Building the leadership capacity of the Upper Mary Valley

“Each leader will (now) be able to perform better in his or her business and relations to other businesses. As a group and individually, we have strengths that can assist to move the Upper Mary Valley to improved business opportunities and community projects.”
Quotes featured in this report are by workshop participants.

On 26 March 2009, the Department of Primary Industries and Fisheries was amalgamated with other government departments to form the Department of Employment, Economic Development and Innovation.


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Executive summary

“A business here is like dealing with family all day every day; you see each other around every corner.”

A five-day leadership development program held for Upper Mary Valley participants in 2009 has added to the social cohesion and effectiveness of leadership in the Valley.

Participants described achieving a significant increase in their:
- ability and willingness to work together
- use of more appropriate leadership styles
- knowledge of who each other is and what each has to contributed to the Valley
- shared language and ability to hold constructive conversations
- shared and better processes and tools for achieving together.

Some improvement was also noted in their confidence and aspiration to undertake significant projects together.

Recommendations - summary

**Recommendation 1:** Expand this pilot program to make it available to more unlikely and informal potential leaders. The program would be provided at the same total cost, with some improvements, including:
- larger participant group (up to 25 participants)
- significant number of young participants (under 35 years)
- broad demographic representation through open invitation – geographic, industry, culture
- extend to six days to include more content.

**Recommendation 2:** Offer a series of one-day skill and tool workshops, open to anyone in the community, and involving pilot group members as co-facilitators/mentors. Priority skill areas would include negotiation and conflict management, teamwork, decision-making in groups, and tools for community work.

Nothing builds teams and communities like achieving results together. Accordingly, providing support through a practical shared project to achieve results will build momentum for working together to achieve progressively bigger and bigger outcomes. This could be done in two ways:

**Recommendation 3:** Collaborative Learning Group - Pilot group members meet at six-monthly intervals for one-day to celebrate and learn from individual project successes and support each other to find creative solutions to any achievement barriers.

**Recommendation 4:** Assist the group to determine a joint project of value to the Valley and coach them through using Continuous Improvement and Continuous Innovation processes and tools to achieve real world results, while building community connection and improving leadership capacity and the capacity to learn through doing and adapting together.
Introduction

“We need to break down organisational barriers, and groups like this one could do it, especially with higher level skills.”

A cross-agency working party of Regional Services Forum (RSF) agencies and community groups identified a reduction in the number and strength of leaders in the communities of the Upper Mary Valley. The working party developed a project plan and secured funding from the Department of Communities to conduct a Building Rural Leaders (BRL) program for up to 20 participants. The working party identified 42 potential candidates and invited them to provide an Expression of Interest to participate in the BRL program.

Twenty responded, with four stating they were interested but unable to be in the current course due to business and personal reasons. The remaining 16 were accepted and Department of Employment, Economic Development and Innovation (DEEDI) BRL facilitators were employed to deliver the training package over five one-day sessions starting in April 2009.

Participants were drawn from all communities in the Upper Mary and represented a good cross-section of community and business. They also represented a diversity of views depending on their stance towards the proposed Traveston Crossing Dam.

The aims of the program included:

- building a stronger, resilient community – positive, proactive, harmonious, collaborative, creative, developing and harnessing human and social potential
- increased leadership – from more people, from all levels, from each person, at a higher level, in more varied and appropriate ways, to lead higher benefit projects
- improved collaboration through the valley
- improved overall capacity to grow people, planet and profit
- new and improved ideas for future direction, projects and support.

This report outlines how the project was carried out, results achieved, conclusions drawn and recommendations developed to further the outcomes through future action.

Results

Attendance

- Average of 12 over 5 modules – sufficient to demonstrate key concepts
- Good gender balance
- Concern expressed about no 'young' people present
- Excellent representation from Upper Valley communities
- Worked well to have people from a range of groups
- Possible to have a larger group in future
- Concern that being held on a work day limits access

More young people: There was a high level of support from participants to offer the program to a wider audience in the Valley. Several participants expressed the need for young people to be encouraged to attend. The BRL experience is that a mix of ages is preferable. Young people bring vitality, openness to new ideas, future-thinking and creativity. Older people bring life experience and become mentors in relationships that endure past the end of the program. A stronger effort to get young people (under 35 years) to attend a generally targeted program may meet all these concerns.
Delivery

“The program as presented was excellent.”

Content and processes worked well, though the amount covered might have been ambitious. Participants described the content covered as either ‘essential to learn’ or ‘very important’.

The program was delivered by a presenter from the BRL team as five one-day modules held one month apart.

Specific qualities the program was designed to develop included:
- confidence and courage
- vision – imagining better futures
- leadership – influencing to achieve shared goals
- teamwork – collaboration using strengths
- innovation and adaptability
- action learning and continuous improvement
- relationships and network development
- better results through shared processes and tools to grow community, industries, businesses, families and individuals.

“I loved the challenges and surprises each module had. It caused you to think, not be so quick off the mark and critical of people’s ideas and ways of doing things. I learned to tread more carefully.”

Program content addressed personal, group and task effectiveness as follows:

Module One
- Leadership – alternative styles and adapting to situation
- Learning from experience and with others – action learning
- Leading through change – chosen and unchosen change
- Paradigms – understanding filters to thinking

Module Two
- Learning in partnerships – action learning sets
- Valuing difference – understanding self and others – MBTI
- Communicating to people different to self
- Enabling and empowering others

Module Three
- Effect of values and assumptions on working together
- Building synergy – working in teams
- Stages of team development
- Team roles - Belbin

Module Four
- Skills for teamwork – interpersonal and rational
- Group think – a dangerous condition for groups
- Six Hats theory – thinking together
- Applying team skills – various exercises
Module Five

- Continuously improving and innovating
- Shared process for working in partnership
- Using tools for better results – e.g. shared vision and mental models, creativity, decision-making
- Designing a prosperous future for Mary: By July 2010, the Mary Valley will have 80 per cent of its businesses and community organisations actively collaborating to realise a whole-of-community plan to put Mary on the map as a sustainable, resilient community.

Delivery methods focused on experiential learning and conversation as tools for discovering and understanding concepts while building relationships, and shared mental models, that will support future collaboration. Participants were encouraged to apply concepts during the program to their personal projects.

Satisfaction and results

“Brought separate groups and individuals together and showed that we can work positively together.”

An evaluation was carried out after each module and at the conclusion of the program to get participants’ feedback on the value of the program.

Sessions were scored on a scale from 0 – 7, for usefulness and quality. Scores across the whole program ranged from 4 – 7, with the majority sitting between 5 and 6. Comments were generally positive, with some suggestions for improvement offered.

A final evaluation survey covered the whole program and sought participant views on how well the objectives were achieved and what future support would help the Valley community.

Participants expressed a high level of satisfaction and impact on their understanding, attitudes, knowledge, and skills. A lower score was achieved for confidence to undertake projects together, however, they reported a significant improvement in their ability and willingness to work together, a key objective of the program (see survey results in Appendices).

The presenter reported significant reduction in tension in the room, and improved openness and willingness to work together. The focus was on activity, learning from exercises and from each other in real time. The busy, stimulating and challenging environment left no time for going over the past, but encouraged conversation around possible futures and advantages and skills of collaboration.

“In 4 – 5 months we’ve created a group that can talk the same language together and have the ability to reach agreement.”

Presenter’s observations

Over the course of the program there was a considerable reduction in tension between group members. One female participant commented at morning tea on the first day that she had planned only to stay till lunch because she expected ‘the usual level of bullying and power play’. However, she found the working environment and processes provided a level of safety and openness that allowed her to expect constructive and harmonious group work – and she stayed for the full program.
Another member had significant conflict going on in regard to their community role and was able to use that conflict to learn about themself, other people and the situation they were in.

The group included people who had previously been in conflict. Working together to learn about generic processes of teamwork and leadership gave enough distance from the community issues for people to experience the benefits of collaboration, negotiation and creative problem solving. These skills are now being applied in the community work to use conflict more constructively.

It was demonstrated that when people in a group use shared and quality team processes, they can overcome problems, including difficult behaviour, and achieve results.

An exploration of values and unconscious beliefs yielded significant insights about prejudice and the hazards of unacknowledged, unexamined assumptions. This new awareness was referred to repeatedly and the learning applied appropriately in subsequent interactions.

Several participants expressed surprise and delight at discovering the difference between being the formal leader in their own companies to contributing less formal leadership in a regional community. The alternative leadership styles appropriate to different situations and people were welcomed as a solution to the perceived problem that their old leadership patterns didn’t work in their new community-based environment.

As is found everywhere, appreciation of difference through exploration of Myers-Briggs personality types and Belbin team roles, was valued by most participants. There was an obvious change in the way people were aware of, and used, their own and each others’ complementary strengths.

"Individuals will be more capable and confident to assist themselves and the community."

**Recommendations**

There are a range of options to build on what has already been achieved. The first two are to offer further training to new participants or to the pilot group. The second two options propose building further capacity by taking a coaching approach, integrating skills development into a Valley Community Development initiative.

"Keep this program going."

- **Expect leadership to come from anywhere** (Marg Wheatley)

  The pilot program targeted obvious leadership potential or existing leaders. A much greater leadership resource exists in the hidden potential of unlikely and informal leaders. Use open invitation, rather than selection, to capture the ‘unexpected’ leaders – people who don’t yet consider they might offer leadership, who would come along to develop confidence and skills, and discover that they have leadership to offer. In this way, the Valley can tap into dozens of new leaders, operating throughout and at every level of the community.

  Another program, with more participants (maximum 25), more young people, more diversity of life experience and work status, could be held for the same total cost as the previous program, including possible addition of an extra day to fit in some more critical content.
• Offer a series of one-day workshops offering skills and tools in particular areas such as conflict management/negotiation, decision-making, collaboration and teamwork. These workshops would be available to anyone in the community, using pilot group members as mentors/co-facilitators. This would build connection and responsibility/partnership in the Valley, as well as providing more people with more skills to collaborate for development.

“We now need to continue what has been achieved.”

Nothing builds teams and communities like achieving results together. Accordingly, providing support through a practical shared project to achieve results will build momentum for working together to achieve progressively bigger and bigger outcomes. This could be done in two ways:

• Provide ongoing support to the pilot group – bring them together as a co-support group, for one day, every six months using a well-designed and well-facilitated process to report on and learn from individual projects and define new learning plans. Participants would receive support and direction to overcome barriers to success and build a culture of learning and problem solving together. Being based on supporting individuals and their projects would keep the focus on developing leadership mastery rather than trying to solve task issues that divert attention into conflict.

• Assist group to determine a joint project of value to the Valley and coach them through using Continuous Improvement and Continuous Innovation processes and tools to achieve real world results while building community connection and improving leadership capacity.

Conclusions

This program was a successful approach to building the capacity of the Upper Mary Valley to go forward positively from significant disruption. While the knowledge and skills development is essential to being successful in this aspiration, it was very important to bring these talented people together in a room to focus on generic processes and ideas, learn a common language, shared processes and tools, and develop shared mental models of what it means and what it will take to work together.

By experiencing spending time together, but not focusing on particular issues in the Valley, conflict was put aside. People were able to focus on what assets each individual would bring to future shared projects and built trust and appreciation. It helped to have an outsider as ‘naïve’ facilitator to encourage a safe environment and shared air-time for all personalities to become known. There is minimal conflict and some intolerance apparent, however the group now demonstrates an appreciative approach and an openness in contrast to the first day where there was obvious fear, distrust and dislike in the room.

“The more of this kind of work (that) individuals and groups of people do, the better.”
Appendices

Final evaluation results

These questions were asked in a final survey, completed by eight participants.

1. What did you particularly enjoy?
2. Which content areas will you put into practice?
3. How much will you change how you do things as a result of this program?
4. How much more likely are you to view unexpected surprises, change or failures as opportunities to learn, and to gather together to learn?
5. How useful was the content covered in improving your relationships with others and the results in your community, business and/or home life?
6. What do you need to know that you have not yet learned?
7. Rate the quality and appropriateness of the subjects covered.
8. How much change was there in the group’s capacity?
9. What did the group put in place or plan to continue to learn and achieve together?
10. How appropriate was the program to meeting an important community need?
11. How can the program be improved?
12. How can this experience be used to benefit the Mary Valley community?
13. Rate options as ideas for continuing to build the capacity of your community.
14. What other learning opportunities or support could help the Valley on its road to prosperity?
15. What was the number of names supplied who might benefit from participating in any future leadership program for the Mary Valley?

Their answers were collated as detailed on the following pages.
1. What did you particularly enjoy?

- Facilitator attitude and the way we were encouraged to participate. Personality, Arctic Survival and Belbin. Most of the exercises, especially the team ones.
- Confirming everyone can work together every time if the goal is seen of value to them. A good goal makes the strangest teams work well (and vice versa).
- Arctic Survival! Showed what people were made of but I enjoyed the five workshops as it showed other people in the community. Hopefully these will be leaders that will step up and not let certain locals continue with their negative bullying and controlling tactics within the valley.
- Better understanding of different leadership styles. Team work and applying team skills. Appreciating how people’s core values differ.
- Everyone getting together and exploring different ways we interact with each other.
- Interaction with fellow rural leaders. Getting to know strengths of other leaders in the community.
- The group assignments.
- Probably modules 1 and 2 most – leadership/leadership styles, Myers Briggs, plus the practical team skills e.g. straw bridge, using what we have learned.

2. Which content areas will you put into practice?

- Team work and tools for achieving results
- Team roles
- Team work and applying team skills, interpersonal skills
- Exploring paradigm shifts and values so people can work towards better change for all to enjoy
- Most of the content will be useful and become part of my approach to team building and leadership in the Valley. I think the paradigms and team roles will be the most useful.
- Working as a team is more successful than individually, taking other team members styles into consideration.
- Looking at the strengths and the liabilities of different leadership styles
- Using different leadership styles – accepting different personality types, all teamwork skills

3. How much will you change how you do things as a result of this program?

<table>
<thead>
<tr>
<th>Level</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radically</td>
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</tr>
<tr>
<td>Significantly</td>
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</tr>
<tr>
<td>Some</td>
<td>7</td>
</tr>
<tr>
<td>Very little</td>
<td>0</td>
</tr>
<tr>
<td>Not at all</td>
<td>0</td>
</tr>
</tbody>
</table>

Comments

- I need to change some of my approaches to fit into the rural leadership style, always considering where other team members sit, especially emotionally as the rural community has issues that affect people on an emotional level that they can’t leave in an office where they close the door at 5pm. Business here is like dealing with family all day ever day, you see each other around every corner.
- I think I had quite a bit of the right team stuff but did not understand how useful it was.
- (some) I have been exposed to much of the content of BRL, however, in bits and pieces contained in various courses etc.
4. How much more likely are you to view unexpected surprises, change or failures as opportunities to learn, and to gather together to learn?

Highly likely  2  
Quite likely  4  
Sometimes  1  
Unlikely  0  
I already do  1  

Comments
- Failure is an opportunity to learn, an opportunity to change and turn a negative into a positive
- Already quite used to unexpected change… 30 years in the IT industry <grin>
- The BRL has given me the knowledge; it is being able to want to change myself that is the challenge

5. How useful was the content covered in improving your relationships with others and the results in your community, business and/or home life?

Essential to learn  1  
Very important  5  
Useful  2  
Somewhat useful  0  
Waste of my time  0  

Comments
- Even though I have completed many of these modules before, in the context of a rural community and rural business relationships are very different.
- Like lots of things we have learnt, if we don’t practice them we lose them. The content here was very suitable for me and not only reminded me of lots I had learnt but also gave me new knowledge and ideas and tools.
- Being a business leader and a community leader are somewhat different.
- It was a good refresher for both business and at home.
- I loved the challenges and surprises each module had. It caused you to think, not be so quick off the mark and critical of people’s ideas and ways of doing things. I learned to tread more carefully.

6. What do you need to know that you have not yet learned?

- Psychology of how to deal with people that are under emotional stress.
- One needs to know enough to know what it is one does not know. Only more involvement in community groups and issues will bring this knowledge. More experience will tell me this.
- Mediation skills between others. And how to choose the best mediator not necessarily myself.
- How not to let the negative NIMBYs affect me and the outcome of businesses and the community at large.
- How to keep the information alive in the group.
7. Rate the following on their content and appropriateness:

<table>
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<tr>
<th>Aspect</th>
<th>High quality</th>
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<th>Ok</th>
<th>Poor</th>
<th>Very poor</th>
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<tr>
<td>Participant contribution</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Content</td>
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<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Workshop processes</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Timing of workshops</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Length of program</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Facilitator’s skills &amp; presentation style</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Venue and place of workshop</td>
<td>0</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Catering</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Comments or suggestions

- All good – I felt catering, for the purpose, was overdone, lunch should be light for this type of occasion, as heavy meals quite often create a lack of concentration in the afternoons. Would have liked an overview of the other programs available for bringing to our Valley.

- I know the program was tailored back to fit the shorter time demands, but having had a taste of it, it is a shame we could not have had a fuller course in content and also participation. Also, I feel we could have raised more interest in younger people – contacted local businesses who may have wanted to up-skill young leaders e.g. Hyne.

- It is very good and I do not know what else could be added.

- I feel that you have limited the people you got to the workshop with it being on during the workday. You were able to get self-employed people that gave up a day or people who were being paid by their employer.

- The facilitator was very good, however admitted it was difficult to keep the program to the time schedule. As a result, I felt some aspects were rushed. I would have liked to see more ‘role playing’ so the participants could immediately practice what they’ve just learnt. The facilitator and the participants could have provided comments to help improve everyone’s understanding of the lessons learnt. The videos were generally good and provided a break in the facilitation process. At times, it was difficult to cut off dialogue from the participants. A similar program for a younger generation would be great.
8. Over the five modules, how much change was there in the group’s…

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Radical</th>
<th>Significant</th>
<th>Some</th>
<th>Little</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability and willingness to work together</td>
<td>0</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Confidence and aspiration to undertake significant projects together</td>
<td>1</td>
<td>2</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Knowledge of who each other is and what each has to contribute to the Valley</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Shared language and ability to hold constructive conversations</td>
<td>0</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Shared/better/more processes and tools for achieving together</td>
<td>0</td>
<td>7</td>
<td>1</td>
<td>0</td>
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</tr>
</tbody>
</table>

Comments

- We now need to continue what has been achieved. We have decided to have a regular lunch or dinner in order to keep growing on what we have achieved.
- We will see, as certain people there still have massive control issues with regard to letting the community fully develop and letting businesses expand in only a meeting last week.
- It appeared that an existing relatively close-knit group of people just became closer and better at working together.
- In 4 – 5 months we’ve created a group that can talk the same language together and have the ability to reach agreement

9. What has the group put in place or planned to continue to learn and achieve together?

- We now need to continue what has been achieved. We have decided to have a regular lunch or dinner in order to keep growing on what we have achieved. Could have a guest speaker on each occasion (one of us?)
- Get together socially
- We will have an informal gathering on a monthly basis over dinner. Personally I know I have confidence that I can ring some of the participants for support/advice when needed.
- Some regular lunch get together to keep informed about each other’s activities and socialise.
- Meeting again in October
- If certain groups were doing their job there would be no need for a Mary Valley Chamber of Commerce but it appears there always will be whilst these people are at the table.
- Talk of setting up regular social occasions where business can be discussed
- Nothing formally, but I imagine it could be part of the group’s vision statement to include a yearly program for group self development
10. How appropriate was the program to meeting an important community need?

- Highly important: 3
- Important: 5
- Not important: 0
- Waste of time and resources: 0

Comments

- Our community is still under a lot of stress, and it will take a conclusion of the decision of the Traveston dam project for this community to put their differences aside and move on together.
- Brought separate groups and individuals together and showed that we can work positively together.
- I believe in these programs having facilitated programs like this previously in business but feel we need to be targeting younger people.

11. How can the program be improved?

- The program as presented was excellent.
- Venue specific mostly. Visibility and lighting mostly.
- I would ensure that everyone works with everyone else at some time. I noticed that individuals avoided others in workshops and some did not work together at any stage.
- By targeting younger people.
- The facilitator was very good, however admitted it was difficult to keep the program to the time schedule. As a result, I felt some aspects were rushed. I would have liked to see more ‘role playing’ so the participants could immediately practice what they’ve just learnt. The facilitator and the participants could have provided comments to help improve everyone’s understanding of the lessons learnt. The videos were generally good and provided a break in the facilitation process. At times, it was difficult to cut off dialogue from the participants. A similar program for a younger generation would be great.
- Higher level of commitment and passion by all concerned, more fearless.

12. How can this experience be used to benefit the Mary Valley community?

- Each leader will be able to perform better in his or her business and relations to other businesses. As a group and individually we have strengths that can assist to move the Valley to improved business opportunities and community projects.
- Get more leaders to do it.
- I think the participants need to keep in mind the fact that there are a number of us on the same level willing to work together, and to draw on those skills when needed.
- We can be more effective at helping to integrate the groups in our community and help bring the best out of the willing helpers our groups have.
- Use multi-skilled groups to work on projects rather than individuals from a particular organisation. Use the best person for the job irrespective of organisation.
- Makes people aware of how people think/react etc, thus helping them to work together.
- Individuals will be more capable and confident to assist themselves and the community. What about a local media release on the positive benefits of BRL and maybe suggesting if there is enough interest, another BRL could be run.
- Share it with them through individual and group interaction.
13. Rate these options as ideas for continuing to build the capacity of your community:

<table>
<thead>
<tr>
<th>Options</th>
<th>Great idea</th>
<th>Good idea</th>
<th>Might help</th>
<th>Poor return</th>
<th>Waste of money</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer the program again to another group of Mary residents</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Run an advanced program to take pilot group to another level</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Coach and support pilot group to lead a development project for the Valley, using the improvement and innovation process and suite of tools</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Comments**

- This last is a good idea, as the community is under stress, a facilitator would be ideal.
- I definitely think that adding more people to this course would help the co-operation needed to make major advances to our Valley.
- We need a way to break down organisation barriers (see 12 above), and groups like this one could do it, especially with higher level skills.
- As I said, until certain people stop trying to control the growth and development of the community and businesses this will be of little help. We need the outcome of the dam to be positive so we can move on with developing this area to its full potential, creating jobs and not live in the past as we can’t turn the clock back. Let the NIMBY’s move on to another area or put their money where their mouths are.
- I think with practice comes perfection. The more of this type of work individuals and groups of people do the better. Thanks Pam.

14. What other learning opportunities or support could help the Valley on its road to prosperity?

- Business ideas, research and marketing
- Keep this program going
- Not sure, but a decision on the dam would help
- Not sure
- As well as leaders we need team players and ways for individuals with an interest or skill or knowledge or enthusiasm to be able to participate in projects without being committed to an organisation.
- Develop the youth or lose them. I suggested running mentoring programs in the schools where we use/ bring back successful ex-students and successful business leaders etc to speak to and inspire our youth.
- Try and run a similar BRL only for the under 35 age group
- Landmark Education

15. Number of names supplied who might benefit from participating in any future leadership program for the Mary Valley

There were 12 names supplied, as well as two people who want more time to think about it (concern about potential participants working full time).

**Additional comments**

- Thanks Pam for your contribution. I believe successful, profitable businesses grow and sustain a community.