

Appendix A. Resource list

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Women in Leadership Project 1995, *Dancing on the Glass Ceiling: New Century, New Workplace*, New Leaders, Edith Cowan University, Perth.

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Resources available through the Rural Women's Network.

- ★ Country Web newsletter;
- ★ 'Let's Talk' video on improving family communications
- ★ Stepping Stones Leadership Kit for Rural Women;
- ★ Team Up and Prosper ~ Rural Women in Decision Making Forum Report;
- ★ The Vision for Change ~ National Plan for Women in Agriculture and Resource Management; and
- ★ Proceedings from the National Forum on Women in Agriculture and Resource Management.

Appendix B. Ideas for women taking on decision making positions

- ★ Have a good knowledge of the vision, aims and objectives of the organisation.
- ★ Build relationships. The personal touch is important.
- ★ Do your homework – have all the facts and always read your business papers/agenda highlighting issues and seeking background information prior to the meeting.
- ★ Don't be forced into taking a position if you have insufficient information.
- ★ Consider the comments and suggestions made by other members, listen to what is being discussed and choose when it is appropriate to offer information.
- ★ Keep notes of things that either you're about to do or that you've done, or conversations that you've had. If a decision has been made write it down.
- ★ Have the courage to believe there is no such thing as a 'stupid question'.
- ★ Don't allow anyone to speak down to you. If you believe you have a different view or a better way – say so.
- ★ Speak up when you know you can add to the debate and protect the value of your contribution.
- ★ Be prepared to sometimes be the lone voice. Providing that the argument has been well thought through or the idea has been reasonably well researched, there is generally a chance of gaining support for that issue.
- ★ If a proposal/situation affects women in a negative way or is seen as a hurdle, speak out and continue with your argument until you've made your point and change is negotiated.
- ★ If you want an issue to be followed through or acted upon – move a formal motion. Don't rely on things being done. Move the motion and monitor action.
- ★ Remember that criticism of ideas is not personal criticism and don't let personal grievances cloud your judgement.
- ★ Be prepared to change your position if new information becomes available.
- ★ Always try to seat yourself in a good position at the board room table; don't let yourself be intimidated.
- ★ Ensure that you are well-versed in meeting procedures.
- ★ Emphasise similarities rather than sex-based/gender differences – focus on people and demographics rather than on 'men and 'women', 'male and female' and 'girls and boys'.
- ★ Have the courage to dream BIG.
- ★ 5% of the population set goals and only 3% write them down. Of the 3% who write their goals down, it has been estimated that 97% achieve those goals.
- ★ Always maintain an ethical stance and take action that is right for the best outcome.
- ★ "We have always done it like this!" Some of the most expensive words in the English language. Dare to be different.
- ★ Get your name on the NSW Women's Register ☎(02) 9228 5292.
- ★ Success doesn't just come by luck; it comes from hard work and a good team backing you up.
- ★ Remember those who have helped you climb the ladder and acknowledge their contribution to you and the achievements in your life. We do nothing on our own.
- ★ Make a personal commitment to life long learning. In today's fast moving environment, you need to commit to at least one further education project each year.
- ★ People who are keen to succeed usually surround themselves with winners and look for people who can provide good role models.
- ★ Seek out, and use mentors especially if you need support in handling a new and/or difficult situation.
- ★ Get a *portfolio of mentors* – it is a big ask for one person to be all things you need.
- ★ The business world is not for the faint hearted. The main key to success is keeping tightly focused on your vision.
- ★ Act now and take simple bite sized steps towards your goals.
- ★ Like yourself. Concentrate on building your own self esteem and remember to build the esteem of others around you.
- ★ Don't let people pressure you into positions if you feel you aren't ready.
- ★ Start networking. Networks provide you with opportunities, knowledge, expertise and sometimes the inspiration to make more of your working life.
- ★ Just because there is an 'old boys' network does not mean it has to be an obstacle. Once you are on a board with them and performing well, they might just recommend you for other appointments.
- ★ Remember to have a balance in your life, you need to be able to relax and have time for family and friends.

(Compiled from various sources including conversations with women in key decision making roles at the 1997 Team Up & Prosper Forum.)

Appendix C. Ideas for action from consultations around the State

Goal 1

Women's participation in decision making increased.

- ★ Training for women on how to effectively return to the family after attending leadership training. (*Women especially need to learn strategies on how best to deal with partners who may feel threatened by women taking on more leadership roles*).
- ★ Training programs to recognise the financial barriers to participation such as child care, distance and accommodation.
- ★ Gender awareness modules to be an integral part of any leadership program.
- ★ The *Stepping Stones* leadership kit to be modified to meet the needs of Aboriginal and Torres Strait Islander women.

Goal 2

Women recognised as clients.

- ★ All workshops, programs, initiatives to be promoted to both women and men although some need to be designed specifically for women to meet their special needs
- ★ Agriculture and resource management agencies to recognise the value of diversity in staffing by:
 - documenting in strategic plans

the valuable role women play;

- developing mentoring programs for women;
- developing *family friendly* work practices; and
- developing opportunities for teleworking.

- ★ Women to be involved in industry value adding and diversification programs

Goal 3

Women's participation in the rural sector increased.

- ★ Recognise the roles women play in keeping the family together (This is an invisible yet crucial contribution to the agriculture and resource management sector).
- ★ Women's involvement in local government to be reviewed to identify barriers to participation and strategies developed to overcome these barriers.
- ★ Workshops need to be developed locally to:
 - learn effective lobbying skills;
 - show women how to complete funding forms; and
 - teach women how to prepare a Curriculum Vitae (CV), application and nomination forms.
- ★ Develop an internet and email discussion group for special

interest groups such as NSW Dairy Women's Groups.

- ★ Develop a program on 'Managing the Challenge of Change in Rural Areas' targeting rural women across NSW – a proposal submitted for NSW Women's Grants Program by Orana Regional Council of Adult and Community Education.

Other ideas

- ★ Increase information exchange between rural and urban women's networks.
- ★ The roles of rural financial counsellors needs to be clearly defined and promoted through a simple flyer.

Ideas from women who attended the 1998 2nd International Women in Agriculture Conference in Washington DC.

- ★ The need to educate the young on the importance of agriculture (some good programs – US 4H [Head, Heart Hands & Health] program and Agriculture in the Classroom).
- ★ The need to empower and develop the potential of not only the top 40% but the other 60% of farmers, – through a NSW wide program in marketing and promotion, communications, lobbying, and leadership skills (eg. the NSW Rural Women's Network Stepping Stones, Nebraska's Sigma Alpha program which develops women's leadership roles in agriculture by offering a support and network system, workplace training, leadership development and education for women pursuing careers in agriculture).
- ★ Develop exchange and networking programs between Australian women and other countries.
- ★ Develop the information technology and teleworking potential of rural Australia.
- ★ Export Landcare as a program in community development, environmental awareness and action.
- ★ Lobby the government to organise and send a 'women and wool trade delegation' to promote woollen products overseas.



Please fax your progress and new strategies to RWN: 02 6391 3650 by June 1999.

Goal 1: Women's participation in decision making increased

Strategies

Responsibility

Performance Indicators

Timeline

Progress to date

Goal 2: Women recognised as clients

Strategies

Responsibility

Performance Indicators

Timeline

Progress to date

Goal 3: Women's participation in the rural sector increased

Strategies

Responsibility

Performance Indicators

Timeline

Progress to date

Appendix E. Acronyms

ACE	Adult and Community Education
ACF	Australian Cotton Foundation
ANTA	Australian National Training Authority
ARMCANZ	Agriculture and Resource Management Council of Australia and New Zealand
AWiA	Australian Women in Agriculture
CMCs	Catchment Management Committees
CSU	Charles Sturt University
CWA	Country Women's Association
DFA	Dairy Farmers' Association
DFW	Department for Women
DG	Director General
DIDC	Dairy Industry Development Corporation
DLWC	Department of Land and Water Conservation
DPIE	Department of Primary Industries & Energy
DRDC	Dairy Research and Development Corporation
DTEC	Department of Training Education Coordination
ESD	Educational Services Division (TAFE)
FFF	Farming for the Future
IT	Information Technology
NRPCC	Natural Resources Planning Coordinating Committee
NPWS	National Parks and Wildlife Service
OAC	Orange Agricultural College (Sydney University)
ORA	Office of Rural Affairs
ORC	Office of Rural Communities
PAG	Program Advisory Groups
PCW	Premier's Council for Women
PISA	Primary Industries, South Australia
RAS	Rural Assistance Scheme
RIRDC	Rural Industries Research and Development Corporation
RIPAA	Royal Institute of Public Administration Australia
RLPB	Rural Lands Protection Board
RTC	Rural Training Council
RWN	Rural Women's Network
RWU	Rural Women's Unit (DPIE)
RWWG	Rural Women's Working Group
SAC	State Advisory Committee
SRD	Department of State and Regional Development
SCARM	Standing Committee on Agriculture and Resource Management
TCM	Total Catchment Management
UWS	University of Western Sydney
www	world wide web (Internet)

Appendix F. Contacts

Agency	Phone
Australian Institute of Company Directors (Fran Morris)	1300 555 232
Australian Women in Agriculture (Alison Nicholls)	02 4845 1265
Central West Reg Council of Adult & Community Education (Gina Perks) ..	02 6361 2595
Charles Sturt University (Margaret Alston)	02 6933 2783
Cobar Rural and Community Network (Pat le Lievre)	02 6837 3808
Commonwealth Rural Women's Unit (Helen Board)	02 6272 3984
Cotton Australia (Shelley Spriggs)	02 9360 8500
Country Women's Association	02 9358 2957
Department for Women (Bessie Tselos)	1800 817 227
Department of Land & Water Conservation (Rose Read)	02 9228 6537
Elders (Anita Glenn)	02 6884 3700
Environment Protection Authority (Wendy Seckold)	02 9325 5589
Landcare (Deb Tkachenko)	02 9228 6407
National Parks & Wildlife Service (Lyn Webber)	02 9585 6680
NSW Agriculture/Rural Women's Network (Sonia Muir)	02 6391 3616
NSW Agriculture/Farming for the Future (Stuart McPherson)	02 6391 3792
NSW Dairy Farmers' Association (Lucille Dunstan)	02 9295 5856
NSW Farmers' Association	02 9251 1700
Nugan Group Pty Ltd (Michelle Nugan)	02 6962 1822
Orana Regional Council of Adult & Community Education	02 6882 9120
Premier's Council for Women	02 9334 1202
Premier's Department (Jessica Stewart)	02 9228 5292
Rice Growers' Association of Australia (Mike Hedditch)	02 6953 0433
Rural Assistance Authority	1800 678 593
Rural Lands Protection Board State Council (Sandy Prell)	02 6391 3673
State and Regional Development (Cassandra Traucki)	02 9338 6770
Western Institute of TAFE (Neil Black)	02 6361 7566
Woolmark Company (Cath Newell)	03 9341 9517
Women in Wool Consultative Group (Robbie Sefton)	02 6842 3424

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