

AUSTRALIAN
**FUTURE
COTTON
LEADERS**
PROGRAM

Evaluation Report

2010



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Background

The second Australian Future Cotton Leaders Program was held between June 2009 and August 2010, with formal program completion just after the 2010 Australian Cotton Conference. The program was hosted by Cotton Australia in partnership with the Cotton Research and Development Corporation and included 10 participants from across the Australian cotton industry supply chain. The program was facilitated by RuralScope Pty Limited.

Purpose

The purpose of this report is to provide an evaluative overview and report of the second Australian Future Cotton Leaders Program.

Project Goals

The key goals of this program were to:

- Identify and develop the skills of the next generation of cotton industry leaders and increase their participation in the industry now, and
- Provide mentoring to guide and support these young people

Project Deliverables / Outputs

The key outputs of this program are:

1. Facilitation of the Australian Future Cotton Leaders Program 2
2. Identification of young people from across the Australian cotton industry who are interested in taking up industry leadership roles / positions

In addition to these outputs, in the scoping stage of this project, the need for integrated industry involvement was identified to ensure a pathway of opportunities and ongoing dialogue between emerging and established leaders was achieved.

About the Project Consultant

RuralScope Pty Limited - a leading management firm providing communication and people development services to Australia's agricultural and rural sectors.

Jo Eady from RuralScope Pty Limited facilitated this second Australian Future Cotton Leaders Program.

Jo was the lead facilitator for this program. She has a rural background having been born and raised on a dairy farm in Victoria. She manages her management firm, RuralScope from Foster in South Gippsland, Victoria.

Qualifications

Master of Education, Graduate Diploma in Education, Diploma in Teaching and Diploma in Professional Counselling (Current)

Jo is also a graduate of the Australian Institute of Executive Coaching and the Institute of Women's Leadership USA – California.

Overview

Over the past 12 years Jo Eady has established and built a successful management firm in a competitive consulting environment focusing on providing people development services to Australia's agricultural and rural sectors. Her vision and passion is to influence positive leadership change across rural Australia and all projects she works on or initiatives she develops contribute to achieving this. Jo has extensive experience in the design, development and facilitation of leadership development and leadership mentoring programs. Her experience extends to the corporate and agricultural and rural sectors and industries. Jo is recognised for her pioneering work in the leadership mentoring field in Australia and has successfully coordinated over 300 matchings and approx 34 leadership mentoring programs, including the Executive Leadership Program with 3 major pastoral / agricultural companies and the Peer Mentoring Program with the Australian Rural Leadership Foundation.

Jo's key areas of demonstrated competence are:

- Project leadership and management
- Mentoring and coaching
- Leadership mentoring program design, development, tools and materials
- Leadership and communication
- Working with industry
- Personal Development

In addition, Jo has also completed projects for and has a current client list extending across the commercial and commonwealth, state and local government sectors.

Summary of Program

The Australian Future Cotton Leaders program was conducted between June 2009 and September 2010. The project framework was managed by Cotton Australia. The program involved three key stages over 14 months:

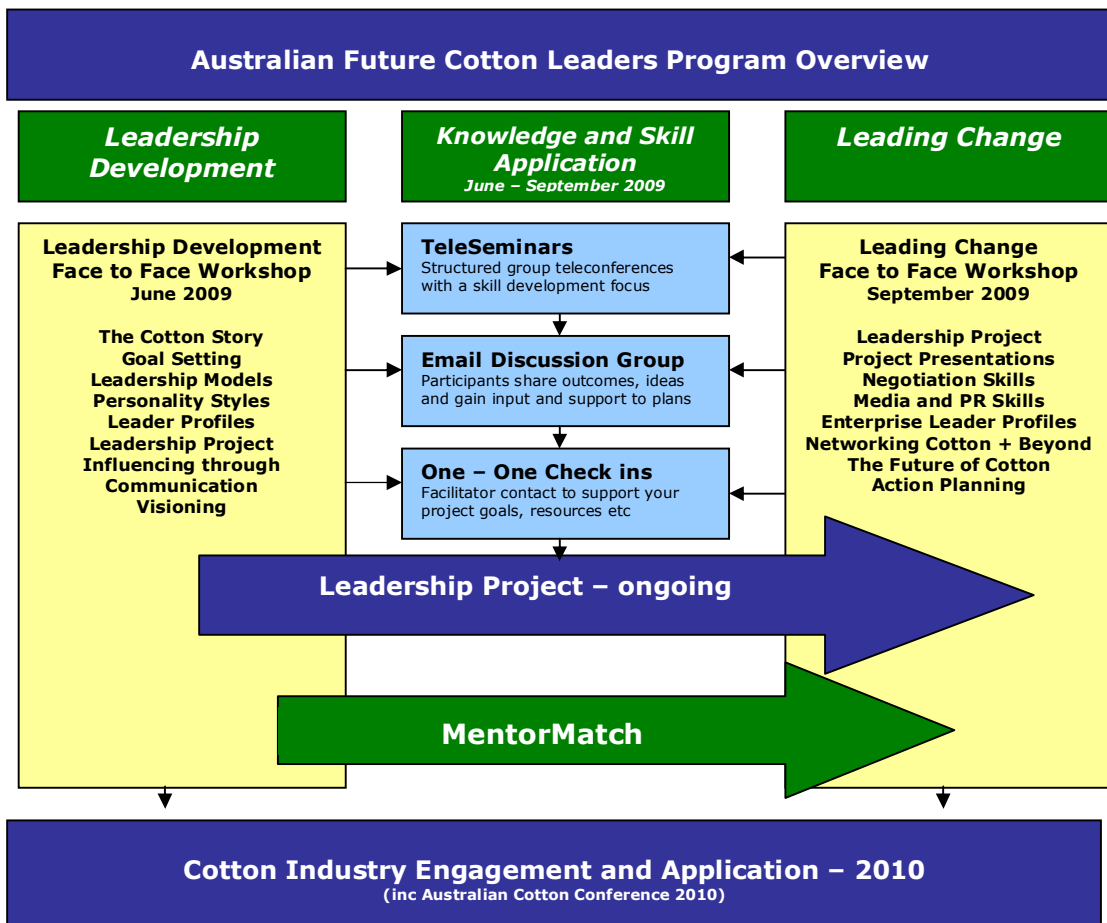
Stage 1 – Leadership development

Stage 2 – Individual skill development

Stage 3 – Leading change

Program Overview

An overview of the Australian Future Cotton Leaders program is outlined below. This customised program is the result of an industry briefing regarding the issues and requirements regarding human capacity building in the current Australian cotton industry. A key focus of this program was participant's knowledge and skill application via their individual leadership project in the industry. This real time, real industry leadership project is what stands this program apart from other content based leadership programs currently in the market place.



Overview of Program Elements

A comprehensive suite of elements make up the Australian Future Cotton Leaders Program. This is based on the initial brief provided by industry in terms of the ultimate industry goals of this program. We align these elements to the leadership maturity continuum and ensure participants are introduced to them at the most appropriate stages of the program.

All elements place demand and accountability on participants in and outside of the face to face workshops as we are encouraging participants to become leaders and to operate in this way throughout the program. For development, it is essential that they actually do this in their industry context. This way we can ensure there is a higher chance they will continue to contribute to their own and hence their business and industry development post this program. In addition, some of the elements require limited funding, so hence greater value is achieved for the cotton industry from the program budget. An overview of the elements is as follows:

Element	Description
1. Individual Leadership Project (6+ months)	Determined prior to program commencement through application to participate and phone session with facilitator this project operated as the key goal for the participant. Each participant had a different project. Knowledge and skills developed through the program were immediately applied to the participant's project. Each project had its own timeframe and if required ran after the formal completion of this program.
2. Leadership Development Face to Face Workshop (2 days) Goondiwindi	Leadership development and learning focus. Knowledge and skill development focus with application occurring in a supportive environment. Topics included; visioning, goal setting, action planning, communication skills, leadership models, making positive impressions, personality styles and the cotton story etc.
3. TeleSeminars	Participants dialled in to four topic related teleconferences and at the same time gained feedback to issues / ideas as they progressed their projects. Topics focussed on goal setting and planning.
4. One on one phone check ins (monthly = 4 times)	Four one on one phone check ins were held between participants and the facilitator throughout the program. Focus was on providing one on one leadership tuition and constructive feedback and if

per program)	required contacts, networks and motivation.
5. Structured email groups (Ongoing)	An online discussion forum where all participants sent messages to share where they were at with their project and in particular industry application of knowledge and skills was established and used on a weekly basis throughout the program.
6. MentorMatch activity (2+ months)	Based on individual project goals, participants were linked up with a “mentor” and completed a short term structured activity via phone, email and or face to face if they lived close to their mentor. Mentors came from the cotton industry and beyond and are established leaders in their field. A structured matching process was undertaken based on the leadership goals / project of the participant. This provided great focus to this partnership between established and emerging leader.
7. Leading Change Face to ace Workshop (2 days) Narrabri	Leading Change focus. Knowledge and skill development focus with application occurring in a supportive environment. Topics included; public speaking (forming and communicating a view), review and presentation of project outcomes, giving feedback, negotiation skills, media and PR skills, problem solving with industry leaders, networking and conflict resolution skills etc
8. Face to Face Forum at the Australian Cotton Conference	A dinner was held at the Australian Cotton Conference and all current and past participants were invited to attend. Approx 16 attended along with some key industry leaders. Participants also attended the Australian Cotton Industry Conference and associated activities.
9. Industry Application (8+ months)	A key component of this program was the development and implementation by individuals of their project goals and plans. At all stages participants developed and then implemented action plans to ensure transference of knowledge and skills to the real life industry context.

Benefits to Industry

A summary of benefits to industry is as follows:

- A cohort of identified emerging leaders with leadership aptitude available for industry leadership opportunities
- A cohort of emerging leaders with increased knowledge and understanding of how the Australian cotton industry operates and where they can assist / contribute to industry development.
- A network of emerging leaders supporting each other to inject and integrate fresh ideas, motivation and support for new ideas at an industry level.
- A skilled group of individuals for industry stakeholders to consider for industry positions such as committees etc
- Ten integrated industry leadership projects implemented and reaching different areas, people of the industry for benefit at limited industry investment.
- New initiatives via leadership projects being established and implemented for benefit of the industry at different levels, eg individual, enterprise, community, whole of industry etc.
- Recognition of industry leadership development for the Australian cotton industry
- A structured human capacity building program committed to building future leaders
- A leadership succession strategy for the Australian cotton industry developed and in place and achieving results for the future of the industry today
- Recognition of the Cotton Australia and Cotton Research and Development Corporation's brand as the initiator / funder / partner of the Australian Future Cotton Leaders Program

Summary of Results

Evaluations were completed at the conclusion of the two face to face events. The results of these are included in the Appendix of this report. A summary of key results is as follows:

Expectations

Activity	Expectations Measure		
	Expectations not met	Expectations met	Expectations exceeded
Face to Face 1 (Goondiwindi)	0	4	6
Face to Face 2 (Narrabri)	0	5	4

Goondiwindi

- Enjoyed the forum immensely. Great networking opportunity and enjoyed MBTI personality types and influencing through communication
- Great few days very enjoyable and got a lot out of it.
- Pretty laid back, good vibe – not content theory heavy. Looking forward to process going forward.
- Good
- It made me realise different paths that can be taken to achieve individual and industry goals.
- Loved it! I shall milk it for all its worth.
- Very good. Informative and developed me personally – nice and casual.
- Very positive and interactive – hands on.
- Very positive and a really good start to what looks like it will be a great program.
- Well structured, well organised and well intended.

Narrabri

- Really good – it's all about the people.
- Good, beneficial. A good step up from Goondiwindi
- Great course – very insightful. And I also gained a great deal of knowledge.
- Very good. Got a lot out of it.
- Good, great range of tools / tips. Good networking opportunity.

- Gained useful tips on public speaking and media. Also enjoyed higher development of MBTI.
- Excellent investment of stakeholder's money.

Program Content

Key sessions rated as very to extremely valuable at the face to face forums (in order of degree of value) are as follows;

Goondiwindi	Narrabri
Introduction to MBTI Personality Type and Communication Styles	Leadership Tools in Action 2
A Leadership Journey in Action – Mike Logan	Leadership Tools in Action 1
Leadership Projects	Leading Change Through Effective Communication
What is Leadership? What do leaders Look Like? Cotton Industry Today – Sector Perspectives	Models for Leading Change
Speaking off the Cuff	
Leadership Projects – Presentations to Industry	

Logistics and Facilitation

Participants were asked to comment on the logistics and facilitation throughout the program.

A summary of feedback is as follows;

Goondiwindi

Logistics	Facilitation
Logistics very easy – I live in Goondiwindi	Jo – great thanks
The program was organised and run very well. Location was good and facilities were handy for tasks undertaken.	GOOD GOOD GOOD. Great that facilitator has knowledge of the cotton industry but is not from within the industry.
Thursday – big late night Good accommodation – breakfast a little small	Well organised with great facilitator
Very good, no problems at all.	Very well organised and a welcoming positive environment created

Good – need non – hot options for breakfast Worked fine	Jo was very good at pushing us (but never too far that I felt uncomfortable)
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Narrabri

Logistics	Facilitation
Logistics – too easy	Facilitation – clear, at ease, well structured. Good job.
Motel – great location, clean and comfortable. -	Facilitation – well done Jo
Logistics – accommodation close to CRDC – across the road!!	Really enjoyed face to face.
Good – all nice and close – very convenient locations	CSD – could have been targeted more at leadership development rather than organisational structure
Good accommodation and facilities. All very well done	Course run very well and good interaction from industry people.
Good and happy with travel.	Jo's style of sitting back and letting people lead is excellent
Think venues were very appropriate	

Content Highlights / Additions etc

Participants were asked to comment on what they liked best / least and what they would like to see more of / less of in the program. A summary is as follows;

Goondiwindi

- Great to look at business leadership example not from cotton industry.
- I really liked the depth of Myers Briggs test and time to look over it in our own time.
- I would have liked one or two more opportunities to do a little bit of individual work.
- It is great that in 3 days the group has already bonded.
- More public speaking
- A great forward thinking initiative by the cotton industry.

-
- Liked best – interaction with other members of the industry and gaining experience from being around other members of the industry.
 - Liked least – Speaking off the cuff.

Narrabri

- I hope this course can continue for the development of more future leaders for the industry.
- Great course for young people in general and I hope it continues into the future.
- Also did well to spread leadership opportunities around and keep people in check
- Workshops – great for personal development, public speaking skills, sharing knowledge and receiving feedback.
- Industry representatives very positive and proactive.
- Introduce a holistic approach to leadership ie diet, exercise, work / life balance, emotional development outside industry area
- Booklet that outlines tools presented in the workshops and avenues to extend professional development in leadership and industry.

Key Learnings / Recommendations

A summary of key learnings and recommendations from the experience of facilitating the second Australian Future Cotton Leaders Program is as follows:

Key Learnings

1. One on One Sessions

Again the one on one sessions (coaching) between participants and facilitator have been greatly valued by participants. This supports the inclusion of this element in the program and also indicates that the change process undertaken by each participant can be supported and challenged best on a one on one basis. To support effective development of a project concept so that it can be bedded down at Face to Face 1, it is suggested that a one on one session be held just prior to the first face to face. This would see this element of the program extended from 4 to 5 sessions.

2. MentorMatch

During this program, a Fireside Chat , as part of the MentorMatch element, was introduced. This saw participants work with one of the following models;

Model	Purpose	No of Sessions	Length of Sessions	No of Mentors
Traditional	Support participant with Integrated Industry Leadership Project	4	Minimum of 30 mins per session	1
Fireside Chat	Gain input to leadership ideas / pathways	1	45 mins	Up to 3

The Fireside Chats were successful in providing once off information and input which resulted in participants then forming their own actions. Feedback from mentors indicates that Fireside Chats are much 'cleaner' and easier to manage as they do not require the same level of commitment or 'front up' for 4 sessions. On the flipside, other mentors suggest that the mentor does not achieve the same level of satisfaction as they would if they worked with a

mentee over an 8 – 10 week period. From a management perspective and given the leadership level of this program, it is suggested that exposing participants to a number of recognised leaders via a Fireside Chat is more favourable than linking a participant with one mentor over an 8 – 10 week period. The leadership facilitator would support the participant (as is done now) to establish and implement their Integrated Industry Leadership Project. It is also known that the pool of mentors could be easily expanded to support the Fireside Chat component. It would also more readily allow for Cotton Australia and the Cotton Research and Development Corporation to identify and nominate and / or recruit established leaders for this purpose.

3. Integrated Industry Leadership Projects

The Integrated Industry Leadership Projects remain a really important element of the program. They provide a platform for participants to practise and apply their leadership knowledge and skills. They also provide the opportunity of real life application resulting in benefits to participants, the industry and in addition the profile of the program as well. It is heartening to see how well the industry embraces the projects by providing resources, contacts, funding etc. It is noted that changes to these projects will see enhanced accountability and outcomes. The main suggestions for change are;

- Project to start and finish within the timeframe of the program
- Project to have clear goal/s and key targets and or indicators
- Project commitment to be signed off by participants

We have continued to see support and opportunities come to participants through their projects. The inclusion of graduates in the Face to Face 1 program was invaluable. It provided first hand motivation and support for participants as they come to understand the project concept and the extent of what is possible through this element of the program. It is strongly suggested that graduates be included in this way in future programs.

4. Program Ambassadors

There is room for the cotton industry to take a stronger leadership role in ‘ambassadoring’, promoting and profiling the Australian Future Cotton Leaders Program to industry as a whole. This includes industry leaders, cotton industry organisations / employers as well as potential participants and mentors. It is also suggested that regular updates be provided to Cotton Australia and the Cotton Research and Development Corporation to let them know where the program is at and how they can promote and support the program in action. It is also highly

recommended that the Chair of the program steering committee continue on in this role and the role of ambassadors for the program be formalised.

5. Next Level Up Program

There are now 31 graduates of the program. It is suggested that consideration now be given to a next level up leadership development initiative. This would then be offered to a small number of participants based on their participation in the Australian Future Cotton Leaders Program as well as an application process. The Irrigated Industries Leadership Mentoring Program is an excellent example of what can be achieved. In addition, links could be established with similar program/s in the United States and other cotton growing regions in the world. As well as leadership development the next level up program could include an international study experience. This could be a physical visit to the United States etc and / or linkages with these countries via teleconference and one on one relationship development with a United States or other country colleague. The International Future Cotton Leaders Program (or similar name) could be hosted by Cotton Australia in partnership with a number of international organisations from the United States and or other countries.

6. Individual Assessment / Reporting

There is room for individual leadership assessment and reporting. This is currently done on a whole group basis using data collected from individuals. Based on the Leadership Challenge framework developed by Kouzes and Posner, data is collected in the Face to Face 1 against the Leadership Elements and again in Face to Face 2. This data is then used to assess the leadership development of the group across the program. It is suggested that an Individual Report be developed and presented to participants upon program conclusion, so that they can see their own development. This would be done in Face to Face 2 and contribute to their identification of future leadership needs and the development of their own Leadership Action Plan which is implemented post program.

7. Graduate Alumni

Further feedback from graduates and Program 2 participants indicates that a network of emerging leaders, where they can access information and communicate with other graduates would be utilised. To be effective, this network would need to be web based and supported by the loading of fresh information on a regular basis. It is highly recommended that graduates have access to continued industry support to ensure they progress their leadership journey as

effectively as possible. A web based application is seen as the most cost, time and resource effective method.

Recommendations

Key recommendations from Program 2 are as follows;

1. Increase number of one on one sessions from 4 to 5 and facilitate first one on one sessions prior to Face to Face 1 with a focus on project plan development.
2. Include the Traditional and Fireside Chat mentoring models as part of MentorMatch. Use whichever is most appropriate for the participant and their project.
3. Review the project guidelines for participants.
4. Replicate the inclusion of graduates as occurred in Program 2. Invite 3 – 4 graduates to be included as part of the Agenda for Face to Face 1 to provide insights, tips and feedback on their projects as well as the current proposed projects.
5. Investigate the opportunity of a next level up program as well as an International Future Cotton Leaders Program with an offering being made for participation to approx. 4 graduates.
6. Establish Individual Leadership Reports for participants using self – assessment and facilitator input methodology.
7. Monitor public relations of program and its participants and instigate a regular communication about the program and participants with the Australian cotton industry.
8. Investigate and establish a web based application to allow communication between graduates and the sharing of cotton industry information and opportunities with them.
9. Formalise the role and support of Program Ambassadors and trial these as part of Program 3.

Appendix 1

Listing of Australian Future Cotton Leaders with Leadership Project Descriptions

Name	Contact Details	Project Focus
Belinda Duddy	South Callandoon Goondiwindi QLD 4390 Email belinda.duddy@gmail.com Ph Mob 0411 094 024	Further enhance communications in everyday and ALL aspects of family business with a focus on communication processes.
Matthew Norrie	PO Box 768 Narrabri NSW 2390 Email matthewnorrie@bigpond.com Ph Mob 0427 913 016	Cotton in Focus. Identify a cotton industry issue eg 24D and establish a platform to bring this and other issues to the attention of other local farmers with the intent of working collaboratively through existing farm organisations such as NSW Farmers Fed etc
Nick Gillingham	17 Condor Crescent Moree NSW 2400 Email: nj_gillingham@bigpond.com Ph Mob 0427 253 581	Establish a senior management career pathway plan. Develop a portfolio of management tools and processes to support career development, eg staff management, self development and communication etc
Susan Maas	LMB 6 99 Hospital Road Emerald QLD 4720 Email susan.maas@dpi.qld.gov.au Ph 07 49 837 403 Mob	Establish a Self Leadership platform where competence is developed to better delegate, prioritise, clear desk and establish more effective workplace based management practices for self and teams I coordinate.
Anna Power	"Koarlo" Yelarbon QLD 4388 Email tarrawatta@bigpond.com Ph 0746 754 699 Mob 0438 929 630	Research, develop, pilot and evaluate a Farm Focus Communication Workshop. The goal of the workshop is improve staff communication within their enterprise. Workshop is approx 4 hrs and to be delivered on farm.
Kevin Bagshaw	CSIRO, Materials Science and Engineering PO Box 21 Belmont VIC 3216 Email Kevin.bagshaw@csiro.au Ph 03 52 464 000 Mob 0408 291 350	Investigate ways to bring growers and ginners together. Develop, trial and evaluate a grower / ginner partnership program to focus on quality rather than quantity processing.
Tobin Cherry	6 Lyons Street Dalby QLD 4405 Email tobin.cherry@dunavant.com Ph 0418 244 699 Mob	Establish a logistics process for ginning round cotton bales. Research, trial and document a problem solving process that can be replicated for other industry issues.
Elissa Wegener	PO Box 1 Warra QLD 4411 Email ewegener@qcotton.com.au Ph 07 46 625 220 Mob 0427 706 284	Get involved. Investigate, document and share ways for young people to get involved in the Australian cotton industry right from when they first join the industry.
Sinclair Steele	58 Dubbo Street Warren NSW 2824 sinclairsteele@agnvet.com.au Ph Mob 0428 473 166	Conduct a communication audit of Warren AgnVet and develop a Communication Strategy including policies and procedures for general communication practices

		with the view to increasing consistency in communication and workplace outcomes.
Tracey Farrell	Cotton Research and Development Corporation PO Box 202 Narrabri NSW 2390 Email tracey.farrell@crdc.com.au Ph 02 6792 4088 Mob	Investigate, develop and trial a Capacity Building Model to progress an issue through a cotton grower association. Ensure the model has the ability to influence, motivate and provide value and can operate for any issue and with any executive.

Appendix 2

Evaluation of Face to Face 1 - Goondiwindi

Future Grain Leaders Feedback Summary Face to Face 1 - Goondiwindi

100% of participants provided feedback. A summary is as follows.

Feedback received from all 10 participants

1. What was your overall impression of the Future Cotton Leaders Forum at Goondiwindi?

Enjoyed the forum immensely. Great networking opportunity and enjoyed MBTI personality types and influencing through communication

Great few days very enjoyable and got alot out of it.

Pretty laid back, good vibe – not content theory heavy. Looking forward to process going forward.

Good

It made me realise different paths that can be taken to achieve individual and industry goals.

Loved it! I shall milk it for all its worth.

Very good. Informative and developed me personally – nice and casual.

Very positive and interactive – hands on.

Very positive and a really good start to what looks like it will be a great program.

Well structured, well organised and well intended.

2. Were your expectations met?

Expectations not met
exceeded = 6

Expectations met = 4

Expectations

3. How would you rate the value of the following sessions?

Wednesday 3 June

	No value			Extremely valuable	
	1	2	3	4	5
Introduction to the Australian Future Cotton Leaders Program			2	7	1

Thursday 4 June

	No value			Extremely valuable	
	1	2	3	4	5
What is leadership? What do leaders look like? Cotton industry today – sector perspectives			1	7	2

Introduction to MBTI Personality Type and Communication Styles				2	8
Enterprise Visit - Nutmeg Home		1	1	6	2
Speaking off the Cuff				8	2
Leadership Projects				9	1
A leadership journey in action – Mike Logan				4	6
Tips and Tools from graduates			3	7	
Future Cotton Leaders Dinner			1	5	4

Friday 5 June

	No value			Extremely valuable	
	1	2	3	4	5
A leadership journey in action – Joanne Grainger			1	5	4
The Australian Cotton Story – Bruce Finney			1	5	4
Leadership projects – presentations to industry				8	2

4. Please comment about the logistics and facilitation of the two days

Jo – great thanks

Logistics very easy – I live in Goondiwindi

The program was organised and run very well. Location was good and facilities were handy for tasks undertaken.

Good – need non – hot options for breakfast

Worked fine

Very well organised and a welcoming positive environment created

Thursday – big late night

Good accommodation – breakfast a little small

Well organised with great facilitator

Very good, no problems at all.

GOOD GOOD GOOD. Great that facilitator has knowledge of the cotton industry but is not from within the industry.

5. Other feedback - Please let us know what you liked best / what you liked least and what you would like more of or less of etc.

Great to look at business leadership example not from cotton industry.

I really liked the depth of Myers Briggs test and time to look over it in our own time.

I would have liked one or two more opportunities to do a little bit of individual work.

You were very good at pushing us (but never too far that I felt uncomfortable)

It is great that in 3 days the group has already bonded.

More public speaking

A great forward thinking initiative by the cotton industry.

Liked best – interaction with other members of the industry and gaining experience from being around other members of the industry.

Liked least – Speaking off the cuff.

June 2009.

Appendix 3

Evaluation of Face to Face 2 - Narrabri

Future Grain Leaders Feedback Summary Face to Face 2 - Narrabri

9 of a possible 10 participants gave feedback. One participant did not attend this forum due to illness.

1. What was your overall impression of the Future Cotton Leaders Forum at Narrabri?

Really good – it's all about the people.

Good, beneficial. A good step up from Goondiwindi

Great course – very insightful. And I also gained a great deal of knowledge.

Very good. Got a lot out of it.

Good, great range of tools / tips. Good networking opportunity.

Gained useful tips on public speaking and media. Also enjoyed higher development of MBTI.

Excellent investment of stakeholders money.

2. Were your expectations met?

Expectations not met
exceeded = 4

Expectations met = 5

Expectations

3. How would you rate the value of the following sessions?

Wednesday 9 September

	No value			Extremely valuable	
	1	2	3	4	5
Leading Change through Effective Comm				8	1
The Relationship Bank Account			1	7	1

Thursday 10 September

	No value			Extremely valuable	
	1	2	3	4	5
Introduction to Media			1	7	1
Models for Leading Change				7	2
Leadership Tools in Action – Round 1				6	3
Enterprise Case Study - CSD			1	3	5
Taking Communication to the Next Level			1	6	2
Future Cotton Leaders Dinner			1	3	4

Friday 11 September

	No value			Extremely valuable	
	1	2	3	4	5
Leadership Projects – Industry Panel			3	3	3
Leadership Tools in Action – Round 2				5	4
Link to South Africa			3	3	3

4. Please comment about the logistics and facilitation of the two days

Facilitation – clear, at ease, well structured. Good job.

Logistics – too easy

Good – all nice and close – very convenient locations

Good accommodation and facilities. Course run very well and good interaction from industry people.

All very well done

Good

Facilitation – well done Jo

Logistics – accommodation close to CRDC – across the road!!

Happy with travel.

Really enjoyed face to face.

Think venues were very appropriate

CSD – could have been targeted more at leadership development rather than organisational structure

Motel – great location, clean and comfortable. -

5. Other feedback - Please let us know what you liked best / what you liked least and what you would like more of or less of etc -

I hope this course can continue for the development of more future leaders for the industry.

Great course for young people in general and I hope it continues into the future.

Jo's style of sitting back and letting people lead is excellent.

Also did well to spread leadership opportunities around and keep people in check

Workshops – great for personal development, public speaking skills, sharing knowledge and receiving feedback.

Industry representatives very positive and proactive.

Introduce a holistic approach to leadership ie diet, exercise, work / life balance, emotional development outside industry area

Booklet that outlines tools presented in the workshops and avenues to extend professional development in leadership and industry.

For Further Information



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