

Leading the Way

Evaluating and assessing leadership programs



Evaluation of existing leadership programs and assessment of the relationship between these and the attraction of women to leadership positions in rural industries.

Jo Eady

April 2008

RIRDC Publication No 07/168

RIRDC Project No RUS-1A

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ISBN 1 74151 563 7
ISSN 1440-6845

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Published April 2008
Printed by Union Offset

Foreword

Commonwealth and State Governments have been investing in leadership programs, awards and scholarships for Australian rural women for more than ten years but the evidence suggests these programs are not enough on their own to help rural women into leadership positions. This study evaluates the link between leadership programs and leadership positions and identifies factors outside of current programs that would assist in increasing women's involvement in leadership across rural Australia.

This report identifies, evaluates and provides detailed information on women's current participation in leadership programs and how much they attribute leadership programs to helping them gain their current leadership position. It demonstrates that while many women found value in leadership programs they had participated in, they were not enough on their own to lead to leadership positions. The research identified barriers, strategies and initiatives for promoting women to leadership positions beyond formal leadership programs.

The report identifies what rural women value in leadership programs and the key delivery elements for these programs to be successful. It found that the biggest impediment to women participating in leadership training and leadership positions is isolation, and the travel time associated with meeting in population centres. As such it suggests the establishment of online leadership programs for training and mentoring of women. It also found that a lack of follow-up at the conclusion of leadership programs was the biggest weakness of existing programs.

Mentoring was identified as the number one influence on rural women achieving leadership positions and would be the single most important factor in improving rural women's leadership development and involvement.

This project was funded by the Cooperative Venture for Capacity Building (CVCB), which is supported by The Australian Government Department of Agriculture, Fisheries and Forestry; Australian Wool Innovation; Dairy Australia; Grape and Wine Research and Development Corporation; Land & Water Australia; Meat & Livestock Australia; Murray-Darling Basin Commission; Rural Industries Research and Development Corporation; Grains Research and Development Corporation and Sugar Research and Development Corporation.

This report, an addition to RIRDC's diverse range of over 1700 research publications, forms part of our Cooperative Venture for Capacity Building R&D program, which aims to ensure an effective system for continuous capacity building in primary industries in Australia by coordinating and funding a targeted R&D program.

Most of our publications are available for viewing, downloading or purchasing online through our website:

- downloads at www.rirdc.gov.au/fullreports/index.html
- purchases at www.rirdc.gov.au/eshop

Peter O'Brien

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Jo Eady, Director, RuralScope Pty Limited

Jo has led and completed a range of research and development projects.

Jo is committed to research that links the social and economic factors and benefits and is best known for her work in the areas of rural leadership development and mentoring programs and initiatives. She strives to achieve practical outcomes that can be readily understood and implemented to influence positive change.

Her farm background and understanding of the social dynamics of farming families, rural communities and agricultural organisations adds value to her work. With qualifications in education and applied linguistics, Jo enjoys the challenge of conducting research and developing pedagogically sound programs and processes to enhance the leadership capacity of Australia's rural sectors.

Jo is a member of a range of professional organisations and national and global networks from which she draws new knowledge and expertise.

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Executive Summary

Introduction

This report identifies, evaluates and provides detailed information on rural women's current participation in leadership programs and how much they attribute leadership programs to gaining their current leadership position.

Background

Despite ten years of investment in leadership programs, awards and scholarships for rural women by Commonwealth and state governments, there is currently little evidence that suggests leadership programs are assisting rural women to gain leadership positions. This study addresses the need to evaluate the link between leadership programs and leadership positions and to identify factors outside of current programs that would assist in increasing women's involvement in leadership across rural Australia.

For too long the focus has been on equipping women with leadership knowledge and skills with little emphasis on identifying the demand for this talent and supporting, mentoring and networking to achieve the match between talent supply and demand. It could be argued that a supply of women leaders has been created with little attention to the demand for this talent pool.

Aims and objectives

The aims of this research were to:

- List participation rates of women in leadership development programs
- Assess the link between leadership programs and the gaining of leadership positions
- Determine characteristics of effective leadership programs that contribute to increased involvement by women in rural industries
- Comment on factors outside of leadership development programs that could assist increased women's involvement and
- Report on research outcomes.

Who is the report targeted at?

Policy makers, training providers, advocates of rural women, researchers, rural women and rural organisations, bodies and boards are the key beneficiaries of this research.

Methodology

Women's leadership survey

202 women in current leadership positions from across Australia provided input to this research via online survey responses. This research occurred between February and April 2006. Invitations to complete this survey were sent to 100 women who held leadership positions in Australia's national and state peak agricultural and / or related organisations.

Leadership development programs

Leadership programs data was collected between December 2005 and February 2006. It was gathered primarily from the web. Training providers were contacted regarding participation rates of rural women.

Results / key findings

Key results and findings of this research are that:

- Mentors, role models and family support were identified as the key factor that influences leadership development of rural women.
- As such, the key initiative identified by rural women that would support rural women's leadership development and involvement is access to mentoring.
- Individuals and other women were identified as being the key influencers of rural women regarding leadership development.
- Key barriers to rural women's leadership development were identified as isolation, long distance and travel, time constraints and issues, being a woman and lack of confidence and belief in self.
- Participation of women in mixed gender leadership programs ranged between 15% - 60% with most programs having female participation of between 25% - 35%. Generally, women are outnumbered by men in leadership programs 3:1.
- The role of the leadership program facilitator determines the success of the program.
- Follow up (post leadership program participation) was identified as the single most important element missing from almost all leadership programs identified in this research.
- The most useful leadership program content areas for rural women were self awareness, self esteem, personality types, confidence building and leadership styles.
- 69% of rural women support mixed gender leadership programs rather than women only.
- Of the 130 rural women who had completed leadership programs, 53% indicated that the leadership program had helped little or not at all in gaining their current leadership positions.
- A key factor for training providers to take into account when designing leadership programs is using flexible delivery approaches to reduce the level of face to face participation required of women undertaking leadership programs.

Implications for stakeholders

The key implication for stakeholders is to see beyond leadership programs as the solution to rural women's leadership development and to consider how better to support, mentor and network the existing leadership talent pool of rural women to gain leadership positions. And importantly, to factor in cost and time efficient ways for women to access leadership information and to work with existing leadership bodies, boards and organisations to increase the inclusion of women, in what has traditionally been a male dominated area.

Recommendations

- The key solution from this research is the establishment of online leadership programs as a way to provide training and mentoring to rural women. Potential funders of this include state and federal agencies, regional councils and industry groups.

Other recommendations include:

- Development of a "How to Kit" for rural leadership groups and agricultural boards to assess their current effectiveness, opportunities for improvement and to develop leadership succession plans through identification and nurturing of women (and men and young people) into leadership positions. Potential funders include state and federal agencies, regional councils and industry groups, and industry groups could be invited to tender to implement the kit in their industries. One outcome from implementing the "How to Kit" could be a national leadership audit and development of leadership succession action plans for peak agricultural and rural organisations.
- Development of a 24 month leadership mentoring program to support emerging leaders across rural Australia gain leadership positions or positions of influence. This program must be cost and time efficient, accessible to all regardless of where they live and work and be delivered using the latest in technology, web based learning and teleconferencing activity. Ideally, criteria would be developed to ensure leadership readiness and mentoring and virtual networking would be a cornerstone of the program.

- Produce a handbook / self access guide for leaders in rural and regional Australia show-casing male and female leadership stories as well as pathways to leadership, tips and tools to support leadership development and key contacts and researched websites. This publication should be promoted across Australia as a resource for those keen to develop their leadership skills.

Introduction

Background

Women across rural Australia hold leadership positions in community, political, enterprise, farming, organisation, government and industry contexts.

For some it is a traditional or family expectation, for others it is a drive to make change, a passion they wish to pursue or a sense of social, economic, financial or environmental responsibility.

Regardless of the reasons or how women in rural Australia gained or assumed these leadership positions, current research indicates that women continue to be under represented on rural boards, peak agricultural organisations and bodies.

The question of why? must be asked.

A decade of Commonwealth and state government commitment to women's leadership development initiatives continues to see women under-represented in agricultural organisational and private leadership of Australia's agricultural and rural and regional contexts with marginal change to the boards of government funded bodies.

There are currently 54+ leadership programs specifically designed for emerging and current leaders in rural Australia. The mixed gender programs attract between 15% and 60% of women participants. These programs are measured by participation only. Hence there is currently no leadership program that specifically supports rural women to gain leadership positions.

For too long the focus has been on equipping women with leadership knowledge and skills with little emphasis on identifying the demand for this talent and supporting, mentoring and networking to achieve the match between talent supply and demand.

It could be argued a supply of women leaders has been created with little attention to the demand for this talent pool.

In addition, men hold the majority of positions on current corporate boards, agricultural organisations and regional bodies. The structure of boards remains more conducive to men and women, although knocking at the door, do not always find the current leadership structures of Australia's agricultural and rural industries welcoming of their diversity.

Objectives

The aim of this research is to evaluate existing leadership, training and development programs in order to assess the relationship between these and the attraction of women to leadership positions in rural industries and encouragement of women's involvement in rural industries. Specifically, this research aims to:

- List participation rates of women in leadership development programs
- Assess the link between leadership programs and the gaining of leadership positions
- Determine characteristics of effective leadership programs that contribute to increased involvement by women in rural industries
- Comment on factors outside of leadership development programs that could assist increased women's involvement and
- Report on research outcomes.

Methodology

Women's leadership survey

202 women from across Australia provided input to this research via online survey responses. See Appendix 2 for a copy of the online survey. This research occurred between February and April 2006. Both quantitative and qualitative analysis techniques were applied to this data.

Invitations to complete this survey were sent to 100 women who hold leadership positions in Australia's national and state peak agricultural and / or related organisations. Invitations were also sent to national agricultural and rural research and development corporations and non government women's organisations including Foundation for Australian Agricultural Women (FAAW), Australian Women in Agriculture (AWiA), Transport Women Australia Limited, Regional Women in Business (RWIB), Queensland Rural Women's Network (QRWN) and Women's Industry Network Seafood Community (WINSO). In addition a direct invitation for women in leadership positions to participate was distributed by the following groups across their networks; Foundation for Australian Agricultural Women email list, RIRDC Rural Women's Award email list, Regional Women in Business email list and the WINSO email list.

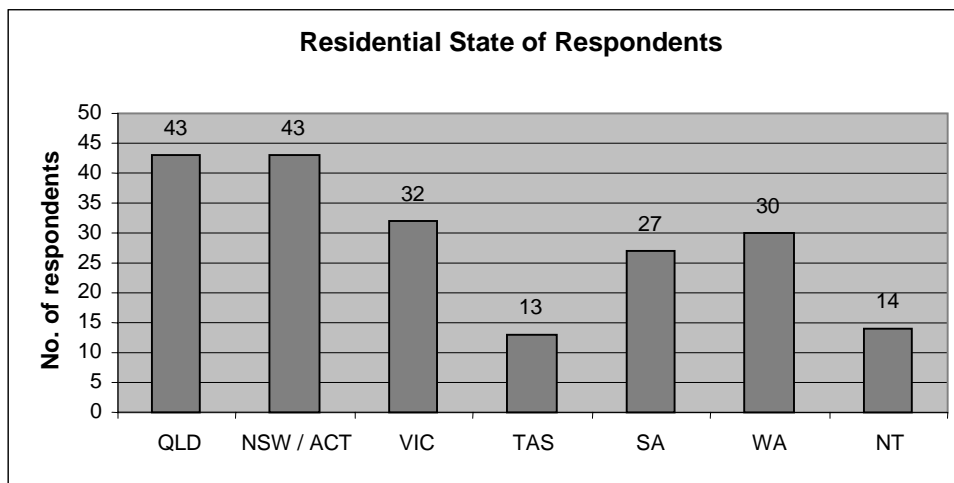
Direct invitations were also sent to approximately 30 female CEOs / Directors of private companies and / or their boards that operate in Australia's regional, rural and agricultural sectors.

Characteristics of the survey group

Characteristics of the survey group can be summarised as follows.

Respondents by location

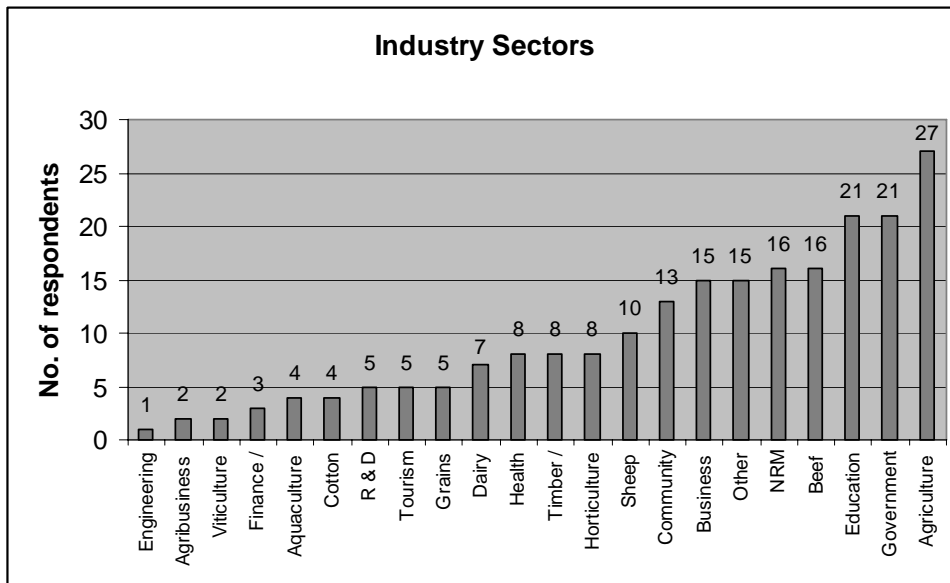
Table 1: Location of respondents



The majority of survey respondents come from New South Wales / ACT, 21% and Queensland, 21%. 16% of respondents come from Victoria, 15% from Western Australia and 13% from South Australia. In addition, 7% of respondents' come from the Northern Territory and 6% from Tasmania.

Respondent's industry sector

Table 2: Industry sector of respondents



The respondents come from over 22 industry sectors. The key sectors are; Agriculture with 13%, Government and Education 10% respectively, Beef and Natural Resource Management 7% Business Services 7%, Community 6%, Sheep and wool 5% and Horticulture, Timber / Forestry and Health 4% respectively. The remaining sectors make up 18% and include; Dairy, Grains, Tourism, Research and Development, Cotton, Aquaculture, Finance / Banking, Viticulture, Agribusiness and Engineering.

Qualifications

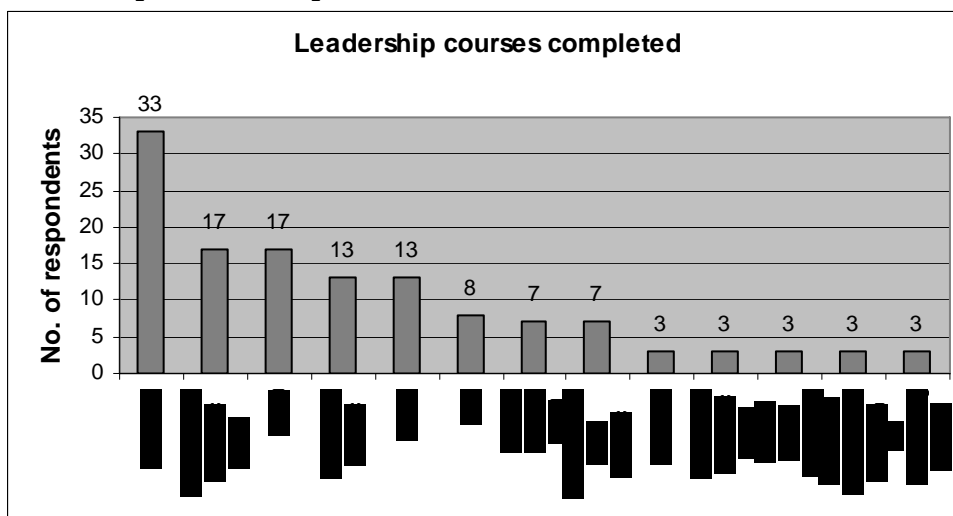
73% of respondents have qualifications of Diploma level and higher. 27% of respondents indicated that they hold qualifications less than diploma level or have a degree of life and life experience.

Leadership / board positions held

All respondents identified that they currently hold a leadership position.

Leadership courses

Table 3: Leadership courses completed



130 or 64% of survey respondents have completed a leadership program. The most nominated courses include:

- University, subjects as part of courses
- RIRDC Rural Women's Award
- Australian Institute of Company Directors courses
- Women on Boards
- Australian Rural Leadership Program
- Australian Institute of Management programs
- Marcus Oldham Leadership Program
- DAFF Young Rural Leaders Program.

Leadership development programs

Data for these leadership programs was collected between December 2005 and February 2006. It was gathered primarily from the web. Where the information regarding the programs was not available on a website or one did not exist, the training provider was contacted to obtain the relevant information. Although this methodology is reliant on the quality of the information provided on websites, the phone calls to the training providers allowed for changes to be made to the original data collected.

Fifty four leadership programs were researched. A breakdown of where the programs are offered is as follows:

- National 11
- New South Wales 6
- Northern Territory 2
- Queensland 8
- South Australia 4
- Tasmania 1
- Victoria 16
- Western Australia 6

Data included program name, location, contact, focus, target market, duration, cost, funder, number of courses delivered and participation of women. See Appendix 1.

Results

Introduction

The results of this research are presented in four parts. Each part is a separate topic and includes relevant results. Each part will have relevance to the stakeholders who work to implement the recommendations of this research. An overview of the parts is as follows;

Part A: Leadership and rural women

Part B: Leadership programs

Part C: Strategies for developing leadership type programs which contribute to women's development and involvement

Part D: Initiatives to support rural women's leadership involvement

Part A: Leadership and rural women

Introduction

202 women in current leadership positions have identified what influences and who influences their leadership development. In addition, this research also reveals the barriers to the leadership development of rural women.

Influences of rural women's leadership development

Research findings reveal that there are many other influences and influencers to rural women's leadership development than participation in a leadership program.

What influences rural women's leadership development?

Comments from respondents regarding what influences rural women's leadership development have been generalised under the following topics. The key influence by a large margin is mentors, role models and family support.

Table 4: Influences of rural women's leadership development

Key influences	Number of mentions
Mentors, role models, family members and support	60
Recognition of own skills, confidence and belief in self	23
Desire, drive, vision and passion	23
Education and leadership programs	22
Need for someone to stand up, need for change	18
Leadership opportunity	17

Selected comments from survey respondents regarding what has influenced their leadership development include:

"I want to stand for what I believe in and I want it to count for something."

"The RIRDC Rural Women's Award gave me confidence to pursue leadership positions."

"I guess many years ago, I saw the need for good leadership in my community and I committed to do all I could to contribute to quality leadership."

"My family genetics – we have always been strong in community involvement, I felt a need to put my hand up."

"The need to acquire services and facilities in my rural community and the support of my husband and family while I spend so much time on community affairs."

"Because I see things that need to change and I have huge networks that I have been fortunate to build which sees me utilising them to make a difference for community development."

Who influences rural women’s leadership development?

Comments from respondents regarding who influences their rural women’s leadership development have been generalised under the following topics. Identified individuals, including other women as well as past and current bosses, chairpersons and colleagues are the people who influence the leadership development of rural women the most.

Table 5: Influencers of rural women’s leadership development

Key influencers	Number of mentions
Identified individuals, other women	49
Past / current bosses, chairpersons, colleagues	31
Mentors / role models	26
Husband / partner	23
Family	18
Father / mother	16

Selected comments from survey respondents regarding who has influenced their leadership development include:

“No one person. I have had many positive influences throughout my life, starting with my parents who themselves took on leadership roles.”

“Mentors that I have gathered throughout my career – mostly older males who have been and continue to be very encouraging and supportive.”

“All those in leadership positions who have abused their positions or those without training but with the best of intentions not achieving the goals.”

Barriers to rural women’s leadership development

What are the barriers to rural women’s leadership development?

Comments from respondents regarding barriers to rural women’s development have been generalised under the following topics. The most nominated barriers are isolation, long distance, travel and time constraints and time issues.

Table 6: Barriers to rural women’s leadership development

Key barriers	Number of mentions
Isolation, long distance, travel	22
Time constraints, time issues	18
Being female, being a woman	17
Lack of confidence / belief in self	15
Personal constraints, balancing farm, family, energy, community	14
Cost, financial constraints to involvement	14
Negative attitudes towards female involvement	13
Lack of transparency in leadership position selection processes	7
‘Old Boys Club’	5
Old attitudes	4

Selected comments from survey respondents regarding barriers to rural women’s leadership development include:

“Old attitudes that women should be at home with the children, time constraints when meeting family obligations and balancing these with work and community expectations.”

“Constant insidious and unstated barriers put up by men in positions of power and compliance by women to this.”

“Lack of support from other rural women and this has discouraged much activity within the rural women’s organisations.”

“Distance and time associated with attending professional development opportunities.”

“Regretfully, the limiting attitude of some (males) in management positions, whose hesitancy and small picture approach to problem solving and planning limited the opportunities for others and for creative thinking.”

“Until I really understood myself – my leadership style, the way I work in a team, the way I interact in a group I was not as effective as I could have been.”

Summary

The key influences of leadership development indicated by the women in this research are mentors, role models and family members and support.

Following this is recognition of their own skills, confidence and belief in themselves and their desire, drive, vision and passion. This is consistent with findings outlined in the recently published *At the Table*¹ report where “a high proportion (41.4%) of women who responded to the enquiry questionnaire raised lack of confidence and feeling under qualified as reasons behind women’s absence from decision making or advisory boards.”

Only after this, does education and the completion of leadership programs come into play.

Women’s leadership development is strongly influenced not only by themselves but by significant others in their lives. The influencers identified by rural women support this. Survey respondents identified individuals by name, other women, past / present bosses, chairpersons, colleagues, mentors, role models and husbands and partners as being key influencers of their leadership development. This heavily suggests that unless a rural woman is supported and encouraged by those she values, she is unlikely, regardless of her education and competence to apply for and / or take up a leadership role.

A range of physical, economic, cultural and personal barriers to women’s leadership are identified in this research. The main barriers identified by survey respondents are isolation, long distance and travel. Second to this are issues of time constraints. This is consistent with the findings of the *At the Table*² report where time constraints are identified as why numbers of women on regional boards / committees or other decision making bodies are lower than their participation in the workforce or community. Together these barriers are substantial and can inhibit women’s participation in leadership programs, leadership roles and on boards.

An increase in online or advanced technology leadership program delivery, online information dissemination (enabling women to access leadership information without leaving their rural communities) and online networking are likely to open up leadership roles and opportunities and see increased participation of women at leadership levels.

The Snapshot Report³ outlined that the current gender composition on Australia’s agricultural commodity councils is 91% male and 9% female. The barriers of long distance meaning time away from family, the cost of travel – both in terms of time and money as well as the cost and time of accessing information of relevance are contributing to these percentages. Access to timely information without having to travel to the information source and the adoption of teleworking in peak agricultural organizations are likely to open up increased leadership and employment and participation opportunities for rural women.

Until the world of leadership development, programs, roles and positions move from the current traditional face to face and city based contexts, demanding time and cost of involvement which many rural women will currently not accept, rural women are likely to remain largely invisible in leadership roles.

1 Page 42 Australian Government, 2006. *At the Table – Getting the Best People and Making the Right Decisions for Regional and Rural Australia. Report of the Inquiry into Women’s Representation on Regional and Rural Bodies of Influence.* Department of Transport and Regional Services

2 Page 42 Australian Government, 2006. *At the Table – Getting the Best People and Making the Right Decisions for Regional and Rural Australia. Report of the Inquiry into Women’s Representation on Regional and Rural Bodies of Influence.* Department of Transport and Regional Services

3. Australian Government, 2005. *Women’s Representation – Rural and Regional Australia. A Snapshot of Women’s Representation on Selected Regional Bodies.* Department of Transport and Regional Services.

Part B: Leadership programs

Introduction

54 leadership programs were researched via a desk top audit. A breakdown of where the programs are offered is as follows:

- National 11
- New South Wales 6
- Northern Territory 2
- Queensland 8
- South Australia 4
- Tasmania 1
- Victoria 16
- Western Australia 6

Data included program name, location, contact, focus, target market, duration, cost, funder, number of courses delivered and participation of women. See Appendix 1.

Leadership programs researched include a mix of private, public and higher education programs.

Participation of women in leadership programs

Eight programs researched were women only focussed programs. Of the remaining 46 mixed gender leadership programs, women's participation ranged from 15% - 60% with the majority around 25% - 35%. Generally, women are outnumbered by men in leadership programs by 3 – 1.

Mixed gender programs researched with the highest percentage of women's participation are summarised below.

Table 7: Participation rates of rural women in mixed gender leadership programs

Program	Provider	% of rural women per course
Leading and Developing People (Online program)	AIM	60%
Building Rural Leaders	QDPI	50%
Leadership and Influence	QUT	50%
Understanding Individual Leadership Potential Leadership Program	The Arid Group	50%
Young Rural Leaders Program	DAFF	44%
Self Leadership – Reaching Your Full Potential	AIM	40%
Advance in Seafood	Changing Communities Pty Limited	33%
Impact on Citrus	Changing Communities Pty Limited	33%
Dairy Leadership Skills	Young Farmers Development Program	33%
Achievers Weekends	Training Improvements	33%
Australian Rural Leadership Program	Australian Rural Leadership Foundation	33%
Australian Rural Leadership Program	Australian Rural Leadership Foundation	33%
Board of Directors Training	SED consulting	30% - 50%
Executive Link Tasmania	Resource Consulting Services	40%

Involvement of Survey Respondents in Leadership Programs

130 or 64% of the survey respondents had completed a leadership program.

Influence of leadership program facilitator

Almost 100% of women identified that the facilitator /s of a leadership program heavily influence the program's success. Comments from respondents regarding required qualities of leadership program facilitators have been generalised under the following topics. Key qualities were identified as being enthusiastic and motivating, being able to read and engage participants, sharing their own relevant experiences and creating a safe environment while building trust and ensuring participants feel valued and respected.

Table 8: Qualities of leadership program facilitator

Key qualities	Number of mentions
Be enthusiastic, motivating, inspiring and dynamic	15
Read the audience, engage participants	10
Share experiences and expertise of relevance	9
Create a safe environment, build trust and ensure participants feel valued and respected	8
Draw participants out of comfort zone	5

Selected comments from survey respondents regarding the influence of leadership program facilitators include:

“Facilitators for “first timers” is critical.”

“A good facilitator should leave you feeling inspired.”

“Their influence is reliant on their ability to engage with all participants.”

“They need to walk the talk and talk the walk.”

“Facilitators have huge influence during the program and beyond.”

“The facilitator naturally makes all the difference. They need to have a balanced approach to the delivery of the program that allows leaders to be active participants as well as passive learners.”

“Facilitators can either make or break a program.”

“I prefer facilitators who are very inclusive with the group and build on stories and examples from group experience, while giving concrete case studies of “good /model practice.”

“Facilitators need to be of an appropriately high level and have relevant experience in order to receive the respect and trust of the target audience.”

Delivery elements

Comments from respondents regarding desired leadership program delivery elements have been generalised under the following topics. The most significant element identified was follow up. 20% of those who had completed a leadership program identified this area. In addition, a block delivery mode, inclusion of real life leadership activities as well as residential and programs that are intensive with no time to waste were identified as the best delivery modes.

Table 9: Key delivery elements

Key delivery elements	Number of mentions
Limited follow up	26
Block deliver, eg 2 x 3 days and follow up	6
Real life leadership activities	5
Intensive residential – no time to waste	4

Most useful / least useful leadership program content

The key content area identified as the most useful is the area of personal development encompassing self awareness, self esteem, personality typing and confidence building. In addition other key areas women find useful in leadership programs include:

- Leadership styles
- Conflict resolution, managing difficult situations, problem solving and
- Legals, governance, financial management, boards.

Table 10: Most useful leadership program content

Most useful content	Number of mentions
Self awareness, self esteem, personality type, confidence building	21
Leadership styles	14
Conflict resolution, managing difficult situations, problem solving	12
Legals, governance, financial management, boards	10
Communication	8
Networks, networking, meetings with leaders	8
Assessments, self, 360 degrees, peer assessments	6

Selected comments from survey respondents regarding the delivery elements of leadership programs include:

“Not enough follow up to convert the experience into “usefulness”

“Perfect but follow up would be handy to keep me on track.”

“Longer programs allow participants to bond and for learnings to become grounded – but the time commitment is an issue.”

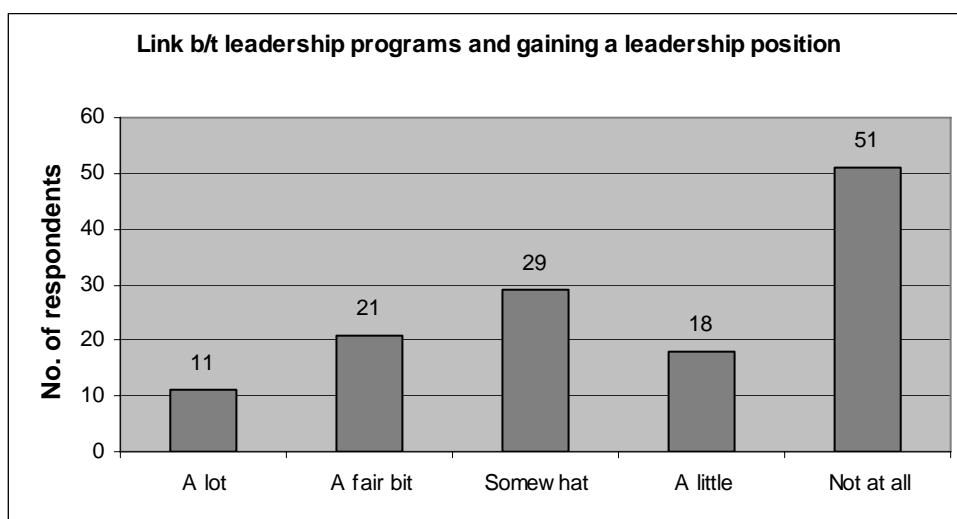
“Teleconferencing is a very interesting way of delivering a program – it has a lot of merit and is time and cost efficient too.”

Gender specific leadership programs

69% of respondents support mixed gender rather than women only leadership programs. The majority of respondents indicate there is a place for gender specific programs at more elementary levels to support confidence building. However, the true value and the application to real life situations can only be achieved through mixed gender leadership programs.

Relationship between leadership programs and leadership positions

Table 11: Link between leadership programs and gaining a leadership position



Of the 202 respondents, 130 had completed a leadership program. Sixty nine report the completion of the program had no or little impact on them gaining a leadership position, fifty indicated the impact as being a fair bit or somewhat while eleven reported the completion of a leadership

program as assisting a lot with gaining a leadership position. It is however expected that all programs support the further development of participant's knowledge, skills and confidence etc. There are no programs that specifically support rural women to gain leadership positions of influence or board positions in Australia. The closest is The Foundation of Australian Agricultural Women's Ambassadors on Boards program. The success of current leadership programs is measured by participation numbers and not whether participants gain a leadership position or in fact possess leadership capabilities.

Summary

There are a large number (54+) of leadership development programs in the regional and rural marketplace. Not surprisingly, given the identified barriers to women's participation in leadership development of travel, distance and cost, the mixed gender leadership development program with the highest participation by women is the Australian Institute of Management's Leading and Developing People online program. This alone suggests that the development of more online programs and / or those using advanced technologies reducing face to face time and hence reducing the travel, time away from home and cost of participation for women will result in their increased participation. This will then see an increase of women in the growing talent pool of potential rural women leaders.

In terms of assessing the link between leadership programs and the gaining of leadership positions, a key outcome of this research is that 53% of women surveyed who are graduates of a leadership program; report that the completion of a leadership program had no or little impact on them gaining a leadership position. This alone indicates there is in fact no direct link between the completion of a program and directly gaining a leadership position. In saying this, there is no doubt that leadership programs contribute to the development of leadership knowledge, competence and confidence. The latter as identified in this research as being extremely important to rural women.

Also highlighted in this research is that the Foundation of Australian Agricultural Women's Ambassador on Boards program is the only one out of the 54 reviewed that actively supports women post program to gain a leadership position. There is scope here for training providers to capitalise on the talent pool of potential women leaders who complete leadership programs. This may mean inclusion of new activities as part of the leadership program. An example could be the development of an executive curriculum vitae and its lodgement with executive recruitment groups or direct application for board or other leadership positions.

With leadership program follow up identified by 20% of respondents who had completed a leadership program as something they would like, there is opportunity for training programs and providers to look at including this as an element of value for leadership programs for rural women.

It is likely that the provision of services to support rural women graduates of leadership development programs access information about and apply for board and / or other leadership positions would see an increase in regional and rural women in leadership roles.

Part C: Strategies for developing leadership type programs which contribute to women’s leadership development and involvement

Introduction

There is a range of strategies highlighted in this research that support the development of leadership type programs that contribute to rural women’s leadership development and involvement. These strategies are especially relevant for training providers and leadership development organisations that design, develop and deliver programs for rural women.

Key strategies

1. Selection of Leadership Program Facilitators

Almost 100% of women who had completed a leadership development program identified that the facilitator/s of such a program heavily influence the program’s success. This research identified (in order of priority) key qualities / abilities that rural women value in a leadership program facilitator as:

- Being enthusiastic, motivating, inspiring and dynamic
- Ability to read the audience and engage participants
- Ability to share experiences and expertise of relevance
- Ability to create a safe environment, build trust and ensure participants feel valued and respected
- Ability to draw participants out of comfort zone.

2. Designing Leadership Development Programs

2.1 Gender Focus

A primary consideration for leadership training developer and / or providers when planning the design of a leadership development program is to determine the target market and customer. A question that needs to be asked is should the program be gender specific. 69% of respondents’ support mixed gender rather than women only leadership programs. What needs to be considered here is that the majority of respondents clarified this by stating there is a place for gender specific programs at more elementary levels to support confidence building.

2.2 Leadership Program Content

The key content areas identified as the most useful is the area of personal development encompassing self awareness, self esteem, personality typing and confidence building. In addition other key areas women find useful in leadership programs include:

- Leadership styles
- Conflict resolution, managing difficult situations, problem solving and
- Legals, governance, financial management, boards.

Table 12: Most useful leadership program content

Most useful content	Number of mentions
Self awareness, self esteem, personality type, confidence building	21
Leadership styles	14
Conflict resolution, managing difficult situations, problem solving	12
Legals, governance, financial management, boards	10
Communication	8
Networks, networking, meetings with leaders	8
Assessments, self, 360 degrees, peer assessments	6

2.3 Leadership Program Delivery

Comments from respondents regarding desired leadership program delivery highlight a number of options for training providers to consider when planning programs.

Table 13: Delivery options

Delivery options	Number of mentions
Mentoring	33
Follow up post program	22
Networking opportunities	12
Self confidence and self worth activities	12

3. Post Leadership Program Support

20% of those respondents who had completed a leadership program identified that follow up after program completion would enhance their leadership development and application.

4. Mentoring

33 of all respondents and the key initiative suggested to support rural women's leadership involvement in this research is mentoring.

Summary

Strategies surrounding the design, facilitation and content of leadership programs are identified as important for leadership program developers and training providers in this research.

Given that almost 100% of women who had completed a leadership development program identified the facilitator as a strong influence of the program's success, it is critical that training providers continue to source and / or develop facilitators who are enthusiastic, motivating, inspiring and dynamic. In addition it is important that the facilitators are able to engage with the participants, share experiences and expertise and create a safe environment to draw participants out of their comfort zone. A leadership program where the facilitator is not capable of doing this is likely to increase the barriers for rural women as they continue their journey of leadership development.

Currently in Australia there are a range of women only and mixed gender leadership programs. It needs to be acknowledged that while both may play an important role, 69% of survey respondents support mixed gender programs. In terms of a leadership pathway, it is likely that women only programs have a key role in the more elementary levels where confidence building is critical.

In contrast to this however, is the fact that this research identifies the most useful content as that relating to self, including self awareness, self esteem, personality typing and confidence building. This is consistent with the findings in Part A where lack of confidence / belief in self are identified as being key barriers to women's leadership development.

Mentoring is identified as a key leadership development delivery option and post program follow up is identified by 20% of those who had completed a leadership development program as being important to continued leadership development and application.

It is critical that training providers review their current leadership programs and ensure they contain elements which support and are attractive to rural women. Consistent with steps outlined in the *At the Table*⁴ report, these include providing flexible options regarding course duration, composition, delivery mechanisms and locations. This alone, should see an increase in the number of rural women participating in leadership development programs. Training providers or leadership organisations should also look at mentoring and / or networking programs for rural women.

4 Page 37 Australian Government, 2006. *At the Table – Getting the Best People and Making the Right Decisions for Regional and Rural Australia. Report of the Inquiry into Women's Representation on Regional and Rural Bodies of Influence.* Department of Transport and Regional Services

Part D: Initiatives to support rural women’s leadership involvement

Introduction

There is a range of initiatives, many that fall outside of traditional leadership development type programs, available to support rural women’s leadership development and involvement. Over the past ten years programs, awards and scholarships specifically for rural women have been implemented. This research has provided the opportunity for rural women themselves to suggest initiatives that they believe will assist.

Key initiatives

Comments from respondents regarding what initiatives rural women would suggest to support leadership development have been generalised under the following topics. The most recommended initiative by a large margin is mentoring.

Other key initiatives are networking opportunities and development of individual self confidence and self worth.

Table 14: Key initiatives

Key initiative	Number of mentions
Mentoring	33
Networking opportunities	12
Self confidence, self worth	12
Gender equity on boards, quotas	8
Transparent selection processes	7
A change in male dominated organisational culture	5
Promoting leadership positions	5
Access to leadership programs / online programs	5
Sharing women leader stories	4

Selected comments from survey respondents regarding initiatives to support rural women’s leadership development include:

“People in positions of influence ‘tapping’ women on the shoulder – saying we want you and will support you in getting the skills and experience you need.”

“That there is no difference between the leadership desires of women to men. Stop talking about the differences and start talking about the similarities.”

“Encouraging women into wider networks with men and exposure to more of the (mainly male) people who determine many leadership positions.”

“Harnessing the knowledge and strength of women who are already there and getting them to share tales from the battlefield – their mistakes and successes. Hopefully, these women may also be prepared to mentor other women and foster opportunities.”

“Stop giving jobs to friends and recruit to reflect competencies and skills mixes with access to a network of women in leadership roles to “vent” or bounce ideas off.”

“Mentoring – it has to be the way to go. My mentor has become someone I can rely on for information and discussion to help me on my way. A real friend and mentor. A wonderful person to deal with who is straight to the point and doesn’t beat around the bush.”

Summary

This research identifies that the key initiative as suggested by women to support rural women's leadership participation and involvement is mentoring. Other key initiatives are networking opportunities and development of self confidence and self worth. Training providers, leadership organizations and or peak agricultural organisations could incorporate one or all of these initiatives into current programs or develop integrated or stand alone initiatives. Although flexibility can be exercised in how these initiatives are developed, the key objective for women is to gain a leadership position, not just attend a leadership program. Hence there needs to be a well articulated pathway for rural women who commit to leadership development and a greater emphasis on positions gained targets rather than participation by rural women in leadership program targets.

Not surprisingly, networking opportunity is highlighted in this research as a key initiative to support rural women's leadership development and involvement. Encouraging women into wider networks that can specifically support the gaining of leadership roles / positions would be highly valued. Encouraging women into mixed gender networks is also suggested as being of value.

Networking opportunities presented through online and advanced technologies would be attractive to rural women as it would overcome the long distance, travel and isolation and time constraints all identified as barriers to women's leadership involvement identified in this research.

Discussion of Results / Implications

Introduction

This research goes beyond current literature and desktop research regarding the trends of women's leadership involvement and participation across rural Australia. It focuses on the identification of barriers, issues and solutions to enhance the leadership capacity of rural organisations, enterprises, boards and industry councils and boards. It does this from the perspective of rural women who are already in leadership positions or positions of influence. The results, responses and voices of women leaders from across rural Australia contained in this report go a long way to providing simple and innovative solutions, cognisant of the current leadership reality in rural Australia.

Australia's rural leadership culture

In general, Australia's agricultural and rural sectors, organisations, boards, industry councils and bodies are governed by traditional structures, male attitudes and relationships. Despite initiatives to increase women's representation at leadership levels over the past decade little increase has been achieved. In the main, women are largely under represented or absent from leadership positions in agricultural, rural and regional Australia.

Women's leadership influence and competence has long benefited families, communities and regions, however, in the main this has not translated to leadership of organisations, industries etc in rural Australia. Over the past ten years, thousands of women have participated in government funded and / or subsidised leadership development programs, awards and scholarships. It appears the majority of these have not been able to break into the traditional leadership culture or in fact perhaps have chosen not to.

It is clear from this research that the culture that governs Australia's rural sectors is a barrier to women's participation. The 'boys club' is reported to exist. Women perceive their gender has an impact on whether they are viewed as potential leaders or not. Old attitudes and negative attitudes towards female involvement also exist. The gender imbalance is the symptom. A paradigm shift is required by policy makers and current, mainly male leaders, is required to support a more equal playing field for men and women in rural leadership.

There is a genuine willingness by women to participate in the cultural change required to enhance the leadership capacity of Australia's rural sectors, some already are, however the process and path could be supported further by a change in the mainly male leadership culture that has long pervaded regional Australia.

To do this, more women must first gain leadership and or board positions across rural Australia where they can positively influence the process of decision-making, vision and direction. And current rural leaders, organisations, boards and bodies must review their processes to ensure they are as attractive and accessible to men as they are to women. This is especially so given the differing roles men and women play in their families, enterprises, communities, regions and the broader society.

Access to leadership positions for women starts with information regarding vacancies and opportunities, networking with those in leadership positions and having access to up to date rural leadership information, knowledge and skills. It appears there is a catch 22. There is currently no single process or place where leadership vacancies can be advertised or accessed from across Australia. Opportunities for women (and men) to network, gain profile and visibility are limited unless they are already involved in leadership roles and have a reason to be at events to perform professional duties. The time, travel and absence from family to identify and gain information about leadership positions are too costly for many women to pursue. In fact, time constraints and issues are the second highest identified reason in this research that limits women's involvement in leadership.

It is likely that more women would avail themselves of and gain leadership positions if they could access leadership opportunities, information and roles from wherever they live or work in rural Australia.

Implications

- How can women more readily access information about leadership / board vacancies and or opportunities without the cost of time and absence from family etc?
- How can women with demonstrated leadership competence gain profile and recognition of their expertise without the cost of time and absence from family to identify opportunities?
- What can current boards, agricultural groups etc. do to make their recruitment, selection and operating processes more conducive to women's participation?

Australia's rural leadership talent pool

A rural leadership talent pool already exists. Focussing on women, this talent pool has been developed through the interests of those who have pursued individual leadership goals as well as those who hold or have held leadership positions and those who have completed leadership development programs, awards and or scholarship programs. Together this has developed a talent pool of thousands of women across Australia with an interest, demonstrated competence, readiness and commitment to rural leadership.

There is no doubt that the talent pool is of a critical mass, but it is not a formalised register or listing in a central location. This talent pool is inaccessible and undervalued. The benefits that could be generated from this talent pool have not been realised and instead the debate continues, due to the relative invisibility of women in leadership positions as to how Australia can better develop women's leadership skills and how we can get more women onto boards.

For too long, the focus has been on women's leadership development with no strategy for providing women with the tools to access leadership positions. To this day, governments continue to support women to enter and complete leadership programs with no pathway or support to a leadership position upon their graduation.

Implications

- How to match women leaders to leadership positions in rural Australia
- How to formalise the talent pool developed through intense time and financial investment by women and government and
- How to encourage women to go for leadership positions.

Barriers to women's leadership involvement in rural Australia

The Missed Opportunities research reported that in 1995 women comprised less than 20% of agricultural decision-makers. (RIRDC 1998) As a result of this research, the National Farmers Federation (NFF) committed to a target of 30% women's representation on boards. Over the past eleven years a number of programs have been funded and supported by government. Thousands of women have participated in these programs. Despite this, today, the statistics are much the same with no significant growth of women's representation and the NFF has not achieved anywhere near their target of 30% representation of women.

With this increased activity and investment and with limited outcomes, it is now time to explore the real barriers to women's leadership in rural Australia.

This research has identified the following barriers in order of priority:

- Isolation, long distance, travel
- Time constraints, time issues
- Being female, being a woman
- Lack of self-confidence, belief in self
- Personal constraints, balancing farm, family, energy and community and
- Cost, financial constraints to involvement.
- Negative attitudes towards female involvement
- Lack of transparency in leadership position selection processes
- ‘Old boys club’
- Old attitudes

The barriers identified in this research have nothing to do with the leadership development or competence of rural women. Instead, it appears that time, distance, travel and the cost of this in economic and social ie time away from family, balancing farm, family and finance etc. terms weighs heavily on a woman’s decision to pursue leadership opportunities, especially those that will see them taken away from home. This is a significant issue for women. In addition, negative attitudes, stereotyping and the ‘old boy’s club’ continue to exist.

Implications

- How to support women’s leadership involvement without the issues of travel and time
- How to dissolve the ‘old boys club’ way of operating
- How to provide open communication regarding leadership opportunities for all those who wish to pursue leadership in rural Australia’s regardless of gender
- Implementing ways of reducing the identified barriers for women wishing to nominate for and take up leadership positions in rural Australia.

Development of Australia’s rural leadership competence

A range of initiatives and programs were identified by women in this research to support the development of Australia’s rural leadership competence. These include;

- Leadership programs
- Belief in oneself to contribute through leadership
- Role models
- Mentoring and
- Scholarships.

This research examined 54 leadership programs across Australia. The results reveal that while rural women can afford to pay for leadership development programs in financial terms it is the time away from their family, enterprise and community duties and the travel that is a barrier for many of them. This is likely to be the key reason why women’s participation in leadership programs is 25% - 35% in mixed gender programs. Generally women are outnumbered 3 – 1 in leadership programs.

All programs researched measure success based on the number of courses held and participation rates. Only one program, Ambassadors on Boards hosted by the Foundation for Australian Agricultural Women promote that they assist participants to access or provide additional support or service to gain information about leadership opportunities and positions.

Follow up was identified as the single element that could be improved in leadership programs. From this, it appears that women are looking for a continued link to support and monitor their leadership development. This could easily be an optional extra provided by training providers or it could be that there is an opportunity here for an online program to support and network women’s goals.

Other elements identified as being of value in leadership programs are:

- Self assessment and benchmarking of current leadership skills
- Identification of leadership vision, goals etc
- Real life skill application activities
- Networking opportunities with current leaders and
- Mentoring opportunities with current leaders.

This research has also revealed that women are keen to access leadership programs that are of high relevance to their future goals. Preferred delivery modes include distance delivery options, 2-3 day face to face blocks and follow up activities online and via phone. The preference is for short-term (1 year) programs that are tailored to their individual needs. The economic and social costs, ie time away from family are key factors that determine interest in program participation.

Two programs researched are delivered through online, web and phone delivery with no face to face activity. These programs are well patronised. The RuralScope Pty Limited myVision Leadership Mentoring Program for Women in Rural Industries has been running since 2000 and is a user pays program. The Australian Institute of Management Leading and Developing People online program boasts an average participation rate of 60% women. The latter is a mixed gender program and is also user pays. There is an obvious demand for more effective time based leadership programs with innovative delivery for women. In addition programs with individualised, realistic leadership action plans are likely to be more attractive to women (and men). Currently the focus of all programs is on the development of leadership knowledge and competence with little focus on the link between the program and gaining a leadership position. Or, in more general terms, what to do with leadership knowledge and skills once gained.

This research has discovered no link between the completion of a leadership program and the gaining of a leadership position. Over 50% indicate that the completion of a leadership program did not help them in directly gaining their current leadership position.

Although the majority of women in this research indicate there is a place for gender specific development programs 69% indicate that the value of leadership development can only be achieved through mixed gender programs. This challenges highly successful programs such as the RIRDC Rural Women's Award and the Australian government's scholarships for AICD programs.

The challenge for rural Australia is to move beyond seeing leadership programs and awards as the solution for getting more women on rural and regional boards.

Implications

- How to provide quality, time and cost efficient leadership development programs to reduce the barriers to participation by women
- What can be done and by whom to reduce the identified gap between completion of a leadership program and the gaining of a leadership position

The role of leadership supporters and influencers

The important role of individuals who support the leadership development of women was highlighted in this research. Approximately two thirds of respondents identified family, role models, mentors and encouragement by those they respect including other women as being key influencers in their pathway to leadership.

In fact, when directly asked who influenced your journey to leadership development, a third of respondents revealed;

- Significant individuals in their life
- Other women and women role models
- Bosses – past and present and people with whom they work and
- Mentors.

And another third revealed members of their family;

- Family
- Husbands / partners
- Sisters / brothers
- Father
- Mother and
- Parents.

The decision to pursue leadership opportunities is heavily influenced by those close to potential women leaders. As well as their own decision to pursue leadership opportunities, the support of trusted and respected family members, colleagues and individuals are critical.

In addition, this research identified confidence, recognition of one's skills, belief in oneself, role models, mentors and women's own drive, desire, vision, passion and a commitment to be of service and improve things as being key influences in the leadership journey.

Implications

- How can women and or emerging male and female leaders access a trusted source of leadership information and encouragement beyond their immediate family.

Access to rural leadership information and opportunity

A repetitive theme of time has emerged in this research and means travel time, time away from family, time to participate in networking, time to find leadership opportunities and time to balance the demands of a leadership position with family, farm and community demands.

The time and cost of being a leader is viewed by many as high and this can escalate depending on the distances one lives from town or the regional centre or city where leadership activities take place.

In this research context, information is the key to opportunity. Without information you cannot discover the leadership opportunities available. And getting this information can be a time consuming activity. 27% of respondents identified time related topics as barriers to their leadership development and participation. There are a number of ways of accessing this information, attending meetings, attending industry functions, participating in networking events, speaking to those in the know, however to do any or a combination of these you need to know the system and have time on your side and in many cases be in a city setting. For many rural women, this is often time that must be taken from a key activity, and at times, as is reported in this research finding and maintaining the balance can be a challenge.

There is not one single or easily accessible place in Australia where current or emerging rural leaders – male and female, can access information about leadership development information or opportunities. Instead there are a myriad of places, eg websites, government agencies, training providers, consulting companies, peak agricultural organisations, women's groups and local and regional networks. There is no consistency in the information provided and currency is not assured.

Implications

- How can current and emerging leaders – male and female access current and quality information to support their leadership development and identification of leadership opportunities.
- How can technology be better used so that this information can be accessed by women (and men) without the cost of time away from family, travel etc.
- How can leadership information and opportunity be available to all and not something special only available to the select few who can afford the cost or time away from home, business or their community commitments to participate.

Recommendations

Key findings / recommendations alignment

The following table highlights the alignment of research findings, discussion of results and recommendations . Due to the integrated nature of this research, some recommendations align to more than one part of key finding in this research.

Table 15 Alignment of key findings, discussion of results and recommendations

Part	Key findings	Discussion of Results	Recommendations
Part A. Leadership and Rural Women	<ul style="list-style-type: none"> ▪ Influences of rural women’s leadership development ▪ Barriers to rural women’s leadership involvement 	<ul style="list-style-type: none"> ▪ Australian rural leadership culture ▪ Barriers to women’s leadership involvement in rural Australia ▪ The role of leadership supporters and influencers 	Key recommendation Recommendation 3
Part B Leadership Programs	<ul style="list-style-type: none"> ▪ Participation of women in leadership programs ▪ Involvement in leadership programs ▪ Gender specific leadership programs ▪ Link between leadership programs and leadership positions 	<ul style="list-style-type: none"> ▪ Development of Australia’s leadership competence 	Key recommendation Recommendation 2
Part C Strategies for Developing Leadership Type Programs	<ul style="list-style-type: none"> ▪ Selection of leadership program facilitators ▪ Gender focus ▪ Leadership program content ▪ Leadership program delivery ▪ Post leadership program support ▪ Mentoring 	<ul style="list-style-type: none"> ▪ Development of Australian rural leadership competence 	Key recommendation Recommendation 1 Recommendation 2
Part D Initiatives to Support Rural Women’s Leadership Involvement	<ul style="list-style-type: none"> ▪ Mentoring ▪ Networking opportunities ▪ Self confidence, self worth 	<ul style="list-style-type: none"> ▪ Australia’s rural leadership culture ▪ Australia’s rural leadership talent pool ▪ Access to rural leadership information and opportunity 	Key recommendation Recommendation 1 Recommendation 2 Recommendation 3

Key recommendation

The key recommendation from this research is the establishment of online leadership programs as a way to provide training and mentoring to rural women. Potential funders of this include state and federal agencies, regional councils and industry groups. It will enhance the future leadership capacity of rural Australia. It is a gender inclusive solution that will support rural men, women and

young people. It responds directly to the issues of cost, time and access to leadership information and opportunity.

This vision for this website is that it will be the premier online portal for rural leadership information and opportunity. Its' vision is to enhance the leadership capacity and effectiveness of rural Australia. It will do this by providing cutting edge information, resources, news, board and leadership vacancies, profile opportunities and online support and networking events. All can access regardless of where people live or work across Australia. A lot of information is readily available and could be used.

Target users of this site would be:

- Current leaders
- Emerging leaders
- Leadership mentors
- Rural, regional and agricultural organisations
- Government departments and agencies
- Training providers
- Graduates of leadership programs
- Recruitment agencies.

Key areas for this online portal include:

- Online register of current and emerging leaders – profiles database
- Online organisation, industry councils and boards and bodies listing – listing database
- Online listing of current board and leadership vacancies
- Case studies, profiles and pathways to leadership stories of women and men
- Interactive checklists to determine leadership readiness with immediate feedback and referral to information, resources and contacts of relevance
- Resource bank of templates, checklists, how to guides etc. Eg CV template etc
- Interviews with leaders
- Leadership articles
- Virtual meetings, forums and networking events
- Reports of interest to leaders
- Awards information, eg Rural Women's and other leadership awards
- Mentorbank and matching service for regular users of the site
- Leadership news and columns
- Online listing of leadership programs, including links to global programs
- Sections for individuals, trainers, industry, businesses and communities.

The success of the web portal will rest on the ability to keep the site current, develop the site as a value based proposition for those seeking and those advertising board positions, leadership positions and leadership scholarships and programs. Funding is required to build, host and manage this site. This initiative will be best managed by an individual or company that is already held in high regard and is well connected and networked across Australia's rural sectors. Rural Leadership Australia should be an independent site capable of attracting funding through activities such as advertising and virtual events. A database of 4000+ users will be developed to support this. A key research component will include the evaluation of the web portal at 12 and 36 months to identify its impact on the development of leadership across rural Australia and also the number of participants – men and women who have accessed leadership opportunity, boards etc through this on-line portal.

As a national initiative, Rural Leadership Australia would be best developed and coordinated by a commercial operator in partnership with government stakeholders who could include RIRDC, DAFF and DOTARS.

Other recommendations include:

Recommendation 1

Development of a “How to Kit” for rural leadership groups and agricultural boards to assess their current effectiveness, opportunities for improvement and to develop leadership succession plans through identification and nurturing of women (and men and young people) into leadership positions. Potential funders include state and federal agencies, regional councils and industry groups, and industry groups could be invited to tender to implement the kit in their industries. One outcome from implementing the “How to Kit” could be a national leadership audit and development of leadership succession action plans for peak agricultural and rural organisations.

Recommendation 2

Development of a 24 month leadership mentoring program to support emerging leaders across rural Australia gain leadership positions or positions of influence. This program must be cost and time efficient, accessible to all regardless of where they live and work and be delivered using the latest in technology, web based learning and teleconferencing activity. Ideally, criteria would be developed to ensure leadership readiness and mentoring and virtual networking would be a cornerstone of the program.

Recommendation 3

Produce a handbook / self access guide for leaders in rural and regional Australia show-casing male and female leadership stories as well as pathways to leadership, tips and tools to support leadership development and key contacts and researched websites. This publication should be promoted across Australia as a resource for those keen to develop their leadership skills.

Conclusion

This research provides insights into women's leadership involvement in rural Australia. The evidence shows that women's participation could be better supported through initiatives to complement existing leadership development programs.

With minimal improvement in rural women's leadership participation over the past 10 years, despite commitment by Commonwealth and state governments to programs, awards and scholarships to assist rural women, it is essential that more mixed gender initiatives are developed and implemented that support long term change. It is only through the provision of mixed gender initiatives that the male dominated leadership status and culture will be re-aligned and become more inclusive of diversity.

A key challenge is to understand the barriers to women's involvement, recognise that a supply talent pool of female rural leaders exists and work to create the demand for these skills across rural decision making bodies. There is currently no conduit or matching process that exists to support rural women to access leadership information and or opportunities. This needs to be addressed to ensure enhancement of leadership across rural Australia.

It is time to establish and implement Rural Leadership Australia as the key solution to enhancing the leadership capacity of Australia's rural sectors. This will bring an equitable focus to rural leadership opportunity, and it will do this in a way not before seen in Australia.

Appendix 1: Leadership programs summary

National

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
1	Rabobank Farm Managers Program	National	Rabobank Kobie Tesoriero Rabobank Australia GPO Box 4577, Sydney NSW 2001 P: 02 9234 4348 kobie.tesoriero@rabobank.com www.rabobank.com.au/knowledge_services/index.asp	Program will provide participants with a forum to develop business skills and establish a valuable network with other experienced farmers within the course.	Group (36 max)	5 days	\$4,400	User pays	1/year	N/A (new program) Promote: Media releases and via Rabobank branch promotion days
2	Rabobank Executive Development Program	National	Rabobank Kobie Tesoriero Rabobank Australia GPO Box 4577, Sydney NSW 2001 P: 02 9243 4348 kobie.tesoriero@rabobank.com www.rabobank.com.au/knowledge_services/index.asp	Program will provide participants with a forum to develop business skills and establish a valuable network with other experienced farmers within the course.	Group (36 max)	2 x 6 days over 10 month period Sept and June	\$12,100	User pays	1/year	15% women
3	Indigenous Women's Leadership Program	National	Leadership Development Group Office of Indigenous Policy Coordination 1800 202 366 leadership@oipc.gov.au	It supports and develops around 70 women who have leadership capacity and are already making a contribution to their communities. These community leaders undertake leadership training designed to strengthen and build on their leadership,	Group	1 year	Fully Funded	Office of Indigenous Policy coordination	1/year	100%

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
				communication, networking, organisational and goal-setting skills. The program provides funding and practical support						
4	WoB Seminars	National	Ruth Medd Project Director Women on Boards Phone: 02 9331 8851 Mobile: 0419 407 231 ruth.medd@womenonboards.org.au http://www.womenonboards.org.au/events/seminars/index.htm	The seminars will feature the presentation of our latest research on target boards for women in the not-for-profit, sports, arts, corporate and rural sectors. Attendees will also enjoy a session on 'networking yourself onto a board' and hear from some of our top company directors.	Group	3hrs 6-9pm 4-5 times per year	\$55pp	WoB	4/yr in Capital cities	100%
5	ARLP – Australian Rural Leadership program	National	Australian Rural Leadership Foundation PO Box 298 DEAKIN WEST ACT 2600 Rob Patrick Phone: 02 6281 0680 Fax: 02 6285 4676 Email: info@arlp.net.au Web: http://www.rural-leaders.com.au/arlp.html Part of CLA	The Australian Rural Leadership Program prepares leaders to: develop sustainable, competitive and profitable industries, in an international context; develop sustainable (economic, social, environmental) communities within rural and regional Australia; establish strategic alliances and build strong links within and across industry sectors; identify the competing demands for industry, government and the community support; identify and analyse the strategic issues affecting the	Group 30-35 people (receive 150 applications each year)	Part time course of 60 days conducted over 18 months	\$4,400 Balance of \$46,000 through scholarship sponsors	Individual & sponsor	1/yr for 18 months	33% women hoping to increase this

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
			(Community Leadership Australia)	future of rural and regional Australia; understand the values, tactics and arguments of interest groups; deal confidently with industry, government and community leaders in Australia and overseas; and participate in shaping national policies.						
6	Young Rural Leadership Program	National	Industry Partnerships Program Dept of Agriculture, Forestry & Fisheries Monica Ph 02 6271 6411 youngleaders@daff.gov.au www.daff.gov.au/youngleaders	A unique opportunity for 30 young people who wish to make a difference to the future sustainability, competitiveness and profitability of their industries. The course provides participants with the skills and knowledge to effectively contribute to decision-making at the national level.	Groups of 30 people between age of 18-35	4.5 Days	Fully Funded	DAFF	1/year	The last course had 44% They divide by: Gender Region Industry
7	myVision	National	RuralScope Jo Eady PO Box 6133, Fairfield Gardens Q 4103 Phone: 07 3848 2890 jo@ruralscope.com	A leadership development program for women in rural industries	Individual / Group	3 months online and telephone	\$1500	User pays	5	100% women
8	AICD Company Directors Course	National	Phil Butler Australian Institute of Company Directors (AICD) ACT Ph: 02 6248 5954 Mb: 0413 772281	Intensive course for directors by directors.	Group (winner and runner-up of rural women's award)	5 day residential program	No cost to winner Ordinarily \$7000	RIRDC	6-8/years across all states	25%

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
9	Advance in Seafood National Leadership Development Program	Runs Nationally	Cheryl Phillips Changing Communities Pty Ltd 244 Echuca Road, Mooroopna VIC 3629 P: 03 5825 1233 cheryl.phillips@iin.net.au	Provide learning experiences which will enable seafood farmers to reach their potential and become empowered to impact positively on the industry's future.	Group 15 people	6 months 3 sessions – 3 days in Melbourne + 2 days in Canberra	\$1430	FarmBis Except NSW	1/year	33% women Promote through industry with brochures, web and email
10	Advance in Dairy National Leadership Development Program	Runs Nationally (Sessions in Melbourne and Canberra)	Cheryl Phillips Changing Communities Pty Ltd 244 Echuca Road, Mooroopna VIC 3629 P: 03 5825 1233 cheryl.phillips@iin.net.au	Provide learning experiences which will enable young dairy farmers to reach their potential and become empowered to impact positively on the industry's future.	Group 15 people	6 months 2 sessions – 3 days in various + 2 days in Sydney + 3 days Canberra	\$330	FarmBis Except NSW	1/year	25% women Promote through industry with brochures, web and email
11	Ambassadors on Boards	Qld/NSW/Vic/WA	Foundation for Australian Agricultural Women Jane Cleeve Email: workshops@faaw.org.au Web: www.faaw.org.au	Workshop aims to provide Agricultural Women with the inspiration, awareness and insights required to enable them to engage in leadership roles where they can make a positive difference to the region. The main components of the program are: Marketing Yourself Due Diligence and understanding Financials Maintaining a presence in the Boardroom	Group	2 Days	\$250 for sponsored positions \$1100 for un-sponsored positions	FAAW FarmBis grant could be applied for	1/year in each state	100% women

Queensland

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
12	Leadership in the Sugar Industry State Industry Training Program	Queensland	Cheryl Phillips Changing Communities Pty Ltd 244 Echuca Road, Mooroopna VIC 3629 P: 03 5825 1233 cheryl.phillips@iinet.net.au	Industry image, planning, communications / meetings, understanding the system, networking, leadership.	Group 15 people	3 months 2 Sessions 3 days in Ayr & Mission Beach + 2 days in Cairns & Townsville	\$110	FarmBis	2/year running concurrently	15%
13	Executive Development Program (Module 1)	Queensland	Kobie Neal Rabobank Australia GPO Box 4577, Sydney NSW 2001 P: 02 8223 8241 kobie.neal@rabobank.com	Executive business management skills to develop leadership and introduce concepts to drive growth and innovation.	Group	50 hrs	\$3902	FarmBis	1/year	15%
14	Leadership and Influence Cross cultural negotiation strategies	Queensland	Jarrod price Marketing & Event Officer QUT 07 3864 4145 bgsevents@qut.edu.au http://www.bgsb.qut.edu.au/execdev/programs/eus.jsp	This one-day workshop will combine the topics Leadership and Influence and Cross Cultural Negotiation Strategies.	Group 10-30 people Can tailor for min of 15 people	1 Day	\$595pp \$545 early bird	N/A	1-2/year	50% women Minority from rural/regional areas - From Mt. Isa, MacKay and Rockhampton (mainly mining)
15	Leading and Developing People – Appraising and Managing Performance	QLD/NT – online (CYBERcert)	Australian Institute of Management Management House, Corner Boundary & Rosa Streets, Spring Hill Qld 4000	This course is delivered over several weeks online and is led by a facilitator. Suitable for part-time study, it is offered through TheCyberInstitute, AIM's online learning subsidiary.		Facilitator lead - 3 weeks online Can start anytime	\$595 (GST Free)	N/A Plan to be a FarmBis registered course	Open calendar	60% women Promote through AIM, Regional

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
			Rachel Edwards Phone: 1300 882 465 or 07 3227 4812 Email: enquiry@thecyberinstitute.com.au Web: http://www.aimqld.com.au/training/coursesdirectory	Manage performance of individuals in teams Address performance related issues Address issues and problems of individuals in teams Build support and commitment within the work team Review and evaluate management of individuals within the work team						trade shows (eg NT Expo), AIT&D and AHRI Online through mycareer.com.au
16	Leadership Skills for Women - Online	QLD/NT	Australian Institute of Management The CYBER Institute Management House Cnr Boundary & Rosa Sts Spring Hill Qld 4004 Australia Ph: 1300 882 465 Web: http://www.thecyberinstitute.com.au/courses_cat.html	Develop a career growth plan A strong grip on interpersonal dominance Consider and chronicle your key goals Explore stereotypes, power and styles Understand the “Glass ceiling” and now Glass walls”	Group	2-4 hours There is no facilitator for this course	\$110 includes 30 day access to AIM	N/A Plan to be a FarmBis registered course	Open calendar	100% women Promote through AIM, Regional trade shows (eg NT Expo), AIT&D and AHRI Online through mycareer.com.au
17	Building Rural Leaders	Queensland	Rob Nielsen or Pamela McAllister QLD DPI&F Building Rural Leaders Team Phone: 1800 356621 http://www2.dpi.qld.gov.au/community/1	The program aims to assist individuals to deal with change affecting rural people at the business, industry and community levels. Building Rural Leaders challenges existing ways of thinking, develops new skills and encourages greater self-	Group 35 people	9 months 6 x 4 day modules	\$440/ module with 6 modules	AAA FarmBis	2-3/year Feb/Mar – Oct/Nov	50% average although increasing to 60% over last couple of programs

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
			1968.html	confidence in participants. Leadership is about relationships.						
18	The New Director	QLD / NSW	Australian Institute of Company Directors (AICD) GPO Box 73 Brisbane, Qld 4000 Ph: 07 3222 5500 Email: qld@companydirectors.com.au	If you have just become a director or have ambitions to become one this course will bring you up to speed fast. It provides a practical overview of your role and responsibilities.	Group	7 Hours	Members: \$550 Bne \$825 Syd Non-Members: \$660 Bne \$990 Syd	N/A	4-5/year Including one in: Townsville Sunshine Coast and/or Toowoomba	20% women
19	Women at the Board Table and The New Director - for women (Run with DPI&F)	QLD	Australian Institute of Company Directors (AICD) GPO Box 73 Brisbane, Qld 4000 Ph: 07 3222 5500 Email: qld@companydirectors.com.au	If you have just become a director or have ambitions to become one this course will bring you up to speed fast. It provides a practical overview of your role and responsibilities.	Group	1 day each	Members: \$550 Bne Non-Members: \$660 Bne	DPI&F	1/year	100% women

New South Wales / ACT

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
20	Achievers Weekend	Victoria / New South Wales	Training Improvements PO Box 1009, Wagga Wagga NSW 2650 P: 1800 229 227 Jodie@trainingimprovements.com.au	To motivate participants in the areas of leadership, personal development and business growth.	Group	20 hrs	\$1550	Farmbis	30	50% women
21	Managerial Leadership and Development	NSW/ACT	Australian Institute of Management North Sydney 215 Pacific Highway	This program is a single unit of the Graduate Diploma and Graduate Certificate in Management Practice	Group	2 months 6-10pm 1 night per week	Member/Corporate: \$2610 Non-Member: \$2900	None	2 in NSW (none in ACT)	60% women This is Graduate

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
			North Sydney NSW 2060 Ph: 1300 651 811 http://www.aimnsw.com.au/education-and-training/short-courses-2006/short-courses-2006_home.cfm	Opportunity to focus on a real management challenge as well as your own self-development needs through an action-learning project.						program Mainly from urban areas Promote via member database and some direct marketing to corporates
22	Leading for Results	NSW/ACT	Australian Institute of Management North Sydney 215 Pacific Highway North Sydney NSW 2060 Ph: 1300 651 811 http://www.aimnsw.com.au/education-and-training/short-courses-2006/short-courses-2006_home.cfm	Develop techniques for mobilising individuals while building ongoing and sustainable organisational capability. Create a multi-level culture where everyone is empowered to lead through effective demonstration of leadership. Learn to "walk your talk" - demonstrate, live and model the attributes of leadership.	Group	2 x 3days over 2 month period	Member/Corporate: \$2330 Non-Member: \$3700	None	2 in NSW (none in ACT)	30% women Mainly from urban areas Promote via member database and some direct marketing to corporates

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
23	Strategic Leadership	NSW/ACT	Australian Institute of Management North Sydney 215 Pacific Highway North Sydney NSW 2060 http://www.aimnsw.com.au/education-and-training/short-courses-2006/short-courses-2006_home.cfm	The emphasis is on the creation and maintenance of leadership throughout an organisation. Over a four-day period (three days in succession and a follow up day 4 weeks later) managers will learn the fundamentals of successful strategy, including the establishment of corporate direction, thinking strategically, internal and external analysis, scenario planning and strategic implementation.	Group	4days	Member/Corporate: \$2475 Non-Member: \$2750	None	4 in NSW (none in ACT)	30% women from urban areas Promote via member database and some direct marketing to corporates
24	Leadership: The Directors Role	Sydney	Australian Institute of Company Directors (AICD) Level 2, National Australia Bank House 255 George Street Sydney, NSW 2000 Tel: 02 8248 6600 Fax: 02 8248 6633 Email: nsw@companydirectors.com.au Web: www.companydirectors.com.au	Understand the difference between management and leadership Recognise leadership competencies and behaviours in self and others Know how to use leadership competencies to build the right board Have and increased awareness of board meeting dynamics, power and politics	Group	7 Hours	\$825	N/A as AICD is not an RTO (Registered Training Organisation) – therefore FarmBis funding not available	1/year	30-50% women
25	Sydney Leadership Program	Sydney	Liz Skelton Benevolent Society Program Manager Sydney Leadership Program Centre for Social Leadership Level 1, 180 Oxford Street	Sydney Leadership is founded on the conviction that leadership at the cutting edge, is about building coalitions and mobilising people to act . Good intentions and ideas are not enough. We need together to create the caring, just and inclusive	Group	1 year	\$15,000pp	BenSoc have a scholarship available each year. Also companies sponsor	1/year	50% women with very few from regional and rural NSW

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
			Paddington NSW 2021 m: 0406 066 647 t: 02 9339 8042 f: 02 9360 2319 LizS@bensoc.org.au Part of CLA (Community Leadership Australia)	communities we strive for. NSW Regional program has ceased due to lack of funding				the participants		

Victoria

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
26	Achieving Through Leadership	Victoria	Training Improvements PO Box 1009, Wagga Wagga NSW 2650 P: 1800 229 227 jodie@trainingimprovements.com.au	How to improve your effectiveness – developing the leader in you.	Group	25 hrs	\$2800	FarmBis	30	50% women
27	Board of Directors Training	Victoria	Mark Schultz SED Consulting 24 Doveton Street, Ballarat VIC 3350 P: 03 5331 2565 mark@sedconsulting.com.au	To assist participants to develop a better understanding of the role of being a company director and/or board member and provide them with tools and techniques to help them contribute more effectively to the governance of the organisation and improve their board performance.	Group	6 hrs average Range from 2hrs – 1day	\$327.27/person/day This varies subject to course content and size of group	FarmBis	On Demand 10-15/year	50% for NGO groups 30% for Corporate groups Promote by word of mouth responding to a need

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
28	Fairley Community Leadership Programme	Victoria	Stephen Merrylees Fairley Leadership PO Box 1409, Shepparton VIC 3632 P: 0427 316 885 exec.dir@fairleyleadership.com	To foster the development of a vigorous network of community leaders through the opportunity to meet with and question broad cross section of regional, state and national leaders from a range of experience and backgrounds.	Group	25 hrs	\$1424.15	FarmBis	N/A	N/A
29	Leadership	Victoria	Diane Cardinal ILFR University of Melbourne Melbourne VIC 3021 P: 03 8344 6883 d.cardinal@unimelb.edu.au	Leadership role of manager in organisations involved in agribusiness. Organisational culture and values, social responsibilities and managerial ethics, managing change, creativity and innovation and entrepreneurial behaviour.	Group	One week intensive residential Incl. in 8 week course	\$2500	FarmBis	1/year	24% Promote via industry bodies including AwiA, email, brochures
30	Impact on Dairy	Victoria	Cheryl Phillips Changing Communities Pty Ltd 244 Echuca Road, Mooroopna VIC 3629 P: 03 5825 1233 cheryl.phillips@iinet.net.au	Provide learning experiences which will enable young dairy farmers to reach their potential and become empowered to impact positively on the industry's future.	Group 15 people	3 months 2 Sessions 2 days in Gippsland + 1 day in Melbourne 50hrs contact plus 10hrs project work and 8hrs monitoring	\$330	FarmBis	1/year	25% women Promote through industry with brochures, web and email
31	Leadership Development	Victoria	Lois Beckwith Focus Consulting PO Box 3330, Mildura VIC 3502 P: 03 5022 1859 focus3@iinet.net.au	Participants will be trained in leadership skills and industry analysis techniques.	Group	8 hrs	\$400	FarmBis	N/A	N/A

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
32	Marcus Oldham Rural Leadership Program	Victoria	Sam Inglis Director Corporate Training Marcus Oldham Program Enquiries inglis@marcusoldham.vic.edu.au Mb: 0427 472921 Jennifer Jones Registration Enquiries jones@marcusoldham.vic.edu.au Phone: (03) 5247 2901 Fax: (03) 5244 1263	To develop leadership skills in potential rural leaders. It is targeted at people with the potential to lead local and regional level industry and community organisations or those with leadership experience at this level who aspire to leadership roles at a state level. This course focuses on developing the self-confidence, communication, negotiation and team leadership skills of the participants.	Group 36 people	40 hrs	\$1571.43	FarmBis	1/year	25% women Promote via 20-25 supporting organisations of the course. Encourage female participation.
33	New Board Directors – One Day Introduction	Victoria	Gwen Holford Goulburn Ovens Institute of TAFE PO Box 237, Wangaratta VIC 3677 P: 03 5723 6308 innoven@innoven.vic.edu.au	Provide farmers and farm business managers who aspire to become directors of a company, cooperative or statutory authority or have had limited experience on a board to understand their roles, responsibilities and duties as a director.	Group	8 hrs	\$300	FarmBis	N/A	N/A
34	Wimmera Leadership Program – Business Executive growth Program	Victoria	Mary Bignell Wimmera Development Association 62 Darlot Street, Horsham VIC 3400 P: 03 5381 1744 mbignell@wda.org.au	To provide leadership and business management training for people who are currently in senior leadership roles within their business or organisation.	Group	40 hrs	\$2600	FarmBis	N/A	N/A
35	Williamson Community Leadership Program	Victoria	Leadership Victoria Old Treasury Building Spring Street Melbourne VIC 3000 Ph: 03 9651 6590	The Williamson Community Leadership Program is a rigorous, challenging and life-enriching year of seminars, visits, field trips and lectures for 36 resourceful Victorians	Group 36 people	10 months	\$1,650pp + \$4400 from sponsoring organisation	The Williamson Community in part	1/year	50% women with 14% being from rural/regional areas

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
			Louise Muir-Smith Program Manager louise@leadershipvictoria.org Part of CLA (Community Leadership Australia)	with ten to fifteen years experience in the workforce, who have already displayed leadership and are above average achievers						
36	Leadership Development Program	Victoria	Centre for Executive Education Mt Eliza Sarah Baxter 03 9349 8703 programs@mbs.edu	Leadership concepts and improving awareness of yourself as a leader	Group	5 Days	\$8,090 - \$8,850	N/A	1/month	40% women Regional participants from WA, rural Victoria and rural New Zealand
37	Mt Eliza Business Leadership program	Victoria	Centre for Executive Education Mt Eliza National Enquiry Centre 03 9349 8788 programs@mbs.edu	Key concepts of contemporary leadership, research and practice, focusing on the critical factors that will help you inspire your staff to confidently move your organisation forward	Group	5 Days (provided 4 times a year)	\$7600 - \$8090	N/A	1/month	40% women Regional participants from WA, rural Victoria and rural New Zealand
38	Mt Eliza – The Emotionally Intelligent Leader	Victoria	Centre for Executive Education Mt Eliza National Enquiry Centre 03 9349 8788 programs@mbs.edu	High-performing middle to senior level managers seeking to maximise your ability to achieve results through and with other people. Key emotional intelligence (EI) practices pioneered by Daniel Goleman’s research that will help you to generate more productive workplace relationships, increased personal power, strength, influence and impact	Group	3 Days	\$5300 - \$5500	N/A	2/year May and Nov	33-50% women (varies)

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
39	Eleanor Davis School Leadership Program – for women in teaching profession in Victoria only	Victoria	SOFWeb Anita Brown 03 9637 2414 brown.anita.e@eduma.il.vic.gov.au http://www.sofweb.vic.edu.au/pd/ldp/WomInLead/eleanor.htm	The Eleanor Davis mentor program provides a stimulating leadership capability development program modelling the principles of effective professional learning. It is an outstanding opportunity for women who are exhibiting outstanding leadership capability in their own schools to experience hands-on learning in another school situation, supported by an experienced mentor.	Group 30 women	11 Days spread from May to September 4 days of seminars and 8 days placement in school	\$300 for mentoree	State of Victoria (DE&T)	1/year	100% 33% are rural and regional
40	Self Leadership: realising your leadership potential	Victoria	Australian Institute of Management - Victoria & Tasmania 181 Fitzroy St PO Box 112 St Kilda Victoria 3181 Emily Ph: 03 9534 8181 Fax: 03 9534 5050 Email: enquiry@aimvic.com.au Website: www.aimvic.com.au http://www.aimvic.com.au/coursedirectory/courses/?courseID=21&locationID=1#	Building awareness, ownership and accountability Clarifying vision and direction Managing competing demands and prioritising Coping with and influencing change Dynamics of team unity and team learning Leadership and coaching versus managing Eliminating interdepartmental barriers Strategies for managing competing priorities and stress Techniques for increased creativity and flexibility Effective delegation, planning and goal setting	Public group 15-20 people In-house group 15 people	1 day /week for 3 weeks	Member \$1284 Non-Member \$1420	Is available AIM – can assist with administration of funding assistance	5/year	40% women

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
41	Leading with Emotional Intelligence	Victoria	Australian Institute of Management - Victoria & Tasmania 181 Fitzroy St PO Box 112 St Kilda Victoria 3181 Telephone: (613) 9534 8181 Fax: (613) 9534 5050 Email: enquiry@aimvic.com.au Website: www.aimvic.com.au	The science and nature of EI Identifying your own level of EI and personal style The role of emotions in the workplace The impact of EI on leadership outcomes Taking responsibility for your emotionally charged responses Using emotions as the 'content' to make better decisions How emotionally intelligent leadership increases the performance of others.	Group	2 Days	Member: \$1050 Non-Member: \$1140	AIM – can assist with administration of funding assistance	4/year	40% women

South Australia

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
42	Leading industries – Impact on Seafood State Industry Training Program	South Australia – Adelaide and Port Lincoln	Kelly Tape Coordinator Leading Industries PO Box 8 PORT LINCOLN SA 5606 Tel: 088682 5772 leadingindustries@corvel.com.au	<ul style="list-style-type: none"> A national leadership development program aimed at members of the seafood industry. Assists participants develop skills, knowledge, confidence and networks to assist their future representation of industry at individual, enterprise & industry level. 	Group 15 people	3 day session + 2 day session	\$1760	FarmBis	1/year or on demand	20%
43	Impact on Citrus State Industry Training Program	South Australia	Cheryl Phillips Changing Communities Pty Ltd Leading Industries 244 Echuca Road, Mooroopna VIC 3629 P: 03 5825 1233	To develop a core group of citrus industry personnel able to participate effectively in industry activities at the formal level. The 1-residential sessions are complemented by a requirement that	Group 15 people	3 months 2 sessions 2 days in Barmera 3 days in Adelaide	Travel only	FarmBis	1/year	33% women Promote through industry with brochures,

			cheryl.phillips@iinet.net.au	participants undertake an industry project as part of the course.		50hrs contact plus 10hrs project work and 8hrs monitoring				web and email
44	Executive Development program	South Australia	Kobie Neal Rabobank Australia GPO Box 4577, Sydney NSW 2001 P: 02 8233 8241 kobie.neal@rabobank.com	To develop leadership and business skills and introduce opportunities to innovate and drive growth; To provide a forum for leading primary producers from Australia and New Zealand to network	Group	50 hrs	\$6050	FarmBis	1/year	15%
45	Leadership skills	South Australia	Lyn Bryant Young Farmers Development Program co-ordinator Australian Co-operative Foods (Dairy Farmers) Ph: 02 87321000	To increase personal and interpersonal effectiveness. Skill development in the areas of goal setting, negotiations, time management, communications and team work.	Group 15 people which are part of the Young Farmers development program	20 hrs	\$455	FarmBis	1 every 2 years	33% women Selection is via word of mouth recommendation

Northern Territory

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
46	Leading and Developing People – Appraising and Managing Performance	QLD/NT – online (CYBERcert)	Australian Institute of Management Management House, Corner Boundary & Rosa Streets, Spring Hill Qld 4000 Phone: 1300 882 465 Email: enquiry@thecyberinstitute.com.au Web: http://www.aimqld.com.au/training/coursedirect	This course is delivered over several weeks online and is led by a facilitator. Suitable for part-time study, it is offered through TheCyberInstitute, AIM's online learning subsidiary. Manage performance of individuals in teams Address performance related issues		3 weeks online Can start anytime	\$595 (GST Free)	N/A	N/A	N/A

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
			ory							
47	Leadership Skills for Women - Online	QLD/NT	Australian Institute of Management The CYBER Institute Management House Cnr Boundary & Rosa Sts Spring Hill Qld 4004 Australia Ph: 1300 882 465 Web: http://www.thecyberinstitute.com.au/courses_cat.html	Develop a career growth plan A strong grip on interpersonal dominance Consider and chronicle your key goals Explore stereotypes, power and styles Understand the "Glass ceiling" and now Glass walls"	Group	2-4 hours There is no facilitator for this course	\$110 includes 30 day access to AIM	N/A	N/A	N/A

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Tasmania

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
48	ExecutiveLink	Tasmania Although this is also available in: SA/VIC QLD NSW	Andrew Beattie Resource Consulting Services Box 1679, Launceston Tas 7250 P: 03 6336 6940 abeattie@rcs.com.au	Participants will complete a strategic business review and establish a "business planning" culture within their business. Participants will complete regular and appropriate continuing education in a range of areas relevant to business improvement.	Group Up to 60 Business = 100-120 people/year	3 years The group will meet 3 times a year	\$4,500/year	FarmBis Not in NSW	1/year	40% women Promote via word of mouth

Western Australia

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
49	Unleashing Individual	Western Australia	Colin Holt The Arid Group	To assist people discover their own unique qualities & help	Group 12-20 people	9 days	\$2,000/person	FarmBis	1-3/year	50% women

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
	Potential – Leadership Program		P: 08 9359 0565 col@arid.com.au	them reach their own incredible potential. To encourage & provide individuals with skills, motivation & confidence to seek an active leadership role in whatever their field of endeavour. To develop individuals who can provide leadership at a family, community, industry, regional, state or national level.						90% of participants are from rural and regional areas. Promote through existing networks and alliances
50	Pilbara Management Development Centre – Executive Development Course (EDCO)	Pilbara WA	Australian Institute of Management Client Services Centre Phone: 08 9383 8000 Web: http://www.aimwa.com/PilbaraManagementDevelopmentCentre.cfm	The formal sessions are designed to encourage vigorous debate that builds on a pre-existing knowledge and skills of the participants. They will be guided through key topics such as strategic HR development, change management, financial and people management. Included in the course are two hours of one on one mentoring in the workplace.	Group	5 Days	Member/Corporate: \$2,237.50 Non-Member: \$2,682.50 GST Free	N/A	N/A	N/A
51	Leadership & Strategy – leadership Effectiveness (with Uni of WA)	Perth WA	Australian Institute of Management Client Services Centre 76 Birkdale Street Floreat Western Australia 6014 Phone: 08 9383 8000 Web: https://secure.aimwa.com/trainingViewPrograms.cfm?mode=details&course_id=1835	Personality and effective leadership Stress, motivation, group dynamics and effective teamwork Performance management Coaching, influence, conflict and power Strategic leadership and vision Organisational culture and change	Group	13 evening sessions over 13 weeks	\$2,350 GST Free	None	3/year	50% women Most from Perth or mining industry

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
52	Leadership & Strategy – Leadership Development	Perth WA	<p>Australian Institute of Management Client Services Centre 76 Birkdale Street Floreat Western Australia 6014 Phone: 08 9383 8000</p> <p>Web: https://secure.aimwa.com/trainingViewProgram.s.cfm?mode=details&course_id=1696</p>	<p>Understanding Leadership Knowing Yourself Leadership Skill Building Developing your Leadership back at your workplace</p>	Group	5 days	<p>Members: \$1,554 Non-Members: \$1,845 GST Free</p>	None	3/year	50% women
53	Integral leadership – The next generation of Leadership	Perth WA	<p>Australian Institute of Management Client Services Centre 76 Birkdale Street Floreat Western Australia 6014 Phone: 08 9383 8000</p> <p>Web: https://secure.aimwa.com/trainingViewProgram.s.cfm?mode=details&course_id=1712</p>	<p>This program provides the best practice techniques of effective leadership combined into a comprehensive model of leadership and management based on the 'Integral Theory' of Ken Wilber. Integral Leadership focuses on the core of each leader's self awareness, personality and being. It challenges participants' assumptions and beliefs about who they are, why they work and what is effective leadership.</p>	Group	5 Days	\$3,250	None	3/year	50% women

No.	Program Name	State / National	Contact	Focus	Group / Individual	Duration	Cost	Funder	No. of courses run	% of women
54	Company Directors Course – The Rural Program	Western Australia Joondalup	Australian institute of Company Directors (AICD) Gary Gallagher PO Box 7050 Cloisters Square, WA 6850 Ph: 08 9322 7400 Email: ggallagher@companydirectors.com.au	Those who complete it gain the essential understanding they need to establish themselves as highly effective and influential professional directors. This focuses on the technical rather than the behavioural.	Group 25 people	4-5 Days (residential program) 4-5 Days (non-residential program) 1 night for 10 weeks (Tutorial program)	Members \$6,050 Non Members \$6,545 \$4,462 Members \$2,893 Members	FarmBis	1/year with rural focus 4-8/year	25% women Promote through 2000 member database and referrals

Appendix 2: Online Survey Template

Women's Leadership Survey

Thank you for agreeing to participate in this important research. Your input will be confidential.

In a nutshell, your responses will help to identify factors and elements of leadership training development that contribute to greater leadership involvement by women in rural industries and regional Australia. (If interested, full Terms of Reference are outlined at the bottom of the survey).

Funded by the Cooperative Venture in Human Capacity Building through RIRDC, this research is being conducted by **Jo Eady**, Director, **RuralScope Pty Limited**. Contact Jo Eady direct on (07) 3848 2890 or email jo@ruralscope.com

About You

1. Your Name:

2. Your Email:

3. Your Phone:

4. Your Address:

5. Industry Sector:

6. Leadership / Board Positions you hold:

7. Qualifications you hold:

Factors Influencing Your Leadership Development

8. What are the 2 key things that have influenced your leadership development?

9. Who has influenced your leadership development the most?

10. What barriers have you faced to your leadership development?

Leadership Programs

(Examples of programs are RIRDC Womens Award, Women on Boards, ARLP, Women in Dairy, Mentoring Programs etc)

11. What leadership programs have you completed? (Please name the program and the provider)

12. What 2 content areas / topics were the most useful in the leadership program/s?

13. What 2 content areas / topics were the least useful in your leadership program/s?

14. Please comment on the influence of the leadership program facilitator

15. Please comment on the leadership program delivery ie. Too long / short, not structured enough, limited follow up etc.

16. Should leadership program be gender specific? Why / Why not?

Yes

17. How much did the completion of a leadership program support you in gaining your current leadership position/s? (Name the program)

A lot

18. How often do you recall / refer to information you gained in a leadership program?

A lot

19. What one key initiative / strategy do you think would support the development of women on a path to leadership positions?

20. What advice would you give to other women seeking to gain a leadership position in rural industries / regional Australia?

21. Where do you currently receive information / support for your continued leadership development?

22. Do you have any other comments about encouraging increased involvement of women in leadership positions in rural industries / regional Australia?

Send your responses

Terms of Reference

Key goals for this research include:

1. Identify elements of leadership programs that have contributed to women achieving greater leadership involvement in rural industries and regional Australia.
2. Identify elements of leadership programs that have not contributed to women achieving greater leadership involvement in rural industries and regional Australia.
3. Document pathways to women's leadership involvement in rural industries and regional Australia.
4. Identify factors outside of training / development programs which may assist in increasing women's involvement in rural industries leadership and management roles.

References

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