RURAL TRAINING INITIATIVES

GRAPE AND WINE RESEARCH AND DEVELOPMENT CORPORATION

WINE INDUSTRY LEADERSHIP PROGRAM PROJECT



FINAL REPORT to

GRAPE AND WINE RESEARCH & DEVELOPMENT CORPORATION

Project Number: **GWR 1001**

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Research Organisation: **Rural Training Initiatives P/L**

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The final report provides the wine industry with the following: a background to the need for leadership development in the Australian wine industry; the design and development of the 2012 - 2012 Wine Industry Leadership Program; the 2012 program outcomes; and some recommendations.

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1. Abstract

The Wine Industry Leadership Program (WILP) was funded by Grape and Research Development Corporation (GWRDC) to increase the number of skilled, networked people in the Australian Wine Industry at a regional level. Participants were mostly under forty (40) years of age, with a range of job roles and responsibilities. An almost even split in genders occurred across the delivered workshops. Nine leadership programs were funded 3 WILP were delivered with 52 enrolling, 42 attending and 40 people graduating people attending the program. Participants were involved in an average of 9 skill development workshops, they individually developed leadership action plans which saw leadership targets set for regional wine industries, companies and businesses and personal lives. Participants were also exposed to a minimum of two networking activities and were strategically linked to the regional industry decision-makers. The structure of the program has provided WILP Graduates who are willing and able to become part of the leadership of the industry.

2. Executive Summary

(The) Wine Industry Leadership Program (WILP) was funded by Grape and Wine Research and Development Corporation in 2010 to increase the number of potential leaders in the wine industry at a regional level. WILP aimed to reach women and young people and build on the successes in these capacity-building areas from WILP 2006 – 2009.

To enhance both the diversity of participants and regional networking the program was centrally located within each region. Nine programs were initiated, planned and resourced in the following regions:- Wangaratta, Morning Peninsula, The Riverland, Tasmania, Barossa, Great Southern, Yarra Valley, Coonawarra and Griffith. A number of other regions were canvassed as potential wine regions for program delivery.

Despite strong industry consultation, regional visits, endorsements from regional stakeholders and industry people and considerable communication via all mediums only three WILP programs have been delivered during the project timeline. After two project management meetings with GWRDC and after implementing new ideas and engaging with new regions of the industry it was mutually agreed to complement the project at the lower output level of one WILP per annum with an adjusted budget to reflect the reduced outputs.

Despite the above-stated reduced project WILP successfully achieved the aim to attract participants that reflect the diversity of the industry, that is most participants were under forty years of age and traversed a wide range of jobs across the sectors of the industry and there was also a strong female representation amongst the participants.

WILP participants are expected to develop a leadership learning plan connected to the three areas of leadership application – personal life; business/company life and regional industry involvement. All of the 42 WILP participants had a change in at least one of the three areas of leadership and the vast majority had made conscious change in all three areas. Participants (71%) also had accomplished actions that were focused on their regional industry. The most common areas of focus for leadership enhancement chosen by WILP participants were work/life balance, effective communication, time management and general knowledge of the industry. There are many examples of the positive changes that participants made to themselves, their business and the industry such as Chris,

“I now know that I find making decisions very difficult and so I now have the skills to delegate some of the decisions to others. It allows me to take on responsibilities …”

Training in leadership skills and networking also provided significant outcomes for WILP participants. Topics that found most favour were conflict management and decision making because to the applicability for business and company effectiveness. For many of the participants this was their initial introduction to a range of techniques that are other a part of leadership and management training in large corporate organisations. The development of the skills has improved participant’s effectiveness at work. As a WILP participant connections with key industry stakeholders and networking with regional identities has allowed them to understand the “whole” wine industry.

Leadership skills that participants have developed through their involvement in WILP will be applied in the future in various aspects of their lives and it is acknowledged that this may include future involvement in industry organisations. Strategies need to be put into place by local associations to ensure continued involvement of WILP graduates in the various levels of decision-making. Renewal of people in leadership roles and responsibilities is extremely important especially as the industry renews after the stresses of oversupply.

3. Background

The stress of over-supply has impacted significantly on the people living and working in wine regions of Australia. The industry is very diverse with a range of people from different cultural backgrounds and ages involved in roles such as grape-growing, wine making, marketing, distribution and export. Currently this diversity is not widely reflected in any of the industry's decision-making bodies at a local, state or national level.

One of the consequences of over-supply this the adjustment pressure being experienced along the wine industry value chain. This operating environment has lead to significant tensions and some fragmentation of the industry that will require leadership for re-adjustment. Therefore effective leadership is needed at all levels of the industry especially during challenging times. It requires people with a diverse range of skills and views who can unify the sectors within the industry and communicate across the sectors and provide a means of moving forward at all levels of the industry.

Most wine regions in Australia have formed wine and grapegrower associations to represent the interests of industry people and to enable members to access resources such as education and training. At present there are over seventy wine associations in Australia. Primarily these associations operate through voluntary boards and committees. WILP was funded to continue the development of leadership capacity in the regions targeting the grassroots level. The project addressed an identified need to increase and diversify the pool of skilled and networked regional wine people available to the industry organisations.

GWRDC has indicated that leadership and human capacity building is a priority area. This project has been developed to address this area of output need.

4. Project Aims and Performance Targets

Project Aims
(adjusted from the Project Application "Objectives" section)

The Australian wine industry will have:

- A new generation of well-networked regional leaders capable of managing the future facing the industry and the day-to-day operations of regional organisations
- Graduates of WILP who have skills to enhance their business management capacity.
- Graduates of WILP who have knowledge and industry connections to assist in planning for the regional businesses and the industry
- Regional Industry Organisations that have skilled potential leaders for boards and/or sub-committees.

Performance Targets
(adjusted from the Project Application "Planned Outputs" section and from project reviews)

Year	Final Adjusted Targets	Original Targets
2010/2011	• Develop a whole of project communication plan • Develop a whole of project evaluation process • Consultation visit to three wine regions • Deliver 2 regional WILP with average of 15 participants • Deliver 1 regional WILP as part of Barossa "Next Crop" • Participant support and coaching • Evaluate 2 regional WILP	• Project Communication Plan • Evaluation Plan • Regions 1 and 2 Consultation Visit • Regions 1 Workshop Days 1 & 2 delivered • Region 2 Workshop Days 1 & 2 delivered • Region 3 Day 1 & 2 will be part of the Next Crop Barossa Leadership Program • Regions 1 Workshops Day 3 delivered • Region 2 Workshops Day 3 delivered • Region 3 Day 3 delivered in August • Regions 1,2 and 3 Participant Support and Coaching
2011/2012	• Consultation with 3 wine regions • Deliver 1 regional WILP • Participant support and coaching • Evaluate 1 regional WILP • Final Report	• Region 3 day 3 will be part of the Next Crop Barossa Leadership Program • Regions 3,4,5 and 6 Consultation Visit • Regions 3,4,5 and 6 Workshop Days 1 & 2 delivered • Regions 3,4,5 and 6 Workshops Day3 delivered • Regions 3,4,5 and 6 Participant Support and Coaching
2012/2013	• Project Ended as per discussions with GWRDC	

5. Methods

The structure of (the) WILP was developed in response to the highly successful WILP 2007-2009 after consultation with national and state wine bodies such as the Winemakers Federation of Australia and the South Australian Wine Industry Association. After the success of WILP 2007-2009 a further three years funding was provided as a direct result of continued consultation with wine regions across Australia that indicated ongoing need and support for the industry.

Seven (7) regions were visited and/or communicated with and needs analysis was undertaken with the local associations. These initial meetings focused on discussing potential content, the delivery methodology, analysis of potential participants and the leadership training in history in the region. Promotion of the program was conducted using a range of methods including direct face-to-face and phone contact with individuals and businesses, promotion by local associations, industry media and general media such as local newspapers and radio programs. Key stakeholders and individuals were established before or during the region consultation visit, during which industry associations, key individuals and businesses were engaged and informed about the program and canvassed for concepts to be included in the program content. A list of promotional material can be found in Appendix 2

At a minimum communication regarding WILP was provided to the local regional association to determine interest for delivery of the program. In response to a positive reaction from a regional organisation the following communication process was implemented

- Initial contact with the regional wine organisation(s);
- Phone conversation with regional wine organisation(s);
- Phone and electronic communication with other key industry stakeholders in the region i.e. economic development board, tourism board, food and tourism organisations; state wine organisation(s);
- Promotional materials developed and distributed (electronically and standard mail);
- Regional visit – meetings with above organisations; winery and vineyard visits throughout the region;
- Press coverage and placement of advertisements;
- Booking of venue and catering;
- Phonecalls to all of the above to encourage participation
- Follow-up emails

The two (2) WILP programs delivered as per the WILP program outline were located centrally within a region to minimise travel and ensure that participation of people with family commitments. The local association at each location was asked to provide a local leader as a role model to the group they were asked to tell their story, their experience of leadership and why this group was important to the region.

Other key principles employed by the project management was to “put $ back into the community” so wherever possible local businesses and venues were sourced. This research and activity was also done with deposits placed on a number of venues and accommodation and travel booked for all regions where the program was scheduled to run – Mornington Peninsula, Yarra Valley, Tasmania and Great Southern – but were cancelled due to low numbers.

WILP was based on adult-learning principles and included a mixture of presentations, group discussion, individual work, short projects and group activities .The program was also adjusted by the participants during the program based on their interest and needs The topics covered and the time devoted to exploring them was changed as the focus for their leadership development became clear. Methodology was also adjusted to address the difference between the original consultation group's perception of needs and the actual needs of the participants. Materials were also prepared to support the program delivery (Please refer to Appendix A),

Topics covered in the leadership three-day workshops included:

- Skills in the region
- Teams for outcomes
- Effective communication
- Planning for outcomes
- Building a network
- Building a vision
- Effective decision making
- Industry structure
- Visions -me , my business and a regional plan
- Managing conflict
- Public speaking
- Time management
- Succession planning
- Leadership development plan

Workshops were interactive which allowed the participants to draw on their own experiences and relate them to the WILP topics. At the conclusion of the first two days each participants detailed leadership development plan to be implemented during the break between the 2nd and 3rd day of the course. The leadership development plan outlined the major focus of their leadership skill development. Leadership skills were selected by each person to develop in their personal life, their work and at a regional industry level. During the break between day 2 and 3 Rural Training Initiatives coached the participants to help them implement their leadership development plan. On the 3rd day, after a workshop on public speaking, participants reported back to the group on their progress. Notes were taken at each of the sessions and the participant's development was documented.

The Barossa WILP program was embedded in The Next Crop, a Barossa Grape and Wine Association funded program. The Next Crop was an 11-day program delivered across a ten-month period of time. The topics covered were reflective of the topics covered in WILP however evaluation and outcome delivery was managed by Barossa Grape and Wine Association.

6. Results and Discussion

The result section is divided into two main sections which are:-
I, Participation in WILP demonstrates the diversity in the type of participants who attended the Leadership in the program and evidence which illustrates this diversity being reflected in regional activity and associations
II, Leadership skill development outlines the changes to individual's skills based on their action plans and in relation to the industry identified outcomes of skilled and networked leaders.

Participation in WILP

(The) WILP was implemented from 2010-2012 with 3 sessions run at three regional locations nationally. These regions were Wangaratta, Griffith and Barossa. WILP was developed, consulted, planned, scheduled and resourced for Morning Peninsula, The Riverland, Tasmania, Great Southern, Yarra Valley and Coonawarra, however after negotiation and a needs analysis with the industry including timing of the program insufficient numbers were obtained to run the program in these locations.

A total of 52 people who enrolled in the program 42 people participated in the program and of those 40 successfully graduated from WILP. Participation of women in the leadership course was a specific aim of the program. 25% of the participants were women.

Women's involvement in the industry is illustrated by the strategic decision one woman from the Northeast Victoria WILP took to engage more formally with the executive decision-making in her workplace. Donna worked through the need for her to participate in the management meetings as her opinions were valuable and her lifetime knowledge of the family business was essential for good decision-making.

The other demographic that was targeted by the program was young people. Eighty-five percent of the participants were aged 40 years or younger. Participants who were 30 years or younger were 65% of the total participants.

> James a young grape extension officer said "*There has been an increase in my activity in the local regional wine industry group and although I am still not completely confident I am speaking up more often and have the confidence to speak up on the areas on which I have knowledge"*

Early in the development of the WILP project it was determined that time taken to travel to the program location would influence the gender composition of the course. The further the program was from place of residence for the participant with family commitments, the less likely he/she were likely to travel. Most participants travelled an hour or less to attend the program.

Participants outlined their job roles within the wine business/company with some participants having more than one role. WILP participants were:-

Role	Percentage
Winery	14
Vineyard	30
Managers	45
Winemakers	21
Owners	12
Other	10

Participants in WILP were generally new to leadership roles across the wine industry.

Leadership Skills Development

Participants in the program outlined a leadership learning plan to develop skills in three main areas, these being:- personal skills development, business skills and regional industry skills. All of the 42 graduates had made a change in at least one of these three areas. All of the participants of the program made changes in their personal life. The implementation of key action in relation to business skills was also well enhanced with (95%) making a change. Participants were less likely to have start or completed tasks that were focused on their regional industry with only (74%) percentage working in this area.

Participants selected a range of topics to be the focus of their leadership development. Most participants personal development aims were directed towards the topics of work/life balance, effective communication, time management and personal organization. WILP participants wanted to change their ability to effectively delegate, improve time management and assertive communication and learn to say "no" in their business/company life. Many of the participant workplace roles were middle level management and participants prioritised that the skill development they required was strong people management skills and also the ability to develop and share a business/company vision. Industry leadership priorities for participants were gaining knowledge of the industry organisation, reinvigorating the regional organisation, networking, up skilling to participate and joining sub-committees.

Participants have developed skills in managing both themselves and their businesses during and after the completion of WILP. Change was made to fulfil the requirements of the leadership learning plan. The following results outline examples of changes that have been made.

Work/life Balance

Nineteen participants indicated a need to adjust their work/life balance. Many of the reasons why they had been unable to achieve work life balance these included inability to delegate due to confidence, workforce limitations, lack of the ability to communicate roles and responsibilities, lack of role description and unclear lines of delegation and the difficulty of listening and hearing.

> Kristy identified through the program that although she thought he was being effective and responsible by not taking time off however this was proving complex for her family and this was taking an inevitable toll. Kristy decided she would take a day off a week to quarantine "family time". She had implemented this action and the impact was positive for her family but also very positive for her attitude towards her work.

Effective communication

Participants indicated that at a personal, workplace and industry organisation level communication needed to be enhanced. Effective use of time, active listening, engaging in areas of interest and managing workplace positional power were all areas that challenged participants specifically.

> Bruno established that he was often letting the older generation speak on his behalf. He was clear that if he was to have a more influential role in the business he would need to work towards being more assertive. To that end he decided that he would work on prioritising what he should have input on and ensure that he always spoke his mind assertively.

Time Management

This area of development was often nominated by program participants. When they chose this area to change mention was made of the need to analyse the nature of work roles during the often quoted busy time of vintage/harvest. As a result of this analysis individuals identified areas of personal improvement including prioritising, effective written and spoken communication processes throughout the business and development of "job list" systems to be accessed by the whole workplace during busy times.

> Pat spoke of his time management issues at work and how in turn this impacted negatively on his work/life balance. Pat identified this as an area of improvement for himself and established a process for managing change. He clearly understood he needed to communicate concerns to his employers and his family.

GWRDC funded the program with the aim to increase the number of skilled networked leaders in the regions. Participant's activities and learning demonstrated that they achieved the projects desired outcomes.

Networking

Network development and the related skills were a specific aim of the program. Participants demonstrated increased networks and networking skills during and as a consequence of participation in the program. Specific skills and knowledge were imparted by the speakers and used by participants to improve skills and knowledge. Direct contact was made between participant and the guest and speakers that had beneficial outcomes for the participants improving both their skills and knowledge. Each participant also had an opportunity to visually represent their own wine industry network map and to enhance that network with a peer-coaching activity.

Links were also developed to industry associations and to improve awareness of industry resources such as industry information conduits. Guest speakers who represented industry organisations also made a direct network connection with participants that would not have occurred without the program. This gave industry organisations the opportunity to connect with a new audience and increase membership and leadership involvement.

Through WILP participants established networks with the following three major national organisations – Grape and Wine Research and Development Corporation, Winegrape Growers Association and the Australian Society of Viticulture and Oenology through guest speaking opportunities, information shared and virtual connections. State and regional associations were introduced to many participants through their involvement in the program.

Victoria
Northeast Victoria Tourism Association Wine Australia King Valley Vignerons Alpine Valleys Agribusiness Forum Alpine Valleys Food and Wine
South Australia
Refer to The Next Crop Program – Barossa Grape and Wine Association Including:- Wine Australia, Barossa Grape and Wine Association Grape and Wine Research Development Corporation Winemakers Federation of Australia Winegrape Growers Association Wine Titles South Australia Wine Industry Association Clare Wine Industry Association
New South Wales
New South Wales Wine Industry Association Riverina Wine Grape Growers Association

Table 1 Lists the Industry associations that were linked to participants during the leadership program

To fulfil a requirement of the leadership program, participants were asked to identify current industry issues and develop possible solutions. The program assisted participants in the Griffith program develop the confidence to form a list of "industry change" to the implemented. The group developed nine key areas of focus, a project process and delivered an outcome. The Northeast Victoria group identified that young people were required at a decision-making level in the region and a number of participants engaged actively in the industry organisations.

There has been an increase in skill level of the Next Crop – Barossa Grape and Wine that resulted in the participants delivering four key areas of improvement for the region and delivered to the industry in January 2012.

Skills Development

Nine skills development workshops were presented at each regional WILP program and nine key skills WILP workshops were delivered to Barossa through The Next Crop. Of the workshops offered conflict management and decision-making were most popular workshops. Through the project evaluation reasons provided by participants for this popularity were

relevance to their own work and industry organisations, participants found the workshops practical and were able to easily apply the assertiveness process. For example of the participants commented on the conflict management session

"It was confronting but very useful to sit and chair a meeting session – really good to get practical experience will assist me with the board"

Decision-making workshops were also enjoyed because participants stated that they understood the processes involved in making good decisions, they learned how to effectively participate in meetings and learnt how to chair a meeting.

"I found the understanding that we all have a different personal preference for making decisions very useful because I look after a lot of meetings"

The most challenging sessions for the participants were the decision-making sessions, conflict management and project planning. Participants said that conflict management was challenging because *"I am passive and need to be more assertive"* and *"I don't like to say no but I have commenced working on this concept"*

The decision making session were challenging because *"the meetings that I attend need a major overhaul","I know the theory but I cant implement it"* and *" when working on a whole group project plan it was very difficult to get agreement."*

The project planning session was challenging because *"it was hard to prioritise and decide what to do for the local region".*

The Wine Industry Leadership Program has provided participants with skills and knowledge that they have applied to their personal life, business/company and to industry. These skills have improved participants work life balance, businesses skills in terms of managing their staff and their business performance. It has made them aware of a range of organisations and people within their region and nationally. A major aim of the program was to get more involvement in regional industry and 79% have taken action in this area. Some participants have created regional working groups and networks and other have taken up leadership roles within established local associations since being involved in the program.

Participants continued involvement in their regional associations will depend both on their own priorities and personal situation. Skills that they develop in their personal and business lives may be applied in the future to industry associations. Strategies need to be put in place by local associations to ensure continued involvement of the WILP graduates in regional associations. Ensuring that communication of industry information reaches further than the business owners to winemakers, vineyard and cellar door staff will broaden the involvement of people in the regional associations.

Many participants mentioned improved communication skills as a learning outcome of the program. Cost savings can be made in business due to time saving through more efficient communication and processes this time can translate into time devoted to growing the business or a better work life balance.

7. Outcomes & Conclusion

The project had three main aims.

1. To develop and deliver a three-stage, regionally-based leadership program for the Australian wine industry from 2010-2012

The project developed and delivered a three-stage regionally based leadership program for the Australians wine industry from 2010-2012. The project achieved project aim 1, however a variation agreement was made to modify the project to conclude it in 2012 with three Wine Industry Leadership Programs delivered. The three stages were – consultation, delivery of 2 days of program and follow-up day.

Consultation with nine regions occurred. Regional consultation involved initial conversations with GWRDC regarding preferred wine regions to target for delivery of WILP. If industry regions showed interest the following process occurred:-

a. Initial contact with the regional wine organisation(s);
b. Phone conversation with regional wine organisation(s);
c. Phone and electronic communication with other key industry stakeholders in the region i.e. economic development board, tourism board, food and tourism organisations; state wine organisation(s);
d. Promotional materials developed and distributed (electronically and standard mail);
e. Regional visit – meetings with above organisations; winery and vineyard visits throughout the region;
f. Press coverage and placement of advertisements;
g. Booking of venue and catering;
h. Phonecalls to all of the above to encourage participation;
i. Follow-up emails; and
j. Cancellation of program.

2. To source a minimum of 15 participants/program (with gender and age diversity) from nine areas in Australia.

With 52 registered participants the 45 participants for the three programs was met and time of commencement of delivery. However only 42 participants attended the three programs and only 40 people graduated from the program. The gender balance was somewhat reflective of the industry split (25%) however this was a significant drop from the previous WILP Project of 48% women and 52% men. Over 85% of the participants were under 40 years old and 65% were under 30 years. Only three broad regions were reached and three programs were managed and facilitated.

Articles advertising upcoming workshops as well as those promoting the achievements from all workshops were widely circulated to key industry publications as well as local media.

3. To evaluate the project using formal evaluation techniques

The project was evaluated using both quantitative and qualitative methods to evaluate the participation in the program and the impacts of the program. The collation of the program found in appendix 4.

Implications for the Grape growers and Winemakers

The Wine Industry Leadership Program has provided participants with skills and knowledge that they have applied to their own self-development, their business and to their regional industry. For many of the participants this was their introduction to a range of techniques that are often a part of leadership and management training in large corporate organisations. These skills have improved participants work life balance, businesses skills in terms of leading and managing their staff and their business performance. It has made them aware of a range of organisations and people within their region and nationally.

A major aim of the program was to increase involvement in regional industry and a high percentage of the participants have taken action in this area. Some participants have created regional working groups and networks and others have taken up leadership roles within established local associations since being involved in the program.

Economic, environmental and broader community benefits of the project

The economic impacts are as diverse as the participants themselves. Some have made simple changes to the way they communicate with staff which has saved time, money and stress. Improved communications, conflict resolution, improved skills in project and people management have direct financial benefits to the business by improving the working environment, promoting the opportunities for creativity and efficiency.

The broader community benefit of the program includes the leadership skills being used to assist other community organisations such as school committees and local tourism authorities.

8. Recommendations

Recommendation for developing regional leadership:

- Train current leaders of regional associations in leadership and governance. Courses such as “running better meetings” will improve the effectiveness and longevity of current industry leaders.

- Run regional programs to attract young people, women and those new to the industry to build capacity in regional businesses and associations.

- Contact leadership participants to follow up on progress in the year after the program to ensure a continued connection and support between them and industry organisations. Personally invite them to local association board meetings or events to increase likelihood of long-term outcomes of the program for industry associations.

- Wine businesses should consider leadership and management training for their staff. Participants raised many conflict management issues that were impacting on the functioning of their workplaces that could have been managed with training to deal with these complex interpersonal issues.

Recommendations to the Wine Industry, National, State or Regional:

- Direct communication such as newsletters and notices of events to wine makers, vineyard managers and cellar door staff to increase the pool of people connected to the industry. Often mail just goes to the owner or the levy payer.

- Enhance attendance at events by supporting women and young people to attend by choosing central locations in the regions and supporting childcare to increase the activity of a more diverse range of people.

- Actively encouraging women, young people and people from different aspects of the wine business into leadership positions will provide a wide range of experience and knowledge to provide solutions for ongoing challenges.

- Ensure that people who take up leadership positions in the higher national and state bodies can demonstrate strong active networks in the regions to assist with Industry cohesiveness.

Recommendations to GWRDC:

- Liaise with the local associations to discuss the outcomes of this project and develop strategies with the local associations to increase involvement of new leaders in regional issues.

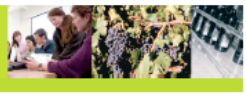
- Re-invest in the leadership of the wine industry at a regional level as it will provide a pool of trained leaders which can continue to support the industry through the restructure

- Ensure research and extension staff that are funded by GWRDC liaise with local associations and deliver extension in a central location within the regions rather than only at one or two locations in a state.

- Review the application of this program in 3 years when the current cycle of over-supply will be a thing of the past.

9. Appendix 1: Communications

Press Release Example



Press Release – 24 March 2011 – Harvesting a new variety - the Wine Industry Leadership Program

Participants from across the Northeast Victoria wine regions and wine industry sectors will gather in Wangaratta 28th of April to commence a three-day regional leadership program developed specifically for the wine industry. The Wine Industry Leadership Program is funded by Grape and Wine Research and Development Corporation and is managed and facilitated by Rural Training Initiatives.

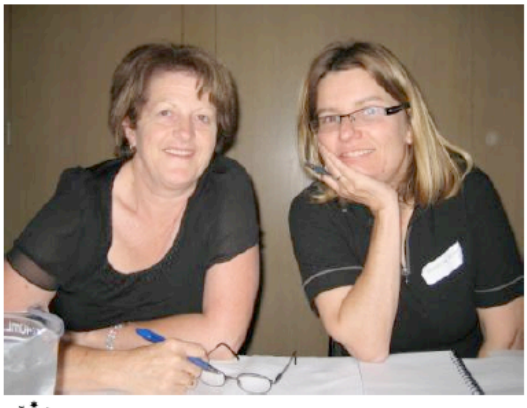
Participants will gather in Wangaratta in April for the commencement of the 3-day program that is delivered across two months. "The Northeast Wine Industry Leadership Program participants, will be involved in a number of key activities including industry guest speakers, networking with regional industry wine businesses and skills sessions which will assist participants in their workplace and their industry organisations," said Jill Briggs of Rural Training Initiatives.

A major element of the program is to provide the participants with opportunity to develop leadership skills in all areas of their life including in a workplace and industry organisations. Graduates of the Wine Industry Leadership Program have implemented their learning at a workplace level allowing them to increase their management ability of staff and teams. The program has also seen graduates develop new industry networks and valuable industry activities. Graduates of the program have provide feedback regarding the program and Tim Long, President of Glenrowan Vignerons and program graduate said "At the personal level I have often struggled to present information in the best manner, so components of the course eg. dealing with media, participation in meetings and networking were particularly important."

Program manager, Jill Briggs, went onto say that the program provides skill development sessions for the participants by primarily encouraging participants to implement leadership change at the various levels of the industry. "We are clear that we have people who aspire to lead their industry into a sustainable and productive future but they desire this change to happen at various levels within the industry, from small business through to regional decision-making. This makes for a dynamic and complex process for the participants and a busy and useful program"

Please see attached photos of the WILP Graduates team.

For further information please contact Jill Briggs 0260357284; 0409455710; jill@ruraltraininginitiatives.com.au





Australian Government
Grape and Wine Research and Development Corporation

Program Information Sheet (page 1 &2) Example

Wine Industry Leadership Program



Wine Industry Leadership Program

A regionally focussed, practical course designed for you, your business and your industry.

The Wine Industry Leadership Program has been designed to help people in regional wine industries:

- **Develop new skills to assist in growing individual regional businesses**
- **Develop their skills for personal development**
- **Become more networked**
- **Increase involvement in local industry associations and other groups**
- **Improve the effectiveness of people in a decision-making roles**

The program is open to all ages no matter what experience you have or what position you hold within the wine industry.

How is the workshop program developed?

Throughout the project, our team consults a wide range of industry people and stakeholders in each region. In response to feedback received during this process, a program is designed that matches the needs identified by the industry – **your needs.**

The current 3-day Program Model

Day 1 & Day 2: Consecutive days approx. 9 hours duration.

Day 3: Held approximately three months later.

DATES, TIMES and STRUCTURE TO BE ADJUSTED TO REFLECT INDUSTRY NEEDS

Cost: $360.00 (GST inclusive) for three days training – reimbursed through Farmready. This includes course information and materials, meals and participation support and assistance throughout the program to achieve your goals.

Program Themes:

Self, Business and Region: developing capacity at all levels.

Guest Speakers are invited to present at each workshop.





Above: *Two graduates from the Wine Industr Leadership Program in Griffith 2008*

Left: *Guest speakers Stuart McGrath-Kerr an Alan Kennett with program facilitator Jill Bri*

Australian Government
Grape and Wine Research and Development Corporation

RURAL TRAINING INITIATIVES



Program Activities:

1. Skills development: Planning projects to achieve outcomes; Working in a team; Communicating effectively at all levels; Running and participating in efficient meetings; Effective decision-making; Strategic thinking

2. Experiences: Participating in industry information sessions on understanding your consumer; Developing a vision and action plan; Setting new personal, business and regional industry goals; Networking within and beyond your immediate locale

3. Outcomes: Plans of action for continual self and business improvement; Improved skills for working with others in your business and beyond; Concrete personal and business connections; Increased confidence to participate and represent your industry

What do graduates say about the similar workshops delivered by DPI?

Graduates of other programs came from all facets of the industry and community. Ages ranged from 24 – 65. Some were newcomers to the region and/or primary industries, whilst others were 'permanent fixtures'.

Graduates have said:

"This knowledge has given me new energy, enthusiasm and confidence in the way I conduct myself and approach my workplace."

"The program has enabled me to re-evaluate the way I communicate and highlighted various means of communication which can be effective for all members of the workforce."

"At the personal level I have often struggled to present information in the best manner, so components of the course eg. dealing with media, participation in meetings and networking were particularly important."

"Interesting, challenging, informative, fun, helpful, thought-provoking



Program facilitators and project staff bring a wealth of experience from many agricultural industries.

Jill Briggs, Program Manager and Facilitator from Rural Training Initiatives, has worked in leadership training and capacity building in primary industries and rural communities for nearly a decade.

For further information please contact:

Jill Briggs – Rural Training Initiatives (02) 6035 7284; 0409 455 710.
jill@ruraltraininginitiatives.com.au

If this sounds like something for you please contact the program facilitators or if you know of someone who might be interested why not encourage them to apply

Australian Government
Grape and Wine Research and Development Corporation

RURAL TRAINING INITIATIVES

Registration Form Example



Application Form

Information

I am applying for the Wine Industry Leadership Program – Yarra Valley.

In applying for the Wine Industry Leadership Program you are committing to 3 days of face-to-face training with catering and materials included. All other costs will be attended to by the applicant.

Details:

9.00am – 4.00pm 23rd & 24th of August 2011 and 10th October 2011 (potentially)

Location:

Within the Yarra Valley – location to be provided to applicants

Applicant Details:

Name:		
Organisation:		
Address:		
City/Town:	State:	Postcode:
Phone: (W)	(H)	
Mobile:	Fax:	
Email:	ABN:	

Sector of the Wine Industry (please tick ✓)

☐ Grape-grower ☐ Extension ☐ Wine-maker

☐ Employee (Vineyard) ☐ Employee (Cellar Door) ☐ Contract worker

Do you have any relevant industry training/qualifications?

Outline any leadership training you have had?

Why are you applying for this capacity building and leadership program?

Applications CLOSE on 16th August 2011

Please return this application form to:

Melissa Tan, Administration Officer, Rural Training Initiatives,
38 Studley Court, Doncaster, Victoria 3108
or melissa@ruraltraininginitiatives.com.au

Further program information please contact:

Jill Briggs – Managing Director Rural Training Initiatives on 0260357284; 0409455710 or jill@ruraltraininginitiatives.com.au

Rural Training Initiatives will forward a tax invoice for $360.00 (GST Inc.) when the program is confirmed.

Thank you for applying for the Wine Industry Leadership Program.
We will contact you to inform you of the success of your application - Jill Briggs – Program Facilitator

Appendix 2: Staff

Jill Briggs – Managing Director – Rural Training Initiatives P/L
Melissa Tan – Administrative Manager – Rural Training Initiatives P/L
Elise Heyes – Project Officer – Barossa Grape and Wine Association
Kristy Bartrop – Project Officer – Riverina Wine Grape Board

Appendix 3:

Workshop Powerpoints (which correlate directly to program booklets)

Wine Industry Leadership Program



Northeast Victoria

Day 1: 28th April 2011
Venue: GOTafe

Wine Industry Leadership Program



Day 1
Theme: Growing the individuals

8.30 – 9.00 am	Welcome, introductions and anticipated outcomes
9.00 – 10.00am	Developed skills in the region
10.20–12.30pm	Managing Projects
12.30 – 1.30pm	Meal Break
1.30 – 2.15pm	Key messages and implementation plans
2.15 – 3.30pm	Effective communication
3.45 – 5.00pm	Building a Network
5.00 – 5.30pm	Summing Up

Wine Industry Leadership Program



Purpose for Day #1

- To identify current skills and further develop skills that will assist individuals at an enterprise and/or regional industry level.
- To understand how to manage a project and develop a working knowledge of project management
- To provide individuals the opportunity to develop further their communication skills.
- To understand self within a network and industry.
- To provide inspiration through understanding anothers industry journey.
- To implement key learning for presentation.
-

Wine Industry Leadership Program



Skills in the Region

Wine Industry Leadership Program



Skills

- Personal/Leadership
- Business/Industry Organisation

Wine Industry Leadership Program



Skills Action Plan

	Personal	Business	Industry
Skills I have			
New Areas			
Skills to develop			
Change			
How			

Skill is the Region

Name	Personal	Business	Industry Org

Managing Projects

The ways we work

EXTROVERTS

- **Like variety and action**
- **Social and outgoing**
- **Sometimes impatient with slow jobs**
- **May prefer to communicate by talking rather than writing**
- **Like to learn a new task by talking it through with someone**

INTROVERTS

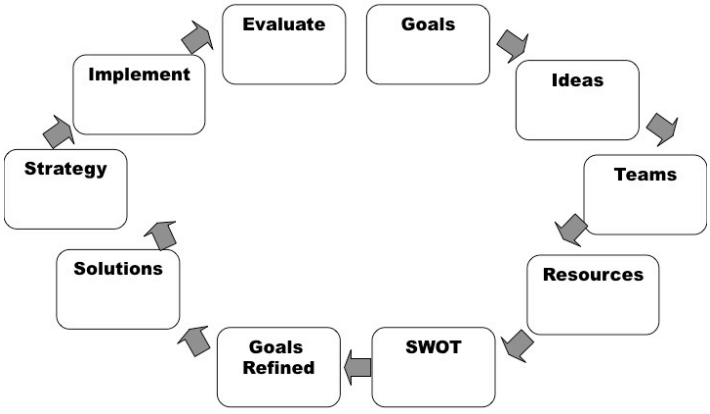
- **Can work on one project for a long time without interruption**
- **Work alone contentedly**
- **May prefer communications to be in writing**
- **May prefer to learn by reading rather than talking**

Introversion vs Extroversion

- Introverts - energised by what goes on in their inner world
- Desire space – pursue solitary activities or those which involve few or no other people eg reading, meditating
- Like to understand the world before experiencing it & often think before acting
- Extroverts - energised by what goes on in the outer world of people and the external environment
- Need sociability to charge their batteries eg talking, playing or working with others
- Need to experience the world in order to understand it and tend to like action

Name	*Personal*	*Business*	*Industry*	*E*	*I*
Marc	Time Management	Delegation	Involvement	8	8
Adam	Unstubbornness	Flexibility	Involvement	12	4
Donna	Delegation	Keep Achieving	Involvement	8	8
Casey	Listening	Logical Thinking	Involvement	7	9
Cameron	Courage	Organisation	Communication	6	10
Matt	Inclusive	Involvement	Involvement	10	6
Pat	Flexible	Calmness	Vision	3.5	12.5

Project management processes



Project plan -

Goals:

Ideas:

Team:

Resources:

SWOT:

Goals Refined:

Solution:

Strategy:

Implement:

Evaluate:

Effective Communication

Listening

- Listen with your ears – Can you hear? Provide yourself with a "space" where you can hear the person.
- Listen with your body – Do you look like you are listening to the message? Ensure your body language matches the message you want to give to the speaker.
- Listen with your brain – Have you switched your brain on? Give complete attention and concentration.

Communicating in a team

Giving Instructions

To begin:

- Provide a written format including a diagram where appropriate.
- Ask for ideas or suggestions - interest will increase if people feel they have contributed ideas
- Encourage questions - questions indicate that people are listening.
- Ask for feedback - ask what they have learnt and to demonstrate if appropriate.
- The following guidelines will assist:
- Prepare people by putting them at ease.
- Get people interested by explaining the reason for the instruction.
- Find out what people can do and know.
- Ask some specific questions to clarify knowledge.
- State the task.
- Describe each stage of the task clearly, in chronological sequence, and in sufficient detail.
- Give full and complete directions – WHO, WHAT, WHERE, WHEN, HOW AND WHY

Feedback

Giving feedback

- Feedback requires understanding of yourself - knowing clearly how you react when people provide you with their opinion(s).
- Feedback requires courage to listen to the "other" and to hear the gift they have to offer.
- Feedback requires respect of each other during the feedback process and "immediately" after.
- Feedback requires you to be responsible for what you say and to invest in having your messages heard.

THE FEEBACK PROCESS

- *Be specific rather than general*
- *Focus on the behaviour*
- *Give to help and with love*
- *Take your time*
- *Breathe to relax*
- *Listen to understand – hear with your heart*
- *Seek clarification – paraphrase for understanding*
- *Try not to blame - breathe and listen*
- *Ask for time out if you need it*

- Involve a range of people who represent a variety of organisations
- Ideally built on trust, respect and diplomacy
- Require management to be effective

Immediate Strategies

- Manage the interactions between network members to improve the understanding of each other's position – provide relevant and quality information to the network
- Maximise individual involvement – encourage communication between members through an agreed process that is time-focused and regular

Wine Industry Leadership Program



Northeast Victoria

Day 1: 28th April 2011
Venue: GOTafe

Wine Industry Leadership Program



Day 2
Theme: Working Together

8.30 – 9.00am	Key Concepts and Implementation Plans – Targets Reassessed
9.00 – 10.30am	Teams for Success
10.30 – 10.45am	Morning Break
10.45 – 12.00 noon	Effective decision-making
12.00 – 12.30 pm	Guest Speaker
12.30 – 1.15pm	Meal Break with Guests
1.15 – 1.30pm	Key messages and implementation plan
1.30 – 2.30pm	Managing conflict
2.30 – 2.45pm	Afternoon Break
2.45 – 3.30pm	Visions – Me, My business and a regional plan – ACTION PLAN
3.30 – 4.00pm	Finalising and Finish

Wine Industry Leadership Program



Purpose for Day #2

- To provide the team with an opportunity to form a network and to look beyond and strengthen it.
- To understand decision-making process and develop new skills for more effective formal and informal decision-making.
- To provide expert information about the industry structure at regional, state and national levels.
- To provide opportunity to self-assess regarding managing conflict and build success strategies

Wine Industry Leadership Program



Name	*Personal*	*Business*	*Industry*	*E*	*I*
Marc	Time Management	Delegation	Involvement	8	8
Adam	Unstubbornness	Flexibility	Involvement	12	4
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Pat	Flexible	Calmness	Vision	3.5	12.5

Wine Industry Leadership Program



Teams for Success

Wine Industry Leadership Program



Activity

You have 2 minutes to form into two teams.

Observe –

- What the team did/ what individuals did
- How you (plural) allowed for the job to be done; strategic thinking to happen; looking out for all members; scope for new ideas and difference to be included

Wine Industry Leadership Program



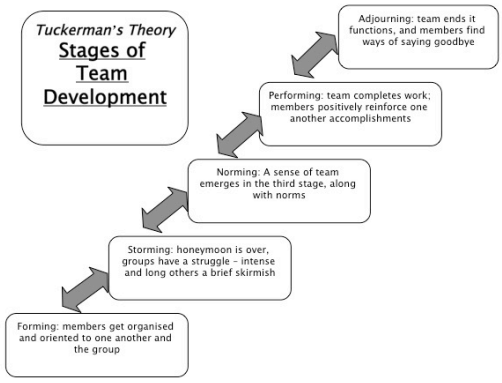
You have 5 minutes to plan how you will achieve your goal.

You have 10 minutes to cross the carpark and return.
None of the members of your team are allowed to touch the ground.
All of you must cross the carpark.

Effective Team Theory

Wine Industry Leadership Program





Debrief PART 1

1. What did you learn about the way you participate in a group?
2. What did you learn about your ability to problem solve?
3. Which skills did your team use during the activity?
4. Which new skills did your group attempt to use?
5. What would you do differently next time?

Debrief Part 2

Observe –

- What the team did/ what individuals did
- What you did as a member of a leadership group did/What a leadership group did
- How you (plural) allowed for the job to be done; strategic thinking to happen; looking out for all members; scope for new ideas and difference to be included

	Contribution to the Team	Allowable weaknesses
Plant	Creative, imaginative, unorthodox. Solves difficult problems	Ignores details. Too preoccupied to communicate effectively
Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts	Over-optimistic. Loses interest once initial enthusiasm has passed
Co-ordinator	Mature, confident, a good chairperson, Clarifies goals, promotes decision making, delegates well	Can be seen as manipulative. Delegates personal work
Shaper	Challenging, Dynamic, thrives on pressure. Has the drive and courage to overcome obstacles	Can provoke others. Hurts peoples feelings
Monitor-Evaluator	Sober, strategic and discerning. Sees all options. Judges accurately	Lacks drive and ability to inspire others. Overly critical.
Team Worker	Co-operative, mild, perceptive, diplomatic. Listens, builds, averts friction, calms the waters.	Indecisive in the crunch situation. Can be easily influenced
Implementer	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions	Somewhat inflexible. Slow to respond to new possibilities
Completer	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate. Can be a nitpicker.
Specialist	Single minded, self-starting, dedicated. Provides knowledge and skills in rare supply	Contributes on only a narrow front. Dwells on technicalities. Overlooks the

Effective Decision-Making

Different ways of making decisions

IT'S FATE – Your life is pre-set and you have no control over it. Leave it up to fate … when your number is up…

JUMP IN – You don't look before you leap; take whatever comes up first; act on impulse

THE THINKER – You gather information weigh up the facts think and plan ahead. You have goals in mind

ME
HOW
DO I
DECIDE
?

FOLLOW THE LEADER – You let someone else decide; go along with other people's plans, ideas, decisions.

LATER NOT NOW– You feel overwhelmed by choice so put off making decisions. You hope the need to make a decision will "go away"

IT FEELS RIGHT – You use your intuition or gut feeling to help you decide what to do.

Meetings

A Standard Agenda

- Introduction and if applicable, welcome visitors or new members
- State the purpose of the meeting
- Attendance – record those present
- Apologies – record apologies
- Confirmation of minutes from the previous meeting
- Business arising from the minutes
- Correspondence – read/tabled and issues from correspondence and place them on agenda
- Reports – key issues for discussion/debate and reports moved
- General Business – including extras from correspondence
- Next meeting details

Question Type	Examples	Nature
Open	What were your first thoughts when I broke down? How do you source income for your business?	Begin with How, What, When , Where, Who or Why.
Closed	Did you turn it off when it first broke down? Do you normally source your income through direct sales?	Begin usually with Can, Did, Do , Have, Is , Will, and Would.
Alternative	Would you like to pay cash or charge it? Would you like silage wrapped or pitted?	A form of closed questions
Probing	What were you really looking for in a business vehicle?	Can be open or closed – usually open
Leading	So you'd have no problems meeting these levels of commitment to the program?	Usually a form of closed question.
Softening up	Would you say that you tend to wear these more stylish lines? And do you think it is better for your highly skilled work force to purchase this higher level of program?	A form of closed/leadning question.

Type	Behaviour	Management
Porcupine	Always annoyed, agitated	*Ignore as much as you can. For every negative, counter with a positive*
Puppy Dogs	Always saying yes	*Give them time to decide so that they are not caught on the spot. Give them the option to say no.*
Cobras	'Back-stabbing', malicious gossip If you are sure	*If you are sure bring issue out in the open.*
Mules	The 'no' sayers. Blocking new ideas	*Develop team problem-solving protocol*
Rooster	'I know it all', bragging	*Thank them for their input but don't let them go on*
Lion	Aggressive – verbal and physical, bullying	*Diffuse the anger if you feel comfortable. Don't get provoke yourself*
Coyote	Constant complaining. 'Whingeing'	*Acknowledge how the person is feeling, without making a commitment to 'owning' the problem*
Sheep	The 'eternal' victim. Always overwhelmed	*Acknowledge their feelings without offering to step in and own the problem.*

Effective Meetings

Managing Conflict

Conflict: A struggle of opposing ideas, interests and feelings.

Negotiation: To talk and communicate to find agreement.

FOUR GENERAL CATEGORIES:

Passive: characterised by a desire to avoid offending people at all costs.

Aggressive: characterised by pushing people around, loudly demanding what you want.

Passive-aggressive: the long suffering passive person will build up aggressions that will be triggered and a vicious outburst will precipitate.

Assertive: characterised by the belief that everyone has the right to express his or her own legitimate needs.

Four F's of Assertive Messages

FOCUS
Feelings
Facts
FAIR REQUESTS

Summing – Up

and

Plan for Day #3

Wine Industry Leadership Program



Northeast Victoria

Day 3: 28th June 2011
Venue: Rural Industries Campus - GOTAFE

Wine Industry Leadership Program

Purpose for Day 3

* To convey information and ideas with clarity and impact

* To understand self within effective teams

* To provide factual information regarding time management and opportunity to develop a time management plan.

Wine Industry Leadership Program

Public Speaking

· Initial Concepts
· Centre yourself
· Speak slowly
· Smile
· Speak less
· Say something positive

Wine Industry Leadership Program

Day 3
Theme: Growing the Region

8.30 – 9.30 am	Re-Connecting
9.30 – 9.45am	Panel Questioning and Group Strategy
9.45 – 10.45am	Public Speaking
10.45 – 11.00am	Morning Tea
11.00am - 12.30 noon	1 hr of presentation of outcomes.
12.30 – 1.30pm	Lunch with Guests
1.30 – 2.30pm	Guest Panel Session
2.30 – 3.30pm	Time Management
3.30pm – 4.00pm	Nexr Steps & Finalisation

Wine Industry Leadership Program

Question Type	Examples	Nature
Open	What were your first thoughts when I broke down? How do you source income for your business?	Begin with How, What, When , Where, Who or Why.
Closed	Did you turn it off when it first broke down? Do you normally source your income through direct sales?	Begin usually with Can, Did, Do , Have, Is , Will, and Would.
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Wine Industry Leadership Program

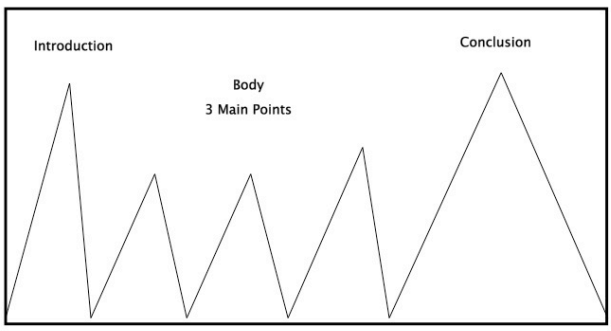
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Wine Industry Leadership Program

Passion and personal stories remain with an audience.

Individuals only concentrate for 60% of any given presentation

- *58% of an audience accepted a proposal from a presenter who was sitting*
- *79% of an audience accepted a proposal from a presenter who was standing*
- *43% of an audience is more likely to be persuaded to your idea if you are standing*
- People are willing to pay 26% more for the same service when the presenter stood.



Leadership Learning Plan

Guest Speakers

Time Management

Reviewing Time Management

- Time management is essential to a successful, stress-limited life.
- Effective time management is the ability to use the time available to the best possible advantage.
- Most people have to juggle their daily commitments to try to make all their activities fit into a given time span
- Effective time management in your personal life will impact positively on the organisation of your work life.
- Benefits of effective time management include: Increased morale, increased production, reduced sick-leave, enhanced business image.
- To avoid misusing time you must be able to recognise time wasters in your life and try to eliminate them.
- Some common time wasters are: telephone calls, personal interruptions, lack of planning, communication breakdowns, an inability to prioritise, saying yes to often, not understanding responsibilities, inaction.

Time Management Procedures

Goal setting	Solution •Know what you want to achieve – more than just what you want to do this week and next. •Establish realistic timeframes – compare actual time with ideal time •Define the goals clearer – make sure anyone could understand them and the timing is right
Setting Priorities	Solution •Plan what has to be done •Divide tasks into easily manage segments •Identify the urgent more important tasks •Allocate a realistic timeframe to each task •Begin with the most urgent and work through you list.

Next Steps and Finalisation

Where to now for you and your industry?

Appendix 4: Evaluation - Graduate Outcomes

Five questions were asked of the graduates. These questions were specifically to assess the ongoing value of the program, the transfer of knowledge and skill into the industry at a personal, workplace and organisation level and the opinions to the worth of future funding of the program.

1. What skills learnt during the Wine Industry Leadership Program are you using?
2. How and where have these skills been used – personal, business/workplace, industry?
3. Why was the Wine Industry Leadership Program important to you and your industry?
4. Should the Grape and Wine Research and Development Corp continue to use some of your levies for this program for others? What advice would you suggest regarding the funding of this program?
5. Where do you plan to use your Wine Industry Leadership Program skills?

Please Note - Question five is least relevant considering the future funding of the program.

Graduate ONE

1. The main skills that I am using are delegation techniques and managing committees
2. Mainly in the workplace, plus with the regional Grapegrower association.
3. Important for my own personal development as a manager in the workplace, plus important for industry to have skilled and passionate people working for a united industry in times of reduced demand for wine.
4. I do support the proposal that GWRDC continue to subsidise this program, along with a user-pay component. It may also be possible for regions to support/sponsor future leaders to attend workshops.
5. I plan to continue using my skills as a manager in the workplace, plus in the industry at a regional level .

Graduate TWO

1. Running meetings with staff and other stakeholders, ensuring that communication is conducted using appropriate methods (email, phone mail etc). Skill refinement is still ongoing regarding the negotiation skills, but this is a subjective one based on individual persona.
2. Business mainly. Very little change on the home front.
3. Succession is an issue with many industries, including the wine industry. This training will help here to fill this gap. It also assists in refining and improving your management skills.
4. If available. The wine industry is heading for some tough years, where leader skills will be required to fill gaps made by possible career changes by managers etc, and to assist their business streamline operations to maintain sustainability and their flexibility required. For those in middle management, where this course is aimed, will build the skill base of those who drive the operations of these businesses, which is where the business sustainability focus will lay in the future.
5. Everywhere, of course!

Graduate THREE

1. Public Speaking Conflict resolution Motivational skills Organisational skills
2. I have used my public speaking skills in a TAFE/school programme McWilliams has just become a part of. McWilliams has been paired up with Griffith High School. A month ago I gave a speech in front of two science classes about my job history and background. Along with another lab manager we performed demonstrations on some of the tests that we do in our lab. Yesterday, we had the same two science classes visit us. Both classes did a tour of the winery and we then split them up into groups and instructed the students on four standard tests that we use. I have used my conflict resolution skills in the workplace- certain situations have arisen with staff which have required me to use the conflict resolution approach used in the programme.
3. I felt that the public speaking part of the leadership programme definitely helped me when I had to give a speech at Griffith high school and their visit to our winery. It made me understand the need for preparation, the awareness of targeting language for a specific audience, how to present myself and how to remain calm!. I find that I am a little bit better at being organised. I am able to prioritise and complete tasks now that I am aware of the problem areas I have with organisation. The conflict resolution skills learnt have enabled me to resolve situations that previously I would have had trouble with.
4. The Grape and Wine Research and Development Corp should definatley use some of our levies for the Leadership programme. You could always ask the local wineries for some monetary support.
5. I plan on using my Wine Industry Leadership programme skills daily at work and in my personal life.

Graduate FOUR

1. Communication skills have strengthened ability to communicate concisely in the work place, especially useful in providing work instruction. Also, with a recent change in job description resulting from company restructure, a more interactive role with growers has required skills honed at the WILP. These skills include goal setting (to assist in setting new performance objectives and changed priorities), strategic communication (used in advising growers and regional networking to source and share knowledge), presentation skills (for grower workshops), team dynamics and learning (to target information delivery to suit different personalities).
2. As above. Mainly work related, which includes discussions with industry people (attendance at 3 field days). Some skills, especially communication and goal setting have been used personally (sometimes subconsciously, sometimes calculated)
3. The current oversupply and low revenue issues affecting the wine industry has led to a lot of change and pressure to reduce costs. Ultimately this means a change in job description (in my case increased responsibilty), tough decisions made under pressure (within workplace), advice to growers facing financial stress. Improved skills have enabled me to cope with this to change goals/communicate ideas/pass on information to growers in a strategic and concise manner.
4. As long there is interest in this course, funding should be provided to address

the obvious industry need. Other option is for the service to be provided by local training institutes (eg TAFE) though focus on wine industry is lost, especially/ knowledge/ contacts/ guest speakers on local wine industry associations that the WILP provided.

5. Will keep using skills learnt in the workplace and probably more and more on a regional level if/when I become directly involved in the local wine industry association. At the least I will meet people and share knowledge at regular field days etc and over phone/email (including new contacts met via the course.

Graduate FIVE

1. Understanding & managing personalities, tips for conducting meetings, patience to listen, delegation, communication.
2. Association committee meetings, project management, fund management, staff management.
3. Important to developing my skills to better manage my role as EO of an industry organisation, especially having limited staff and reliance on volunteer committees. Assist me to help volunteer roles.

4. Continued support of leadership development in the industry is important. The wine industry has these sorts of initiatives as full programs, but their is a role for individuals from all sizes of enterprise to be able to access short course skills development in this area within time constraints of running their businesses and WILP provides this.
5. Ongoing in my job, plus trying to apply more priority to personal goals for more balance. I hope to take part in a more advanced state leadership course later in the year (pending success of my application).

Graduate SIX

1. I didn't really learn anything new. It only revised some of what I have learnt on the job over many years. As highlighted in the workshop I am in the process of completing a Diploma of Business at the Australian Institute of Management. Which expanded on many of the
2. I continue to use the skills covered in the workshop on a daily basis in my personal, work and volunteer life.
3. Due to the name of the workshop I went thinking that there was going to be more information about becoming more involved in the agricultural / wine industry rather than an introduction to basic management. I would have to say that the course turned out to not be important to me at all. I would say that the workshop would only be of benefit to staff new to middle management or aspiring to vineyard, winery of cellar door management.
4. I would have thought that our Wine Grapes levy would have been better used to improve industry knowledge of the Grape and Wine Research and Development Corporation, Wine Australia, Australian Wine and Brandy Corporation and the Winemakers Federation of Australia. And why it is important that these bodies are supported. These bodies have a very poor profile in the wine industry and are seen

as just another expense to the wine industry with no direct benefit to the small wine business.

5. The answer is the same as question 2.

Graduate SEVEN

1. I gained some tools to help me deal with conflict in the work place. Also skills to look at behavioural differences in the workplace to help better understand how to deal with different personality types and know what your own limitations and strengths are.
2. I have used the tools I gained to better understand and accept different personality traits both in the work place in with personal relationships. Additionally, I had difficult conflict to manage with a former staff group that was made easier with the support of the facilitators from the session and through some of the tools that gave us through the workshop.
3. It gave people involved in more regional areas the opportunity to participate in a wine industry specific leadership program where generally you would need to travel to the major city centres to participate in such a course. The course also gave me an opportunity to network with other smaller wine regions in Victoria.
4. Most definitely! It is important the smaller wine regions across Australia have access to programs such as most programs of this type are city centric. I hope that the plan of bringing together the past graduates in a central location goes ahead as I believe there is great benefit in networking and sharing ideas across the industry at a ground level.
5. In my current and future work places as well as in day to day life. I have made some great networks from this course which I still keep in contact with i.e. Jill and Cynthia. Thanks for the ongoing support.

Graduate EIGHT

1. The theory of circle of control and circle of influence, People management and communication skills, Working more on my work/life balance
2. In a workplace sense, I have been focussing more on my circle of control and trying to perfect the items within that and also trying to increase the size of that circle. Also I have focussed on not concerning or worrying myself with items and details outside my circle of control. I believe that my people management and communication skills have been enhanced by the program in my personal, workplace and industry by having clear lines of communication. I have focussed my mindset less on work once I am in the car on the way home and I have tried to talk less about work when I am at home with my partner and keep telling myself that. I have been made a co-chairman of the Education Sub-Committee of the Clare Valley Winemakers Organisation which is really helping me to communicate with individuals and businesses both within our region and the wine industry at large.
3. Developing future leaders and leadership skills in the wine industry is tantamount in the current economic climate. The program helps to allow more open minded thinking and problem solving skills when dealing with business and people issues

4. I think it should definitely be maintained and possibly enhanced as I believe that the future of the wine industry lies in the hands of the positive thinking individuals who have enrolled and graduated from the program.
5. I plan on further using the skills from the program in my personal life, my current place of employment, my future place(s) of employment, the region where I am working, and hopefully the industry as a whole

Graduate NINE

1. All of them, although the conflict management skills I learnt have been fantastic and the running & participating in effective meetings techniques have come in very handy.
2. The effective communication skills and feedback on your own communication method has helped me immensely both personally and in the workplace. I believe the local wine industry has already and will continue to benefit from the WILP held in Margaret River. Past participants of WILP are now on the local associations committee and there is an increased understanding of the local industry.
3. The best thing about the WILP is that it caters for regional areas. Those people who don't often get to attend courses/workshops due to the distance really benefit from these programs.
4. Yes, it will benefit the whole wine industry. I think the industry would benefit vastly from one nationally accredited course, which can be at subsidised costs for members, that has a high reputation and is recognised internationally in the industry. I am sure it would cause some debate and I assume some politics would be involved, although imagine if all the different organisations, unions, societies and associations scrapped any underperforming courses, combined their funding into one super-duper course - WILP!
5. In my evil plan to take over the world and rid it of bad wine forever!

Graduate TEN

1. Delegation, public speaking, communication
2. Mainly in the workplace and related industry situations
3. The program gave me the strength and confidence to take on increased responsibilities both within my business and within the local industry community during a difficult time.
4. I believe this program is very worthwhile for developing future leaders in this industry. It gives direction and a sharing of knowledge which I have personally found invaluable.
5. I am using these skills every day in my workplace and will continue to do so whilst employed in the industry.

Graduate ELEVEN

1. Public speaking and diplomacy.

2. Business/workplace mainly dealing with suppliers and being a little bit more tolerant of their inadequateness.
3. It gave me a lot more confidence in myself personally and in my work.
4. I think the government should give a little bit more of the tax levy that is charged for wine, beer, cigarettes and gambling to the program. I would suggest that the government be lobbied for this although since the new government has taken over they have managed to give the country a massive debt in a very short time. GOOD LUCK!!!
5. In public speaking for the company, explaining to our suppliers what we want and expect of them as one of our main suppliers.

Graduate TWELVE

1. Clearer communication and decision making skills
2. Business / personal
3. To develop skill sets and gain confidence in own abilities
4. Yes, I think it benefits rural wine businesses. – My advice would be to keep funding as they have been.
5. In our own business, and own regional associations.

Graduate THIRTEEN

1. Dealing with conflict and difficult situations – have used the strategies several times, especially the technique of practice what/how you want to say it. Meeting protocol very useful. Communication – I learnt that writing directions/instructions and getting person to repeat back helped enormously to avoid miscommunication issues.
2. These skills have been used in the workplace and also in regional industry group. Also useful when dealing with strong willed 6 y.o. daughter!
3. Very valuable to industry as youngish people can be given some skills and encouragement to persist in the industry and take on lead roles in workplace or organisations. It seems that as in other sectors the same people keep taking the lead as there aren't many others willing to take on roles – this training helps those others to believe in themselves and have a go. For me personally it was great to meet others and discuss examples/issues from a variety of settings but from which I found something useful for my own situation. Also appreciated support from the group and facilitators with a difficult situation at work which I discussed with them. Follow up calls after the program from facilitator great and gave me confidence.
4. Yes! At least 50% of GWRDC levies should, I believe, be used for extension activities such as these in regions. I like the idea that the participant still pays part of the fee so the training seems valuable (stuff that is free is often regarded as not all that important I have found). The rest can fund big picture research.
5. Regional industry body, state industry body (VWIA), workplace.

Graduate FOURTEEN

1. I think the main skill I learnt was delegation: trying to make people's jobs clear. I went home and got job descriptions made out for each person. I think this helped. I also gave more responsibility to my employees, with varying results. This was a learning curve, a positive one however. I recognized the difference between an introvert and extrovert. This certainly helped me give people more respect. I also learnt from the group the frustrations the employees were feeling towards their employers and even tears and extreme anger when the employer was thoughtless with their comments. This was an eye opener indeed and really made me think of the power I had and how it should be used in a kinder and more considerate manner. Therefore, this mixed group really helped.
2. I have used them mainly in the work place but also in private life. It was certainly important in my business as it helped me solve what I thought were insolvable problems in my business, I have been able to supervise men in the workforce, whereas previously I was overwhelmed.
3. I really thought this time out was important to me to reconsider how I was managing the business and how I could do some things better.
4. Yes this program should be offered to others. Maybe locality is more important as I could get to some of the program because of the pure distance involved especially when it was moved. When you are busy with your business this puts too many barriers in your way.
5. I would like to use these skills in a wider context, but managing a winery is a heavy load. I am the winemaker; I run a cellar door; I supervise the sales, accounts and the vineyard. We also have endless government responsibilities, tax, superannuation, surveyors, payroll, bas, health and safety and food safety requirements etc. I also find the politics in the local wine group to be too overwhelming to even start to try and be involved: as to be involved in the current circumstances would compromise my integrity. I don't have the energy to fight my way in at this stage.

Graduate FIFTEEN

1. How to communicate effectively one on one, in meetings and to groups (presentations). Developing networks. Development of work teams and establishing goals to achieve successful outcomes . Developing interpersonal skills and setting personal goals. Effective decision making. Conducting effective meetings. Managing conflict. Understanding different personalities. Time management.
2. I have used all these skills in all areas especially in personal development and in the workplace .

3. It was important to me as it gave the opportunity to learn some leadership skills which are and have been very useful in my interpersonal development .

It is important for my industry because a better lead industry will result in a more efficient and profitable industry .

4. I believe they should be funding this program not only for better industry leadership but it also identifies and connects the GWRDC with their future leaders .

The only advice I would like to give is that over the years I have done other courses and they have not been as effective and useful as the leadership program presented by Jill and her team ,therefore not funding this program would be a big loss .

5. I plan to use my skills in my interpersonal development and in my workplace /industry . They have already been beneficial for myself and my workplace .

Graduate SIXTEEN

1.
- rather than specific skills I would say the course allowed me to focus on my career path at the time, and gave me a chance to clarify the direction I was heading in. After the first part of the course I was able to identify specific things I was interested in pursuing and others which I decided were not of interest to me.
- an important skill I developed during the course was how to improve my public speaking. I have not really used that at this point but expect to soon, and feel very confident about public speaking due to the skills aquired through the Wine Industry Leadership Program.
- media management was very helpful and I did take away quite a lot from that. I have recently started to utilise some of theory we learned during the second part of the course.

2. mainly the media side of things so far. As explained above I expect to utilise the public speaking skills I learnt soon due to a change in role.
personally- we did implement some simple rules at home to improve our personal relationships within my family, that continues to benefit my family.
industry- no
3. It provided me with confidence in my career path, and a chance to reflect on the main elements of both my business and personal life
4. yes, I think the program is of benefit, particularly to those who have just started out in the industry and are not completely sure where they're headed. I think it clearly gives most participants cofidence, and the courage to take on new challenges. I see the program as a worthy investment in the future of the industry.
5. - within our family business, specifically media management and marketing our products.
- within my personal life, creating a better domestic environment than previously existed.

Graduate SEVENTEEN

1. I am amazed to find that I am now more patient with people and really do SHUT my mouth and listen to others comments, and find even if I don't not agree with the person, I do not comment unless I think the item is important enough (this is the main thing that I hoped to get out of the program and you have achieved that for me)
2. I use this skill in ALL aspects of my life, I am a much calmer person who has more tolerance of others whether it is work, family , meetings etc.
3. I knew that I had a lot of skills, but my attitude (intolerance) let me down as a real leader.

4. I strongly support the program and believe that this should be a priority for GWRDC, particularly in light of the economic crisis that we are all facing and the need to have the highest skills possible to service in this or any business.
5. As noted before, I intend to use it on a day to day basis, but also, use it as President of Heathcote Winegrowers and other community groups that I am involved in.Many thanks to you for giving me and Graeme the opportunity to participate and your encouragement for us to dig deep and be honest about who we are, and where we want to be

Graduate EIGHTEEN

1. Skills learnt - Media, Networking, Communication,
2. Business/workplace, personal, local community and coaching sport.
3. The course was at a time when our business needed more skills in networking and communication with staff and business people and the course gave us both confidence to promote our business and work with staff. The Leadership Program is the best course I have taken part in it has helped us both not only in business but our personal life.
4. I think it is important that the GWRDC continue to fund the program to help grow the people in the industry, at a time when we need all the help we can get.
5. Within the business and to help other achieve the confidence to help their business and personal everyday life.

Graduate NINETEEN

1. To further develop a understanding of the wine industry structure and develop personal skills in my ability to strategically grow the industry.
2. I am now a director of Tourism Victoria and believe this provided me with valuable learning's
3. An opportunity to grow the regions/ states networking.
4. I believe the model is a good one and it was a very well run
5. Both in my business, my region and now my state organisations

Graduate TWENTY

1. I've applied my learning of team dynamic and leadership and media liaison as president of the Warby Range Network for Success.
2. This Warby Range Network was formed with a vision of improving the tourism offering and recognition of the Warby Range Region. One of my particular goals of the course was to gain skills in dealing with the media which I am using on a weekly basis now. This group's long term success will have impacts both on the local wine region and my business directly.
3. As above - the skills I've developed from the program will translate into better exposure for local Vignerons association and therefore business long term
4. I suggest continuing this program as there is a wealth of skills within the grass roots of the wine region that need to be fostered and drawn into an overall

improvement of the industry in the eyes of the consumer and the industry member alike

5. See above

Appendix 5: Budget Reconciliation

Please use the End of Project Financial Statement, downloadable from the GWRDC website at www.gwrdc.com.au

END OF PROJECT
FINANCIAL STATEMENT
Statement of Receipts and Expenditure

At the conclusion of each Project, the GWRDC requires a Statement of Receipts and Expenditure of GWRDC funds received in relation to the Project.

Project Title:	Wine Industry Leadership Program Project

GWRDC Project Number	Project Start Date	Project End Date
GWR 1001	**July 2010**	**December 2012**

Table 1

Financial Year (e.g. 2006/07)	(a) *Funds brought forward from previous year	(b) #Approved GWRDC Budget (full year)	(c) Total budget available (a)+(b)	(d) Actual expenditure ($)	(e) Difference ($) (c)-(d)
Year 1: 2010/11	**n/a**	70,000.00	70,000.00	55,564.66	14,435.34
Year 2: 2011/12	14,435.34	0.00	14,435.34	8,742.00	5,693.34
Year 3: 2012/13	5,693.94		5,693.94	32,075.33	-26,381.39
Year 4: 20__/__	-26,381.39		-26,381.39		-26,381.39
Year 5: 20__/__	0.00		0.00		0.00
TOTAL		70,000.00		96,381.99	**-26,381.99**

* "Funds brought forward" refers to any unspent GWRDC funds from the previous year and approved by the GWRDC to be spent the following year (i.e. column *(e)* from previous year).
# "Approved GWRDC Budget" is the funding amount specified in the Project Agreement, including any approved Variations after Project commencement.

Financial Year	Amount ($)		Status
2010/11	$70,000.00	Budget	Paid to Jill Briggs
	$55,564.66	Spent	
	$14,435.34		Owed to GWRDC
2011/12	$70,000	Budget	Unpaid
	$8,742	Spent	Owed to Jill Briggs
	$61,258		
2012/13	$70,000.00	Budget	Unpaid
	$23,333.33	Anticipated	Owing to Jill Briggs
	$46,666.67		
Summary	$14,435.34	Underspent	Owed to GWRDC
	$32,075.33	Unpaid	Owed to Jill Briggs
	$17,639.99		**Owed to Jill Brigs upon acceptance of final report**

Was funding expended as approved in the Project Agreement?

Yes ☐ No x

*If **NO**, please provide reasons:*

Due to the agreed restructuring of the program. $70000.00 is the only amount provided to Rural Training Initiatives P/L regarding this project. Please note that Table 1 is not the agreed amount. Table 2 is the agreed amount that GWRDC owes Rural Training Initiatives P/L as per email and contract received in 2012.

Has the cash and/or in-kind funding from Contributing Agencies been received and applied to the Project as approved in the Project Agreement?

Yes ☐ No ☐

*If **NO,** please provide reasons:*

No cash/in-kind received.

I hereby certify that this statement is true and accurate.

Signature of duly authorised representative



…… ……..
……

Name: Jill Briggs

Title: Project Manager, Managing Director Rural Training Initiatives P/L
Date: 13/12/2012

Below is a summary of the current project expenditure, as per your records.

Financial Year	**Amount ($)**		**Status**
2010/11	$70,000.00	Budget	Paid to Jill Briggs
	$55,564.66	Spent	
	$14,435.34		Owed to GWRDC

2011/12	$70,000	Budget	Unpaid
	$8,742	Spent	Owed to Jill Briggs
	$61,258		
2012/13	$70,000.00	Budget	Unpaid
	$23,333.33	Anticipated	Owing to Jill Briggs
	$46,666.67		
Summary	$14,435.34	Underspent	Owed to GWRDC
	$32,075.33	Unpaid	Owed to Jill Briggs
	$17,639.99		**Owed to Jill Brigs upon acceptance of final report**

Upon completion of the