

Horticulture Leaders - Across Horticulture Leadership Training

Russell Cummings
Strategic Business Development Pty Ltd

Project Number: AH11039

AH11039

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AH11039 – Across Horticulture Leadership Training (Dec 2012)

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Russell Cummings - Strategic Business Development Pty Ltd



Horticulture Australia

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Table of Contents

Media Summary	5
Introduction	6
Program Activities.....	8
Participant Selection.....	8
Face-to-face Training Workshops.....	9
On-Line Resource Centre & Training Courses.....	16
Executive Coaching Support.....	17
Website.....	18
Social Media	20
Webinars.....	22
Industry on-line Training Courses.....	22
Program Evaluation.....	23
Feedback on the Program	23
Net Promoter Scores	25
Evaluation - Workshop #1 - September 2012	26
Evaluation - Workshop #2 - November 2012	28
Resource Centre and On-line Training.....	31
Website.....	32
Social Media	34
Webinar Program	35
Executive Coaching.....	36
Variation between Groups.....	37
Discussion	37
Recommendations.....	38
Appendix A – Leaders in the Workshop Program.....	39
Emerging Leaders	39
Current Leaders.....	39
Appendix B – Nicky Mann Article – AFI – Dec 2012.....	40

Table of Figures

Figure 1: Workbook Cover – Workshop #1	10
Figure 2: Workbook Table of Contents – Workshop #1	11
Figure 3: Workbook Cover – Workshop #2	13
Figure 4: Workbook Table of Contents – Workshop #2	14
Figure 5: Workbook Cover – Banjar Group	15
Figure 6: Sample screenshot from the Resource Centre.....	16
Figure 7: Online Course Topics.....	17
Figure 8: Leader Update newsletter - example.....	17
Figure 9: Website Homepage	18
Figure 10: Website - example pages.....	19
Figure 11: Screenshot from the LinkedIn Discussion Group	20
Figure 12: Screenshots from Twitter, Facebook and YouTube Pages	21
Figure 13: Overall satisfaction ratings for the Program	23
Figure 14: Calculating your Net Promoter Score (NPS)	25
Figure 15: Overall satisfaction with Workshop #1 elements	26
Figure 16: Overall satisfaction - Workshop #2	29
Figure 17: Copies of the September 2012 and October 2012 e-newsletters	33
Figure 18: Screenshot of Webinar page from Project website Error! Bookmark not defined.	

Media Summary

The long term viability of the Australian horticulture industry is partially dependent on the availability of quality leaders at both industry and private business levels. Many industries are unable to fund a specific program to develop their leaders, so in 2012 Horticulture Australia Limited funded an Across Industry Leadership Training Project that was given the working title “*Horticulture – the Next Generation*”.

The purpose of the program was to improve the business and leadership skills of horticulture managers to give them the tools to take a larger role in the future growth and development of their industries. Russell Cummings from Strategic Business Development and project partners, Mindshop International, were selected to deliver the 2012 program.

This program engaged with 50 leaders from across horticulture and some supply chain partners in an intensive training program that focused on lifting business and leadership skills. Participants were provided with 2 x 2 day Training Workshops, individual Executive Coaching Support and access to a comprehensive online Resource Centre.

Training covered a wide range of topics including: strategy development, problem solving, sales, marketing, social media, personal branding, leadership and working with people. Face-to-face training was also reinforced through access to 9 online Training Courses through the Mindshop Resource Centre.

The program also sought to extend business and leadership development beyond the intensive workshop training to the wider industry. A dedicated website was established for the program providing business information in a variety of formats: blogs, video, webinars and newsletters.

Social media presences were also established on: LinkedIn, Facebook and Twitter, in conjunction with a YouTube Channel for video, to increase exposure to the wider industry. Horticultural producers and Industry Development Officers were also offered access to online Training Courses in order to improve skills and knowledge in business and leadership.

Participants rated the program very highly with 85% of participants rating their satisfaction at 9/10 or better. This was an excellent result for the initial program.

When asked to describe his experience with the program, Oliver Ward, Manager with Hop Products Australia, said “A myriad of simple tools that all point in the same direction – personal and professional success.” This feedback was similar to other leaders in the program.

“Horticulture – the Next Generation” was funded by Horticulture Australia Limited and AgriFood Skills Australia.

For more information visit the website at <http://www.horticulture-nextgeneration.com.au>

Introduction

The project was focused on the development of business and leadership skills in Horticulture leaders. It was jointly funded by Horticulture Australia Limited (“HAL”) and AgriFood Skills Australia and was given the public working title: “*Horticulture – the Next Generation Program*” by the Project Steering Committee to improve branding and recognition.

The Project was developed around the need to ensure the long term viability of Australian horticulture, which is partially dependent upon the availability of quality leadership at both industry wide and individual business levels.

Many of the industries represented by HAL have strategic plans that highlight the need for enhanced and continued leadership development. However, some industries lack the resources to develop and provide their own training programs which raised the need for funding of an Across Horticulture Leadership Training Project.

The objectives of the project were to:

- Improve the ability of our leaders to lead and guide the Industry;
- Stimulate industry dialogue and encourage innovative thinking;
- Encourage the next generation of industry leaders to improve industry & business succession;
- Improve strategic thinking, planning and problem solving at an industry and business level;
- Provide a model for effective leadership development in other sectors.

In order to meet these objectives, Strategic Business Development, and project partners Mindshop International, created a leadership program around a number of key elements:

- Face-to-face Training Workshops
- On-line Training Courses
- Executive Coaching Support
- Webinars on selected topics
- Website, Blog and Social Media platforms

The intent was to focus the program around a small group of industry leaders by providing them with intensive training and support services but to also extend the program to the wider horticulture industry by offering access to training webinars, an informative website, social media platforms and online training opportunities.

The program engaged 50 Leaders from across a range of horticultural industries, including some supply chain partners. These leaders were divided into “Emerging” and “Current Leader” Groups based on previous leadership experience at an industry level. The leaders were assessed via an industry led reference panel and successful candidates were selected on a merit based system from across the 40 industries. The selection panel included industry representatives from across Horticulture.

50 Leaders were involved in a 2-Day training workshop in Brisbane in early September 2012 with a second 2-day workshop held in Melbourne in November 2012. Program participants were also provided with executive coaching support and access to a comprehensive web based resource centre including 9 on-line Training Programs.

In an effort to extend the program to the wider industry, offers of access to online training courses were accepted by 61 levy payers and 23 Industry Development Officers. Regular newsletters were sent to subscribers from the project website with 165 subscribers currently registered.

The project established a dedicated website www.horticulture-nextgeneration.com.au, a YouTube Channel, Facebook page, Twitter feed and LinkedIn Discussion Group. Regular newsletters are being sent from the website. The website has been reformatted to be viewable on tablet and mobile devices to improve access. In addition, the project has delivered webinar training sessions on a range of topics.



A video summarizing feedback from Leaders is available through the Project YouTube Channel at <http://youtu.be/-SuRe0TWyIw>

The comment below is typical of feedback from the leaders involved:

*“A very well balanced course. Why has it taken so long to have something like this?
Excellent. One of the best things HAL has done.”*

Program Activities

Participant Selection

The program recruited 50 Leaders from across Australian horticulture to be involved in this program. Timeframes to initiate the program, communicate to Industry CEOs and IDOs, recruit and select interested individuals were short if participating leaders were to be given time to accept, book travel and accommodation for the first workshop.

The promotional program involved:

- Members of the Project Steering Committee communicating with Industry CEOs, IDOs and Industry members
- Circulation of a flier to all Industry CEOs by HAL (example flier shown below)
- Fliers and press releases sent to major Industry publications, websites and magazines
- Circulation of the flier through to mailing lists, social media contacts and contact lists developed by the Project Leader.

Prospective participants were asked to respond to a dedicated website with an online application form.

After the closing date, all applications were collated and tested for completeness. Applicants that failed to address key selection criteria were excluded from the evaluation process.

Applicants were assessed against key criteria:

- Leadership potential
- Previous leadership experience
- Understanding of key industry issues and opportunities
- Quality of written response.

134 people registered interest in the application process, although only 93 people provided a complete response.

50 Leaders from a range of industries were selected on a merit-based system by an industry-led panel from across horticulture. A list of leaders involved in the program is shown in Appendix A.

HAL
Horticulture Australia

Horticulture - The Next Generation

Are you an existing or emerging leader within the Australian Horticulture Industry?

Apply to be part of an exciting new program (jointly funded by HAL and Agrifood Skills Australia) available to **only 50** existing and emerging leaders from across the Australian Horticulture Industry called: "Horticulture - The Next Generation"

Applications close: 5:00pm, 23rd July 2012

The pace of change within the Horticulture industry is accelerating due to a variety of global and local factors. Strong leadership is critical in order to assist the industry, businesses and individuals through these challenging times and to capitalise on the opportunities it will present.

This innovative program will provide 50 existing and emerging leaders in the Horticultural industry with the quality training, business tools and experienced support required to achieve their individual, business and industry growth objectives.

Successful Applicants will receive:

- 4 full days of face-to-face leadership and business development training
- Networking and Best Practice sharing opportunities with fellow industry leaders
- Access to a wealth of web based support tools, webinars and training programs
- Experienced One-to-One coaching support

(Note: travel and accommodation costs will not be covered as part of the program)

Existing and Emerging leaders will be broken into two groups, each with a maximum of 25 participants to allow for more networking opportunities and specific topics to be discussed.

The dates and venues for this program are listed below:

Existing Leaders
1st workshop - Brisbane, Stamford Plaza Hotel:
7th and 8th September, 2012
2nd workshop - Melbourne, Como Hotel:
18th and 19th November, 2012

Emerging Leaders
1st workshop - Brisbane, Stamford Plaza Hotel:
9th and 10th September, 2012
2nd workshop - Melbourne, Como Hotel:
16th and 17th November, 2012

Don't miss this unique opportunity - Apply Now
To apply, applicants will be required to submit an application via the link below **no later than 5:00pm on 23rd July 2012**
<http://www.surveymonkey.com/s/HorticultureLeadership>
If you have any questions regarding this program or your application, please contact your horticulture industry association

Face-to-face Training Workshops

The program engaged 50 leaders from across a range of Horticultural industries, including some supply chain partners. Based on their previous industry leadership experience, these leaders were divided into *Emerging* and *Current* Leader Groups – 2 groups of 25 participants.

50 Leaders were involved in 2-Day training workshops in Brisbane in early September 2012 with a second 2-day workshop held in Melbourne in November 2012.

The aim of the workshops was to provide leaders with a range of business tools and processes that would improve their ability to manage and lead their businesses and industry groups. There was also a focus on introducing new concepts and ideas that would change existing paradigms around business and industry.

The Workshop program was crafted based on a Training Needs Analysis that identified the top 4 issues of the 50 leaders as being:

- Planning and strategic thinking ability
- Ability to coach and develop team members
- Team building skills
- Communication skills

Workshop #1

The initial workshop was developed as a “*foundation session*” to ensure that leaders were trained in a series of key tools that would form “building blocks” for the second workshop. These building blocks focused on essential tools for: planning, problem solving, basic communication, marketing, personal productivity and strategy development.

Topics covered in Workshop #1 included:

- Key management frameworks to drive business success
- Powerful problem solving techniques to solve any issue
- Gaining greater clarity for your business, personal or industry vision
- Identifying the key elements to achieve ‘change’ as a leader
- Understanding your competitive advantage in today’s market?
- Ranking your key issues/opportunities for 2012 / 2013
- Time management and personal productivity
- Developing innovative strategies to suit future market conditions
- How to implement effective strategies as a leader
- Coaching and developing your teams
- The One Page Plan: how to use it personally and in business
- A new model for driving change

All participants developed a One Page Plan focused on either their business, industry or personal situation. All plans were photographed and uploaded to a confidential online coaching area to improve accountability.

Participants were provided with a HAL branded workshop binder, agendas and workshop manual. The workshop manual cover and Table of Contents provided to all attendees are presented below.

Figure 1: Workbook Cover – Workshop #1

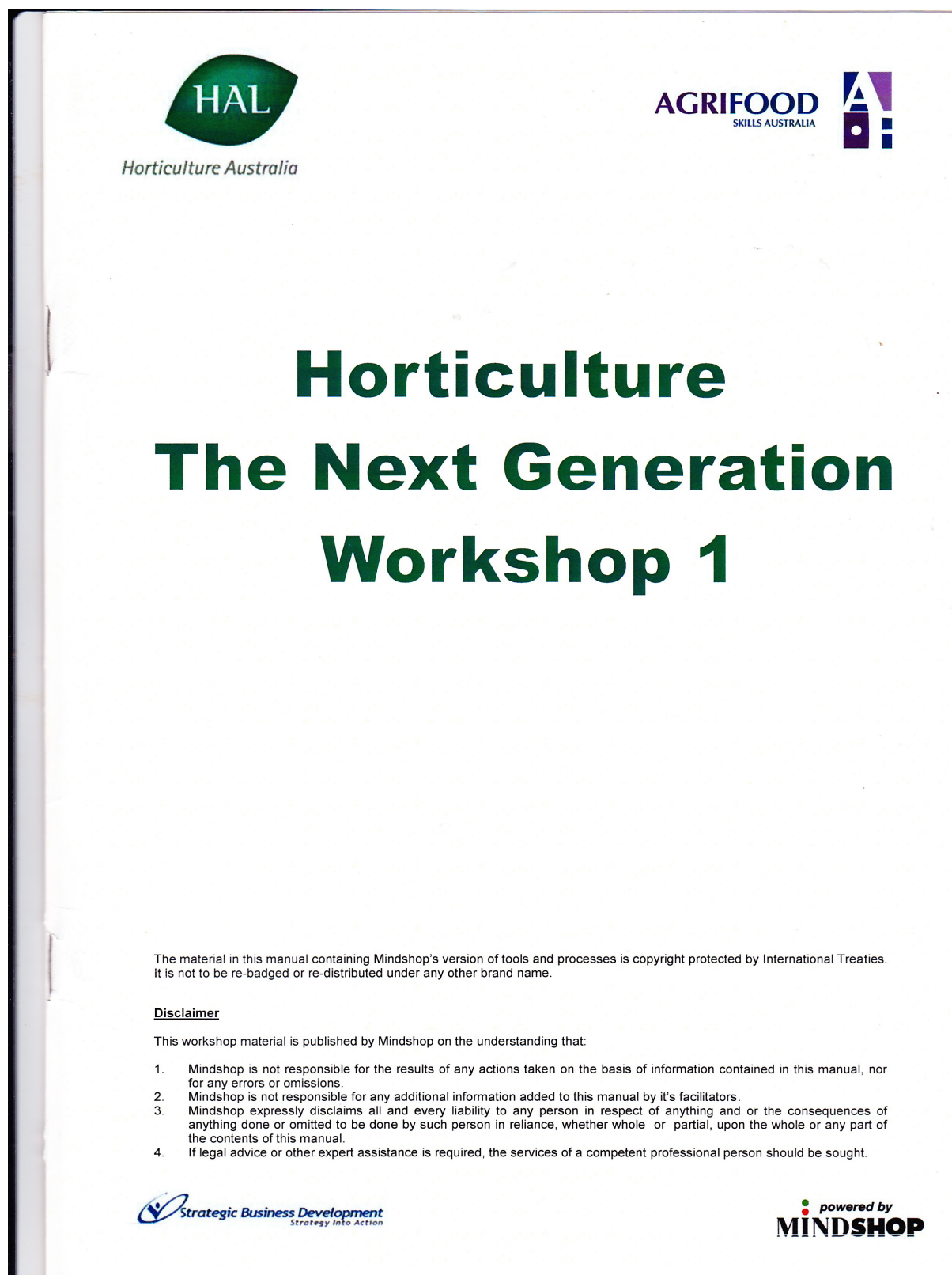


Figure 2: Workbook Table of Contents – Workshop #1

TABLE OF CONTENTS	
Gap Analysis – Leadership and Business	3
Now-Where- How	4
Business Improvement Stages	5
Strategic Planning Model	6
Simon Sinek – Why Model Notes	6
Magic Wand	7
Mindmapping	8
Pareto Analysis	9
Force Field Analysis	10
Visioning	13
Business Statement	15
Locus of Control	17
DVP Change Formula	19
Sustainable Competitive Advantage (SCA)	21
Issue Ranking	23
Strategic SWOT	24
Product Portfolio Analysis	25
Implementation – Getting the Most Out of Your People	29
Project Teams	30
Eight Week Team Cycle	32
PDCA (Plan Do Check Act) Cycle	33
Coaching Skills Matrix	35
Effective Meetings and Internal Communication	37
One Page Plan	38
5 Change Forces	41
Issues List	41
Ideas List	42
Work Area	44

Workshop #2

This workshop was developed as a more focused “technical” session designed to engage leaders in a range of more specialised business and leadership topics. It built on some of the tools and techniques covered in Workshop #1.

Topics covered in Workshop #2, included:

- Key industry issues and challenges
- Driving efficiencies across your business
- Profit Improvement & Waste Reduction Process
- Marketing “sweet spots” in horticulture
- 6 steps to effective negotiation
- Practical ways to get maximum leverage from social media and other technologies
- How to stay “in the flow” more often as a leader
- Understanding the Du Pont Employee Retention Model
- Succession Planning - Making it work in your business
- Personal Productivity – maintaining your energy levels and life balance
- Putting the ‘sizzle’ back into your ability to sell your horticultural products & services
- Improving your decision making ability
- Refining your One Page Plan for 2013

Elements of this workshop were delivered by additional presenters:

- Ray Johnson, HAL Director, addressed each of the Leadership Groups on “Key Industry Issues and Challenges”. The talk was very well received.
- James Atkins from Advantage Marketing delivered sessions on Product Marketing; and
- Mike Boyle from Banjar Group presented on Sales Processes and Strategies.

Russell Cummings delivered the remainder of the program for Workshops #1 and #2.

Participants were provided with workshop manuals. A copy of the workbook cover, Table of Contents and Mike Boyle’s workbook cover are shown below.

Figure 3: Workbook Cover – Workshop #2

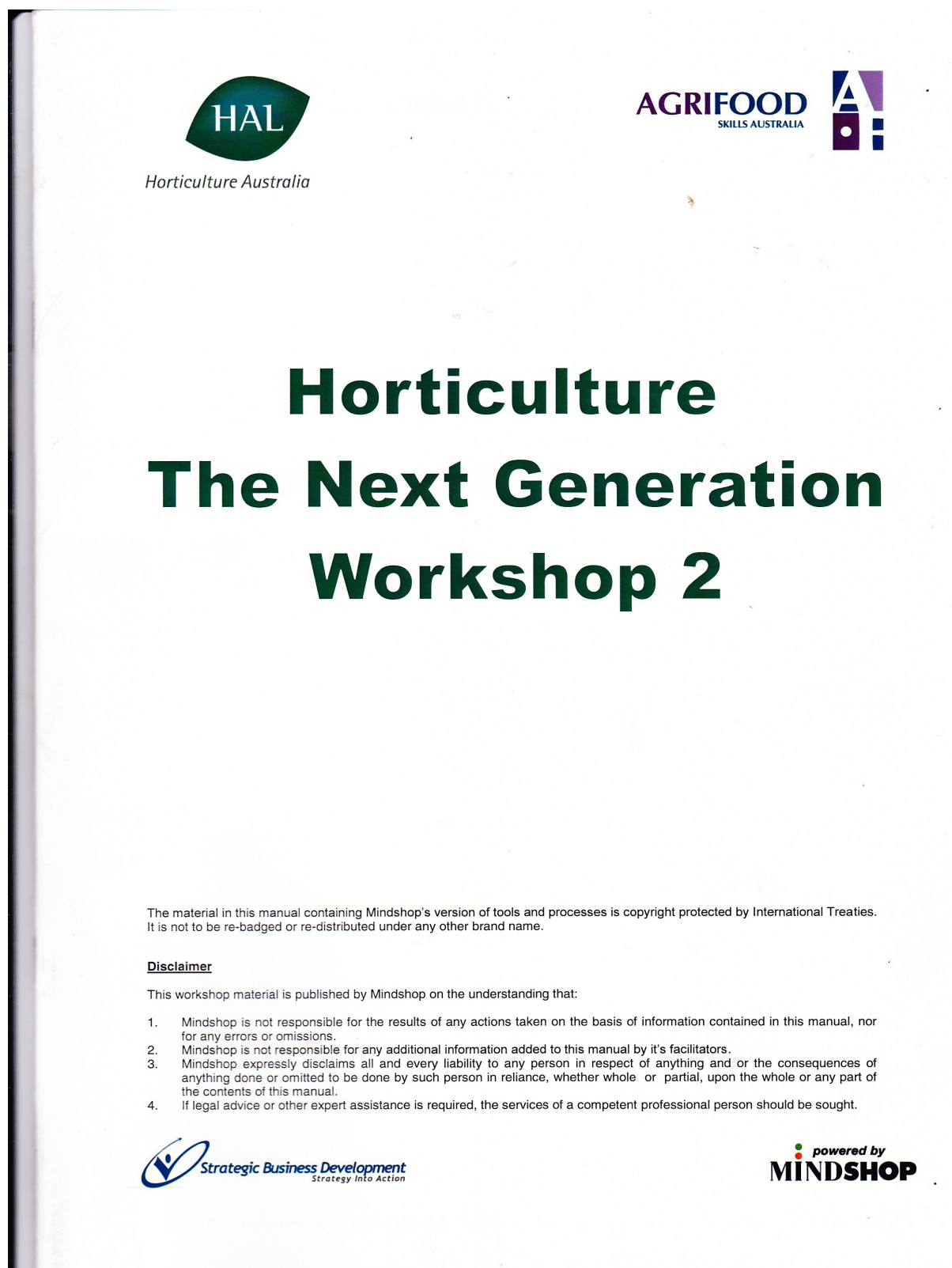
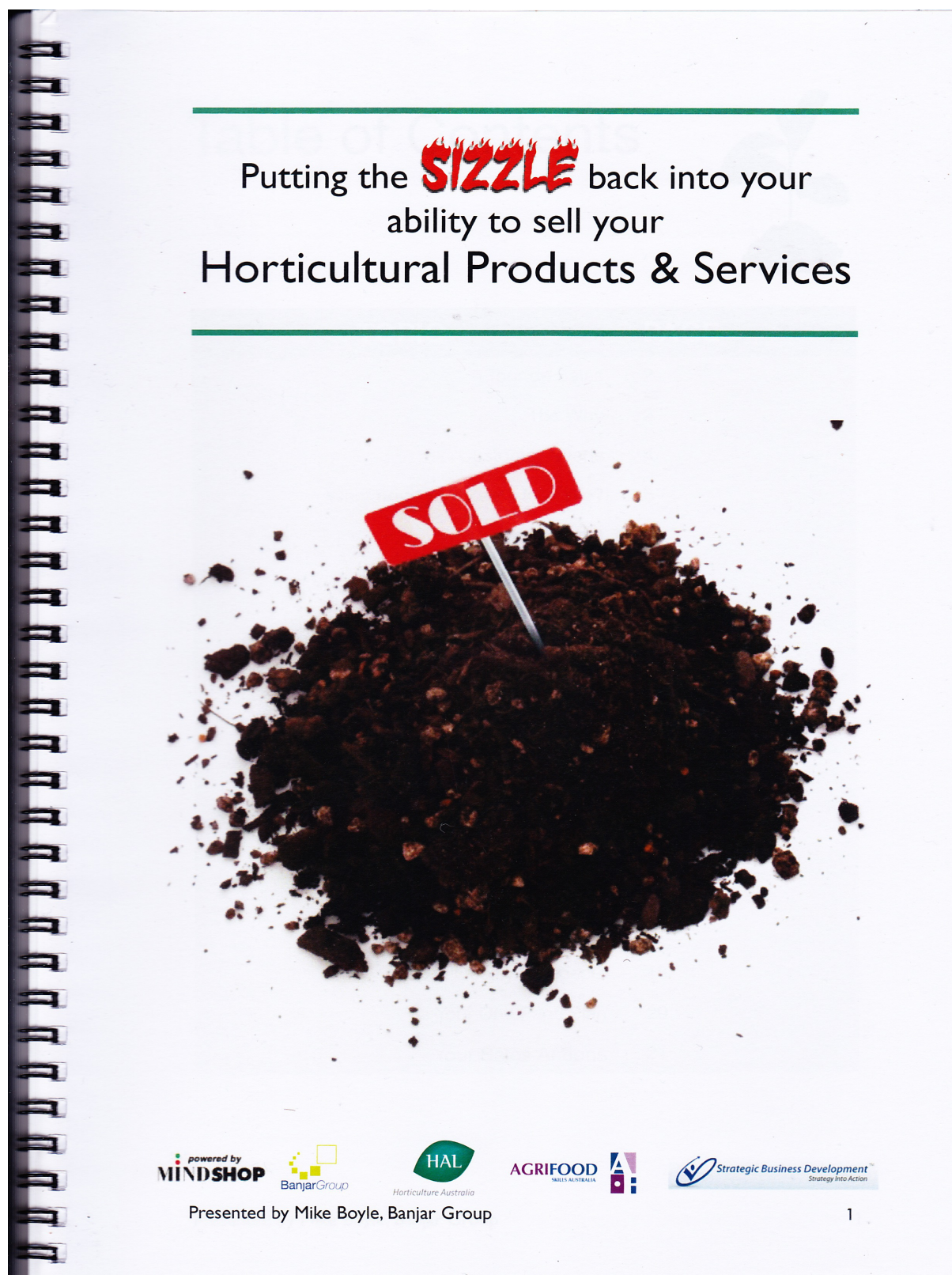


Figure 4: Workbook Table of Contents – Workshop #2

TABLE OF CONTENTS	
Notes from Key Challenges / Opportunities	3
Notes from HAL Update	3
Waste Reduction Process	4
The Seven Wastes	5
Waste Audit	5
Covey's Time Management Matrix	7
Energy Audit	8
Bike of Life	10
The "GRO-DOH" Model	13
6 Step Negotiation Process	14
Belief Behavior Model	18
Zero Moment of Truth	20
Personal Brand	22
Leveraging Your Personal Brand	24
How to Stay 'In The Flow' More Often as a Leader	25
Performance Versus Fit Model	27
Succession Planning	28
Decision Matrix	30
Four Stages of Competence	31
One Page Plan and Peer Mentoring	32
Blank One Page Plan Templates	33
Ideas List	35
Work Area	36

2

Figure 5: Workbook Cover – Banjar Group



On-Line Resource Centre & Training Courses

Access to a range of on-line resources was an integral part of the *Horticulture – Next Generation Program*. Leaders were given unrestricted, 24/7 access to the Mindshop Business Leaders Resource Centre for the duration of the Program.

This on-line resource centre included:

- 9 on-line Training Programs;
- over 150 Business tools – each with video instruction, templates and tools;
- More than 20 Diagnostic programs across a range of business areas;
- a Private Planning Area for confidential communication with their Coach; and
- Access to templates, spreadsheets, documents and presentations on a range of business topics.

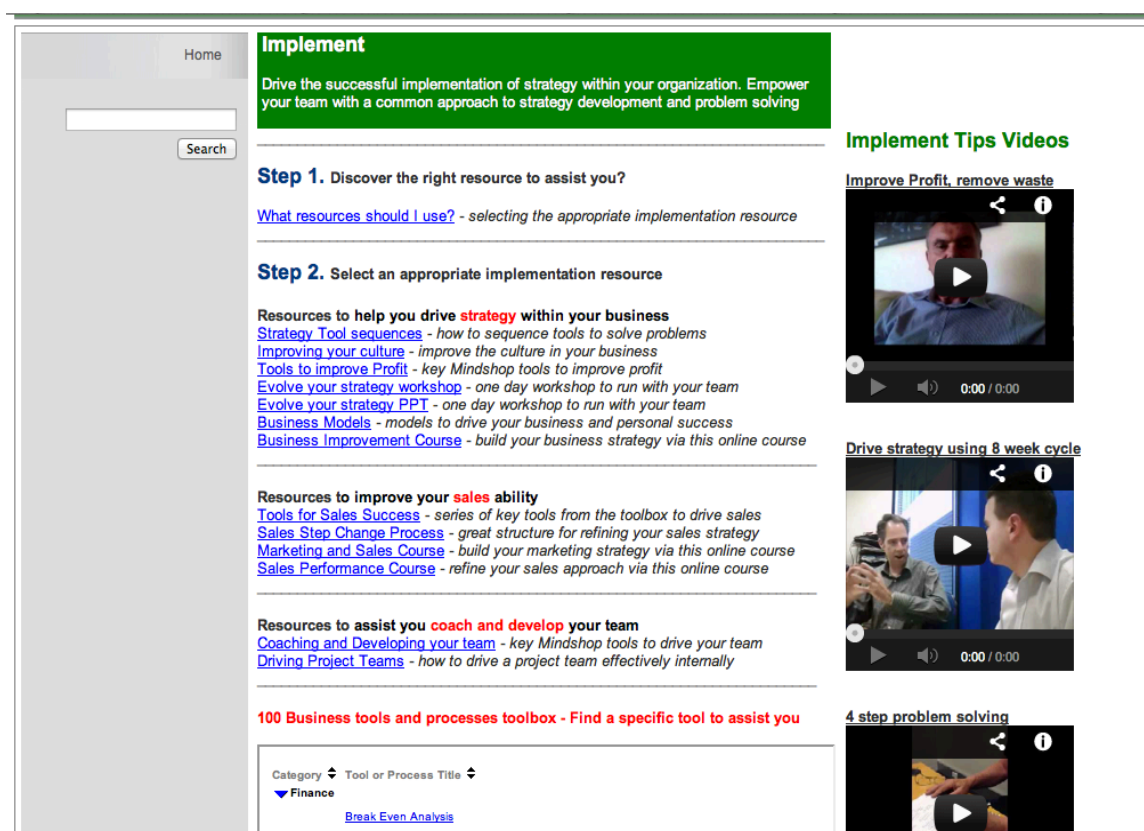


Figure 6: Sample screenshot from the Resource Centre

Leaders were encouraged to make use of the Mindshop Resource Centre and were constantly referred to it with hyperlinks to specific resources. Leaders were also encouraged to complete at least 2 of the on-line training programs as part of their course.

The registration page for the online training programs is shown below to illustrate the courses available to leaders (see Figure 7).








Executive Coaching Support

All leaders were offered access to experienced Executive Coach, Russell Cummings, for the duration of the program. Coaching support was provided in a variety of formats: 1-on-1 meetings, video conferences, telephone calls and regular e-newsletters (an example is shown below in Figure 8).

Figure 7: Online Course Topics

Courses:

The following courses are available for online learning. Click on the course icon for more information.

	
Course Overview	Course Overview
	
Course Overview	Course Overview
	
Course Overview	Course Overview
	
Course Overview	Course Overview
	
Course Overview	Course Overview

You will be automatically enrolled in the David Problem Solving course and access this

Horticulture – The Next Generation

Business & Leadership Training for Leaders in Australian Horticulture

Hi

I'm looking forward to catching up with you again in Melbourne later next week.

However, before you arrive in Melbourne there is some pre-work that we would like you to complete – nothing too arduous.

It's important that you take the time to reflect on your One Page Plan and the Workshop #1 materials as we will be drawing on these tools in Workshop #2. We are also going to be working on your Personal Strengths and I'd like you to have some more objective information that just making it up! More details below.

Travel safely – come prepared – and I'll look forward to a great Workshop. If you have any questions, please email or call.

Regards
Russell

Personal Strengths

We will be looking at your Personal Strengths as part of the Workshop and I'd like you to have some objective information about your "real" strengths. If you have completed a Personality profile (like DISC or Myers-Briggs) recently, then please bring a copy of the Report to the Workshop. Alternatively:

- If you don't have a recent test, then please complete one prior to the Workshop – There are a number of free DISC Analysis Reports that you can get (google "DISC Analysis free"). I did one recently at <http://www.tonyrobbins.com/ue/disc-profile.php>
- I have also recently completed a Strengths Finder Analysis. You can do this by purchasing a copy of the book "Strengths Finder 2.0" by Tom Rath (it comes with a free assessment) or you can pay for a \$10 analysis at <http://www.gallupstrengthscenter.com/Purchase>

Your One Page Plan

We will be asking you to Report back to the Team on your progress on the One Page Plan you developed at the Brisbane Workshop. Bring a copy and be prepared to talk about: Progress? What worked? What didn't?

Review Workshop #1

Take the time to look back through your Workshop manual and reflect on the notes. Take a few minutes to watch any videos (in the Mindshop Resource Centre) on tools that you might want "refreshing" on.

4 Step Problem Solving Routine

Take the time to look back through your Workshop manual and reflect on the notes. Take a few minutes to watch any videos (in the Mindshop Resource Centre) on tools that you might want "refreshing" on.

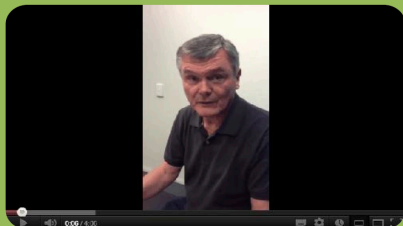


Figure 8: Leader Update newsletter - example

Website

As part of the project, the team created a dedicated website –

<http://www.horticulture-nextgeneration.com.au> - to build a

community around the leadership in horticulture.

The website was also reformatted for improved access on smartphones and tablets to improve usability and access for a wide range of users on multiple devices. This was done in lieu of a dedicated iPhone App which would only be applicable to a narrow band of iPhone users. A rapid adjustment in technology made this change possible between proposal and project delivery.

The website was the core communication channel for the project with the wider horticultural community. The website published regular newsletters and updates on the program and now has 165 people registered to receive the newsletter.

In addition to information about the program, we also published regular blog articles on business and leadership topics, most with supporting videos (hosted on YouTube). The site also includes: recommended reading lists, smartphone apps and videos. Our webinar recordings and registration forms are also hosted here.

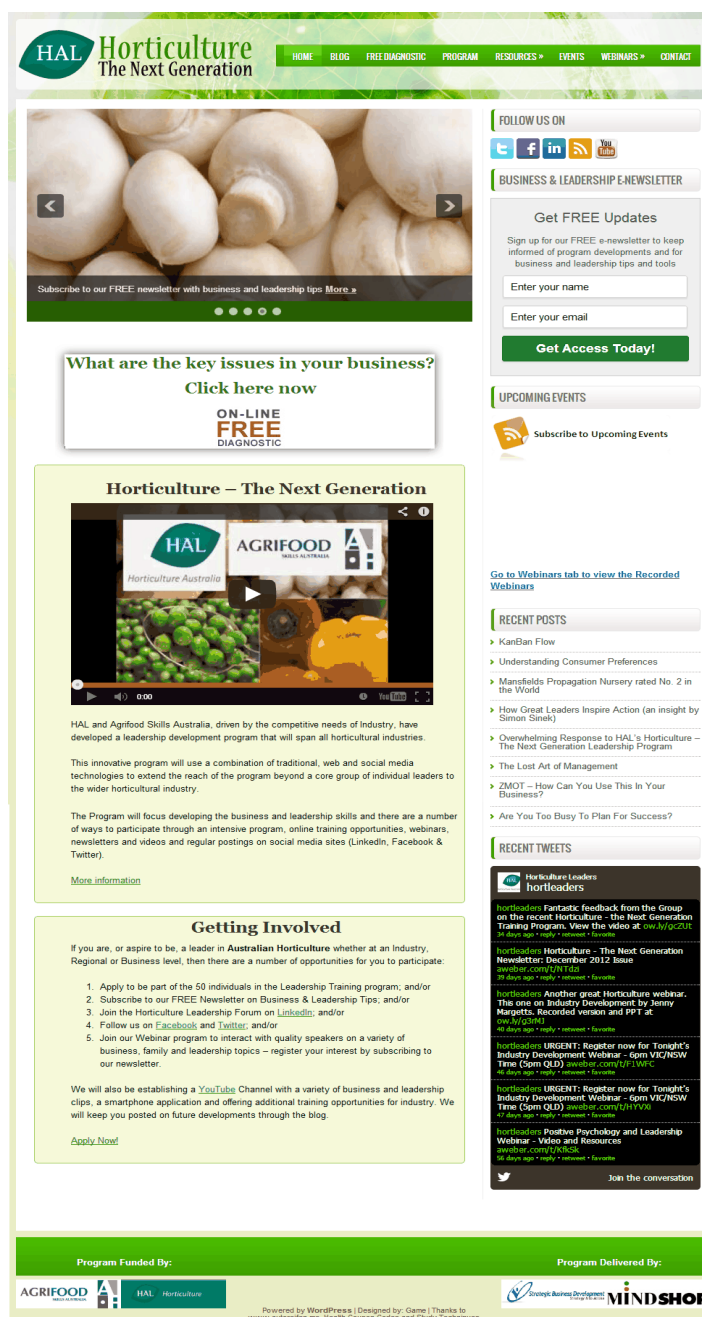


Figure 9: Website Homepage

Industry leaders were also able to register for on-line training programs via the website.

Leaders were able to access a free on-line Business Diagnostic to give them direct feedback on the key issues in their business. This service is available to all of industry via the website.

Even though the project has officially been completed on 31 December 2012, the Project Team will continue to publish blog articles (and newsletters) to maintain momentum to ensure a rapid start-up should the project be funded for an additional session in 2013.

Screenshots of selected webpages are shown below.

Figure 10: Website - example pages

HAL Horticulture
The Next Generation

HOME BLOG FREE DIAGNOSTIC PROGRAM RESOURCES EVENTS WEBINARS CONTACT

Program

HAL and AgriFood Skills Australia, driven by the competitive needs of Industry, have developed a leadership development program that will span all horticultural industries.

This innovative program will use a combination of traditional, web and social media technologies to extend the reach of the program beyond a core group of individual leaders to the wider horticultural industry.

The Program will focus developing the business and leadership skills and there are a number of ways to participate through an intensive program, online training opportunities, webinars, newsletters and videos and regular postings on social media sites (LinkedIn, Facebook & Twitter).

This program will provide current and emerging leaders in the Horticulture industry with the quality training, business tools and experienced support required to achieve their individual, business and industry growth objectives.

Successful applicants for the intensive program will receive:

- 4 full days of face-to-face leadership and business development training;
- Networking and Best Practice sharing opportunities with fellow industry leaders;
- Access to a wealth of web based support tools, webinars and training programs; &
- Experienced One-to-One coaching support.

(Note: training, access to business tools and support are fully covered, however travel and accommodation costs will not be covered)

The face-to-face training will be broken into 2 x 2 day blocks held in late 2012 in Queensland and Victoria. Successful participants will be broken into groups with a maximum of 25 participants to allow for more networking opportunities and specific topics to be discussed.

The dates and venues for these programs are listed below:

Current Leaders

1st workshop – Brisbane, Stamford Plaza Hotel: 7th and 8th September 2012
2nd workshop – Melbourne, Como Hotel: 18th and 19th November 2012

Emerging Leaders

1st workshop – Brisbane, Stamford Plaza Hotel: 9th and 10th September 2012
2nd workshop – Melbourne, Como Hotel: 16th and 17th November 2012

To apply, applicants will be required to submit an application via the link below no later than 5:00pm 13th July 2012:

<http://www.surveymonkey.com/s/HorticultureLeadership>

Other elements of the Program

In addition to the Intensive program, horticulture leaders will be able to participate in:

- On-line training programs
- Webinars on topics of interest to the industry
- Blog articles and information on this website
- A smartphone app
- Social media based discussions forums on LinkedIn, Twitter and Facebook
- A regular e-newsletter on tips and tools for business and leadership.

Watch this website for more details.

This program has been funded by HAL using the across industry levy, voluntary contributions from AgriFood Skills and matched funds from the Australian Government.

This is a very unique opportunity to build the next generation of leadership across the Horticulture industry so your support would be greatly appreciated.

Program Funded By: AGRIFOOD, HAL Horticulture

Program Delivered By: MINDSHOP

Powered by WordPress | Designed by: Game1 | Thanks to: www.autorefin.me, Health Coupon Codes and Study Techniques

HAL Horticulture
The Next Generation

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FOLLOW US ON

BUSINESS & LEADERSHIP E-NEWSLETTER

Get FREE Updates

Sign up for our FREE e-newsletter to keep informed of program developments and for business and leadership tips and tools

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- The Lost Art of Management
- ZMOT – How Can You Use This In Your Business?
- Are You Too Busy To Plan For Success?

RECENT TWEETS

hortleaders

fantastic feedback from the group on the recent horticulture – the next generation training program. View the video at ow.ly/gc2U 34 days ago • reply • retweet • favorite

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hortleaders Positive Psychology and Leadership Webinar - Video and Resources awebster.com/4XSS6 56 days ago • reply • retweet • favorite

Join the conversation

Apps

The Best Business Application News & Reviews

Decision Matrix

The Decision Matrix app is a powerful tool that helps and simplifies the way users make important decisions. This app is based on a process that has been proven effective by business people and business leaders. In fact, it is considered one of the most powerful tools in MindShop's business advisers and consultants.

Force Field Analysis

Force field analysis is a quick, simple, effective and very powerful problem solving tool for business and personal use. Most of us don't have a clear process for solving problems. Our results are usually unfocused, poorly constructed and do not provide a comprehensive solution. However, we don't want a process that is restrictive and stifles our creativity – we want something that is quick, simple, effective and powerful.

Competitor Analysis

Who are your main competitors? How does your business rate against them? The majority of businesses do not take the time to effectively analyze themselves against their competitors. Usually, owners and managers will focus on the one area that they feel they have an advantage (eg. price, service, product features, range, reputation, etc) but this is rarely the whole story.

PocketCloud

The PocketCloud Remote Cloud app by Wyre Technology Inc. provides a fast and secure way to remotely connect to your Mac or Windows desktop using your iOS devices – iPhone, iPad or iPod Touch.

With PocketCloud, users can easily access files, pictures, MS Office applications like Word or Outlook, Photoshop, games and all other programs installed on their desktops. It. Aside from its ease of use, the app's simple interface makes it easy to install and configure it is more efficient app.

Tript

Have all your essential trip details in one place with Tript FREE – an easy to use travel organizer app.

Tript Travel Organizer – FREE allows users to have their trip details organized in one app. This easy to use app can either be used by creating a new account or logging in with existing Google and Google Apps accounts. Once logged in, Tript will immediately notify users of upcoming trips (when available).

Pulse News for iPhone

Can't get enough of news stories? Make your news-reading fun and engaging with Pulse News for iPhone, an innovative app that is one of only 50 apps featured in the Apple App Store Hall of Fame.

Pulse News for iPhone lets you customize your news sources and arrange them into a mosaic that's colorful, interactive and easy to manage.

Evernote

Evernote for the iPhone, iPod Touch and iPad helps you remember anything and everything that happens in your life. Save your notes, ideas, snapshots and recordings to Evernote and instantly sync from your iPhone to your Mac or Windows desktop. This version of Evernote works best when used together with the free downloadable versions for Mac and Windows.

XE Currency

If you're travelling all around the world for business, this currency conversion tool is a handy and must have app on your iPhone, iPad or iPod touch.

The XE Currency app as its name implies is a handy and easy-to-use currency conversion tool that can easily provide users with up-to-date foreign exchange rates for every world currency and precious metals. This useful tool can simultaneously monitor up to 10 currencies and users can easily edit their currency list by adding the currencies that are applicable to their business and deleting those that aren't.

Personality Types

For anyone who has to manage people, this is a useful tool as it allows you to determine your personality profile and compare it with others in your team to assess how you can work more easily with each other.

Personality Types allows you to assess your personality profile (using the highly acclaimed Myers-Briggs profiling tool) and to compare your profile with others in the team. The comparison then provides you with a lot of information on how to get the best out of your interactions with each other in areas like communication, problem solving, interest and attention, etc. This is extremely valuable information.

Flowers by Phone

While not strictly a business app, for many of us in business this app will be indispensable.

It is an innovative app put together by Australian based florists – Flower Box Florists – that allows you to order and pay for your flowers and other items (chocolates, stuffed animals, balloons, etc) and have them delivered anywhere across Australia (and possibly throughout in the world through florists and affiliates).

Program Funded By: AGRIFOOD, HAL Horticulture

Program Delivered By: MINDSHOP

Powered by WordPress | Designed by: Game1 | Thanks to: www.autorefin.me, Health Coupon Codes and Study Techniques

AH11039 – Across Horticulture Leadership Training (Dec 2012)

Horticulture Australia Limited

Social Media

In addition to the website, the Project Team established “sites” on a number of social media platforms including: LinkedIn, Facebook, Twitter and YouTube.

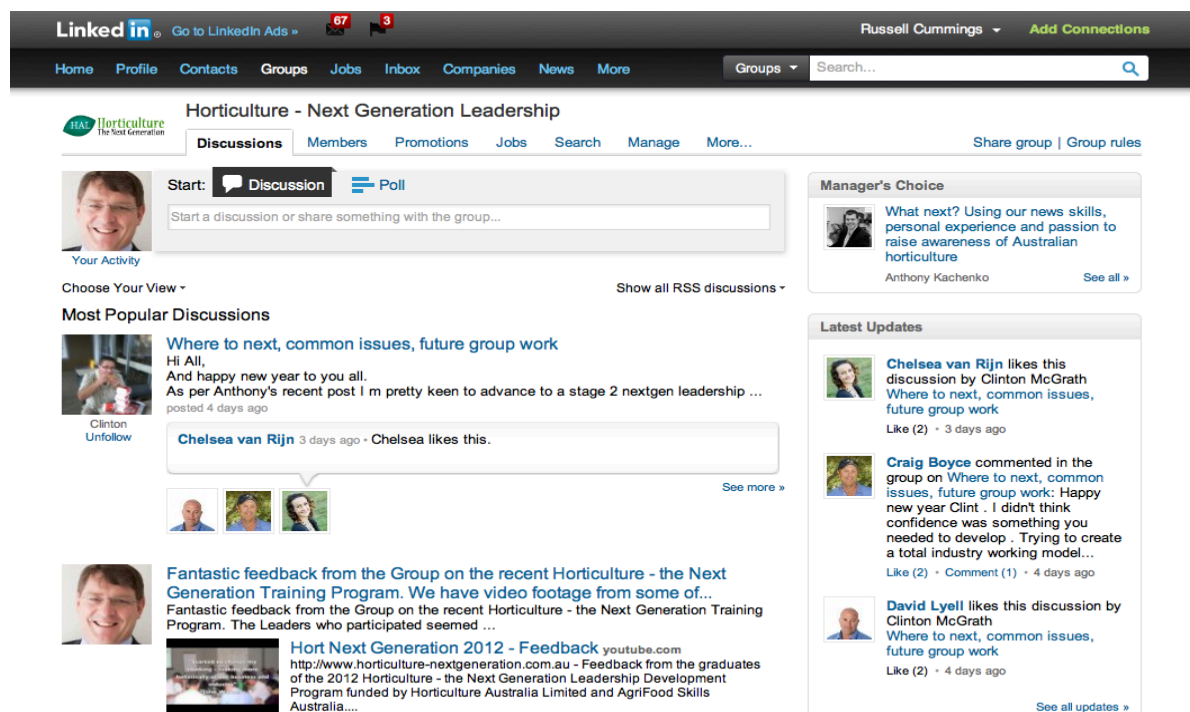


Figure 11: Screenshot from the LinkedIn Discussion Group

LinkedIn (www.linkedin.com) is primarily a Business-2-Business social media site and is the predominant site in Australia with a large proportion of the business community engaged.

The Project Team established a dedicated Discussion Forum for Horticulture leaders to facilitate improved discussion at an industry level called: “*Horticulture – Next Generation Leadership*”

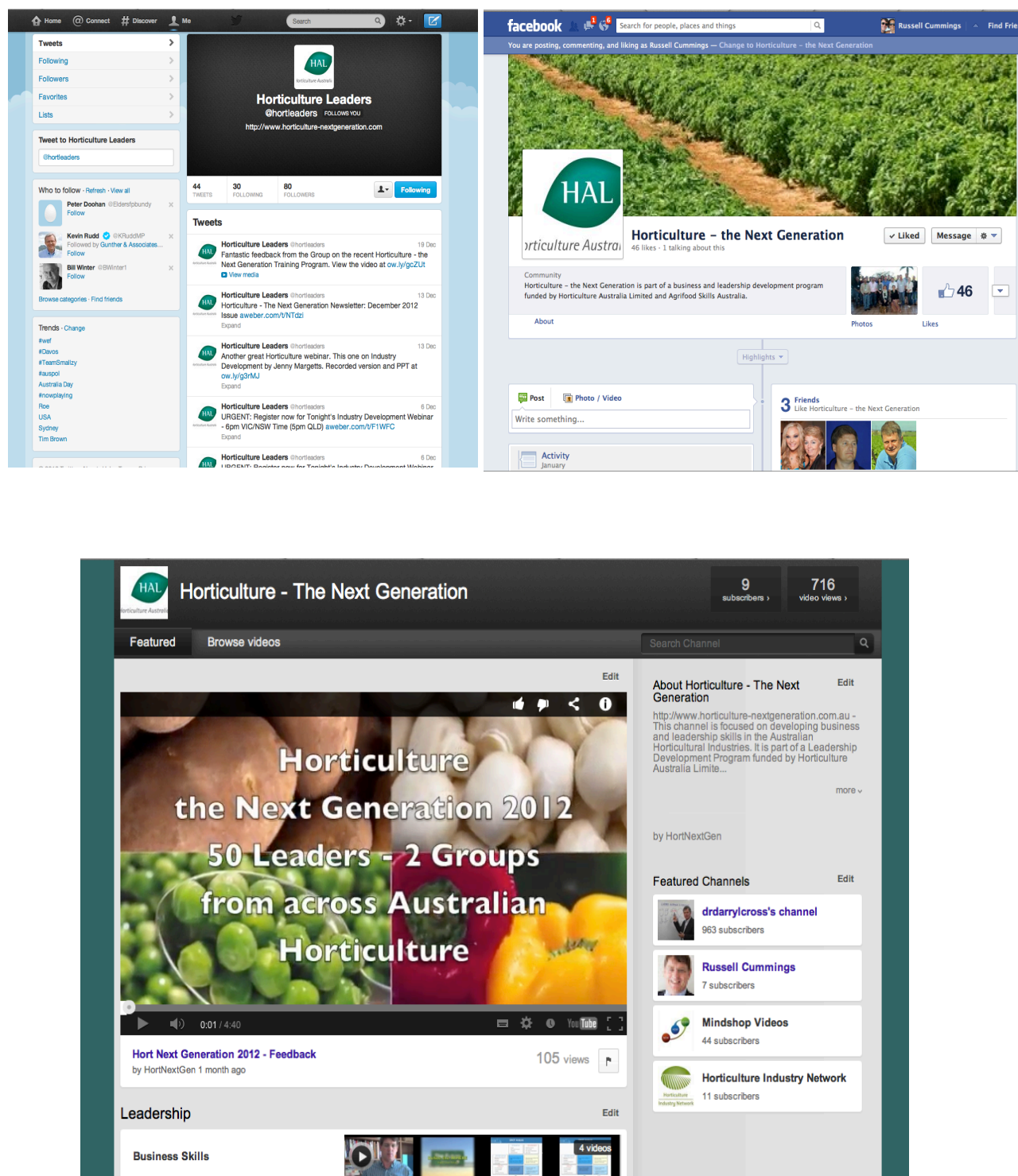
Facebook (<http://www.facebook.com/HorticultureNextGeneration>) is largely a Business-2-Consumer social platform and a page was established for the project to communicate with members of the horticulture industry who see this as their primary social media platform.

Twitter (<http://www.twitter.com/hortleaders>) is a short blogging platform where posts are limited to 140 characters in length. It was used as a secondary distribution channel for project information and news.

YouTube is a video format social media platform (and the second largest search engine). Where possible, the Project Team supported blog articles and information with video to improve access. All webinar recordings were also stored on YouTube. The Project Team established a dedicated YouTube Channel – “*Horticulture – the Next Generation*” at <http://www.youtube.com/user/HortNextGen?feature=mhee>

Screenshots of Twitter, Facebook and Youtube pages for the project are shown below.

Figure 12: Screenshots from Twitter, Facebook and YouTube Pages



Webinars

Webinars are seminars delivered over the internet. They usually involve a slide presentation to provide the audience visual cues and a live presenter providing audio. Participants log-on using specialized (web-based) software and are able to see and listen to the presentation and interact with the presenter and other webinar participants.

The advantages of webinars are:

- Presentations are not location dependent and are very cost effective;
- Participants need only internet access via a computer (with sound), tablet or smartphone.
- Webinars can be recorded and stored online for future review.

As part of the Program, the project Team completed 6 webinars:

- 2 x *Recap Webinars* for Workshop Participants delivered by Russell Cummings
- *Improving Personal Productivity* delivered by Russell Cummings
- *Social Media and Business* delivered by Fergal Coleman
- *Positive Psychology: How do you use this in business?* by Dr Darryl Cross
- *Industry Development: What is it and how can it benefit you?* delivered by Jenny Margetts

All webinars were recorded and hosted on the project's YouTube Channel with direct links from the Webinar page on the Website. Webinar links were also promoted via the e-newsletter. You can find webinars at: <http://horticulture-nextgeneration.com.au/webinars/>

Industry on-line Training Courses

As part of the program, Mindshop offered free access to online training resources for an additional 100 industry leaders (in addition to the 50 engaged in workshops). These resources were offered as a “value add” to the project at no additional cost to HAL.

The training offer was promoted to industry via the project website, e-newsletters and fliers distributed to industry CEOs and IDOs.

Additionally, online training was also made available to Industry Development Officers across horticulture.

Program Evaluation

Feedback on the Program

50 leaders were invited to participate in the program. 48 leaders completed the program with 1 person unable to continue with the program due to changes in work circumstances. The second person withdrew from the program after the first day of Workshop #1 citing that the program would not meet his specific needs. Due to the timing of withdrawals, it was not possible to involve additional leaders to fill these places.

When asked for feedback on the program, overall, participants were very pleased with the course and support provided.

In developing the program the Steering Committee agreed that there would be many different "journeys" for course participants with some people focusing on either personal, business, industry growth or a combination of all three.

When surveyed, participants were requested to score various elements using a -5 to +5 scale to improve objectivity - this converts to a 0 to 10 scale where, for example, a score of +3 equates to a score of 8/10 or – 3 equates to 2/10.

When surveyed at the end of Workshop #2, 50% of leaders rated the program 10/10 in terms of personal impact. In fact, 85% of leaders rated the program 9/10 or better. This is an excellent result.

Please rate the following elements using a -5 to 5 scale, where -5 = Poor, 0 = Average, 5 = Excellent

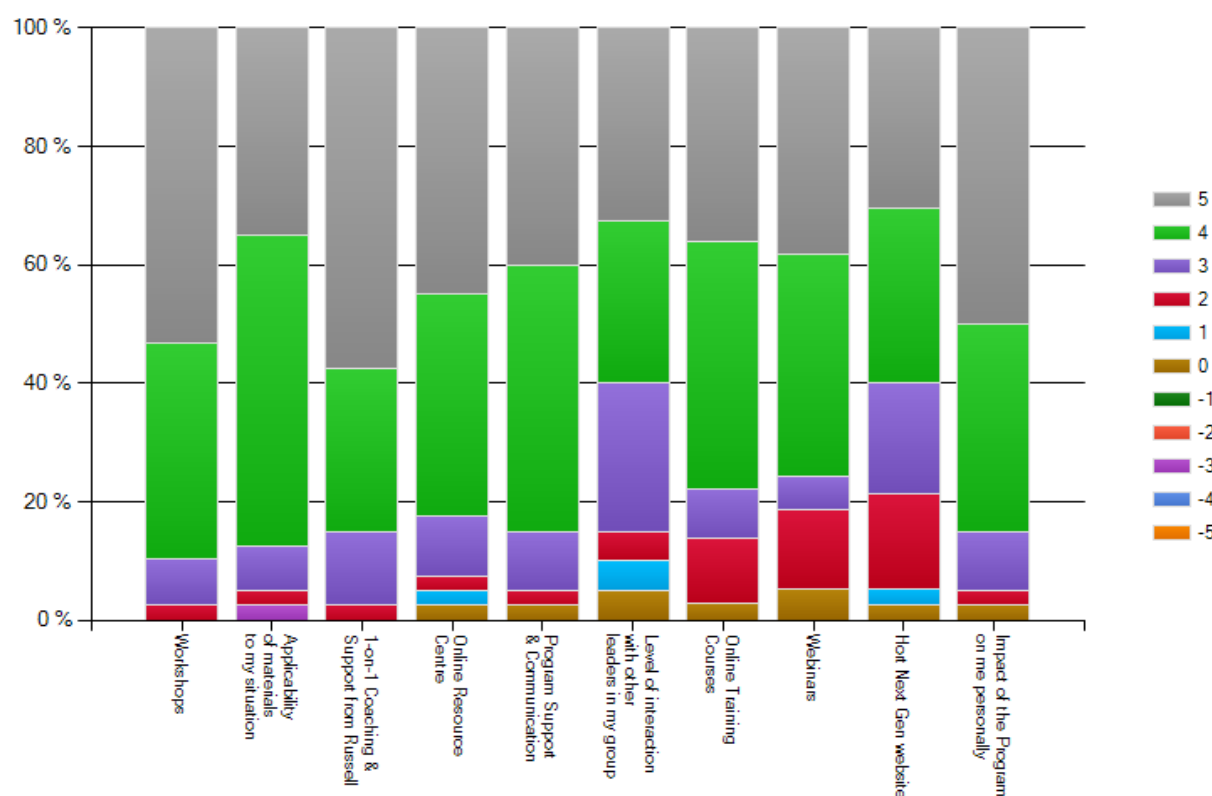


Figure 13: Overall satisfaction ratings for the Program

AH11039 – Across Horticulture Leadership Training (Dec 2012)

This strong trend continued when surveyed about the programs, impact on their business and industry with 82.5% of leaders rating the program 8/10 or better for business and industry impacts.

Similar trends continued when surveyed about individual program elements including: workshops, applicability of the program to my situation, 1-on-1 coaching support, the on-line Mindshop Resource Centre and overall support throughout the Program. In all cases, more than 95% of respondents rated the Program at 8/10 or better.

Results for other areas were still strong with more than 80% of respondents rating the program at 8/10 or better in all cases. These other areas included on-line training, webinars and the website. These results are still very strong especially as these elements reflect elements with less personal interaction and more web-based interactions.

Interestingly, 80% of leaders rated the level of interaction with other leaders at 8/10 or higher despite 2 intensive workshops where leaders were actively mixed to discuss plans and solutions with other participants that they hadn't already engaged with.

When looking at the individual responses, it's worth noting that the majority of leaders who rated this element lower than 8/10 were the leaders who chose not to engage in the voluntary social activities and had limited interactions with others during meal breaks. This is often a reflection of their personality profiles (not their leadership capabilities) in that they prefer times of solitude.

Overall, leaders rated the project and it's impact on their business, personal and industry very highly with high proportions rating the program 8 out of 10 or better in all categories.

When asked for feedback on how the program has impacted on their personal, business and industry, the top 5 answers were:

1. Improved focus on the future/direction/strategy
2. Better toolkit
3. Better planning
4. More time and productivity
5. More confidence/motivation/energy

Some comments that highlight the overall impact of the program on leaders are:

"It's given me the tools and motivation to implement a lot of new ideas into my business."

"A change of mindset and thinking..."

"So many ideas – Motivating..."

"Improved focus and structure..."

"...toolkit is well stocked..."

"It has given me new energy which I have been able to communicate to a number of my staff..."

"Giving me the tools to develop in a professional sense, also helped to give me confidence within the industry body."

Net Promoter Scores

The Net Promoter Score, or NPS®, is based on the fundamental perspective that every organisation's customers can be divided into three categories: Promoters, Passives, and Detractors.

By asking one simple question — *“How likely is it that you would recommend the Program to a friend or colleague?”* — you can track these groups and get a clear measure of the Program's performance through your customers' eyes.

Customers respond on a 0-to-10 point rating scale and are categorized as follows:

Promoters (score 9-10) are loyal enthusiasts who will keep buying and refer others, fueling growth.

Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.

Detractors (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth.

To calculate your NPS, take the percentage of customers who are Promoters and subtract the percentage who are Detractors.

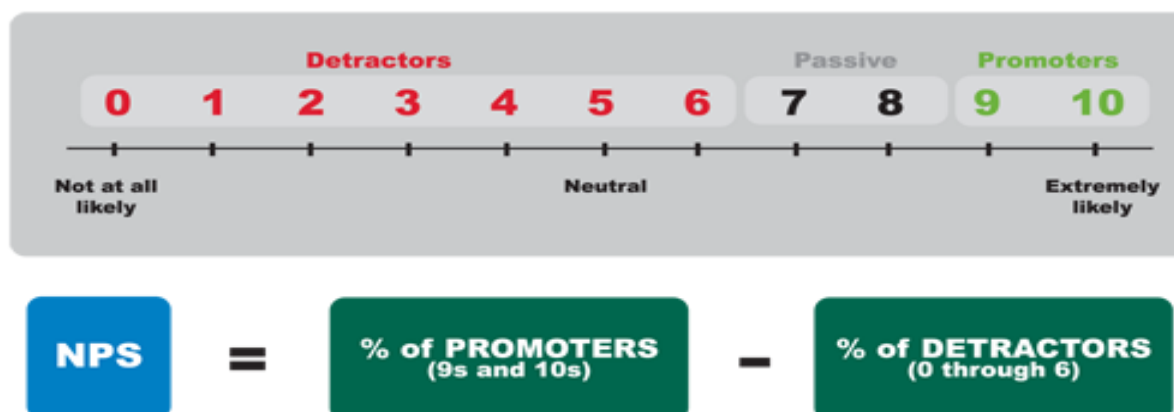


Figure 14: Calculating your Net Promoter Score (NPS)

The NPS Score for the program after Workshop #2 was 85%, which is an excellent result and is a large improvement on the great score (71%) for Workshop #1.

In evaluating these scores, **any score over 50 is usually regarded as “exceptional”** so a score of 85% indicates a very high level of satisfaction with the Workshops.

This is reflected in the high levels of positive feedback in other areas of the program. A video summarising the feedback from workshop participants is at <http://youtu.be/-SuRe0TWyIw>.

Industry leader, Nicky Mann, published an article highlighting the impact of the program on her business. It was published in Australian Flower Industry Magazine – December 2012. A copy of the article is presented in Appendix B.

Evaluation - Workshop #1 - September 2012

In September 2012, the Project Team delivered a 2-day workshop to leadership participants in Brisbane at the Stamford Hotel.

Workshop participants from both groups were requested to rate their feedback on a range of elements using a -5 to +5 scale (where -5 is poor and +5 is excellent). The results are shown in Figure 1, below.

Overall Satisfaction with the workshop was very high with 84% of participants rating the program +4 or +5 (equivalent to 9 or 10 out of 10). The lowest rating was +2 (or 7/10). This is an excellent result.

Presenter Feedback was similarly very strong with 100% of participants rating knowledge of the subject matter 9/10 (+4) or better and 97% rating Presentation Skills at 9/10 (+4) or better.

Workshop materials were well received with 100% of participants rating the materials +3 or better (equivalent to 8 out of 10).

Applicability to my situation rated strongly 91% rating them 8/10 (+3) or higher and no one rating them below average.

Level of interaction with other leaders indicated that 97% of leaders rated this score 7/10 (+2) or higher, so interaction was high.

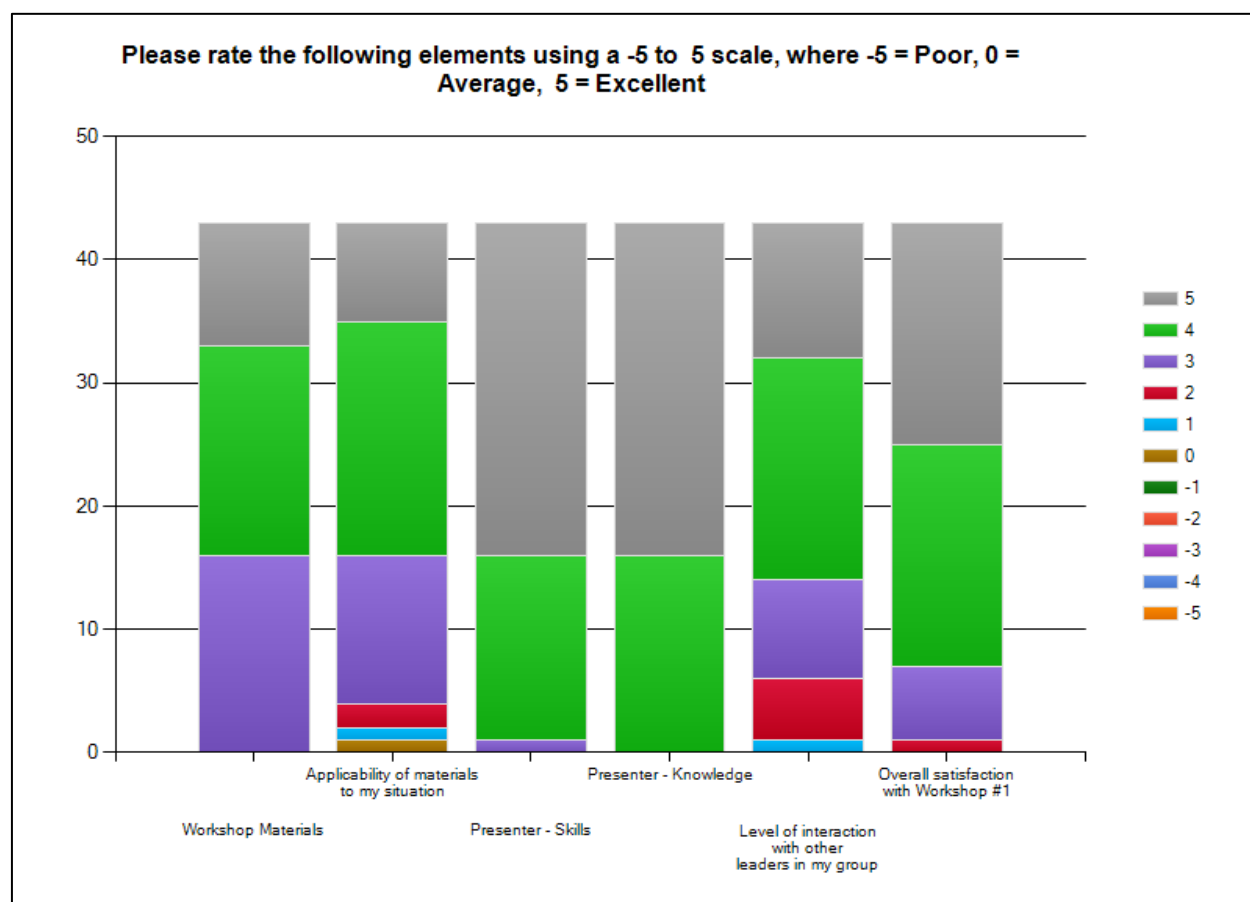


Figure 15: Overall satisfaction with Workshop #1 elements
AH11039 – Across Horticulture Leadership Training (Dec 2012)

Most Useful Elements of Workshop #1

Participants were asked to highlight the “most useful” elements of the workshop for them.

The Top 5 comments were related to:

- Time management
- Problem Solving Routine
- One Page Planning process
- Golden Circle Model – WHY?
- Mindmapping

This was really pleasing as the purpose of this “foundational workshop” was to provide the group with some key tools for planning and problem solving and these elements have rated highly.

A number of people also commented that “networking with other leaders” was a really important component as well.

Least Useful Elements of Workshop #1

When asked to highlight the area of the Workshop that was “least useful” to them it was pleasing to see that 12 of the 33 respondents to this question stated that “it was all useful” or similar.

In terms of Workshop elements, 5 of the respondents thought that the “Project Teams” session was least useful mainly because they were from smaller businesses where this is not directly applicable.

During the course, we discussed that some of the tools and concepts may not be readily applicable in their current businesses and organisations, however, our intention is to provide them with a long term “tool kit” that they can apply at a later stage in their careers.

Suggested changes to the Workshop

Feedback on suggested workshop changes was varied with no major changes highlighted. Workshop pace will always be an issue as it is very difficult to move at a pace that suits all participants.

Based on feedback minor changes to the workshop and registration processes will be made.

Workshop #1 did cover a lot of material in a short period of time but this was done with full knowledge that leaders would be completing on-line training programs that would reinforce the Workshop. Also, nearly all tools and processes covered in the Workshop have matching online videos and resources for review and implementation.

A Recap Webinar was delivered for interested participants to address any questions that they may have. These were delivered on 27th and 28th September.

Additional Feedback on Workshop #1

Additional comments were all very positive providing a lot of support for the Workshop that highlighted the great experience, tools and experience.

A couple of comments that highlight the general sentiment are:

“good structure, good food, good group, great presentation”

“A really good course with mind opening topics. It forces you to focus on WHY we do what we do. Really enjoyed Russell’s training”

“thoroughly enjoyed the course. Looking forward to Part 2.”

“A very well balanced course. Why has it taken so long to have something like this? Excellent. One of the best things HAL has done.”

Evaluation - Workshop #2 - November 2012

In November 2012, the Project Team delivered a 2-day training program to all leaders (split into two groups) in Melbourne. 42 people participated in the workshops due to a combination of illness, changing personal and business circumstances.

The workshops were delivered across 16th to 19th November at the Como Hotel, South Yarra, Melbourne and were based on a Training Needs Analysis and phone interviews with the majority of participants.

In addition to course leader, Russell Cummings, this workshop also saw presentations from Ray Johnson (HAL), James Atkins (Vantage Marketing) and Mike Boyle (Banjar Group).

Leaders were provided with a comprehensive workbook, resource materials and copies of PowerPoint presentations from the workshop.

Plans developed by the leaders were photographed and loaded into the on-line Resource Area for discussion during future coaching sessions. This improves implementation as they have a 2nd Party holding them accountable.

A short field trip to member businesses was also organized on Tuesday 20th November by the Current Leaders Group. Seven of the Current Leaders and Russell Cummings took part in the field trip.



Post-workshop
Field Day
participants –
Melbourne – Nov
2012

Overall Satisfaction with Workshop #2

Workshop participants from both groups were requested to rate their feedback on a range of elements using a -5 to +5 scale (where -5 is Poor and +5 is excellent) - this is equivalent to a 0 to 10 scale. The results are shown in Figure 16 below.

Overall Satisfaction with the Workshop was very high with 95% of participants rating the program +4 or +5 (equivalent to 9 or 10 out of 10) with an additional 5% rating it 8 out of 10 (+3 score). This means that 100% of the participants rated the workshop at better than 8 out of 10. This is an excellent result and is an improvement on the first workshop – although this is to be expected as Workshop #2 builds on the materials from Workshop #1.

Presenter Feedback on Russell Cummings was similarly very strong with 97.5% of participants rating knowledge of the subject matter +4 (9/10) or better and 95% rating his presentation skills at 9/10 (+4) or better.

Presenter Feedback on Mike Boyle was similarly very strong with 97.5% of participants rating knowledge of the subject matter 9/10 (+4) or better and 97.5% rating his presentation skills at 9/10 (+4) or better.

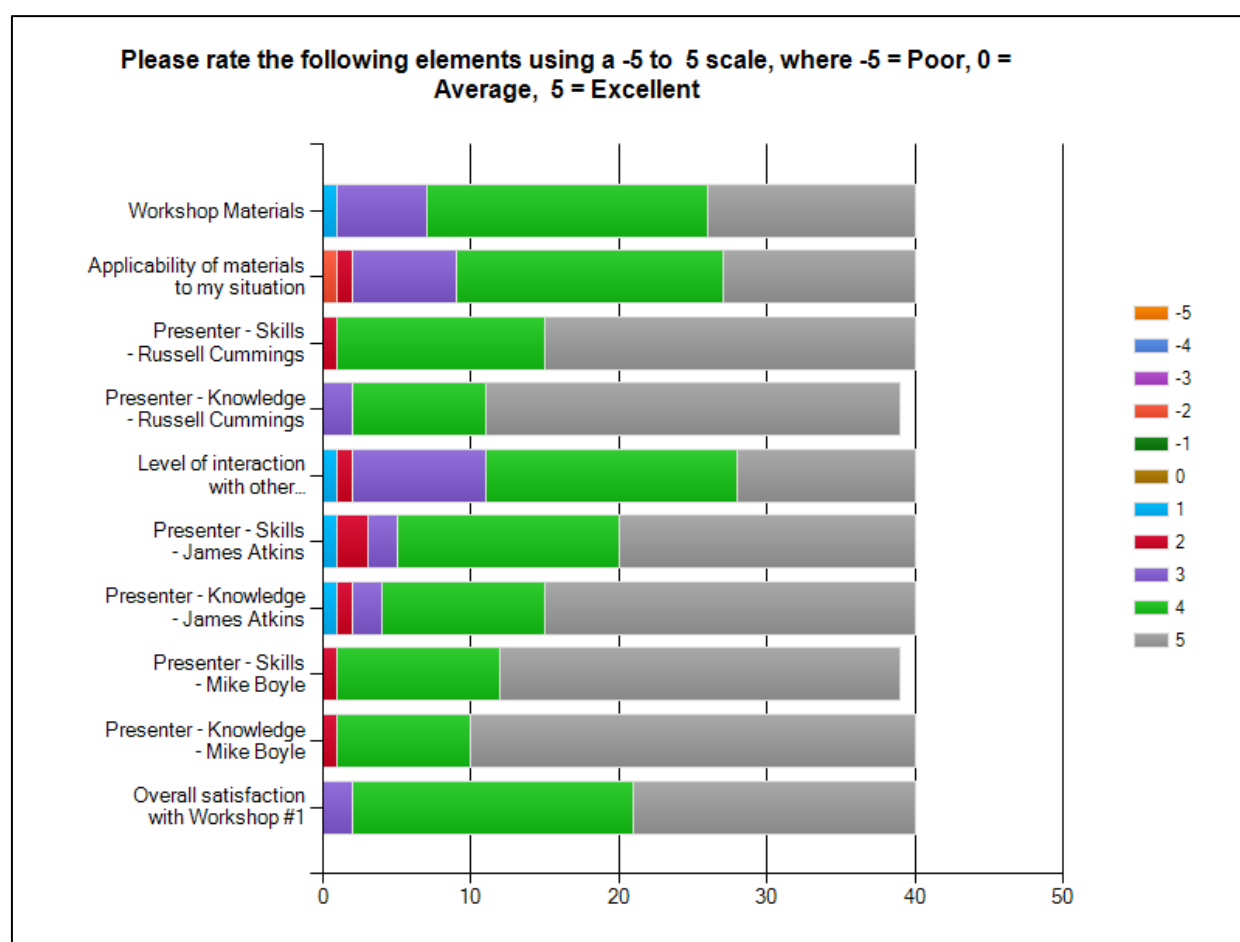


Figure 16: Overall satisfaction - Workshop #2

Presenter Feedback on James Atkins was similarly very strong with 95% of participants rating knowledge of the subject matter 8/10 (+3) or better and 92.5% rating his presentation skills at 9/10 (+4) or better.

Workshop materials were well received with 97.5% of participants rating the materials +3 or better (equivalent to 8 out of 10).

Applicability to my situation rated strongly 95% rating them 8/10 (+3) or higher. One “Outlier” scored the applicability low at -2 (3/10) while scoring overall satisfaction with workshop high at +3 (8/10).

Level of interaction with other leaders indicated that 95% of leaders rated this score +3 or higher, so interaction was high.

Overall, the level of satisfaction with the workshops was very high and this is reflected in feedback across all areas of the program.

Most Useful Elements of Workshop #2

Participants were asked to highlight the “most useful” elements of the workshop for them. The Top 5 comments were related to:

- Sales tools and sales strategy
- Defining your “target market” – “Zebras”
- Developing a Marketing Strategy – Sweet-spot Model
- Managing people – tools
- Planning – One Page Plans

Workshop #2 was developed as a more “technical” workshop with a focus on specific areas of business and organizational management, whereas Workshop #1 was regarded as a “foundational workshop” that gave them the building blocks. It is pleasing to see that the key areas are from those targeted technical areas.

The talk by Ray Johnson from HAL about industry leadership and productivity touched a chord with many participants that led to a discussion on the future of industry and how this group can contribute. Participants have agreed to form a voluntary group that aims to progress industry issues beyond the initial program. The LinkedIn Discussion Forum will be used as a communication conduit for this group.

Least Useful Elements of Workshop #2

When asked to highlight the area of the Workshop that was “least useful” to them, 27 people commented and the following areas had the most responses:

- Sales training – 4 responses - usually because other people are responsible for their sales;
- Negotiations skills – 3 responses - covered too quickly or not relevant to their personal situation;
- Workforce succession planning – 2 responses – small team so not relevant now
- Life balance – 2 responses - thought this has had been covered before
- Waste – 2 responses - not seen as relevant

During the course, we discussed that some of the tools and concepts may not be readily applicable in their current businesses and organisations, however, our intention is to provide them with a long term “tool kit” that they can apply at a later stage in their careers. Many participants indicated that the tool was useful, just not at present in their current role.

4 people made specific comment that all elements were valuable.

Suggested changes to Workshop #2

Feedback on suggested workshop changes was varied with no major changes highlighted by multiple people – only 25 people chose to comment and 6 of them said “No changes” – so more than 60% of leaders did not suggest any changes.

Of the remaining feedback, there were only 2 items that had more than one comment:

- **Timing of the program** – better to have the program run over winter than spring as this is the busiest time of year.
- **More depth on some topics** (eg. Sales) or an extra day to allow greater focus.

The Project Team also conducted a Recap Webinar for interested participants to address any questions that they may have. This was delivered on 3rd December. It was also recorded and made available on the website.

Additional Feedback

Additional comments were all very positive providing a lot of support for the workshop that highlighted the great experience, tools and presenters.

A couple of comments that highlight the general sentiment are:

“I think the format of the workshop was excellent! Loved it! The content is great and very relevant – well done!” - Nicky Mann – Roses2Go

“Everything was relevant” – Andrew Plunkett – Plunkett Orchards

“Excellent presenters” – Luciano Cester – Flavour Makers

“A myriad of simple tools that all point in the same direction – personal and professional success.” – Oliver Ward - Hop Products Australia

Resource Centre and On-line Training

As discussed above, leaders in the workshop program were given access to a comprehensive online resource centre to supplement workshop training, newsletters and executive coaching.

The Mindshop Resource Centre was patronised by the majority of the 48 program attendees. 9 Leaders (19%) failed to register a “hit” on the resource centre during the program.

Of the 39 leaders who accessed the resource centre, total hits over the 22 week access period totalled 28,267 hits – averaging 725 hits per leader or 1285 hits per week.

Leaders had access to 9 on-line training courses and completed 24 courses in total as part of the program. Of the 18 leaders that completed courses - 6 leaders completed 2 courses. An additional 15 leaders commenced courses but failed to complete them - some with only a minor module to go for completion.

In addition, 61 Industry Leaders and 21 IDOs participated in the online training programs. With only 12 people completing courses, completion rates were low and many participants complained of “lack of time” to “complete at this time of year”.

As each online training course takes about 16 hours of elapsed time to complete (2 work days) and the leaders in this program are all very busy in their day-to-day activities, it is not surprising that completion rates are low.

A number of people requested extensions of the timeframes for completion of on-line training and this was granted where the extension was for a short period or there was extenuating circumstances – 2 leaders were involved in accidents during the program and access to the Mindshop Resource Centre has been extended for them.

A number of leaders and industry participants commented that work pressures in the September to January part of the year meant that it was very difficult for them to actively use the on-line resources to level they would have liked. Changing the timing of the program and extending access over a longer period should encourage higher completion rates on future courses.

Feedback from online Course participants included:

“Found the course to be really useful and thought provoking. Particularly enjoyed the presentation style of Darryl Cross.” – Self Confidence Course

“Very well put together course. Makes you think about a lot of things that are going on in your head that you don't usually take notice of. I would recommend this course to others” – Leadership Development Course

“Very good course but then I have come to expect that from the Mindshop people.” – Self Confidence Course

“Having done two courses on line after the face to face course all the tools are a lot more familiar.” – Personal Improvement

Website

The *Horticulture – the Next Generation* website (www.horticulture-nextgeneration.com.au) was established as a central communication hub for industry leadership issues and information. The website was published in late July 2012.

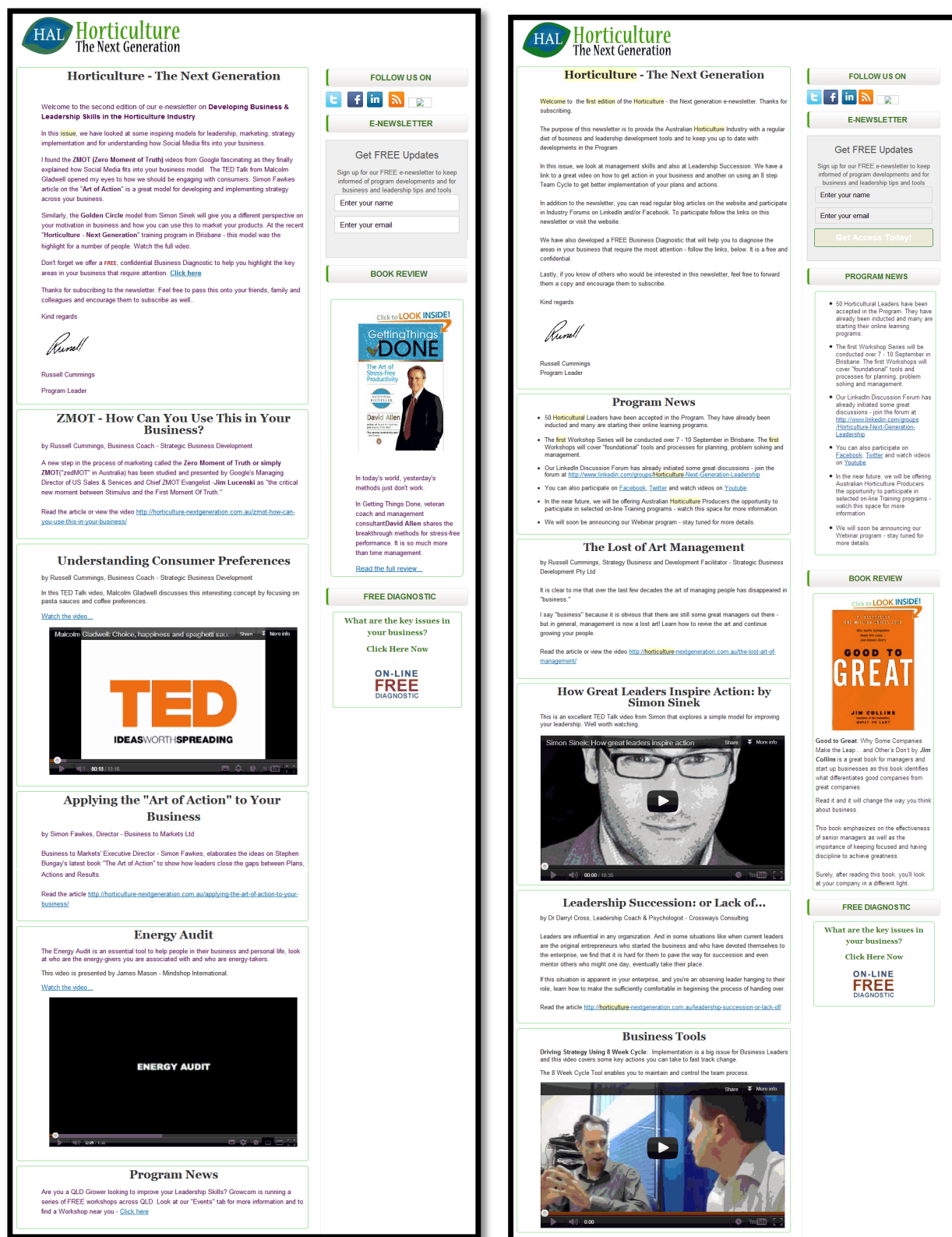
As with any new website, it takes time and effort to attract visitors and the website has grown in volumes since then. Due to a technical error, site statistics were not available for the site until October 2012.

Since the start of October, the website has totalled over 7,360 views (averaging about 3,000 views per month – excluding December which is often a slow month).

The website's newsletter now has 165 subscribers and the project has published 5 x e-newsletters (monthly since September 2012). The newsletter list has also been used to promote webinars to industry.

Strategic Business Development will continue to publish blog articles and e-newsletters to the website in order to maintain momentum for the project anticipating that industry will continue funding into 2013. This will facilitate rapid start-up for the 2013 project.

Figure 17: Copies of the September 2012 and October 2012 e-newsletters



Social Media

As discussed above, social media sites were established in key media platforms including: LinkedIn, Facebook, Twitter and YouTube. Usage of these platforms will continue to build as the industry posts more information on social media.

LinkedIn: The LinkedIn Forum (http://www.linkedin.com/groups/Horticulture-Next-Generation-Leadership-4529799?trk=myg_ugrp_ovr) now has 100 registered members from across Australian horticulture. Recent discussions are about how the leaders involved in the workshop program can maintain the momentum of the training programs and industry initiatives.

Twitter: The “Hort Leaders” Twitter page (<https://twitter.com/hortleaders>) currently has 89 Followers from all over the globe. Regular twitter postings have been used to disseminate information and guide people to resources like the project website and YouTube channel.

Facebook: The Facebook page (<http://www.facebook.com/HorticultureNextGeneration>) for the project currently has 48 Likes. The Facebook postings mirror postings on LinkedIn and Twitter.

YouTube: The project YouTube Channel (<https://www.youtube.com/user/HortNextGen>) has generated 750 views since July 2012. The largest proportion of these views have occurred since October 2012, when an increase in the number of newsletter subscribers coupled with more content being posted on the website and social media platforms.

The majority of these views were for the following elements:

- Program Overview – 28%
- Webinars – 26 %
- Program Feedback – 15%

The remaining views were for informational videos and Recap Webinars. The average view time was for 4:26 minutes.

64% of views were via the YouTube Channel, 29% were through the videos embedded in the project website and the remainder (7%) were on mobile devices (like smartphones and tablets). This illustrates that newsletters and social media posts have been most successful in generating traffic to the channel – via direct links to the YouTube site.

Overall, the social media interactions have increased the visibility of the “*Horticulture – the Next Generation Project*” to the horticulture community and extended the program beyond the leaders involved in the workshop sessions.

Webinar Program

In conjunction with the face-to-face training programs, a number of webinars were run to cover additional topics that were highlighted in the Training Needs Analysis.

These webinars were open to the wider industry and were promoted via the website and social media platforms. Registrations were positive with between 20 and 70 participants registering for each webinar. Webinars were delivered over a 30 minute period to optimise information transfer and audience retention. Retention during live events was high.

Each webinar has been recorded and is posted on the website. Downloads have been strong with similar numbers downloading the recording to those attending the “live” webinar. There have been a total of 189 webinar downloads to date (18 January 2013).

HAL Horticulture
The Next Generation

HOME BLOG FREE DIAGNOSTIC PROGRAM RESOURCES + EVENTS WEBINARS + CONTACT

Webinars

Horticulture – The Next Generation

Business & Leadership Training for Leaders in Australian Horticulture

Webinar Program 2012

As part of the Industry Leadership Program, we are conducting a series of Webinars on a range of business and leadership topics. These webinars are open to all members of the *Australian Horticulture Industry* and are **FREE to participate**. Not sure of what is involved in “attending” a webinar? – then see “What is a webinar?” below. The initial program is outlined below.

Webinar 1: Improving your Personal Productivity with better time management

Are you a lousy time manager? Would you like a few more hours in your day?

Russell Cummings, Business Coach, will explore the simple tools and processes that you can use to improve your daily productivity.

Learn how to prioritise your time and focus on the IMPORTANT things in your day.

Become more efficient – waste less time – take control of your day!

WHEN: Thursday – 25th October, 2012
TIME: 6:00pm Eastern Daylight Savings Time (Sydney/Melbourne)
DURATION: 30 minutes
WHO SHOULD ATTEND: Anyone in business who has trouble managing their time or would like to work out how to improve their time management.

Registration is necessary. [Click here to view the Recorded Webinar.](#)

Webinar 2: Social Media and you – Understanding how to leverage it in your business.

Is social media something that your business should be involved with? If so, then should you use: Facebook, Twitter, LinkedIn, Pinterest, YouTube or all of them?

Fergal Coleman from Symphony3 will unravel the complex world of social media and explain in simple terms how it works and how you can get involved.

Understand Social media – Learn whether you should be involved – Understand how to get involved

WHEN: Thursday – 8th November, 2012
TIME: 6:00pm Eastern Daylight Savings Time (Sydney/Melbourne)
DURATION: 30 minutes
WHO SHOULD ATTEND: Owners, Managers, CEO's, Marketing & Sales staff – people who are interested in social media and need to know more.

Registration is necessary. [Click here to view the Recorded Webinar.](#)

Webinar 3: Positive Psychology and Leadership: What can we learn?

Leading business psychologist, Dr Darryl Cross will explore the real links between “Positive Psychology” (way more than just positive thinking) and how you can use this to improve your Leadership, communications and relationships. The research is clear – this can have an enormous impact on you and your business!

Follow the link below to register for this webinar.

WHEN: Tuesday, 20th November, 2012
TIME: 6pm NSW/Vic (5pm QLD) time
DURATION: 30 minutes
WHO SHOULD ATTEND: Owners, managers and Industry Leaders interested in getting the most out of their teams.

Registration is necessary. [Click here to view the Recorded Webinar.](#)

Webinar 4: Industry development – what is it and how can it benefit you?

Good industry development can have a significant impact on the fortunes of a sector and the opportunities available to businesses within a sector. Understanding industry development processes and being able to meaningfully engage, contribute and lead these processes can facilitate better outcomes for your sectors. In this webinar we look at the fundamentals of the industry development process including industry structure, industry planning, common challenges and opportunities facing different industry sectors and levy investment funding. We also cover some case studies looking at industry development programs that have delivered significant benefits to businesses within a sector.

Our presenter for this webinar will be Jenny Margetts. Jenny has more than twenty years experience in the horticulture – the last ten years as a consultant working with industry bodies on industry planning and supply chain development.

WHEN: Thursday, December 6, 2012
TIME: 6:00pm VIC/NSW Time (5pm QLD)
DURATION: 30 minutes
WHO SHOULD ATTEND: Industry Leaders, Industry Development Officers, Industry Representatives, Anyone interested in growing their industry.

Registration is necessary. [Click here to view the Recorded Webinar.](#)

What is a webinar?

A webinar is simply a “Seminar” that is delivered via the internet. A presenter will deliver their presentation using visual media and audio so that you can “see and hear” the presentation. It is like watching a movie on your computer except that you can ask questions and send messages to other participants and/or the presenter.

A Webinar is a cost-effective methodology for delivering quality content to a wide audience. It minimises travel costs and time and can be recorded for later viewing and recaps. It is easily shared with others who may be interested.

To participate all you need is a computer, a broadband internet connection and speakers (or a headset). You can even participate on your iPad or Smartphone by downloading the [GoToMeeting App](#).

You will need to register prior to the event and usually have to download a small piece of software to your computer – this is a simple process that happens automatically. If you are unable to participate on the day, then we will record the webinar and you can play it back as a video at a time that suits you.

SHARE AND ENJOY!

Program Funded By: AGRIFOOD, HAL Horticulture

Program Delivered By: MINDSHOP

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Figure 18: Screenshot of Webinar page from Project website

Two additional webinars were delivered for Workshop participants to recap training sessions and answer questions in a group forum. These were well attended with approximately 50% of leaders engaging in the webinars. These webinars significantly assist in improving retention of training materials.

Executive Coaching

Coaching support was offered to leaders in the workshop program to assist them in applying the tools and processes in their business and/or industry and to help them implement their plans.

At each workshop, leaders developed and/or refined their personal, business and/or industry plans. Each plan was photographed and uploaded to the Private Planning Area on the Mindshop Resource Centre to improve accountability. This is an area that allows confidential discussions between leaders and their coach using a chat forum.

In addition, the Coach, Russell Cummings, was available for 1-on-1 sessions (usually via phone or video conference) with each Leader. 72% of leaders took part in 1-on-1 coaching sessions with some participants having regular scheduled calls while others used the service on an adhoc basis.

The coaching support was well received with 95% of respondents rating their satisfaction with the services at 8 out of 10 or better.

Some leaders have engaged the services of Russell Cummings (and other guest speakers) to work directly in their businesses. There is also strong interest in forming a Business Alumni Group to continue training and implementation support.

Coaching support also included: “Leader Update” e-newsletters, workshop recap webinars and social media postings. All communication was aimed at maintaining the momentum from training workshops and encouraging implementation of strategies and plans.

Many leaders also have access to mentoring support through their businesses – some using external business coaches and others via internal peer mentoring (both formal and informal).

Anecdotal evidence of the impact of the program is illustrated in the following examples:

- **Making significant changes to current business operations:** adding or deleting business units, products and services. There has been a renewed focus on value adding, marketing and sales. Four leaders have made significant changes since the course.
- **Improved clarity for future business/industry direction.** Many leaders commented that they have improved their focus for the future of business and industry – better plans and strategies;
- **Improved self-confidence.** There has been a noticeable change in some leaders who seemed to lack self-confidence – now being more decisive and strategic in their thinking and decision making.

Variation between Groups

As mentioned, leaders were divided into two groups for training: Emerging and Current Leaders, based on their level of experience, roles and industry participation.

When looking at variation between the groups, it is noticeable that in most areas, the Emerging Leaders rated elements “harder” than the Current Leaders with less people rating +5 scores in all areas except “Presenter Performance”, where they consistently rated higher than the Current group (+10%).

Net Promoter Scores were also different with an NPS of 90% for Emerging and 80% for Current Leaders after Workshop #2. Any score over 50 is regarded as exceptional so both these scores are great.

Overall, scores were very consistent between groups with differences possibly attributable to the group composition as the Emerging Group was observed to have higher energy levels and enthusiasm, especially during Workshop #2.

Discussion

Overall, feedback on the program from participants has been very high. The Project Team has developed a range of resources and platforms (website and social media) in order to improve communication on business and leadership issues across the Industry.

The Australian industry now has 48 graduates trained in powerful strategic planning and leadership tools and all with a “common language and toolkit” for planning and problem solving. The more industry participants we have with these commonalities the more resilient and flexible the industry will become.

The challenge is to keep building on the momentum generated in this inaugural program.

The keys to maintaining this momentum will include:

- Continuation of the program to train and motivate more Industry leaders;
- Harnessing the energy, drive and networks of the first leaders to graduate;
- Creating alumni networks that continue to grow and learn and who interact with other industry leaders;
- Training more leaders through the use of on-line training technology;
- Continuation of blog posts, e-newsletters and social media postings; and
- Maintaining webinar sessions for the wider industry on a regular basis.



A video of feedback from leaders in the program can be viewed at:

<http://youtu.be/-SuRe0TWyIw>

Recommendations

Facilitator experience and feedback from participants also highlighted a number of changes that could be made to enhance the program. The following recommendations are suggested:

1. **Change Program Timing:** Alter the timing of the program to run from February/March to October/November instead of the current July to December. This would move the bulk of the training and coaching out of peak periods for many leaders and allow them to focus on training with fewer distractions.
2. **Reduce Group Numbers:** Reduce the number of workshop groups to a single leadership group of 30 members. Variation between the groups was minor and the logistics of engaging guest speakers to address 2 separate groups limited choices and opportunities. 30 in a group is a manageable number for a skilled facilitator – more participants would require additional facilitator support significantly increasing costs.
3. **Increase number of Workshop Sessions:** Increase the number of workshop sessions from two to three per annum. This will enable leaders to spend more time on key elements and go into greater depth in a number of areas.
4. **Fund the Program on a multi-year basis rather than a one-off event.** This initial program has made a significant investment in establishing communication infrastructure, networks and a reputation for quality that are all associated with “*Horticulture – the Next Generation*”. Multi-year funding will enable the Program Delivery Team to consistently build momentum, networks and awareness of the program. Single year funding (especially over a 6 month period) creates “stop-start” activities that are difficult to “ramp up” as required.
5. **Promote the program and application process as early as possible.** Make better use of the social media and Alumni networks in promoting the next program to industry. Short start-up timeframes meant that response times and the initial applicant processes were tight. Lengthening these times would allow for more leaders to apply for the program. Multi-year funding will assist this process.
6. **Publish more frequently.** More frequent, and shorter articles and videos on topics of information to increase uptake and learning across the industry.
7. **Train the industry to participate in webinar programs** (and understand the value) so that specialised training can be delivered quickly, cheaply and effectively to optimise outcomes and returns. Use programs like “*Horticulture – the Next Generation*” as a pilot program to raise awareness and demonstrate applicability.
8. **Lift Industry Engagement.** Improve the level of engagement with industry groups to spread the involvement and uptake of the program and to assist industry groups to communicate on important issues with the wider community.

Appendix A – Leaders in the Workshop Program

Emerging Leaders

Andrew Fyffe
Anthony Kachenko
Chelsea van Rijn
Chris Gill
Clinton McGrath
Craig Boyce
Daniel Mead
Darren Wood
David Drysdale
David Lyell
Denham Rackemann
Derek Goullet
Jason Hingston
Joanna Wren
Katrina Myers
Lisa Martin
Mark Trzaskoma
Matthew McMahon
Nick Hutchinson
Owen Brinson
Rachel Kent
Renee Holbrook
Robbie Commens
Stephen McLean
Steven Marshall
Tom Loveless

Current Leaders

Andrew Bowring
Andrew Plunkett
Daniel Mansfield
Eliza Arrowsmith
Jason Fritsch
John Warner
Kerrie Anne Mackay
Luciano Cester
Mark Engall
Maroun Maait
Neale Bennett
Nicky Mann
Oliver Ward
Peter Young
Phillip Frost
Robert Green
Ross Wilson
Scott Featherston
Tim Herrmann
Vanessa Cox
Willem Pameijer
William Littleton
Yolande Bromet

Appendix B – Nicky Mann Article – AFI – Dec 2012

The Next Generation Leadership Program

Horticulture Australia Limited (HAL), in conjunction with Agrifood Skills Australia, has recently delivered a multi-industry leadership program targeted at developing the business and leadership skills of the next generation of Australian horticulturists. The program's objectives are to help growers and other industry members to lead, guide and provide strategic direction for Australian horticulture, and to support current and emerging leaders in achieving individual, business and industry growth objectives. Successful business owner Nicky Mann is participating in the program and is a strong advocate of professional development and ongoing education.

I am a true believer of continuous learning, self-development and self-improvement. There is so much on offer to learn, read and experience which makes life exceptionally exciting, especially in this day and age where all forms of information, podcasts, videos and webinars are available online 24/7.

I also feel a business and organisation is only as strong as its leaders and the team members involved. The Japanese strive for *kaizen*, which means continuous and never-ending efforts for improvement, and so must we as plant and flower breeders, propagators, growers, wholesalers, florists, retailers, educators, professionals, allied trade personnel and industry leaders. We must strive towards improving ourselves, our products, our designs, our service, our industries, our teams, our markets, our systems and ultimately our results.

When I received an e-mail from a very good friend in the flower industry regarding an opportunity to complete a course for current leaders as part of the Next Generation Leadership Program, I was immediately interested. I lodged an application to undertake the program, which was fully-funded thanks to Horticulture Australia limited (HAL) and Agrifood Skills Australia.

I absolutely love things like this – to be given really useful, practical skills and tools to set goals, problem solve and prioritize issues, all while in the company of 25 other leaders in the horticultural industry. It is literally the chance of a lifetime. It involves growers of pecans, hazelnuts, almonds, macadamias, chestnuts, pistachios, apples, pears, citrus, mushrooms, hops, tomatoes, wild flowers, and roses, as well as nurserymen and women and also a couple of allied tradespeople. Amongst this diverse range of horticultural crops and people, one thing that stood out was the passion and commitment of every single person to their specific industry. Not only was everyone keen to learn, but more importantly to share their experience and knowledge with everyone on the course. It was a really inspirational group to be a part of and I will cherish the relationships formed for years to come.

The Next Generation Leadership Program consists of two groups with twenty-five people in each. I belong to the Current Leaders group, and there is also the Future Leaders group for those aspiring to hold leadership positions or to own their own business. The aim of the program was to challenge the participants to think outside the square and question current paradigms about horticulture, our businesses and our industries, and then to give us valuable tools, knowledge and experience that we can actually apply for overall

improvement. The course entails ten online courses plus two two-day face-to-face workshops, the first one held in Brisbane and the second one in Melbourne. The course co-ordinator and facilitator is Russell Cummings from Strategic Business Development and the online material and courses are provided by Mindshop. The course runs over a six-month period and all participants get one-on-one coaching from Russell over the telephone to keep us on track. There are webinars that participants can join in to re-group and review the course material covered in the workshops.

The online courses are brilliantly constructed, with each section clearly explained. Participants have to complete each exercise and submit it online before continuing on to the next module. It is easy to follow and simple to implement and can be done at your own pace, in your own home or office at a time that suits you, which I think is ideal.

At the face-to-face workshops, we were taught how to identify gaps in our leadership and businesses and therefore could see the areas we needed to work on. We worked on the 'how-where-how', taking stock of our current situation and position then focusing on where we would like to be and what it would look like, and finally planning a way forward. We used problem-solving tools such as the 'magic wand', mind mapping, Pareto analysis and force field analysis. These are very simple but highly effective tools than anyone can use to get to the real root of a problem and then work out a solution. We were taught how to run effective and efficient meetings, which I think is essential for all members of boards and committees and which I found to be a real eye-opener. Every participant also formulated a one-page plan, which helps to take stock of the current situation, the steps to go forward and the end goal, which includes a pre-determined date and the expected result.

The Next Generation Leadership Program has been an extremely worthwhile exercise for me. I would highly recommend anyone to challenge themselves and to set aside some time to undertake some online self-development courses, read an inspirational business book or get into a great network group. Check out your local Business Enterprise Centre (BEC); ours offers great courses at hugely subsidised rates. In our business we have a business coach, we network, we train, and we read business books and industry magazines. As in all areas of life, we must always be learning in business and we must constantly evolve to meet the expectations of our customers, our team members, our environment, our regulatory bodies, our families, and most importantly, ourselves.