

INDIGENOUS YOUNG LEADER'S PROGRAM

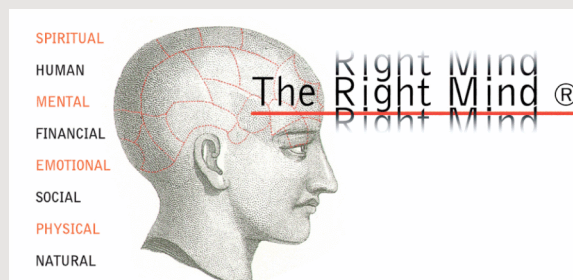
INSPIRATION
DISCIPLINE
OPPORTUNITY



DEFINING DIRECTION
AND DEEPENING
PURPOSE

DEVELOPING A DEEP
APPRECIATION OF THE
HUMAN DIMENSION

MASTERING THE
CRITICAL ELEMENTS
FOR SUCCESS



ABOUT THE PROGRAM

The **Indigenous Young Leaders™** program works on the alignment of purpose, strategy and actions to build robust organisations through growth in the capability and capacity of individuals.

The program has been developed to address an organisational space not adequately met by traditional leadership forums. It is aimed at Leaders who are under 35 who have aspirations to make a difference.

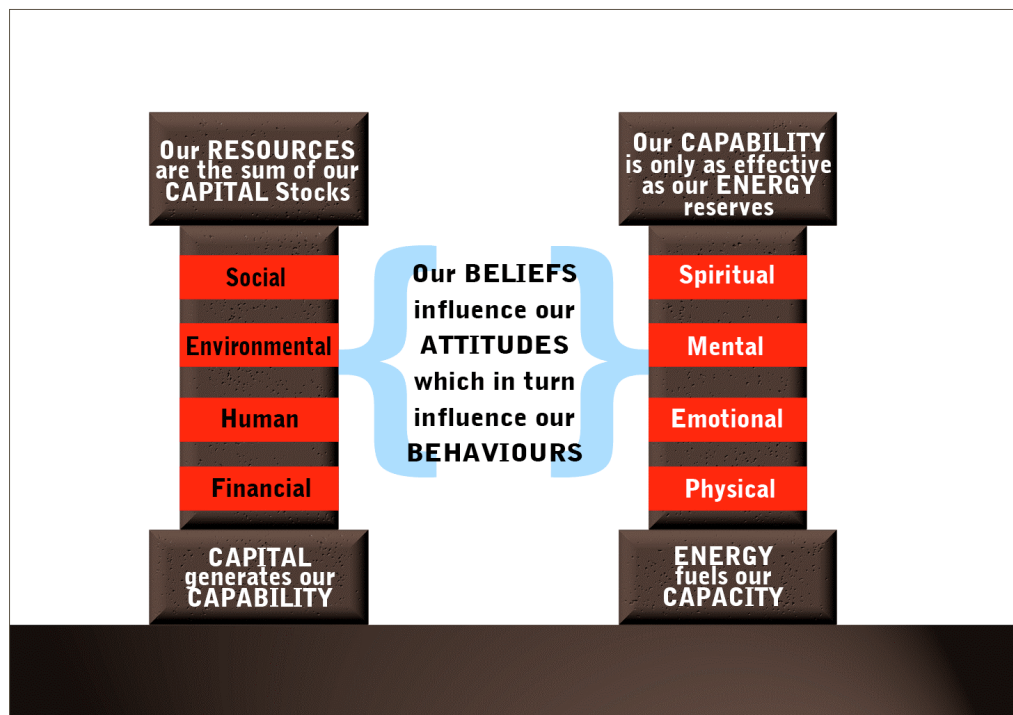
IN SUMMARY THIS PROGRAM PROVIDES:

A FIVE-DAY LEADERSHIP FORUM

3 TWO-DAY MEETINGS THROUGH-OUT THE YEAR FOR TWO YEARS

The feature of the program is that it works with members to improve both their capability (resources) and capacity (will and motivation). Members do so by evaluating the eight factors of **The Right Mind Pillars**. Through our unique approach (referred to by some as the “Balanced Scorecard” of personal and professional development) we provide members with practical information, insights that are meaningful and relevant that, in combination with the structured experiential learnings that enable them to undertake their roles in a more effective manner. Most importantly it enriches their lives.

These Pillars are the basis of the wider Leadership Programs that TRM are conducting throughout Australia.



PROGRAM BENEFITS:

The benefits of this program are:

- **Superior decision making processes.** Our experience demonstrates that having access to a trusted group of people who are not connected to your business improves the decision making process. Membership overcomes the sense of isolation many leaders feel in their decision-making processes.
- **Personal growth.** One of the greatest benefits of membership is the substantial personal growth participants achieve. Having an independent group challenge and support your alignment of purpose, strategy and actions, achieves growth that many had not believed possible.
- **Improved implementation,** Our unique implementation techniques create an environment where follow-through is a must.
- **Group networking.** Group networking outside of ones direct reports has been demonstrated world-wide to generate better outcomes. Structured group networks formalise the engagement processes and enabling more considered evaluation of decisions to be made.

DURING THE PROGRAM PARTICIPANTS:

Establish focused goals by engagement in a rounded goal-setting and revision process.

Understand their behavioural drivers through having access to reports from the management and emotional behavioural tools.

Develop 'metrics that matter' by development and updating of key performance measures that embrace the physical, financial and cultural components ones performance.

Learn to 'give up' the unnecessary by substituting not adding. Success is not achieved through the successive addition of new fads or operations on top of already busy lives. Very few team leaders have learnt the art of shedding layers that are no longer relevant or do not add value.

Learn to pace any change realistically through a better understanding of the drivers of effective change and organisational benefits. Far too many change management programs are unrealistically scheduled. They are under-funded or results are expected in unrealistic timeframes resulting in people losing interest.

Develop and progress the TRM 'Buddy' concept. This concept has its origins in the military where looking after comrades during periods of danger ensures there are two people monitoring actions. It is used to accelerate progression towards ones goals.

THE PROGRAM

5-day induction purpose

This five-day program forms in integral part of the "scene-setting" to ensure all participants:

- Value and respect "trust" as a corner stone to progressing their personal growth and community relationships
- Have the same understanding of coaching and leadership development principles
- Have a common understanding of the drivers of functional and dysfunctional behaviour
- Are "bonded".

We have repeatedly found that, without a common training ground, participants are less likely to get as much out of the program.

On-going workshop purpose

To imbed the principles gained in the 5-day program through re-visiting most of the curriculum areas again and repeatedly following up on goals set and achievements attained with respect to each goal.

PROJECT DESIGN

Given the delivery of training to Indigenous people is very expensive (for example, a 13 week Pre-vocational program at Myuma costs \$40,000 per participant and a Certificate II in Leadership from the Australian Indigenous Leadership Centre costs \$20,000 per participant (with a heavy staff/trainer input), it was our intention to design a program that could be conducted at a lower cost and lower staff/trainer input than programs that have been conducted to-date.

PARTICIPANT OUTCOMES

Participants in the 5-day workshop gain considerably in the following areas:

1. Workplace

- Improved marketability with respect to leadership potential
- Greater chance of leading Indigenous (or Non-Indigenous) enterprises
- Great capacity to influence and mentor young people into (and in) the workforce
- Understanding group dynamics and differences in behavioural styles

2. Personal

- Improved personal confidence in dealing with issues and in particular superiors in the workforce
- An amazing commitment to reading and on-going personal development (there is no doubt that the 6 who continued with the program read more meaningful books than the combined Indigenous work force at Century in the 6 month Period (July – December 2009).
- How to set goals (and the pitfalls associated with commitment)
- Understanding of the importance and processes in budgeting
- Integrating personal health and fitness into one daily lifestyle.

These outcomes are achieved through:

- Structured assistance in achieving personal and business goals.
- Fresh ideas from participants, facilitators and presenters.
- Support and guidance by your fellow participants and in particular, your 'buddy'.
- Increased focus through reducing time spent on urgent and fire-fighting matters.

AN ENHANCED DECISION-MAKING PROCESS.

Meetings are held three (3) times per year and enable the group to personally get to know each other and to build on each other's strengths. There are two parts: the induction meeting and on-going meetings. A typical program for each session is outlined below.

The initial meeting is slightly different in that it involves working with participants to ensure there is a common understanding of the objectives and drivers underlying the program. It also has a longer training component to provide feedback on the assessments and how to use the results. Finally, it sets the framework on how to benefit from the program.

During the facilitated 'conversations', group members use this time to focus on issues brought to the table by members in total confidentiality, frequently providing a total new outlook on a stressful or difficult situation.

COACHING

Regular individual coaching sessions with a nominated TRM coach have a two-fold benefit. First, it assists members progress their actions and provides valuable feedback. Second, and perhaps more importantly, it provides a confidential vehicle for members to discuss matters they may not be comfortable doing in the wider forum.



FEEDBACK

Century Management – Lloyd Jones, CSR Department
The Indigenous Youth Training was very well received by our Indigenous employees who participated.

Century recognises the benefits personal development plays in the developing of young people.

We see this program assisting with our retention and development of young indigenous people to fulfil capacity as leaders among their peers in the workforce.

Queensland Government – Barry Riddiford, Regional Coordinator

Clearly, the need to develop young leaders across the Lower Gulf is in line with the intent of the Agreement and with the broader strategic directions for the Government. The Queensland Government, as an equal partner within the Century Mine Agreement, is pleased to see the positive outcomes from this initiative. Within our added role of implementing the 10 Year Review recommendations, there is confidence that the remainder of this Agreement, and the future of the development and implementation of the leadership desires of the communities in this area will be in good hands with young people completing this program.

Trainer's assessment of the feedback

Overall, we are very pleased with the high level of satisfaction of the individual participants. When asked to comment we get feedback like the following:

Trainees assessment of the program

"It was not what I had expected at all...it turned out to be more! I thought the program was excellent, it boosted my self-belief, confidence and self esteem. I was really glad that I had attended and finished the program." Sascha Bee.

"I really enjoyed the whole program, at first I didn't know what to expect and was nervous, but as we went on, everything pieced together and made sense. I loved how it had us thinking, learning, talking, sharing and planning the whole time. It has positively changed the way I look at life, and what I have to offer as well as discover." Naressa Carlton.

"This is the most effective course I have ever been to. Unlike the others this one has given me so many more tool's to become a better leader/role model but most of all a better person." Joel Ah Kit.

Area/Questions	Response (av out of 10)
Part 1: Evaluation of the 5-day program	
1. How do you rate the topics covered?	9.3
2. How do you rate the trainers?	9.7
3. How do you rate the Powerpoint presentations?	9.3
4. How did you like the videos?	9.4
Overall, what score do you give the program?	9.8
Part 2: Evaluation of the 3 follow-up workshops	
1. How do you rate the relevance of the topics covered in the three weekend workshops?	8.8
2. How do you rate the trainers?	9.5
3. How useful were the ICV mentors to you?	8
4. How do you rate the group discussions	9.3
5. How do you rate the tasks set between meetings?	8.6
6. How do you rate the email contact between meetings?	8.5
7. Overall, What score do you give the program?	9.8

THE TEAM BEHIND THE PROGRAM



David Hanlon has been involved with business development, business benchmarking and market assessment for the past 30 years; both in Australia and nationally. He is ranked as one of the Asian Development Bank's leading strategic business analysts as a result of his long-term involvement in project assessment for the ADB.

Within the training arena, he has built his skills as a presenter and facilitator through extensive national and international experiences across many parts of the agribusiness supply chain.

He works with a strategic mindset and builds strength in people's abilities through challenge and support.

He designed the Supply Chain ExecutiveLink™ program, which won the Logistics Association of Australia's Training and Education Award. More recently he designed the Indigenous Young Leader's Program for the Lower Gulf and is the driving force behind Conversations for Growth™.

David is a Fellow of the Australian Institute of Management and a Chartered Management Consultant with the Institute of Management Consultants in Australia.



Jill Rigney commenced her career in business support and in this role managed national benchmarking projects in a wide range of industries.

Her extreme perceptiveness has resulted in her now recognised as a national leader in group facilitation. She is able to deftly recognize and work with the needs of each individual during her training or meeting sessions.

Jill is a leader in presenting and analysing differences in communication styles for individuals and groups.

Jill is trained to apply the principles of Neuro Linguistic Programming (NLP) in her professional responsibilities, presenting programs and facilitating meetings across Australia. This training enables her to introduce the subtleties of our communication styles to achieve cultural shifts within individuals and organisations. She is also accredited to deliver and interpret both the DISC Management Profile and the Mayor Salovey Caruso Emotional Intelligence Test (MSCEIT).

Jill is a Certified Professional member of the Australian Human Resource Institute and a member of the Australian Institute of Training and Development.

SELECTED INDIGENOUS WORK

GULF COMMUNITIES REVIEW (GCA)

The Gulf Communities Agreement (GCA) was one of the first agreements settled under the “rights to negotiate” provisions for mineral exploration in Queensland. The agreement is between the 12 Native Title Groups, the Queensland Government and the mine owners. Section 63 of the Agreement requires a review every 5 years. The 2002 review was never finalised and shortly after resulted in a sit-in at Century mine. The review process required extensive consultation with all stakeholders and an ability to reach consensus on what needed to be undertaken by each of the parties to progress the spirit and intent of the agreement as well of each of the numerous articles contained within it.

Outcome. Consensus on all 18 Recommendations by the 34 member Stakeholder Steering Committee. The report has been lauded by Nicholas Rothwell of “The Australian” as having “*refreshing candour*”. And Professor David Brereton (Director, Centre for Social Responsibility in Mining) was “*particularly impressed by how the report was written and presented. It serves as a model for researchers on how to communicate with community and corporate audiences.*”

*“Between 2007 and 2008, I was fortunate to work with The Right Mind (TRM) on the Ten Year Review of Century Mine’s Gulf Communities Agreement. The Review was a key part of the Mine’s social and legal license to continue to operate. It required interviewing diverse, isolated and often marginalised Indigenous and non-Indigenous people in the Gulf of Carpentaria. The information gathered was then synthesized into a Plain-English, user-friendly document and returned to interviewees for review and correction. TRM completed this difficult task in a relatively tight timeframe using strategic and innovative thinking, and by demonstrating to the people of the Gulf Communities that they valued and respected their input into the Review process. It was an extremely successful outcome and I recommend TRM without hesitation.”*Kath Logan, Stakeholder Relations Manager, OZ Minerals Ltd.

OTHER RECENT ACTIVITIES (2010)

NRM MURRI NETWORK

TRM have worked with the group over the past two years to facilitate and develop organisational processes.

“By way of feedback, I would like to personally acknowledge your understanding and appreciation of the cultural sensitivities associated with working with such a diverse group of Indigenous and non-Indigenous people as the Murri Network.

The task of developing a contemporary Terms of Reference (ToR) for the Murri Network was an exceptionally complex one. I am happy to report the Terms of Reference have been accepted by the Regional NRM Groups and have provided the necessary and practical guidance for our members.

Please also accept my personal thanks for a job well done.”

Patrick Mullaley, Statewide Indigenous (NRM) Network Coordinator.

WIK MINING AGREEMENT

TRM have worked with Chalco, the Wik Way people and the Queensland State Government to facilitate a breakthrough in the stalemate in the agreement.

SANTOS

Engaged to facilitate difficult stakeholder relationship meetings in their exploration areas.

FOR FURTHER INFORMATION

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