

The Australian Horticulture Capability Based Leadership Framework

A Guide for Individuals, Team Leaders,
Industry Leaders, Investors and Leadership
Training Designers and Providers

January 2026

Acknowledgement of Country

Hort Innovation acknowledges the Traditional Custodians of the lands on which we work and their enduring connection to Country. Inspired by their care for land and culture, we commit to fostering an industry that respects and values First Nations knowledge, traditions and contributions.



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Table of Contents

Welcome	4
Introduction	5
What's included in the Framework?	5
Who's the Framework for and how to gain the most from it?	5
PART A – Setting the Scene	6
Leadership is changing	6
Megatrends influencing future leadership	6
The needs to develop future leadership is now	9
Leadership capability framework	9
PART B – The Australian Horticulture Leadership Capability Matrix	10
Leadership isn't just a word, it's teachable	10
Let's get clear about capabilities	10
What's a leadership capability matrix?	10
What does a leadership capability matrix include?	10
Leadership Capability Cards	15
PART C – How to use this Framework	24
Into action	24
One last thing	26
Something to think about	26



Welcome

Are you an industry leader / decision maker / influencer?

Are you interested in the future leadership of horticulture in Australia?

Are you a grower, team leader, or enterprise owner interested in leading industry change?

Are you responsible for investing in training and development?

Are you a leadership specialist, a trainer, training designer, mentor or advocate for industry?

Are you responsible for developing and / or leading study tours?

Are you an investor making decisions about where to allocate research and development funds?

If you answered yes to any of these, then you're in the right place.

Welcome and thanks for being here!

With our world, and the world of horticulture changing at an unprecedented rate, we know that the capabilities leaders need today are very different to those needed in the future. The focus is shifting. The more technical capabilities will be replaced by the more non-technical capabilities. These will include Authenticity, Empowerment, Collaboration, Capacity, Innovation, Foresight and Impact.

There is no room for leaders in the future who are technically proficient only. As an industry we have a responsibility to shape our leaders of and for tomorrow. This means to;

- Predict what roles leaders will play in our sector's future
- Identify what capabilities future leaders will need
- Invest in the development of these leadership capabilities
- Support development of leaders via leadership pathways and programs and
- Create, administer and sustain an industry leadership pipeline.

This Australian Horticulture Capability Based Leadership Framework has been developed to guide and support you. Unashamedly it's all about leadership. We know that with interest, time, effort and investment we can futureproof our industry leadership ensuring profitable and sustainable outcomes for all across the value chain. We need a framework to help guide this as we can't leave it to chance.

Thanks for being part of the extended team to shape leadership for the future of Australian horticulture.

Yours sincerely,



JULIE BIRD
Chair, Hort Innovation



Introduction

What’s included in the framework?

The Australian Horticulture Capability Based Leadership Framework is made up of three key parts.

Parts	What’s included
Part A Pages 6 – 9	SETTING THE SCENE – background information including the need for strong future leadership, non-technical leadership, a definition of leadership for Australian horticulture, the key goal of the Framework and megatrends and their likely impacts on future leadership in horticulture.
Part B Pages 10 – 23	THE AUSTRALIAN HORTICULTURE LEADERSHIP CAPABILITY MATRIX – It overviews the leadership capabilities in detail, includes the one page Matrix and provides Capability Cards that share the knowledge, skills and behavioural indicators for each core capability.
Part C Pages 24 – 25	HOW TO USE THIS FRAMEWORK – practical information to get the best out of this Framework.

Who is this framework for and how to gain the most from it?

The Australian Horticulture Capability Based Leadership Framework is for anyone interested in future leadership across the horticulture sector. And more specifically for individuals, team leaders, industry leaders, investors, leadership training designers and leadership training providers.

Who’s it for	How can it be used
Individuals	to self assess their leadership learning and development needs
Team leaders	to identify training opportunities for their team or team members
Industry leaders	to pinpoint leadership training and development needs / opportunities to accelerate learning and return on investment
Investors	to make cost, time and evidenced need decisions around funding investments into leadership training, projects and research and development
Leadership training designers	to design leadership initiatives, programs, experiences and materials that are reflective of evidence based learning methodologies and pedagogy
Leadership training providers	to facilitate learning initiatives, programs, experiences and materials that are immediate and future responsive to the horticulture sector and industries resulting in notable returns on investment.

PART A – Setting the Scene

Leadership is changing

As leaders, we are entering the Exponential Era. A time when we will witness change at a rate never before seen. A decade where leaders will be called upon to navigate through unprecedented uncertainty, be mindful of increased and at times more complex red tape, drive the design of technological advancements, meet ethical governance demands, keep an eye on geopolitical tensions and keep abreast and move swiftly in response to consumer preferences; all the while making their way and guiding others through uncharted waters.

The Australian horticulture sector is also facing and being influenced by megatrends that will shape the sector's future while maintaining social license and increasing productivity and profitability. The sector requires leaders who are adaptive, resilient, forward thinking and most importantly those who can operate with calm and confidence in uncertainty where strategy must be flexible, and crises must be worked through. And finally, where growth mindsets see challenges as opportunities for learning, development and success.

The complexity of our sector, with 37 industries and over 160 industry groups at varying stages of leadership development presents a key challenge. Identifying existing leadership capabilities, understanding gaps, and determining future needs are crucial steps in building a unified, sector and industry wide capability based leadership framework.

Megatrends influencing future leadership

This is no crystal ball moment! Instead, as we look to the future, we do need to identify what major trends will impact the Australian horticulture sector. By doing this, we are better positioned to be able to identify what capabilities will be required by leaders to navigate, lead and drive change.

The five megatrends influencing the Australian horticulture industry are interconnected. From the consumer trends and market changes of **Fresh is the New Fast**, to increased export opportunities and geopolitical shifts in **Australia on the Asian Plate**, to the increasing climate variability and sustainability regulations of **Greener, Leaner and Cleaner** as well as the use of automation, AI and digital agriculture of **Disruptive Technology**, these will all be driven by our people, demographic shifts and changing workforce capabilities as we **Future Proof People** without losing sight of productivity and profitability. Here's a summary of the five megatrends and the core leadership capabilities they are demanding.



1. Fresh is the New Fast

Overview	Leadership Capabilities
<p>As the market continually shifts, and consumer expectations and dynamics change, demand for fresh, healthy, sustainable and convenient foods, functional foods and snacking options will drive demand for choosy consumers. The Australian horticulture sector needs to meet the massive pressure of empowered lifestyle consumers seeking sustainability, equity and health goals through their food online, and across diverse marketplaces, whilst competing against themselves and other industries for market share and 'snack food' preference.</p>	<ul style="list-style-type: none"> ✔ Read and understand complex market signals using advanced technology ✔ Envision new futures and seize opportunities ✔ Drive innovation through advanced technologies including AI and big data ✔ Understand industry trends – local – global ✔ Think outside the box with foresight ✔ Build and maintain relationships of trust – internal and external to sector

2. Australia on the Asian Plate

Overview	Leadership Capabilities
<p>Australia's horticultural exports are growing in our neighbouring region, which values our premium, safe produce. However, our global supply chain exposes us to geopolitical shifts, tariffs, biosecurity threats, and an increasing reliance on global transport networks, including expensive air freight. Many of Australia's neighbours are focusing on national food security and will go to great lengths to consistently meet their import needs. Given our reliance on international markets, our sector is exposed in terms of price competitiveness of the Aussie dollar, our own cost and supply of inputs, food fraud and the reliance on (at times) volatile political relationships for our trade and industries profitability.</p>	<ul style="list-style-type: none"> ✔ Maintain open and forward thinking mindsets in times of uncertainty ✔ Keep abreast of megatrends ✔ Lead horticulture sector and industry brand awareness and good news stories ✔ Champion and communicate the value of Australian horticulture ✔ Influence and adaptability ✔ Anticipate and be ready to drive change ✔ Develop local to global networks built on integrity and trust ✔ Analyse and synthesise complex scenarios

3. Greener, Leaner and Cleaner

Overview	Leadership Capabilities
<p>Australian horticulture is under increasing expectations to not only adapt to a changing climate and reduce the use of finite resources, but also to provide measurable outcomes whilst maximising business productivity and maintaining profitability. Whilst globally we are trying to figure out ways to reduce carbon emissions, more extreme weather events are becoming more frequent and severe, with our growers on the frontline. The global push to meet net zero has seen an increase in carbon accounting, Scope 3 reporting, and regulations, whilst growers grapple with increased pests and disease threats and incursions, decreasing availability of crop protectants, increasing regulations, and less water, land and energy.</p>	<ul style="list-style-type: none"> ✔ Champion the strategic vision for horticulture ✔ Exercise probabilistic thinking ✔ Anticipate and drive change ✔ Keep abreast of trends impacting horticulture ✔ Maintain agility and flexibility in times of adversity ✔ Create options rather than fixed suggestions / plans ✔ Be adaptable to unchosen and or changes beyond the farm gate ✔ Support plans, processes and procedures to capitalise on unchosen but necessary changes

4. Disruptive Technology

Overview	Leadership Capabilities
<p>The pressure to do more with less, from resources to labour, is driving investment in automation, AI, data, robotics and all things digital agriculture. Across farms, orchards and nurseries, digital technologies will disrupt and transform the way we value add, increase transparency and traceability, and reduce waste throughout the supply chain. Together, this technology will build our 'Brand Australia' and meet ESG reporting requirements as we move towards a more circular economy. As always, the skills needed to adopt disruptive technology will be a critical input.</p>	<ul style="list-style-type: none"> ✔ Lead industry innovation ✔ Evaluate and utilise technologies of value to gain competitive advantage ✔ Lead technological disruption ✔ Drive change – AI, robotics and digital technologies of value ✔ Develop AI ecosystems ✔ Maintain digital fluency ✔ Build stakeholder relationships for grower first value ✔ Seek change to maintain social license and improve market access

5. Future-Proofing People

Overview	Leadership Capabilities
<p>The demographics of our regional areas and industries are changing. Growers need to rethink both workforce attraction and retention models to invest in skills for the digital and sustainable horticulture of tomorrow. The age of the working population globally is increasing with new generations seeking difference and belonging in their work from those of previous generations. The increased importance of diversity, equity and transparency across businesses, industry and community will help to restore trust and combat misinformation. The capability of the workforce, through leadership and technical skills, will need to be future driven with a focus on fast-growing skills in technology, resilience, adaptability and agility.</p>	<ul style="list-style-type: none"> ✔ Champion a learning culture ✔ Use neuroscience and intelligence ✔ Drive future focussed thinking / growth mindsets ✔ Become a sector and industry of attraction based on alignment with best practice HR, psychological safety and enterprise culture ✔ Develop talent and capabilities from new entry to industry leadership ✔ Sponsor leaders through coaching and mentoring and leadership development initiatives ✔ Curate and manage a talent pipeline

The need to develop future leadership is now

Strong industries require strong leadership. Leadership is core to the innovation, growth and sustainability of horticulture. People and leadership go hand in hand and are the backbone of the horticulture sector. An understanding of leadership and a pipeline of leaders and transformational and adaptive leadership is required to ensure capability exists to get ahead of megatrends and complexities that are and will continue to impact the sector into the future.

“Leadership is the way we come together with respect and integrity to identify and walk future paths to stronger industries across the horticulture sector.”

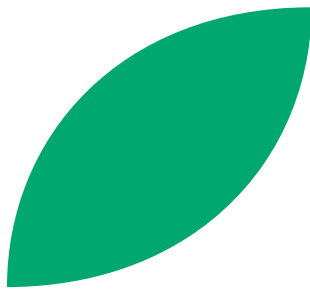
A structured leadership capability framework is required for the horticulture sector with opportunities, resources and experiences for people to grow their leadership capability through programs, establish pathways to leadership whilst industry and the sector drives a pipeline to future proof leadership.

Leadership capability framework

Our collective leadership framework is captured in this Australian Horticulture Capability Based Leadership Framework. It will ensure a continuous supply of skilled individuals, groups and industries that are prepared for leadership roles, activities and experiences across the horticulture sector – both within and beyond the farm gate.

“The key goal of this framework is to provide a roadmap for key stakeholders to assist in shaping leadership and social sustainability workplans within their respective industries and across the horticulture sector as a whole”.

The framework has been built following industry consultation, discussion, co-design as well as alignment to the latest in leadership practice and research to ensure a robust and meaningful outcome.



PART B – The Australian Horticulture Leadership Capability Matrix

Leadership isn't just a word, it's a teachable skill

Leadership is teachable. Leadership can be learned, developed and improved. This is made possible and is most effective when capabilities are identified and set out in a matrix – an order of levels – where individuals, teams, organisations and industries are clear about what capabilities are required to support their roles and goals – today and into the future. Without a leadership capability framework and matrix, the horticulture sector and industries are likely lacking the knowledge and tools to develop future leaders. Or leadership programs and development initiatives are being funded and provided without the necessary scaffolding to ensure capability development, application, implementation and integration. This Leadership Capability Matrix has a clear structure allowing you to see the key knowledge and skills needed to grow, innovate and sustain transformational leadership across the horticulture sector and industries. Align these to leadership roles and opportunities and you will see leadership competence and innovation underpin growth and long term success.

Let's get clear about capabilities

"A capability is an ability or 'power' to do something using one's knowledge, skills and personal attributes".

We use our capabilities every day in familiar contexts to undertake tasks. We also use them to respond to the ever changing world around us. Importantly, leadership capabilities describe the leadership expectations that we have across the Australian horticulture sector. They set out a roadmap, in common language, for us to invest in, use and guide the development of ourselves and for those that we lead.

What's a leadership capability matrix?

A Leadership Capability Matrix is an agreed set of capabilities that are required to progress leadership of an individual, organisation, industry or sector. These capabilities are a guide or roadmap, which when followed, support development and performance to meet and exceed changing leadership needs.

What does a leadership capability matrix include?

You can think of the Leadership Capability Matrix as a structured way to outline what leadership looks like, in our case in the Australian horticulture sector. It shows the core leadership areas and capabilities required for desired and effective leadership across three proficiency levels. It also includes a breakdown of the knowledge, skills and expected behaviours under each of the eight core leadership capabilities across the three proficiency levels.

Core leadership drivers

The leadership capabilities are grouped into four core leadership drivers and move in complexity from individual leadership development to developing relationships and then on to lead change and strategy. The core leadership drivers from foundational to advanced are:

- Lead self
- Lead relationships
- Lead change
- Lead strategy



Core leadership capabilities

These four core leadership drivers include eight core leadership capabilities. These are;

LEAD SELF

Authenticity

- 1.1 The ability to grow and sustain authentic leadership resulting in an established and recognised reputation as an authentic leader

Empowerment

- 1.2 The ability to lead self and empower others to achieve collective results

LEAD RELATIONSHIPS

Collaboration

- 2.1 The ability to identify opportunities and create synergies and momentum through proactive and productive partnerships with others

Capability

- 2.2 The ability to continually build and lead self, others, systems and succession utilising technical and non-technical skills

LEAD CHANGE

Innovation

- 3.1 The ability to advocate, lead and drive competitive advantage

Influence

- 3.2 The ability to build productive networks to negotiate, influence and persuade change

LEAD STRATEGY

Foresight

- 4.1 The ability to continually scan the future for and identify trends and opportunities of value and benefit for maximum impact

Impact

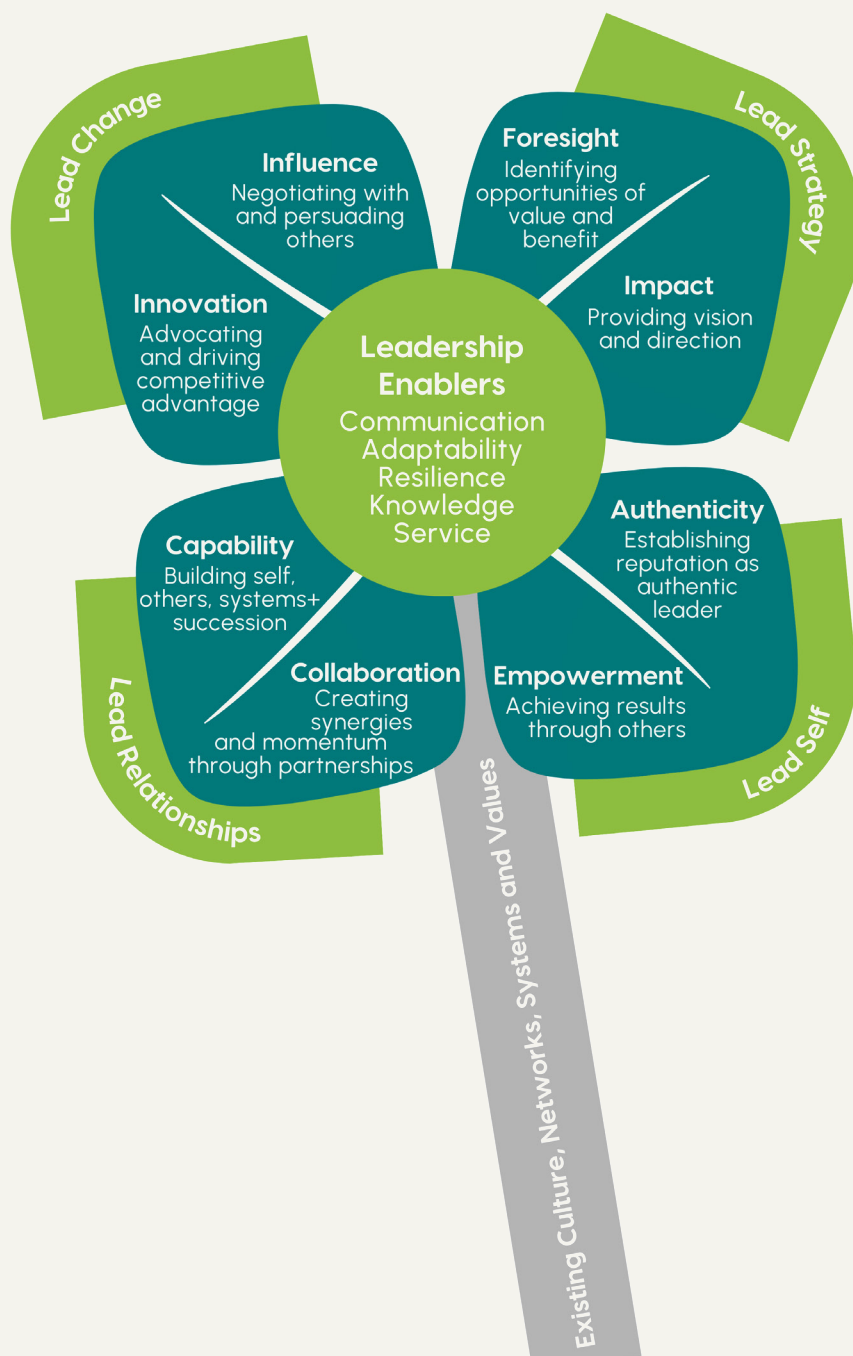
- 4.2 The ability to provide vision, plan, disrupt, manage relationships and oversee pathways to impact for people and industry

Key leadership enablers

These are supported by the key leadership enablers of;

- Communication
- Adaptability
- Resilience
- Knowledge
- Service

And underpinning all are the existing culture, networks and operating systems of the Australian horticulture sector and industries. These can be viewed graphically as follows.



Proficiency levels

The core areas and capabilities are aligned to leadership proficiency levels. These are;

- Emerging leader – elementary
- Group / Team / Committee leader – intermediate
- Industry leader – advanced

These then outline the knowledge, skills and behaviours expected and how they build and change across the leadership proficiency levels. An overview of these is as follows.

Level	Name	Description
1	Emerging Leadership – basic leadership awareness – individual	Individuals at this level are showing an interest and understanding of leadership. Their leadership potential is recognised by others. They take initiative and steps to better understand themselves, those around them and the value of authentic leadership in their current and future work.
2	Group / Team / Committee Leadership – intermediate leadership awareness and application – group	Individuals at this level have a strong understanding of their leadership capabilities and are leading others / groups via a shared vision and systems. They challenge how, negotiate, advocate and influence situations and empower and lead others to drive collective performance, innovation and competitive advantage.
3	Industry / Sector Leadership – advanced / expert leadership awareness, application and integration – industry, cross industry and sector	Individuals at this level have advanced to expert leadership capability. They effectively lead and drive large groups, causes, issues and or opportunities with foresight, confidence and detailed knowledge of leadership models and tools resulting in positive influence and impact at an industry, cross industry and or sector level.

Capability matrix

When viewed as a whole, the Leadership Capability Matrix serves as a shared vision to drive leadership development, application and integration with the core goal of developing and improving leadership across capability areas and proficiency levels for the benefit of the horticulture sector and industries. Without this, the development of leadership is ad hoc and likely to be ineffective.

Australian Horticulture Leadership Capability Matrix

Leadership Functions	Lead Self				Lead Change				Lead Strategy																							
	Authenticity Establishing reputation as authentic leader	Empowerment Achieving results through others	Collaboration Creating synergies and momentum through partnerships	Capacity Building self, others, systems + succession and	Innovation Advocating and driving competitive advantage	Influence Negotiating with and persuading others	Foresight Identifying opportunities of value and benefit	Impact Providing vision and direction	Nurturing relationship reputation Maintaining and growing reputation (internal and external) as an authentic transformational leader in and beyond the industry	Providing leadership acumen Demonstrating a clear leadership style / brand that attracts people to you, projects and the cause	Creating industry partnerships Establishing sustainable synergies across and external to industry	Sponsoring leaders Building a diverse and inclusive leadership team and networks with well regarded reputation	Leading industry innovation Championing innovation to create efficiency, new markets and new products of value	Influencing stakeholders Harnessing support and buy in for initiatives while leveraging relationships with industry, government and customers	Envisioning new frontiers Developing multiple potential futures to chosen / unchosen change scenarios rather than predicting a single future outcome	Championing strategic direction Making strategic judgements to create, communicate and champion long term strategy to shape sustainable industry and market landscapes																
Industry Leader Advanced Awareness	Creating a shared vision Leading groups to work on purpose for collective outcomes				Motivating and inspiring others Moving others to action by sharing knowledge and skills to create change				Building strategic partnerships Getting broad support for industry projects, initiatives and investments				Developing talent and capabilities Identifying and building capabilities in people to improve team performance				Pushing boundaries Driving innovative capacity in self and in others while adopting digital technology and new ideas				Making decisions Using tools and technology to support data driven decisions and advocate for and tell compelling stories resulting in change				Anticipating change Keeping abreast of global trends, industry research and customer needs while evaluating issues / opportunities for local-global change				Executing governance Utilising available tools, models, templates; processes and procedures to build a solid grounding for progress and change			
	Recognising self as leader Projecting expertise, confidence and recognising impact of leadership on self and others				Demonstrating leadership adaptability Displaying leadership capability, confidence and expertise while energising others				Seizing opportunities Identifying people and projects for collaboration resulting in mutual benefit				Leveraging non-technical skills Creating clear technical and non-technical skill sets to build self, others and contribute more meaningfully in teams				Seeking change Challenging current practices to drive continuous improvements in products, processes and people				Developing networks Seeking out information, contacts, projects, groups and networks of value				Curating future pathways Using foresight to consider possible future leadership pathways - for self and others				Establishing leadership plans Building a professional strategic leadership plans to guide decision making and support resilience			
Group Team Committee Leader Intermediate Awareness	Creating a shared vision Leading groups to work on purpose for collective outcomes				Motivating and inspiring others Moving others to action by sharing knowledge and skills to create change				Building strategic partnerships Getting broad support for industry projects, initiatives and investments				Developing talent and capabilities Identifying and building capabilities in people to improve team performance				Pushing boundaries Driving innovative capacity in self and in others while adopting digital technology and new ideas				Making decisions Using tools and technology to support data driven decisions and advocate for and tell compelling stories resulting in change				Anticipating change Keeping abreast of global trends, industry research and customer needs while evaluating issues / opportunities for local-global change				Executing governance Utilising available tools, models, templates; processes and procedures to build a solid grounding for progress and change			
Emerging Leader Basic Awareness	Recognising self as leader Projecting expertise, confidence and recognising impact of leadership on self and others				Demonstrating leadership adaptability Displaying leadership capability, confidence and expertise while energising others				Seizing opportunities Identifying people and projects for collaboration resulting in mutual benefit				Leveraging non-technical skills Creating clear technical and non-technical skill sets to build self, others and contribute more meaningfully in teams				Seeking change Challenging current practices to drive continuous improvements in products, processes and people				Developing networks Seeking out information, contacts, projects, groups and networks of value				Curating future pathways Using foresight to consider possible future leadership pathways - for self and others				Establishing leadership plans Building a professional strategic leadership plans to guide decision making and support resilience			
Leadership Enablers	Communication				Adaptability				Resilience				Knowledge				Service															

Leadership Levels of Complexity and Capability Statements

Leadership capability cards

To bring the Australian Horticulture Capability Based Leadership Matrix to life, we have created capability cards for the eight core leadership capabilities. Each card includes:

Core Leadership Area – alignment with one of four leadership contexts ie Lead Self, Lead Others, Lead Relationships or Lead Change

Core Capability – name of capability

Description – a clear statement of what the capability represents

Level of Proficiency – reflection of the capability journey across three levels of leadership proficiency

Knowledge and Skills – areas that underpin and strengthen the capability

Behavioural Indicators – actions that show how the capability is demonstrated across proficiency levels

A sample Capability Card with highlights to support an understanding of the structure of each card is as follows and the eight Capability Cards are included on the following pages.




Leadership area

Level of proficiency
Reflection of capability journey across 3 levels of leadership proficiency

Knowledge and skills
Areas that underpin and strengthen the capability

Area 1 - Lead Self

1.1 Authenticity – the ability to grow and sustain authentic leadership resulting in an established and recognised reputation as an authentic leader

Levels	Knowledge and skills	Behavioural indicators
<p>Level 1 – Emerging Leadership</p> <p>Recognising self as leader – projecting expertise, confidence and recognising impact of leadership on self and others</p> 	<ul style="list-style-type: none"> Leadership styles Traits of an authentic leader Self inquiry and reflection skills Thinking beyond self Leadership impact on others 	<ul style="list-style-type: none"> Shows authentic self to others resulting in diverse, inclusive and trusted relationships Displays self awareness via vulnerability and supports others to do the same Exercises humility / adaptability resulting in flexibility Displays leadership know how resulting in benefit to others Forms and shares a view with confidence and competence increasing shared understanding resulting in positive actions
<p>Level 2 – Group, Team, Committee Leadership</p> <p>Creating a shared vision – leading groups to work on purpose for collective outcomes</p> 	<ul style="list-style-type: none"> Leadership purpose Team / group / cause leadership and influence Visioning and planning skills Issue / opportunity awareness and analysis Coaching Relationship building Knowledge of group development stages Diversity, equity and inclusion 	<ul style="list-style-type: none"> Displays authentic inclusive leadership resulting in clear, shared vision and direction Leads inclusive team cohesion and belonging with high levels of trust and productivity for organisation / industry benefit Leads creation and buy in of shared vision which sees everyone working to same outcomes Analyses data inputs and makes recommendations for team and industry benefit Utilises established face to face and online networking platforms and tactics Builds effective relationships of value ensuring awareness of industry needs
<p>Level 3 – Industry, Sector Leadership</p> <p>Nurturing relationship reputation – maintaining and growing reputation (internal and external) as an authentic transformational leader in and beyond the industry</p> 	<ul style="list-style-type: none"> Reputation management Crisis / issues management Change leadership models Foresight Leadership wellbeing Knowledge of industry requirements / needs Advocacy of diversity, equity and inclusion Personal / professional wellbeing 	<ul style="list-style-type: none"> Exercises accountability of leadership strategic and workplans to self, team, industry and sector Acts with integrity and inclusivity resulting in trusted relationships across all levels of organisation / industry Utilises adaptive leadership ensuring timely management of issues / crises Utilises evidence based leadership and change models resulting in buy in across organisation, industry and or supply chain Advocates for industry with clear ROI Sustains relationships and influences with ease resulting in readiness for and implementation of small to large scale organisation and industry change Role models personal / professional wellbeing supporting others to do the same

Capability name and description
Name of the capability and a clear statement of what the capability represents

Behavioural indicators
Indicators that show how the capability is demonstrated across proficiency levels



Area 1 - Lead Self

1.1 Authenticity – the ability to grow and sustain authentic leadership resulting in an established and recognised reputation as an authentic leader

Levels	Knowledge and skills	Behavioural indicators
<p>Level 1 – Emerging Leadership</p> <p>Recognising self as leader – projecting expertise, confidence and recognising impact of leadership on self and others</p> 	<ul style="list-style-type: none"> Leadership styles Traits of an authentic leader Self inquiry and reflection skills Thinking beyond self Leadership impact on others 	<ul style="list-style-type: none"> Shows authentic self to others resulting in diverse, inclusive and trusted relationships Displays self awareness via vulnerability and supports others to do the same Exercises humility / adaptability resulting in flexibility Displays leadership in everyday actions Shares leadership know how resulting in benefit to others Forms and shares a view with confidence and competence increasing shared understanding resulting in positive actions
<p>Level 2 – Group, Team, Committee Leadership</p> <p>Creating a shared vision – leading groups to work on purpose for collective outcomes</p> 	<ul style="list-style-type: none"> Leadership purpose Team / group / cause leadership and influence Visioning and planning skills Issue / opportunity awareness and analysis Coaching Relationship building Knowledge of group development stages Diversity, equity and inclusion 	<ul style="list-style-type: none"> Displays authentic inclusive leadership resulting in clear, shared vision and direction Leads inclusive team cohesion and belonging with high levels of trust and productivity for organisation / industry benefit Leads creation and buy in of shared vision which sees everyone working to same outcomes Analyses data inputs and makes recommendations for team and industry benefit Utilises established face to face and online networking platforms and tactics Builds effective relationships of value ensuring awareness of industry needs
<p>Level 3 – Industry, Sector Leadership</p> <p>Nurturing relationship reputation – maintaining and growing reputation (internal and external) as an authentic transformational leader in and beyond the industry</p> 	<ul style="list-style-type: none"> Reputation management Crisis / issues management Change leadership models Foresight Leadership wellbeing Knowledge of industry requirements / needs Advocacy of diversity, equity and inclusion Personal / professional wellbeing 	<ul style="list-style-type: none"> Exercises accountability of leadership strategic and workplans to self, team, industry and sector Acts with integrity and inclusivity resulting in trusted relationships across all levels of organisation / industry Utilises adaptive leadership ensuring timely management of issues / crises Utilises evidence based leadership and change models resulting in buy in across organisation, industry and or supply chain Advocates for industry with clear ROI Sustains relationships and influences with ease resulting in readiness for and implementation of small to large scale organisation and industry change Role models personal / professional wellbeing supporting others to do the same

Area 1 – Lead Self

1.2 Empowerment – the ability to lead self and empower others to achieve collective results

Levels	Knowledge and skills	Behavioural indicators
<p>Level 1 – Emerging Leadership</p> <p>Demonstrating leadership adaptability – displaying leadership capability, confidence and expertise while energising others</p> 	<ul style="list-style-type: none"> Emotional intelligence – awareness and regulation (ie bias) Personal brand building Energy management Adaptability and resilience – self confidence Trust building 	<ul style="list-style-type: none"> Displays awareness of and regulates own emotions remaining open to those of difference Displays growing awareness of biases Communicates an authentic brand consistently Manages own energy and its impact on others while contributing to a psychologically safe work environment Adapts to change and builds resilience through use of habits and tools Shows trust and confidence in self and others resulting in diverse relationships
<p>Level 2 – Group, Team, Committee Leadership</p> <p>Motivating and inspiring others – moving others to action by sharing knowledge and skills to create change</p> 	<ul style="list-style-type: none"> Psychological safety Motivation models Flexibility in people’s roles / needs / differences Change management Knowledge sharing Risk Management 	<ul style="list-style-type: none"> Leads psychologically safe teams Motivates and inspires others to act for the benefit of the team, organisation and industry Shows flexibility through managing the needs of people / roles / issues ensuring belonging for all Leads through evidence based change management processes Shares knowledge freely to benefit others and support future focused mindsets Exercises risk management ensuring people work in a safe and progressive team, organisation and industry
<p>Level 3 – Industry, Sector Leadership</p> <p>Providing leadership acumen – demonstrating a clear leadership style / brand that attracts people to you, projects and the cause</p> 	<ul style="list-style-type: none"> Human centred leadership brand and culture Empowerment models Mindset management Advanced communication inc public speaking with influence Leading across generations Stakeholder engagement of benefit 	<ul style="list-style-type: none"> Champions empowerment of others across generations resulting in future focused productivity outcomes across organisation and industry Advocates for the wellbeing of others resulting in healthy teams, organisations and industries Coaches others to develop their leadership potential and ensuring leadership pipeline and succession pathway Speaks with confidence, influence and impact with those with differing views Builds effective relationships with stakeholders and utilises face to face and online networking platforms Leads high stakes discussions and decision making ensuring needs are understood and validated Fosters a productive culture of inclusivity while challenging growth and development of all



Area 2 – Lead Relationships

2.1 Collaboration – the ability to identify opportunities and create synergies and momentum through proactive and productive partnerships with others

Levels	Knowledge and skills	Behavioural indicators
<p>Level 1 – Emerging Leadership</p> <p>Seizing opportunities – identifying people and projects for collaboration resulting in mutual benefit</p> 	<ul style="list-style-type: none"> Deep listening Two way relationship practises Talent management – self and others Networking Collaboration 	<ul style="list-style-type: none"> Listens deeply to self and others Exercises humility / adaptability whilst developing mutually beneficial relationships Understands own strengths and how to offer these for everyone’s / project benefit Fosters network development and manages relationships of value Represents self and team positively so others easily understand their role / purpose Understands and buys into shared vision/s supporting a one team approach
<p>Level 2 – Group, Team, Committee Leadership</p> <p>Building strategic partnerships – getting broad support for industry projects, initiatives and investments</p> 	<ul style="list-style-type: none"> Stakeholder and partnership management Partnership models (win/win) Championing others / visions / results / impact Conflict negotiation / resolution 	<ul style="list-style-type: none"> Understands and shares the value of partnerships for greater good through win win relationships and projects Seeks out new partnerships with direct benefit to team and organisation Publicly champions others and attracts potential partnerships Gives recognition to own / others achievements and the value of partnerships Manages risks and conflicts through open communication, negotiations, flexibility and adaptability
<p>Level 3 – Industry, Sector Leadership</p> <p>Creating industry partnerships – establishing sustainable synergies across and external to industry</p> 	<ul style="list-style-type: none"> Stakeholder collaboration Engagement – allies and opposers High stakes conversations Project pitches – ideas, needs and opportunities Speaking with influence Digital story telling Saboteur and conflict management Co-design mindset and facilitation 	<ul style="list-style-type: none"> Builds solid foundations for partnerships whilst recognising partners unique needs Shows up with authenticity in high stakes conversations and listens to all views equally Communicates with confidence, respect and sensitivity ensuring people feel supported and valued Exercises ownership of project, ideas and opportunities, especially when challenged, whilst keeping all stakeholders at the table Speaks with clarity utilising data, research and digital technologies to share stories which can influence decisions, investment and outcomes Works with and shares power with others, instead of holding power over others, resulting in agency for all

Area 2 – Lead Relationships

2.2 Capability – the ability to continually build and lead self, others, systems and succession utilising technical and non-technical skills

Levels	Knowledge and skills	Behavioural indicators
<p>Level 1 – Emerging Leadership</p> <p>Leveraging non – technical skills – creating clear technical and non technical skill sets to build self, others and contribute more meaningfully in teams</p> 	<ul style="list-style-type: none"> Non-technical skills eg compassion, courage, empathy etc Non-technical skills audit / checklist Non-technical skills growth – compassion, courage, empathy etc Emotional intelligence in action 	<ul style="list-style-type: none"> Shows understanding of and uses non-technical skills resulting in others feeling heard and cared for Recognises own skill development needs and seeks out opportunities to learn new skills especially non-technical Manages own emotions as required resulting in positive impact for self and others Displays effective use of emotional intelligence in building trusted relationships
<p>Level 2 – Group, Team, Committee Leadership</p> <p>Developing talent and capabilities in others – identifying and building capabilities in people to improve team performance</p> 	<ul style="list-style-type: none"> Open and growth mindsets Talent management Talent skills matrix Coaching effective teams Governance / accountability Feedback – giving / receiving 	<ul style="list-style-type: none"> Coaches, mentors and guides others to develop open/ growth mindsets and technical and non-technical skills Manages sensitivities through trusted conversations within a psychologically safe team, organisation culture Considers needs of the team and seeks support / resources where required Exercises accountability of self and others via regular feedback, individual check ins and group governance processes while building a continuous improvement culture Gives and receives effective feedback resulting in changed practices as required for individuals and the team
<p>Level 3 – Industry, Sector Leadership</p> <p>Sponsoring leaders – building a diverse and inclusive leadership team and networks with well regarded reputation</p> 	<ul style="list-style-type: none"> Psychological safety Coaching future leaders Knowledge sharing Influencing others Future focused leadership pipeline / pool management Foresight Systems Thinking 	<ul style="list-style-type: none"> Fosters a culture of connection, courage, respect and empathy to encourage growth towards agreed goals Builds psychologically safe relationships and teams where people can show up as their authentic selves and give their best without judgement Acts as a coach, mentor and role model to future leaders Creates and sustains an active leadership pipeline and pool of leaders to take up future opportunities Exercises foresight showing and sharing future options and their value to the organisation and industry Applies systems thinking to change initiatives

Area 3 – Lead Change

3.1 Innovation – the ability to advocate, lead and drive competitive advantage

Levels	Knowledge and skills	Behavioural indicators
<p>Level 1 – Emerging Leadership</p> <p>Seeking change – challenging current practises to drive continuous improvements in products, processes and people</p> 	<ul style="list-style-type: none"> Curious mindsets Continuous improvement Challenging how via questioning Offering opinions 	<ul style="list-style-type: none"> Exercises a curiosity mindset by asking questions of themselves and others Advocates for self and others (spoken and digital) ensuring change needs are understood Takes feedback on board and continues their own and the growth of others Seeks opportunities to build on or create new systems / processes / procedures Shares evidence / experience based opinions with others resulting in improvements for their role and the team
<p>Level 2 – Group, Team, Committee Leadership</p> <p>Pushing boundaries – driving innovative capacity in self and in others while adopting digital technology and new ideas</p> 	<ul style="list-style-type: none"> Challenging status quo Digital technologies Systems thinking and agility Future thinking and foresight Advocating for change 	<ul style="list-style-type: none"> Challenges status quo using experience, evidence and or data to achieve competitive advantage Utilises digital technologies to analyse and present information / results that push boundaries Leads systems thinking approaches resulting in transformational change Promotes agility as a way of ensuring people and projects are comfortable with chosen and unchosen change Advocates for and shapes discussions via foresight and future thinking Advocates for change whilst ensuring needs and vision of team, organisation and industry are taken into account
<p>Level 3 – Industry, Sector Leadership</p> <p>Leading industry innovation – championing innovation to create efficiency, new markets and new products of value</p> 	<ul style="list-style-type: none"> Innovation mindsets AI and digital technology Future / big picture thinking Management of motivation self / others re ROI Megatrends Strategic thinking Innovation pipelines Partnerships Driving change 	<ul style="list-style-type: none"> Displays an innovative mindset via curiosity in industry development, people, AI and technology Leads future focused and big picture thinking sessions (reflective of megatrends) with their organisation / industry, supply chain and partnership teams to flush out innovative ideas of value Manages innovations in line with organisation and industry vision and goals Role models foresight, strategic thinking and disruption ensuring ahead of time solutions Keeps abreast of, monitors and nurtures pipelines of innovation and future partnerships of benefit to industry Drives change through one conversation at a time and builds continuous improvement and innovative feedback loops into these resulting in a recognised culture of innovation



Area 3 – Lead Change

3.2 Influence – the ability to build productive networks to negotiate, influence and persuade change

Levels	Knowledge and skills	Behavioural indicators
<p>Level 1 – Emerging Leadership</p> <p>Developing networks – seeking out information, contacts, projects, groups and networks of value</p> 	<ul style="list-style-type: none"> Authentic leadership Network building – face to face and online Recognising value in and building relationships 	<ul style="list-style-type: none"> Shows authentic self to others whilst recognising value contribution to relationships and networks Develops integrity based networks resulting in knowledge share and information flow of value Establishes, builds and maintains relationships for now and the future Maintains a well regarded network through development of win win relationships Networks via face to face and online platforms resulting in new relationships
<p>Level 2 – Group, Team, Committee Leadership</p> <p>Making decisions – using tools and technology to support data driven decisions and advocate for and tell compelling stories resulting in change</p> 	<ul style="list-style-type: none"> Ethical decision making Information synthesis and decision making tools eg matrix Digital decision making tools / apps Data driven decision making Compelling story telling – spoken and digital using data / vision 	<ul style="list-style-type: none"> Champions respectful and ethical decision making processes using tools that are widely accepted as best practise Seeks out and uses digital tools and apps to assist in decision making and communication Recognises the value of data driven decision making and ensures healthy data pipelines to feed decision making Analyses and synthesises data inputs for today and future scenarios / modeling for industry Shares decisions, outcomes and information based on data, in alignment with goals and visions reflective of team, organisation and industry needs
<p>Level 3 – Industry, Sector Leadership</p> <p>Influencing stakeholders – harnessing support and buy in for initiatives while leveraging relationships with industry, government and customers</p> 	<ul style="list-style-type: none"> Negotiation Interpersonal sensitivity Problem solving Engaging with or building cross industry teams / projects / visions 	<ul style="list-style-type: none"> Demonstrates high level negotiation skills and techniques from everyday to high stakes conversations and situations Manages interpersonal relationships and sensitivities with respect and integrity in own and across industries Maintains future focused approaches to solving problems using technology and data Advocates for change / industry development via building and renewing of a shared vision via teams and projects Pitches ideas for change / investment with confidence for team, organisation and industry benefit Maintains strong stakeholder relationships and exercises the ability to influence stakeholder in own and across industries

Area 4 – Lead Strategy

4.1 Foresight – the ability to continually scan the future for and identify trends and opportunities of value and benefit for maximum impact

Levels	Knowledge and skills	Behavioural indicators
<p>Level 1 – Emerging Leadership</p> <p>Curating future pathways – using foresight to consider possible future pathways for self and others</p> 	<ul style="list-style-type: none"> Future focused scenario thinking and planning Probabilistic thinking Leadership strengths Managing leadership pathways 	<ul style="list-style-type: none"> Maintains a solid understanding of emerging trends affecting organisation and industry Looks at the impact of today’s decisions on tomorrow and long term visions and goals Thinks and shares multiple ideas, options and pathways to gain positive outcomes Manages own and others knowledge and skill development aligning with future trends and needs Seeks out and undertakes opportunities to develop their leadership and create pathways that may not exist
<p>Level 2 – Group, Team, Committee Leadership</p> <p>Anticipating change – keeping abreast of global trends, industry research and customer needs while evaluating issues / opportunities for local – global change</p> 	<ul style="list-style-type: none"> Change management models Issues / opportunities scanning tools Industry research / trends Information analysis and evaluation Data intelligence Ideas generation 	<ul style="list-style-type: none"> Keeps abreast of latest industry research and trends from a variety of sources and presents these for review in line with industry vision and goals Utilises evidence based change management models to anticipate and drive change Analyses and evaluates information based on lived experience and research Shares analyses and evaluation in an easy to understand way with aligned options / suggestions to benefit the organisation and or industry Utilises AI and data intelligence to guide / influence ideas and decision making
<p>Level 3 – Industry, Sector Leadership</p> <p>Envisioning new frontiers – developing multiple potential futures to chosen / unchosen change scenarios rather than predicting a single future outcome</p> 	<ul style="list-style-type: none"> Industry / global mindsets – systems thinking Potential future/s development Trust at scale and across supply chain / industry/ies Chosen and unchosen change Utilising AI and digital technologies 	<ul style="list-style-type: none"> Builds and maintains a forward thinking, open and agile mindset ready to keep abreast and ahead of trends affecting the industry – local to global Leads and drives options for potential futures at an industry and cross industry / sector as well as agripolitical and political level Maintains trusting relationships and a reputation of integrity with those in industry and beyond Utilises leading edge AI and digital tools and technologies to envision and forecast new frontiers and help others do the same

Area 4 – Lead Strategy

4.2 Impact – the ability to provide vision, plan, disrupt, manage relationships and oversee pathways to impact for people and industry

Levels	Knowledge and skills	Behavioural indicators
<p>Level 1 – Emerging Leadership</p> <p>Establishing leadership plans – building professional strategic leadership plans to guide decision making and support resilience</p> 	<ul style="list-style-type: none"> Future thinking / planning mindset Planning with purpose for self and others Decision making Leadership plans Leadership wellbeing 	<ul style="list-style-type: none"> Displays authentic and adaptive leadership resulting in readiness for change Anticipates trends impacting their role and that of their teams Maintains an active leadership plan resulting in future focused growth Participates in activities to develop resilience and wellbeing in order to lead their own and the wellbeing of others
<p>Level 2 – Group, Team, Committee Leadership</p> <p>Executing governance – utilising available tools, models, templates, processes and procedures to build a solid grounding for progress and change</p> 	<ul style="list-style-type: none"> Ethical governance Digital ethics / cybersecurity Design / Co-design thinking Tools / models / templates / processes / procedures to support governance 	<ul style="list-style-type: none"> Recognises the value of leading people, projects, processes and procedures with integrity whilst upholding highest ethical standards including digital Leads and drives change via design and co-design thinking inclusive of input from others resulting in increased interest and buy in of potential change Utilises tools to support governance and best practice resulting in easy to understand suggestions and strategy Leads and engages in planned disruptive activities in response to trends to move the project, organisation and industry forward
<p>Level 3 – Industry, Sector Leadership</p> <p>Championing strategic directions – making strategic judgements to create, communicate and champion long term strategy to shape sustainable industry and market landscapes</p> 	<ul style="list-style-type: none"> Neuroscience and intelligence Strategic judgements Championing short – long term change Complexity management AI / digital fluency Industry sustainability 	<ul style="list-style-type: none"> Uses neuroscience and intelligence to advantage resulting in adaptability readiness – people / process Champions strategic directions / actions through foresight and critical thinking skills stimulating healthy and future focused support and investment Champions / mentors the value of probabilistic thinking Leads others via compassion through uncertainty and complexity while establishing short and long term targets to measure change Models future scenarios for organisation and industry in alignment with megatrends impacting industry Utilises AI and maintains digital fluency to support industry direction setting, partnerships and strategic change Ensures industry sustainability / progression is at the forefront of discussions, partnerships and plans resulting in increased certainty for all those involved

PART C – How to Use this Framework

Into action

This Australian Horticulture Leadership Capability Matrix can be used by individuals and stakeholders for a variety of reasons. When used collectively they can transform the leadership of an industry / industries / sector. A summary of specific uses based on audiences is as follows.

Individuals

Key use	Example activities
Self-assess your leadership learning and development needs.	<ul style="list-style-type: none"> ✔ Take a look at the one page Matrix and mark what levels of capabilities you are currently working at ✔ Identify what capabilities at what level you would like to develop. Find the related Capability Card and get familiar with the detail ✔ Write up a list of the Capabilities you wish to develop and speak to your Supervisor about how to go about this ✔ Use the Matrix and or the Capability Cards as a checklist for your ongoing development

Team leaders

Key use	Example activities
Identify training opportunities for your team or team members.	<ul style="list-style-type: none"> ✔ Observe your team members and assess where they are at on the Leadership Matrix. Tailor training opportunities to address their leadership needs ✔ Chat with them using the Matrix to guide discussion about leadership development ✔ Conduct annual team / group / committee leadership needs analyses using the Matrix and Capability Cards as a guide

Industry leaders

Key use	Example activities
Pinpoint leadership training and development needs / opportunities to accelerate learning and return on investment.	<ul style="list-style-type: none"> ✔ Scan your industry's leadership capability and mark this against the Leadership Matrix. Tailor training opportunities to address their leadership needs ✔ Chat with your industry organisation and executive about using the Matrix to guide discussion about leadership development ✔ Conduct annual leadership needs analysis using the Matrix across your industry and identify leadership needs for development



Investors

Key use	Example activities
Make cost, time and evidenced-need decisions around funding investments into leadership training, projects and research and development.	<ul style="list-style-type: none"> Think through what capabilities require development and how best to see these addressed. A face to face program is one way. Look for other ways to integrate micro learning in everyday and or already invested in programs, activities and initiatives Work out what capabilities to invest in to support industry leadership into the future. Think about training, learning and research and development options Use the information contained in the Matrix to establish a budget based on the size and length of time you wish to allocate to leadership development in your industry Use the Matrix to guide discussions with external service providers

Leadership training designers

Key use	Example activities
Design leadership initiatives, programs, experiences and materials that are reflective of evidence based learning methodologies and pedagogy	<ul style="list-style-type: none"> Use the Leadership Matrix to understand what leadership function and level the industry, organisation, group or team is seeking assistance with Review the Matrix and Capability Cards to identify more specific learning requirements Group leadership capabilities together and align to industry need with specific examples where possible Use information in the Matrix and Capability Cards to guide learning materials development

Leadership training providers

Key use	Example activities
Develop learning programs and experiences that are immediate and future responsive to the horticulture sector and industries resulting in notable returns on investment	<ul style="list-style-type: none"> Use the Matrix as a guide to discuss leadership needs with industry leaders who are requesting leadership programs and experiences Use the Matrix and Capability Cards to become familiar with the Knowledge and Skills that can be developed and then look at how best to build this into a learning intervention

One last thing

Something important to think about...

The next ten years for Australian horticulture, its industries, teams, committees, groups and every individual in it will be complex and exponential in many ways. Some could say it will be one of the most disorientating periods the sector has experienced.

A question to ask yourself is;

Are you prepared for the trends and changes that will influence and impact the leadership of Australian horticulture and its industries?

The people – from the farm to the fork – involved in the development of this Australian Horticulture Capability Based Leadership Framework, tell us that leadership is a key element that needs to be developed and fast. And that it needs a vehicle to drive this development across the sector and each of the industries.

This Australian Horticulture Capability Based Leadership Framework is "one blueprint / one voice" that can provide the framework across stakeholders to address leadership development.

We wish you well as you implement it.





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