

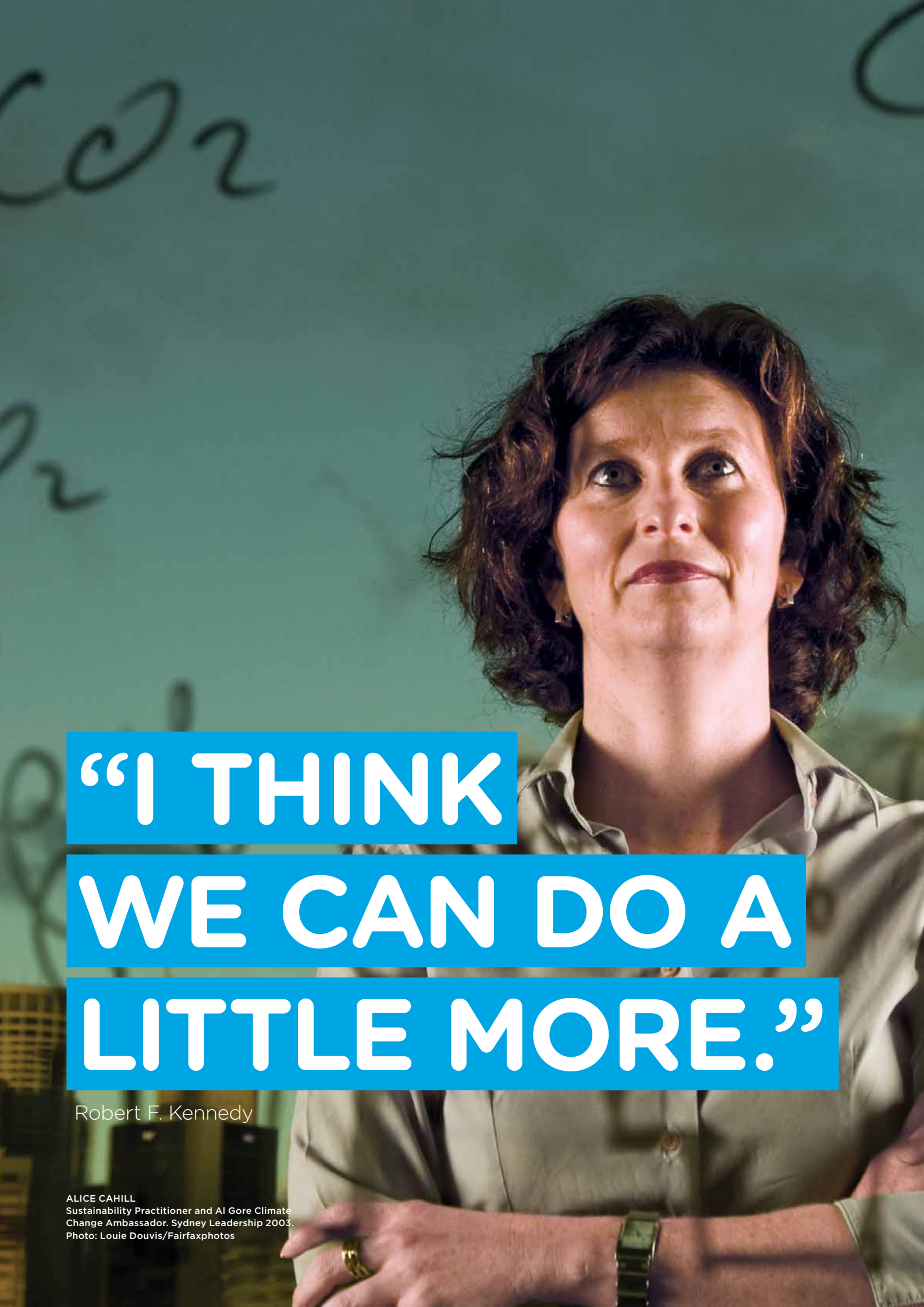


CHALLENGE YOURSELF. CHANGE YOUR WORLD.

QUEENSLAND LEADERSHIP

2010-2011 INFORMATION
& APPLICATION FORM

SOCIAL
LEADERSHIP
AUSTRALIA 



**“I THINK
WE CAN DO A
LITTLE MORE.”**

Robert F. Kennedy

ALICE CAHILL
Sustainability Practitioner and Al Gore Climate
Change Ambassador. Sydney Leadership 2003.
Photo: Louie Douvis/Fairfaxphotos

**“FOR THE FUTURE WE TAKE HEART...
A FUTURE WHERE WE EMBRACE THE
POSSIBILITY OF NEW SOLUTIONS TO
ENDURING PROBLEMS WHERE OLD
APPROACHES HAVE FAILED.”**

Kevin Rudd, The Apology to the Stolen Generations

It starts with hope.

Queensland Leadership is for people who want to change the world.

People who still believe in hope.

Because complacency and cynicism are the biggest impediments to change.

It's hard not to be cynical in Australia in 2010. The gap between the rich and the poor is wider than ever. Our public health, education and transport systems are in crisis and we have a national housing shortage. Prison populations have doubled and our levels of crime, drug and alcohol abuse, domestic violence and homelessness are as high as ever. Too many Indigenous Australians are living in poverty, in poor health, locked up or unemployed. And the challenge of climate change seems insurmountable.

But maybe it's not.

Maybe it really is possible to change.

Queensland Leadership is for people who believe change is possible. And it is for people who are moved to act on that belief. People who are prepared to challenge and surprise themselves, and who are willing to be catalysts for turning around the hardest issues in this State.

Queensland Leadership marries concrete techniques with creative collaboration and unconventional thinking. It equips a network of world-changing leaders with the skills, wisdom and bravery to activate deep change in themselves and in their organisations and to drive lasting change for society as a whole.

Could you be a Queensland Leader?

Message from The Premier of Queensland

I'm delighted to lend my support to Queensland Leadership.

The Benevolent Society has a long history of pioneering social change in New South Wales and in 2007 began lending a helping hand to Queensland families through a State Government-funded service on the Gold Coast.

Last year, the Society once again extended its hand, this time to Queensland business, community and government leaders, with Queensland Leadership. The inaugural program began late in 2009. Already participants have their eyes opened to complex societal problems, and empowering them to implement radical change.

Now more than ever we need motivated, skilled and passionate leaders who will lead their communities through the complex social, environmental and financial challenges of our time. I look forward to seeing the ideas and bold strategies that will arise from Queensland Leadership.

Like the members of The Benevolent Society, I believe strongly in the program's founding premise... it is possible to change the world.



Anna Bligh MP
Premier of Queensland

Message from The Lord Mayor of Brisbane

I congratulate The Benevolent Society on this exceptional social leadership program. I look forward to seeing the benefits of this year's program in the city's future community leaders.

The good work on programs such as this assists in contributing to Brisbane City Council's goal of creating Caring and Inclusive Communities, which is a part of our Vision 2026 for Brisbane.

I commend the program to anyone who is interested in social leadership and look forward to partnering with The Benevolent Society to foster the success of this program in Brisbane.



Campbell Newman
Lord Mayor of Brisbane



**“MOST OF THE THINGS
WORTH DOING IN THE WORLD
HAD BEEN DECLARED IMPOSSIBLE
BEFORE THEY WERE DONE.”**

Lois Brandeus

WELCOME

Sam Weiss, President of The Board Of The Benevolent Society and Sydney Leadership 2002 Graduate.

It is my great pleasure to introduce you to Queensland Leadership 2010-2011 and to encourage you to consider participating in what I believe is one of the most powerful personal and organisational development programs in Australia.

As a Sydney Leadership 2002 graduate, I have strong and lasting memories of my year with the program. I applied to Sydney Leadership because I was at a turning point in my life and career. I had just completed 25 years of climbing the corporate ladder with multi-national companies on assignments in New York, London and Sydney and a host of places in-between. It seemed to me that it was a good time to cut back on my business career and become more engaged in the issues faced by society. Over the course of a year, a group of thirty unconnected individuals from diverse backgrounds went on an amazing journey. Far more important than what we studied was what we learned about ourselves.

Addressing social problems as a group enabled us to explore, often in intensely emotional ways, how we felt about things, and also how we felt about how others felt. It made us realise how intractable the challenge of solving major issues seems to be, but it also gave us hope that by working together we might be able to make some progress.

I encourage you to challenge yourself and change your world by applying to Queensland Leadership 2010-2011. The investment that you make will pay off in the immediate rewards that come from having fierce conversations, and also in the connections that you make with your fellow participants that will long outlast the program year.



Sam Weiss

SAM WEISS
AB Harvard University, MS
Columbia Business School,
FAICD. Chairman of Altium
Limited, Deputy Chairman of
GLG Corp Limited and a Non-
Executive Director of
OrotonGroup Ltd, Breville Group
Limited, IPGA Limited, Open
Universities Australia and the
Sydney Festival. President of
the Board of The Benevolent
Society. Sydney Leadership
2002.

THE BENEVOLENT SOCIETY

What is done today shapes tomorrow.

Established in 1813, The Benevolent Society is Australia's first charity. A not-for-profit, independent non-religious organisation, we have been working with people and communities for nearly 200 years to bring about positive social change. Our purpose is to create caring and inclusive communities and a just society.

In recent years, we have begun a journey to extend our operations into regional and remote communities and to develop a national presence. We have invested in building our geographical reach and our profile, and moved into new fields of service delivery and expertise. We believe national influence is crucial to creating lasting social impact and nowhere is this growth more evident than in Queensland.

Since launching our first service on the Gold Coast in 2007, we've grown from one staff member in one location to 85 staff members delivering eight services from seven locations. Our two Early Years Centres in Nerang and Browns Plains provide a full range of early childhood health, education, family support and parenting programs. Our Mother-Baby Hub in Strathpine is the first wellbeing centre for mothers offering comprehensive pre and postnatal health services, a play area, modern cafe and beauty therapy. In Logan we're supporting people with mental health issues to participate fully in the community.

We deliver our financial literacy and matched savings program, Saver Plus, to people on lower incomes in three different regions and provide post adoption support services across the State. In 2009 we launched our inaugural Queensland Leadership Program. These initiatives form the start of a network of services that will help us to become a major service provider in Queensland over the next few years.

While our horizons have expanded, our purpose Remains constant: to pioneer new ways of preventing disadvantaged people and communities from being left behind.

Renewal and responsiveness is the key to our longevity. As we look ahead to our bicentenary in 2013 and beyond, we see there is still much work to be done.

Queensland Leadership is one of our most exciting initiatives. We are delighted that the first graduates from this State will join the Social Leadership Australia Alumni this year and become part of a community of new leaders with the passion and vision to work with us for lasting social change.

A TRACK RECORD OF 'FIRSTS' IN SOCIAL WELFARE REFORM AND SERVICE DELIVERY:

1820	First social service for mothers in Australia
1879	Successful lobby for free legal aid
1895	Successful lobby for the old age pension
1905	First women's hospital in Australia
1912	First antenatal care clinic in the British Empire
1949	First cancer detection clinic in Australia
1980s	Pioneer Early Intervention Programs to prevent child abuse and neglect
1993	New community programs for older people to stay living at home
1999	Launch of Sydney Leadership (Social Leadership Australia)
2002	With the AMP Foundation, WorkVentures and The Smith Family, initiated Social Ventures Australia
2009	In consortium of four charities, took on 600+ ABC Learning Centres



SOCIAL LEADERSHIP AUSTRALIA

Real leadership. Real progress.

Established by The Benevolent Society as part of a vision to address the root causes of social inequity in this country, Social Leadership Australia has introduced a new leadership philosophy to Australia - a fearless approach to learning that disrupts traditional thinking and empowers leaders with tools to bring about lasting change.

Unique in Australia, our world-class programs are based on the Adaptive Leadership model developed by Ronald Heifetz and Marty Linsky at the John F. Kennedy School of Government at Harvard University. We take this powerful model to a new level by focussing it on making progress for all of society.

Social Leadership Australia partners with organisations to customise programs that build their internal leadership capacity, connect them with their deeper purpose, and unlock new energy and insights to manage change and make positive social contributions.

We also tailor programs for specific communities to engage and make progress on their complex issues.

Throughout the year we offer a range of open enrolment programs for key talented and motivated individuals from across the corporate, government and not-for-profit sectors, making this learning available to leaders everywhere.

Graduates join a growing and committed Social Leadership Australia Alumni network. The connections made during an invigorating year together form a platform for a growing community of change agents,

opening doors that otherwise would remain closed and creating opportunities to form new partnerships across sectors.

Social Leadership Australia has been developing and delivering innovative leadership development programs in Australia for over a decade. Our formal evaluations and feedback from program participants and clients consistently point to an unrivalled learning experience with a depth that surpasses theoretical knowledge. Our programs deliver powerful, ground-breaking impacts on personal, organisational and societal levels.

In 2009 alone, more than 500 people from government, community and corporate sectors participated in a Social Leadership Australia program delivered by our experienced and highly credentialed team.

2010-2011 PROGRAMS

- **Queensland Leadership and Sydney Leadership:** Year long, open enrolment programs.
- **Introduction to Adaptive Leadership:** Four day, open enrolment retreat program.
- **Tailored programs:** For clients including the National Australia Bank, the Australian Institute of Police Management, Tasmanian Department of Premier and Cabinet, the NSW Department of Community Services, the Public Interest Advocacy Centre and The Benevolent Society.
- **Headland:** National dialogue project to build the leadership capacity of the next generation of Aboriginal leaders.
- **Alice Spring Desert Leadership:** Partnership with Desert Knowledge Australia to develop and deliver a two year intercultural leadership program for Alice Springs.
- Social Leadership Australia **Alumni events** including our winter evening Conversation Series.

“Queensland Leadership is a turning point program. It’s challenging, confronting and intense. It asks you to face yourself and tell the truth. **You will break through.** Before you do you will discover things about yourself that thrill you and scare you. You will laugh lots and make amazing friends. You will want to give up and run. If you’re a leader whose ready for the challenge of discovering the magic of adaptive leadership and who wants to make a real difference in the world... make the decision now and apply. It’s without a doubt the best investment of time and money in me - ever!”

Rod Douglas, MBA, FAICD, National Vice President, Greening Australia

A photograph of June Jordan, a woman with short blonde hair, wearing a black sleeveless top and dark trousers. She is standing in front of a red wall with a large yellow circle on the left. A wooden bench is visible behind her. The quote is overlaid on the image in three blue boxes.

**“WE ARE THE ONES
WE HAVE BEEN
WAITING FOR.”**

June Jordan

SARAH MADDISON
Research Director, Indigenous Policy and Dialogue
Research Unit, University of New South Wales Sydney.
Sydney Leadership 2009.
Photo: Martin Mischkulnig



**“IF YOU WANT TO TRAVEL
FAST, TRAVEL ALONE.
IF YOU WANT TO TRAVEL
FAR, TRAVEL TOGETHER.”**

African Proverb

QUEENSLAND LEADERSHIP

Working together to create new leadership.

Queensland Leadership is a yearlong social leadership development program for senior Queensland decision-makers who want to lead change in their own communities, organisations and spheres of influence.

The program is modelled on Social Leadership Australia's acclaimed Sydney Leadership, now in its twelfth year. Using the same hallmark Adaptive Leadership approach - with a strong emphasis on experiential learning against a substantial theoretical background - Queensland Leadership challenges participants to develop their leadership skills by tackling key social issues impacting on metropolitan, rural and regional Queensland.

Working across sectors is fundamental to the program.

Queensland Leadership starts with the recognition that for our organisations and our communities to survive and thrive in the 21st century it will require us to adapt and change, to discover new solutions to our most dogged social and environmental problems. These problems have complex and often hidden causes, and involve diverse stakeholders and vested interests. Finding lasting solutions calls for a higher order of working, thinking and connection, and it requires private enterprise, government and NGOs to start working together in new ways.

This is the opportunity Queensland Leadership provides. Each year it creates a diverse, multi-disciplinary cohort of leaders from across all three sectors - a group of talented and motivated individuals who can share ideas, challenge each others' views and work together to develop the insights, skills and connections they need to offer real leadership wherever it is needed.

From the mining executive responsible for organisational change or community relations to the CEO of a charity looking for partners to achieve greater impact in their work, Queensland Leadership's 360° 'meta' view and intensive leadership skills development combine to deliver the real prospect for long-term, sustainable personal, organisational and social change in Queensland.

“Queensland Leadership is building the foundation that will change the leadership landscape in this state. You can be an architect in this important endeavour. Whether you are a business-person in a small country town, or that town's mayor or council CEO; an Indigenous Queensland or educator, this program is about you and for you. Equally, you may work the 'big end' of town - your decisions may affect global markets or you may serve in the senior ranks of Government. Wherever you are and whoever you are, you will share with every applicant a desire and an ability to make a difference, to make things better for your community, and you will already be looking for ways to make this happen.”

Ian Boardman, Program Director, Queensland Leadership 2009

WHY EMPLOYERS INVEST IN QUEENSLAND LEADERSHIP

Queensland Leadership is an opportunity to invest in the people in your organisation who are dealing with the toughest issues you confront.

We live in an increasingly complex world where we can no longer pretend that boundaries exist between organisations, markets, the environment and communities. Those who are unable to adapt; businesses that do not take their responsibilities as corporate citizens seriously; government organisations and NGOs that fail to partner or manage their relationships with community effectively, will fail.

Queensland Leadership develops leaders who can recognise and respond to unforeseen problems and who can foster people's ability to adapt to change—leaders with the skills to help evolve new, non-habitual ways of operating in response to novel predicaments, and ones which offer better outcomes for everyone. Leaders who can help make progress on our difficult problems.

An investment in Queensland Leadership is an investment in:

- the ability to lead through times of uncomfortable change
- improved relationship management, including partnering and collaboration with diverse stakeholders and across sectors
- a highly developed, practical leadership skill set
- confidence in managing complex change and periods of uncertainty
- greater self-awareness, a sense of working with purpose and
- a strong cross-sector network of contacts.

Many major corporations and government departments sponsor employees through our social

leadership programs each year because of the positive differences they see in the way those employees perform and lead. These shifts are often evident from very early on in the program.

Three essential leadership skills

Queensland Leadership is focused on developing the three essential skills of real leadership:

1. Identifying problems and their causes

The toughest problems are hard to 'diagnose'. Skill is needed to identify what values, behaviours and norms have to change to make progress. A good leader must be able to see the whole 'system' and understand why it is working the way it is so that they can engage with others constructively to change it. Skill is required firstly to correctly identify stakeholders and understand what stage they are at in 'the game'; to discover the different biases, points of view and issues at play and the varying capabilities to participate in change. 'Reading the system' includes an enhanced ability to recognise entrenched habits, assumptions, prejudices and resistance.

2. Partnering

Lasting change can only be achieved when everyone who is part of the problem can be engaged to participate in the solution. The key to making progress is knowing how to work collaboratively with diverse players. An effective leader must work with both 'friend' and 'enemy' to bring about the shifts that lead to sustainable solutions.

3. Resilience and clear motivation

To be effective as a change agent, to inspire others and have the resilience to survive the pressures of leadership, a leader must be absolutely clear about their values, purpose and motivation, and operate with high personal awareness and emotional intelligence.

“This was undoubtedly one of the greatest experiences of my life – challenging, inspiring, thought-provoking and enjoyable.

Unlike many MBAs or other programs, this program really ‘stays’ with you. It’s truly in a class of its own.”

Karen Heck, MBA, BComm, Executive Director, The Heck Group (Queensland), Sydney Leadership 2004

Benefits for individuals

Queensland Leadership will provide you with a pragmatic and transferable leadership model which you can use at work, in the community and in your personal life. It will also introduce you to a valuable network of like-minded contacts across the corporate, community and government sectors, providing a source of ongoing support and development, new resources and ideas and potential partners.

From the earliest days of the program, you will see the opportunity to work differently. Over the year you will develop the knowledge, skill, creativity and resilience to work in challenging and uncertain environments and a much greater ability to achieve the things which matter most to you.

What are the outcomes?

There are now nearly 400 graduates of Sydney Leadership. In a recent survey, 94% of them reported significant, positive changes in their personal, professional and community lives as a result of their participation in the program including:

- an increased awareness of a range of social issues and of the way their work impacts on society
- living more in line with their own values and working differently, with clearer priorities

- improved communication and relationship management
- changes in the way they meet challenges in their workplace including resolving conflict and addressing organisational cultural dysfunction
- an increased, active involvement in their community
- working with their organisation to make it more socially responsible
- identifying possibilities for their organisation to better partner with the community
- developing a range of new cross-sectoral projects and initiatives with positive social impacts, both in their paid employment and outside of it.

Some of our graduates have changed their career direction. A number have set up new businesses. Some have started exciting projects with very positive, long-term impacts in the community. Most have stayed in their jobs but simply started to work in new ways, to help bring about change where it is needed. Many of them have successfully instituted major change in their organisations from cultural change processes to the instigation of new corporate social responsibility programs. Many have been promoted.

**“KNOWLEDGE CAN BE COMMUNICATED
BUT NOT WISDOM.”**

Hermann Hesse

Police Inspector Paul Pottage
Photo: Craig Sillitoe/Fairfax Photos.



**“WE THOUGHT,
BECAUSE WE HAD POWER,
WE HAD WISDOM.”**

Stephen Vincent Benét

CLARK THOMPSON
Regional Executive
ANZ Commercial & Agribusiness Central Queensland
Sydney Leadership 2007
Photo: John Casey

ORGANISATIONS WHO HAVE PARTICIPATED IN SYDNEY LEADERSHIP AND QUEENSLAND LEADERSHIP PROGRAMS INCLUDE

AAMI ABC Aboriginal Health & Medical Research Council of NSW ACON Aged Care Queensland AGL NSW Ambulance Service Amnesty International AMP Anglicare ANZ ANZ/Esanda Asthma Foundation Asylum Seekers Centre of NSW NSW Attorney General's Department Australia Council for the Arts Australia Post Australian Arabic Communities Council Australian Army Australian Red Cross Australian Youth Climate Coalition Australians for Native Title and Reconciliation AXA Balmain High School BHP Big hART Blake Dawson Waldron Blue Care Brain Injury Association Queensland Brisbane Housing Company Camp Quality Cancer Council NSW Catholic Care Centrelink Choice Magazine City of Sydney City Council Committee for the Economic Development of Australia Commonwealth Bank Conservation Volunteers Australia CSIRO Cumberland Health and Research Centre David Jones Department of Family and Community Services Department of Immigration and Citizenship Deutsche Bank Endeavour Foundation EnergyAustralia Ethnic Communities Council of NSW Fox Studios Australia Gadens Lawyers GetUp! Action for Australia Greening Australia (QLD) Griffin Theatre Company Habitat for Humanity Australia Hepatitis C Council of NSW Historic Houses Trust Foundation Home Care Services of NSW Human Rights & Equal Opportunity Commission IAG Indigenous Community Volunteers Inspire Foundation IAG Integral Energy Islamic Council of NSW Jewish Community Services John Fairfax Publications Johnson & Johnson Medical Juvenile Diabetes Research Foundation Kingfisher Adult Learning Kmart Kogarah Municipal Council KPMG Lee Hecht Harrison Leichhardt Council Logan Women's Health & Wellbeing Macquarie University Merrill Lynch HSBC Micah Projects Mineral Policy Institute Mission Australia Multicultural Disability Advocacy Association Multilink Community Services Museums & Galleries Foundation of NSW Music Council of Australia Music NSW Muslim Women's Association NAPCAN NAB National Children's & Youth Law Centre National Family Daycare Council of Australia MLC NCOSS Northern Sydney Area Health Service NRMA NSW Association for Adolescent Health NSW Brain Injury Association NSW Department of Ageing, Disability and Home Care NSW Department of Community Services NSW Department of Corrective Services NSW Department of Defence NSW Department of Education & Training NSW Department of Education, Employment & Workplace Relations NSW Department of Health NSW Department of Housing NSW Department of Juvenile Justice NSW Department of Urban Affairs & Planning NSW Law Reform Commission NSW Legal Services Commissioner NSW Native Title Services NTSCORP Limited Office of the NSW Premier Outward Bound Australia Parramatta City Council Pfizer Australia Philips Fox Police Service (NSW) Police Service (QLD) QANTAS QLD Department of Employment & Economic Development Queensland Alliance Queensland Health Roads & Traffic Authority of NSW Royal North Shore Hospital Saatchi & Saatchi Shine Lawyers Sisters of Charity Outreach Social Ventures Australia South Sydney Youth Services Spinal Cord Injuries Australia St Vincent de Paul Society State Library of NSW Stockland Corporation Suncorp Superannuation Administration Authority NSW Sutherland Shire Council Sydney Water TAFE NSW Telstra Tharawal Aboriginal Corporation The Advocacy & Support Centre The Smith Family The Spastic Centre Toyota Financial Services Tranby Aboriginal College United Way Sydney University of New South Wales University of Sydney University of Technology Sydney University of Western Sydney Urban Art Projects Wesley College Westpac WWF Australia Youth & Family Services YWCA of Sydney Zurich Financial Services

"I learnt an awful lot about myself and I realised I had a lot of unconscious prejudices about things I knew nothing about. That realisation led me to have more compassion in general terms and particularly for the plight of marginalised communities. Applying this learning in business today has helped me see the value and power of partnerships, relationships and collaboration for success and long term sustainability. I consider it a once in a lifetime experience.

I'm a hell of a lot better off because of it."

Clark Thompson, Regional Executive, ANZ Commercial & Agribusiness Central Queensland, Sydney Leadership 2007

OUR LEADERSHIP DEVELOPMENT MODEL

Adaptive Leadership

Social Leadership Australia views leadership not as a position but as a set of skills that can be learned and strengthened, where there is motivation and desire supported by training, practice and feedback.

The core of Queensland Leadership is the Adaptive Leadership model which offers a sophisticated view that overcomes many of the contradictions or failures of traditional leadership: it frames leadership as an activity rather than a position; it emphasises progress over power, presence over charisma, and group learning over ready answers. Adaptive Leadership takes *not knowing what the answer is* as the starting point, and opens the way to generate new pathways to progress on what may seem like intractable problems. Adaptive Leadership eschews any role for the singular heroic leader – no matter how well-intentioned and desirable that may be – and actively involves everyone who is part of the problem in becoming part of the solution. The work of leadership shifts from being about pushing through a particular agenda to engaging and mobilising a group to face their reality, even when the problem may be complex, the situation uncertain, and the immediate effects overwhelming or unpalatable.

How the program is taught

Queensland Leadership is an intensive, highly experiential learning program, not a theoretical course.

Fundamental to the learning approach is our 'open class room': immersing the group in a diversity of real-life challenging environments in the community to bring them face to face with the reality of the complex social problems facing Queensland. This enables the participants to explore the issues, dynamics and complexity that characterise the work of leadership.

The work is designed to develop your practical leadership skills, increase your understanding of organisational challenges, improve your negotiation, problem-solving, communication and team-building skills and build enduring relationships with other like-minded – but very different – leaders.

There is nothing 'off the shelf' about Queensland Leadership. The program is structured around key leadership themes, but the content and activities of each day are developed to suit the group's particular issues, interests and needs as they emerge.

“Exercising adaptive leadership requires that you be willing and competent at stepping into the unknown and stirring things up. **Most people prefer stability to chaos, clarity to confusion, and orderliness to conflict.** But to practice leadership, you need to accept that you are in the business of generating chaos, confusion and conflict, for yourself and others around you, and then using that creative tension as a springboard for innovation and change. This suggests that building up your tolerance for disorder, ambiguity, and tension are particularly important in leading adaptive change.”

Heifetz, R, Grashow, A, and Linsky, M, 'Becoming an Adaptive Leader: See Yourself as a System,' Harvard Management Update, May 2009.



**“THE IMPORTANT WORK
OF MOVING THE WORLD
FORWARD DOES NOT
WAIT TO BE DONE BY
PERFECT MEN.”**

George Eliot

JULIA GILLARD
Deputy Prime Minister
Guest speaker at Sydney Leadership 2009
Photo: Craig Proudford

“I joined Queensland Leadership looking for ways to expand my participation in the community, and I have come out with a whole lot more. ‘Leadership’ is something most corporations’ senior management have been ‘programmed’ with over many years but Queensland Leadership gave a **whole new meaning to the word.**”

Cosi De Angelis, Head of Commercial Broker North, ANZ. Queensland Leadership 2009-2010.

Queensland Leadership focuses on teaching the eight core Adaptive Leadership competencies:

- Collaborating
- Leading change
- Navigating systems
- Building readiness
- Managing transitions
- Resilience
- Understanding the environment
- Managing self

In addition, we employ a range of leadership development tools and techniques on the program:

- Large, medium and small group work
- Process oriented group work (a way to understand the roles and dynamics in any group or system)
- Role theory
- Theory U (a dialogue technique to generate understanding and action)
- A variety of personal and group reflective techniques
- Case in point methodology (in which the group itself is used as an example of a leadership challenge)
- Deep democracy (a decision-making tool which allows all voices to be heard and incorporated into the solution) and
- Social Leadership Australia’s unique 360° feedback reporting tool.

Some of the subjects likely to be explored during the program days are:

- The link between leadership and social responsibility
- Authority and power
- Compassion, wisdom and neutrality
- Working politically
- Social inclusion
- Diagnosing system and group dynamics
- Partnering and working across difference
- Social ‘problems’ and society’s ‘work avoidance’
- Individual ‘work avoidance’
- Prejudice, judgement and denial
- Values: real vs. espoused
- Taking risks and minimising risks
- Costs associated with exercising leadership
- Speaking out and taking action
- Experimentation and failure

Participants also work on a nominated leadership challenge of their own throughout the year and are provided one-on-one coaching with program managers before, during and after the program.

The 2010-2011 Queensland Leadership program includes:

- A rich and stimulating reading list - including material from philosophy, poetry and current media to academic texts, leadership theory and case studies.
- The opportunity to hear a diversity of guest speakers from different sectors talk about their leadership challenges - including experienced change agents and thought leaders from Federal Government Ministers to drug and alcohol workers at ‘the coalface’.
- A four day Opening Retreat and a three day Closing Retreat.
- Monthly program days which take place *in situ* in various communities, institutions and groups (examples from previous programs include prisons, schools, aged care facilities, refugee support services, migrant communities, Aboriginal communities, RSLs, community centres and public housing estates)
- A Canberra Retreat - providing exposure to Australia’s national political system, including meetings with MPs from both sides of politics as well as Ministerial Advisors, members of the press gallery and other ‘power players’ such as advocates and lobbyists.
- The Rural Retreat - a four day study tour focused on a single community, providing the opportunity to experience some of the differences between the remote and urban contexts in Queensland.
- Events including breakfasts, ‘community connect’ and ‘cultural connect’ evenings.
- Regular written self-reflection exercises.
- Ongoing syndicate group work - participants form small groups to develop peer coaching and group support structures and work together on a selected task throughout the year.


An environment that supports learning.

Queensland Leadership is carefully managed to create a ‘holding space’ in which participants can learn and practice their leadership skills with a sense of safety.

Social Leadership Australia’s program managers are experienced professionals who can identify when to intervene and when to step back in a learning situation.

Peer support is provided by the group as a whole, in the syndicate groups and through a ‘buddy’ systems. One-on-one coaching is built into the program.

The program operates under the Chatham House Rule to encourage openness and the sharing of information.



**“IF YOU TELL THE TRUTH
YOU ARE IN TROUBLE,
BUT IF YOU SEE THE
TRUTH AND YOU KEEP
QUIET YOUR SPIRIT
BEGINS TO DIE.”**

Ben Okri

GABRIELLE CURTIN
General Manager People Services, QANTAS
Sydney Leadership 2009.
Photo: Martin Mischkulnig



**“IT HAS BECOME
APPALLINGLY OBVIOUS
THAT OUR TECHNOLOGY
HAS EXCEEDED OUR
HUMANITY.”**

Albert Einstein

LEE DOWNES
Executive Director, Community Offender Services,
Corrective Services NSW, Sydney Leadership 2005.
Photo: Martin Mischkulnig.

WHO IS THIS FOR?

Leadership is not a position. It is something we do.

Queensland Leadership is designed to unleash social leadership potential wherever it may be. While it is ideally suited to those at CEO and senior management level, it is not a prerequisite to be in a leadership role already. The program is open to anyone with the motivation and the potential to make a positive difference to their community or their organisation. The primary requirements for selection are vision, intellectual rigor, strong personal values, a sphere of influence and a commitment to give something back to the community.

The key indicators of a strong potential benefit for you are:

- you face a problem that calls for change in the way things are done - you may be required to lead change in your organisation or you see a change you want to help create in the world
- the way to make progress is not obvious - you need to discover new, 'next practice' (as opposed to known, 'best practice') solutions to the problem and
- your work has potential for social impact, either within the organisation or in the community.

This is a program for people working in private enterprise as much as it is for those working for government and not-for-profit organisations.

Commercial organisations must be leaders of social change as much as any other sector for societal change to occur. The skills acquired through the program will, however, better equip a leader to work

on their own complex organisational problems. After all, adaptive problems requiring adaptive leadership skills can occur anywhere.

Because of its focus on working across difference and its use of the Adaptive Leadership model, Queensland Leadership will particularly benefit people in senior positions who work at a point of interface between their organisation, the community and an issue in the broader world. You could be trying to make progress on how your organisation:

- works with community stakeholders
- delivers services to a variety of communities
- manages innovation and/or organisational transformation
- makes decisions about where to invest and/or relocate
- tackles problems which go beyond the organisational walls such as climate change, sustainability or corporate social responsibility.

We are looking for a diverse group of people from across all sectors. This includes people in mining, finance, property development, communications and transport as well as those in government, social services, NGOs and charities.

With the support of the Tim Fairfax Family Foundation this year we are able to provide a number of scholarships for participants from rural and remote Queensland.

“Queensland Leadership – unconventional, controversial and challenging – yet brings with it a **unique opportunity to experiment with leadership philosophies** which are virtually unknown within my professional environment. Every program day brings learning; about myself, about my colleagues, and most importantly about the natural human interactions and societal practices which underpin the way we do business and the way we live.”

Tonya Carew, Superintendent/District Officer, Queensland Police Service. Queensland Leadership 2009–2010

PROGRAM CALENDAR

DATES	ACTIVITY	DURATION
Thursday 9 – Sunday 12 September 2010	Opening Retreat	4 days
Friday 15 October 2010	Program Day 1	1 day
Wednesday 27 October 2010	Breakfast Speaker 1	7.45 – 9.30am
Friday 12 – Saturday 13 November 2010	Program Days 2 & 3	2 days
Wednesday 1 December 2010	Evening Community Connect	From 6.00pm
Wednesday Friday 10 December 2010	Program Day 4	1 day
Friday 28 January 2011	Workshop	1 day
Wednesday 9 February 2011	Breakfast Speaker 2	7.45 – 9.30am
Thursday 24 – Saturday 26 February 2011	Program Day 5, 6 & 7 (Canberra Retreat)	3 days
Friday 18 March 2011	Program Day 8	1 day
Wednesday 6 April 2011	Breakfast Speaker 3	7.45 – 9.30am
Friday 29 April – Sunday 1 May 2011	Rural Study Tour	3 days
Wednesday 11 May 2011	Evening Community Connect	From 6.00pm
Friday 27 May 2011	Program Day 9	1 day
Wednesday 1 June 2011	Evening Cultural Connect	From 6.00pm
Friday 17 – Sunday 19 June 2011	Closing Retreat	3 days
Thursday 21 July 2011	Graduation	From 6.00pm

**THIS SITUATION IS HOPELESS.
WE MUST TAKE THE NEXT STEP.”**

Pablo Casals

PROGRAM DIRECTORS



ANGELA WILLIAMS
BBUS, BSC
Director,
Queensland Leadership

Angela is a recent arrival to Social Leadership Australia. Prior to joining Angela spent 20 years as a Human Resources generalist working with a diverse range of organisations across many industries.

For five of those years, Angela operated her own HR Consultancy in Melbourne, providing services to companies within the small-to-medium enterprise market as well as delivering diversity programs to national multi-site organisations. Angela has held leadership positions with complex projects working on strategic change for organisations experiencing growth as well as those restructuring as a result of downsizing.

Angela's attendance at an experiential leadership development conference some years ago was one of the pivotal points in her career and has eventually led her to join Social Leadership Australia. On a personal level Angela found this style of learning provided greater effectiveness in her role and as a coach and mentor to senior managers and her own team.

Angela has a Bachelor of Business (Human Resources and Marketing) and a Bachelor of Science (Psychology).



GEOFF AIGNER
MSD, MBA
Senior Manager, Development

Geoff joined Social Leadership Australia in 2007 after several years of pro bono work with the team. He has strategic responsibility for Social Leadership Australia's development – seeking new ways of delivering on the Benevolent Society mission of creating caring and inclusive communities and a just society.

In addition he teaches on a variety of Social Leadership Australia's open enrolment programs, customised programs and issue-based work. In the last year he has worked with the Australian Human Rights Commission, National Australia Bank and others. In 2009 he also launched the Queensland Leadership Program.

Geoff's career began with a Norwegian shipping line based in Australia and Norway. He completed an MBA and developed an interest in leadership, moving to a role in the strategic change practice at PricewaterhouseCoopers Consulting. Before joining Social Leadership Australia, Geoff was General Manager at the HR consulting services company, Lee Hecht Harrison. As adjunct faculty at the Australian Graduate School of Management, he teaches leadership and change in their MBA programs.

In 2009 Geoff completed The Art & Practice of Leadership Development at the Kennedy School of Government, Harvard University.



LIZ SKELTON
BA (HONS)
Senior Manager, Programs

Liz joined Social Leadership Australia in 2006 as Sydney Leadership Program Manager. Since then she has also facilitated social leadership development programs in the government, corporate and community sectors.

Liz's career began working with marginalised groups in Scotland which led to her developing and managing a leading peer-based drug information service for young people, now replicated in other parts of the UK and Europe as a model of good practice. As General Manager of Streetwise Communications over five years, Liz also consulted extensively with young people, Indigenous and marginalised groups to raise awareness of the issues these groups face. In Australia and internationally, Liz has developed and delivered a range of training programs, published research papers and presented at conferences on the complex social issues experienced by marginalised groups.

Liz is also a Sydney Leadership 2002 graduate and last year completed The Art & Practice of Leadership Development at the Kennedy School of Government, Harvard University.



ROBBIE MACPHERSON
MA
Head, Social Leadership Australia

Robbie has been working with Social Leadership Australia since 2000. He began his career in the corporate sector with a range of major insurance, communications and engineering companies, moving to the non-profit sector in 1995 where he managed youth mentoring programs in Sydney and regional NSW.

This work brought him into contact with young people in the juvenile justice system and allowed him to see firsthand the complex social issues affecting families, young people and communities.

Since joining Social Leadership Australia, Robbie has designed and delivered a range of innovative leadership development programs in the government, corporate, community and youth sectors as well as working as an executive coach in the corporate sector. Robbie is a graduate of The Art & Practice of Leadership Development at the Kennedy School of Government, Harvard University.

PROGRAM FEES

The fee for Queensland Leadership is \$16,900 + GST per participant.

This is made up of two parts:

- Participant personal contribution
Each participant is required to make a personal contribution of \$900 + GST towards the total fee.
- Employer/sponsor contribution
The fee for employers is \$16,000 + GST.

Queensland Leadership is operated by Social Leadership Australia on a cost recovery basis. Fees are kept to a minimum with a view to providing the maximum benefit to individuals, organisations and the community.

The fee covers all expenses associated with the program, including:

- The development and delivery of 21, specially crafted, 10-hour program days.
- Individual coaching sessions with program managers including at least three sessions—one before, one during and one after the program.
- Airfares for travel to and from locations where program days are delivered at a significant distance from Brisbane.
- All accommodation and meal expenses during the four program retreats including:
 - The Opening Retreat (4 days)
 - The Canberra retreat (3 days)
 - The Rural Study Tour (4 days) and
 - The Closing Retreat (3 days)
- Three breakfast speaker events.
- Two 'community connect' evenings.
- One 'cultural connect' evening.
- All speaker fees as well as any meals and venue costs associated with the 21 program days and breakfast and evening events.
- All program readings and other resources.
- A graduation ceremony.

If your employer is unable to contribute the full amount and you cannot secure sponsorship from another source, you are invited to contact the Program Manager to discuss other options.

A limited number of scholarships are available for applicants from the not-for-profit sector including in 2010-2011, support for participants from rural and remote Queensland.

PROGRAM POLICIES

Ethics and Values

The Benevolent Society is committed to equal opportunity and fairness regardless of race, ethnic origins, sex, marital status, religion, age, sexual preference or disability. These principles apply to all its programs, including Queensland Leadership. Queensland Leadership participants are also expected to respect these principles throughout the duration of the program.

Attendance Policy

Queensland Leadership requires participants to undertake a serious commitment of time and energy. Attendance at all program events is mandatory. The program is collaborative and failure to attend an event has an impact on the entire group. Group work is intensive and being absent from site visits or presentations adversely affects group dynamics. Where extenuating circumstances prevent attendance, participants are expected to notify the Program Manager in advance.

Program Readings

The program also requires extensive preparatory reading materials for each program day. All core texts are provided and participants are required to complete all readings in advance of each program day.

FREQUENTLY ASKED QUESTIONS

I don't work with social issues.

How is Queensland Leadership relevant to me?

Queensland Leadership is relevant to anyone who wants to work towards creating a better world. The leadership model is transferable to any context – social, corporate or government.

Participants frequently talk about the practical impact it has on their daily working life.

It's a big time commitment and I'm busy.

Is it worth it?

Only you can answer this question. The investment of time and energy required by a program like this is worth it if you are committed to making a difference.

Almost all our participants are 'time poor'. Many hold very senior or demanding positions. However, they invariably manage their competing commitments and find that the rewards far outweigh the sacrifices. Many past participants report how the program allowed them to be more purposeful and focus their time on what is making impact and is important to them and their organisations.

Exactly how much time will I need to devote?

Queensland Leadership requires a substantial time commitment. Over the course of the year you will be expected to attend 21 program days, eight of which will take place at weekends, three breakfast speaker sessions and three 'evening connect' events. In addition, participants should allocate sufficient time to read the materials for each program day as well as written self-reflection exercises, and syndicate group work (to be done outside of program days).

Is there formal course work and do I receive a qualification?

Queensland Leadership is a nationally recognised and internationally respected program. It does not adopt the usual style of postgraduate coursework. There are no assignments or exams but you will be challenged, stretched and rewarded in more ways than you can imagine.

How are participants selected?

Queensland Leadership is for people who are prepared to challenge themselves and to be changed by their experience. Commitment is a key factor in selection – the desire and determination to commit to the program, to your own learning and development, to other participants, to innovation, to making a difference and to the broader community.

Selection for Queensland Leadership is competitive and places will be offered to up to 35 participants.

Taking the next step and applying is a rewarding experience in itself.

What does the selection process involve?

Complete and submit a application form together with two signed nomination forms and support from your employer. Forms are available on The Benevolent Society website at www.bensoc.org.au

Selected applicants will then be invited to attend an interview. The interview is challenging and different from traditional formats. Offers are made for a place on Queensland Leadership 2010-2011 after the completion of the interview process.

Will I be excluded if I am unable to pay?

No one is excluded solely on the basis of being unable to pay. If your organisation is unable to contribute, please contact us to discuss what other options might be available. Some scholarships are available for participants from the community sector.

The Benevolent Society has significantly subsidised Queensland Leadership from its inception. The Society has been assisted in this task by the ongoing commitment and generosity of corporations, the government sector and individual sponsors. However, every effort is made to cover program costs through participant fees and scholarships.

What happens after Queensland Leadership?

Queensland Leadership offers you a roadmap rather than a destination. Upon completing the program, you will be in a position to exercise your leadership skills as you see fit.

When participants graduate they join the Social Leadership Australia Alumni Network, where they continue to develop their leadership skills. This often leads them to form partnerships with others to tackle the issues they feel most passionate about, creating a unique network of leaders can work together to drive positive social change.

How can I find out more?

Find out more by talking to us! Contact Social Leadership Australia in Brisbane on 07 3835 5835 or email leadership@bensoc.org.au. We are very happy to answer questions on the phone or by email or to arrange a time to meet to discuss any questions you may have.



**“SANITY MAY BE MADNESS BUT
THE MADDEST OF ALL IS TO SEE
LIFE AS IT IS AND NOT AS IT
SHOULD BE.”**

Don Quixote

THANK YOU

Social Leadership Australia thanks its generous supporters for making the 2010-2011 Queensland Leadership program possible:



PRINCIPAL PARTNER

Tim Fairfax Family Foundation

Queensland Leadership has been generously supported by the Tim Fairfax Family Foundation. Established with the aim of giving rural, remote and regional Queenslanders the same opportunities as their metropolitan counterparts, the Foundation has an emphasis on providing support for initiatives which target imbalances in communities, and particularly those aimed at redressing the effects of isolation.

The Tim Fairfax Family Foundation's gift will make a substantial impact on the ability of Social Leadership Australia to deliver real benefits for rural and regional communities through its Queensland Leadership program and it represents an investment in progressive leadership for Queensland as a whole.

Funding has been provided to enable the participation of a number of leaders from rural and remote areas of Queensland in both the 2010-2011 and 2011-2012 Queensland Leadership programs, and to assist in convening an annual fly-in retreat for all participants at a rural or remote Queensland location.

"The Tim Fairfax Family Foundation is pleased to support Social Leadership Australia's Queensland Leadership Program. We applaud the clear aims of the program to ensure that the participants include current and future leaders in regional, rural and remote areas of Queensland.

Leadership opportunities should be equitable to all who aspire to create positive change within their communities, regardless of their location and culture. Rural Queenslanders have a great deal to contribute to the future leadership of this nation."

Tim Fairfax, AM, Chairman



PRINCIPAL PARTNER

Suncorp

A Principal Foundation Partner in the inaugural Queensland Leadership program in 2009-2010, Suncorp is again supporting the program for 2010-2011. In addition to a generous investment in the program and the provision of valuable in-kind support, Suncorp will again be sponsoring its employees to participate - one employee each in the Queensland and Sydney Leadership programs. Suncorp's support will also provide scholarships for participants from the not-for-profit sector in each of the Queensland Leadership 2010-2011 and Sydney Leadership 2011 programs.

"Suncorp is very proud to be a Principal Partner of the Queensland Leadership Program 2010-2011. Building healthy communities is important to us, resonating strongly with our values. We are committed to broadening our social sustainability and by partnering with the Benevolent Society, we are able to demonstrate this commitment."

Katrina Rowett, Head of the Suncorp Academy



Social Leadership Australia
Real Leadership. Real Progress.
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