

The BUSINESS

JOURNAL
VOLUME 14



TOOWOOMBA
CHAMBER OF
COMMERCE



Special Leadership Edition

<p>GET TO KNOW Some of Toowoomba's leaders</p>	<p>FIND OUT ABOUT What leadership really means</p>	<p>BENEFIT FROM Chamber's partnership with Dine Darling Downs</p>	<p><i>plus</i> people, projects, produce and lots more</p>
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Toowoomba Chamber of Commerce respectfully acknowledges the Traditional Custodians of the lands, the Jagera, Giabal and Jarowair people. We extend that respect to the elders past, present and emerging for they hold the memories, the traditions, the cultures and the hopes of Australia's First Peoples.

ON THE COVER

Leaders of Toowoomba

The BUSINESS | JOURNAL VOLUME 14

WE WANT TO HEAR FROM YOU

Send your story ideas and submissions to communications@toowoombachamber.com.au

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PRESIDENT'S *message*

Toowoomba Chamber President, Kate Venables, shares her thoughts on leadership:

What does leadership mean to you?

Enabling your team to do and be their best!

Give some examples of leaders that you admire.

Jacinda Ardern (huge chick crush)

What are some essential qualities of a good leader?

Humility, courage, and a willingness to recruit for difference, diversity with a strong values-alignment

Is there a leadership philosophy or vision at your place of work?

Never think you are enough or that you need to be replicated... in fact use your own deficits to grow a team of amazing leaders who provide broad leadership to your organisation. You

will not be made less/smaller by looking for staff who can do what you are unable to – there is only potential for growth for everyone!

How do you prepare others for leadership roles?

Not as well as I should... I think that it's really important for leaders to find coaches and mentors for their leaders – because you cannot (and should not) be all things to all people. I think it's important to invest in your leaders and enable them to understand their strengths and areas for growth.

What advice would you give someone who is keen to step up into leadership - but always gets overlooked.

Find ways to show your leader your worth – and if necessary, use words!



KATE VENABLES

President Toowoomba Chamber

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MOVERS & shakers

Good news stories and executive appointments



Tracey SCANLAN

CEO of Ability Enterprises

Tracey Scanlan, was selected as a finalist in the prestigious CEO Magazine 2021, Not-for-Profit Executive of the year award.

Tracey has been at the helm of the Toowoomba based social enterprise for five years and is known for her dedication and vision.

Now in its 11th year, the CEO Magazine Executive of the Year Awards recognise the individuals who are contributing greatly to their organisations, their industries and the wider Australian business community.

Tracey is joined by some highly regarded professionals in the The Not-for-Profit of the Year Award category which will be announced in Sydney on 9 November.

For more information go to:

www.theceomagazine.com/events/executive-of-the-year-awards-2022-finalists/

Jo MORRIS

Director of Finance and Corporate Services
St Vincent's Private Hospital

B Comm, CPA, Diploma of Asset Management

Jo has recently joined the St Vincent's executive team as their Director of Finance and Corporate Services. As a Certified Practising Accountant (CPA) with 20 years' experience, Jo has experience in a range of different sectors including the building industry, not-for-profit associations, education and local government. Jo diversified her experience into broader corporate services roles which afforded her the opportunity to work in a range of executive roles from director positions to Acting CEO, in areas such as Canberra, Cloncurry and Warwick.

Jo has a passion for working within 'for purpose' organisations as she enjoys contributing towards the social benefit they bring to people's lives. She is very much looking forward to working in the health sector and is excited to work at St Vincent's, whose values align so closely to her own.



Katie CRAYMER

Marketing Manager TSBE

Bachelor of Business and Commerce with a Marketing major from The University of Southern Queensland.

Born and raised on the Darling Downs, Katie's professional background is in marketing, communications, operations and public relations across finance, real estate, private enterprise and politics. She began her working life in the family rural real estate business before transitioning to Warwick Credit Union where she spent eight years moving through executive support and marketing roles. While her children were young,

Katie worked as a freelance marketing consultant and web builder. Her passion for and knowledge of the region made her the perfect fit in a constituent advisory role in state politics. Prior to joining the TSBE team, Katie was marketing manager at St Mary's College Toowoomba.

Katie is looking forward to using her knowledge and skills to support TSBE members with bespoke marketing strategy and practice. She is already impressed with the variety of innovative projects that are happening throughout our region.



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LEADERSHIP AND THE ART OF INFLUENCE

Naomi Wilson

If you Google ‘what is leadership?’, you will find a multitude of different responses. Let’s keep it simple here – leadership is the art of influence. And it is attained through internal power, not positional power.

Each of us has the ability to influence others. Some are, without a doubt, more effective than others. And some use their ability to influence for good and others, well ... not so much.

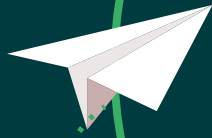
If we look at leadership within business, I believe that effective leaders learn the art of influence. And they achieve that influence

through focusing on the people, their engagement, their connectivity, and their drive towards a common goal.

In today’s employment landscape, it feels like we are backed into putting far too much emphasis on compliance and process and, let’s be honest, covering our butts. All of this is sapping a leader’s

true power of influence. We need to be better. We need to make sure our focus as leaders is on influencing others to realise the best possible outcomes for all.

How do we do that? Let me share 7 key lessons that I’ve picked up along the way through trial and more error than I care to remember.



"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."

Jack Welch. (former Chair and CEO of General Electric 1981-2001)

1) Leaders are value and purpose-driven

In his book 'Good to Great,' Jim Collins studied the attributes of top performing companies that had both great cultures AND delivered consistently strong financial performance. He identified that great companies did three things consistently:

#1 – They had the right people on the bus (in the business);

#2 – The right people were doing the RIGHT things (focused on the most important priorities and not unimportant activities); and

#3 – The right people would do the RIGHT things RIGHT (they would execute with excellence).

In order to have the right people on the bus, doing the right things, and doing them right – it is vital that a business has clarity in their Core Purpose (why they exist) and in their Core Values (a handful of cultural rules that they will not compromise on). Enduring companies have clear plans for how they will advance into an uncertain future – that is to say, their strategy. But they are equally clear about how they will remain steadfast; about the values and purpose they will always stand for.

2) Leaders give themselves permission

Permission to expect more from others, to engage great people, and to make tough calls. They also give themselves permission to be the best version of themselves – to shine. I'm not talking about egotistical chest-beating, but a genuine, authentic and humble comfort in striving for excellence.

3) Leaders understand there is always a different perspective

They know that their own perspective is not gospel and in fact, there are multiple other perspectives. They also know that to truly understand and connect with their people, they need to be able to understand their perspective. Particularly when the

going gets tough. When managing people, I have learnt that if we look at a person's behaviours, performance, or communication in isolation, we are likely to only see one small piece of a very complex puzzle. If we keep our vision limited and react only to that single layer, we lose our ability to positively influence the outcome through understanding and empathy.

4) Leaders know when to put their own oxygen mask on first

This one is tough! Great leaders are often highly invested in their people, which means that they automatically put their people's needs above their own. But effective leaders understand that if they don't have enough oxygen for themselves, they are simply no use to others. Leaders need to prioritise their own mental and physical health to ensure they continue to be able to give to others.

5) Leaders are fearlessly authentic

Authenticity means being self-aware (knowing your strengths, limitations and emotions), behaving consistently no matter who is watching, balancing heart and head, and paying attention to the journey, not just the end destination. The main value that underpins authentic leadership is building trust with others through being open, honest and genuine. Authentic leaders empower their people, create a safe environment for new ideas, make it safe to fail, and take pleasure in others' success.

6) Leaders act with composure

Leadership is not about being invincible, it is not about being emotionless, and it is not about knowing everything and having a crystal ball to see what is coming. It is about handling challenges, about sharing vulnerability with your people, and about dealing with whatever comes with decisiveness and trust in your team that 'we've got this'. It is about doing all of that with composure.

7) Leaders are purposeful about communication

Communication is one of the biggest bugbears heard from people at every level in every company. Great leaders are super conscious about what they communicate, who they communicate with and how they communicate. There is a saying that if you think you are communicating too much, you are probably communicating just enough. This is an awesome way for leaders to gauge their level of communication.

*A final caution ...
If leadership is the art of influence, and influence brings with it 'power', remember the words of wise Uncle Ben - 'with great power comes great responsibility'. Leaders worthy of being followed are influencing others for the greater good (not just their own).*

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Leadership

A lot has been written and said about leadership over the past few centuries (that's an understatement!). While many great minds have applied themselves to the concept of leading through different situations and in different eras, we were delighted to learn from our own local leaders. We hope that our Future Leaders find inspiration in the journeys described by our leaders, and from their energy, wisdom and generosity too. We encourage them to seek out mentors to help them along their own paths to success. Knowing a little more about our leaders now, we are left in no doubt at all: the future of our region is in safe hands.

"Leadership is not bullying and leadership is not aggression. Leadership is the expectation that you can use your voice for good, that you can make the world a better place."

Dr John Patton

"You become an inspirational leader when you have the humility to build a team with people more talented than you."

Dr John Patton

"When you were made a leader, you weren't given a crown, you were given the responsibility to bring out the best in others."

Jack Welch (former Chair and CEO of General Electric 1981-2001)

"To build a strong team, you must see someone else's strength as a complement to your weakness and not a threat to your position or authority."

Christine Caine: Authentic Leadership Inside the Mind of Dr Patton.



"Always remember that leadership is a privilege. When you're in a leadership role, your influence may affect the trajectories of people's entire careers and often their lives."

Dr John Patton



LEADERSHIP LESSONS *Mayor Antonio*

Toowoomba Region Mayor Paul Antonio celebrated 40 years in local government on April 21, 2022. He was first elected to Millmerran Shire Council in 1982, where he led as Mayor from 2000-2008. After amalgamation he served as Deputy Mayor for Toowoomba Regional Council before becoming Mayor in 2012, a position he holds today. Here are some thoughts on leadership from Paul.

Henry Ford once said, "You can't build a reputation on what you're going to do". This applies so strongly to being a good leader, getting in and getting things done, rather than saying what you're going to do, is the only way perceptions are shaped.

Keeping up with current trends is so important, while social media has changed the political landscape its important leaders embrace it and see it as a crucial

tool to seek feedback and to communicate with the community.

A good leader will always seek out the opinions of others and find mentors to help them along the way.

I've been fortunate to have some great mentors over the years like former Millmerran Chairman Viv Saal

and George Ezzy as well as former Brisbane Lord Mayor Graham Quirk. All these leaders represented their community in a sacrificial way.

Staying humble is important in providing strong leadership.

Take learnings from past mistakes and improve your future decision-making around them.

Be honest and upfront with your Council team and the community. It's the best way to build trust and respect.

Personal goals can't go before those of the organisation or the community, every decision should be in the best interests of the community, not yourself.

Take time to refresh and reset occasionally. Burnout can become a real issue for leaders and it's important to take a break every now and again.

Learn to be flexible and adaptable. There's no greater example of that than with what the community has faced during the Covid pandemic.

Be a source of inspiration by being passionate about the community you live in and work with, take responsibility in making unselfish decisions, this can set you apart.

Take time out of each day to reflect on how decisions we make today can shape the future for our regions.

When you have a problem endeavour to put all facts on the table and often the answer will be obvious.

- Talk less and listen more.

- And even after 40 years there's still more for me to learn.



A Vapiano advertisement for lunch combos. The background is a dark surface with various food items: a green pepper, a plate of spaghetti, a pizza, and a bottle of Coca-Cola. The text reads: "VAPIANO® OUTRAGEOUSLY FRESH lunch combos \$15 MONDAY TO FRIDAY - UNTIL 4PM*". The price "\$15" is in a red circle, and the time "MONDAY TO FRIDAY - UNTIL 4PM*" is in a red banner.

Ali Davenport

CEO - TOOWOOMBA SURAT BASIN ENTERPRISE

What was your first leadership role and how did you prepare for it?

My first leadership role was in 2003 when I was given the opportunity to run a radio station in Mackay. I went from selling radio advertising (and managing just myself) to leading a team of 15 people including on-air announcers, a promotions team, administration staff as well as the sales team. It was a huge challenge, but it was incredibly rewarding. I prepared for it by getting lots of support from leaders that I admired and taking on board their honest advice. I couldn't have done it without my mentors. Twelve months later I was promoted to running two radio stations in Cairns with a team of 25 people and it's been a fun ride ever since.

What steps have you taken to get to where you are now?

I have almost finished an MBA which has given me different perspectives on leadership, and throughout my time in media I had excellent training including how to lead high performance teams and emotional intelligence training. I also read every book I can get my hands on around leadership and subscribe to a number of leadership blogs through LinkedIn.

What does leadership mean to you now?

Leading the TSBE team is one of the greatest privileges of my life, as it is an incredible group of people contributing to the economic growth of this community. The way I like to lead is to focus on hiring the best people, give them the overall goal of what they need to achieve, then, just get out of their way and let them find their own means of getting the best outcome. I provide as much support as possible to eliminate any obstacles the team



"We are here for a reason. I believe a bit of that reason is to throw little torches out to lead people through the dark."

Whoopi Goldberg. Actress and activist.

is facing, and also provide as much opportunity for staff to get to know each other on a personal level so that friendships and respect can blossom in the workplace. This helps to create a positive and supportive team culture. Our team always celebrates birthdays, we welcome new team members with a morning tea, we celebrate milestones and give praise and recognition for achievements. There's always lots of food in our office – you'll never lose weight working for TSBE! Although we do try to balance this with a focus on wellbeing and fitness.

One of my most important roles as the leader of TSBE is to make sure that every new person joining the

team fits well – they need to be high performers who can get along with everyone else in the office. This is really important, as nothing upsets a high performing team more than having someone who can't do the job or someone who creates drama for others. We don't do "ordinary" at TSBE, therefore every person on the team needs to be a good fit. I encourage our leaders in TSBE to take the time to hire well, but if we don't get it right, I have no hesitation in moving people on, and I prefer to do that quickly. It sounds harsh, but there's no other way to have a high performing team than to have everyone on the team pulling in the same direction.

How has the leadership model changed in your working life?

I've worked for dictatorial micro-managers as well as inspirational leaders who set the goal and then allowed me the freedom to get to the best outcome in my own way. I know who I'd prefer to work with, therefore this is what I always try to emulate. There are more female leaders now than when I first started out, which is awesome, as in the early days I was often the only female in the room. It was a bit intimidating at times but now it's common to see females in leadership roles everywhere.

Are the challenges for today's leaders greater than they used to be?

No, I don't think so. I think if anything, there is more information now on how to handle leadership challenges and how to get the best out of others.

What are the essential qualities of a modern leader?

Emotional intelligence is probably the most important quality along with the ability to set and achieve the organisation's strategy. There also needs to be an in-depth knowledge of how the organisation makes money so that it is always financially viable.

How do you prepare others for leadership roles?

I put new and emerging leaders through emotional intelligence training and give them advice on any specific challenges and issues they are facing.

What advice would you give someone who is keen to step up into leadership - but feels they are overlooked.

Get some honest advice from a mentor who will tell you what the issue might be. It might be something that you are doing (or not doing) or it might be an issue within the organisation. Either way, a true mentor will point out what the problem is and what you could do to fix it.

Inspiration from Australian Aboriginal Proverbs

Traveller, there are no paths. Paths are made by walking.

Those who lose dreaming are lost.

We are all visitors to this time, this place. We are just passing through. Our purpose here is to observe, to learn, to grow, to love... and then we return home.

We learn to respect the elders who hand on the Law. The elders guard the Law and the Law guards the people. This is the Law that comes from the mountain. The mountain teaches the dreaming." – *Guboo Ted Thomas. Yin man and prominent Aboriginal leader*



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"The goal is not simply for you to cross the finish line, but to see how many people you can inspire to run with you."

Simon Sinek

Jennie Butler **GENERAL MANAGER - SOUTH WEST REGION - TAFE QUEENSLAND**

My leadership journey began after I completed my apprenticeship as a hairdresser. My mentor, the franchise owner where I worked, recognised leadership qualities that I did not even know I had, and at 21 years old I was suddenly in charge of one of his 80 salons! This was my first opportunity to challenge myself and others. The confidence I gained from saying 'yes', inspired me to train others with a fifteen year career as an educator. From these early leadership experiences, I recognised the importance of

aligning my work ethic, practices and approaches to organisational values.

When I became Faculty Director at TAFE Queensland, I maintained a high standard of personal and professional accountability to empower and support my team on their leadership journeys. I believe you must display the values and change you want to see. I practise situational leadership, and adapt my approach to suit the situation, as support looks different for each person.

I recall the disruption that EFTPOS had to the retail industry in the early nineties and when email was first introduced in the workplace, it was an exciting leap toward the 21st century. Reflecting on the mobilisation of our workforce during COVID, we have embraced rapid technology adoption and become accustomed to the convenience of 'always-on' communication, it's important to recognise it can also be disruptive to productivity and mental health. Regardless of the size of your team, supporting your people through

technology adoption is critical as a contemporary leader. Leading a multi-generational workforce has highlighted this, as the speed and pace of technology evolution requires a considered approach to workforce adoption. Even more so is the need to model boundary-setting and make time to 'switch off'.

The polarisation of today's ageing workforce is another significant challenge for modern leaders. From Digital Natives to Baby Boomers and the Gen X, Ys and Millennials in between, polarisation can be attributed to multigenerational perspectives, skill levels and a purpose-driven, diverse and inclusive society. Leaders need to develop a receptive mindset to consider information from different perspectives and be self-aware of any cognitive bias.

On this basis, succession planning is also critical and I encourage my team to maintain industry currency

and nurture their workforce. Everyone has the ability to change their life through education. This includes professional development, formalising qualifications through TAFE Queensland or university, or informally through self-directed learning, coaching or mentoring. You can teach a skill, but you can't teach an attitude.

Mentors are incredibly important for leaders and I often reach out to them for guidance, advice and a different perspective. Surround yourself with people you trust and can learn from. Authenticity is invaluable as a leadership attribute and one that I value highly.

My advice for emerging leaders is that your career may not be vertical. Acknowledge the value of diversity. Invest in your people. Say 'yes' to every opportunity, whether you feel ready or not, and pursue it with courage, conviction and commitment. Do what feels right for right now.



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*Grant
Simpson*

CEO - LIFELINE DARLING DOWNS & SOUTH WEST QUEENSLAND LTD

How did you start out in your career? Tell us about your first leadership role.

I started in a marketing role for a large multi-national organisation and then progressed up through the ranks in various management roles with large corporations. As my career progressed, I had a longing to do more for the community and became a volunteer for Anglicare in 2010. I was asked to be Anglicare's Director Marketing & Partnerships, and was fortunate to be part of the team which implemented the NDIS and aged care reforms at Anglicare. I then moved on to become Director of a medical research foundation and was a CEO in aged care in Sydney, before moving to Toowoomba in January this year to assume the CEO role for Lifeline. My first leadership role was General Manager for a consultancy based in Sydney that helped clients develop on their brand strategy. This helped me appreciate the advantage of a business or organisation developing a succinct and unique value proposition, and ensuring the workforce is aligned on mission and purpose.

What does leadership mean to you now?

For me, it is about setting a clear vision for the future and ensuring everyone is consulted and takes part in the journey. It is about being an advocate for the people the organisation or business represents and equipping the workforce with the resources needed to carry out the organisation's mission. Building a positive workplace culture is a key ingredient for success and a passion of mine.

"Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence."

Sheryl Sandberg. COO of Facebook

Who do you look up to as a leader?

Phil Jackson the Head Coach of the Chicago Bulls and Los Angeles Lakers NBA teams. He was an inspirational leader, who developed a game plan which utilised the biggest stars of that time. He managed to build a culture around the team and success by utilising every player's unique abilities for the benefit of the team, not the individual. He achieved the highest success rate of 70.4% wins and won more championships than any coach in NBA history.

How has the leadership model changed in your working life?

There has definitely been a move towards a more consultative leadership style, which is a good thing, but the fundamentals remain the same. A leader needs to have a clear vision for success, be able to inspire people to come along for the journey.

What do you think are the essential qualities of a modern leader?

Courage, selflessness, resilience, curiosity, clarity of purpose (knowing what the goal is), and having a people-first mentality.

How do you prepare staff for leadership roles?

The best way is leading by example – being consistent in what you say and do. Working together with an emerging leader to workshop and solve problems and use lateral thinking is key. Being aware of the audience you are communicating with, and their needs, is also a vital skill to teach upcoming leaders.

What advice would you give someone who is keen to step up into leadership - but feels they are overlooked.

Get involved. Take on extra responsibility, and do it with passion, curiosity and persistence. Leadership is about going above and beyond the basic requirements of a role and encouraging others to join you on the journey. It can be time-consuming and frustrating at times, but the rewards far outweigh the negatives when you look back at what you've achieved, both personally and professionally.

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Professor Geraldine Mackenzie

VICE CHANCELLOR - UNIVERSITY OF SOUTHERN QUEENSLAND

What was your first leadership role and how did you prepare for it?

My first full-time leadership role was Director of Undergraduate Studies in the Law School at QUT 20 years ago. My predecessor had suddenly resigned, and I soon found out why... Getting thrown into the deep end was difficult and stressful - looking after both staff and a very large number of students and their problems. I needed a lot of training and quick!

What steps have you taken to get to where you are now?

I could never have imagined being in charge of a whole university 20 years ago, it wouldn't have even occurred to me to aspire to that. I guess I built up experience gradually, one step after the other, with lots of training, reflection and hard work along the way, and ended up as CEO. Luckily, I have really enjoyed the challenges of my leadership positions - I love working with people!

What does leadership mean to you now?

Leadership is an extraordinary privilege. I lead approximately 2500 staff and 26,000 students, and we are getting close to \$1bn in total assets over three large campuses, a big responsibility, which I never take lightly. I now have other leadership roles in the sector and other Board roles. I learn so much from each one.



"Leadership is the capacity to translate vision into reality."

Warren Bennis.
On Becoming a Leader

Give some examples of leaders that you admire?

I've worked with some extraordinary leaders who have taught me so much, and equally, some where I learned what not to do! Chancellor John Dornbusch, my Board chair, is a very effective leader, particularly in the way he handles people and chairs meetings. I am lucky to have him to work with.

How has the leadership model changed in your working life?

I sincerely hope things are different now - back when I started working full-time 40 years ago, there were a lot of accidental and reluctant

leaders, most of whom didn't last for long. The best description would be that it was much more about administration and management than leadership back then.

Are the challenges for today's leaders greater than they used to be?

I hope so, there are so many more issues to navigate now which were barely thought about before, e.g. audit and risk, sustainability, regulatory issues, long-term strategy; there's no room for accidental leaders now, you have to be well trained and very experienced before taking up the mantle of leadership, especially in a large organisation.

What are the essential qualities of a modern leader?

The most essential qualities in my role? A strong vision and ability to make and implement policy and strategy, handle complex financial planning and legal issues, manage up to my Board, lead a large executive team through effective delegation and mentoring, manage a large range of complex industrial issues; and most of all, put people first, and never forget that. In terms of personal qualities, a strong sense of values, a lot of resilience (which you learn from long experience), flexibility, and creativity.

Describe the leadership philosophy or vision at your place of work.

We all share the same collaborative vision, of growth and transformation, in our service to the community through research, education and engagement. Higher education is almost like a calling, you have to be 100% committed to our mission and purpose, and willing to do what it takes to achieve our collective goals.

How do you prepare others for leadership roles?

We have dedicated leadership programs at the university, but I always tell anyone who will listen to set goals, get a mentor, grab any development opportunity you can, and get as much experience as possible. Listen to and respect the people who report to you – two heads are much better than one, and none of us can solve major problems on our own!

What advice would you give someone who is keen to step up into leadership - but feels they are overlooked.

I usually find it's the other way around, we often find it difficult to find someone to step up into leadership, as this is a lot of personal costs involved, plus a fair bit of imposter syndrome! It's definitely not for everyone, but we need to encourage and mentor more people to think about it, and especially get diversity in leadership.

And finally, one of the most important attributes of a leader is to celebrate wins.

We've had so much success this year at the University of Southern Queensland, particularly with the announcement of our \$180 million Trailblazer project, iLaunch, developing Australia's sovereign rocket technology. There have been many other big wins, which are truly putting us and Toowoomba on the world map.



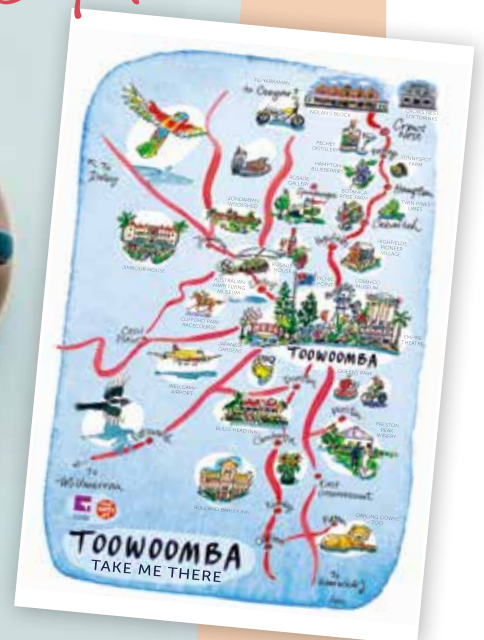
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Toowoomba take me there...

*Headmaster,
Dr John C.
Kinniburgh:*

**LEADERSHIP AT
TOOWOOMBA
GRAMMAR SCHOOL**

What was your first leadership role and how did you prepare for it?

In a school context, I was appointed as Head of Geography in 2006 at The King's School. I recall having an informal interview with the Headmaster at the time and soon after was offered the role. I don't recall really having any guidance or direction regarding preparation. It was sink or swim! Fortunately, I had some great mentors at the school who provided great advice.

What steps have you taken to get to where you are now?

Commenced teaching Geography at The King's School in 1996. Masters of Science at Oxford to further my academic knowledge in 1998/99 and returned to The King's School in 2000. I also completed a Graduate Diploma in Education and a PhD. I sought opportunities to expand my professional knowledge and capacity, which occurred with my appointment as Head of Geography at Wellington College in the UK. Two years later I was appointed as Assistant Head at Wellington, before returning as Deputy to Prince Alfred College where I spent four years in the role. From there, I was appointed Headmaster of Toowoomba Grammar School. Throughout my career I've been blessed to have had some wonderful mentors to guide my journey. Also, I've made the most of opportunities that have been presented to me and this includes leadership courses, etc.

What does leadership mean to you now?

To me, leadership is about empowering others to be the best that they can be in their role of function. I feel the greatest satisfaction as a leader comes from seeing others succeed in their role. In a school setting, I thoroughly enjoy supporting others to grow and develop, to be well-positioned to go to the next step, wherever that may be – internally or in a new setting.

Give some examples of leaders that you admire - they don't have to be local and can be people who mentored you in the past.

Former Prime Minister John Howard is someone I admire. Early in his tenure as Prime Minister he was confronted with the horror of the massacre at Port Arthur and what followed. One of his most significant legacies is comprehensive gun control. He was confronted with the grief of the survivors and the families who had lost loved ones. He provided comfort and console at a time of tragedy, but was able to control his emotions. His response was then to enact swift and decisive moves





to introduce a national approach to gun control, which was tested on all fronts. His leadership and his response in a time of crisis was an important element that has led to Australia's enviably low rate of firearms death.

How has the leadership model changed in your working life - can you give any examples of how things were done differently?

I've worked for some remarkable Headmasters throughout my career, each with their own strengths and weaknesses. I've noticed that leadership in 2022 compared with 1996 (when I first started) is far more collaborative. There is also a greater emphasis on values-based leadership, which has the potential to influence the positive culture of an organisation.

Are the challenges for today's leaders greater than they used to be?

Schools are complex organisations. In this setting, risk and compliance is an ever increasing area of focus, as is the financial sustainability of the organisation. Of course, the safety of children is paramount, as is the health and wellbeing of staff.

What are the essential qualities of a modern leader?

Empathy, kindness, good humour, resilience, collaboration, and communication.

Describe the leadership philosophy or vision at your place of work.

Our leaders set an inspiring vision for the future and work with teams to establish clear performance and development goals. They care about the wellbeing of our people and adopt an approach that reflects the values of the organisation. We work in partnership with other leaders to align priorities, share resources and achieve shared goals. They address challenges with respect and sensitivity, and appreciate and acknowledge the contributions of our people. Our leaders lead by example and provide honest feedback. They also take proactive steps to address performance concerns, whilst recognising and rewarding great contributions.

How do you prepare others for leadership roles?

Empowering others is a priority for me. My approach is to be supportive and to 'coach' as much as possible. It is important to help others believe they are capable of the next step and coaching is a wonderful technique to achieve this. Also, hold them accountable to their next steps, check in on them, talk to them, offer more support.

What advice would you give someone who is keen to step up into leadership - but feels they are overlooked?

Keep trying and don't be afraid to take a sideways step or even a slightly backward step in another setting. Seek professional mentors who can guide you along your journey. Take courses, learn and develop through reading and podcasts. There are loads of wonderful resources. You just need to have the appetite to be better and probably most of all its important not to be in a hurry. Being patient is important on the leadership journey.

"The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen."

Simon Sinek





Sewsmith **SAMARAWICKRAMA - SENIOR PREFECT 2023**

"A leader is one who knows the way, goes the way, and shows the way". John Maxwell perfectly sums up a vital part of leadership in one sentence: role-model culture. One must be able to lead others by first providing an example to others. This is the legacy I want to instil in Toowoomba Grammar School as Senior Prefect in 2023 and is the reason I applied for the role. For someone who has attended a school that had brought unforgettable highs and indelible memories, it's a significant stepping stone towards becoming a great leader.

The Senior Prefect leadership role is something I look forward to despite the challenges it brings. With each challenge comes a lesson. This is something that I experienced during September's Sony Camp run by the Sony Foundation at Toowoomba Grammar School. This weekend was the most unforgettable.

The courage it takes the Year 11 girls and boys to take full responsibility for a child with special needs shows that being a leader is not just about a badge. Every single one of us showed a form of leadership that weekend. We were role models, and we took responsibility for the children for the entirety of the three days. All the challenges that we met with along the way were part of the experience. They were a means to learn and instil lessons for our future. The patience and better understanding we all gained will strongly impact our future relationships and life.

This is what leadership is. We have to learn from every single decision we make. With good decisions, what is done right can be acknowledged and used in the future. As is human nature, some of the decisions that the prefect cohort and I make, may not be suitable for everyone. From this, we will learn. This is what it is all about. Leaders must be able to adapt and show those qualities that we all picked up at Sony Camp.

A leader and a leadership group should be united towards a goal. Something that pushes us to be better each day. We must all instil that role-model culture and be united as a driving force of positive change.



"The leader is one who, out of the clutter, brings simplicity... out of discord, harmony... and out of difficulty, opportunity."

Albert Einstein



NEW TECHNOLOGY FOR A NEW GENERATION OF WORKERS

The global pandemic has accelerated the adaptation of home and remote workers in order to maintain the continuity of business during times of extensive lockdowns.

This has led to the development of the Hybrid Workspace – a process of moving from a traditional office to an agile, modern environment that support the changing nature of work.

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*Simon
Lees*

LEADERSHIP AT TOOWOOMBA ANGLICAN SCHOOL

Simon was born and educated in the UK, and has experience in teaching and leadership positions in British, International and Australian schools. He was nominated for Australian Independent Principal of the Year and TAS has been a finalist in Australian Boarding School of the Year in 2020 and 2021. Simon led Toowoomba Anglican School's transformation into a leading K to 12 school and is passionate about the educational and social benefits of coeducation. He is proudly still a Geography teacher and was recently made a Fellow of the Royal Geographical Society.

I am proudly the Head of Toowoomba Anglican School and am currently in my ninth year at this amazing school. TAS is Australia's only Kindergarten to Year 12 day and boarding school offering boarding from Years 1 to 12. A key role in my time at TAS has been to oversee the strategic transformation of TAS into a Kindergarten through to Year 12 school. It has been an honour and a privilege leading the school as its tenth Head and I look at the school's collective achievements and growth with a real sense of pride. I am confident the school is a flagship of education in the region and will keep growing from strength to strength.



*"Leaders are
responsible for creating an
environment in which people
feel they can be their best."*

Simon Sinek



My leadership journey started over twenty years ago and I have been fortunate to have held leadership positions in schools in Australia, the UK as well as International schools in Malaysia and Thailand. Working within a variety of school systems and learning from some outstanding global educators has been such a rewarding experience. School leadership needs to foster authentic relationships with students, staff and parents and it is essential to be ambitious for every student within the community.

When I started at TAS, I was mindful of the need to make an immediate and positive impact but also spend quality time getting to know the school and local community. I still love my annual visits to the rural communities throughout Queensland and NSW and am always made to feel welcome. As a Head of School, I need to be an effective ambassador and advocate for the whole community and try to maintain a positive tone and culture. Leadership can be very challenging and at times, a school community experiences grief and loss. In these difficult moments, I have relied on the school community to support not only each other but also my role.

I joined the Chamber of Commerce and the Toowoomba and Surat Basin Enterprise when I started at TAS over 8 years ago. Building sustainable networks helped me both professionally and personally and they also provide our students with an amazing range of regional opportunities. As a leader, it is important to build authentic networks and I have been fortunate to have been able to develop strong associations with the local educational, political and business community. As an active member of several leading professional associations and a mentor to aspiring Principals, I try to give time back to the industry and have presented at a number of workshops and conferences on topics such as governance, leadership, community, strategic planning and leading learning. I believe my experience has helped to foster a culture of continual improvement and I believe it's important for leaders to give time back to aspiring employees.

I believe the words of Simon Sinek are valid in leadership when he said:

"There is no exercise better for the heart than reaching down and lifting people up."

John Holmes: Authentic Leadership Inside the Mind of Dr Patton

"Courageous leaders are strong because they know they do not have all the answers and they don't have total control".

It is important to build a great team around you, be prepared to admit your mistakes and always ask for help when needed. Finally, no matter how hard we work our task will never be completed or finished. Therefore, my role as Head of School is to be a good steward and custodian and aim to leave a positive legacy.



Lily Kruger and Oliver King

2022 SCHOOL LEADERS TOOWOOMBA ANGLICAN SCHOOL

Oliver King

2022, what a cool year to graduate. 2222 would have been better but that's in 200 years' time (I'll be long gone by then). TAS has been my home for the past 12 years (this has been the opening sentence in these school leader reports for the past three years so I feel it's a necessity to include it to continue the legacy). Although this is cliché, it's true.

I look back on the very short kid with the Harry Potter glasses who started TAS in class 1D, 2011 (the school was called the Toowoomba Preparatory School then...ancient times). The support I have received from TACAPS (sorry wrong name again...) has been nothing more than spectacular and is a major contributor to who I am today. I would like to thank all the teachers, staff, volunteers and especially fellow students who have helped me grow from an 8-year-old into a young adult. I have had the pleasure to see TAS grow significantly, from the introduction of the secondary school, to the dramatic increase of its student

population and the inclusion of many fancy facilities. I am looking forward to returning to TAS and seeing how much the school and community has further developed and grown.

My wish for students reading this, is to realise how lucky you are to be a part of such a wonderful and supportive community. I hope you have a relaxing holiday and are ready to start next year in full swing. I have been extremely grateful for my time at TAS, and I will carry this experience with me for the rest of my (hopefully long) life.

Lily Kruger

While our school year got off to an unexpected start due to COVID, what a year it's been! Although I'm really excited to step into the 'real world' (as our teachers like to say), I will forever reminisce on all the amazing memories that have been created over my time at Toowoomba Anglican School. I can't say I remember my first day at TAS (it was 2014 after all!), however, it is the memories in between that stick.

There are honestly too many to list. My experience at TAS has been extremely rewarding, and I have been given so many opportunities whether it be on the sporting field or in the classroom. I think back to the shy girl that couldn't even stand up and talk in front of her year three class, to now look in the mirror and see the young woman that has stood up and addressed hundreds of students at a time. Being Head Girl for 2022 has definitely been a rewarding experience and has taught me many valuable skills necessary for life after school. I have been truly grateful to be a part of this community and I know I'll still be supported by the wonderful staff and students at TAS, well beyond leaving the gatehouse for the last time. To the students reading this, I wish you luck with the rest of your schooling here at TAS, and I encourage you to take up as many opportunities that are presented to you. And to the staff – especially those who have supported me since my first day – I am forever appreciative of the impact you've made on my schooling experience and the way you've shaped me into the person I am today.

Kim Stokes

I am going to preface this piece by telling you it will take 2 '22" to read. I've been in business for many years so I, like you, respect the investment of time. And, you should be expecting a R.O.I so let's cut to the chase.

At the recent Business Disability Awards of Australia (established in Toowoomba in 2012 by myself, Paul Wilson and David Wallis), McDonalds Toowoomba Region (a proud Chamber member) was awarded Outstanding Employer of The Year recognising their Disability Employment Program that has, within the last 12 months, actively recruited and retained more than 45 employees living with varying degrees of disability; some of whom were immediately engaged in a management crew role.

As a director on multiple Boards including Down Syndrome Queensland and someone often engaged to speak about building better communities, I am frequently in deep dive conversations about Risk Appetite. If your organisation does not have a Diversity and Inclusion Strategy, it's time. As you know, Australia is currently facing a labour force shortage.

The Australian Safety and Compensation Council (ASCC) has many evidentiary based articles about the actual risk, cost, retention, and output when employing a person with disability (PWD). And, I have loads of locals I can connect you with for real conversations!

When Covid infiltrated our lives, it tested us in ways we never wanted or expected. For sustainability, let alone growth, organisations truly must remove bias from their talent policy. I recently asked Ciara Murphy, a meaningfully engaged paid employee of Sedl Agencies of six years "should we employ more people with Down Syndrome?" She replied with a measured tone "sure if they can do the job." Well, ok then. Ciara has Down Syndrome.

The 45 PWD that Macca's has employed influence the other 650 team members across eight outlets, and thousands of customers week in and week out about both inclusive culture and future-proofing.

A systematic business approach and bold concerted action on inclusion and diversity in every workplace will produce many gains for societal well-being and your bottom line.

*Great Leaders know
Human Capital
(of all kinds) is their
greatest asset.*

*"You cannot be what you
cannot see". Dylan Alcott*



*"I don't go by the
rule book. I lead
from the heart,
not the head."*

Diana Princess of Wales



WHY JOINING CHAMBER MAKES GOOD SENSE FOR

Tourism & Hospitality Businesses

The Toowoomba Chamber of Commerce & Dine Darling Downs have joined forces to promote our food tourism and hospitality sector taking locals and visitors alike on a journey of the best places to eat, play and stay in Toowoomba and the Darling Downs.

The collaboration is a perfect opportunity to further celebrate and promote our region locally, nationally, and internationally as an outstanding foodie destination.

The Toowoomba Chamber of Commerce is Toowoomba's largest, most well established business community. The Dine Darling Downs Digital Platform includes a website / directory with an ever growing list of places to try and of course Social Media channels dedicated solely to good food & dining inspo.

Here are just some of the benefits of joining Chamber:

- Be a part of and engage with Toowoomba's largest business community (530+ Member Businesses)
- Make connections at our monthly networking events (150+ attendees regularly)
- Invitation to members only events
- Support and representation at all levels of government
- Opportunity to participate in advisory groups
- Directed introductions to other member businesses
- Ability to share specials, member2member offers and promote events on the Chamber website
- Social media callout through the Chambers channels
- Listing in Toowoomba Chamber Directory
- Advertising in the quarterly Business Journal at member rates

JOIN TODAY

Membership is fully tax deductible



Bonus Dine Darling Downs Membership!

At no extra cost you receive Dine Darling Downs Membership too including:

- Your business listed in the Dining Guide Directory on the Dine Darling Downs website, check it out at www.dinedarlingdowns.com.au
- Monthly Social Media mentions of your business on Dine Darling Downs Facebook and Instagram - the largest digital food platform in the region
- An opportunity to promote your business via an article / blog on the Dine Darling Downs Website - let us tell your story

For more information contact Lucas Wegener 0450 386 575



Dining Guide

Check out our easy to use Directory for the best places to eat, drink, stay this weekend!



dinedarlingdowns.com.au

Cost:

Per year Based on number of full time equivalent employees

Sole Trader	\$203
Micro Business	
2 to 4 Employees.....	\$407
Small Business Level One	
5 to 10 Employees.....	\$580
Small Business Level Two	
11 to 19 Employees.....	\$866
Medium Business Level One	
20 to 50 Employees	\$1031



The Vino Valet

Now you can explore the vibrant Darling Downs and Granite Belt food and wine scene and leave the car at home with a luxury food and wine tour hosted by Kimberley O'Brien from The Vino Valet

Raised in rural NSW, The Vino Valet's Kimberley O'Brien has always had a zest for travel and adventure. She's the sole owner and operator of SE Queensland's newest tour company The Vino Valet, showcasing the uncovered wine and culinary treasures of the South

Burnett, Toowoomba, Darling Downs, Lockyer Valley and Granite Belt.

You will share your day with up to 10 friendly, wine-interested travellers. Or alternatively, get your own group together to celebrate a special birthday, milestone or catch up with friends.

With The Vino Valet you will ride in style in their 2021 Mercedes Benz Sprinter Van, fully equipped with Bluetooth, individual charging stations for your phone and five star safety features.

A day trip with The Vino Valet offers you an intimate, yet social and light-hearted journey through the region where you will find charming, hidden gem wineries and incredible food to savour.

Your day starts with collection from your home or accommodation and then the adventure really begins. The Vino Valet has some set tours available on their website www.thevinoalet.com or chat to Kimberley on 0400 440 509 to design your own luxury food and wine adventure.



LESSONS IN LEADERSHIP WITH *Amy Willis*



5

Increase **TEAM ENGAGEMENT** with these five **simple steps**

1. Be clear with your expectations and communicate them.

You wouldn't walk into a café and assume the barista knows your coffee order, so why do you assume that your team knows what is expected of them? When thinking about your expectations it's important to check that they are realistic and important.

2. Start taking your lunch break and ensure your team does the same.

Lunch breaks are an easy way to lower stress and improve concentration and productivity for the afternoon. Continuing to work through lunch is an unhealthy habit which increases the risk of burnout.

3. Kick off each morning with a 10-minute stand-up where everyone shares their 'Top 3' tasks for the day.

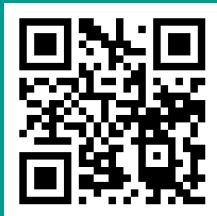
This is how you can increase accountability and collaboration in your workplace. It also helps give your team clarity in their work each day.

4. Ask yourself and your team what the company's vision and values are, if no one can tell you it's time to revise them.

Your vision and values should be at the heart of every decision you make, the way you hire staff and the way you care for your clients.

5. Invest in your team.

Have you heard the proverb "Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime."? When you create a workplace where everyday leadership is encouraged by providing necessary training and support, you are teaching your team skills that will last a lifetime.





"Leaders become great not because of their power but, because of their ability to empower others."

John C Maxwell.
The 21 Irrefutable Laws of Leadership

Emily Hanley

MENTAL HEALTH FIRST AID

Emily Hanley established Clarity Consulting Co. in 2017, with the vision of providing business support to small business' in the Toowoomba region, in order to help business owners, feel a sense of clarity and control, regain their time, and achieve business growth.

After seeing the impact COVID-19 had on businesses of various sizes and industries, Emily expanded her service offering, training with Mental Health First Aid Australia, to become an accredited Instructor. MHFA Training is internationally recognised, evidence-based training to equip workplaces with the confidence and skills to have a conversation to support a co-worker or another adult.

Earlier this year, Emily upskilled and is now also able to deliver a blended online Mental Health First Aid Workplace program, Australia wide. "I am committed to deliver Mental Health First Aid Training to businesses of various sizes and industries, not only in the Toowoomba Region, but also now Australia wide. My vision is to have a

positive impact on as many people's mental health as I can, through increasing mental health literacy within as many workplaces as I can."

Every year, 1 in 5 Australians will experience a common mental illness.

The impact on the workplace is enormous, affecting productivity, performance, and employee well-being, not to mention, financial loss. Ignoring mental health makes no business sense, and given that an average worker will spend approximately one third of their life at work, the workplace is ideal for early intervention.

If you are interested in investing in your team, to create a mentally healthy workplace, then reach out. Bookings are now being taken for 2023.

Phone 0416 795 534 or email emily@clarityconsultingco.com.au

"A good leader is a person who takes a little more than his share of the blame and a little less than his share of the credit."

John C Maxwell.
The 21 Irrefutable Laws of Leadership

Going Green

with Cr Nancy Sommerfield

Sustainable Salons

So proud of the Toowoomba hair and beauty businesses that have signed up with social enterprise, Sustainable Salons.

www.sustainablesalons.org

- LA Hair Designs
- The Mixx
- Minx Contemporary Hair Boutique
- Sophrosyne Hair, Beauty and Nails
- Classic Beauty Therapy
- Pure Hair on West
- Pure Hair on Hume
- Hair Essence

Hairdresser Paul Frasca and sustainable fashion enthusiast,

Ewelina Soroko joined forces in 2015 to help salons recycle aluminium foil and divert around one million kg from landfill.

The salon recycling program began in the hairdressing industry and now, with more than one thousand members, it creates waste solutions for barber shops, beauty salons, dermal clinics and pet-grooming salons.

To minimise salon footprint, the group has established a network of collectors, recyclers, manufacturers and distributors to ensure around 96% of salon waste materials does not go to landfill.



Share your Business Greening tips with Toowoomba Chamber.



For example: plastics are collected, cleaned and upcycled into new products; foil and paper are sold for recycling; hair is collected and stuffed into stockings to make Hair Booms that can one day help clean up oil spills along our coastlines; ponytails 20cm or longer are distributed to charitable organisations to create wigs; chemicals are collected, pooled and sent to chemical recycling.

It just goes to show, where there is a will, there is a way.

Cr Nancy

TRC examines options to reuse timber waste

Council continually investigates ways to divert waste from landfill and the latest we've added to the growing list of materials is...TIMBER!

Did you know - more than 10,000 tonnes of waste timber is received annually at the Region's waste facilities from commercial and domestic sources.

Cr Nancy Sommerfield, who is always championing recycling, reusing and repurposing our waste, told us that -

"Historically, timber has been shredded and used for day cover at Council's landfill sites,"

"This means timber is still being added to our landfill when there are more beneficial reuses that we can investigate.

"The current approach doesn't align with our sustainability aspirations. We can find a more suitable use for these products to ensure we reduce our operating costs and achieve better environmental outcomes.

"Apart from the cost factor, there are strict legislative requirements involved in managing landfill operations. By diverting recyclable materials, we can extend the life of landfill cells.

"There are opportunities for waste timber use in 'Energy from Waste' projects. Only clean pallet timber can be burnt for power generation which rules out other timber types as they are considered contaminants for this use.

"We are investigating reuse options with intentions to draft tenders for future operations and business opportunities in the community."

Council receives various forms of timber such as:

- Pallets (some fit for reuse; others suitable for pulling apart to recover timber),
- Treated pine products (treated pine sleepers, logs and telegraph poles),
- 'White wood' (melamine coated particleboard and laminated boards),
- Furniture, and
- Wooden packaging (mostly low-grade plywood and laminated boards).

Business operators who have an industry use for waste timber are welcome to contact Council's Waste Services team by calling 131 872 or emailing info@tr.qld.gov.au

Additional resources:

For waste facility locations and hours, plus definitions of commercial waste, please visit www.tr.qld.gov.au/waste

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Take an incredible 12-month journey with our Engaged People Program.

Because your team needs to be working not just for you, but with you.



STRATEGY

“The biggest impact we have seen through the **Focus HR Engaged People Program** is the strategy sessions. I have done those before, but not in an intimate setting, with someone that’s really interested.”

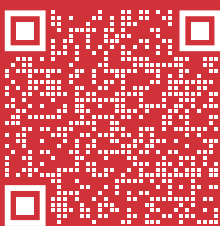
Suz, Lockhart Design



STRUCTURE

“From where we were to where we are today, I feel we’re six gears ahead. The program has meant we have **been able to jump ahead** and it has been so valuable.”

Rohan, RDH Integration Services



SCAN TO ANSWER 10
YES/NO QUESTIONS

Discover your **Engaged People Score** and unlock your business and team’s potential in less than 3 minutes.

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