator in Victoria, Cath has managed a variety of functions including investigations and prosecutions, legislation policy, ministerial liaison, and operational policy, training, and monitoring and review functions for inspectorate services. She is a member of the regulator's Senior Leadership Team providing coaching to other senior managers within WorkSafe Victoria. She is currently leading a national project that aims to deliver a common approach for implementing core regulator and inspector functions. With tertiary qualifications in economics and law, Cath has previously worked for the Legal Ombudsman, the Victorian Trades Hall Council, and in the industrial relations field in research, advocacy and training.



NIAL FINEGAN

Regional Director Metro North West
VicRoads

Nial has over 20 years experience in project and program delivery in Ireland, the UK and Australia. Nial is the VicRoads Regional Director for the Metropolitan North West area responsible for keeping Melbourne's road users and communities connected. He is a member of the Metro North West Management Forum and a keen advocate for community renewal. Prior to his current role, Nial played a leading role in the development and delivery of Victoria's successful arrive alive! road safety strategy. He has also held a number of senior management and policy roles in the UK where he worked at the Department of Transport, the Highways Agency and at the Cabinet Office. He has also held a number of board positions.

Nial holds a Bachelor of Civil Engineering (Honours) and a Masters of Business Administration. He is a Graduate Member of the Australian Institute of Company Directors.



RAE HALL

School Manager
School of Medical Sciences, RMIT

Rae Hall is currently the School Manager at School of Medical Sciences, RMIT where she has worked for the last twenty years. Rae manages the administrative and technical services including financial operations, facilities operations, human resources and student and academic support services. She was the foundation School Manager responsible for setting up the processes of the School. Prior to joining RMIT, Rae worked at Northland Secondary College managing Community Employment Projects, and Ford Motor Company. Rae was a member of the Health Issues Centre for 10 years undertaking financial duties associated with a not-for-profit organisation, including preparation of the financial report for the Annual General Report.



SHERILYN HANSON

Youth Services Area Manager
YMCA Victoria

Sherilyn Hanson is currently the Youth Services Area Manager at YMCA Victoria where she has worked for nine years supporting some of Victoria's most vulnerable young people. Sherilyn manages the Youth Justice & Forensic Department, The Bridge Project, Rebuild facility Services and the new Adult Corrections community connection program. Sherilyn is a respected community leader with a record of developing new projects and delivering proven community impact. Her passion is inspiring community action and promoting social justice. Prior to working for the YMCA she owned and managed her own business for ten years and has extensive experience in the clothing manufacturing industry in a variety of management positions.

Sherilyn has a dual diploma in sports management and recreation and has completed a Graduate Diploma of Management.



MADELEINE HARFORD

Consultant
Maddy Harford & Associates

Maddy has worked in all levels of education, in mainstream and alternative schools and TAFE institutes; in Australia and overseas. She has spent the last nine years in the public sector in education and training, research and evaluation and, most recently, in the correctional services sector managing corrections research and evaluation, prisoner education and re-entry into the community after imprisonment.

Maddy has achieved a range of creative and innovative outcomes using her strong conceptual, research and people skills. She has taught in her local community house, sat on school councils, helped establish a Women's Health Service in Melbourne's outer east and travelled to Papua New Guinea to live and work as a volunteer in a remote community. She returned to manage a national, public and community education campaign, to raise the profile of PNG across Australia, and managed the production of a film broadcast on commercial TV.



ANNE HARTICAN

Director
Bespoke Results

Anne Hartican is the Director of Bespoke Results, a boutique consultancy specialising in leadership and organisation development. Anne's expertise includes leadership programs, executive coaching, facilitation and action research. She has designed and delivered leadership development programs for all levels of leaders and currently delivers a comprehensive leadership program for senior leaders of Victoria Police. Anne works as an adjunct faculty member in the Faculty of Business and Economics at Monash University conducting research in leadership and lecturing in Leadership to Masters and MBA students.

She is the co-author of a number of books and articles including *The Character of Leadership* (2006).



MICHAEL HODDER

Director Education and Enforcement -
Fisheries Victoria
Department of Primary Industries

Michael is the Director of Education and Enforcement Branch within Fisheries Victoria. He has held this position for the last five years. Michael has had a broad range of roles, across a number of fields in his career. These have been in areas such as natural resource management, environmental protection, policing and community engagement, and as an educator within Catholic secondary schools. Prior to joining the Department of Primary Industries, he worked for the Catholic Education Office, Victoria Police and EPA Victoria. Michael has been a member of both primary and secondary school advisory councils over the years and continues this work through his involvement with Marcellin College, Bulleen.



BASIL IRELAND

Executive Director, Corporate Financial
Services, Southern Health

Basil has a broad finance background having worked in audit, commerce and on large complex transactions. Career highlights include managing the Initial Public Offering of ASX listed engineering group Worley Parsons, and before that working on the privatisation and listing of Qantas. Basil moved into Health in 2005, and enjoys the complexity of health and the challenge of using resources efficiently to provide better patient outcomes.



MICHAEL KEANEY

Learning Consultant
The Management Edge

Michael has built an international career notably in the learning innovation and development, workplace training and organisational change contexts. A teaching foundation and advanced tertiary studies have served to underpin successful appointments delivering enduring positive development and partnerships across the manufacturing, petro-chemical, mining, aerospace, education, and not-for-profit sectors, by encouraging transparent working relationships with colleagues, project teams and associated stakeholders.

Michael facilitates project initiatives by instilling ownership and buy-in, enabling successful delivery of strategic enterprise initiatives, and building cultures of commitment.



DAVID NOWELL

General Manager, Cabrini Hospital Brighton;
Health Contracts,
Cabrini Health

During his time at Cabrini Hospital, David has been responsible for managing the hospital through a major redevelopment and associated growth. In his Health Contracts role he negotiates and manages the hospital group's contracts with health insurers nationally. David has spent 25 years in the healthcare industry across a number of public and private sector roles, including six years in the USA. Prior to his current role, David was the Executive Director, Health Contracts at Epworth Healthcare and was formally Senior Hospital Manager with Medibank Private Limited.

David is self-motivated with a demonstrated ability to lead work streams/projects to meet defined goals, particularly where there are significant change management requirements. David is actively involved in a number of local and international community projects, including St Philip's Mission in Swaziland and Family Life in Melbourne.



PAUL O'SHEA

Consultant;
Volunteer Skillsbank Coordinator,
Leadership Victoria

Paul's law background has led to roles as General Counsel, Non-Executive Director and Company Secretary; substantial achievements in major construction, start-up and turnkey projects in energy and infrastructure; and considerable exposure to the public and NFP sectors. Paul was a foundation member of the executive team at Transurban in 1994, responsible for establishing, what is now, a \$7 billion market capitalisation Top 50 ASX Company. He led a team that provided risk management, insurance, governance, legal services and compliance for the Group. He was legal and commercial adviser to the CEO, senior executives and the Board and a Director of all operating subsidiaries in the Group. Since leaving that role he has focused on board roles, private business interests, assisting with Skillsbank, and social enterprises and NFP's.

JOAN PHILLIPS

Director
Victorian Environmental Assessment
Council

Joan is currently Director of the Victorian Environmental Assessment Council (VEAC), a statutory body in the Victorian government environment portfolio. VEAC provides advice to the government on the protection and management of the environment and natural resources of public land. Joan has a background in marine biology and worked for several years in the Natural History Museum in Melbourne, before moving to the environmental policy area, first in the Premier's Department, and then in various positions in the environment department. Working in the marine conservation area for more than a decade, both in Victoria and, for several years, with the Great Barrier Reef, Joan has a particular interest in the nature of environmental disputes how they influence public policy.

SYLWIA PICHEL

Manager, Engagement and Planning
Department of Human Services

Arriving in Australia in 1987 from Poland, Sylwia undertook undergraduate and postgraduate studies, the latest of which was a Master of Public Administration, at the Australia and New Zealand School of Government.

For Sylwia, making a difference is about systemic change in terms of delivering better public policy for the common good. This has led her to a number of roles, mostly in public sectors in Adelaide, Melbourne, Sydney and Canberra, and in Wellington, New Zealand.



BRUCE PICKTHALL

Senior Station Officer
Metropolitan Fire Brigade

Through his MFB fire fighting career Bruce has already enjoyed over 23 years of rewarding service to the community; for many, in their greatest time of need. Happily, there are plenty of years of service ahead. Bruce has seen his MFB career change direction following a secondment in 2009 to Victoria's Department of Premier and Cabinet. Moving away from full-time emergency response, he now works behind the scenes in the State's Emergency Management strategic planning and policy environment. This is a challenging and changing environment, but an equally rewarding one.

With four children aged between 22 and seven years old; the youngest with his partner Melissa, life outside work is at times equally chaotic, and rarely predictable; just the way he likes it. Bruce looks forward to a lasting connection with LV where he expects new contribution opportunities to reveal themselves.

BARBARA POLAND

Director Cabinet Secretariat
Department of Premier and Cabinet

Barbara Poland is the Director Cabinet Secretariat, Department of Premier and Cabinet (DPC). In this role Barbara is custodian of the Cabinet processes, systems and records, and leads a team of 30 in the delivery of a range of decision support services for the Executive Government. This includes management of complex information flows, and delivery of a range of programs, visits, and ceremonies. Barbara is also responsible for overseeing the Government's legislation program and manages the Premier's ministerial correspondence services providing support to the Premier for his portfolio responsibilities in the Parliament. Barbara has a long standing career in the public sector and prior to joining DPC worked for the State Revenue Office where she spent 20 years in tax administration.

LORRAINE RODRIGUES

Disability Services – Home and Community
Care (HACC)
Glen Eira City Council

Lorraine's passionate interest is in the field of inclusive education. She wholeheartedly believes this is the best educational pathway for all learners, regardless of their disability, race, gender or ethnic backgrounds. This passion is driven by her personal experience as the parent of a young person with a disability. Currently pursuing a Masters in Education (Inclusive Education), Lorraine's goal is to improve the system of equity and access in the current educational environment. She is committed to providing students with disabilities with the opportunity to learn in the mainstream educational system, from primary schooling to university.



DAVID TEED

Managing Director
Australian Capital Strategies

David is a lawyer, private equity investor and business executive. He spent 20 years in North America where he led and managed a number of major corporate turnarounds before co-founding a private investment firm. He is an experienced CEO of several large public and private companies. In 2007, David returned to live in Australia and served as CEO of a large private-equity owned manufacturing business during its turnaround and sale. He is now Managing Partner of Australian Capital Strategies, a private investment company formed to invest in businesses requiring recapitalisation and restructuring. He is a member of the Association for Corporate Growth, the Turnaround Management Association and the Australian Institute of Company Directors.

Case Studies

A critical element of both LV's WCLP and EBLP is the completion of a team-based community project. Each participant in these programs joins a cross-disciplinary project team and contributes their time and their talent to the challenges of some of the finest not-for-profit organisations across the state.

For the organisations, it means pro bono access to a team of talented leaders from government, business and not-for-profit sectors all focused on the needs of the organisation.

For participants, a period of collaboration with leaders from diverse backgrounds delivers a deeper understanding of self and broadens leadership expertise.

Here we profile some of the projects undertaken by 2010 and 2011 participants.

Providing leadership to young people who have lost their way

Hoon drivers. Drug possession. Alcohol-fuelled violence. From all the media coverage it may be a surprise to find only 0.5 per cent of young Victorian men are in custody, and even this small percentage are not the hardened criminals they are portrayed to be. Most come from challenging home environments, and the majority want to change their behaviour.

The Department of Human Services (DHS) – which manages youth justice facilities – offers young offenders numeracy and literacy programs until the age of 15, at which time education switches to skills-based training in the form of TAFE courses.

Upon release, they are directed to the queue at Centrelink’s Job Network along with the rest of the nation’s unemployed. Sherilyn Hanson, Youth Services Area Manager at the YMCA and 2010 Experience Bank Leadership Program participant, described the situation as “hopeless”.

After nine years working in youth justice centres, Sherilyn was frustrated with the process of building a young person up, and listening to their hopes and dreams, only to watch them get recycled through the system.

YMCA Victoria had already achieved great success with the Bridge Project, a program developed by former General Manager Matt Feutrill (WCLP ‘05).

The Bridge was the vision of LV graduates of WCLP in 2005 who were motivated by learning about juvenile justice during their program. With their focus on creating a secure society, the graduates recognised they were in a position to create positive change for young people in trouble.

LV and its Alumni network play a crucial role in facilitating the collaboration of the not-for-profit, government and the business community, which provides the best outcomes for community problems. The Bridge Project and its latest program, ReBuild, is testament to the innovation and opportunities that can occur when business and community leaders merge their expertise with the resources and passion of those working on the ground in the not-for-profit sector. By linking people in positions of leadership with young people who have lost their way, real change can happen with a positive ripple effect throughout the young person’s family and community.

As Matt described, “Some people in our community don’t have the power and resources to make a difference themselves, like young people who have just got out of prison. But other people, people in positions of influence, can work together to overcome society’s problems outside of traditional government infrastructure.”

While the Bridge Project made headway matching young offenders with hard skills, such as apprenticeships with employers, Hanson saw the opportunity to tackle a bigger and more complex group: the kids who needed to learn “soft skills”, like good communication and punctuality, before they were ready to join the workforce.

But the YMCA only had limited funding; how could they support this brand new program? Hanson describes it as the “buzz” word at the time: social enterprise.

Rebuild Facility Services was implemented by the Bridge Project Council to diversify funding streams and set up the long-term sustainability of the project. It was also driven by the Bridge



Employment group led by John Woodland as a platform for offering more flexible employment opportunities for young people as well as providing a more accessible ways for the business community to support the Bridge Project.

The success of ReBuild lay in the thought leadership of the diverse leaders that provide governance of the project. These key members of the ReBuild leadership group, all LV Alumni, worked together effectively with a common leadership skill set to adapt and evolve the Bridge project into ReBuild and create something of enduring significance to the community.

ReBuild maintenance teams are made up of a few young men who have either been in – or barely dodged – custody. The teams offer quality trades work, at a competitive price, under the watchful eye of a qualified and experienced team leader.

Often, this team leader is the first positive role model the boys have ever known.

Ian Corlass has been a ReBuild site manager for six months and says although it’s challenging work, it’s also rewarding.

“I let them make their own mistakes,” he says.

“[One of the boys] bugged up the ceiling and I got him to do it again three times. He worked out by the end that it was easier to do it right the first time.”

Sherilyn Hanson has eagerly watched these relationships develop. She says the boys’ success relies heavily on this bond, because life is a “merry-go-round” for the boys if they don’t have the right influence to change it.

“They can see with the site manager that he didn’t finish school and he’s successful. It gives them hope.”

There is an assumption amongst the public that these young men are apathetic about their future. One meeting quickly changes this opinion. Hanson says that all of the boys who come through the YMCA are thankful for the opportunity to turn their life around.

With the sort of affection usually reserved for speaking of one’s own children, she warmly recalls a young man who came to her after detention:

“He said ‘I’m happy, even though I’m earning a lot less money, because I don’t have to worry that I’m in trouble every time there’s a knock at the door.’”

Another boy, Matt, now 18, was charged with assault last year. He avoided time in custody thanks to the advocacy of ReBuild, and is committed to staying out of trouble. He’s saving money, has cut ties with former “mates” and has moved back into the family home.

“Yeah, the family’s rapt – I built a kitchen for Mum! It was weird going home but they all missed me,” he said.

The DHS’ Director of Youth Justice Services, Ian Lanyon, admits that after 26 years in policing he certainly once subscribed to the “young thugs” theory.

“Not until I came into this environment did I realise these kids have been behind the eight ball from the day they were born.”

He said some of them were fourth-generation offenders who had never watched someone get up and go to work every day.



Indigenous Australians inspire leadership

Still, he is hopeful that if they manage to place a young man in work, with a sense of value in their life, they will resist peer pressure and divorce themselves geographically and mentally from negative influences.

There is plenty of evidence of this throughout the ReBuild program. Mark, 19, is back in the program, and back on track, after a recent rough patch. He says, "My parents are rapt I have a job; they're happy I'm back making money. And I'm happy too."

He now hopes to become a qualified builder and have his own business one day.

But this can only work if the community is willing to give young people a second chance. Sherilyn Hanson says employers have been shocked with the effect her young men have had on their workplaces.

"They say 'we thought we were doing this for the young person...'

'We had no idea the impact it would have on our staff: how much they've grown, their empathy and leadership skills.'"

This sentiment is echoed by Corlass, the ReBuild site manager, who had no previous dealings with juvenile justice. According to him, the boys laugh and joke the same as any building site he's worked on: "They're nothing like what you see in the newspaper."

Sherilyn Hanson says the most important thing we can do is break down misconceptions and build trust.

Lanyon agrees. "At the end of the day they're just kids. They might be naughty kids, but they're just kids."

LV and its Alumni network play a crucial role in facilitating the collaboration of the not-for-profit, government and the business community, which provides the best outcomes for community problems. The Bridge Project and its latest program, ReBuild, is testament to the innovation and opportunities that can occur when business and community leaders merge their expertise with the resources and passion of those working on the ground in the not-for-profit sector.

Each year LV's WCLP participants board a bus to Shepparton on a field trip dedicated to creating awareness and understanding of leadership issues arising in a regional context.

The indigenous component of the trip, once a two-hour session, this year extended to a full day program 'Towards Understanding'. The session, rich with indigenous activities and guest speeches, is facilitated largely by the Yorta Yorta people, the traditional owners of a stretch of territory located in Murray-Goulburn region.

"As an organisation, we see the importance of exploring indigenous issues with the next generation of leaders from across sectors and have endeavored to reflect that in the extension of this portion of our WCLP program."

Jerril Rechter, Executive Director, Leadership Victoria

This sentiment is supported by the General Manager of Programs Rosemary White. She felt that allocating two hours to indigenous issues trivialised its significance; it was a priority to dedicate more time and resources in order to create a more meaningful engagement for participants.

"Connections with the local Yorta Yorta community have helped us do that," she said.

The Shepparton field trip also gives participants access to leadership issues beyond their own sector, an experience highly sort after by emerging leaders.

Joanne Lonergan, a partner at Ernst & Young and WCLP 2011 participant, said she looked forward to focusing on issues she did

not think about in her day-to-day world. The result was a new understanding that became the sole focus of the day.

"I hadn't appreciated that there were different aboriginal countries with different customs and beliefs," she said.

"At the heart of the aboriginal people is 'country' and without it they have nothing. So, having lost their country, they have a sense of nothing. I now get that."

Joanne Lonergan, Partner, Ernst & Young

The role play dispossession activity certainly affected LV participants and its powerful impact echoed throughout the group. Each participant was assigned a role: an elder, a mother, an activist, a policy maker. The group then played out the course of history: early settlement, the missions and the late 1960s shift in aboriginal activism. The experience was quite different from learning about significant events from a book with participants left feeling marginalised and isolated as their child was removed and sent to a mission.

"[It] was incredibly powerful. It highlighted my lack of understanding of history [and] re-framed my perspective on why indigenous issues are so complex."

Guy Mendelson, State Manager for Small Business Banking - Vic & Tas, ANZ

The session gives participants the chance to engage with community-level leaders. Guy is the ANZ State Manager for Small Business Banking - Vic & Tas. In his very successful career he has

worked with numerous leaders, heard presentations, attended workshops, and read autobiographies by many more.

He was inspired by the session's guest speakers, Yorta Yorta leaders Jackie Walker and Lee Joachim.

"[Jackie and Lee] are two of the best leaders I have been exposed to all year. Their passion and single-minded focus was inspiring."
"[I learnt that] grass root leaders can be the most impactful."

Guy Mendelson, State Manager for Small Business Banking - Vic & Tas, ANZ

At the day's end, over dinner, the group heard from guest speaker Stephen Iles, CEO of the Kaiela Institute. Previously the Deputy Director of Cape York Institute, he has extensive experience consulting and developing policy on welfare, employment and indigenous issues. But he hasn't always been part of this sector; Stephen's former work life was in corporate finance working for Westpac in Corporate, Institutional and Retail divisions.

His presentation allowed WCLP participants to gain insights into the challenges of his current role, the transition from the corporate world to the not-for-profit sector - and being a non-indigenous person while working in this space.

"My overarching reflection is how courageous Stephen has been to leave a comfortable life to make a change... Stephen challenged my thinking about how to address the issue by providing an insight into the importance of participation."

Guy Mendelson, State Manager for Small Business Banking - Vic & Tas, ANZ

The location of the session also heightened its impact. Set in the Barmah National Park, it evoked a sense of "country" that cannot be recreated in a Melbourne boardroom.

"Surrounded by the beautiful river red gum forest, a uniquely Australian landscape, it was the perfect place to reflect upon the disruption of a functioning society."

Jonathan Darby, Assistant Director, Protocol & Special Events, Department of Premier & Cabinet

But what happens once the group's members return to their city lives?

Jerril Rechter is optimistic that the day's lessons will extend to participant's work, personal and social lives. Some of the group's key findings included: the importance of learning from the past before moving into the future and the necessity that leaders consider all stakeholders when making decisions. They also discovered the importance cultural leaders have in community identity and the challenges these leaders face.

Living in a multicultural society, these issues will be reflected by participant's own communities, but the thinking has begun and will develop, sparked by the Yorta Yorta's insights.

For the Yorta Yorta, the LV Alumni continue to grow. They will continue to leave Shepparton with better knowledge of Australian history, a clearer understanding of indigenous issues, and an invigorated engagement with our traditional land owners. They will also tell their own stories, and share their own experiences

with a limitless network of emerging leaders in a variety of sectors. The impact will be immeasurable.

What is measurable is the work LV is already doing in the indigenous community. The Shepparton trip proved to be a 'call to action' for some former participants who are now actively engaging in indigenous issues. Vinita Godinho was a WCLP participant in 2008, the same year she was seconded to Reconciliation Australia, as Program Director for the Indigenous Financial Services Network. This year she is undertaking her PhD, researching the topic: "Understanding of Money in Indigenous Australia, and Implications for the Design of Culturally Appropriate Banking Product". There is no doubt her work will positively impact the Indigenous community.

Finally, within LV, Program Manager, Projects Sunita Varlamos is currently working in partnership with the University of Melbourne and the Kaiela Institute to develop an initiative that matches Alumni with emerging leaders in the indigenous community. This will allow Alumni to reciprocate the efforts made by the Yorta Yorta. They will share their professional skills and leadership lessons in a mentoring relationship that can only be beneficial to both parties.

My overarching reflection is how courageous Stephen has been to leave a comfortable life to make a change... Stephen challenged my thinking about how to address the issue by providing an insight into the importance of participation.

Scarf – bringing social enterprise to life

In 2011 eight not-for-profit organisations were invited to pitch projects to the WCLP participants – with participants nominating the projects they would prefer to work on. It’s an opportunity for the community groups to gain expertise they may otherwise have trouble accessing and to apply it to a practical area of need. WCLP participants gain an invaluable insight by applying the leadership skills they learn throughout the year in a fresh setting, by working with a community organisation.

When Hannah Colman and Jess Moran presented their social enterprise – Scarf – they weren’t sure anyone would be interested.

“We thought we did so badly!” Hannah says.

In reality, lots of the WCLP participants were inspired by the women’s enthusiasm and creative approach.

Scarf is a unique venture, designed to train disadvantaged youth – many of them refugees – in the hospitality industry. Such young people are often locked out the job market because they lack the skills, experience, and above all contacts to find employment.

Scarf trains people to work as floor and kitchen staff. They conduct training sessions over a ten week period, but they also give their trainees experience by “borrowing” real, functioning restaurants on the night they are usually closed (generally a Monday) and serving dinner for paying guests. They are paired with industry professionals as mentors, who help train the young people and provide a vital network of contacts in the industry.

The Monday night dinners have been a huge success, but as Scarf is a social enterprise, not a charity, Hannah and Jess are hoping to improve the sustainability of the organisation by acquiring a stand alone location such as a food store or commercial kitchen.

That’s where this year’s WCLP group comes in. They are looking at options for Scarf to become a sustainable venture – not reliant on donations or other people’s generosity. With group members from a diverse range of sectors and experiences – finance, law, engineering, Government and not-for-profit backgrounds, the ideas and initiatives have been hugely varied.

The WCLP group initially identified seven options for generating revenue – these were whittled down to four viable options: a cookery school; corporate catering; specialty events; and a food store which could create specialty meals from a fixed kitchen.

Whilst the final decision will rest with Hannah and Jess, the depth of options provided will ensure Scarf has expert input into this critical next step in its evolution.

It’s important Scarf continues to run their programs for the sake of people like Sam Randhawa.

Sam is a political refugee from India. After arriving in Australia just a couple of years ago, he applied for many jobs without success. He lacked any transferable work experience, and knew almost no-one in the country. Employers were not willing to take a risk on such an unknown.

Sam was referred to Scarf by staff members from the Asylum Seeker’s Resource Centre. By the final week of the program, he was offered a job at a catering company as a kitchen hand. In less than a year since then, he has been promoted to work in the bakery of the company, and his wife is now training with Scarf. Sam credits Scarf with changing his life.

The work of the WCLP project group will ensure has a sustainable future long into the future.

LEADERSHIP VICTORIA



Asylum seekers find sustainable solutions

When the 2010 EBLP participants were presented with options for the project portion of their program, Sylwia Pichel's (EBLP '10) decision to join the Asylum Seeker Resource Centre (ASRC) project was an easy one.

"It was a very active choice on my part. I came to Australia over 20 years ago, and while I did not have all the problems of refugees today, I can identify with the challenges people face," she said.

Melbourne's ASRC works on the frontline of assisting asylum seekers, who often lack access to income and support services, and number amongst the most vulnerable in our community.

The ASRC's programs range from English classes, legal help and professional counseling services, to serving hot meals to asylum seekers every week day. The vast majority of the ASRC's funding is sourced directly from the community and philanthropy.

When ASRC management recognised a need to consolidate and expand the ASRC's income base, an opportunity arose for LV to help with improving their individual giving program. It was a project that had the potential to be highly beneficial for the future of the ASRC's work, but for which the ASRC lacked the time and resources to address internally.

Sylwia, along with fellow EBLP participants Cath Duane, David Nowell, Toni Clarke and Nial Finegan, were happy to help. Together the group worked on strategies to better support the financial sustainability of the ASRC, focusing specifically on

regular giving. They looked for examples of best practice world-wide, then tailored solutions to suit the ASRC's unique work. Key suggestions involved promoting workplace and pledge giving, and implementing retention and upgrading programs for individual donors.

ASRC Community Engagement Team Leader Jana Favero was the main point of contact for the 2010 EBLP group, and she spoke highly of them as individuals and of the project outcomes.

"They were empathetic, enthusiastic and passionate. They were so dedicated, they really got the ASRC," she said.

Some of the group's suggestions had been taken up immediately, whilst others will be implemented over the next couple of years.

"The level and the quality of the work was great," Jana said.

Sylwia described her involvement with the project as a "wonderful" and "humbling" experience. She applied for the EBLP hoping to discover how she could contribute her skills to the broader community, and she was pleased with the group's final report.

Sylwia said that while it was at times challenging to arrange meetings in a group of very busy people, she enjoyed collaborating with other leaders from a wide range of backgrounds.

"It reminded me that my view is not the only one. Collaboration may take longer, but the benefits outweigh the time spent," she said.



Our Speakers

Alumni Guest Speakers

DOMINIC ARCARO (WCLP '08)
General Manager -
Urban Revitalisation VicUrban

PAUL BIRD (WCLP '06)
State Director
Victoria Mission Australia

JEREMY BLACKSHAW (WCLP '00)
Partner
Minter Ellison

LISA BOWMAN (WCLP '07)
Director
PLUM Communication

SEAMUS BRADLEY (WCLP '08)
Associate Editor, The Sunday Age

SAM BUTCHER (WCLP '06)
Director
Drascombe

LYNNE CAZALY (WCLP '02)
Director
Cazaly Communications

GEOFF COSGRFF (WCLP '90)
Executive Coaching and Mentoring
Infocos

RICHARD DENT (WCLP '04)
Chief Executive Officer
E W Tipping Foundation

JAMES DUNN (WCLP '98)
Dunn Media Pty Ltd

PETER FITZGERALD (WCLP '91)
Director
Executive Empowerment

JAMES GARRIOCK (WCLP '09)
Chief Executive Officer
Insync Surveys Pty Ltd

ANDREA GODDARD (WCLP '10)
General Manager
Development Clontarf Foundation

TIM GREENALL (WCLP '02)
Special Council
Madgwicks

ANNE HARTICAN (EBLP '10)
Director
Bespoke Results

PAUL HIGGINS (WCLP '97)
Director
Emergent Futures

NICOLE HIGHET (WCLP '10)
Deputy CEO
Beyond Blue

LUKE HOCKLEY (WCLP '07)
Director
Midnightsky

WADE KEENAN (WCLP '09)
Managing Partner
Core Inflection Pty Ltd

HELEN KENNEDY (WCLP '98)
Manager Victorian Aboriginal
Health Services Co-operative
Family Counselling Service

CHRIS KOTUR (WCLP '94)
Consultant

HON JOHN LENDERS (WCLP '97)
Member for Southern
Metropolitan; Leader of the
Labor Party (Legislative Council);
Leader of the Opposition
(Legislative Council); Shadow
Minister for Agriculture and
Food Security; Shadow Minister
for Water; Shadow Minister for
Resources & Shadow Minister for
Commonwealth State Relations

WENDY LUNDGAARD (WCLP '03)
Director
Win-Win Workplace Strategies

MARION MACLEOD (WCLP '96)
Managing Director
Core Management Solutions

PROF HARRY MAJEWSKI (EBLP '08)
Chief Executive Officer
Inner East Community
Health Service

STEVEN PERSSON (WCLP '97)
Chief Executive Officer
Big Issue Australia & Melbourne
Homeless World Cup

MATT PFAHLERT (WCLP '02)
Consultant
Mach II Consulting

KATRINA REYNEN (WCLP '04)
Director
Global Education Cisco Systems

MARIA ROBBINS (WCLP '02)
Director
Robbins Group Pty Ltd

TONYA ROBERTS (WCLP '03)

ANGELA RUTTER (WCLP '09)
Manager
The Climate Project Australian
Conservation Foundation

DARREN SCAMMELL (WCLP '03)
Partner
KPMG

PROF PETER SHELDRAKE (HON FELLOW)
Adjunct Professor Graduate
School of Business and Law
RMIT University

DAVID TEED (EBLP '10)
Managing Partner
Australian Capital Strategies

PROF HELENA TEEDE (WCLP '08)
Head of Diabetes- Southern Health
Monash Medical Centre

GENEVIEVE TIMMONS (WCLP '90)
Philanthropic Executive Portland
House Foundation

JANICE VAN REYK (WCLP '95)
Non Executive Director
City Wide

MATT VINCENT (WCLP '06)
Director, Client Services
Environment Protection Authority

DAVID WALDREN (WCLP '94)
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Developments Grocon

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Sustainability and Community
Relations
BHP Billiton Limited

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Australian Information Industry
Association, Victoria

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Director
Design and Urban Environment
City of Melbourne

PHILLIP ADAMS

Artistic Director
BalletLab

PROF IAN ANDERSON

Director
Murrup Barak, Melbourne
Institute for Indigenous
Development

STUART ANSTEE

Principal Advisor
Ecosystem Services
Rio Tinto

ASS PROF JOHN ARMSTRONG

Philosopher in Residence at
the Melbourne Business School
and Senior Adviser to the
Vice-Chancellor of Melbourne
University Melbourne University

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Commissioner
Commissioner For Environmental
Sustainability

SU BAKER

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VCAM

MARCUS BARBER

Director
Looking Up Feeling Good Pty Ltd

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Director & CEO
Footscray Community Arts Centre

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Runway Digital

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Legal Adviser
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Shepparton English Language
Centre (SELC)

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Manager Shepparton Ethnic
Council Councillor
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LEO HOUILHAN

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Kaiela Institute

TIM JACOBS

Executive Director
Melbourne Festival

TIM KANOA

State Coordinator Victorian
Indigenous Youth Advisory
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KON KARAPANAGIOTIDIS

Chief Executive Officer
Asylum Seeker Resource Centre

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Hanover Welfare Services

JIM KILLEEN

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MYRA KITCHENMAN

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Hub World - Oceania Strategist

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Victoria Police

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Consultant
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Senior Project Manager
Yorta Yorta Nation Aboriginal
Corporation

ALISTAIR WEBSTER WOOR-DUNGIN

Project Manager
Koorie Heritage Trust

KELSEY WILSON

Programs Coordinator or Manager
Ecumenical Migration Centre,
Brotherhood of St Laurence

LV SkillsBank & Projects supporting Community & Government organisations

IN 2011, THE FOLLOWING COMMUNITY AND GOVERNMENT ORGANISATIONS RECEIVED SUPPORT FROM CURRENT PARTICIPANTS AND LV ALUMNI THROUGH LV PROJECTS.

Adult Community Education Victoria
Adult Multicultural Services
Africa Link
African Think Tank
Anti Racism Action Band (ARAB)
Architects Institute of Australia
Asista mentoring
Australia Post
Australian Multicultural services
Balibo Trust
Berry Street
Beyond Blue
Big Brother Big Sister
Big Issue
Bush Heritage
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City of Melbourne
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Department of Primary Industries
Disability Discrimination Legal Service
Disability Professionals Victoria
Down Syndrome Vic
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Hobson's Bay City Council
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Impact Support Services
Indigenous Leaders Network of Victoria
Inner East Community Health Service
Keep Australia Beautiful
Kevin Heinze Garden Centre
Limbs 4 Life
Link Transport
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Maribyrnong Early Learning Centre
Melbourne Cabaret Festival
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Menzies Inc
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Moonee Valley Legal Service
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New Traditions Foundation
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Northern Support Services
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Spiritual Care Australia
Standing Tall
Strange Fruit
Sub Station
Supporting and empowering women
Sustainability Victoria
Taskforce Community Agency

The Cerebral Palsy Support Network
Tomorrows Leaders for Sustainability
Travellers Aid Australia
United Housing
Uniting Care Moreland Hall
Uniting Housing Association
Upper Yarra Social Service Committee
Urban Camp Melbourne
Urban Seed
Vic Deaf
Vic Seed Potato Authority
Vic Youth Mentoring Alliance
Victoria Walks
Victorian Council of Social Services
Victorian Local Government Authority
Victorian Seed Potato Authority
Victorian Women's Housing Association
Water Stewardship Australia
Western Region Health Centre
Westside Circus
William Ruthven Secondary College
Windana Drug and Alcohol Recovery
Wingate Avenue Community Service
Wodonga Council Youth Services
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Women's Domestic Violence
Women's Health Victoria
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YMCA Victoria
Youth Support and Advocacy Service
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Principal, John Allen & Associates



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Chair, Victorian Competition and Efficiency Commission



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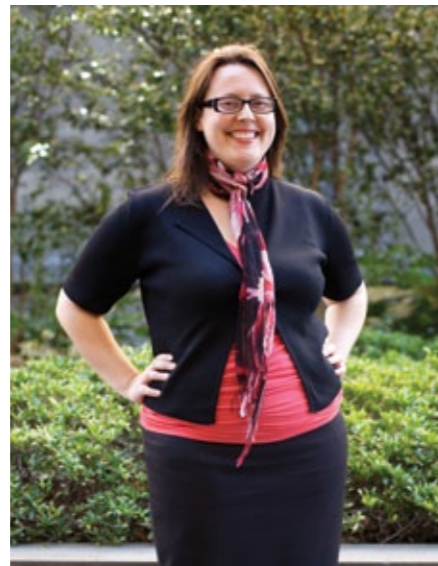
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ROSEMARY WHITE

This year we farewelled

Belinda Collins
David Spark
Jerril Rechter

Not Pictured

Tom Cho

Thank You

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