

Encouraging Strong Local Leadership

~ Presentation Slides ~

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Leadership ...

- ❑ Why is it important?
- ❑ What is leadership and its roles?
- ❑ How do we grow leadership?

'Nowadays towns are really not so different from businesses, they need to keep recreating themselves. Not so many years ago country towns were subject to general trends. They would all do well or all do badly. The picture is now very uneven. The successful towns are likely to be driven by people who are passionate and creative, who see an opportunity and go for it. You need communities with a bit of get up and go spirit. Some have it, some don't'.

(Roy Powell, Centre for Agricultural and Regional Economics)

'The old style answer of throwing money at the problem is not the high impact solution for regional development in Australia. Given the task of rejuvenating a region and the choice of \$50 million, or \$2 million and 20 committed local leaders, we would choose the smaller amount of money and the committed leaders'.

**(McKinsey and Company (1994) Lead Local Compete Global:
Unlocking the Growth of Australia's Regions)**

'The most critical factor in determining the growth or decline of rural communities is leadership, the most critical investment to ensure the future of rural America is leadership education'.

**(Glen Pulver, Professor Emeritus,
Rural Development, University of Wisconsin, Madison)**

'I have no doubt that in the final analysis, the ability of rural communities and their industries and businesses to survive, grow and develop will depend upon their willingness and skill to identify, attract, develop, renew and retain leadership'

(Peter Kenyon)

**'Leadership is a quality
regrettably lacking in much of
our political, academic, business,
social and even religious life.
Much of Australia's leadership
has been and continues to be,
mediocre'.**

(Dr Barry Jones)

'90% of South Africa's problems are the result of poor leadership, bad leadership or lack of leadership. And until you sort out leadership, South Africa will remain a basket case'.

(Erin Mufuma, African Leadership Development Trust)

**'Leadership is the thing
that wins battles. I have
it, but I'll be damned if I
can define it'.**

(General George Patton)

Google ...

- ❑ 'Leadership': 171,000,000
- ❑ Australian Leadership': 2,680,000
- ❑ 'Leadership in Regional Australia':
1,350,000
- ❑ 'Leadership in Rural Australia':
1,240,000

'Leadership is not necessarily a title or a powerful position; it is a process, it is relational, it is making something happen, it is leaving a mark.'

(Lorraine Matusak)

**Critical Leadership
Roles in
Regional Australia**

1. Facilitating Change

**'The future ain't
what it used to be'.**

(Paul Valery)

AUSTRALIAN DEMOGRAPHIC CHANGE

1900 37% lived within what is now defined as the 8 state and territory capital cities

9% lived in large coastal towns (eg, Newcastle, Geelong, Cairns)

54% scattered through rural areas

2000 63% live in capitals

16% in coastal provincial cities

21% in rural areas

71% of population live in 10 cities

Job Loss in Rural Australia

- ❑ Over last 30 years -
 - Loss of 100,000 farm jobs

- ❑ Over last 25 years -
 - Loss of 66,000 railway jobs

- ❑ Over last 10 years -
 - Loss of 20,000 farms
 - Loss of 10,000 bank jobs, and over 1000 bank branches

South Australian Farms

Since 1970 Number of farms have halved

By 2051 South Australian Farmers Federation have predicted that the number of farms will halve again in number

1991 9361 Broad acre farms

2051 3497 Broad acre farms

Critical Regional Economic Challenges

- skills shortage
- volatile world commodity prices
- changing land use
- loss of farm units
- mechanisation of resource industry
- globalisation
- centralization

Critical Regional Environmental Challenges

- water
- climate change
- salinity
- energy

Critical Regional Social Challenges

- changing demographics
- flight of young people
- health / education provision
- gender imbalance
- declining political clout
- declining citizen participation

**'Most communities can often
be compared to a Australian
Rules game where 30,000
people who need the
exercise, turn up to watch
36 players who don't.'**

(Peter Kenyon)

**'Change is something this town
resists very strongly and it
has become obvious that most
locals would prefer a long
spiral into oblivion rather than
having a go at making
something happen'.**

(Mid West WA Resident)

'The prime task of leadership at all levels is to oversee the dismantling of dysfunctional old truths and to prepare people to deal with, and revel in, change per se.'

(Mal Bryce)

**'A leaders task is to
open doors and
windows'.**

(John Gardiner)

2. Creating Vision

'Leadership involves:

- creating a vision
- expressing it in simple terms
- communicating the vision
- aligning all to the vision'

(Boston Consulting Group)

'The primary problem of many communities appears to be mindset -

- Survival rather of potential
- Management rather than leadership
- Doing things right rather than doing the right things

To be successful we must -

- See the big picture
- Decide to lead
- Do so with boldness and vision'.

(Dick Lick, President of University of Maine)

Critical Regional Community Questions

- Who are we?
- What have we got?
- Where do we want to go?
- How do we get there?
- How do we know when we
have got there?

**' Successful leaders are those who
can create an exciting and
passionate vision of future success,
can align people's thinking and
actions towards that vision, and
most importantly, can manage their
own behaviours in line with the vision
they want to realise'.**

(Leadership Strategies Incorporated)

**'You must be the change
you wish to see in people'.**

(Gandhi)

**'There are three principles
of leadership - Example,
Example and Example'.**

(General George Patton)

'Leadership is that special quality which enables people to stand up and pull the rest of us over the horizon'.

(John Gardiner)

3. Engendering Hope, Optimism and Passion

**'The first task of a leader is
to keep hope alive'.**

(John Gardiner)

'A leader is a dealer in hope'.

(Napoleon)

Demons of Rural Australia

- cynicism
- negativity
- change resistance

'If your actions inspire others to dream more, learn more and become more, you are a leader'.

(John Quincey Adams)

"A positive attitude is the outward manifestation of a mind that dwells primarily on positive matters.

It is a mindset tipped in favour of creative activity rather than boredom; joy over sadness; hope over futility; a positive attitude is that state of mind which can be maintained through conscious effort".

(Elwood Chapman - Attitude "Your Most Precious Possession")

'I think negative people should be taxed. They require an incredible amount of energy. They're like corgis nibbling at your ankles and I'm sure they exist to show us the difference between heaven and hell.'

(Vicki Buck, Former Mayor, Christchurch City Council)

'Leadership is fundamentally about:

- ❑ Creating
- ❑ Focusing
- ❑ Directing
- ❑ Maintaining Energy'

(Gibson and Associates)

4. Acting Entrepreneurially

Being a community entrepreneur involves -

- ❑ seeing opportunities where others don't
- ❑ persevering against all odds; and
- ❑ building bridges beyond traditional sectors.

Ultimately it builds the community's bottom line'

(Mike Stolte, Centre for Innovative & Entrepreneurial Leadership)

Community Entrepreneurship

- ❑ A community's ability to act collectively to take advantage of opportunities
- ❑ presence of a community environment that allows economic and social entrepreneurs to flourish

Kaikoura, (New Zealand)

Kaikoura : Population 4000

Traditional farming and fishing

1987 -	3600 international visitors
2002 -	350 000 international visitors
2004 -	650, 000 international visitors

Tourism sector contributes \$67 million to the local economy.

1/3 of the town's full time jobs are in tourism, and another 1/3 rely on a proportion of the tourism income to make their job sustainable.

Comparison - Kaikoura 1987 - 2006

	1987	2006	Variance %
Accommodation Complex	23	96	+ 317%
Guest Beds	386	1860	+ 382%
Coach Services	2 each week	112 weekly	+ 5,500%
Licensed Premises	4	43	+ 975%
Restaurants / Cafés	10	35	+ 250%
Tour Operators	5	58	+ 1060%
Taxi Services	0	1	New Service
Building Permits Issued	41	221	+ 439%

Kaikoura Whale Watch

- ❑ Established in late 1980's by local Maori desperate to create employment and build a future for their children.
- ❑ Local Maori (over 90% unemployment rate) borrowed \$35 000 to initiate - used their homes as collateral.
- ❑ Only grant in their history - \$5000 for a feasibility plan.

Kaikoura Whale Watch

Today:

- ❑ Biggest employer in Kaikoura with over 250 staff.
- ❑ 2004 - 200,000 Whale Watch customers
- ❑ Winner of the Best Global Eco Tourism Business Award.
- ❑ Besides Whale Watch, the company has a wide range of businesses:
 - biggest Day Tour company operating from Christchurch
 - chain of 9 coffee shops throughout New Zealand
 - Clifford Bay Marine Farm
 - technology investments.

Kaikoura ...

first township in the world to
achieve full Green Globe 21
status

- a benchmarking and certification
programme for sustainable travel and
tourism

To qualify, Kaikoura met strict criteria for energy use:

- greenhouse gas emissions**
- air quality**
- water use**
- solid waste production**
- resource conservation**
- biodiversity**
- water quality**

**'Need to create a
business culture that
feeds on innovation
and the desire to do
things better.'**

(Wally Stone, CEO, Whale Watch, New Zealand)

5. Growing Leadership

**'A leader creates leaders who
creates leaders'.**

(Carol McCall)

**'Leaders don't create followers -
they create more leaders'**

(Tom Peters)

Creating Leadership Development Opportunities for Local Residents

- ❑ Local leadership development strategy and fund
- ❑ Regional Leadership Initiatives – Community Builders Program
- ❑ Maximising state, national and international leadership development experiences for young people
- ❑ Recognising and celebrating leadership

The Community Builders Program

**A grassroots leadership
development program
supporting regional residents
to better understand and build
their communities and local
economies.**

Aims:

- ❑ promoting pro-active and positive attitudes towards improving the quality of life in rural communities
- ❑ providing the necessary information, skills, tools, motivation, confidence and passion to manage change in rural Australia
- ❑ encouraging new thinking about ways to better support and nurture economic, employment and social development at the local and regional level
- ❑ stimulating collaboration between communities and creating a peer support network and friendship links across a region

Discussion Issue:

Diversity of Leadership

Positional Leaders

Vs

Community Builders

WHO ARE
YOUR
LEADERS?

70% PLUS -

- Male
- 50 - 70 years
- Positional

WHO MAKES THINGS
HAPPEN IN THIS
COMMUNITY?

70% PLUS -

- Female
- 30 - 50 years
- Passion rather than position

'Women are more able to emotionally cope with change than men. Women are more clear - sighted in seeing the need for change'

(John Anderson, Deputy Prime Minister)

Reactions?

**By Far the Most Important
Factor in the Ratings of
Success Was**

**'How people feel about their
community'**

**(The Success Factors - Managing Change in
Regional and Rural Australia -
Rural Women's Advisory Council)**

'Volunteering has consistently been identified in the study as a critical factor of the future success of rural and regional communities. It has been the single most important factor in people feeling good about their communities, and hence working for their community's greater success'

(Rural Women's Advisory Council - 'The Success Factors Managing Change in Regional and Rural Australia')

'Yet the rate of volunteering is declining at a time when it is most needed. Older volunteers are burning out and younger people are being discouraged from participating by the prevalence of barriers that make them feel negative about their communities'

**(Rural Women's Advisory Council -
'The Success Factors Managing Change in Regional and Rural Australia')**

'Younger people need more opportunities to create and implement their own ways of increasing the community's options, viability and quality of life.'

(RURAL WOMEN'S ADVISORY GROUP, (2001)

THE SUCCESS FACTORS MANAGING CHANGE IN REGIONAL AND RURAL AUSTRALIA)

Young People

Cause Problems

Have Problems

Are Problems

SOCRATES (500BC) - 'Our youth today now love luxury; they have bad manners, contempt for authority, disrespect for older people. Children now days are tyrants, they no longer rise when elders enter the room, they contradict their parents, they chatter before company, gobble their food and tyrannise their teachers. They have execrable manners, flout authority, have no respect for their elders. What kind of awful creatures will they be when they grow up.'

ARISTOTLE, 300 BC) - 'When I look at the younger generation, I despair for the future of civilisation.'

TEONA

Latin word from which the word teenager originates.

It means '*grief, strife and misery*'

Unique Contribution By Young Women and Men

- Fresh perspectives
- Great collaborators
- Make the dollar stretch
- Passionate about issues, eg,
environment / sustainability
- Idealism
- Impatience
- Attract the attention of the media
- Best know what other young people
think and want

R U MAD?

**Are You Making A
Difference?**

- An Initiative of the Education Foundation -

Three Levels Of Madness

Level One - Commit to a mad day

Level Two - Create a team or year long mad project

Level Three - Establish A Mad student Foundation

Discussion Issue:

How do we develop leadership attitudes and behaviours in rural young people?

Finally ...

Be a continuous learner

'In times of change it is the learners who inherit the future.

Those who have finished learning find themselves equipped to live in a world that no longer exists.'

(Eric Hoffer)

*“Leadership and learning are
indispensable from each
other”*

(John F Kennedy, prepared for delivery in Dallas, the day
of his assassination, Nov, 1963)

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