

# FIAL'S THOUGHT LEADERSHIP WORKSHOP

**For:** Industry, researchers, associations and government

**Date:** 22nd February 2019

**Location:** Treetops Venue @ Melbourne Museum  
11 Nicholson St, Carlton, VIC



**FIAL**  
FOOD INNOVATION AUSTRALIA LIMITED



Australian Government  
Department of Industry,  
Innovation and Science

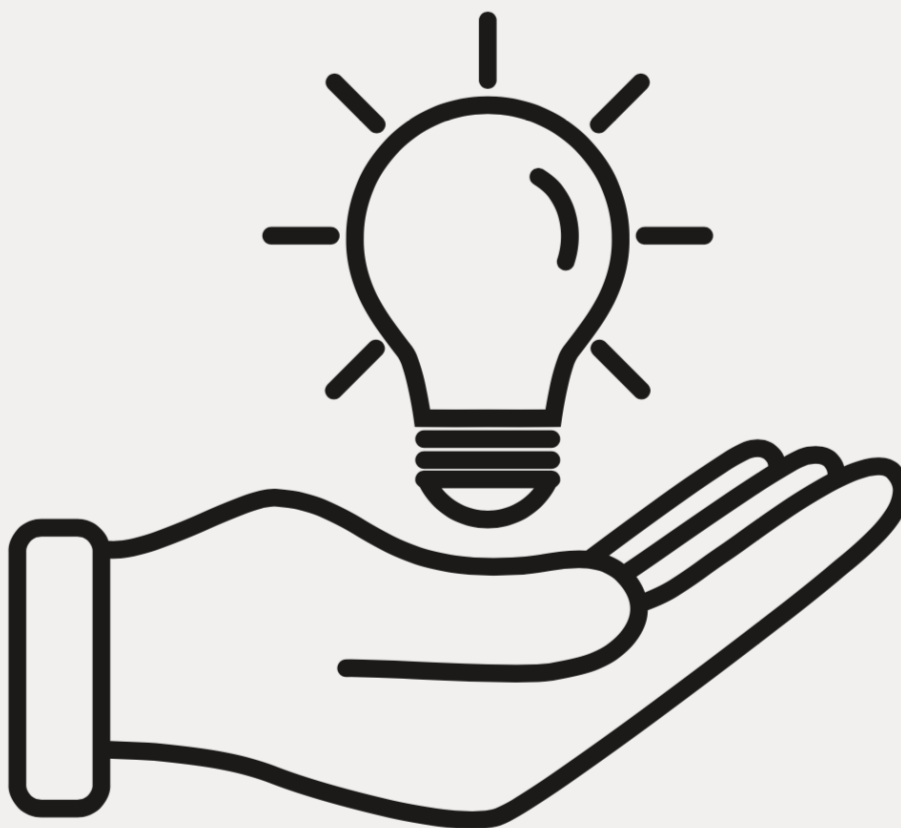
**Industry  
Growth  
Centres**

## "SHAPING THE NATURE OF THE CULTURE IN AUSTRALIA'S FOOD AND AGRIBUSINESS SECTOR TO ENHANCE THE INDUSTRY'S COMPETITIVE ADVANTAGE"

In a major market analysis exercise, Food Innovation Australia Limited (FIAL) has recognised that a key driver for industry development is the critical role that beliefs and culture play in shaping decision-making for businesses in the Food and Agribusiness (F&A) sector. The culture and underlying beliefs shape decision-makers' perception of markets and broader industry drivers. These perceptions influence the ability to make sense of observations and consequently the decisions that are made about business development and direction. The consequences of such decisions are observed in the behaviours and activities of businesses across the sector.

Over the past 2 years, FIAL has undertaken new landmark studies to explore decision-maker's belief systems and culture, and the implications these have on decision making about innovation in the F&A industry. We believe that such studies provide the insights to assist FIAL to co-design with industry decision-makers, projects and initiatives that will assist the F&A sector to enhance its performance and competitive positioning.

In one study, we have been using a narrative-based research method to capture large numbers of personal stories (about experiences) from participants within the F&A sector to uncover patterns and trends in the perceptions, behaviours and relationships in those experiences. This research method places the storyteller in control of the information presented as it enables them to explore experiences of particular meaning to them rather than the opinions shaped by the researchers. The insights gained from this work are then used to co-design with industry leaders, innovative approaches to support, nurture and develop the culture and decision-making processes that underpin the growth opportunities for the sector.



**FIAL's study has reinforced that there is a strong desire for people within businesses to innovate and highlighted the importance of people and the need to relate better to their ways of thinking in order for systemic cultural change within the industry.**



## **THE AIM OF THE WORKSHOP IS TO SHARE:**

- some insights on the effectiveness of prevailing beliefs that permeate the F&A sector relating to current innovation and
- how stakeholders can maximise their collaborative efforts to achieve better outcomes in a highly competitive and dynamic marketplace.

## **WORKSHOP PARTICIPANTS WILL BE ABLE TO:**

- establish a shared understanding of the cultural insights that arose from the study
- agree on key initiatives and actions based on the insights and the strategic direction and imperatives of FIAL
- establish a monitoring and feedback process on the extent of collaboration and the degree of investment in innovation taking place across the F&A sector

# WORKSHOP PROCESS:

A **confidential** report that distills the key insights, challenges and opportunities will be shared with participants at the workshop. This report, and examples of narratives from the study, will be used to enhance participant's awareness for the need for collaboration, which will lead to better co-development of individual and industry-wide initiatives. The intent of adopting such an approach will result in greater ownership and commitment in driving the initiatives forward.

The workshop is highly interactive. Processes will be employed that encourage participants to network, contribute, think creatively and develop ideas. Such an approach is unique in that it guides participants, who have a unique understanding of F&A sector, to co-design initiatives that will have major impacts on their business and in turn the industry.

## WORKSHOP OBJECTIVES

- To engage participants with the process, data, analysis and narratives
- To design initiatives and interventions to address identified complex issues
- To establish a monitoring and feedback process

## AGENDA

**10:00 - Welcome and Introductions (Mirjana)**

**10:30 - Insights from the study**

- Key insights derived from the analysis and study
- Individuals to note issues/ideas /opportunities

**11:30 - Insights from the narratives**

- Selected narratives are scanned for issues, opportunities and behaviours
- Group & name similar themes

**12:30 - Break for lunch**

**13:15 - Mapping the issues**

- Explanation of the Cynefin framework
- Mapping the issues onto the framework
- Selecting issues to develop new ideas/approaches- small groups

**14:00 - Insights to Action**

- Generating new ideas/ options /opportunities
- How to monitor/get feedback
- Identify the behaviours – to amplify /to dampen
- Testing ideas

**15:30 - Next Steps (Gary/Mirjana)**

**16:00 - Close**

# FACILITATORS

## Dr Gary Saliba

Gary Saliba's interests and area of expertise lie in working with people to explore the world that they live and work and how they make decisions. He is a futurist and strategist based in rural Australia and consults with clients throughout Australia and South East Asia. Gary's work is grounded in the principles of systems thinking, complex adaptive systems and views organisations, communities and a range of issues from a holistic perspective.

Gary initially trained in applied mathematics with a doctoral thesis in astrophysics. He moved from science to administration and began to work in the areas of systems thinking, organisational change and strategic planning in the Federal Government public sector. This work culminated in Gary publishing a book on outcomes focused strategic planning. He and his team were awarded a Federal Government innovation award for developing simulation models for Human Resource Planning. His work has also been recognised by being featured as part of the ABC television Open Learning program.

During 2009 Gary participated in the 18-month Australian Rural Leadership Foundation leadership course.

Dr Saliba is director of Strategic Journeys, a company which specialises in leadership development, understanding complexity and uncertainty, facilitation, futures work and strategy development based on the principles of complex adaptive systems. Gary is a Fellow of the Australian Rural Leadership Foundation and a graduate of the Australian Institute of Company Directors.

## Vivienne (Viv) Read

Viv is a Director of Complexability Pty Ltd, the company she established to enable collaborative projects with other independent consultants working in the field of complexity both in Australia and internationally; a Director of Crosstech Pty Ltd, established in 1984 specialising in workplace reform and organisational change, and a trustee of ARIO Foundation, a not for profit organisation established to undertake social research and associated initiatives in Australia and SE Asia. She was for 10 years, a Director in Emerging Options Pty Ltd, an Australian based company that, undertook many of the narrative research projects with which she has been involved.

In the 1980's and 90's, she was actively involved in projects and assignments as a manager and consultant in industries including textiles, mining, manufacturing, construction, water, electricity generation, brewing, community organisations and all levels of government.

In the past 15 years, Viv has focussed on working with tools and methods specifically designed to 'make sense' of complex issues, as the basis for taking action. She has undertaken projects using these tools and methods, as well as introducing the Cynefin framework and associated complexity concepts to over 600 clinicians attending experiential clinical leadership programs for Queensland Health.

Viv has co facilitated Cognitive Edge training workshops in Australia, Singapore, Hong Kong and New Zealand. In addition to being an experienced facilitator and practitioner of Cognitive Edge methods, Viv is accredited in The Human Element, and The Partnership Brokers Association.

# FACILITATORS

## Dr Mark Anderson

Dr Mark Anderson is scientist and engineer with a passion for working with people to improve systems. Mark's multi-disciplinary experience has a common thread of using digital technologies, beginning with 25 years in IBM.

He has created highly successful, award winning new product & service lines for global professional service organisations and introduced new approaches to strategic planning for a range of public sector, health and education organisations.

Mark's role as Director Cynefin Centres Australia and New Zealand applies complexity and narrative (Cynefin & SenseMaker) to national and international system level challenges.

