

Final report

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Developing a Capability Based Horticulture Leadership Strategy

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Public summary

This project was undertaken to ensure the Australian horticulture sector has a strategy in place to futureproof industry leadership into 2030+. 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.

Strong industries require strong leadership. Leadership is core to the innovation, growth and sustainability of horticulture. 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.

A desktop review of megatrends impacting horticulture, identification of leadership capabilities, analysis of industry investments in leadership since 2020, consultation with 70 industry leaders and personnel via lay of the land conversations and comprehensive one on one interviews, 12 documented case studies and related thematic analysis, a three month virtual Co-design group and a review of six capability building frameworks from Australia, New Zealand and the UK were completed.

There are three key outcomes of this work. The first being the Australian Horticulture Leadership Capability Matrix. The second being *The Australian Horticulture Capability Based Leadership Framework – A Guide for Individuals, Team Leaders, Industry Leaders, Investors and Leadership Designers and Training Providers*. The third being strategic recommendations to create an outward industry facing leadership learning and development team based with Hort Innovation to oversee a 5 year strategy and portfolio of activities inclusive of leadership, workforce, diversity, equity, and inclusion. And to develop a proof of concept for the Australian Horticulture Leadership Academy (working name), to establish a learning management system and platform for sector / industry integrated online, blended and face to face leadership development programs and initiatives. Collectively the outcomes of this project will see a vehicle to drive leadership strategy and development to future proof leadership for horticulture.

Keywords

leadership; non-technical skills; foresight; leading; horticulture, change, advocacy, academy, industry, sector

Introduction

Given the fast-paced nature of change, megatrends impacting the Australian horticulture sector as well as ongoing social license and changing consumer demands; the need to create, maintain and sustain adaptive, flexible and transformative leadership is critical. This is about leaders and leadership. The industry needs a leadership capability strategy resulting in a continuous bank of people who are willing, competent and confident to identify leadership as a pathway – both behind and beyond the farm gate right through to industry leadership and advocacy.

There is complexity with 37 PIBs / industries and approx. 180 industry groups. Each currently operate at different stages of leadership interest, maturity and capability – what's happening / what's needed and hence what the gaps are. The need for a strategic and adaptable cross-industries approach is needed. A number of projects have been funded in the past to support workforce / leadership development. Some have failed to deliver; eg The Hort Innovation Alumni Network (LP16001). More recent projects have included industry specific outcomes; People Development Strategy – Potatoes, Onions, Vegetables and Bananas (MT22002) and People Development Strategy for the Australian Mushroom Industry (MU23005). It appears there has never been a whole of sector project around leadership. Without a strategic intervention / investment and a whole of industries / sector approach with a visible champion and driver of change, it's

clear that leadership development will remain provider driven, ad hoc and risk future industry leadership.

A central to sector, industries and single vehicle is required to disrupt, build and drive a leadership development solution underpinned by a practical and easy to use leadership capability matrix and strategy reflective of industry needs. This means that programs, opportunities, initiatives and future projects will be developed and delivered taking into account required horticulture industry leadership capabilities instead of being provider driven. Without this project and implementation of recommendations, horticulture will remain leadership compromised, lagging and locked with some industries focusing on leadership initiatives (mainly development programs) and others none. See Appendix 5. A whole of sector strategy is required with a commitment to capability based leadership driven by a Hort Innovation Capability and Capacity Team.

Methodology

The approach taken throughout this project is summarised in Table 1.

Table 1. Project Development Approach

Stages	Overview
Project Reference Group	The Project was guided by a Reference Group. See Appendix 1 for Reference Group composition and terms of reference. Strategy development was guided by the Reference Group and involved one on one sessions as well as 3 online / face to face sessions where concepts were presented, tested and reviewed.
REVIEW Desktop reviews	Two desktop reviews occurred. The first of trends that will impact horticulture over the next 5 – 10 years and the leadership capabilities that will be required to navigate these. See Appendix 2. The second was of leadership capability strategies / capability strategies from different sectors within Australia and globally to ascertain items to be considered in the design of the Australian horticulture capability based leadership framework and strategy. See Appendix 3.
INQUIRE Stakeholder Consultation	Approx. 50 lay of the land one on one conversations with attendees at Hort Connections in Brisbane and a 3 month online co-design group of 50 from across industries and stages along the supply chain. See Appendices 10. In addition, 20 in-depth 1:1 interviews occurred with a range of people across varying levels of leadership, and 12 case studies were documented. Peak Industry Bodies (PIBs) were invited to participate in 1:1 interviews regarding future leadership needs, with 8 occurring. See Appendix 4 for the Consultation List and Appendix 6 for the Case Studies.
CO-DESIGN	A thematic analysis of these interviews / case studies resulted in findings that have informed the final Project recommendations. See Appendix 7. A detailed case study of a current Hort Innovation co-investment with the Almond Board of Australia occurred of the Growing Almond Leaders Program. See Appendix 8.
DEVELOP	In addition to the consultation stage of this project, the co-design group also informed strategy development via a series of structured questions / discussions and polls. See Appendix 9 for the Australian Horticulture Leadership Capability Matrix and Capability Cards. <i>The Australian Horticulture Based Leadership Framework – A Guide for Individuals, Team Leaders, Industry Leaders, Investors and Leadership Training Designers and Providers</i> is available. The Project Reference Group was key in the development of the Strategic and Priority Recommendations for this project ensuring they are embedded in current sector / industry reality.

The process used to guide the strategic development of the Australian Horticulture Leadership Capability Matrix / Framework and related Guide as well as a single systemic and priority recommendations for review and implementation is outlined in Figure 1. This includes a breakdown of factors that need to be considered by the sector as recommendations are reviewed and implemented. It also includes an overview of elements in the current horticulture context that need to be taken into account to progress the sector wide response. It's the author's view that effective implementation will only occur if a Capability and Capacity Team, in line with other Research and Development Corporations is established. See Appendix 11.



Figure 1. Process for Strategy / Framework Development¹

Results and discussion

A Shared Definition and Understanding of Leadership

A need exists for the horticulture sector and industries to develop a more mature understanding of leadership and its function. From the interviews conducted in this project, case studies documented and input from the project's Co-design group, almost 100% of individuals identified and discussed leadership in relation to the role of 'leader' and not 'leadership'. The role rather than the function. This means the focus is on the role and position of leaders without extending to the influence and impact that leadership plays at a more strategic / whole of industry or sector level. There

¹ The Process for Strategy / Framework Development was adapted from RMCG Consulting, 2023, September. *People Development Strategy - Potatoes, Onions, Vegetables and Bananas*. Camberwell.

exists a continuum between positional or transactional leadership – roles people undertake as leaders to get things done and influential or transformational leadership where people oversee functions to execute visionary and meaningful change. See Appendix 12 for an overview of Transactional versus Transformational leadership. Australian horticulture requires both, however review shows that the current context and limited investment in leadership programs / activities support the more transactional approach. This is likely to see a focus on - Lead Self (Authenticity and Empowerment) and Lead Relationships (Collaboration and Capability) and fall short of the more influential or transformational approach – Lead Change (Innovation and Influence) and Lead Strategy (Foresight and Impact) as outlined in the developed Australian Horticulture Leadership Capability Matrix. See Appendix 9. It also sees majority of investments on the emerging and intermediate rungs of the leadership ladder, as used in the Matrix and not the advanced rung. Ten industries have invested in emerging leadership since 2020, eight industries in intermediate leadership and six industries in advanced leadership. Collectively it is only 15 industries of a possible 37. See Appendix 5.

The definition or vision of leadership developed and supported by the Project Reference Group as an outcome of this project is

“Leadership is the way we come together with respect and integrity to identify and walk future paths to a stronger industry.”

A need exists for the horticulture sector to develop a more mature understanding of transformational leadership and its value. This will see investment in leadership programs, stand alone and integrated initiatives that support Lead Change and Lead Strategy functions at the Industry Leadership Level of the Australian Horticulture Leadership Capability Matrix. See Appendix 9. There are currently few programs being offered at this level across the sector, suggesting that it’s possible that many of the programs being offered actually have a large personal / self development component rather than industry leadership.

Leadership Development Investments

In February 2025, Hort Innovation reported the value of the Australian horticulture sector at \$17 billion with a year on year growth of 4.3%. They also reported that exports reached new highs, domestic supply was expected to keep up with demand and nuts made a comeback². Given this, it’s interesting to note that there appears relatively little investment in leadership development in Australian horticulture. Industries with investment in leadership development since 2020 are Apple + Pear, Avocado, Cherries, Berries, Citrus, Melon, Prune, Mushroom, Onions, Potatoes, Vegetables, Almond, Macadamia, Nursery and Turf, a summary by industry groupings is shown in Table 2.

Table 2. Investment in Leadership Development by Industry Group

Industry Grouping	Number of Industries with Leadership Development Investment Since 2020
Fruit	7
Vegetables	5
Nuts	2
Amenity	2

This leaves the remaining 21 industries with no formal leadership development investment. During this same time there were some cross sector investments in the AgriFutures Horizon, In Protected Cropping, Women and Leadership Australia Program and Churchill Fellowship. They appear to be individual scholarship based investments. It is highly likely that the industries that have invested in leadership development have a higher levy fund available to them. For some industries, it’s likely they will never decide to invest in leadership development because of the limited levy funds available to them and the competing interests between production and people / leadership development needs. Given this, there exists a definite need for an Australian horticulture response, strategy and investment to leadership development.

² Horticulture Innovation Australia, 2025, February. *Australian Horticulture Statistics Handbook 2023/24*. Sydney.

Leadership Development Capabilities for the Australian Horticulture Sector

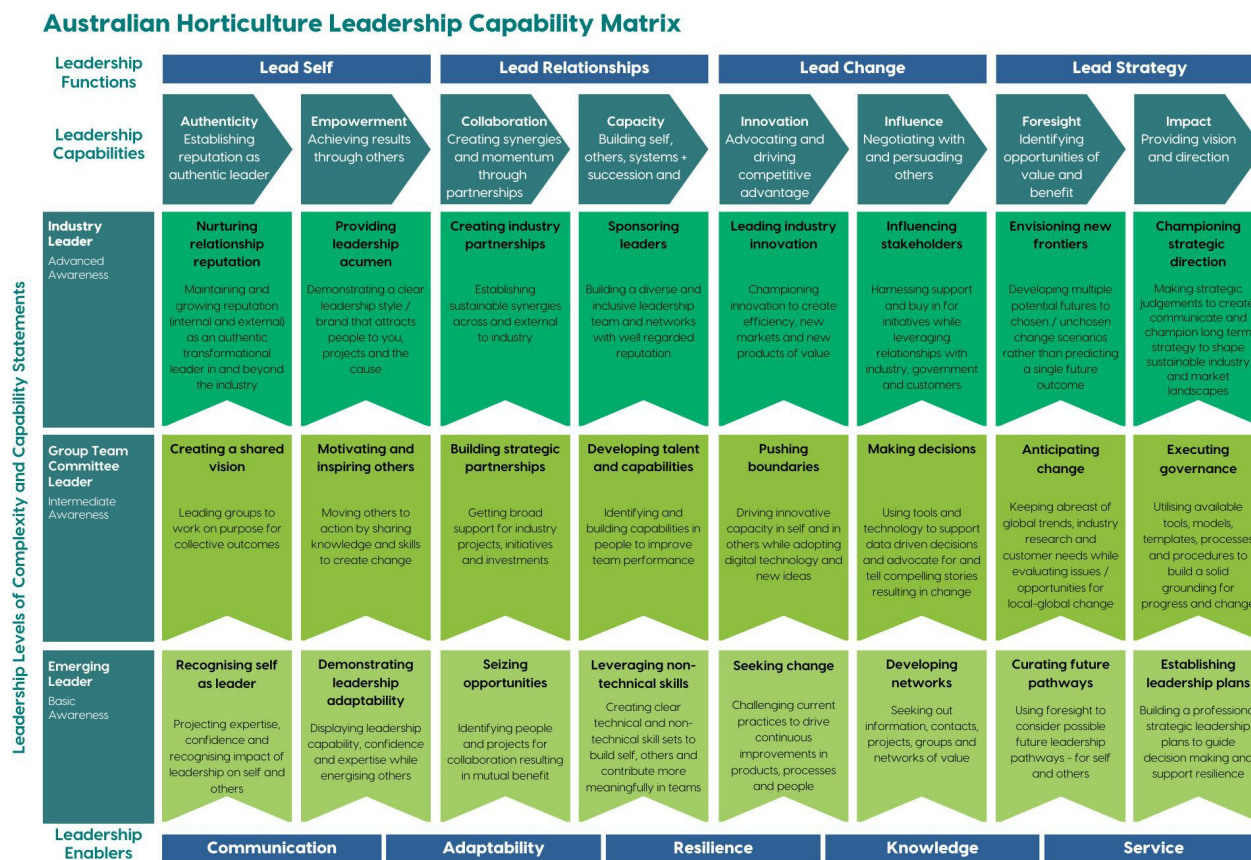


Figure 2. Australian Horticulture Leadership Capability Matrix

Figure 2 outlines the one-page Australian Horticulture Leadership Capability Matrix developed as part of this project. It’s based on the premise that 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 Australian Horticulture 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.

“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 moving from emerging to advanced leadership and from Lead Self to Lead Strategy. They set out a roadmap in common language for investment, development and guidance for individuals to program designers and providers. When implemented well it will meet and exceed changing leadership needs.

Based on a desktop review of 6 Australian and global leadership capability strategies, see Appendix 3, as well as a request from the Project Reference Group, this one page Matrix is inclusive of;

- Leadership Functions
- Leadership Capabilities
- Leadership Levels of Complexity / Proficiency and Capability Statements

- Leadership Enablers

In addition, the Australian Leadership Capability Matrix extends to Capability Cards for the 4 leadership areas, 8 aligned capabilities across 3 Levels of Complexity / Proficiency;

- Leadership Area
- Leadership Capability
- Leadership Capability Description
- Level of Proficiency
- Knowledge and Skills and
- Behavioural Indicators

See Appendix 9 for a full overview.

It's expected that when implemented the Australian Leadership Capability Matrix will support a movement from more here and now non industry aligned personal development type programs to more future focused, industry aligned capability development leadership programs. There is also a need for more advanced leadership programs / initiatives that support the Leadership Functions of Lead Change – Innovation and Influence and Lead Strategy – Foresight and Impact. The Online Co-design group for this project shows there exists an appetite for short and targeted 'think tank' type initiatives and activities that are leadership experiences not necessarily programs. Eg an annual online unconference for those interested in industry leadership but don't wish to or can't attend a face to face conference / forum etc.

It's important that we change the current paradigm from programs being the way to develop leadership to a range of horticulture aligned and curated activities that can develop leadership. Examples of these can be found in the Australian cotton industry where in addition to the Australian Future Cotton Leaders Program there are a range of industry groups, activities and events that all align to the development of advanced leadership capability development and then implementation as the tides turn and advanced industry leaders pass on their knowledge and skills through industry mentoring programs.

Without alignment to the leadership capability matrix, the temptation for providers to deliver 'things that work' without establishing what's needed will continue. PIBs, with the best of intention will continue to commission leadership development with a reliance on training providers to know what to 'teach'. A risk now exists. Although this project has developed the leadership capability matrix and gone steps further to consult with the Hort Innovation learning and development manager about a learning management system. And written *The Australian Horticulture Based Leadership Framework – A Guide for Individuals, Team Leaders, Industry Leaders, Investors and Leadership Training Designers and Providers* as a user friendly ready reckoner, there currently exists no mechanism to implement this except through the interest and good will of the PIBs. If provided in self access ready reckoner mode, there's a real risk it won't be implemented well.

A Driver to Implement Leadership Strategy Across Horticulture

The directive from the Project Reference Group and this project is clear. A single vehicle, with resourced driver/s is required to implement the Australian Leadership Capability Matrix as well as disrupt and implement a strategy inclusive of leadership, workforce, diversity, equity, and inclusion and study tours. FRDC, Wine Australia, GrainGrowers and CRDC have full or part time Capability /Capacity Management roles in place, as noted in Appendix 11. These organisations are developing reputation for supporting a shift from technical skills only to technical and non technical skills (eg leadership) development. This people focus is setting up programs and capability to address future industry leadership demands.

From consultation with 12 PIBs, it's clear they are looking for a single information point and driver to lead this function in Horticulture. They wish to be a partner to the process as they currently feel they don't have enough expertise to do the leadership area justice. It's suggested this sit within Hort Innovation in the learning and development area rather than R+D. Investment will achieve time and resource efficiency by establishing a virtual one stop shop of leadership information, learning management system (a resource we believe already has investment approval for use with staff), registration of alumni talent, monitoring and review of leadership capabilities, commissioning of cross industry leadership resources eg Pre Study Tour Leadership Guide, programs such as the Australian Advanced Horticulture Leadership Program, the Australian Emerging Leader Horticulture Leadership Program, the Australian Horticulture Mentoring Program which can be implemented by the Australian Horticulture Leadership Academy. And perhaps the most important - promotion, coordination and development of champions and alumni of programs / initiatives to build learning networks of value. Study Tours are included here as they are currently a missed opportunity as a leadership and learning experience

for growers. All the growers, who have been on one or more study tours, consulted in this project (approx. 6) shared they were not onboarded in how to lead, represent their industry before or when on tour and that very little was expected of them through registration or upon their return. Study Tours appear a great way to develop a pipeline of growers interested in innovation and leadership behind and post farm gate in their industry. There currently exists no central database of growers who have been on study tours, completed leadership programs and or been involved in industry initiatives. This means there is no structured talent pool of emerging or established leaders to draw on.



Figure 3. Australian Horticulture Leadership Implementation Model

The Australian Horticulture Leadership Academy

With the appointment of the Capability and Capacity Team, it is recommended that a Proof of Concept project be established for a virtual Australian Horticulture Leadership Academy (working name). An industry facing leadership shopfront built on sector need. This is a ‘place, platform, portal’ that provides a home for programs, pathways and a pipeline of leadership talent for the horticulture sector. It is directed by the horticulture sector via Steering Committee as an intervention to disrupt and build a desired culture of leadership. It is cost, time and resource efficient for industries and provides equitable access. It supports and maintains quality development and delivery of leadership programs, initiatives and experiences that can be monitored and measured for meaningful outcomes. A funding model is developed as part of the Proof of Concept and funding could be a combination of public and private funds or sponsorships. Frontiers emerged as a possible funding source, however it requires a partner contribution. Could this be waived given the leadership failure that is currently occurring in horticulture and the time it will take to build it to meet fast approaching future demands on leaders. While leadership development is recognised as important by PIBs, consultation revealed three situations in play, as shown in Table 3 as detailed further in Appendix 13.

Table 3. Situations in play regarding Leadership Development within PIBs

Situation 1	Situation 2	Situation 3
16 industries have identified leadership as a part of their Strategic Investment plans and are currently coordinating a range of activities including scholarships to programs, a	7 industries may have mentioned capability development in Industry Strategic Investment Plans, but are currently not coordinating any	Industries may or may not have mentioned capability development in Strategic Investment Plans, but are not interested, don’t have information or resources to make this

leadership program for their industry, study tours etc.	leadership activities.	happen and can't see this ever changing given the leadership / size of industry and hence levy funds available.
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Based on this, without strategic intervention the future leadership of the Australian horticulture sector will remain ad hoc. It will continue to see wasted investments and resources as industries 'go it alone' with leadership. There are currently approx. 8 direct Hort Innovation investments with industries where each is funded to research and develop their own leadership development program. It is not aligned to a Leadership Capability matrix, hence it is likely to be at the emerging to intermediate levels of leadership complexity / proficiency only. The work could be of a high quality, but it is not linked to an overall strategy, has limited or no cross industry collaboration and providers undertaking this work may or may not have the leadership and industry leadership expertise / experience required. Cost efficiencies can be gained through a more strategic approach as outlined above.

The need for a Hort Innovation Capability and Capacity Unit / Team as well as a mechanism to drive / host leadership development through programs, activities and initiatives via the Australian Horticulture Leadership Academy is greatly needed. A Learning Management System (LMS) with ability to house learning programs, modules, materials and content – core and industry specific will see an upfront investment return through alignment with the Australian Horticulture Leadership Capability Matrix. This will see any future investments in program materials done so within an IP and AI framework that allows horticulture to benefit ongoing. Leadership learning materials can also be accessed for free via venues such as Linked In for inclusion. The LMS can also then exist and be aligned to agentic AI in the future.

Adding to this is the relatively new national Young Horties network which has a great cross sector footprint but given they are not a PIB or fit into one levy funded industry sit outside funding opportunity. An opportunity exists here. Young Horties is ripe for support / investment to build leadership activity and initiatives for those younger in horticulture..

Leadership Development is about Much More than Programs – it's Culture

If we take a look inside the Australian horticulture industry we see a number of leadership programs and other initiatives such as study tours (which currently don't have a leadership module aligned) in place. Through consultation / case studies with growers, if they revealed an interest in sitting on industry Boards, committees, reference groups etc, they also indicated that they would benefit from just in time leadership training as part of induction. There appears a solid gap for growers who are interested and put up their hand for a leadership role and their ability to fully understand what leadership is required and how to be the best leader they can in that context. Many indicated they felt they didn't do the role justice and couldn't match the experience or expertise of the longer-serving members.

Others interviewed had another experience to share. They recognised themselves as leaders, took up a role on a Board, committee etc and after one to two meetings recognised that their time and input was not valued and they didn't believe it ever would be. They also shared that they were met with a more transactional style or 'command and control' style of leadership rather than a more collaborative and transformational one. And that some of these people are currently heralded as leaders in the Australian horticulture industry and are known to exercise poor leadership at an enterprise level leaving them open to inquiry from organisations such as Worksafe. If we revealed this in this project with the interviews and consultation we conducted then it's likely it is more widespread than known. A strategic approach to leadership development will affect and build a more desired culture.

Table 4. The 3Ps of Leadership

Programs	Leadership programs are about knowledge and skill development. They can be industry specific and cross industry. They can be designed at different levels of complexity and proficiency depending on an industry or sector need. They can be short term or embedded into a long term investment strategy.
Pipelines	The Leadership pipeline is documented in the Australian Horticulture Leadership Capability Matrix. It can also be known in organisations as a leadership ladder. When employed this forms part of career progression and a pipeline can be clearly seen and understood. In an industry or sector context, this becomes more complex. Growers would benefit from support to curate a pipeline and industries would also benefit from being able to identify, invest in and then lead individuals and groups through the pipeline stages. We interviewed one younger person in this project who is taking every opportunity that's presented to enhance their leadership capability. In some instances, they are investing and reinvesting more than they should and taking more time than necessary. A clearly identified pipeline will support decision making for what people will access in terms of leadership development.

Pathways	We estimate there are approx. 800 - 1000 people who have benefited from Hort Innovation leadership development, study tours and specific programs around innovation etc over the last 8 years. We really don't know as it's the provider of the programs that maintains the personal contact and demographic information about participation. There currently exists no central database of individuals or groups and what they engaged in.
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Barriers and Enablers of Leadership for Industry Impact

Through consultation and the documentation of case studies, four themes were identified in relation to barriers and enablers of leadership for industry impact, as detailed in Table 5.

Table 5. Four Barriers to Leadership in Australian Horticulture

Themes	Overview
1. Horticulture consists of a complex industry leadership landscape	While some industries have been able to develop their own signature leadership programs, different industries have been left behind. This means a lack of equal access to leadership development linked to the strategic direction of the industries each peak body represents. There exists the challenges of 'silo's' and while they may see a lack of unification across industries, there exists the opportunity to become more united through good cross industry leadership programs. Adding to the complexity are different sub-cultures that can exist across the sector that can act as barriers to better, collaborative leadership. Whether that is a hesitance to work together due to a sense of competition, or levels of distrust. Despite this, there is feedback that great cross-industry programs could be useful for engaging people in leadership development. Across leaders of industry there is an appetite for clarity on how they could be involved in shaping the future of horticulture leadership. An example of a cross industry advanced horticulture leadership program in the United States well worth considering for application in Australia is www.hrleadershipacademy.org a program provided by partnership of American Hort and Horticultural Research Institute.
2. Presence or lack of organisational support	Organisational support is identified as a vital enabler of leadership development. Whether this is support in the form of (a) access to programs (i.e. financial support, or time away from the business to attend programs), (b) supporting the transference of leadership knowledge and skills acquired through programs back into the business, or (c) providing further development pathways post-program for people. People value the opportunity to learn about leadership outside of their organisations / industries to gain different and diverse perspectives of leadership. The ability to bring leadership lessons back into their chosen industry and day-to-day business can depend on industry and organisational support and their understanding of leadership. The ability to implement new capabilities can depend on current standing within the organisation or industry in terms of seniority. The challenge of working in smaller organisations and industries where there is little opportunity to be mentored into leadership roles / leadership is real. Young Horties is an example of a sector group that is creating a national network and opportunity for young people who are seeking connection, support and challenge to take up their place in their industry, the sector and leadership ³ .
3. Time in leadership programs or positions can have an economic cost or value	For leaders running their own business, time away from the business to engage in leadership development or leadership activities could have an economic impact on their day-to-day operations. People who step into industry leadership roles are in demand. This can lead to many requests to sit on committees or be involved in leadership, and leaders need to maintain boundaries or risk burnout. Leaders discussed selecting committees that align with their business interests. Some looked for positions that could also offer some form of remuneration. Even if this was a small amount (e.g. \$10,000 per year) this payment added to how leadership positions were viewed in terms of the level of professionalism expected and the prioritisation of leadership activities in addition to their day-to-day workloads. A greater value proposition needs to exist to have the best leaders sitting around industry tables and on Boards, committees and working groups.

³ www.linkedin.com/company/young-horties/

<p>4. The essential role of networks to sustain leadership</p>	<p>Research supports the vital role that others play in unlocking leadership capability and the impact it has when supported by other leaders across the industry. Alumni must be registered and supported to apply their leadership from their real life learning experience to others across their industry, business and or community. Leadership programs are responsible for building diverse, supportive networks that strengthen individuals' pursuits of leadership.</p> <p>Resilience - People require the personal resources of energy, confidence, and resilience to sustain the effectiveness of their leadership efforts. In the age of social media, it is not uncommon for leaders to receive online attacks for their position on a topic, or even personal presence in being visible leaders. When this occurs, supportive networks are vital to stay engaged.</p> <p>Role Models - Being connected to a diverse network of leaders is also vital for increasing people's understanding of leadership by the different role models that are provided.</p> <p>Recognition - Shoulder-tapping by experienced leaders is vital to engage people in leadership development. Many who are new to leadership simply do not recognise the baseline skills and aptitudes they have for leadership. The step into leadership can feel too large. When this occurs, the influence of existing leaders is essential. It is not only the confidence that comes from existing leaders that motivates applications, but even simply being made aware of what opportunities exist often comes from those already plugged into leader networks or alumni of programs. Leadership programs and leadership opportunities often only become visible through pre-existing networks or communication that may reach a limited audience, leaving the leadership potential existing behind farm gate untapped. When shoulder-tapping is an effective way to encourage emerging leaders into development programs, it is important to consider the unconscious bias that can filter through. In this instance, leadership capability programs may need an inclusion strategy to ensure a diverse pool of applicants are attracted to and considered for any industry-supported program.</p>
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Key enablers include the value of networks – central places to unite, organisational support, mentoring, shoulder tapping, opening up of opportunities, role models and resilience. Whilst we previously mentioned a lack of leadership understanding and investment as barriers; industries operating in silos, a lack of equal access to leadership / leadership development opportunities depending on industry, a lack of diversity in attracting individuals to leadership are also barriers. Significant disruption is required for industries to be supported to invest in their future leadership. A whole of sector approach is required.

Inclusion of New Leadership Perspectives to Strengthen Future Directions

Gender specific programs - while some female leaders note that gender specific programs could be important for developing women in leadership, they also noted *“I have never felt my gender has held me back in any way shape or form in any of the agricultural industries I’ve been in”*. What is more important is that leadership programs be facilitated by highly skilled providers that can establish psychological safety within groups to be able to share their perspectives. Having diversity within programs where people are not the sole representatives of their demographics, e.g. *“Women are often more open in situations where there are other women present”*. Younger women pointed to the visibility of women in leadership positions across horticulture and that this gave them confidence in their leadership identity.

However, it must be noted there remains a lack of diversity across leadership in board positions and other decision-making contexts across the sector. Further investigations into barriers to inclusion of different genders and other backgrounds is needed before determining if a gender-focused leadership capability program would be a suitable solution, and if so, what focus it needs to take to promote inclusive leadership in action in horticulture.

Emerging leader programs / opportunities - young people have the energy and motivation and need to be supported to have demonstrable impact and influence in leadership to maintain the development momentum. Young Horties is likely to have emerged because of this. To ignore their aspirations can lead to frustration with their place in the industry. This is not necessarily for more emerging leader programs, but better supported pathways post-program. Emerging leaders looking to influence and enact leadership can still lack power in existing structures (e.g. compared to older, established leaders) due to their lesser levels of experience. Young leaders mention the need for leadership development across all leadership stages in order to lift the standard of leadership systems and processes. They also mention the skills emerging leaders need to work with older generations, and the resilience needed to stay engaged when facing barriers to enacting their leadership. Without it they may experience levels of frustration that lead to disengagement.

Limited English language proficiency and the leadership journey - a gap identified by growers and industry included barriers for culturally and linguistically diverse people to develop their leadership skills within organisations and then across industry. English language skills can act as a barrier for people realising their potential in workplaces. One grower

mentioned the large numbers of operations where owners' first language was not English, had left a gap in the leadership landscape, and meant more opportunity for those who were driven, wanting to lead, and who by virtue of being born in Australia and speaking English, have the language skills to engage in different development opportunities. However, it may not simply be English language skills that prevent engagement of those with CALD backgrounds from engaging in leadership. Cultural considerations including family dynamics and expectations can prevent younger growers from being supported to enter emerging leader programs / leadership or from influencing change in businesses and industry. Efforts to design inclusive leadership opportunities for people from CALD backgrounds are critically needed.

Building a Leadership Capability Ecosystem

Pathways not programs - while a leadership program may unlock an individual's capabilities within a supportive learning environment, once completed, even the most agentic individual can struggle to transfer their new knowledge and skills to the day-to-day context. A program without a pathway is akin to leaving a ready, ripe fruit to wither on the vine. While every leadership journey looks different, people describe different times in their careers where they hold a focus on leadership from an individual capability, enterprise leadership or industry leadership perspective. While this may appear as a hierarchy, people's individual paths may not be linear and people may adopt a different focus for their leadership journeys at different life and career stages. For example, an established enterprise owner who engages in personal leadership development is encouraged to take on an industry board position, but then may step back to focus on building a new enterprise, diversifying their horticulture business. The one page Australian Horticulture Leadership Capability Matrix provides a clear pathways approach to leadership.

Understanding these less hierarchical pathways, and the factors that allow people to navigate them is essential to equipping leadership program alumni with the skills to build their bespoke leadership journey. In this project's case studies, people's engagement was more often opportunistic, and rarely a deliberate development pathway that had been made visible to them. People saw gaps in how leadership development could be supported by the sector over the long term, and not be cut-off at the conclusion of funded programs. Input to the project's Co-design group indicated the need for a network of everyday support for individuals and organisations to ensure efficiency and effectiveness for those keen to develop and contribute to industry leadership. It is clear this will require more stable funding with longer term commitments from the sector / industries and tracking of alumni and post-program support.

Hort Innovation attempted the development of an Alumni Network around 2020. It wasn't successful. Upon review of the Engaging Leaders in the Australian Horticulture Industry project (LP16001), it's highly likely that the lack of industry understanding, engagement and value of offering for Alumni meant targets were not met. A sector wide Alumni register of individuals who have engaged in leadership programs / opportunities / committees etc does not exist in horticulture⁴. There is an immediate need to establish an online register of individuals and their leadership experience, capabilities and interests.

Mentors as guides along leadership pathways - Mentorship featured) in successful accounts of leadership advancement, not only in terms of support, but for ongoing critical reflection of what 'effective leadership' looks like. Mentorship was either (a) opportunistic, (b) formal mentoring events or organisations, (c) facilitated mentoring programs. A brief description of each is provided below:

- *Opportunistic mentoring*: People developing connections at conferences and trade shows were engaging in 'opportunistic' mentoring. They had the mentoring skills to build relationships outside of formal programs or facilitated programs.
- *Formal or informal mentoring*: Young Horties 'Lunch with a Leader' is a simple form of a formal mentoring event, where young people are given the opportunity to listen, learn and question more experienced leaders in horticulture about their careers. Some leaders interviewed also described formal peer mentoring groups or informal peer-networks developed through leadership programs as valuable for keeping themselves accountable and having a 'kitchen cabinet' style sounding board to support them in their decision making and strategising as leaders. Within larger organisations, emerging leaders were mentored by senior leaders in development plans. However, there is scale and structure needed for this type of pathway development, and not all organisations will be able to offer this. The effectiveness of this pathway rests on the skills of senior leaders in identifying talent and coaching individuals. Coaching requires leaders to "ask, not tell" in unlocking the development of their team members.

⁴ www.horticulture.com.au/growers/help-your-business-grow/research-reports-publications-fact-sheets-and-more/lp16001/

- *Facilitated mentoring programs:* There appears to be a gap in people’s experiences or access to facilitated mentoring programs. We can see mentoring is embedded into some industry leadership programs, but as shared by a PIB CEO, they mentor on 3 programs external to horticulture and can’t within the horticulture sector as no program exists. A grower also shared their experience of being an informal mentor in their region for other growers and sees it as an untapped way of developing leadership. A number of industry personnel reaching or at retirement stage shared their interest in ‘giving back’ to the industry via mentoring but aren’t aware of the mechanism for this.

It’s clear from project interviews, industry consultation and case studies that the development and coordination of a mentoring program to support development of industry leaders is calling.

Valuing experiences - This research has revealed that workplaces value entrepreneurship and intrapreneurship. Consequently, people are not blank slates when it comes to developing leadership skills. They will bring their understanding of themselves and their experiences into any program, and it is vital that programs meet them where they are to be useful and relevant.

In many ways, leadership development programs can build awareness of skills, but unless they support the application of these skills, and participants seek out experiences to apply these skills, then increased capability or capacity is not achieved. It’s a lost opportunity and investment. Supports other than leadership programs that can support this experiential learning aspect include study tours. These are heavily invested in across horticulture. Providing some avenue to make leadership skills part of study tours, or a forum for reflective practice could be important for people to see their actions and experiences as leadership. Feedback from growers who had experienced Study Tours (and several more than one) indicated they did not complete a pre-tour skill development activity or gain leadership tips about how to ‘show up’ to gain the most from the experience. Growers also shared that there wasn’t a formal process for them to share outcomes on their return. The project Co-design group indicated a general pre study tour departure online leadership guide, for application across all study tours, could be designed, developed implemented with ease as discussed in Appendix 10.

The Application of Leadership Capability to Industry - Consultation revealed that anyone with the capability and drive could be a leader in horticulture and that skills and capabilities were valued when compared to some sectors where leaders may be valued for their heritage ties or economic power. However, when speaking to leaders it became clear that while leadership programs are accessible to different people, there are missing gaps in the industry leadership talent pipeline that mean people fail to convert their training to an industry leadership position.

Programs were essential for people to understand how the different industry bodies function to feel confident to take on representative roles. As people learn more about the different states and styles of leadership within organisations, they become selective in where they direct their efforts. Dysfunctional leadership of organisations will deter people from ‘putting their hands up’ to lead. While emerging leaders were seeking leadership opportunities, they saw a lack of board renewal or new leadership in organisations but acknowledged that continuing leaders may be doing so to maintain stability during challenging times. People spoke of the value of being involved with industry in terms of how this has helped their leadership in their businesses.

Furthermore, when growers were successfully leading their own organisations, and supporting their workforce, this created another layer of leadership that could be drawn into industry leadership positions. Feedback from growers currently on industry Boards and committees indicated they would value a “So, now you are on a Board or Committee” type guide and checklist. They indicate this would accelerate their readiness, confidence and competence to contribute from the outset. PIB CEOs interviewed also offered support for this one cost across industries activity.

Outputs

Key outputs for this project are summarised in Table 6 below.

Table 6. Output Summary

Output	Description	Detail
The Australian Horticulture Capability Based	Includes the Capability Matrix and Cards and is intended for use by Individuals, Team	The Framework was developed as a way of ensuring information developed in this project is available in a self access format as guided by the Project Reference Committee and for a

Leadership Framework	Leaders, Industry Leaders (PIBs), Investors and Leadership Training Designers and Providers	public audience. It was also developed to be a sister document to <i>A Guide to the Hort Innovation Capability Framework</i> which is an internal document guiding learning and development in Hort Innovation.
Leadership Case Studies	12 case studies highlighting people's journeys and engagement with leadership	The leadership case studies are documented from indepth interviews conducted for this project. They are professionally written and are at publishing standard. See Appendix 6.
Thematic Analysis of Consultation	Lay of the land conversations at Hort Connections, 1:1 with PIBs and 20 in-depth interviews were conducted to deep dive into leadership journeys, enablers, barriers etc.	A detailed thematic analysis to guide this project. See Appendix 7.
Online Co-design Group	Facilitated between September and December 2025	Facilitated across industry, based on interest, this three month Online Co-design group provided rich input into the development of the Leadership Matrix as well as success factors for leadership development for 2030+. See Appendix 10.
Project Reference Group Workshop	Held in December 2025, Brisbane, to draft the strategic rec for this project	See Recommendations in this report

Outcomes

A summary of the outcomes for this project are summarized in Table 7 below.

Table 7. Outcome Summary

Outcome	Alignment to fund outcome, strategy and KPI	Description	Evidence
Australian Horticulture Leadership Capability Matrix.	Relevant to all Australian horticulture industries and the sector as a whole	This Matrix provides an overview of the core leadership capabilities of the horticulture industry to support individuals, organisations, PIBs, industries and the sector to create leadership programs / initiatives and experiences to build future leadership.	Desk top studies including Australia and global reviews and analyses to identify elements and content required. Interviews and case studies. Online cross industry Co-design group
The Australian Horticulture Capability Based Leadership Framework – A Guide for Individuals, Team Leaders, Industry Leaders, Investors and Leadership Designers and Training Providers.	Relevant to all Australian horticulture industries and the sector as a whole	This Framework provides a researched and tested overview and collection of information required by a range of stakeholders to formalise their current response/s to leadership in horticulture. Written as a self access / ready reckoner as requested by the Project Reference Group	Desk top studies including Australia and global reviews and analyses to identify elements and content required. Interviews and case studies. Online cross industry Co-design group
Strategic and priority recommendations to	Relevant to the Australian horticulture sector as a	Strategic and priority recommendations	Desk top studies including Australia and global

create an outward industry facing leadership learning and development team based with Hort Innovation to oversee a 5 year strategy and portfolio of activities inclusive of leadership, workforce, diversity, equity, and inclusion. Brief for the development of a proof of concept for the Australian Horticulture Leadership Academy (working name), to establish a learning management system and platform for sector / industry integrated online, blended and face to face leadership development programs and initiatives.	whole and all horticulture industries that make up the sector.	developed throughout and then tested and supported by the Online Co-design group and the Project Reference Group	reviews and analyses to identify elements and content required. Interviews and case studies. Online cross industry Co-design group
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Recommendations

A summary of the strategic and priority recommendations as supported by the project research and Project Reference Group are summarised in Tables 8 and 9 below.

Table 8. Strategic Recommendations as supported by research and Project Reference Group

S1	Create a Leadership Capability and Capacity Development team for the Australian horticulture sector. Commence with 1 x Full Time Capability and Capacity Manager and 1 x Full Time Learning and Development Officer. Housed in Hort Innovation - funded by the sector / partnership. This outward, industry facing team will drive recommendations from this project and design, develop and oversee a portfolio of activities of leadership, workforce, and diversity, equity, and inclusion. This includes, in partnership with industries, creating and developing leadership pipelines, pathways and programs and generating interest and commitment to leadership development across industries. Providing a one stop shop for PIBs.	2026 and Ongoing
S2	Develop a Proof of Concept for the Australian Horticulture Leadership Academy (working name), which could incorporate S1, to establish a learning management platform / system to host, house a content library and promote and coordinate delivery of quality and industry integrated online, hybrid and face to face leadership development. Investigate funding, partnerships via Frontiers. Given the work / investment Hort Innovation is progressing via the existing Learning and Development team and the organisational Hort Innovation Capability Framework, capitalise on the talent from this existing team to incorporate the industry facing leadership capability framework developed in this project for roll out.	2026 and Ongoing With full implementation by 2030

The Project Reference Group strongly advocated for a single strategic recommendation from this project - being recommendation S1 above. Given the large body of work completed in this project, the following recommendations are also presented, but once the Strategic Recommendations are supported these can form part of the workplan.

Table 9. Priority Operational Recommendations as supported by Project Reference Group

Group A - Leadership and Mentoring Programs		
PO1	Commission the design, development, pilot and evaluation of an Australian Horticulture Leadership Program - Lead Change / Lead Strategy – Intermediate - Advanced (Test = SIAPs)	2026 and Ongoing

	Commission the design, development, pilot and evaluation of an Australian Horticulture Leadership Program - Lead Self / Lead Others - Emerging – Intermediate (Test = PIBs)	
PO2	Establish the Australian Horticulture Mentoring Program for industry leaders	2026 and Ongoing
PO3	Provide leadership training / opportunities to the approx. 32 Hort Innovation funded communication / marketing people working across the nation in PIBs / industry organisations	2027 and Ongoing
PO4	Develop a guide to support industries to create / embed and coordinate industry specific mentoring programs / relationships	2027 – 2028
PO5	Curate pathways and industry inclusion for Alumni of Hort Innovation invested programs, initiatives / investments – Australian Horticulture Leadership Academy	2027
PO6	Develop an online guide for growers who take up an industry leadership role – committee / Board etc. They can offer as a workshop or invite individuals to read / complete	2027
Group B - PIB Support and Development		
PO7	Facilitate a PIB specific Leadership Program - Lead Change / Lead Strategy - Intermediate - Advanced resulting in champions of leadership across their industry and beyond. (PO1)	2027
PO8	Include a leadership activity / offering at each PIB forum facilitated by Hort Innovation to enhance awareness of the importance of leadership and its application in horticulture.	2026 and Ongoing
PO9	Provide case studies from the project to relevant PIBs for inclusion in newsletters etc	2026
PO10	Promote and advocate the need for leadership development across SIAPs / PIBs / IBs to activate effective investment/s – reliant on S1 + S2	2027
PO11	Disseminate <i>The Australian Horticulture Leadership Framework - A Guide for Individuals, Team Leaders, Industry Leaders, Investors and Leadership Training Designers and Providers</i> via a PIB Forum facilitated by Hort Innovation	2026
PO12	Review requirements for leadership in Strategic Investment Plans	2027 and Ongoing
Group E - Industry Stakeholder Support		
PO13	Design and develop a Guide for Providers of Leadership Programs / Initiatives in horticulture. Embed and develop understanding of leadership capabilities, methodology and program design principles. Must include desired qualifications / requirements of facilitators. This is not an extension activity	2027
Group F - Industry Leadership Integration		
PO14	Promote / talk about and develop understanding of inclusive leadership eg disability, gender, CALD etc	2026 and Ongoing
PO15	Use the term leadership wherever possible to overcome “stigma” and normalise it as a key capability of the future	2026 and Ongoing
PO16	Acknowledge and recognise the value of groups like Young Horties in the leadership ecosystem and their role in partnering with leadership development programs and initiatives	2026 and Ongoing
PO17	Recognise the value of leadership programs as well as initiatives requiring less investment or already invested in that provide leadership development eg series of Lunch and Learns with a leadership focus eg Young Horties. The Hort Innovation - Australian - Grown Innovation Program and Horticultural Industry Internship Program etc	2026 and Ongoing
PO18	Coordinate an online leadership activity, unconference, event, forum for those interested to gather / gain information eg like LeadHort2030+	2027 and Ongoing
PO19	Facilitate an annual Hort Leadership Roundtable at Hort Connection, eg peer sharing - established and emerging leaders. Intro future leadership capabilities	2026
PO20	Develop and include pre study tour leadership info guide to promote gaining and sharing of information of value to support others	2027
PO21	Maintain a database of leadership investment participants to act as a Talent Pool for Hort Innovation committees, projects etc	2026 and Ongoing
Group D - Further R&D		
PO22	Invest in a study of Diversity, Equity and Inclusion in the horticultural leadership ecosystem	2026 and Ongoing
PO23	Develop metrics to include in a Monitoring and Review plan to measure people outcomes in leadership projects	2027 – 2028

PO24	Quantify leadership impact across Hort Innovation investments and publish these in Annual Report	2027 – 2028
PO25	Review the Australian Horticulture Leadership Capability Matrix each year and add / delete capabilities that go out or come into need	Yearly

Project publications

Eady, J., McDonald, N, Snowden, A, 2026. *The Australian Horticulture Leadership Framework - A Guide for Individuals, Team Leaders, Industry Leaders, Investors and Leadership Training Designers and Providers*

References

Horticulture Innovation Australia, 2025, February. *Australian Horticulture Statistics Handbook 2023/24*. Sydney.

RMCG Consulting, 2023, September. *People Development Strategy - Potatoes, Onions, Vegetables and Bananas*. Camberwell.

Intellectual property

No project IP or commercialisation to report

Acknowledgements

An industry Project Reference Group guided this project. Thanks are given to the following for their time, input and expertise throughout the project: Bianca Cairns, Hort Innovation; Rachel McKenzie, Berries Australia; Michael Southan, Australian Olive Association; Ebony Faichney, Farmour and Young Horties; Tim Chaffey, Botanical Resources Australia Pty Ltd; Anthony De Ieso, Thorndon Park Produce; and Penny Measham, Cherry Growers Australia.

Appendices

Appendix 1 - Project Reference Group Composition and Terms of Reference

1. Background

Development of the Capability Based Horticulture Leadership Strategy is not a tool for human resource management but a strategy to drive cultural change through non technical / leadership focused activities and investment. The key project output is a practical RoadMap / Framework / Strategy that can act as a guide for key stakeholders including 37 PIBS and approx. 180 industry groups across Australia as they lead their workplans regarding leadership development and sustainability. The key outcome is to provide tools for future proofing leadership for the Australian Horticulture sector.

2. Key Project Objectives

Key project objectives are;

- 2.1 Conduct a desktop horticulture leadership needs analysis
- 2.2 Engage with industry to co-design a Capability Based Horticulture Leadership Strategy
- 2.3 Map leadership programs – exiting and identify gaps
- 2.4 Provide direction to support future investments into leadership development
- 2.5 Create a ready reckoner to support future leadership investments, including a portfolio of solutions / programs

3. Terms of Reference

Draft terms of reference (as outlined in consultancy agreement) are;

- 3.1 Understand the sector / industry contexts and need for this project
- 3.2 Guide and support project activities (note this is a consulting not a R+D project)
- 3.3 Oversee Co-design project methodology
- 3.4 Provide industry truthing to ensure maximum outcomes are achieved during / post project
- 3.5 Champion project and project outcomes

4. Reference Membership Matrix

The Project Reference Group has been formed based on interest, experience, expertise and ability to support, challenge and champion project outcomes.

Member	Industry	Role	Expertise /Experience
Rachel McKenzie	Berries	CEO, Berries Australia - Brisbane	PIB Exp from GrowCom
Michael Southan	Olives	CEO Australian Olive Association- Sydney	PIB Exp from grains
Ebony Faichney	Horticulture	MD Farmour - FNQ Co-Founder Young Horties	Graduate of National Agricultural Leadership Program
Anthony De Ieso	Vegetables	Veggie Grower / Business Owner - SA (Paternity Leave)	Graduate of Growing Leaders
Penny Measham	Cherries	Cherry Growers Australia - Brisbane	PIB Exp from science / govnt
Tim Chaffey	Pyrethrum	Gen Manager - Ag Services Botanical Resources Australia - TAS	Commercial Exp from cotton
Bianca Cairns	Horticulture	R+D Manager - Hort Innovation - Brisbane	RDC R+D exp Industry exp

5. Project Team Matrix

The Project Team

Member	Business	Role	Expertise / Experience
Jo Eady	RuralScope Pty Limited	Director	Leadership expert, experience in cotton, grains, beef, rice (20 years) Masters in Education (Evaluation)
Nicole McDonald		Lead Researcher	Capability focused researcher, experience in fisheries, cotton (15 years) PhD Vocational Psychology of Agriculture
Aimee Snowden		Ag Educator / Researcher	Ag educator and researcher (12 years) Bachelor of Agricultural Business Management

6. Meetings

One on one meetings with Project Reference Group members to test ideas / gain feedback etc - ongoing
Reference Group meetings x 4 – ZOOM and Face to Face

7. Scope of Work

The scope of work for this project is extensive and engagement and co-design methodology will be used as much as possible. This is to activate and provoke interest, engagement and involvement around future leadership whilst the project is in play and beyond. An overview of the project scope is as follows;

Output	Description
1. A Summary of Current / Relevant Horticulture Industry Investments in Leadership	This will be a listing of current and relevant horticulture industry investments in leadership across funds. Audience will be decision makers across the industries. Will be used to identify gaps in the build of the Horticulture Industry Leadership Capability Matrix. Reach is for immediate project.
2. Up to 6 Case Studies of Other Industry Leadership Capability Models/Frameworks	These will be short and punchy and provided as stimulus so the horticulture sector can see how other industries are addressing leadership development.
3. Horticulture Sector Leadership Ecosystem Map	This is a capability grid sharing what leadership development is being addressed/invested in now and then what needs to be to ensure trends / needs for leadership in the industry towards 2030+ are met / exceeded.
4. Horticulture Leadership Capability Matrix 5. Survey of current and future leadership needs 6. Interview and document up to 15 people re pathways / barriers to leadership 7. Interview and document up to 10 case studies re leadership program involvement	This is a matrix that brings together knowledge gained from the needs analysis, survey and interviews to identify leadership capabilities of the future. It will also align to a hierarchy of leadership development. This will include the capabilities which can then be used to identify gaps in leadership programs / solutions as well as show pathways to leadership for those interested.
8. Needs Analysis Report	The Needs Analysis Report will document key themes based on identification of megatrends affecting the horticulture sector and industries. From this the Capability Matrix will develop and clearly outline what capabilities are required to future proof the leadership of the industry towards 2030+. Audience will be behind and post farm gate stakeholders including growers, professional services sector, govnt and researchers as well as the 180 industry groups.
9. A Co-Designed Horticulture Leadership Development Strategy	This will be a short summary of all elements of the project and will include a framework inclusive of pillars to guide investment

10. A Portfolio of Identified Learning Solutions / Programs and Recommendations for Future Investments / Funding Models Tailored to Address Leadership Development Gaps	The portfolio will be included as part of the Horticulture Leadership Development Strategy in a how to guide for investors in support of effective decision making regarding investment in industry leadership. Recommendations made re funding models and who and how these could be implemented.
11. Project Report	Final report inclusive of activities / methodology, outputs and outcomes

8. Governance / Timeline

A contract is in place between Hort Innovation and RuralScope Pty Limited for this work / consulting project. The contract outlines milestones / requirements etc. These are monitored by Hort Innovation with Project Manager being Bianca Cairns who is also on this Project Reference Group. Information contained in this Terms of Reference document is taken from the Hort Innovation Contract. Project timeline is 2025.

9. For More Information

Project Lead - Jo Eady, Phone 0419 912 879, Email jo@ruralscope.com.au

Appendix 2 - Needs Analysis: Trends Impacting Horticulture and Leadership Capabilities 2030+

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 5 megatrends and the core leadership capabilities they are demanding.

Fresh is the New Fast

Overview	Leadership Capabilities
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.	<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

Australia on the Asian Plate

Overview	Leadership Capabilities
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.	<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

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







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

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-focused 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

Appendix 3 - Leadership Capability Strategy Review and Case Studies

Proponent:	Australian Dairy Farmers	AHDB	CoVE	Digital Health Agency	Response & Recovery	Western Health
Author:	Australian Dairy Farmers	Promar International	Rural Leadership	Australian Government	RRANZ	Western Health
Sector:	Agriculture Dairy	Agriculture & Horticulture	Agriculture	Health	Emergency Management	Health
Country:	Australia	UK	New Zealand	Australian	New Zealand	Australia
Inclusion of Values:	✗	✗	✗	✓	✓	✓
Vision or Purpose:	✓	✗	✓	✓	✓	✓
Challenges Defined:	✓	✓	✓	✗	✓	✓
Element #1: (y-axis)	Context	Capability (Traits)	Capability	Context	Capability	Leadership Capability
Element #2: (x-axis)	Capability	Context (Priorities)	Context	Levels of Development	Levels of Capability (Roles)	Levels of Development
Other Elements:	Mindsets & Behaviours	Desirable and Undesirable Behaviours	Outcomes & Further Reading	Capability		Contexts (Imperatives) provided as Headings
Contexts:	Leading Self; Leading (with) Others; Leading Organisations, Businesses, Industry	Leading Self; Leading Others; Leading Business;	Significance to NZ; Enterprising Mindset; Grounded Nature;	Leading Self; Leading Team; Leading Agency; Leading APS	National; Regional; Local; Smaller Scale Incident	Setting Direction; Delivering Service
Levels of Development:	✗	✓	✓	✓	✓	✓
Presentation:						
Evaluation Method:	Kilpatrick's Model	Kilpatrick's Model	✗	Annual Review	"Regular" Review	✗

An extensive global search and review of these Leadership Capability Strategies was undertaken. In undertaking the global scan, diverse industries were searched nationally and internationally for frameworks and models. Outside of agriculture, particular emphasis was placed on digital native industries such as aviation, and proactive industries to social change, such as mining.

In each case, the Strategies were designed and delivered to meet the immediate and future needs of the industries, organisations and sectors they serve. It should be noted that overall, few leadership frameworks are made public, and some are noted as being completed, but there is very limited public information available (particularly in mining, for example).

The use of contexts, whether that be leadership priorities or traits, alongside capabilities, whether they be in terms of levels, roles or development, were similarities across the Case Studies. The presentation of the strategy is important, with many opting for a traditional table framework. Of note, two had a further visual in a circular model that benefited from having a less transactional or "bottom up" visual. The circular design allows for the individual to be placed at the centre of the framework, and their leadership development to be mapped across the capabilities. However, this visual is harder to

understand when reviewing leadership development at an organisation or sector-wide level.

Guided by this review and documentation of case studies and the direction of the Project Reference Group, there was a strong commitment to create a stand alone document that people could self access and use as a Ready Reckoner and that this should be suitable for a range of audiences. It was also determined that the output should have depth and provide guidance for leadership program, pathway and pipeline development.

Please refer to *The Australian Horticulture Leadership Framework - A Guide for Individuals, Team Leaders, Industry Leaders, Investors and Leadership Training Designers and Providers*.

Case Study 1 - Australian Dairy Farmers

Model:	Dairy Industry Leadership Strategy, 2021
Organisation:	Australian Dairy Farmers
Industry:	Agriculture Dairy
Background:	<p>Given the unique structure of the Australian dairy industry and its proud history of cooperation, a leadership strategy was developed in line with the <i>Australian Dairy Plan</i>. The strategy defines leadership as the way we think, speak and act, every day, not reserved for those with a position and title.</p> <p>The strategy was led by the Dairy Industry Leadership Steering Committee, which sits under the <u>Dairy Industry People Development Council</u>. The strategy was developed over three years with industry consultation, before being <u>launched publicly</u> in August 2021.</p>
Goals:	<p>The strategy outlines four distinct, but overlapping, goals as summarised below:</p> <ol style="list-style-type: none"> Leadership Development Our approach to leadership development will maximise reach and reduce barriers to participation. Leadership Capability and Expectations We will encourage everyone to build leadership skills and to demonstrate leadership in their lives and work. Leadership Impact Positive leadership impact is characterised by high levels of engagement, trust, collaboration and confidence. Leadership Capacity Being able to attract the right people, engage and manage them effectively and provide development opportunities is essential for the long-term viability of the industry and the sustainability of our leadership pipeline. <p>The overall vision of the strategy is to build a contemporary, cohesive and prosperous dairy industry through shared leadership.</p>
Contexts:	<p>The strategy focuses on vertical and horizontal skills, and ‘above the line’ and ‘below the line’ behaviour. The strategy aims to provide everyone with the opportunity to develop their vertical leadership capabilities.</p> <p>It considers vertical leadership development in three contexts:</p> <ol style="list-style-type: none"> Leading self Leading (with) others Leading organisations, businesses, industry
Capabilities:	<p>The leadership capabilities clearly articulate leadership expectations and guide and support a person’s leadership capability development pathways. The industry will allocate resources strategically to support people on their development journey.</p> <p>Vertical capabilities within leading self were identified as take personal responsibility, lead by example, and open minded. Within leading others, the capabilities are engage, support, develop and empower others, collaborate and work together, build resilience, and embrace diversity and inclusion. Within leading organisations, businesses and industry, the capabilities are holistic and strategic thinking, innovative and adaptable, embrace and lead change, manage ambiguity and uncertainty, and advocate and communicate with influence.</p> <p>Horizontal capabilities were identified to support leadership technical skills and knowledge in the areas</p>

	<p>of governance, management, strategy, planning and measurement, and communication, representation and advocacy.</p> <p>The capabilities support the identification of leadership learning needs or objectives, as well as capability development offerings to address future workforce needs. Industry development leadership initiatives will be mapped to the capabilities to ensure they are relevant.</p>
Levels:	Leadership levels are not used in this framework.
Use:	The framework will be used and updated under the Dairy Industry Leadership Steering Committee. They will also provide a point of coordination for initiative developments and evaluation.
Impact:	The strategy does include an evaluation framework. Each goal of the framework has a set of key success measures built around Kilpatrick's Model. No public impact assessments were found.

Case Study 2 - AHDB

Model:	<u>Leadership and Management Development, 2021</u>
Organisation:	AHDB Author: Promar International
Industry:	Agriculture & Horticulture, UK
Background:	<p>Promar International were requested to conduct a review of the leadership and management development in the UK farming sector on behalf of the Agriculture and Horticulture Development Board (AHDB). The research, over two months, looked at the rationale, current baseline, future need, gap analysis, uptake and adoption, and support package.</p> <p>After surveying 17 providers in the UK, the report concluded that only 0.37% of farm holdings are engaging with formal farmer leadership and management development each year. Farmers demonstrated well-founded hesitancy when assessing whether it is worth their time and money to participate in leadership development. Taking into account megatrends shaping food and fibre production to 2030, as well as considering the barriers and drivers of participation and uptake of leadership development, were core components of the report.</p> <p>The report substantiates the benefit of farmers undertaking leadership and management training, and the improvement in on-farm productivity and profitability. There are challenges in assessing the returns and payoff of learning, and further research is called for.</p>
Goals:	Given the overarching purpose of the report, goals for the leadership conceptual framework were not identified, however, the report did emphasise the need for clear goals.
Contexts:	<p>The framework builds on AHDB's exciting conceptual frameworks and includes three priorities (or contexts):</p> <ol style="list-style-type: none"> 1. Leading self 2. Leading others 3. Leading business
Capabilities:	The consistent delivery of core leadership and management development topics across programs is advisable, and the report notes growth mindset, resilience, inspirational leadership, decision making, entrepreneurial and profit focused mindset , and detail consciousness as six key competency areas (traits). These core traits are backed by research to be associated with improved business performance and are linked across both management and leadership.
Levels:	The report refers to the Charan Leadership Pipeline from colleague to manager to senior leader, and rephrased these into the UK agriculture setting, with farm operator, unit manager, and farm manager . The pipeline illustrates the need to develop management and leadership skills simultaneously, and how stakeholders increase along the pipeline.
Use:	<p>The report calls for leadership and management development programs to be driven by megatrends impacting agriculture. It highlights the importance of reflecting on the challenges, whilst ensuring they are contextualised by how the learners will be impacted. Key focuses include farm businesses being predominantly family businesses, learning being cumulative, and high levels of compliance with industry and supply chain standards.</p> <p>The report advocates for an industry-wide assessment tool led by AHDB, rather than relying on self-</p>

	assessment.
Impact:	The report calls for leadership and management development program effectiveness to be assessed using the Kirkpatrick Evaluation Model. The six-level evolved model looks at program evaluation from initial reactions and learning through to wider contribution and return on investment.

Case Study 3 - Food & Fibre CoVE

Model:	A Path to Realising Leadership Potential in Aotearoa New Zealand’s Food and Fibre Sector, 2024
Organisation:	Food & Fibre CoVE Author: Rural Leaders
Industry:	Agriculture, New Zealand
Background:	<p>In 2022, Food & Fibre CoVE commissioned research to design a leadership development ecosystem for New Zealand’s Food & Fibre sector. There are three parts:</p> <ol style="list-style-type: none"> 1. Report on <u>State of Leadership Development, 2023</u> 2. Report on <u>A Principles-Centre Leadership Model, 2023</u> 3. Leadership Capability Framework (report referred to) <p>The first report found that most people within New Zealand’s agriculture industry are not accessing leadership training, and for those who do, the pathways are disjointed and unclear.</p> <p>The second report tested and refined six provisional leadership principles over five months with industry leaders across varying levels of the sector. 13 focus groups were conducted with 173 people, and a further 95 people participated in online surveys. These results were then refined in a principle-centred leadership model.</p> <p>The research draws on views from across the sector, Western research and practice, and the holistic concepts that enrich Te Ao Māori and Pacific cultures.</p> <p>The research makes the important distinction between the terms leader, leading and leadership:</p> <ul style="list-style-type: none"> • A leader is a person • Leading is an act • Leadership is a position or role that comes with accountability <p>The framework responds to a threefold challenge within the sector: the need to move beyond a leadership culture of the past, the need to move beyond ad hoc leadership development, and the need to embrace rich bicultural foundations and multicultural context.</p> <p><i>“Just as growing structures optimise fruit yield for an orchard, the leadership development ecosystem in this research provides a framework through which to grow opportunity and multiply the potential of the sector”.</i></p>
Goals:	The research identified that the sector needs a deep bench of high-performing leaders at every level. As we have gone through different technological ages, the change in how people work is reflected in the type of leaders required. As we enter the Age of Artificial Intelligence, leaders can tap into their team’s need for meaning to develop a committed workforce.
Contexts:	<p>The framework makes leaders aware of the environmental context of leading within the sector. Three contextual factors were identified through the research. Whilst these are flipped from what we see in other frameworks, they are aligned with common terms.</p> <p>The first looks at the significance of the sector to New Zealand (leading industry). The second looks at the enterprising nature of the sector and its leaders (leading others), and finally, the third grounds the individual leader (leading self).</p>
Capabilities:	<p>The framework notes three core principles of leading, and their sub-principles:</p> <ol style="list-style-type: none"> 1. Understand People <ol style="list-style-type: none"> 1.1. Know Self 1.2. Know Others 1.3. Build Relationships

	<ol style="list-style-type: none"> 2. Service and Accountability <ol style="list-style-type: none"> 2.1. Service 2.2. Accountability 3. Build Teams <ol style="list-style-type: none"> 3.1. Belonging 3.2. Autonomy 3.3. Purpose <p>The framework is presented as an interconnected spiral with the principles and sub-principles intertwined and woven together to be stronger, just like strands of flax. In Māori, the design of interlocking spirals represents energy and movement, together with life’s journey.</p>
Levels:	<p>The framework explores the three dimensions of every person: physical, psychological, and spiritual. It uses these dimensions in place of traditional levels in the <i>Leadership Development Capability Framework</i>.</p> <p>Leadership levels, rank and development requirements are explored across field, operational, and strategic roles in the sector.</p>
Use:	<p>The framework has been designed as a checklist for individuals, teams, and educators. Additional reading is provided against each principle to enable leaders to support their own learning.</p> <p>The research also found that New Zealand’s agriculture sector is calling for a more coherent and shared approach to leadership development. The framework provides guidance to trainers and facilitators in the principles-based model. The research was strategically placed to fit within NZQA models, should standardised options for leadership qualifications become available.</p>
Impact:	<p>At the time of this Case Study, the framework had only been published for a year. The authors note that the research is ongoing, and that they hope that the framework and model are tested, validated and improved.</p>

Case Study 4 - Australian Government: Australian Digital Health Agency

Model:	<u>Australian Digital Health Agency Leadership Strategy, 2022-2023</u>
Organisation:	Australian Government - Australian Digital Health Agency
Industry:	Health
Background:	<p>The Leadership Strategy builds on the leadership priorities of the Australian Digital Health Agency <i>Workforce Strategy 2021-2026</i> to build good leaders and empower them.</p> <p>The framework was underpinned by best practice leadership theories, real-life experience, and top organisations that support the agency. Consultation occurred across the agency to build the Workforce Strategy and then the Leadership Framework. Leaders of the agency were engaged in multiple forums up until 1 December 2021.</p> <p>Four ideas from other companies were included in the Appendix to showcase how key differentiators for leadership were incorporated into the Agency’s implementation plan.</p>
Goals:	<p>The strategy sets out what is needed to build a positive and strong culture that drives success, no matter what the agency is called on by the government to do.</p> <p>The Agency DNA (their values) are clear within the strategy, and how they, and the Leadership Strategy, link with the Corporate Plan and Workforce Strategy. The Agency DNA includes purpose, experience, connection, leadership, accountability, digital mindset, and innovation.</p> <p>The strategy outlines a further two themes, with actions and outcomes:</p> <ol style="list-style-type: none"> 1. Intensive investment in building leadership capability and confidence 2. Development of a robust leadership ecosystem <p>The above themes (goals) are tracked within the Leadership Strategy.</p>
Contexts:	<p>The framework notes four contexts, which it calls leadership levels:</p> <ol style="list-style-type: none"> 1. Leading self

	<ol style="list-style-type: none"> 2. Leading team 3. Leading Agency 4. Leading APS (Australian Public Service)
Capabilities:	The capabilities are set within the leadership levels (contexts) and reflect the facets of each of the levels. Leading self includes self-improvement, self-awareness, and self-discipline . Leading team is the next step and includes inspiring, interconnection, and teaming . Leading Agency also has three capabilities, including progressive, innovative, and customer service . Leading APS is the final level and includes connected, impactful, and integrity aligned with the APS Code of Conduct.
Levels:	Four leadership levels from Australian Public Service Level 3/4 through to Senior Executive Service Levels 1 to 3 are presented in the framework.
Use:	<p>The Leadership Strategy will be implemented through a phased approach. Core actions for 2022-2023 included initial leadership foundations and programs, as well as the development of career pathways for staff engagement.</p> <p>A leadership ladder is included in the framework's scaffolding, from leadership levels and the structure of the APS.</p>
Impact:	<p>When the strategy was being developed, the Agency also assessed its current level of leadership maturity across five dimensions. Reassessment of these dimensions was to occur every year, with hopefully improvement based on the implementation of the strategy initiatives.</p> <p>The strategy will be refreshed each year after evaluation through an annual APS Census, although no progress report or refreshed strategies were found on the Digital Health website.</p>

Case Study 5 - Response & Recover Aotearoa New Zealand (RRANZ)

Model:	Response + Recover Leadership Capability Framework, 2019
Organisation:	Response & Recover Aotearoa New Zealand (RRANZ), New Zealand
Industry:	Emergency Management
Background:	<p>The Response + Recover Leadership Capability Framework is modelled on the Leadership Capability Framework developed by the Australian and New Zealand Council for Fire and Emergency Services (AFAC Council) in 2007. The framework modelled by the AFAC Council specified the capabilities central to effective leadership in emergency management across four organisational levels. It was built on research undertaken by the AFAC Council on a range of capability frameworks in use and analysed best practice models.</p> <p>The framework creates the foundation for a systematic approach to leadership development, documenting capabilities, mapping development, and assisting in selecting leadership development programs. The framework makes organisational leadership qualities and behaviours visible.</p> <p>In addition to using the AFAC Council framework, the Response + Recover Leadership Capability Framework was informed by reports of the Emergency Management Reform Program, other reviews into emergency management, the Federal Emergency Management Agency's Emergency Management Competency Framework (New Zealand), and the New Zealand State Services Commission's Leadership Success Profile. Individuals involved in emergency management in New Zealand originally requested the framework through the Response + Recover Leadership Development Program and were involved in the framework's development.</p> <p>The framework was developed with a series of stakeholder workshops over three months in 2019. An alternative version of the framework (with increased graphics is presented here).</p>
Goals:	The purpose of the framework is to assist individuals and organisations to systematically understand, develop, and maintain their core emergency response and recovery leadership capabilities . The capabilities apply to both the public and private sectors.
Contexts:	<p>The framework spans the four response levels:</p> <ol style="list-style-type: none"> 1. National 2. Regional 3. Local

	4. Incident
Capabilities:	<p>The framework identifies core capabilities into six categories:</p> <ol style="list-style-type: none"> 1. Leading Self 2. Setting Direction 3. Māori Engagement and Partnering 4. Managing Relationships 5. Delivering Results 6. Leading People <p>Each of these capabilities is then further defined, for example, managing relationships, notes the capabilities of connecting with people, engaging with communities, multi-agency collaboration, leading at the political interface, communicating with influence, social and cultural intelligence, and developing networks.</p>
Levels:	<p>The framework notes that leadership is not confined to appointed managers and applies to all involved in emergency management. The framework provides examples of capabilities at both Controller and Recovery Manager levels.</p> <p>The framework uses competency levels of developing, competent, highly competent, and advanced to list indicator leader behaviours.</p>
Use:	<p>The framework can be used to identify talent, for succession planning, and for setting goals for coaching and mentoring ahead of professional development opportunities. It is designed to be flexible and easy to use as a stand-alone tool.</p> <p>As a self-assessment tool, the framework also provides derailers that detract from capabilities.</p>
Impact:	<p>This framework was set for review by RRANZ on a regular basis following the initial evaluation of the framework’s application and practice. There are no recorded updates or evaluations on the RRANZ website.</p>

Case Study 6 - Western Health

Model:	Leadership Capability Framework Playbook, 2023
Organisation:	Western Health
Industry:	Health
Background:	<p>Western Health’s Leadership Capability Framework is a deliverable of their <i>Best Care Framework</i>, which describes a vision for the best possible care for all patients. The framework was developed through input from stakeholders across Western Health, by benchmarking against other health services, and using research to identify best practice.</p> <p>The framework is presented in a ready reckoner as a staff playbook.</p>
Goals:	<p>The purpose of Western Health’s Leadership Capability Framework is to enable staff to be supported, engaged and equipped to embrace a dynamic future. All staff are encouraged to practice leadership daily. This purpose aligns with Western Health’s vision: together, we deliver the healthcare of the future.</p>
Contexts:	<p>Two leadership imperatives (contexts) were developed, each containing six leadership capabilities:</p> <ol style="list-style-type: none"> 1. Setting direction 2. Delivering the service
Capabilities:	<p>The leadership capabilities are observable and measurable behaviours that contribute to workplace effectiveness.</p> <p>When presented in a circular model, Western Health’s values are at the centre with two half-circles representing the two contexts. The six capabilities of each context wrap around each. For setting direction, this includes customer focus, decision quality, strategic mindset, action orientated, optimising work processes, and ensuring accountability. For delivering the service, this includes collaborating, building effective teams, communicating effectively, instilling trust, demonstrating self-awareness, and being resilient.</p>

<p>Levels:</p>	<p>Western Health’s Capability Framework outlines five leadership levels:</p> <ol style="list-style-type: none"> 1. Leading Self 2. Frontline Leader 3. Leading Leaders 4. Leading Service or Function 5. Leading Organisation <p>Whilst this language is reflective of the language contexts of other frameworks, it is used to define levels in the health setting. The framework notes that each level requires the mastery of the capabilities in the preceding level. Level 3 (Leading Leaders) includes Subject Matter Experts (SMEs) who do not have formal management responsibility.</p> <p>Western Health’s Leadership Capability Framework identified development programs for each of the five leadership levels. These programs include self-paced learning through to CEO Leadership Programs, and on-the-job placements from secondments and job rotations, to coaching and mentoring.</p>
<p>Use:</p>	<p>The framework is used to understand the leadership capabilities needed to deliver on Western Health’s wider strategy. It does not mean that every employee in every role is expected to be proficient in each and every capability. The framework should be used to determine which capabilities are relevant to the employee’s current role and future aspirations.</p> <p>Western Health’s Capability Framework has been designed with practical applications in mind. It will be embedded in recruitment to write position descriptions and generate interview questions, in professional development to inform program design, in performance development to provide a common language, in succession planning to provide a basis for identifying leaders, and in career planning.</p> <p>The unique presentation of this framework in a playbook includes a handy self-assessment tool and a career planning tool for staff. The self-assessment tool provides a clearer understanding of what ‘talented’, ‘skilled’, or ‘developing’ may look like for each capability. The career planning tool demonstrates a behavioural example of what the capability is at each leadership level. These tools allow individual staff to self-assess their own capabilities or use the framework for their own personal and professional development.</p>
<p>Impact:</p>	<p>No monitoring or evaluation processes were mentioned in the framework, nor the impact to date of the framework.</p>

Appendix 5 - Summary of Australian Horticulture Industry Leadership Programs Post 2020 Funded by Hort Innovation and PIBs

	Industry Grouping	Programs																			
		Emerging Leader				Intermediate Leader				Advanced Leader											
		AgriFutures Horizon	Masterclass in Protected Cropping	Growing [Industry] Leaders	ARLP TRAIL	International Study Tours	Moshie National Lean Leaders	Women & Leadership Aust Programs	AICD	Nuffield Scholarship	IFPA Produce Executive Program	Marcus Oldham Rural Leadership Program	Churchill Fellowship	ARLP							
Apple & Pear	Fruit	Cross-industry funded program	Cross-industry funded program					✓													
Avocado								✓													
Banana																					
Berries																					
Cherry								✓													
Citrus																					
Custard Apple																					
Dried Grape																					
Dried Tree Fruit																					
Lychee																					
Mango																					
Melon							✓*	✓*	✓*		✓*									✓*	
Olive																					
Papaya																					
Passionfruit																					
Persimmon																					
Pineapple																					
Prune								✓													
Summerfruit																					
Table Grape																					
Mushroom	Vegetables	Cross-industry funded program	Cross-industry funded program					✓													
Onion								✓													
Potatoes								✓													
Processing Tomatoes																					
Sweetpotato						✓															
Vegetables			✓		✓	✓			✓	✓											
Almond	Nuts	Cross-industry funded program	Cross-industry funded program	✓		✓															
Chestnut																					
Macadamia										✓											

*Programs for Melons are offered, but don't indicate uptake

Additional programs not funded directly by HortInnovation or PIBs

- APEN Emerging Leaders
- NFF National Agricultural Leadership Program
- NFF Diversity in Agriculture Leaders Program
- AgriFutures Rural Women's Award
- Asialink Leaders Program
- Worshipful Company of Farmers Challenge of Rural Leadership

Pistachio													
Nursery	Amenity			✓									
Turf				✓			✓			✓			
Pyrethrum													

- Harvard Business School

Appendix 6 - Leadership Case Studies

The purpose of the leadership case studies is to provide a description of the leadership journey individuals can take when accessing current leadership programs or Hort Innovation supported experiences. These accounts include participants accounts of:

- (a) How different programs or experiences have shaped their leadership trajectories, and
- (b) The leadership knowledge, skills or other features of programs that have impacted their development

During discussions, each leader reflected on contextual factors that enabled their leadership journey and what this may mean for others, and barriers that could prevent the development of others leadership capability or their own capability. These reflections were transformed into stimulus questions at the end of each case study that are designed to highlight potential opportunities to improve the horticulture leadership ecosystem.

Case studies were selected to provide a diversity of experiences from people of different ages, genders, cultural backgrounds, and industry sectors. A summary of participant demographics is as follows.

Code	Gender	Age	Industry	State
1	M	40-50	Vegetables	Vic
2	F	40-50	Olives	Vic
3	M	40-50	PSS	Vic
4	F	25-30	Vegetables	SA
5	F	40-50	Vegetables	NSW
6	M	40-50	Industry	National
7	M	30-40	Macadamias	NSW
8	F	25-30	Citrus	Qld
9	F	25-30	PSS	Vic
10	F	Under 25	PSS	National
11	M	30-40	PSS	SA/NT
12	M	40-50	Poppies	Tas
13	F	30-40	Vegetables	Tas
14	F	30-40	Citrus	NSW
15	F	40-50	Industry	Qld
16	M	50-60	Almonds	NSW
17	M	40-50	Pyrethrum	Tas
18	F	50-60	Berries	Qld
19	M	50-60?	Vegetables	Vic
20	M	25-30	PSS	WA

A more detailed summary of the 12 Case Study participants is provided in Appendix 4.

The Leadership case studies are as follows:

No	Case Study Focus	Reflective Questions
1	Pre-entry to leadership: The drive to make a difference needs development for greater leadership impact	How can the Hort Innovation Leadership Capability Strategy ensure young, motivated individuals access leadership development while they don't necessarily "fit" into a specific industry?
2	Striving for improvement and inclusiveness in the horticulture industry	How can Hort Innovation improve the inclusiveness of the leadership ecosystem for people from CALD backgrounds across diverse ages and career stages?
3	From aspirations to emerging leadership and beyond	How can young leaders gain wider industry support to build resilient networks that sustain their leadership efforts?
4	The next generation of entrepreneurs: Young growers leading adaptable enterprises	How does Hort Innovation capture the impact of 'leadership spaces' such as trade shows to support the development of the next generation of leaders? How can leadership development be accessible for growers from family farms?
5	Supported to take development opportunities to grow a career in horticulture	How do we broaden the 'on-ramp' for leadership and encourage more people to take up opportunities? How do we make early leadership opportunities accessible if young people don't have the support of their employer/organisation? What can a mid-career leadership development opportunity look like, if a large program is not feasible for people to engage in?
6	Leadership is dynamic, an ongoing journey, and requires different skills than those used in the past	How can organisations be supported to help those who go to leadership programs implement their learnings in the workplace? How can older leaders be supported to learn more about new approaches to leadership? How can beneficiaries of leadership development programs be encouraged to share their knowledge with their immediate workplace, and mentor emerging leaders in industry?
7	Developing a culture of leadership on farm	How can enterprise leaders be supported to build a culture of leadership within their teams?
8	Innovative leadership to develop and support small businesses in horticulture	How can innovative leadership opportunities be more widely supported across the sector to grow industries?
9	Established leader developed shared and servant leadership skills to achieve innovative changes for industry	How can leadership development opportunities be better designed for established leaders, when existing programs require significant time and money commitments, and may not be pitched at a relevant level for those advancing the industry?
10	Leadership in horticulture: A First Nations perspective	How can leadership systems, structures and programs be more inclusive of First Nations people and perspectives?
11	From farmer to industry leadership: It's essential to have farmers at the leadership table	How can more growers be supported to take pathways into industry leadership?
12	Looking for pathways for leaders in the horticulture industry	What does a visible, strategic leadership pathway accessible to all industries look like?

Case Study 1 - Pre-entry to leadership: The drive to make a difference needs development for greater Impact

At a Glance

Gender:	Female
Location:	Brisbane
Generation in industry:	Second generation
Industry/ies:	Professional Services Sector, working at the National Farmers Federation
Role in industry:	Co-founder of Young Horties
Focus area:	Pre-entry to leadership development

I think leadership is quite broad. It means a lot of things to different people. To me, I think a great leader is advocating for people that don't have the voice, about a particular issue that a lot of people might be experiencing and affected by. It's advocating for what you want in the industry.

Emmy grew up immersed in her father's fruit shop and watched different iterations of his career in horticulture, including working as a subcontractor for Costa as a wholesaler for chillies. As a school leaver, she explored different jobs in horticulture including as a sales cadet and warehouse cadet with Montague, and then working for other farming businesses such as Mulgowie farms. While this career exploration stage included stints outside of primary industries, this helped her to realise her love for agriculture. Emmy returned working as a support officer for the Fair Farms program and then securing a job as an Events and Leadership Coordinator for National Farmers Federation (NFF). Throughout her working life, she has also been studying a Bachelor of Agribusiness at University of Queensland.

"I'm not very science-y. I'm more business-y. Hence why I'm doing a business degree. I'm taking the longer route but I feel like after a few years of taking a uni-break going into the corporate world and actually getting the understanding of agriculture and the hands-on experience, when I returned back to uni, I now have more of an understanding of the real world that I can draw on in my assignments".

During her time working at the NFF, Emmy heard an emerging leader in horticulture, Ebony Faichney, talk about the need for a young people horticulture network. She knew from her own experiences how valuable this could be for the industry and was motivated to step-up and help shape the vision and implementation of the network.

Working in the market as a fresh eighteen-year-old, I was surrounded by a heavily male dominant industry. I think I was one of five female salespersons, so I was really shocked by that. Being female, being young, being on the floor, I wish I had a network I could lean on, especially then being really, really young, really new to the industry. That's one of the sources of inspiration for why I wanted to build a network. Being in the city, or even with how isolating some of the farms are, I think it's important to have that network you can lean on.

Because I work at the NFF, I saw Ebony speak throughout her National Agriculture Leaders Program about what she wanted to do (with Young Horties). I rang up straight after her graduation and I was like, I want to be one of the co-founders with you. I think it's a great initiative. I think there's potential for this to thrive.

Emmy has been fortunate to work with and observe models of good leadership, and was particularly inspired by Rachel Chambers. Seeing a woman of similar stature step into a male dominated industry and achieve good outcomes for industry, be respected by a wide range of stakeholder and succeed in her advocacy had a strong impact on her.

She's not afraid to say what is on her mind....she has evidence to back up her statements, she knows her facts and her data, and uses that in her advocacy even if the circumstances may be challenging

Emmy believes while others within Young Horties may view her as a leader, a lack of confidence in public speaking skills limits her leadership activities.

I don't have the biggest voice in the room, but I am passionate about the industry, and I'm passionate about young people in the industry having a voice... I have never done a leadership program. I feel like I would love to learn professionally. It's kind of like imposter syndrome, the fact that I have a committee up and running. I'm one of the co-founders, but I don't have any formal leadership development backing me up with leadership skills

She is instead leaning into her strengths in event management, and building partnerships as part of the Young Horties leadership team. Emmy also continues to reflect on what professional development young people need, keenly observing and learning from her work at the NFF with the leadership co-ordinator. Consequently, she and the Young Horties team have started the Lunch with a Legend program where experienced leaders in Horticulture share their wisdom with the

network through an online session.

I have seen what young people need in professional development. I think there’s also room for us (Young Horties) to grow in what we can do, and the value we could deliver if we could secure a partnership with Hort Innovation

Emmy is keen to further her own leadership development, in particular noting that mentoring was an accessible way she could try and gain knowledge from those more experienced in leadership. Being able to attend the recent AgXchange conference allowed her to identify a mentor that she is in discussions with, seeking someone who could “challenge her to think differently, and broaden her perspective”.

She is also keen to see leadership development opportunities be more accessible for young people across all Horticulture industries.

You look at the Growing Leaders Program where it was for the vegetable industry. What about the turf industries, the fruit growers or the nut trees? I think we just don’t collaborate enough. And that’s what I want Young Horties to do, is collaborate with every industry, learn from them, and help young people develop their networks far and wide. I know there may be a barrier to this with how the levy systems work?...I don’t think (leadership programs or development opportunities) should just be for growers. Growers should have the opportunity, but so should anyone interested in learning and building their career to have impact in Horticulture.

Question:

How can the Hort Innovation Leadership Capability Strategy ensure young motivated individuals access leadership development while they don’t necessarily “fit” into a specific industry?

Case Study 2 - Striving for improvement and inclusiveness of the industry

At a Glance

Gender:	Male
Location:	Western Australia
Generation in industry:	First Generation
Industry/ies:	Vegetables
Role in industry:	Regional Development
Focus area:	Inclusive leadership for greater engagement of CALD growers

Leadership means you empower people, you give people the opportunity to thrive, to make decisions...it’s not about you, it’s about the bigger team, achieving a bigger result. The leader want’s everyone to thrive together, aiming for a shared vision

In 2019, Chi Nguyen came to Australia from Vietnam to study Agribusiness. He had a background in business and finance but recognised the decline of the retail banking sector and saw the opportunity that existed in food and fibre industries. “I had a lot of clients from an agricultural background, and I could see there was the space for people to get better, to invest in agriculture, especially horticulture. So I thought, why not change, and work to make something better”

While studying Chi looked for work in horticulture and found a position at Withcott seedling factory. He knew while his degree gave him excellent theoretical skills and knowledge, he needed to learn the industry “I didn’t go for an easier job in town. I stuck with farming. It was tougher, but I knew it would prepare me for what I was aiming for and keep me moving in the right direction.”.

Chi saw this job as essential to his entry into horticulture, demonstrating how he could adapt to a new industry and gain experience that would transfer to future roles.

After graduating, he was successful in gaining a position with vegetablesWA, where he has now worked as a Regional Development Officer for three years focusing on development and extension for their approximately 800 members. As new graduate it was a challenging role but he brought his “fresh perspective”, ability to be adaptable and communicate with growers to the work. He explained, “Soft skills are 80% of being successful in this role”.

While Chi doesn’t see himself as a leader now, he considers himself to be emerging as a leader, at the starting point of his journey. With the support of his employer, he is engaging in a mix of technical and non-technical skills training that will give him a good foundation to lead change initiatives. One of the courses he has recently completed is the Australian Institute of Management Western Australia - Applied Project Management course. *I have been running projects for the last three years, so I have an understanding of what is required, but this helps me work out where we can be better... It*

also shows that vegetablesWA recognises the value of investing in my development for the benefit of the organisation.

Chi also recently attended the Australasia-Pacific Extension Network conference in Brisbane where he was inspired by the data driven approach other change-makers were using to develop effective programs that supported industry innovation. In particular, he noted the leadership role he could take for his organisation by learning more about the application of artificial intelligence (AI) to extension activities.

I think I will use AI more to support my job. I need to invest more time in investigating what a platform could look like.

When discussing leadership development, Chi mentioned the importance of emerging leader opportunities that could help unlock capacity and capability, and the need to create spaces for the younger generation to learn without feeling any pressure from older generations.

Sometimes younger people don't feel confident to share what they think, and older people can help by making a bit more room for new perspectives. I think we should have separate programs (emerging and experienced leader programs) but then connect each group through a mentoring component.

Chi's Vietnamese background has been an asset for him in his role, as in WA about a third of vegetable growers' first language is Vietnamese, and there is also strong representation from this migrant community in SA and Queensland horticulture.

I can communicate with them in their first language so it helps for them to be informed about what is happening in the industry research and development, whether there are biosecurity issues, or if there's financial support available for them in the form of grants... Without that connection, they might never have known about these opportunities.

Chi's role in extension is one of working with people and connecting different stakeholders with growers. He explained how growers can be isolated from industry when they are time-poor and focused on the day-to-day running of their farms. There can be barriers for people from migrant backgrounds, particularly the older generation to participate in industry leadership activities due to their English language skills. *"They are still leaders, but within their community, their circle"*.

In his regional development role, Chi leads a number of projects, most recently a Hort Innovation project funded to engage more widely with growers from culturally and linguistically diverse backgrounds in extension, education, training and innovation programs. *"I will meet with other extension officers around Australia to try and get those groups of growers more involved, because language can be a barrier, but also the culture is different"*. Chi provides a model of inclusive leadership by actively encouraging involvement, providing resources in people first language or being an interpreter, and catering activities with Vietnamese food so these growers "feel welcome". As Chi explains, *"We make the experience feel relevant for them"*.

While Chi may not see himself as a leader (yet) he is very motivated to improve the current industry. Concerned by recent research where a significant proportion of vegetable growers say they want to exit the industry, Chi wants to see Horticulture be a great industry built on a shared vision of innovation and improvement.

I want horticulture to be more inclusive. I'd prefer the industry doesn't end up being dominated by only a few big players. I want a healthy industry, and for us to empower younger and smaller growers, to see more and more younger people wanting to be involved in farming, to stay in the farming industry and not selling the farms.

Chi is committed to working with younger growers to ensure they know they can have a thriving career and be a part of an industry committed to continuous improvement.

Question:

How can Hort Innovation improve the inclusiveness of the leadership ecosystem for people from CALD backgrounds across diverse ages and career stages?

Case Study 3 - From aspirations to emerging leadership and beyond

At a Glance

Gender:	Female
Location:	Far North Queensland
Generation in industry:	Second generation (skipped parent’s generation)
Industry/ies:	Professional Services Sector, Consultant
Role in industry:	Co-founder of Young Horties
Focus area:	Emerging leaders to established leadership

When I think about leadership, from an industry perspective in horticulture, it’s being respected and trusted by your industry peers. You need to be approachable. No matter if you’re the CEO of a peak body or you’re an extension officer running a local event, that trust piece is really important. As is, being fair and representing all of your clients or growers.

Ebony Faichney did not grow up around horticulture, but her grandparents had been farmers, and being from a sugar cane farming coastal town meant she had some exposure to agriculture. While attending university, undertaking a Bachelor of Science, Ebony saw agriculture as an “opportunity to bring together my love of the earth and my scientist brain”

Her passion and interest in horticulture grew during her undergraduate studies, and after working a few entry-level jobs in Mareeba she was successful in securing a place in the Qld Department of Agriculture and Fisheries (now DPI) in their Greater Graduate Program as an extension officer in 2018.

Through her role she became aware of the Australasia-Pacific Extension Network (APEN), who in 2023, offered an emerging leaders’ program. The program appeared open and accessible for young people with leadership aspirations.

I liked that course because it was clearly for emerging leaders. I saw it and went ‘Oh yeah, maybe that’s me, I want to be leader, I hope to see myself as a leader in my industry soon, but I don’t think I’m there yet’.... Prior to that time, I had been hesitant to sign up to leadership programs. With other programs there just seemed to be an expectation that you already had to have a level of leadership skills to part of them.

Through the program Ebony developed strong facilitation skills and understanding of individual differences. Consequently, she felt confident to utilise her emerging leader skills in a part-time role supporting the Cyclone Jasper recovery efforts for the mango industry.

That was where my interest in advocacy really kicked off in terms of being a voice on the ground for what the farmers needed in their recovery...I had grown as grown personally as well as leader through being in that pressure cooker situation where you just have to step up to the plate.

This opportunity to exercise her leadership skills, and her experience in earning the support of the farming community she was advocating for, was the endorsement that led Ebony to recognise herself as a leader.

She became committed to forging a path to building her own business that could have impact in the advocacy and extension space for growers in the North and applied for the National Farmers Federation (NFF) Agricultural Leaders Program in 2024.

“I feel my experience had primed me to step into the NFF Agriculture Leaders Program”

In this program Ebony learnt more about policy and advocacy, navigating different pathways to have impact including instigating change in federal government politics, and building her personal brand to be taken seriously within industry. In Ebony’s cohort all participants were female, and the vulnerable conversation that took place, created a learning space for strong insights into their leadership resilience.

A lot of the times imposter syndrome just comes from when you just have a lack of self-belief. Well, I know for me it does. And in that group everyone was really good at encouraging others...I was the only person in that group from Horticulture, and I got a lot of really positive feedback from other participants in the group.

While shaping up her personal project, Ebony reached out to the NFF Horticulture Industry Council, where she identified one area of concern for growers is the growing regulatory and compliance environment that impacts their operations. Growers in her own region had reached out to her about the severe impacts these demands were having on their mental health.

It was just a bit of a tipping point in my life for me. I knew I wanted to do something about this as I was going from farm to

farm and hearing people so distressed about this. There was a need to for someone to step up, growers were reluctant to speak to the media for fear of retribution from buyers.

Ebony consequently led a social influence campaign about the pressures of compliance and ‘red tape’ that gave her experiences in understanding how to lead authentically, seeking out support for her vision, and to communicate with diverse stakeholders.

Furthermore, while being connected with the NFF Horticulture Industry Panel, she was invited to then sit on a panel that continues to advocate for growers in the area of regulation and compliance.

We're finally pulling together at the national group on some actions to make positive change.

While this was a positive development, Ebony did note the challenges that can come with taking a stand on a contentious issue and the negative repercussions that can come when others disagree with your position. When this happens, it is the personal and professional support that is offered through leadership network than can help sustain leadership efforts.

Ebony is a founding member of Young Horties, and seeks to have further impact supporting young people to cultivate their foundational leadership skills and networks through activities such as Lunch with a Legend.

We create a safe space for people to ask questions of industry leaders around their career development, and for general advice. A lot of people on the call may never have the opportunity to meet that person in in real life. And also if they did, they probably wouldn't have the courage to go up to them and ask them any questions. We're trying to open the door for ongoing networking between established leaders and our next generation. There's no other national professional organisation for young people in horticulture. We know there are silos, and we want to see more networking.

In reflecting on her leadership journey, Ebony noted the support emerging leaders need from their employers

People don't always get support from the organisations that they're working with, and that can be a real limiting factor in their participation in these leadership programs too.

Ebony continues her leadership journey in a number of ways, including building her own business where she advocates for growers in her region, and taking on the executive officer role with the Mareeba Chamber of Commerce.

I didn't always see myself as a leader. But now I do. I see myself as a leader in Far North Queensland, as a voice for my local region.

Question:

How can young leaders gain wider industry support to build resilient networks that sustain their leadership efforts?

Case Study 4 - The next generation of entrepreneurs: Young growers leading adaptable enterprises

At a Glance

Gender:	Female
Location:	South Australia
Generation in industry:	Fifth generation
Industry/ies:	Vegetables
Role in industry:	Grower
Focus area:	Unlocking leadership awareness skills

Leadership is being able to adapt, I think, throughout my journey and where I am now, it's because I've been able to adapt to what's going on within the season or within the market and strategise around that. You've got to be confident; you've got to have drive and ambition. But to me, you have to be able to adapt within farming, because it there are so many outliers that you can't control, and you just have to navigate change and manage through that when it happens.

Erin has grown up in the industry, and while she did not originally expect to be working within the family’s vegetable farming business, an opportunity to work after finishing high school led to her finding an impactful job within the production and packaging side. She has spent the past 11 years working her way up through the business and now has taken over her current role from her Uncle who has since retired. Erin has been instrumental in driving the adaptation of the business, seeking opportunities to grow and improve production.

Through the extension of our business, we're doubled our turnover by focusing and aligning ourselves with different markets, implementing technology and new strategies that are not as intuitive for the older generation. We've got the

business now to a point where it's hard for that older generation to drive it.

While clearly leading in her role within the business, Erin did not immediately recognise herself as a leader.

It wasn't until the Growing Leaders Program that I saw myself as a leader. When I entered the program I realised that while the program was teaching people to be a leader, I was already in a leadership position. I just didn't recognise it because of the family business and dynamic....

Emerging leaders often do not have the language or knowledge to recognise the skills and abilities that they use in their day-to-day roles as baseline leadership skills. It is also not uncommon for young people in Horticulture to be geographically isolated and lack connections with the industry that can validate their leadership capabilities.

Throughout the program, I've unlocked my leadership skills, and I've gotten exposure to the industry, which I had never really had because where we (our farm) are, there's not a lot of horticulture around us. I really got rid of that imposter syndrome, and I unlocked my ability to recognize that I am a leader. And honestly, without that experience, I don't think I would see myself as one

Without the 'shoulder-tap' from Jonathon Davis (Melon's Australia CEO) to apply for the program, Erin may not have entered the Growing Leaders program. When asked about how she had met Jonathon, Erin explained:

I met him at a trade show a couple of years ago, and we just we clicked. And he's been a bit of a mentor for me, in a way where he just pushes me. I think he saw 'leadership' within me, but he could see I didn't have that skillset or that understanding of who I actually am and the impact that I could have. So he advised me to do the program many times, and I finally applied. I needed that little push to step outside my comfort zone.

The trade show was a networking space that allowed for these cross-sectoral relationships to form, and for less experienced leaders to meet and learn from those with more experience. Like other motivated young leaders in the industry, Erin has actively crafted her own learning opportunities within the industry. *"When we've had downtime, I've always gone to explore other workplaces and explore and see how people do differently. When it was something that could really relate back to work, I took opportunities"*

Erin was one of two growers in her Growing Leaders Program cohort. She did note the challenge for growers to step away from their businesses *"If you have a specific role on the farm in a family business, for some I don't know how they're meant to extract themselves from that situation. There are limitations for people getting off farm"*. However, she also noted that *"I don't know that there's any right time to do a program like this. But you have got to make time to unlock what you don't know."*

Erin discussed the challenges that can come from being a young leader, trying to make change, and working with an older generation to find a way forward that *"suits the business and doesn't disrupt the business"*. She noted patience, making sure you could understand the bigger picture, and respecting the expertise of others was important when persisting in change processes. Furthermore, she articulated the lasting impact the leadership development program has had on her leadership trajectory.

When you're in a room full of people, there's always been a type of person I've always looked up to and been inspired by, and I've never known how to get there. But I probably feel like I do now because of that program...I think it rewires your brain. In some ways, I don't even think that I'm going to be aware of how it has impacted me. I did identify some areas I'll try to be better at, delegating and empathy when I'm leading people. I know that I'll be approaching situations very differently.

Questions:

How does Hort Innovation capture the impact of 'leadership spaces' such as trade shows to support the development of the next generation of leaders?

How can leadership development be accessible for growers from family farms?

Case Study 5 - Supported to take development opportunities to grow a career in horticulture

At a Glance

Gender:	Female
Location:	Tasmania
Generation in industry:	First generation
Industry/ies:	Vegetables
Role in industry:	Extension
Focus area:	Pathway use for first generation horticulture workforce

Leadership is having the ability to be able to navigate change really well in a period where you've got different things coming at you, but you can see the vision at the end. I think it's about bringing the people on the journey. A lot of it is about the people and having that empathy and the emotional intelligence to be able to guide people in a way towards that vision.

Tayla Field was studying environmental systems at Sydney University, when cross-over with agricultural science gave her some understanding of the opportunities that could come with pursuing a career in agriculture.

I was originally Sydney-based, so I didn't really have any understanding of anything in the ag world.

After switching her degree to agricultural science her journey into Horticulture started. In her final year she had the opportunity to participate in the International Fresh Produce Associations (IFPA; formerly the Produce Marketing Association) career pathways program and attend the Hort Connection Conference. Assigned a mentor as part of the program, she was supported to build her professional network both within Australia and overseas when she was supported to attend the IFPA conference in the USA, opening her eyes to the global impact of working in horticulture.

My mentor was Katie De Villiers at One Harvest, and when I was finishing up my studies, she saw an opportunity for me at One Harvest. She was an advocate for me, and they designed a graduate program for me where I was able to start on a farm in Tasmania, then complete a rotation in Sydney in their high care production facility, before going to Brisbane to spend time in the commercial sales team.

One Harvest further encouraged her to develop her leadership skills through the Growing Leaders Program in 2018, and also supported an international internship for her in the UK.

Growing Leaders has been the leadership program that has probably stood with me the most to be honest. I'd just started it when I was in the first rotation of my graduate program. I was craving a bit of structure in terms of how to approach leadership, and not knowing what to expect in my role. After my farm rotation when I moved to Sydney I was looking after a team in a job I'd never done before, it just gave me some more confidence. It gave me a good foundation to work alongside people and lead them.

Growing Leaders has had a lasting impact on Tayla, in terms of how she is able to navigate and utilise relationships to have impact in the industry.

There's still people from that program that I connect with now. I think with these programs the biggest thing I've taken out of all of them is the connections that you make and the different ideas that you hear from so many different people. I have that network across different parts of horticulture that I can bounce ideas off.

In 2021, Tayla participated in the IFPA Produce Executive Program.

I was ready to learn something else. I didn't know if I would be too junior to the program. I was still at One Harvest, and they thought the program would be suitable and said "we're sending you". It was something they did regularly with different team members, and I was ready for a bit more of a challenge, I was like 'what's the next step?'

Since her time at One Harvest, Tayla has completed a Masterclass in Horticultural Business through the University of Tasmania. While not specifically a leadership program, it cultivated important knowledge for where leadership may be needed and industry connections.

It makes you jump out of your normal day-to-day and actually think about other issues that might be affecting industry or where you're going to go, what you're going to do because it gives you insight.

Her project through this program was on change management.

...the change management around it is really interesting, because people are human and they don't often adapt very well

to change. It's about giving them an environment where they're actually comfortable to change and that support.

Tayla has since navigated other roles in the industry, most recently taking on the role as a VegNET Regional Development Officer in Tasmania. This role regularly sees her utilise her leadership capabilities in working with growers.

I think it's hard when someone asks you if you are a leader, because I do leadership activities but it's more a soft form of leadership. I think it's probably changed over time as well depending on the roles I've had, when I've had a team or people I'm working with closely now (the growers in Tasmania)"

When reflecting on her leadership journey, the power of mentors and role models of effective leadership have been impactful. Some have gone beyond mentorship to sponsorship, actively encouraging Tayla to take a seat at the leadership table.

"I've been very lucky to have people that I've come in touch with through those programs that have sort of guided my leadership journey. To have the different opportunities and the different programs that I've been able to participate in wouldn't have come about if I didn't have those people that tapped me on the shoulder and said "do this" or "have you seen this". They've been mentors for me.

When I reflect on it, you pick up things that you take on board as a leader and through the networks made in those programs, you see what good leadership can be, the feel that you get from it, then also the development that you get from it, that you tend to pick up some of those traits yourself. A lot of that stays with me now. They set your foundations for your career, which is pretty amazing. So I think they they're pretty pivotal to a good leadership foundation, building connections and also just seeing how they interact in their roles, but in their lives as well."

Tayla acknowledged the significant support she had received to advance her career and leadership in horticulture, while also acknowledging she was self-driven to seek out opportunities. She saw the gap that widens when more people are not accessing pathways into leadership opportunities.

I've obviously had a lot of support on the way through with my career. I also put myself out there for a lot of things, and I think there's a group of people who might not be confident putting themselves out there. You've got these people who are more than capable to build leadership skills, but they won't put themselves forward. I feel like it probably starts from when they're quite young or early in their career as well. I don't know how you tackle the challenge of the ones that miss out on the opportunities cause they're equally as capable.

The missed opportunity to build this confidence early, can leave capable people missing from the leadership ecosystem.

If they miss out on say, Growing Leaders, then they won't go for the next one. There's a whole cohort that has so much potential, they might learn in different ways, but it's so great when you get a kick start with something like Growing Leaders or another course."

Tayla is keen to access some further development but at the moment, the offerings for someone mid-career are not necessarily accessible for her.

I'm now in this stage where I'm ready to do some further leadership development, but I don't have the time to commit to a large leadership program like a Nuffield. I feel like there's probably a bit of a gap at the moment in terms of where I'm at, I'm ready to do something but not sure what's next.

Questions:

How do we broaden the 'on-ramp' for leadership and encourage more people to take up opportunities?

How do we make early leadership opportunities accessible if young people don't have the support of their employer/organisation?

What can a mid-career leadership development opportunity look like, if a large program is not feasible for people to engage in?

Case Study 6 - Leadership is dynamic, an ongoing journey, and requires different skills than those used in the past

At a Glance

Gender:	Male
Location:	Victoria
Generation in industry:	Second generation
Industry/ies:	Vegetables
Role in industry:	Sales
Focus area:	Learning different approaches to leadership and transference of skills

Leadership is about creating clarity. It's enabling others and fostering a culture of accountability and innovation. It's not just about direction. It's also about the connection, the trust and then empowering people to lead from wherever they are. And I truly think that listening to each individual, and understanding all the different viewpoints is super important, and getting the team and helping them gel together and then overcome the barriers that exist, that's all part of leadership to me.

Raised on a horticulture farm in Queensland, Darren pursued studies in e-commerce and accounting before working in the beef and manufacturing sectors. His return to horticulture began at Withcott Seedlings, where he managed both operational and administrative roles. Later, he joined Monsanto as the vegetable seeds sales manager, and then has stayed with the company through the transition to Bayer, stepping into the commercial lead role managing the entire vegetable seed business across Australia and New Zealand.

Throughout my career, I've witnessed significant shifts in leadership styles. The "master and apprentice" approach that shaped my early years is no longer fit-for-purpose. Today's workplace requires leaders who can motivate, manage, and inspire younger generations—often through coaching rather than command. My development at Monsanto, which emphasised coaching-style leadership, has been invaluable in connecting with younger staff who bring enthusiasm and new perspectives. I've learned that it's okay to do things differently, as long as we reach the desired outcome.

Darren highlighted that in his experience leadership isn't confined to formal roles. *There have been many occasions where I wasn't the titled leader but demonstrated leadership through influence and initiative. I take pride in seeing young people drive change and impact the industry.*

Within Bayer, Darren has access to leadership development opportunities through online learning, external coaching, and mentoring. The organisation has also supported Darren to access industry-wide leadership programs. *I've benefited from being both a mentee and a mentor, and I believe in giving back to the industry. Participation in programs like Growing Leaders and the IFPA Produce Executive Program has broadened my understanding of innovation and strategic thinking.*

When asked about industry-run programs such as the Growing Leaders Program, Darren remarked ... *If you were to ask me what I learned about leadership, I probably can't surmise it into a sentence, but it comes back to what I said before, I had the opportunity to stop and think about how I interacted with my team and what is my leadership style and how is that working for me and my team. As an input supplier to growers and joining a Growing Leaders program, it's really great to be part of those groups. It completely changed the dynamic of relationship between myself and the grower participants, where I used to be the person trying to sell them something, now we're together on a learning journey. I strongly believe there's huge value for input suppliers or other stakeholders, outside of growers to be participate in these leadership programs with growers and help build their network of people and leadership skills.*

Industry events such as Hort Connections have also proven integral for building the relationships and networks needed to support Darren's leadership journey. In reflecting on the development of his team, Darren noted how technical skills training provides opportunities for participants to then demonstrate leadership skills when they bring new knowledge back to the business.

I'm always interested when I send people on technical courses or study tours which is not so much about leadership, but they learn a lot when they come back into the business after they do something, how do they explain it to their colleagues, and do they show leadership straight after?

One challenge is ensuring that lessons from leadership programs are implemented in day-to-day work. The impact of these programs isn't always immediately visible, but over time, changes in thinking and problem-solving become evident. Support from managers is crucial in holding individuals accountable and encouraging ongoing development.

It's all well and good when you're all together for a week, you're all working on this project. You're going to get back to your individual businesses, and you're going to be working for your own business again, and you're not going to have time to even think about the project or the leadership course, you just have to catch up because you've been away a week.

And I think that's a really blunt way to look at it. Because whilst people may not be openly expressing exactly what they learn you've changed their way of thinking. And that's really hard to measure, You'll see it show up in their strategy, or in the way they think about a problem, or the way that they solve a problem themselves, or maybe you don't get to a problem because they've already thought through what could go wrong.

I think it's helpful that if you work for an organisation that your manager is supportive of that leadership journey as well and holds you accountable

Reflecting on the future direction of the industry, Darren noted that as the sector evolves, leaders must be equipped to navigate technological change and make data-informed decisions.

For him, leadership development is ongoing, whether through formal programs or self-directed study.

It's a continuous journey, and you're always learning something from every program or experience you embrace. And then other times you just go off and you do leadership development for yourself. For me the most valuable time is when I stop and reflect on my leadership and think through what's working, what's not and what do I want to change.

Questions:

How can organisations be supported to help those who go to leadership programs implement their learnings in the workplace?

How can older leaders be supported to learn more about new approaches to leadership?

How can beneficiaries of leadership development programs be encouraged to share their knowledge with their immediate workplace, and mentor emerging leaders in industry?

Case Study 7 - Developing a culture of leadership on farm

At a Glance

Gender:	Male
Location:	Victoria
Generation in industry:	Third generation
Industry/ies:	Vegetables
Role in industry:	Grower
Focus area:	Leadership is required at all levels of employees

Leadership is about providing an environment, the tools and the support to enable people to complete their jobs or roles in whatever capacity they're in, and be a bit of a mentor for them also.

Adam entered the family business straight after high school, forgoing university plans to follow his interest in horticulture. He worked his way up from entry level roles to managing one of the farms before the business was put up for sale as a commercial entity for anyone to buy. Adam and his cousin put together a plan to purchase and became the new owners of what has become Schreuers & Sons. The farm produces celery and leeks, baby spinach and rocket.

Adam's father and family provided strong role models for leadership and mentorship for his own development.

My father and my family were the main mentors. From them I learnt work ethic, and to lead by example. And I still run by that a little bit. I've never asked anyone to do something that I've never done myself or wouldn't do myself. Just to treat people with respect and, you know, find their niche. Basically, don't expect everyone to be able to do everything the way you can or would. Find where they fit and put them in those type of roles to get the best out of them.

This approach to leading his team has been effective, with Adam retaining some team members who have been working alongside him for 30 years or more. Learning the business and the work involved from the bottom-up has helped build respect within his team. A strong knowledge base meant others sort out Adam for his expertise and advice, placing him in that leader role before he took on a leadership position.

People well beyond my years that had been around a lot longer than me were starting to come and see me and speak to me. They were asking my opinion on jobs and what they should be doing, how they should be going about things. I was

fairly young. I'd say even 16 or 17, when people started looking to me for leadership.

Valuing leadership throughout his business, Adam has set up a hierarchy for leadership but acknowledges that each level is equally as important for the whole operation to run smoothly. The team leader of five people needs good leadership skills, as do the managers and operation managers above them. This sets the scenes for motivated people to take a leadership journey within the business.

I think it's so much more important to start at the bottom and have a competent team leader that can run a team, and then he can aspire to move up the chain as well. And the guys in the small team can aspire to become the team leader also. So I think it's super important to consider the whole range from top to bottom

To foster this culture of leadership, mentoring within the business is important, and for more specialised skill sets whether it's human resources or research and development they recruit people from outside the business. Everyone still needs to have the leadership skills to cultivate respect from teams across the organisation.

We identify someone that's got a bit of go in them and aspires to be a leader. Someone that's dedicated to the job and cares about the job. We will approach them and ask if it's they want to be considered more of a leader and move up within the business. And then you will basically provide them a mentor that that they can follow around and have direct conversations with during the day.

We do also look for what you would call readymade leaders from outside the company that would already have those skill sets, and that's more for specialized roles... but I do find that promoting from within, people that have worked their way into the role and have my respect and others respect are much better respected by the team as a whole rather than someone from outside that has spent no time in the business. There are exceptions. We have some excellent people that have come in from outside and gain respect automatically, but it's about their approach and how they approach the staff.

While much of his leadership skills have been cultivated on -the-job, Adam had participated in the Growing Leaders Program in 2012. The experience he had has made him an ongoing advocate for the program.

It really changed my life in that I became comfortable in public speaking. I never was before. I used to avoid it like anything. But also learning more about people and just within the group, learning people's different dynamics. I've actually put a staff member through that course every year since, apart from her (Jill Briggs, Affectus) four years away from the industry. Yeah, I was constantly lobbying to get that back

Leadership development is a priority for the team at Shreuers and Sons. Along with sending team members to participate in Growing Leaders, Adam currently has two team members participating in the Moshie Lean Leaders program. He sees the impact on the shared understanding of effective leadership across his team members.

Most of the time it's just pure inspiration that they get from these courses, and they come back really hyped up with inspiration, wanting to be a better leader, wanting to wanting to change the world. The gain a general understanding of how leaders can look at people, and understanding that not everyone's the same, and you've got to understand where they fit and where they come from to get the best out of them.

In addition to leadership programs, Adam also encourages his team to go on study tours. He looks for people to bring back new ideas. They sit down as a team, and the person who has gone on the study tour presents on what was learned. Study tours are also opportunities to build connections with other people in the Horticulture industry.

Adam takes on leadership roles in his community, but is careful to see where he can add value to the committees he is involved in. Time is always a challenge, but he supports others as a member of leadership groups such as the auto club or the local football club. He is also involved in reference groups in the horticulture industry, with his ability to be involved balanced with the responsibilities within the business.

Our business has grown a lot in since we took over 13 years ago. It's more than doubled. We're now at a point where we've got a lot of good people around us and leaders in place. It's probably only in the last 12 months, we've got someone in place to help run the operations, but before that it was only me. It was very demanding, but now that I have a little bit more time to step back, I probably will spend more time with things outside work. I'm on quite a few reference groups within the industry, mainly pertaining to the farming side of the industry, so soil health and things like that.

For Adam, leadership is an ongoing part of working in horticulture.

I think good leadership is required all the time. Sometimes challenges make you have to be more active in those leadership roles, when they when they come along. But to us there's always different challenges in the farming business

Question:

How can enterprise leaders be supported to build a culture of leadership within their teams?

Case Study 8 - Innovative leadership to develop and support small businesses in horticulture

At a Glance

Gender:	Female
Location:	Victoria
Generation in industry:	First generation
Industry/ies:	Olives
Role in industry:	Grower/Oil processor
Focus area:	Leading new approaches for smaller business in the industry

Good leadership is about having that vision and being able to articulate the possibilities that are out there to people. And if you are somebody who doesn't necessarily think creatively or see those possibilities it can be a lot more challenging to be an innovative leader

Ceilidh grew up in Western Victoria and always held an interest in farming. After completing university and pursuing careers in the city, when 10 years later she and her husband decided to make a change and enter the industry. While they had initially thought they would become sheep farmers, given her husband's Italian heritage, they decided on olives instead.

So we didn't know anything about olives when we bought the place, but we discovered fairly quickly that when we were buying the property that we would need to harvest the olives in about two weeks time. So that experiential learning has certainly been a big part of our journey. We had to find a local olive grower fairly quickly. They had their own processing machine on site as well. So we said, 'you know, if we come and work with you for the day, will you show us how to pick these and put us in touch with some people...it was kind of a very steep learning curve, but that was how we got started.

Ceilidh quickly identified a gap in processing olives, particularly for smaller scale producers.

In 2007 we bought the farm. 2009 we bought our first processing machine....We'd had so much trouble finding small batch processing facilities, we thought that we would open that up, because there had to be other people in the same situation as us; just a couple of people running the grove and not being able to pick much more, because most of them were doing it by hand. So in 2012 we opened it up to the public because we figured we almost knew what we were doing by then. And yeah, that's, that's kind of how we ended up making olive oil.

While Ceilidh was working in her business, she was also building her confidence as a leader through participation in mentoring groups, including the Australian Rural Leadership Foundations National Mentoring Initiative and within a private mentoring program.

Knowing she wanted to direct her leadership journey to solving the challenge of processing for smaller scale producers Ceilidh participated in a SproutX Pre-Accelerator program where she learnt more about the agricultural innovation system. Then in 2024, Ceilidh learned about the Bunya Fund, a grant that is available through the Business Council of Co-operatives and Mutuals, to support the establishment or development of cooperatives. She was successful in securing a grant that provided the funding to work with an accountant, a business development team and a lawyer to outline the structure, rules, member value proposition and the business case of a co-op for small scale olive producers to process olive oil.

That kind of was the start of the leadership journey in many ways, because you've got to have at least five people in a co op to register it. And so I had to find five people who were keen to come on this journey with me, and convince them that the vision was worth pursuing.

The United Nations declared 2025 as the Year of Cooperatives. Ceilidh saw this as an opportunity to seek out further funds for development.

I was the Victorian recipient of the AgriFutures Australia Rural Women's Accelerator Grant, and that was that was based around personal and professional development opportunities towards that project as well. It's just kind of snowballed from there.

The positive response that she received after gaining attention for the project through the AgriFutures award provided validation that the co-operative was worthwhile pursuing.

The AgriFutures felt like it had prestige behind it in terms of, you know, being AgriFutures and being one state recipient. It

was the value of the Bunya Fund award, and it was the network that came with the AgriFutures award. I think that I then sort of went, "Ah, okay, these people believe in you. And so maybe, maybe it's a good idea".

Ceilidh put the funds towards an effective directors course through the Governance Institute of Australia.

Speaking further about the link between motivation and leadership, Ceilidh noted that it was the entrepreneurial drive and a desire to develop an innovative solution to challenge that keeps her looking to learn more and become more effective as a leader.

I put myself in that category of accidental leader because I could see the gaps that needed filling. I wouldn't have necessarily said that I had the skill set to do it, but it's kind of a "If not me, who? If not now, when?", kind of situation... I think for me, a big part of it was having the self-confidence to throw my hat in the ring for a bunch of funding possibilities to support my learning and development.

Ceilidh's journey into innovation is the culmination of some other technical focused programs including participating in the SproutX program and now undertaking the Hort Innovation Australian-Grown Innovation program. Also on the list is the search to undertake a leadership program that will allow her to gather knowledge from international contexts in furthering the cooperative.

I've thought about applying for the Churchill fellowship a couple of times, but I think, I think that'll be next year's project.

In considering wider learnings for the Horticulture industry in leadership development, Ceilidh highlights the importance of skills surrounding innovation.

I think innovation is what we need to be developing in our leaders, because everything is changing at a much more rapid pace.

Question:

How can innovative leadership opportunities be more widely supported across the sector to grow industries?

Case Study 9 - Established leader developed shared and servant leadership skills to achieve innovative changes for industry

At a Glance

Gender:	Male
Location:	Tasmania
Generation in industry:	Generational farmer
Industry/ies:	Potatoes, peas, onions, wheat, barley, canola, poppies, mustard and corn
Role in industry:	President of Tasmanian Poppy Growers
Focus area:	Innovation and Industry advancement

Leadership is about involvement in industry. It's respect from other farmers. It's definitely connections with other people and having a good network to bounce ideas off

Michael Nichols (41 years old) is an established leader in Horticulture and Grains. The owner manager of Redbank Farming, which grows a range vegetable and broadacre crops, he is the president of the Tasmanian Poppy Growers association. His leadership journey began with an interest in public speaking and debate in high school, and following that he joined the Rural Youth Organisation of Tasmania.

The influence of Rural Youth on his leadership journey included being connected to other young people under the age of 30 years who are passionate about rural industries. Rural Youth offer a range of development opportunities for young leaders, including self-directed study tours, an experience on the Young Endeavour, and international exchanges. Michael joined the Agfest committee, eventually becoming President of his local chapter, and through his involvement and mentorship from other members, learned a number of leadership skills including meeting decorum.

You'd learn how to do meeting decorum, which even now so many people don't know.

Even just how to run a meeting. If you want people to turn up to a meeting, you've got to have an agenda. You need to have proper processes and give people responsibility. Even time limits on people like, making sure that you say 'you know, you've had your 10 minutes, now we're going to let somebody else have their turn'.

Study tours have featured in Michael's leadership journey, providing an opportunity for reflective practice, knowledge

gathering, and cultivating strategic thinking and foresight. His ability to extract this value from these activities rests in Michael's ability to be curious, open to experience, and motivated and driven to make changes that benefit his business and community.

By getting outside your own little square and stepping outside your own little safety box, going to see other places, you suddenly realise "why are we doing that?" It helps you question why you do some of your practices or it reinforces that what you are doing is leading the way.

The only formal leadership program Michael has participated in, was the Grain Leadership Program. After being shouldertapped to apply by a member of the grains group, he was accepted to the program in 2016. Michael's core motivation was to see and learn more about other grain operations, and throughout the program skills developed about understanding individual differences also was noted as particularly beneficial to future collaborative endeavours. This program is where the seed was planted to develop a Grain Pool for local growers.

After seeing how the mainland was going and then I saw how a couple of grain pools worked and how bad a wrap they got because they didn't pay the farmers and it was all very hush hush and nobody wanted to talk about it or and I thought, well actually why don't we just start a grain pool? But it's like an open book grain pool.

Michael is the current president of the Tasmanian Poppy Growers, and notes the combination of personal interest, engaged members, and economic support in the form a small remuneration that allows him to dedicate his efforts and energy to achieving good outcomes for the association.

I think we sometimes totally underestimate the cost of being on these committees and the travelling and the remuneration that is required to make people interested. And if you offer a good package, you might actually get good people.

Michael also has a group of farmers that form a peer-to-peer mentoring group around current grower practices and challenges. He also has the opportunity to engage in knowledge exchanges beyond his industry, being invited to present at national and international conferences where networks of researchers and other farmers are present.

The leadership model that is present throughout Michael's career is one of servant leadership, and shared leadership. Building trust amongst group members, sharing practices and strategies in transparent ways and being curious and courageous in asking questions are all skills and abilities that have driven the generation of knowledge and innovation amongst grower groups. Furthermore, an ability to identify and manage conflicts of interest to lead effectively was noted as important for leadership to achieve good outcomes for the group.

I'm a grower. When we go into negotiations, I have to take my grower's hat off. I have to put the industry hat on to go, right. I'm here for the industry,

Michael has reached somewhat of a ceiling when it comes to his leadership development. Many of the current Hort Innovation backed opportunities cover skills and abilities in which he is already proficient through past development experiences.

I looked at a few different programs, but one of the leadership programs seemed very similar to the Australian Grain Leaders program, which I've done. And then I considered a Nuffield scholarship, but then that seems like something I've already done for myself when I set up the grains business. I had already gone to the UK for three weeks meeting with people and researching that off my own back to help set it up. Nuffield might be for someone who hasn't figured out how to do that for themselves yet....I'm probably at the point where if I did something it would probably have to be a business management course through university or a corporate management leadership course.

This highlights the need for clear options that build on existing skills for established leaders with networks outside of Horticulture to further growth and innovation within the industry.

Question:

How can leadership development opportunities be better designed for established leaders, when existing programs require significant time and money commitments, and may not be pitched at a relevant level for those advancing the industry?

Case Study 10 - Leadership in horticulture: A First Nations perspective

At a Glance

Gender:	Male
Location:	SA/NT
Generation in industry:	First generation
Industry/ies:	Native Foods
Role in industry:	Consultant
Focus area:	Leadership for economic empowerment of First Nation’s Horticulturists

Being a First Nations person, an Aboriginal and Torres Strait Islander person within this world, I think leadership to me takes a little bit of a different approach compared to Western and the mainstream ways of leadership.... For me it is around understanding, Aboriginal and Torres Strait Islander ways of knowing, being and doing and understanding our ways of learning and listening.

Marlon Motlop began his journey in horticulture in 2017. This was made possible due the pioneering efforts of his cousins Daniel Motlop in establishing the native foods business Something Wild Australia at a time where not many First Nations horticulture businesses had been visible and present.

It was through that connection that I started to look into understanding native foods from a commercial point of view and started to look at opportunities within the native food sector.

He began working as a farm manager and director at the in South Australia; at the native foods produce business that was looking to alleviate the challenges of supply through a controlled production system.

For me being in the agricultural sector, in the horticulture sector, I didn't necessarily have First Nations leaders around me. And that was a real challenge, particularly being a kid from the Northern Territory moving down to Adelaide. It was very hard to find First Nations leaders within the spaces that I was either working in or moving in. A lot of the Western constructs and ideals don't really suit my way of learning, through listening and being on country and watching leaders.

In his role, Marlon worked closely with business partner Damian Manno, an Italian herb grower, from Quality Harvest, learning more about horticulture.

He really gave me a real good insight. He was a leader and a really a great teacher of mine within the horticulture space in terms of how to grow certain varieties of different foods within a controlled environment. I learnt more about commercialising native bush foods. He taught me about the whole supply chain from propagation to cultivation, then growing and selling, packaging, and marketing as well.

Overtime, leadership became a reciprocal relationship between Marlon and Damian, as they navigated their different approaches to knowledge and took the opportunity to learn from each other.

That was really a journey of working through his style of leadership and how that translates to my style of learning. And over the course of our journey together over the best part of probably five or six years and even into now into our personal life, we've been able to listen, absorb and adapt our ways of communication, knowledge sharing, his way of leadership, but then also my way of leadership and teaching him as well.

When discussing his approach to leadership Marlon describes the development of his leadership identity as ‘walking alongside each other’.

I've always seen myself with the ability to lead. But I've always had this perception of leadership where it kind of creates this hierarchy or a line of seniority, and I've never seen myself above anyone else or below anyone else. I just try to see everyone on an equal playing field. In terms of me seeing myself as a leader, I don't really look at that as a title that I that I carry. I just feel like I just try to do things in the most authentic way possible. And if that's seen as leadership.....other people determine whether I'm a leader or not.

Damian introduced Marlon to the Nuffield Scholar program in 2021, encouraging him to apply to explore Native Food production and businesses around the world. His international journey took place in 2023.

I wanted to be the first Aboriginal and Torres Strait Islanders Nuffield scholar. And the reality is that motivation is not really about me. It was more about making a path for the next Aboriginal and Torres Strait Islander and Nuffield scholar.

And I wanted to shine a light and champion First Nations food and Aboriginal Torres Strait Islander culture and share that with the world as well. looked at travelling the world with other scholars from around the world as an opportunity to share

our story and share the narrative of Aboriginal and Torres Strait Islander Australia and shine a positive and beautiful light on that through food and through farming.

While Marlon learned important lessons that could support his strategy for streamlining native bush foods production within the business, in the knowledge exchanges, he also found important shared values with global leaders in horticulture and food production. These experiences aligned with his vision and purpose for native foods, and how he approaches his work in leadership.

I got to sit down with the owners and the founders of all those businesses And every time we sat down with them, I was sitting down with the owner, his wife, his kids, and we were eating food. And so there was a real connection point. There was an authenticity about a lot of those owners and founders as well. I got to sit down and listen and talk with them as well and share my story. They were really invested and interested in Aboriginal culture and what I was trying to do because I think we aligned in the fact that we both felt like it was about an education piece and it was all about family and providing opportunities for your family. And when I look back at native food and I look at Aboriginal and Torres Strait Islander culture and what we were trying to achieve, everything was underpinned by trying to educate everyday Australians around Aboriginal and Torres Strait Islander food, but also culture and people, and connect people.

While Marlon had a positive experience of the Nuffield Scholar program, when people run their own businesses, it can be challenging to have the time and funds to leave work to travel for the program.

I was running my own business, but I had to leave my own business and to go and travel. And while you get a bursary and you get funding, you're also still got to invest a lot of money into your Nuffield journey as well. So that's another barrier around why other Indigenous Nuffield scholars haven't applied.

When Marlon observes who gets to be a leader in the industry, he points to leaders who are engaging in innovation. He himself has pursued opportunities to engage in leadership to achieve innovation in his Nuffield Scholarship. And he's also been the beneficiary of the tendency for the industry to recognise innovative leaders.

I feel like in this industry that probably needs to be a level of innovation to be seen as a leader. And that's only a reflection of the feedback and the acceptance that I've had in doing my Nuffield Scholarship or being a Hort Connections First Nations Grower of the Year. There's an innovation aspect to that and I feel like there's an appetite for it.

Marlon now works as a consultant within the native food sector and the agriculture sector, including working on projects with Aboriginal Corporations which involve First Nations ways of farming and First Nations knowledge systems. His Nuffield Scholarship will be published in late 2025, and holds insights into three of the main challenges facing the sustainability of First Nations horticulture enterprises including (a) needing a fit-for-purpose systems to support Aboriginal and Torres Strait Islander business owners access to capital, (b) ensuring the protection of Indigenous cultural intellectual property in commercialisation arrangements through an accepted regulatory framework, and (c) being a young industry that is playing catch-up with more established global markets.

There's a there's a groundswell of, you know, start-ups and businesses that are that are that are doing some great work. I think we need to start looking from a mover and shifter point of view how can we how can we put together these representative bodies or committees to help advise and help direct those small businesses that are trying to get to where a Coles and Woolies are or get to where a small grower is that can that has a viable and sustainable business.

I also want to continue to try and look for opportunities for non-Aboriginal farmers or farmers in general in our country to embed First Nations knowledge systems into their businesses to be able to continue to grow their business, but also do that in a sustainable way that heals and cares for country.

In discussing ways, the horticulture industry could further support First Nations leaders, Marlon highlighted the importance for holistic approaches to understanding leadership development and redesigning leadership opportunities and structures.

It's not a linear kind of start and finish thing. It's not just work – job - outcome for our people. And particularly young First Nations people. You've got to take a holistic approach to it and you've got to encompass, family, culture, responsibility, accountability from a cultural and family and kinship social structure point of view. You've got to include that and you've got to have that at the forefront of your mind at all times. It's a hard code to crack. But I think all the fun and all the learning and all the growth is in the process of learning that.

There's never an end point to leadership for growth. And as soon as you've kind of looked for an end point, that's kind of when you kind of stop to grow.

Question:

How can leadership systems, structure and programs be more inclusive of First Nations people and perspectives?

Case Study 11 - From farmer to industry leadership: It's essential to have farmers at the leadership table

At a Glance

Gender:	Female
Location:	Queensland
Generation in industry:	First generation
Industry/ies:	Fruit
Role in industry:	Technical Account Manager
Focus area:	From farmer to industry leadership

Leadership looks like someone who is genuinely committed to the betterment of others, not themselves. I think it's important to better yourself and be doing that as well. But in your leadership, if you've got your leader hat on, it's about how can I make it, everyone else, this industry, the people around me, how can I smooth the path for them to be better?

Melissa's journey in horticulture began in 2008 when her and her husband, Troy, left the broadacre farms of Western NSW for a lychee and passion fruit farm on the Sunshine Coast. Speaking about the differences in their experiences she noted that while the passion fruit industry was much smaller that this also meant "a lot of opportunities to do different things".

After 12 years of running their enterprise, Melissa realised that she wanted to transition her career away from primary production roles to being more involved in the industry roles focusing on the bigger picture for horticulture and leading efforts to secure a stronger future for farmers.

I had seen Joanne Grainger become the Chairperson of Cotton Australia....and I was like 'huh, there is a path, there are some cool things you can do'. And I could just see this massively underutilised resource of all the women who have degrees and on-farm experience that is really valuable

Melissa had plenty of experience to contribute to the industry and sought out opportunities to do so.

I was always involved in things within industry when the call would come out saying "We need growers to be involved in this committee or be on this panel or give some feedback or host a field day." I always was happy to do that. Then I got invited to be on the SIAP, the Strategic Investment Advisory Panel

Then you just sort of see all the opportunities come along and I thought, "OK, I think I could get a job doing the stuff I really like. I could actually get paid for this right now...If we stop farming, I could still do that cool stuff that I really enjoy doing, but I just need to pick up a few more qualifications and get a bit more experience. So how am I going to do that? And I could see there were opportunities to do that.

She strategically looked for different ways to cultivate the skills, knowledge, and networks to become effective in different types of industry leadership roles, knowing her bachelor's in communications and lived experience of farming would be valuable.

When you are so used to owning your own business [industry leadership] is a really different world, and so I think these courses really upskill you so that you don't come across as someone who has no idea of what goes on in these boardrooms and decision-making settings that you want to be a part of.

Hort Innovation offered several useful courses to unlock Melissa's capability to lead in these more strategic roles including the Horticulture Industry Leadership Exploration and Development Program (LEAD) program, and the Master Class of Horticultural Business through University of Tasmania.

In the LEAD program Melissa learned more about the different organisations where leaders could work to have impact for the industry and gained a greater perspective of the breadth and scope of the representative bodies that exist.

We got to meet people from the Federal agricultural department. In that session we had this big map laid out of peak industry bodies, industry groups, government groups, advisory groups...this whole map of all these different bodies that are out there. As a grower, I'd never really thought that much about it, you know, so I and I knew there was a lot.... it was really good to see that, but a bit overwhelming. But I think as you spend time in it, you get to understand it more and figure out who's connected to who or who's parallel to who or opposing who.

The Master Class program also developed her leadership skills:

[The masterclass] was a great course. It was specifically for people with experience in hort, so it leapfrogged all the basics and went straight into the stuff that was super relevant including business skills, tax planning, marketing, communication. It was a mix of online and in-person...it was a great way for me to figure out where I go to have impact.

The program required participants to develop projects that demonstrated strong strategic thinking. Melissa's project 'Get Big, Get Small, or Get Out' focused on how to grow the passionfruit industry. It was through this course that Melissa made strong networks with others already working at the industry level, that could support her continued leadership growth.

I could just kind of put together what's out there? What are the opportunities out there for someone like me who's been a farmer for decades, but I want to move across into more leadership roles.

Once she had some qualifications to support her on-farm and industry experience, there were multiple avenues where Melissa could utilise her leadership skills for positive impact; including opportunities to work with large businesses on their engagement with the PALM worker programs, and projects looking at horticulture in the Pacific region. In 2021 she chose a role with McCormicks focused on solving how to repurpose leftover crop and began to establish her expertise in leading projects that tackle horticulture food waste.

Food waste can be a really big part what happens on farms, and that's really understudied and there's not enough action going on in that area. And really, food waste on farms is just product that was grown to be eaten by people and never makes it to the consumer

From there Melissa was recruited to the End Food Waste Australia as the Horticulture Expert. In 2023, Hort Innovation then supported Melissa to continue to build her capability to lead efforts to reduce food waste in horticulture by supporting her to apply and complete her Churchill Fellowship.

With the Churchill Fellowship you've got to come in with a really clear idea and you've got to have the itinerary. You've got to know who you want to meet, where, when, why, all of that before you apply....being at End Food Waste Australia, I thought 'this is a great project. We need the experts in horticulture and the experts in food waste to come together and work on this. I need to see what's going on around the world because we've kind of got a fresh start here. A lot of other countries have been doing this for 10 or 15 years. So let's learn from them

Melissa saw the Churchill Fellowship as suitable for mid-career leaders with a very clear idea of what they want to learn and how they would apply or share those learnings with the wider community. She was able to do this from her experiences throughout the program.

The years that I was at End Food Waste Australia was a lot of me bringing together the people in Hort Innovation that I knew. I was able to bring together the networks I'd cultivated from the leadership course I had done, and I knew a lot of farmers. It was about trying to figure out, OK, what's a project that we can do work on here that's going to be meaningful and beneficial. And we have the funding, but we've got to really prove that it's going to be used properly...

Me getting the Churchill was enabling me to get really great background intel and then bring that back to develop a well informed project with Hort Innovation

In reflecting on her leadership journey, Melissa noted how vital it has been for a grower like her to go on a leadership journey to ensure farmers are represented in these conversations

Any person who's got a farming background is a big asset to these conversations. And there's actually more and more people like that around. Which is nice because in the past I was finding that often I'd be the only farmer at a table discussing the future of farming, discussing decisions that were really going to affect farmers. And I'm not the only person there who's a farmer now.

Question:

How can more growers be supported to take pathways into industry leadership?

Case Study 12 - Looking for pathways for leaders in the horticulture industry

At a Glance

Gender:	Male
Location:	Tasmania
Generation in industry:	First generation
Industry/ies:	Pyrethrum
Role in industry:	Business Development Manager
Focus area:	Access to opportunities to support leadership development in a smaller industry

Leadership is being in a position where you get the opportunity to influence other people's careers. It's being in a position where you can support others and find opportunities for them to grow. It's also about creating the opportunities and pathways for industries to move forward as well.

Tim Chaffey joined the horticulture industry 5 years ago when his family relocated to Tasmania, taking on the role of general manager of agriculture services at botanical resources. The company's main focus is on the cultivation of pyrethrum, a natural insecticide that is grown from daisies. Prior to entering horticulture, Tim had developed his skills in the Australian cotton industry, having worked his way into farm manager roles, and benefitting from previous employers and industry investment in his leadership journey. After working for a number of different businesses in the cotton industry, he realised he wanted to transition away from farm management to 'something a little bit different'.

During a career break he undertook a Master of Business Administration, which changed his career trajectory.

It (the MBA) changed a lot about the way I thought. To take that next step I felt like I needed to differentiate myself....In the past the cotton industry had provided opportunities for me to do that with the Australian Future Cotton Leadership Program, and then the Australian Rural Leadership Program...A job came up with botanical resources that was taking that next step away from day-to-day farm management into more a business management role...it was kind of a complete transition from broad acre cropping into intensive horticulture.

Horticulture has been a beneficiary of Tim's previous leadership development experiences from his time in the cotton industry. The Australian Future Cotton Leaders Program (AFCLP) gave him the opportunity to build his leadership skills early in his career and was impactful on his commitment to industry.

It changed my mindset. It gave me exposure to the need for me to get involved in the broader industry.

The AFCLP then became a pathway to his participation in the Australian Rural Leadership Program (ARLP). Tim reflected on the depth of program experiences that cultivated strong relationships that form sounding boards for reflection and strategising in his career and leadership activities. He further noted the value of this shared development experience, amongst leaders with ARLP being a strong baseline that could accelerate trust and open conversations that strengthen leadership activities in horticulture and agriculture.

With the ARLP, that network is invaluable. I lean heavily on that...That program really pushes you into having a much deeper conversation than you would do with your average punter. When you discover others, you're working with have been through that program it changes the conversation very quickly...it's just that framework you've gone through. Rather than skirting around a conversation, you can probably dig a little deeper, a little quicker, and that can be quite constructive.

The alumni of ARLP are encouraged to 'give back' to the leadership ecosystem. Since his time in ARLP, Tim has engaged in the Australian Rural Leadership Foundation's mentoring initiative as a mentor to other leaders across rural industries. This type of post-program engagement can be essential to sustain leadership efforts.

...he sort of finished the program and settled back into life and just goes, 'I'm missing this kind of conversation that you can have where it's probably a little bit more honest, and it's probably you feel more inclined to say what you're actually thinking rather than what you think needs to be said'. So it does change the conversation inside.

However, Tim did note that not all alumni or mentees may connect in this way with mentoring, and that some participants may have different expectations of the program, and consequently hold different levels of commitment and engagement when participating.

Tim has an approach to leadership that aligns elements of servant leadership, He stated "It's not about being the most important person in the room. It's about creating opportunities for everyone in the room...to do this you need patience and trust. This comes from communication, consistency and being accountable."

In considering creating these opportunities for people in horticulture, Tim sees a need for leadership pathways for people within his own organisation, but also other industries like potatoes and carrots, noting that younger growers are coming through business succession. *“They need the support and the framework, and the push to go and do these things (leadership development) to broaden their horizons”*. He explained the value that a national emerging leaders’ program could bring to the broader industry efforts to promote growth and adoption of technology and new practices, noting what he observed from his time in the cotton industry.

There was a lot of guys that and girls that came through that future cotton leaders program, that were in that same space (as younger growers in horticulture), that have actually gone on to do quite impressive things...(the program) just gave them that platform to really kickstart their career as they got back into the family business.

Tim’s commitment to leadership is evident in his engagement with the development of the Hort Innovation Leadership Strategy and Framework.

“I want to be able to give back, and to build a network within my industry with people aspiring in leadership roles. I’m trying to work out how I create that within horticulture, or how I get involved in what is currently happening. I’m only relatively new to industry, and I know there is a lot of different things going on around the place but I’m trying to find what that opportunity is to give people that start (in leadership)”

Question:

What does a visible, strategic leadership pathway accessible to all industries look like?

Appendix 7 – Thematic Analysis of Interviews / Consultation and Case Studies

Participant Summary

Twenty people participated in interviews regarding their leadership experiences and observations in horticulture (10 men and 10 women). Participants were from the vegetable industry (n = 5), tree nuts (n = 2), citrus fruits (n = 2), berries (n = 1), pyrethrum (n = 1), poppies (n = 1), olives (n = 1), professional services sector as consultants, sales, or events (n = 5), and in national industry roles (n = 2). Ages represented include under 25 years old (n = 1), 25-30 years old (n = 5), 30-40 years old (n = 3), 40-50 years old (n = 8), and 50-60 years old (n = 3). There were representatives from across Australia including from Victoria (n = 5), New South Wales (n = 3), Tasmania (n = 3), Queensland (n = 3), South Australia (n = 2), Northern Territory (n = 1), and Western Australia (n = 1). Two participants are from culturally and linguistically diverse backgrounds and one is an Aboriginal and Torres Strait Islander person. A further summary is provided in Appendix 4.

Methods

Interviews were conducted via Microsoft Teams and ran for approximately 60 minutes. Participants were asked a number of questions about (a) their definitions of leadership, (b) the leadership needs and challenges in horticulture, (c) barriers, enablers and gaps in leadership capability developments, and (d) effective leadership development approaches. Transcripts of the interviews were then coded and thematically analysed to provide insights into the current state of leadership capability development in the horticulture industry.

Cohort Considerations

The research team have purposefully sought out people who have been actively involved in leadership development, and are engaging in leadership activities, whether that is positional (a manager or owner of an enterprise, an industry group leader, a board member) or situational (influencing others in their extension/consultant role, having impact on social media). Each has been successfully impacting on the horticulture industry whether it is behind the farm gate, in their local communities, or on an industry or national level. This brings bias to the sample as missing perspectives include those who may have undergone leadership development and have not transferred their training to the real world. Within their stories of success, we have identified the factors that have contributed to their leadership journeys.

Thematic Analysis

What is Leadership

In addition to the definitions of leadership found in the case studies, the following quotes give further insight into how people in horticulture view effective leadership.

I think leadership, whether you have direct accountability or you're trying to lead through influence, is all about being able to get people to work collectively as a team towards a shared goal...To me, it's about being able to articulate that shared purpose and vision of what we're working towards collectively as a team of people. And then how, within the constructs that we're operating within, how do we work collectively together to get there?

Leadership is knowing the role of your organisation thoroughly, having a vision for it including the challenges and opportunities and gaining support from industry stakeholders to move forward in a strategic manner best utilising available resources. For staff, my view on leadership is to give them responsibility and the confidence to act in their roles but with the expectation to be honest when support is needed.

Leadership requires strategic thinking. It requires a future focus. It requires empathy and collaboration. And it requires a deep knowledge of whatever it is you're leading. If you don't have an understanding of what you are doing in which particular industry you're working in, then that lacks a certain amount of passion and credibility...you've got to be within something to understand how to lead it or what it requires.

Leadership is having a level of experience and confidence around a role, and then supporting a team. Being a leader isn't just being the best at the job, or being in charge. Being a leader is to be supportive and encouraging to your team whilst also carrying that experience and knowledge.

Leadership is providing an environment where you can inspire those around you to present their best, and pull in a direction together to get a job done, to get a task done, and to deliver an outcome....create a safe space and environment to really allow those that you're working with to thrive.

Leadership is someone that's quite open and honest, willing to admit their faults and support the others around them. It's also someone who's willing to not ask others to do things they wouldn't do themselves.

It's difficult to sum up leadership in two or three sentences. All I can tell you is that the people I admire most are not just the ones that are interesting people, but they're interested in those that are around them. I think that's a true defining quality of leadership. It's those that invest the time in those around them rather than putting themselves on a pedestal.

Barriers and Enablers of Leadership for Industry Impact

Four themes were identified in relation to barriers and enablers of leadership for industry impact. These include:

1. **Horticulture consists of a complex industry leadership landscape**
2. **Presence or lack of organisational support**
3. **Time in leadership programs or positions can have an economic cost or value**
4. **The essential role of networks to sustain leadership**

Horticulture consists of a complex industry leadership landscape

The industry bodies are pretty open to accepting and they're very inclusive. I think the limitation is that not a lot of people understand how they work, because it's very complicated.

While some industries have been able to develop their own signature leadership programs, different groups have been left behind. This means a lack of equal access to leadership development linked to the strategic direction of the industries each peak body represents.

So you know, as I'm sure you're aware, all of our peak industry bodies run on the smell of an oily rag and haven't had support from our RDC generally across the board to run their own leadership programs or any cross commodity leadership programs. It's kind of just up to the individual from the peak industry body group, and that's the biggest issue.

The big difficulty in horticulture is that no two industries are the same. And you know, HIA have got a very difficult job because what one industry wants isn't what another industry needs. Um, um, some are very well resourced, um, well staffed. Others haven't even got an industry person or paid employees, they're relying on voluntary contributions.

People discussed the challenges of 'silos' and while they may see a lack of unification across industries, there exists the opportunity to become more united through good cross industry leadership programs

Every commodity is so unique compared to each other, and then every growing region is also unique. And then the fact that there's like 50 industry bodies that cover horticulture.. I don't think it's very united.

It's so diverse and so competitive. Horticulture is apples, bananas, mangoes, cherries etc. and there's a hundred commodity groups which are all singing their own song and running their own race most of the time. Sometimes we all agree on things, but a lot of times we don't. That's a huge barrier that we have in the leadership space. I think people just aren't talking to each other...there's not a lot of cross commodity stuff.

Adding to the complexity are different sub-cultures that can exist across the industry that can act as barriers to better, collaborative leadership. Whether that is a hesitance to work together due to a sense of competition, or levels of distrust.

There's this inherent culture of not wanting to share or not wanting to be open with your competitors from like the commercial side of our industry in terms of agronomy companies, fertilizer consultants, people that sell products. Then you've got a similar thing between the farmers because in domestic horticulture you're both competing with each other for market share and pricing. Then you can have competition between states. Or whatever it might be, but there's these little circles of competition that exist everywhere.

...There's also the cultures within industry. In some industries there's high levels of distrust amongst the stakeholders.

Despite this, there was feedback that great cross-industry programs could be useful for engaging people in leadership development.

A lot of industries do their own emerging leaders program and very competent people run those courses. But I've had feedback saying, "Yeah, they're good, but gee whiz, I love being in a room with another industry and getting insights from that industry....we're all facing the same sort of challenges in terms of productivity, scale, rising input costs, focus on export, succession. Different crops, same foundation.

Across leaders of industry there was an appetite for clarity on how they could be involved in shaping the future of horticulture leadership

What opportunities are there?...I want to be able to give back. I want to build a network within people aspiring in leadership roles, and how do I create that from a horticultural perspective, or how do I get involved with what is currently

happening?

Presence or lack of organisational support

Nearly every participant noted the vital enabler of organisational support for their leadership development. Whether this was support in the form of (a) access to programs (i.e. financial support, or time away from the business to attend programs), (b) supporting the transference of leadership knowledge and skills acquired through programs back into the business, or (c) providing further development pathways post-program for people.

People don't always get support from the organisations that they're working with, and that can be a real limiting factor in their participation in these programs too...when I did the (leadership program), I was working for (organisation) and I had to really fight hard to get it across the line to them as a professional development, opportunity that, you know, this would be really good for me and for your organisation.

In my experience, it's possible because my employer has given me funding and given me the time to go and participate in leadership activities.

People valued the opportunity to learn about leadership outside of their organisations to gain different and diverse perspectives of leadership.

I've worked in all sorts of sizes of businesses, but it's also really good to get that (leadership development) from a third party. With your own employer, of course there are opportunities but they're going to mould you one way. And I think having third party input has been really good.

The ability to bring leadership lessons back into the day-to-day business can depend on organisational support and understanding of leadership. People discussed how it is easier to transfer their new knowledge and skills when others in the organisation have undergone the same training and have a similar understanding of effective leadership. Furthermore, their ability to implement new capabilities can depend on their current standing within the organisation in terms of seniority. For example an emerging leader noted the following:

You learn all these big, amazing things, and you're like, "Oh, this is such a great idea and concept", you're going to bring it back. And it's frustrating, because, how many people can you possibly influence in your little sphere? I think that a lot of the learnings are just the way that you navigate yourself in your company. I have tried to bring some other people on board with different ways of thinking, but I think they also have to go through the leadership journey to bring it back. So it's like everyone needs to do that to bring it back. Also I'm not in a leadership role in the organisation at the moment.

In contrast to an established/advanced leader within an organisation:

It's that visible leadership, senior leaders walking the talk, holding my senior leaders accountable for simple things like if you're going to walk past the hand wash station to pop into the factory or the packing shed or whatever. Even if it's for two minutes, you are going to stop and wash your hands. Yes, you're not touching fruit. You're not. You're just going to pop in and talk to somebody. I don't care. You're going to wash your hands. That's visible leadership to demonstrate that's a non-negotiable.

I think I did then start speaking up more when I had a thought or a view or a perspective instead of keeping it to myself. I was more comfortable about sharing that and on the flip side to that, I think also encouraging the people in my team to do the same

People also spoke about the challenge of working in smaller organisations where there is little opportunity to be mentored into leadership roles. In these instances leadership skills are brought into the organisation from outside, rather than capable and motivated individuals within being given a pathway into those leadership roles "often that's a brand new person that's brought in when that role does change rather than someone moving up."

Time in leadership programs or positions can have an economic cost or value

For leaders running their own business, time away from the business to engage in leadership development or leadership activities could have an economic impact on their day-to-day operations.

If there's a board, sometimes I think, oh, maybe I should be on that board. Maybe I'd like to do that. But I have learned that putting your hand up for everything is not always a good idea. And also, you know, our viability and survivability depends on me focusing on our business as well.

People who step into industry leadership roles are in demand. This can lead to many requests to sit on committees or be involved in leadership, and leaders need to maintain boundaries or risk burnout. Leaders discussed selecting committees that align with their business interests.

I guess the biggest challenge for myself is not to say yes to all the committees. I've got to limit my time to where I, you know, either what interests me or where I can be, you know, otherwise you just stretch yourself too thin. I think you've got to have that bit of passion, otherwise you're just there filling a seat. And a lot of these, a lot of these things aren't paid.

Some looked for positions that could also offer some form of remuneration. Even if this was a small amount (e.g. \$10,000 per year) this payment added to how leadership positions were viewed in terms of the level of professionalism expected and the prioritisation of leadership activities in addition to their day-to-day workloads.

You've got to have time and commitment to step up. Not everyone has availability in their schedule to take on extracurricular type stuff. Whether you're on the board of your commodity group, or you're going to a meeting representing your farming area, I think time is a big thing...I've sort of stepped into some roles and they're paid opportunities. I probably wouldn't have done them all if they were volunteer, due to the time and resourcing thing.

I think that's where the biggest downfall is in the sector is that people don't get rewarded for the time they put into these committees, even though sometimes there's some large levies paid and there's money there. And then they wonder why they can't get good people to fill the board. I think we sometimes totally underestimate the cost of being on these committees and the travelling and the remuneration that is probably needed to make people interested. And if you offer a good package, you might actually get good people.

The essential role of networks to sustain leadership

Participants discussed the vital role that others played in unlocking their leadership capability and the impact they were able to have when supported by other leaders across the industry. Leadership programs were responsible for building diverse, supportive networks that strengthened individuals' pursuits of leadership.

Resilience

People require the personal resources of energy, confidence, and resilience to sustain the effectiveness of their leadership efforts. In the age of social media, it is not uncommon for leaders to receive online attacks for their position on a topic, or even personal presence in being visible leaders. When this occurs, supportive networks are vital to stay engaged.

Someone told me, 'It's good to have enemies sometimes, because that means you've stood up for something that you believe in.'...Drawing on the support of those that were supporting me is what got me through

Role Models

Being connected to a diverse network of leaders is also vital for increasing people's understanding of leadership by the different role models that are provided.

...You mimic what you see. And so if you've got great role models to mimic, it makes a huge amount of difference. Or it gives you the ability to identify what is not good leadership. And maybe that just comes with experience... you've got to be able to separate a nice person from a good leader. So a nice person is not necessarily a good leader, and a good leader is not necessarily a nice person...

Recognition

Interviewer: *Without that shoulder-tap do you think you would have applied?*

Horticulture Leader: *No.*

Shoulder-tapping by experienced leaders is vital to engage people in leadership development. Many who are new to leadership simply do not recognise the baseline skills and aptitudes they have for leadership. The step into leadership can feel too large. When this occurs, the influence of existing leaders is essential.

I'm actually having a conversation with somebody about this right now who is probably suffering a bit from imposter syndrome, she doesn't think she's ready. And we're saying you are. You're absolutely ready and you've got a support network behind you as you step up into that next level of leader from being a frontline lead to potentially being a quality manager at a site, right? And we've got your back. We'll support you.

It is not only the confidence that comes from existing leaders that motivate applications, but even simply being made aware of what opportunities exist often comes from those already plugged into leader networks or alumni of programs.

I was just talking to them at some event and one of them said, "oh, we've just had this (leadership development opportunity) come across, you should apply". So they emailed it to me and I applied. Without that, I would never have

gone for it. I wouldn't have been exposed to it directly because I wasn't on their mailing list.

Leadership programs and leadership opportunities often only become visible through pre-existing networks or communication that may reach a limited audience, leaving the leadership potential existing behind farm gates untapped

I kind of put my feelers out to do things that I wanted to do or influence, in areas I've wanted to influence. I've just pulled on the different programs and the different networks that I've been involved with, and I've taken opportunities where I've seen them, but you have to seek them out. You've got to be reading everything to know where to find the opportunities.

He's (first generation horticulturist) done it off his own back. He's gotten involved where he can and kept close to the peak industry body and the networks, but he's not had enough time after his academic qualifications to reach out for support....In many instances people don't even know there are emerging leader type program on offer, because these growers are so busy.

When shoulder-tapping is an effective way to encourage emerging leaders into development programs, it is important to consider the unconscious bias that can filter through.

We tend to gravitate towards people that are like us, right? It's you build a natural affinity, a connection. It's really easy to see people that are like you as people that are capable and competent. It's just human nature. So it was about really challenging that and going.

Let's look to bring diversity into the team. Let's look to build a team that brings a number of different skill sets so you're stronger together as a team and you don't just have a team of people who are all good at the same thing, right?

In this instance, leadership capability programs may need an inclusion strategy to ensure a diverse pool of applicants are considered for any industry-supported program.

Inclusion of New Leadership Perspectives to Strengthen Future Directions

Are gender specific programs needed or is it better facilitation of psychological safety?

While some female leaders noted that gender specific programs could be important for developing women in leadership, they also noted *"I have never felt my gender has held me back in any way shape or form in any of the agricultural industries I've been in"*. What is more important is that leadership programs are facilitated by highly skilled providers that can establish psychological safety within groups to be able to share their perspectives. One participant reflected on their experience participating in women in leadership programs in contrast with a mixed-gender program:

The space that the facilitators set up was such that it didn't matter whether you're a woman or a man. There was some strong personalities in that space, but everybody felt quite happy with sharing their perspectives

They also noted having diversity within programs where people are not the sole representatives of their demographics, e.g. *"Women are often more open in situations where there are other women present"*. Younger women pointed to the visibility of women in leadership positions across horticulture and that this gave them confidence in their leadership identity.

However, it has also been noted that there remains a lack of diversity across leadership in board positions and other decision-making contexts that would benefit from a variety of experiences. Further investigations into barriers to inclusion of different genders and other backgrounds is needed before determining if a gender-focused leadership capability program would be a suitable solution, and if so, what focus does it need to take to promote inclusive leadership in action in horticulture.

Emerging leader programs exist, how does this convert to impact?

Young people have the energy and motivation and need to be supported to have demonstrable impact and influence at the leadership table to maintain the development momentum. To ignore their aspirations can lead to frustration with their place in the industry. This was not necessarily for more emerging leader programs, but better supported pathways post-program.

We do a lot with emerging leaders, the next gen. We're not saturated, but we've got a lot of offers on the table, but they're probably disjointed. We don't do much with succession and thinking about generations.

The first place young leaders will look to develop and apply their newly developed leadership skills is within workplaces. Unfortunately not all organisations have the supportive structures, or leaders/managers in place to foster this stage in development. This can lead to unrecognised potential and unrealised opportunities to build the leadership capability and capacity of the industry.

I think if I had (applied for that program) 12 months prior when I was working at (former employer), I would have been told no, we're not supporting you....I was a bit of a firecracker for them that spoke up too much.

I had confidence in my developing leadership skills. I had been the captain of sporting teams when I was at high school. I sort of had that background, but then (my confidence) got knocked out of me with that boss... and then the leadership changed at work, and my next leader, he just gave you confidence that what you were doing, he had great trust in it. And that made a huge difference (to seeing myself as a leader). Just that you knew he appreciated what you're doing and he had your back

Emerging leaders looking to influence and enact leadership can still lack power in existing structures (e.g. compared to older, established leaders) due to their lesser levels of experience. Young leaders mentioned the need for leadership development across all leadership stages in order to lift the standard of leadership systems and processes. They also mentioned the skills emerging leaders needed to work with older generations, and the resilience needed to stay engaged when facing barriers to enacting their leadership. Without it they may experience levels of frustration that lead to disengagement.

There needs to be some sort of leadership development in every age group. I think leadership development for the executive level is important. The emerging level is important, but we're missing a real introductory level. This is also important, because we need to inspire those kids that are coming up to dig into it. And (you need to) show them what to do and how to do it, and give them the skills to get set to navigate that older generation so they don't get kicked down and not get up. So they want to stay in Hort

Younger people from culturally and linguistically diverse backgrounds in their family businesses still see themselves as too young to do leadership activities compared to their elders. They might want to do something innovative on their farms but they're not the decision makers in the business. They want to make change, but their parents don't allow them to make change.

Can we support people who have limited English language proficiency to enter their leadership journey?

A gap that was identified by growers and industry included barriers for culturally and linguistically diverse people to develop their leadership skills within organisations and then across industry.

It's interesting that culturally and linguistically diverse is a group that's quite prevalent in horticulture and we don't do a lot in those groups...we miss a lot from market gardeners and those groups that grow niche crops.

English language skills can act as a barrier for people realising their potential in workplaces.

Language is one of our barriers that we do often come across. If I identify someone that I think will be a terrific leader, people like him (a valued employee), he has potential but he just can't communicate very well (in English).

For growers that are of an older generation, their language competency is not very good and so it's hard for them to share their ideas or opinions in industry leadership situations.

One grower mentioned the large numbers of operations where owners' first language was not English, had left a gap in the leadership landscape, and meant more opportunity for those who were driven, wanting to lead, and who by virtue of being born in Australia and speaking English, have the language skills to engage in different development opportunities.

However, it may not simply be English language skills that prevent engagement of those with CALD backgrounds from engaging in leadership. Cultural considerations including family dynamics and expectations can prevent younger growers from being supported to enter emerging leader programs or from influencing change in businesses. Efforts to design inclusive leadership opportunities for people from CALD backgrounds are needed.

Building a Leadership Capability Ecosystem

Pathways not programs

We're not short of programs to support leaders in horticulture...in some cases we can't fill them. Maybe it's because a program has been running for 10 years, we've had 300 people go through and perhaps it's served it's purpose.

While a leadership program may unlock an individual's capabilities within a supportive learning environment, once completed, even the most agentic individual can struggle to transfer their new knowledge and skills to the day-to-day context. A program without a pathway is akin to leaving a ready ripe fruit to wither on the vine.

People that are really keen to get involved in leadership and they might do leadership training, but then if there's no opportunity for them to get involved with the industry, they just become really disillusioned and it becomes a negative to

the industry bodies. Because when they become disillusioned, then they're the ones that criticise.

While every leadership journey looks different, people described different times in their careers where they held a focus on leadership from an individual capability, enterprise leadership or industry leadership. While this may appear as a hierarchy, people's individual paths may not be linear and people may adopt a different focus for their leadership journeys at different life and career stages. For example, an established enterprise owner who engages in personal leadership development is encouraged to take on an industry board position, but then may step back to focus on building a new enterprise, diversifying their horticulture business. Understanding these less hierarchical pathways, and the factors that allow people to navigate them is essential to equipping leadership program alumni with the skills to build their bespoke leadership journey

That's the frustrating thing in some of these programs, you learn some really, really useful things, but none of them extend over time. None of the projects or the programs allow people to be involved long enough to actually your whole journey or to map people's progress

In the case studies, people's engagement was more often opportunistic, and rarely a deliberate development pathway that had been made visible to them. People saw gaps in how leadership development could be supported by the sector over the long term, and not be cut-off at the conclusion of funded programs. It was suggested that this would require more stable funding with longer term commitments from the industry, or tracking of alumni and post-program support.

If I was to say that where there was just one failing, it's the continuity, and it's the same in anything they do in Hort or a lot of other industries. There's project funding, and project funding has an ending, and leadership doesn't have an ending. And so it's kind of like you start someone on a journey. It's like you put them on a train and you give them a timetable to get to a certain point, and then you leave them to their own devices, and they don't know where to go. They've got no map or no timetable, so they don't understand where they're supposed to go from there. And that's what project funding does. It's got no longevity to it. A leadership journey needs to be followed more closely for a much longer period of time.

I'm like, "oh, where's the progression been"? But it's not a progression. It's been sporadic. And nobody maps that progression and nobody mentors that progression.

Mentors as guides along the leadership pathways

When someone shows interest in who you are and wanting to see you do better and move on to the next great thing. That feeling leaves an impression on people. And I think that's when they start to think, "You know what, I could put my hand up for that committee. You know what, I could start that business. You know what I could do, X, Y and Z". So for me, to be an effective leader, you have to show real engagement in the individuals in your team.

Mentorship featured in successful accounts of leadership advancement, not only in terms of support, but for ongoing critical reflection of what 'effective leadership' looks like.

One of the ladies that I consider a mentor, she's on a number of boards and she's got a really deep background in Australian agriculture....she said something quite powerful that's really stuck. She said 'it's not just about collaboration. It's about collaboration and co-operation.' And those two have to come together.

Mentorship was either (a) opportunistic, (b) formal mentoring events or organisations, (c) facilitated mentoring programs. A brief description of each is provided below:

- **Opportunistic mentoring:** People developing connections at conferences and trade shows were engaging in 'opportunistic' mentoring. They had the mentoring skills to build relationships outside of formal programs or facilitated programs.

Through different networking opportunities I've developed a fantastic relationship with (a large horticulture business). So I've been exposed to their high management levels. Not many young people get to go sit down and have meetings with (the CEO) and be inspired by his drive or challenged by their questions. Having those tough conversations and being exposed to that business has honestly pushed me, helped me develop and see so much more than what anyone would realise

With mentoring it's not just a matter of going, 'Oh, this person's available, and this person needs a mentor - Done'. Because it's about relationships and it's about a mentor understanding what it is...sometimes casual mentoring is far better than organised mentoring.

- **Formal or informal mentoring:** Young Horties 'Lunch with a Leader' is a simple form of a formal mentoring event, where young people are given the opportunity to listen, learn and question more experienced leaders in horticulture about their careers. Some leaders interviewed also described formal peer mentoring groups or

informal peer-networks developed through leadership programs as valuable for keeping themselves accountable and having a 'kitchen cabinet' style sounding board to support them in their decision making and strategising as leaders.

I've kept close with a handful of those people 12 years later, you know, and I'll ring them up and go, I need help on this and they'll be there.

Within larger organisations emerging leaders were mentored by senior leaders in development plans. However, there is scale and structure needed for this type of pathway development, and not all organisations will be able to offer this. The effectiveness of this pathway rests on the skills of senior leaders in identifying talent and coaching individuals. Coaching requires leaders to "ask not tell" in unlocking the development of their team members.

There's lots of opportunity when you're already in the business or you're in a leadership position to work with your manager to have those conversations around ongoing development, right. "So what are your weak areas? What do you want to focus on? What do you want to improve?" And then you come up with your development plan around how you're going to close some of those gaps as you decide what your aspirations are...

- **Facilitated mentoring programs:** There appeared to be a gap in people's experiences or access to facilitated mentoring programs.

Valuing experiences

In our interviews it was clear that horticulture workplaces value entrepreneurship and intrapreneurship.

I think to be in farming you have to wear that entrepreneurial hat...he (a grower) has had to learn everything by doing, and most farmers are the same. They learn by doing

Consequently, people are not blank slates when it comes to developing leadership skills. They will bring their understanding of themselves and their experiences into any program, and it is vital that programs meet them where they are to be useful and relevant. In many ways, leadership development programs can build awareness of skills, but unless they support the application of these skills, and participants seek out experiences to apply these skills, then increased capability or capacity is not achieved.

At university I found myself being the person that was driving all the projects and coming up with the ideas. And you sort of go, "Okay, people are looking to me for direction". Maybe it's just my personality. You can be a quiet leader, but I'm probably more of a loud leader. I don't get embarrassed. What's the worst that can happen if I just drive this? I can be the person to do this, because no one else is going forward. So why don't I try?

I am a natural leader. Now, I don't know whether that's positional or situational, but I am a natural leader, and you know how people naturally float to the top? I will naturally float to the top, and I will make decisions, and I can cajole people or encourage people to come along... I think that a really important part of talking about all of this is that to genuinely be a leader, or assume roles of leadership, you've really got to be able to do it.

A lot of it's self-taught, you know, and I go, wow, you know, like he's (the young grower) had to get in and have a go. I probed him a bit around leadership, and he said, "well, you know, I've just had to do this and I've had to find my way.

Supports other than leadership programs that can support this experiential learning aspect include study tours

It's one of the most rewarding experiences for growers to be with their peers, get away from the farm, learn something new and go, hey, that's changed my thinking.

Providing some avenue to make leadership skills part of study tours, or a forum for reflective practice could be important for people to see their actions and experiences as leadership.

You actually don't realise you're on a leadership journey. When you're on a leadership journey, you don't actually realise the things you are doing that are leadership until you look back and reflect...most of us don't have space for that reflection because we're too busy. We don't have space for it until much later on.

The Application of Leadership Capability to Industry

Many participants expressed that anyone with the capability and drive could be a leader in horticulture and that skills and capabilities were valued when compared to some sectors where leaders may be valued for their heritage ties or economic power.

There's no tradition or entitlement. Like if you get put in the position, it's because you are seen as one of the industry

leaders or innovators or you're outspoken. There's a reason you've been selected to be there.

However when speaking to leaders it became clear that while leadership programs are accessible to different people, there are missing gaps in the industry leadership talent pipeline that mean people fail to convert their training to an industry leadership position.

You can do all of these things (leadership programs), and often you don't have time to search for an opportunity. You're really busy running a household, a business. These are the talents that actually make you good at the positions that you should be involved in. But you've got to go out and look for those positions and search for those positions. And sometimes you need a bit of guidance for that. People involve themselves in these programs, but then there's nothing after that. There's no journey. There's no guidance. You've got to seek that for yourself. Not everybody is confident enough to do that, and not everybody's confident enough that what they've got to offer is actually worth offering. People get scared off really easily.

Programs were essential for people to understand how the different industry bodies function to feel confident to take on representative roles. As people learn more about the different states of leadership within organisations, they become selective in where they direct their efforts. Dysfunctional leadership of organisations will deter people from 'putting their hands up to lead.

Those early programs that I did introduced me to how industry bodies work, and then I got involved in representation in industry bodies....I've been a member of (industry body) but never got involved in leadership just because it's had what I would call checkered management and checkered leadership.

While emerging leaders were seeking leadership opportunities, they saw a lack of board renewal or new leadership in organisations but acknowledged that continuing leaders may be doing so to maintain stability during challenging times.

I was reflecting on this before and a lot of the commodity groups that I work in haven't changed CEOs for 5 to 10 years...

People spoke of the value of being involved with industry in terms of how this has helped their leadership in their businesses

It's vital, absolutely vital. Because when you're farming, you're working very much in isolation, even when you're in the middle of an intensive farming region. Actually being involved in industry groups or being involved in regional groups is really, really important.

Furthermore, when growers were successfully leading their own organisations, and supporting their workforce, this created another layer of leadership that could be drawn into industry leadership positions

There's some very savvy growers and it's interesting, they're very commercially aware of the wider landscape. They get on and do things. They can be harder to engage because they're very busy. They're also heavily invested in their company, so they can be hard to get hold of. And when they have the scale and they invest in their team, (the industry/sector) can then tap that next level down.

Appendix 9 - Australian Horticulture Based Leadership Capability Matrix and Capability Cards

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 4 core leadership drivers include 8 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 Relationships		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		
Leadership Levels of Complexity and Capability Statements	Industry Leader Advanced Awareness	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		
	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 capability cards

To bring the Australian Horticulture Capability Based Leadership Matrix to life, we have created capability cards for the 8 leadership capabilities. Each card includes:

- **Leadership Area** - alignment with one of four leadership contexts ie Lead Self, Lead Others, Lead Relationships or Lead Change
- **Leadership Capability** - name of capability
- **Description** - a clear statement of what the capability represents
- **Level of Proficiency** - reflection of the capability journey across 3 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 (below) 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.

Area 1 - Lead Self ← **Leadership**




1.1 Authenticity - The ability to grow and sustain authentic leadership resulting in an established and recognised reputation as an authentic leader ← **Capability name and description**

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

Knowledge and skills
Areas that underpin and strengthen the capability




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

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

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, Community Leadership</p> <p>Creating vision - leading to work for others</p> 	<ul style="list-style-type: none"> - Leadership purpose - Inspiring others to cause leadership - Inspiring skills - Self awareness and - Inspiring - Inspiring group development - 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 trust ensuring
<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 model - Foresight - Leadership wellbeing - Knowledge of industry requirements / needs - Advocacy of diversity, equity and inclusion - Personal / professional wellbeing 	<ul style="list-style-type: none"> - Exhibits strategic and - Actor - Acting in trusted - Reputation / industry - Industry - 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

1.1 **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 model - 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 practice - 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

Appendix 11 - Leadership in the Australian Research and Development Corporations (RDCs)

RDC	Strategic Plan	Staffing & Activity Programming			Approx. Total FTE#
		Diversity, Equity & Inclusion	Workforce	Capacity Building & Leadership	
	2022-2027 Focus Area (#3 of 5): Workforce and Leadership	✓	✓	✓	3.0 FTE
	2021-2026 Nil mentions – may fall under Egg Farmers of Australia who have a Gen Egg Leadership Program	✓	✓	✓	0.2 FTE
	2025-2030 Pillars (#1 of 3): Industry excellence noting a future-ready workforce, with industry capacity and capabilities a core enabler	✓	✓		1.0 FTE
	2025-2030 Strategic Themes (#3 of 4): Driving sustainable productivity including attracting, retaining and building talent	✓	✓	✓	0.6 FTE
	2025-2028 Nil mentions – may fall under Sheep Producers Australia who have a Leadership Network		✓		0.5 FTE
	2023-2028 Plan Themes (#2 of 3) People including Leadership and Capacity	✓	✓	✓	0.3 FTE
 <i>*Not RDC (Partner)</i>	2023-2028 Priorities (#4 of 5) Leadership: Foster Industry Capacity, Collaboration and Resilience	✓	✓	✓	
	2025-2030 Priority 1.3 (of 3) Creating pathways for people	✓	✓	✓	4.0 FTE
	2025-2030 Theme (#3 of 5) Capable and diverse people	✓	✓	✓	1.0 FTE
	2023-2028 Outcome (#4 of 4) Industry Capability				
	2023-2028 Pillar (#4 of 4) Thrive for Future Generations with foundational enablers of capacity and ability			✓	
 <i>*Not RDC (Partner)</i>	Strategic Priorities Nil mentions			✓	1.0 FTE

	<p><u>2024-2026</u> Strategic Imperative Priority 4.4 (of 5) Invest in industry capability</p>	✓	✓	✓	0.2 FTE
	<p><u>2020-2025</u> Nil mentions – may fall under <u>Australian Livestock Exporters Council</u> or <u>MLA</u></p>				
	<p><u>2025-2030</u> Bold Ambition (#5 of 5) Investing in our industry’s people including enhancing industry leadership</p>			✓	
	<p><u>2021-2026</u> Nil mentions – may fall under <u>Canegrowers</u> who have <u>Next Ratoon Mentoring Program</u></p>				
<p>Wine Australia</p>	<p><u>2025-2030</u> Objective (#6 of 15) Develop skilled and capable people</p>	✓	✓	✓	0.5 FTE

*Total FTE is based on information available in desktop analysis (and proportion of staff time)

Appendix 12 - Transactional versus Transformational Leadership

Transformational leadership incorporates visionary leadership. This list was developed by Australian researcher and academic, Professor Ken Parry.

Management	Leadership
Plan	Envision
React	Act
Accommodate	Initiate
Group orientation	Individualised orientation
Formal	Informal
Impersonal	Personal
Coerce	Encourage
Control	Delegate
Transact	Transform
Avoid change	Thrive on change
Avoid risk	Take risks
Follow a plan	Communicate a vision
Stabilise	Advance
Monitor	Empower

Ken Parry was a Professor of Leadership Studies and Co-Director of the Deakin Leadership Centre at Deakin University. He previously held Professorial positions at Bond University and Griffith University. Professor Parry made research and consultative contributions across Australia, New Zealand, the USA, Europe and South-East Asia. He was Founding Director of the Center for the Study of Leadership in Wellington, New Zealand, and Founding Editor of the Journal of Management & Organization (the research journal of the Australian and New Zealand Academy of Management).

Appendix 13 - Strategic Investment Plans

Investment in Leadership Development - Desktop Analysis

Each Levy Fund has developed an industry-specific Strategic Investment Plan (SIP). These overarching roadmaps are the guides for ensuring levies, and Australian Government contributions, are aligned with industry priorities across research and development, extension, marketing, and international trade.

In 2021, 33 SIPs were created through extensive industry consultation and feedback. These 2022-2026 SIPs for each levy fund note the industry’s strategic goals around four key areas:

1. Demand creation
2. Industry supply, productivity and sustainability
3. **Extension and capability**
4. Business insights



































In reviewing the publicly available SIPs for each industry, **22** (or 67%) of the SIPs identified leadership development as a key strategy under extension and capability. For most plans, the strategy was

“Strengthen industry leadership skills through initiatives and training”

And the KPI noted

“Increased participation in industry leadership initiatives”

A summary of the SIPs is tabulated below, noting any additions outside the standard wording. Those SIPs without mention of leadership development are marked with an ‘x’:

 ✓ Almond Fund Strategy includes the addition of career pathways programs	 ✓ Apple & Pear Fund	 ✓ Avocado Fund Strategy includes the addition of fostering regional capacity	 ✓ Banana Fund	 ✓ Berry Fund Strategy includes the addition of all stages of development, with KPI noting female and ethnically diverse growers
 ✓ Cherry Fund	 ✗ Chestnut Fund	 ✓ Citrus Fund Strategy includes the expansion of 'how'	 ✗ Custard Apple Fund	 ✗ Dried Grape Fund
 ✗ Dried Tree Fruit Fund	 ✓ Lychee Fund	 ✓ Macadamia Fund	 ✗ Mango Fund	 ✓ Melon Fund
 ✓ Mushroom Fund Additional KPIs noting People Development Strategy, and industry risk register	 ✗ Nashi Fund	 ✓ Nursery Fund Strategy includes the addition of career pathways programs	 ✓ Olive Fund	 ✓ Onion Fund
 ✓ Papaya Fund Strategy includes the addition of career pathways programs	 ✗ Passionfruit Fund	 ✗ Persimmon Fund	 ✓ Pineapple Fund	 ✗ Pistachio Fund
 ✓ Potato Fund Strategy includes increasing horticulture as a career choice and new entrants to industry	 ✗ Processing Tomato Fund	 ✗ Prune Fund	 ✗ Pyrethrum Fund No SIP available	 ✓ Summerfruit Fund
 ✓ Sweetpotato Fund	 ✓ Table Grape Fund	 ✓ Turf Fund Strategy includes the addition of targeted leadership, and career pathways programs	 ✓ Vegetable Fund Strategy includes increasing horticulture as a career choice and new entrants to industry	

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