

# Landholder Engagement Training

## Workbook

Supported by the Energy Charter

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Tuesday 27 February – Thursday 29 February 2024



# Landholder Engagement Training – Day 1

Brisbane Marriott Hotel, 515 Queen St, Brisbane City QLD 4000

## Arrival Day + Welcome – Tuesday 27 February 2024

Session	Lead
<b>Arrival + afternoon tea:</b> Brisbane Marriott Hotel, 2:30pm	
Welcome + Acknowledgement of Country The social licence context Why you're here and what to expect	Sabiene Heindl, <i>CEO</i> , Energy Charter Amy Abraham, <i>Director, Innovation</i> , Energy Charter (Facilitator)
Setting the scene: Renewable energy development in Queensland and why we need to get it right	Dana Boxall, <i>General Manager Community &amp; Delivery Services</i> , Powerlink Queensland Gerard Reilly, <i>General Manager Communications, Customer &amp; Engagement</i> , Powerlink Queensland
Landholder insights panel, chat with landholders on what's going well and opportunities to improve	Jo Sheppard, <i>CEO</i> , Queensland Farmers' Federation (Moderator) with landholders Brent Finlay, Ashleigh Duncan, Susan Findlay-Tickner and James Walker
<b>Networking drinks:</b> MDeck (Level L), Brisbane Marriott Hotel, hosted by Powerlink Queensland, 5pm – 7pm <b>Biodiversity spotlight:</b> Introducing the Better Practice Renewables and Biodiversity, Opportunities for Collaboration Guide, 5:45pm <b>Guest speakers:</b> Andrew Bray, <i>National Director</i> , RE-Alliance Dave Copeman, <i>Director</i> , Queensland Conservation Council	
<b>Dinner:</b> Self-catered	

# Landholder Engagement Training – Day 2

Full Day Bus Excursion

Building Partnerships Through Shared Value – Wednesday 28 February 2024

Session	Lead
<b>Breakfast:</b> Self-catered <b>Arrival:</b> Bus stop 31 Adelaide St, near Macrossan St, 8am sharp <b>Morning tea:</b> Provided on bus	
Shared value, an essential building block for social licence	Amy Abraham, <i>Director, Innovation, Energy Charter</i> (Facilitator)
Site visit: Partnering to support endangered wildlife	Hinterland Wildlife Sunshine Coast Council David Monaghan, <i>Landholder Projects Team Leader</i> , Powerlink Queensland Joel James, <i>Land &amp; Easements Operational Specialist</i> , Powerlink Queensland
Site visit: Partnering for bushfire management	Ranger Mark Lythall, State Forest & National Parks Stephen Martin, <i>Senior Strategist Land, Research &amp; Development</i> , Powerlink Queensland Joel James, <i>Land &amp; Easements Operational Specialist</i> , Powerlink Queensland
<b>Lunch:</b> Mapleton State Forest Picnic Area, group discussion on shared value, 12:15pm	
Site visit: Partnering to manage invasive plants	David Ross, <i>Mapleton Landowner</i> Kerry O'Brien, <i>Community Relations Team Lead</i> , Powerlink Queensland Joel James, <i>Land &amp; Easements Operational Specialist</i> , Powerlink Queensland
<b>Afternoon tea:</b> Provided, 1:45pm	
Drop off near Brisbane Marriott Hotel, 4pm	
<b>Networking drinks:</b> Hosted by International Right of Way Association Chapter 86 and JLL at Gatsby Bar at Blackbird Bar & Restaurant, Riverside Centre, 123 Eagle St, Brisbane, 5pm – 6:30pm	
<b>National Landholder Engagement Training Dinner:</b> Hosted by the Energy Charter at Heritage Room at Blackbird Bar & Restaurant, 6:30pm – 8:30pm <b>Guest speaker:</b> Jane Pires, <i>Land Access Ombudsman Queensland</i> .	

# Landholder Engagement Training – Day 3

Powerlink Queensland and Virginia Golf Club

## Skills Development Workshops – Thursday 29 February 2024

Session	Lead
<b>Breakfast:</b> Self-catered <b>Departure:</b> Bus stop 31 Adelaide St, near Macrossan St, 8am sharp to Powerlink Queensland, 33 Harold St, Virginia 4014	
Biosecurity: Washdown, obligations and new threats	Belinda Callanan, <i>Director</i> , TH9 Outdoor Services
<b>Morning tea:</b> Virginia Golf Club, Elliott Rd, Banyo QLD 4014, 10:30am	
Compassion in Conflict: Positive communication and de-escalation strategies	Ilona Vass, <i>Author and Leadership and Communication Expert</i>
<b>Lunch:</b> Provided, 12:45pm	
Creating psychologically safe spaces: Safe ways of working with impacted landholders facing cumulative stressors, including as a result of energy development	Brock Bastian, <i>Director</i> , Psychological Safety Australia
<b>Afternoon tea:</b> Provided, 2:45pm	
“Look after yourself”, practical tips to support your own mental wellbeing.	Luke Francis, <i>Land Liaison Officer and Mental Health First Aider</i> , AusNet Services
<b>Wrap up</b> , 4pm	

## Complete in preparation for Day 3 – Site Induction, Virginia Complex (Powerlink Queensland)

### 1. Scan QR code

Use your phones camera (iOS) or QR Scanning app (Android) to scan.

### 2. Complete induction

All contractors and workers are required to be inducted to work on site. Please complete the Virginia Complex Site Induction and upon completion, your induction will be valid for One (1) Year.

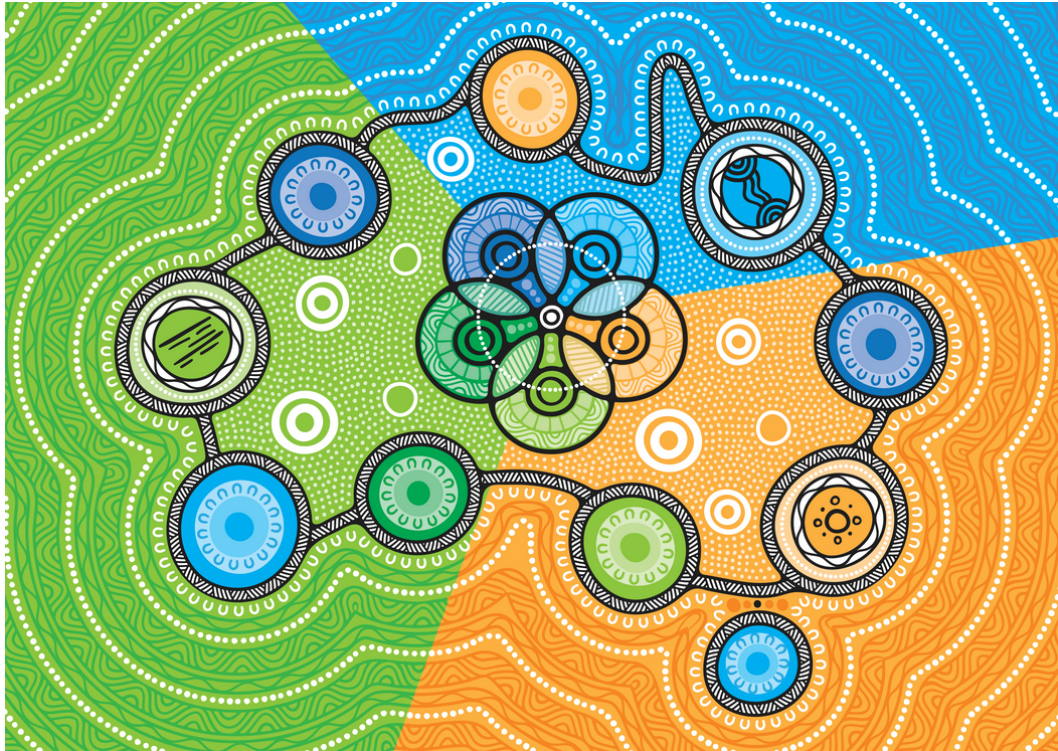


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# Acknowledgement of Country

We acknowledge the Jagera people and the Turrbal people as the Traditional Custodians of Meanjin (Brisbane). We pay our respects to Jagera and Turrbal Elders past and present.



The above artwork is by Ngarrindjeri artist, Jordan Lovegrove tells the story of energy, how it connects all of Australia and the Energy Charter's commitment to create a better energy future for all Australians.

The centrepiece of the artwork represents the Energy Charter's five core principles dedicated to better outcomes for customers and their communities. The three coloured sections and symbols represent the transition to a cleaner future; blue is hydro, orange is solar, and green is wind.

The meeting places around the outside and pathways that connects them represents like-minded energy organisations across Australia collaborating and connecting people together for the betterment of communities. These communities are represented by the pattern on the inside of the artwork.

## About the artist

Jordan Lovegrove is a talented Ngarrindjeri artist known for his captivating contemporary and abstract art. With 12 years of experience, Jordan draws inspiration from his Ngarrindjeri heritage where his artwork showcases cultural symbolism and a unique artistic vision. We thank him for his inspirational artwork.



# Day 1

**Tuesday 27 February 2024**

**Where:** Brisbane Marriott Hotel

**What:** Arrival day + welcome

**Acknowledgement:** The traditional name of Brisbane is Meeanjin – the place of the blue water lilies.

The Turrbal Tribe comprises direct descendants of the original owners and custodians of Brisbane. These bloodlines link Turrbal peoples' past, present and future to one another, with traditional customs and laws intact.

The beautiful ancestral homelands of the Turrbal Tribe stretch north from Elimbah Creek, south to the Logan River, and inland as far as Moggill.

# Welcome

Australia is embarking on energy infrastructure projects the scale of which have not been seen in most people's lifetimes. With this, a growing number of agricultural landholders are being approached to host energy infrastructure on their land.

These renewable energy development projects, as well as the maintenance of existing infrastructure, can impact the agricultural operations, and lives and livelihoods of landholders and their communities.

Together, we have a responsibility to recognise and minimise these impacts and work towards shared value outcomes for everyone.

The purpose of the Landholder Engagement Training is support to you – those responsible for working directly with impacted landholders – to you do your job well, while keeping yourself and the landholders you're working with physically and emotionally safe.



*“Earn trust, earn trust, earn trust. Then you can worry about the rest.”*

– Seth Godin



## What we will cover

Over the three-day training in February, we'll hear directly from landholders on what's going well and where we can improve, as well as how innovative partnerships are creating shared benefit.

The training also includes resources and practical skill development workshops on:

- 🎯 Biodiversity
- 🎯 Communication and positive conflict resolution strategies
- 🎯 Biosecurity
- 🎯 Psychological safety

We'll also ensure there's plenty of time to share insights and build your network with other like-minded industry professionals.



## Meet the team



### **Sabiene Heindl**

*Chief Executive Officer*

The Energy Charter

Sabiene has held a range of senior leadership roles across the energy, telco, music, media and legal sectors focused on transformational change. With a background as a corporate lawyer, she holds an Executive MBA from Brown University (USA) and IE Business School (Spain), law and international business degrees. She has always been passionate about inspiring change and doing things better! Thinking BIG and being BOLD (Energy Charter values) are part of her DNA.



### **Amy Abraham**

*Director, Innovation*

The Energy Charter

Amy joined the Energy Charter after a decade working as a communication and engagement strategist in the Australian energy sector. Having worked across energy retail, distribution, and transmission, she's enjoyed a range of communications, corporate affairs, government relations, corporate social responsibility, and community engagement roles. No matter where she's worked, she's always been passionate about fostering new collaborations that enable innovation between business, customers, and community for shared benefit.

Training Facilitator



### **Anne Whitehouse**

*Chief Executive Officer*

Sales Assured Limited

Anne Whitehouse is senior manager with 25+ years of experience in marketing and energy. In 2012, Anne became CEO of Sales Assured working to improve compliance of sales teams working in direct marketing channels. Key industries include energy, solar, charities in Australia and New Zealand. Anne is a strategic thinker with a head for problem solving and a passion for customer fairness.

Training Co-ordinator

Anne is the Code Administrator for three Energy Charter initiatives including National Customer Code for Brokers, Consultants and Energy Retailers, National Customer Code for Energy Comparators and Energy Moving Services and Knock to Stay Connected Customer Code.

# Renewable energy development in Queensland and why we need to get it right



## **Dana Boxall**

*General Manager Community & Delivery Services*  
Powerlink Queensland

Dana has over 25 years' experience working for Powerlink in multiple roles across financial, regulatory and delivery focused groups. She is now bringing this considerable experience to Powerlink's engagement with traditional owners, communities, stakeholders and landowners by heading up the Community and Delivery Services Group. She is passionate about ensuring that Powerlink engages authentically, with consideration and respect, with all parties impacted by establishing and maintaining transmission infrastructure.



## **Gerard Reilly**

*General Manager Communications, Customer & Engagement*  
Powerlink Queensland

Gerard has more than 20 years' experience in strategic communications, community engagement, media relations, government and investor relations.

At Powerlink, his role is to lead delivery of the communications and external engagement functions in order to enhance Powerlink's reputation and strengthen relationships with customer, community and stakeholder representatives. He leads Powerlink's management of reputational risks and opportunities as part of the state's power system transformation. He oversees Powerlink's stakeholder and community engagement approach for Renewable Energy Zones and key projects as part of the Queensland Energy & Jobs Plan.

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## Presentation



Tuesday, 27 February

# Landholder Engagement Training

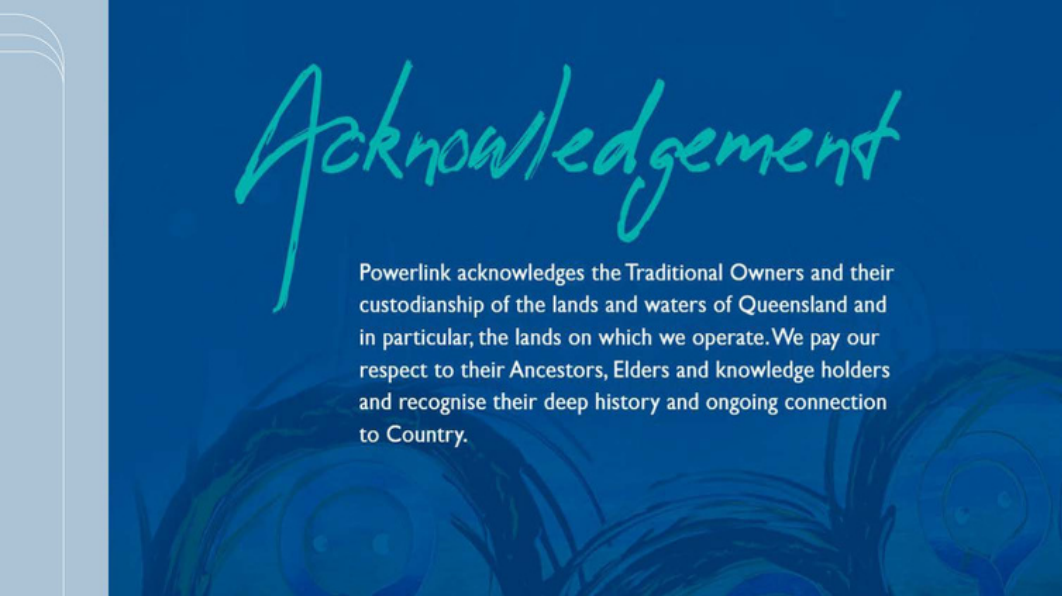
Dana Boxall  
GM Community & Delivery Services

Gerard Reilly  
GM Communications, Customer & Engagement



# Acknowledgement

Powerlink acknowledges the Traditional Owners and their custodianship of the lands and waters of Queensland and in particular, the lands on which we operate. We pay our respect to their Ancestors, Elders and knowledge holders and recognise their deep history and ongoing connection to Country.



# Powerlink's New SuperGrid Landholder Payment Framework

Launched May 2023



Significantly boosts payments to hosting landholders



First transmission company in Australia to offer payments to adjacent landholders



Flexibility in timing of payments to hosting landholders

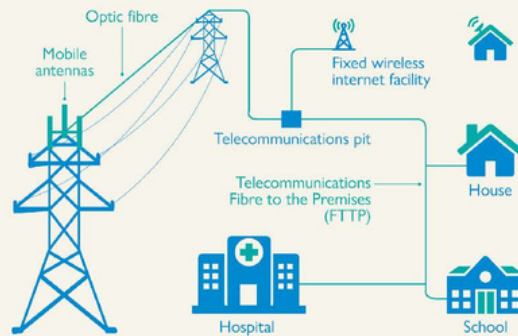


Provide payment estimates to landholders earlier in the process

Powerlink Queensland | 9

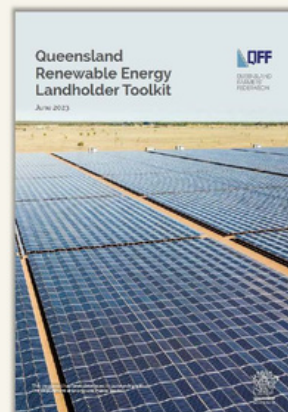
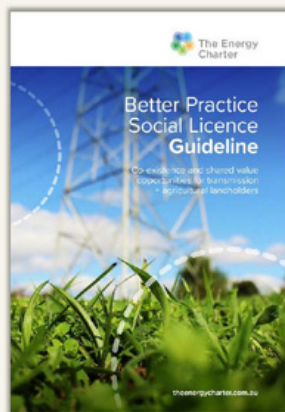
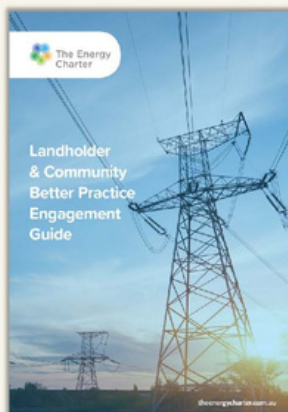
## SuperGrid Telecommunications Program

Queensland communities to benefit from improved digital connectivity



Powerlink Queensland | 10

## Resources for communities



Powerlink Queensland | 11

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## Notes

# Landholder insights panel



Panel Moderator

## **Jo Sheppard**

*Chief Executive Officer*

Queensland Farmers' Federation

Most recently serving as Director of Stakeholder Engagement at the University of Southern Queensland, Jo's previous roles also include the CEO of the Toowoomba Chamber of Commerce, Director on the board of Sunwater, and previously an elected Councillor and Mayor of Paroo Shire Council in South West Queensland.

Her passion for agriculture, and regional and remote communities, as well as experience across multiple sectors will ensure success in representing the interests of peak state and national agriculture industry organisations, and more than 13,000 primary producers across the state.



## **Brent Finlay**

*Managing Director*

Finlay Agricultural Industries

Brent Finlay has over 40 years' experience in the agricultural sector. He runs a sheep and cattle property called Cooina in the Traprock region of South East Queensland.

Brent is also the Managing Director of Finlay Agricultural Industries which provides specialist strategic advice to both existing and emerging enterprises and projects across the agricultural sector.

During his decade-long tenure in agricultural industry representative positions, Brent held influential roles such as President of the National Farmers Federation for three years as well as a term as the President of Agforce Queensland. He was elected to the board of the World Farm Organisation based in Rome, where he represented the Oceania region.



## **Ashleigh Duncan**

*Grazier (Campmac Pty Ltd) + CFO (Mt Hope Cattle Co)*  
Campmac Pty Ltd and Mt Hope Cattle Co

Ashleigh is a wife and mother of three. She is a grazier as well as CFO for her family business. Ashleigh has an extensive background in business administration, health, safety and environment management.

Growing up in the small, country town of Wallumbilla has placed a strong importance on the support of local, community organisations whether it be holding committee positions, volunteer work or sponsorship of sporting uniforms or events.

She has a great passion for the ag industry and believes that it is the most exciting and diverse of all. Her goal is to run a profitable and sustainable beef production enterprise.



## **Susan Findlay-Tickner**

*Dry-land Farmer, Projects Communications Manager (RES Group) and Chair (RE-Alliance)*  
RES Group and RE-Alliance

Susan Findlay Tickner is an active partner in a large, innovative dry-land cropping enterprise near Horsham in Western Victoria with her husband, Simon. The farm has a focus on the agribusiness supply chain, specifically around the production and marketing of cereals, pulses and oilseeds. Their enterprise hosts turbines as part of the Murra Warra Wind Farm and has hosted 5.5kms of transmission lines with 14 transmission towers since the 1970s.

With a background in Agricultural Research and Development, she has also worked in Agricultural Policy with the Victorian State Government and is a former member of the Grains Research and Development Corporation Southern Panel and currently works with renewable energy developer, RES, in communications and engagement. Susan holds a Masters of Communication, a Diploma from Australian Institute of Company Directors and sits on several industry boards including the Centre for Engineering in Agriculture, and is Chair of RE-Alliance.



## **James Walker**

*Owner*

Camden Park Station

The Walker family own and manage Camden Park Station, an 800Ha grazing property to the east of Longreach in Central Western Queensland. James was pivotal in negotiating the 15MW Longreach Solar Farm commissioned in March 2018 which generates around 39.16GWh of electricity per year, enough to power around 5,000 homes.

James successfully negotiated a pioneering 'shared value' approach for the solar development, negotiating lease payments, road access, fencing, first right of refusal along with numerous benefits for the broader community. He also successfully retained the farm's organic status and navigated a change of ownership.

James is passionate about enabling resilience through diversification, including mentoring others in the agriculture and the energy industries on how early preparations can help deliver good outcomes for farmers, developers and the local community.

James was named Farmer of the Year for excellence in diversification in 2017. He's also Chair of Nuffield Queensland, on the Board of National Landcare, and was runner-up for the Bob Hawke Landcare Award in 2021.



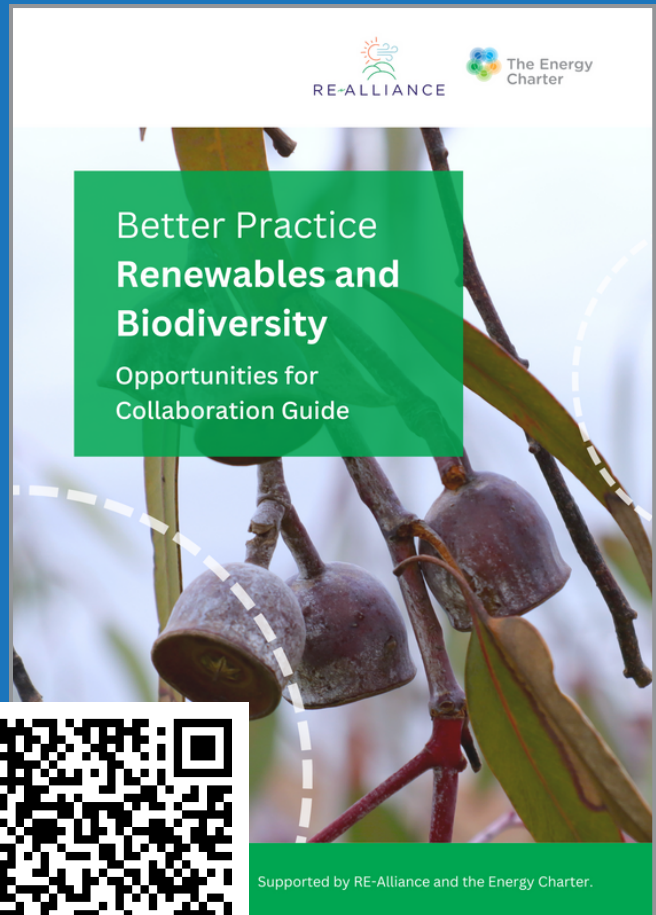
# Better Practice Renewables and Biodiversity

## Opportunities for Collaboration Guide

Both the conservation and energy sectors in Queensland recognise the importance of managing and minimising environmental impacts from renewable energy projects.

This Better Practice Guide showcases several environmental interventions at every stage of renewable energy project development, from energy system design to end-of-life. It outlines some of what is possible through case studies and identifies opportunities for cross-sector collaboration.

Download here



### Collaborators

#### Working Group

- Lucy Allan, RE-Alliance
- Lucy Graham, Cairns & Far North Queensland Environmental Centre (CAFNEC)
- Kiara Bowles, Powerlink Queensland
- Luke Reade, Australian Conservation Foundation
- Clare Silcock, Qld Conservation Council
- Sabiene Heindl, Energy Charter

#### NGOs

- Sunrise Project
- World Wildlife Fund
- Beyond Zero Emissions
- Next Economy
- Queensland Conservation Council
- Terrain NRMTCB

#### QLD Renewable Energy Sector

- CleanCo
- CS Energy
- Energy Queensland
- Stanwell Corporation
- APA
- Energy Estate
- Clean Energy Council



# Day 2

## Wednesday 28 February 2024

**Where:** Full day bus excursion to Mapleton in the Sunshine Coast hinterland

**What:** Building Partnerships Through Shared Value

**Acknowledgement:** The Gubbi Gubbi people, part of the larger Indigenous Australian group known as the Kabi Kabi.

The Gubbi Gubbi people lived a semi nomadic lifestyle focused on hunting, fishing and gathering. They had a deep connection to the land and their culture was closely tied to the natural environment.

The Mapleton area was also an important meeting place for Indigenous groups from across the region who would gather to trade goods and hold ceremonies.

# Shared value, an essential building block for social licence

## What is social licence

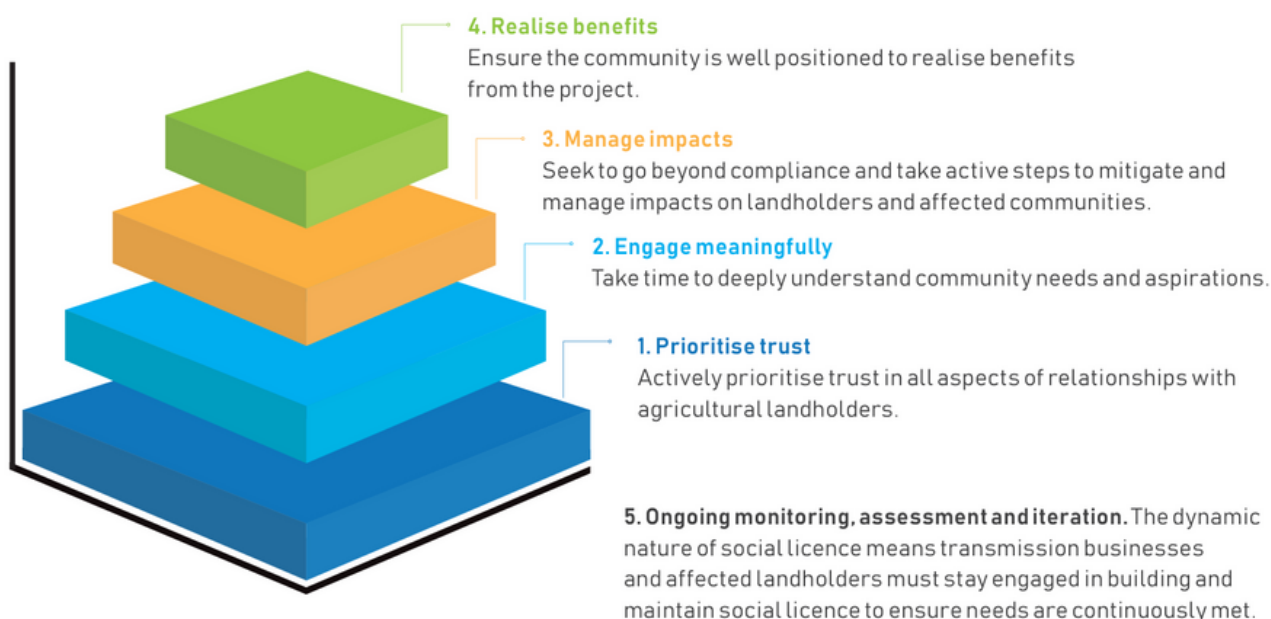
Social licence to operate is a concept that **reflects community acceptance or approval around the operations of an organisation and its developments**. Community acceptance comes from prioritising trust, delivering overall positive impact and is granted and denied by the community in line with their social, political and economic conditions.

Establishing social licence to operate is not simple due to it being based on the **diverse values, interests and concerns** that contribute to community expectations and as such requires the consideration of **relational aspects** between the industry and communities, industry affects, community **understanding** and **confidence** in a particular project.

## Principles of social licence

1. **Procedural fairness:** giving affected landholders and communities reasonable opportunity to engage with decision making that can, or will, impact their lives and livelihoods.
2. **Distributional fairness:** considering equity across tangible and intangible outcomes for affected landholders and communities.
3. **Stewardship:** acting as stewards of land and communities through the planning and development of transmission infrastructure.
4. **Partnership:** working with landholders and their communities in partnership to deliver positive outcomes for people and land.

## Social licence building blocks



## Research snapshot: Impact mitigation

A focus on impact mitigation is required to facilitate coexistence.

<p>Coexistence opportunities were tested through the survey and <b>validated as being important by landholders.</b></p>	<p>Landholders <b>want to be consulted, have input into the process, have access to relevant information, and for the visual impact of towers to be minimised.</b></p>	<p>Those <b>indirectly impacted</b> are more likely to rate coexistence opportunities as having a significant/moderate level of importance, compared to those who have been <b>directly impacted</b>, who do not consider these to be significantly or moderately important.</p>	<p>At a community level, <b>initiatives that improve the utility and social conditions of the area are most important</b> to landholders.</p>	<p>Interviews with landholders revealed a clear distinction between <b>opportunities to manage impacts, compared to opportunities to realise a benefit.</b></p>
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<p>“Keep communication open and document all conversations”</p>	<p>“Scrap materials and services would be a benefit... one of the things that made a positive difference”</p>	<p>“We will get some road upgrades with actual structure.... Crossing upgrades.... so yeah it’s not all bad, yes they will do damage, but it’s going to balance itself out a little bit in that in the on farm impacts in construction phase can be fixed ”</p>
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## Research snapshot: Benefits

Landholders identified limited benefits from renewable energy and transmission infrastructure.

<p>Little to <b>no individual benefits were identified</b> by landholders hosting infrastructure.</p> <p>- 82% of directly impacted landholders surveyed feel electricity transmission infrastructure will provide no or only minor benefit to them, their family, property, and/or farming operations.</p>	<p>Landholders who have <b>not yet had infrastructure built on their property are more likely to perceive benefits.</b></p>	<p>The benefits that were identified relate to <b>wider community benefits coming from the transition to renewables</b> - About a third of landholders surveyed expected that there would be a moderate or significant benefit to the broader community from electricity transmission infrastructure.</p>
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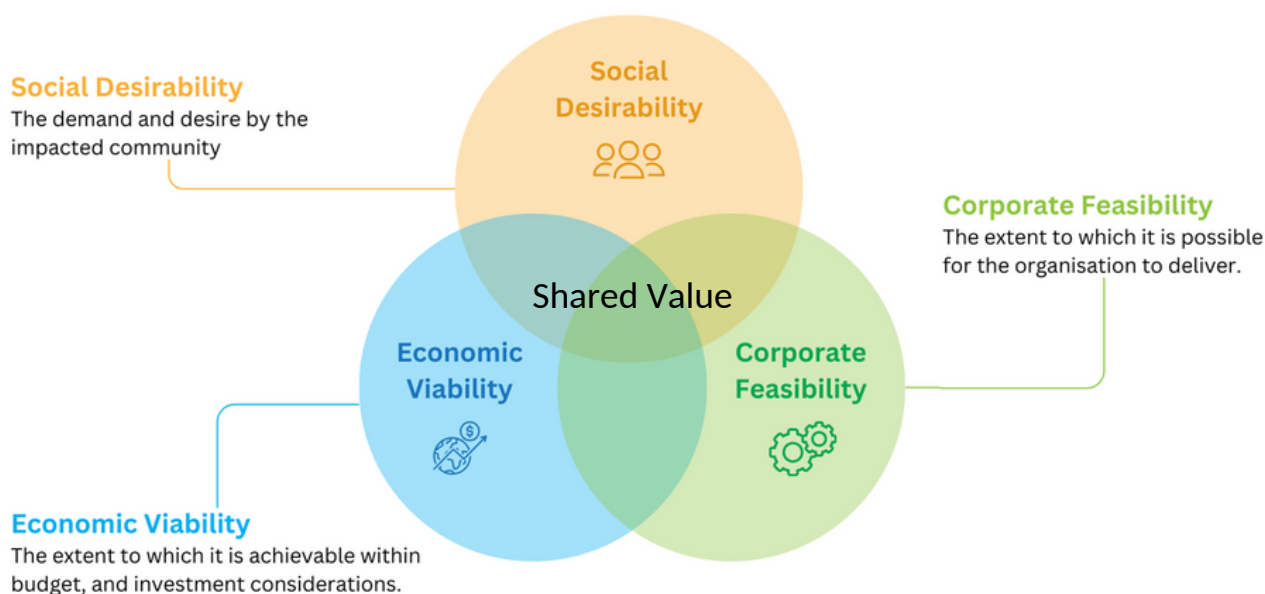
<p>“There will be no benefit to me but massive benefits for the general public.”</p>	<p>“How could there possibly be a benefit to destroy prime agricultural land?”</p>	<p>“No benefits nothing has been invested in the community, no internet upgrade, road, repairs, no remediation etc.”</p>	<p>“I accept this has to happen but I can’t see any benefit for me.”</p>	<p>“No benefits, the costs of cheap technology are being paid by us.”</p>
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## What is shared value?

A company's success and social progress are interdependent. This is the key principle of shared value.

Shared value is a framework designed to create business solutions to social and environmental problems.

Shared value harnesses the resources, skills and innovation of an organisation to target the issues that intersect with its business. The concept was introduced in 2011, by Harvard professors Michael Porter and Mark R. Kramer in the Harvard Business Review article 'Creating Shared Value,' and has since been adopted by the global business community, who can be valuable partners in delivering meaningful and sustainable change at scale.



## Community benefit sharing

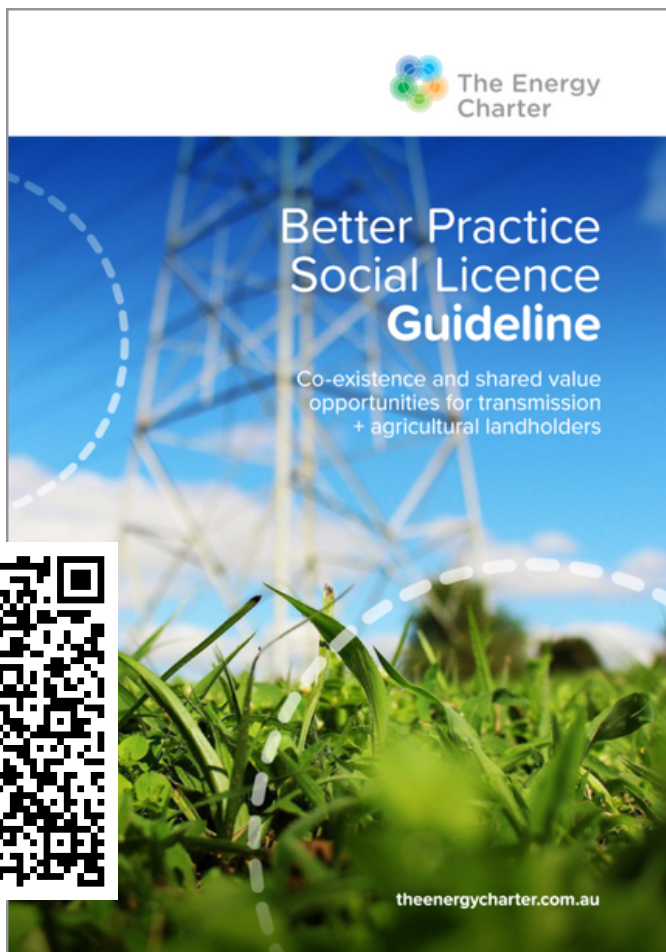
Energy infrastructure developments can create additional stressors for landholders and communities regardless of the size of the project, level of disruption, quality of consultation or commitment to limit impacts. Community benefit sharing provides a way to integrate new energy developments into communities in ways that are positive, rewarding and beneficial for host communities.

Community benefit sharing can take many forms, such as investment in community services and amenities, employee volunteering, sponsorship and grants and neighbourhood benefit programs. Community benefit sharing schemes can also provide a way to distribute benefits with specific regard to proximity, level of change and disturbance experienced by near neighbours and address current concerns.

## Resource: Better Practice Social Licence Guideline

Learn more about co-existence and shared value opportunities.

Download here



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## Notes

# Partnering to support endangered wildlife

## Hinterland Wildlife + Sunshine Coast Council

Hinterland Wildlife are a not for profit environmental group providing education and awareness to care for rescued, sick, orphaned and injured wildlife to schools, clubs and general public through various conservation orientated activities.

In joint efforts to restore and conserve koala habitats, Sunshine Coast Council Parks & Gardens and Hinterland Wildlife teams, along with local rotary clubs planted over 500 food trees in July 2023 in the Nambour, Woombye and Maleny areas. The Spring Pastures project at Mapleton contributes to 4,000m<sup>2</sup> of land in resourcing fresh leaves from a variety of native tree species to Hinterland Wildlife.

The koala fodder program at Spring Pastures promises a flourishing plantation for the licensed koala specialists, to have provision of varying nutritional needs for their rescued koalas for years to come.



### **David Monaghan**

*Landholder Projects Team Lead*

Powerlink Queensland

As Landholder Relations Team Lead for Powerlink Queensland's Projects, Dave's office often consists of a laptop on the bonnet of his 4WD and talking with landholders on transmission connection projects all over Queensland.

With over 15 years' experience in transmission projects covering construction, substation builds, demolition and refit projects, his role is critical in maintaining a professional working relationships with hosting landholders, stakeholders, contractors and suppliers. Residing on a small rural property himself, he champions best land management and his ambitions include developing a rural enterprise that in time will be of benefit and fulfilment for his children.





## **Joel James**

*Land & Easements Operations Specialist*  
Powerlink Queensland

Joel is the Land and Easement Operations Specialist for Powerlink Queensland. Powerlink is the leading Australian High Voltage Electricity Network Provider with over 1,700km of network. He has over 20 years' experience supporting agencies and corporations to deliver secure and sustainable land management. Over the past few years, Joel has partnered with QPWS, University of Sunshine Coast and independent researchers, facilitating studies into biodiversity values within transmission easements. He regularly engages with regional bushfire mitigation groups, and strives towards ensuring the balance between minimising environmental impacts and asset protection. Joel has studied Applied Science majoring in forestry from University of Queensland, and he holds qualifications in Horticulture, Arboriculture, Silviculture, WHS and Project Management.

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## Notes

# Partnering for bushfire management

## State Forest & National Parks

Mapleton National Park is part of a network of parks and forests that protect the Blackall Range's remnant forest communities, provide essential wildlife habitat and scenic places for nature-based recreation. This area includes a strategic burning program with Powerlink Queensland that utilises the transmission easement as a fire containment tool. The program schedule educates community members and visitors about the positive impacts and importance of controlled burning for dense forest area.



### **Stephen Martin**

*Senior Strategist Land Assets, Research & Development*  
Powerlink Queensland

Stephen is actively involved in knowledge sharing, which is demonstrated through his involvement in various industry bodies, such as the International Wildfire Risk Mitigation Consortium, Energy Network Association and the Utility Arboriculture Association of Australasia. Stephen is also the interim chair of the Queensland Fire & Biodiversity Consortium and a long-standing supporter and representative on behalf of Powerlink.

Stephen is currently Senior Strategist Land Assets, Research & Development for Powerlink Queensland, which includes setting policy, monitoring performance, liaising with stakeholders and identifying efficiencies during a period of significant industry change.

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## Notes

# Partnering to manage invasive plants

## David Ross

*Landholder, Mapleton*

David is an advocate for positive vegetation and a foundational landholder for Powerlink Queensland's Partnership Program. In collaboration with University of Qld to manage the excessive growth of Giant Rats Tail (GRT) on his property, a continuous research and development program is in place for the grass. Trial areas previously conducted on his property has produced some encouraging results with almost 100% eradication of GRT in these trial paddocks.



## Kerry O'Brien

*Community Relations Team Lead*

Powerlink Queensland

Kerry resides in the South Burnett in regional Queensland and has over 25 years' experience in social sciences, vegetation management (distribution and transmission), landholder relations, agriculture/horticulture, research & development as well as regional community advocacy. Furthermore to building the new Community Relations team in Powerlink, Kerry's additional focus areas also include Social Performance, Project Manager of the Early Community Engagement State-Wide Project, providing SME support for major and local projects (including QEJP, SuperGrid, REZ), the Energy Charter plus research and data, specialist committees and strategy development.

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## Notes

# Networking drinks: Hosted by International Right of Way Association Chapter 86 and JLL



Drinks Host

## **Jamahl Waddington**

*Head of Infrastructure Advisory - Australia*

*JLL*

The International Right of Way Association (IRWA) is a global, member-led organisation of dedicated professionals within the right of way industry. Established in 1934 as a not-for-profit association, IRWA's purpose has always been to improve people's quality of life through infrastructure development.

Jamahl is Head of Infrastructure Advisory in Australia leading a nation-wide team specialising in the acquisition of land and interests in land for energy, resource and transport projects.

Commencing his career as a Valuer, Jamahl quickly moved into the niche area of land access and land acquisition from early in his year. Over the past 25 years, Jamahl has worked across all aspects of major projects from compensation assessments, negotiations of land and interests, managing large scale acquisition programs and now running project teams working on some of Australia's largest projects. Jamahl owned and operated a successful consultancy for 12 years before the business was purchased by JLL and in this time has grown the Infrastructure team into the largest consultancy of its type in Australia. Jamahl is also Vice President of the Australian chapter of the International Right of Way Association which is a professional member organisation comprised of global infrastructure real estate practitioners.

# Dinner guest speaker: Jane Pires, Land Access Ombudsman Queensland



Guest Speaker

## Jane Pires

*Land Access Ombudsman Queensland*

*Energy and Water Ombudsman Queensland*

Jane Pires was appointed to the role of Land Access Ombudsman for Queensland in September 2018. Jane was also appointed Energy and Water Ombudsman in December 2016. She brings with her more than 30 years of experience in customer service and complaint management and has extensive senior executive experience in dispute resolution, mediation and conciliation.

Additionally, Jane is a Graduate of the Australian Institute of Company Directors (GAICD), is an executive member of the Australian and New Zealand Ombudsman Association (ANZOA), the peak body for ombudsmen in Australia and New Zealand and chairs the Queensland chapter of the Thriving Communities Partnership.

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## Presentation





## What do we do?

- Investigate alleged breaches of Conduct and Compensation and Make Good Agreements
- Resolve disputes quickly and efficiently
- Operate independently from Government
- Identify and report on systemic issues



## Role of an ombudsman

- Referee, not a judge
- Look for what's fair and reasonable
- Work towards an amicable outcome, and a productive long term relationship



## Social license – changing perspective

**Social license** exists when a project has the ongoing approval within the local community and other stakeholders, ongoing approval or broad social acceptance and, most frequently, as ongoing acceptance.

Commonly used in relation to mining and resource management.

*"They have breached their social licence by becoming entities focused purely on profit and on the social misery generated by the rapacious use of these gambling machines."*

Dr John Crozier on RSL Gambling Reforms



## Issues we have seen and discussed

- Trust erosion - CSG company wanting to install wells on land that was being developed for a solar farm
- Financial impacts to communities from resource workers
- Biosecurity and washdown concerns
- Damage and disrespect to property or equipment
- Impacts on neighbouring property who receive no financial benefit or compensation



## Issues we have seen and discussed (cont)

- Generational distrust
- Limited understanding of community interest and future interests
- Verbal agreements that go when the company contact leaves
- Poor communication:
  - Failure to set or manage expectations
  - Inefficient handovers
  - Poorly briefed subcontractors



## Tips for a positive engagement

- Treat the landholder like a business partner
- Understand the community and what they are trying to achieve for the future
- Most landholders are looking for sustainable business and living practices
- You represents your organisation and Board
- Be considerate of engagement – wary of Government
- Perception is reality
- The value of the handshake
- Consider neighbour discussions and where appropriate financial compensation
- Engage early and consistently





# Day 3

**Thursday 29 February 2024**

**Where:** Powerlink Queensland and Virginia Golf Club

**What:** Skills Development Workshops

**Acknowledgement:** The traditional name of Brisbane is Meeanjin – the place of the blue water lilies.

The Turrbal Tribe comprises direct descendants of the original owners and custodians of Brisbane. These bloodlines link Turrbal peoples' past, present and future to one another, with traditional customs and laws intact.

The beautiful ancestral homelands of the Turrbal Tribe stretch north from Elimbah Creek, south to the Logan River, and inland as far as Moggill.

# Biosecurity: Washdown, landholder obligations and new threats



## **Belinda Callanan**

*Director*

TH9 Outdoor Services

Belinda is a hands on director. She has 24 years experience in the Natural Resource Management & Biosecurity (Invasive Plant & Animal) field. She has worked with state and local government together with not-for-profit organisations primarily in the areas of biosecurity and natural resource management planning, facilitation, on-ground works, consulting and training.

As Company Director, Senior Trainer and Consultant, Belinda has worked with a number of large energy and gas companies, private landholders as well as various government departments, throughout Qld and interstate. She has been instrumental in developing and implementing procedures for weed hygiene, together with strategic pest management plans for properties and work sites.

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## **Pre-session activity**

This brief questionnaire is to gauge biosecurity hygiene knowledge/processes of the participants' organisations attending the workshop.

**Take the survey**



---

## Notes

# Compassion in conflict: Positive communication and de-escalation strategies



## **Ilona Vass**

*Author and Leadership and Communication Expert*

Ilona is on an inspired mission to improve the ways humans speak with each other and handle challenging conversations with dignity and compassion. Ilona helps leaders and their teams develop engaged, thriving, and supportive workplaces. She believes a healthy and compassionate communication culture equals a profitable business and a modern and happy work environment. She believes when communication is right and paid attention to, many other things also fall into place.

Ilona has first-hand experience as a mid-level manager since her first career in the airline industry and has worked in many different countries and cultures.

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## **Presentation**



## Preparation and Guidance

Please familiarise yourself with the ORPO model (Openness, Resourcefulness and Persistence) as a conversation model for challenging situations prone to arguments and drama.

In this workshop we will give you scenarios and we will practice, practice, practice this conversation model to use compassion in conflict-prone situations with landholders.

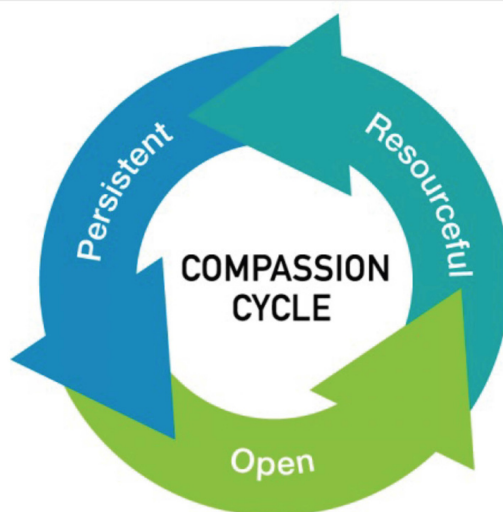
We will NOT go through the model in detail in this workshop, so your preparation is essential.

**“The purpose of conflict  
Is to create.”**

**Michael Mede**



Drama based communication is adversarial.



Compassion based communication is collaborative.

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## Openness



Photo by [Martine Savard](#) from [Pexels](#)

### Openness



- Emotional transparency
- Because we need a safe place to co-exist
- "You are worthwhile"



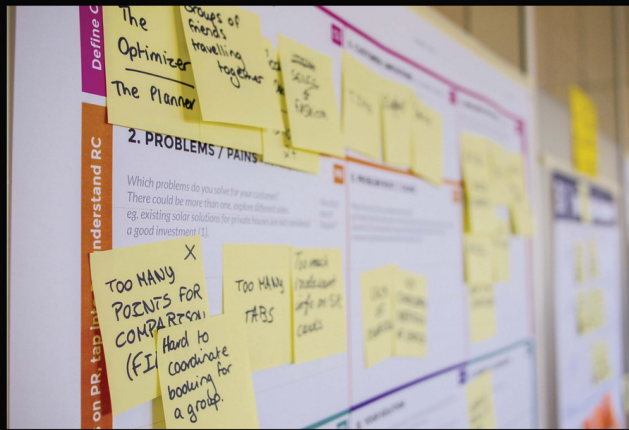
### Tips for being open



- Share your feelings
- Connect with people
- Venting is OK, as long as you don't wallow in self-pity or drama







## Resourcefulness



Photo by [Daria Nepriakhina](#) on [Unsplash](#)

### Resourcefulness



- Problem solving
- Because we need to be curious and creative
- “You are capable”



### Tips for being Resourceful



- Share resources, e.g. knowledge, experience, skills, tips
- Ask for help
- Embrace learning



## Tips for being Resourceful



- Leverage strengths
- Gather ideas and options
- Build on previous success



## Persistence



Photo by [Daria Nepriakhina](#) on [Unsplash](#)

## Persistence



- Walk the talk
- Because we need something to rely on
- “You are accountable”



## Tips for being Persistent



- Figure out what's most important
- Create routines and structure
- Be generous with grace, stingy with blame



## Tips for being Persistent



- Accept responsibility and make it right
- Reinforce non-negotiables
- State your own boundaries and commitments



## Examples

See Worksheet with ORPO strategies

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## ORPO strategies and examples

### Openness Strategies

#### 1. *Disclose your own feelings and motives*

- I am feeling uncomfortable about the direction our conversation is going.
- I am sad about where we ended our first conversation.
- I feel good about the common understanding we reached in our first meeting.
- I want to feel more confident about being able to support you.

#### 2. *Validate and invite other's emotions and motives*

- How are you feeling about our proposal?
- I care about how you are experiencing the process.
- That sounds exciting.
- I can see that would be scary.

#### 3. *Empathise through personal experience*

- You aren't alone. I went through the same thing with my own property.
- I can resonate with how stressful this development is for you.
- I hate that you are going through such a tough time.
- I'm excited for you to be part of this project.

### Resourcefulness Strategies

#### 1. *Gather ideas and options*

- What options do you see?
- Let's get ideas for three different options and then decide what works best for you.
- What is the status of the project?
- Let's get a good overview of the challenges we might encounter. Will you share some of your insights?

#### 2. *Build on success*

- What has worked for you before? What would be an improvement?
- Let's look at what others are doing that's working. Do you know some examples?
- How did we/you solve this last time?
- Our first conversation was so constructive. Can we try to do the same with this conversation?

#### 3. *Leverage strengths to solve problems*

- You know your land best. How could we use your knowledge in this situation?
- What do you already know that can help us find the best solution?
- In what areas are you confident? Could we start there?
- I will share with you all I know about past projects I worked on and what worked well for the landholders. Is this helpful for you?

## **Persistence Strategies**

### *1. State your own boundaries and commitments*

- It's important we keep this process moving and I will strive to find the best way forward that works for you.
- I promise I will check with you every single step along the way.
- I will respect your beliefs. Can you appreciate mine?
- I appreciate your deep knowledge of your land. Can I offer you my experience too?

### *2. Reinforce commitments that are important to you*

- We agreed we will meet by Friday.
- Our policy requires me to bring my colleague with me.
- We agreed to have a meeting about the next steps. Will you agree to move beyond things we had discussed previously?
- I am here to do my best for you and I can't continue this discussion if I feel unsafe.

### *3. Accept responsibility and make it right.*

- I am sorry for what I said, and it did not work out as we had planned. What can I do to help the situation?
- I take responsibility for that mistake. I failed to inform you of this particular decision. What can I do now that helps you?
- I should have sent the proposal after I had discussed it with you in depth.
- I apologise for having misunderstood you. Will you explain it again to me so I can make corrections?

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## Scenario 1 – Neighbour escalation

Charlie, a land agent is on site with Billie, a landholder. They are meeting to discuss access arrangements for surveying to take place at the property.

Billie has so far been relaxed and helpful, but indicates to Charlie that they have had poor experiences with energy companies in the past. The main issue was feeling unsupported to manage relationships with others in the community who do not want energy developments progressed.

Midway through the discussion Jo, Billie's neighbour, approaches on an ATV. Jo is known to Charlie, as they are a vocal community advocate against energy developments in the region.

Jo pulls up stating they know exactly what's going on and won't stand by. Jo says, "I'm not just going to lay down and let these big power companies come in and ruin our land and the environment."

In a raised voice, directed at Billie, they start to make accusations. "You know all the environmental surveyors have been paid off. I can tell you, the last mob of criminals you had here came onto my land with no permission. They left gates open and caused all sorts of drama. And for nothing, they make it all up anyway. It's all for profit. They don't care what harm all this development will cause. You can't side with them Billie, we've got to protect this place."

Billie, clearly caught off guard by the unexpected encounter looks to Charlie to respond to the accusations and deescalate the situation.

---

## Scenario 2 – A week later...

A week later, Charlie returns to Billie's property, again to discuss access arrangements for surveying. At Billie's request, Charlie has arrived in an unmarked vehicle and they meet inside at the homestead.

As they begin to discuss what the surveying process includes and some important considerations around seasonal conditions, Charlie makes the assessment that Billie would ultimately like to see project progressed and sees benefit in hosting. However, he is clearly rattled by the encounter with Jo.

Billie says, "What are we going to do with Jo? He was pretty fired up last week, but he did have a point.

"Are we supposed to just take their word for it that all these developments won't disturb the local wildlife. You know we have quolls here and all sorts of birds that come in from the lake.

"And going over to Jo's place, we can't just have folks roaming around and leaving gates open. I'll never hear the end of it.

"I can't be having that kind of thing happening here either."

Billie starts to rattle off a list of possibilities, not giving Charlie an opportunity to reply. Billie is becoming anxious and starting to focus on worst-case scenarios based on the encounter with Jo.

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## Notes



# Creating psychologically safe spaces



## **Brock Bastian**

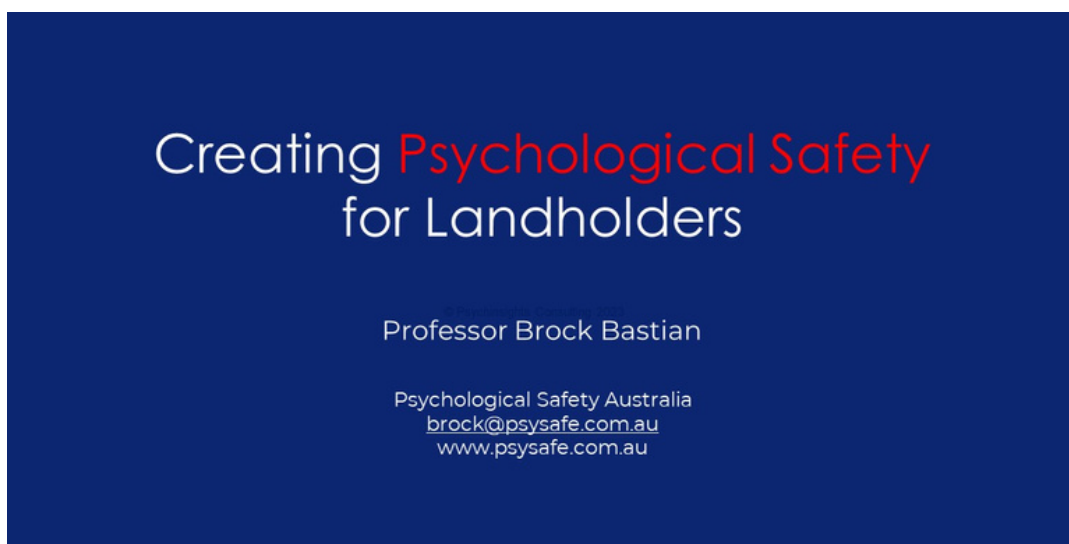
*Director*

Psychological Safety Australia

Brock is a professor of social psychology at the University of Melbourne and consults across industry and government translating scientific knowledge into practical insights and strategies. As an award-winning researcher Brock has a strong interest in understanding the various social and culture factors that impact on decision-making and wellbeing. He has published over 150 peer-reviewed journal articles and his work has been featured in outlets such as The Economist, The New Yorker, TIME, Forbes, New Scientist, Scientific American, and Harvard Business Review. In his consulting, Brock brings scientific insights on culture, communication, wellbeing, and behavioural ethics to address a range of organisational challenges. Brock is a TEDx speaker and has provided keynotes at many of the top universities in the world and for a range of organisations and industry events.

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## Presentation



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## What do we mean by Psychological Safety?

*Psychological safety in this context means:*

- *Creating an environment where landholders feel respected, understood, and free to express their concerns and emotions without fear of dismissal or retribution.*
- *Transparent communication, empathetic listening, and assurance that their well-being is considered in the decision-making process*
- *Fostering a sense of trust and openness during potentially stressful negotiations.*

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## Noticing signs of stress - when to slow down, step back

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### Understand signs of stress

1. **Significant Emotional Responses:** Showing intense emotional reactions during discussions about the land acquisition, such as anger, panic, or visible distress, that seem disproportionate to the conversation at hand.
2. **Difficulty Engaging in the Discussion:** If the landholder seems unusually withdrawn, unresponsive, or unable to engage in discussions about the acquisition, indicating a possible overwhelm or shutdown response.
3. **Verbal Indicators of Stress or Anxiety:** Expressions of hopelessness about their situation, verbalizing worries about the future incessantly, or making statements indicating they feel trapped by the acquisition process.
4. **Rapid Mood Changes:** Exhibiting sudden shifts in mood during engagements—from cooperative to extremely frustrated or from calm to tearful—without clear provocation.
5. **Disproportionate Concern for the Future:** Expressing extreme concern for their future livelihood, the well-being of their family, or the loss of their legacy with no mention of possible resolutions or hope.

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## Understand signs of stress (cont..)

- 6. Physical Signs of Distress:** Visible signs of stress or anxiety, such as trembling, sweating, or appearing fatigued, which could indicate that the engagement is causing significant distress.
- 7. Indications of Social Withdrawal:** Mentioning avoiding social interactions, community events, or even avoiding discussing the acquisition process with family or friends, which could indicate a withdrawal response.
- 8. Change in Communication Pattern:** A sudden drop in communication frequency, such as not returning calls or emails, which may indicate that the stress is impacting their ability to engage in the process.
- 9. Mentions of Negative Impact on Daily Life:** Sharing that the acquisition process is affecting their sleep, concentration, or daily routines, indicating that the stress is pervasive.
- 10. Resistance to Discussing or Considering Options:** Showing an uncharacteristic reluctance to discuss or consider alternatives or solutions presented, which may signal feeling overwhelmed or hopeless.

*In these situations, it might be necessary to prioritize the landholder's well-being over progressing negotiations, by providing information on support services, suggesting a pause in discussions, or involving mental health or counseling services with the landholder's consent. Recognizing these signs and adjusting the approach can be a critical step in ensuring the mental and emotional well-being of individuals going through such a challenging process.*

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## Fulfilling your duty of care

- 1. Listen and Acknowledge:** Simply listen to them share their concerns without attempting to solve the problems. Acknowledge their feelings by saying things like, "It sounds like you're going through a really hard time."
- 2. Express Concern Without Diagnosing:** Without trying to diagnose or judge their feelings, let them know you're concerned about their well-being. You might say, "I'm really worried about you," to convey your concern.
- 3. Encourage Professional Help:** Suggest they connect with a mental health professional or a support line. Say something like, "It might be helpful to talk to someone who can support you through this. I can help you find someone to talk to."
- 4. Offer to Help Them Find Resources:** If they're open to it, offer to help them look up local mental health resources or hotlines. You don't need to be an expert; just assisting in finding the information can be a big help.
- 5. Ask Direct Questions If Seriously Concerned:** If you're worried about their immediate safety, it's okay to ask direct questions in a compassionate way, such as, "Are you thinking about hurting yourself?" If the answer is yes, encourage them to seek immediate help from a crisis service or emergency services.

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## Fulfilling your duty of care (cont..)

- 6. Don't Promise Confidentiality If Risk Is Present:** If they disclose thoughts of self-harm or suicide, let them know you're concerned for their safety and may need to share this information with someone who can help. It's important to ensure they understand you're acting from a place of concern.
- 7. Stay With Them If You're Seriously Concerned:** If you believe they are in immediate danger to themselves, try not to leave them alone. Stay with them until professional help is obtained or another trusted person arrives.
- 8. Follow Up:** After the immediate situation is addressed, follow up with them to show ongoing support. A simple message asking how they are doing can make a big difference.
- 9. Report and Document:** Inform a supervisor or someone in a responsible position about the situation, especially if it occurred in a professional context. Keep a record of what was discussed, while respecting the individual's privacy as much as possible.
- 10. Take Care of Yourself:** Witnessing someone in acute distress can be distressing itself. Make sure to take care of your own emotional needs afterwards. Talking to a friend or a professional about your feelings can help.

*This approach prioritizes empathy, safety, and connecting the individual with professional help, while recognizing the limits of one's non-professional role in such sensitive situations.*

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# Moving forward – leaning into change

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## Motivational Interviewing – moving past resistance

### *Key Principles*

- **Partnership** – working collaboratively and avoiding being the ‘expert’
- **Acceptance** – respecting the persons autonomy, potential, strengths and perspective
- **Compassion** – keeping the persons’ best interest in mind
- **Evocation** – recognising that the motivation for change needs to come from the person

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## Motivational Interviewing – moving past resistance

### *Key Capabilities - OARS*

- **Open ended questions** – “Does this situation make you feel like you have little control?” vs. “How does this situation you are confronted with make you feel?”
- **Affirmations** – “you really care about your community”, “you have been successful in how you have managed your land to date”
- **Reflections** – understanding what the person is thinking and feeling and saying it back to the person (validation and acceptance)
- **Summarizing** – longer reflections on the person’s view of upsides and downsides - opportunity for you to selectively summarize the situation tapping into their motivations

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## Motivational Interviewing – moving past resistance

### **RULE – Recognize and Resist, Understand and Listen, Empower Change**

- **Resist the Righting Reflex:** This means resisting the urge to tell others what they should do or give advice. Instead, they should listen and elicit a person own ideas and solutions.
- **Understand the Persons Motivation:** This involves exploring the persons own reasons for wanting to change. It is important to understand what the person values. This helps them to find some personal motivation for change (even when they might prefer no change).
- **Listen with Empathy:** This involves demonstrating empathy and understanding towards the landholder. This helps to build rapport and trust and allows the person to feel heard and understood.
- **Empower the Person:** This involves supporting the persons autonomy and helping them to feel empowered to make their own decisions. This means respecting their choices and encouraging them to take an active role in adapting to change.

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## Scenario

Alex, a land liaison officer for a transmission business is meeting with Jamie, a landowner inside the proposed corridor of a new transmission development. They are meeting for the first time to discuss the transmission development at Jamie's property.

During the meeting, Alex reiterates the need for the project to support Australia's transition to a clean energy future, and that the upgrade will provide much-needed capacity to support new and existing renewable energy developments in the region. Using a large-scale map, Alex begins to discuss the general plans around the proposed transmission corridor and explains that the next step would involve working with Jamie on managing impacts and an access agreement for surveying.

Alex also explains that if an easement is required, Jamie will be eligible for compensation. Alex assures Jamie that all feedback will be considered.

Jamie listens carefully but becomes visibly upset thinking about the thought of transmission towers being built on the property. They express a strong emotional attachment to their land and raise concerns about the removal of trees planted generations ago, impacts to property value and the visual impact of transmission towers.

Jamie feels overwhelmed by the thought of the family's land being altered. They question the necessity of the development and say they feel powerless in the decision-making process, stating, "This land has been in my family for generations. It's not just a piece of property; it's our home. How can you expect us to just accept this?"

In this scenario, Alex must navigate Jamie's emotional and practical concerns with sensitivity and respect. The situation requires balancing the project's needs with empathy towards Jamie's attachment to their land and the distress about the potential impacts of transmission infrastructure on the property.

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## Notes

# Look after yourself: Practical tips to support your own mental wellbeing



## **Luke Francis**

*Land Liaison Officer and Mental Health First Aider*  
AusNet Services

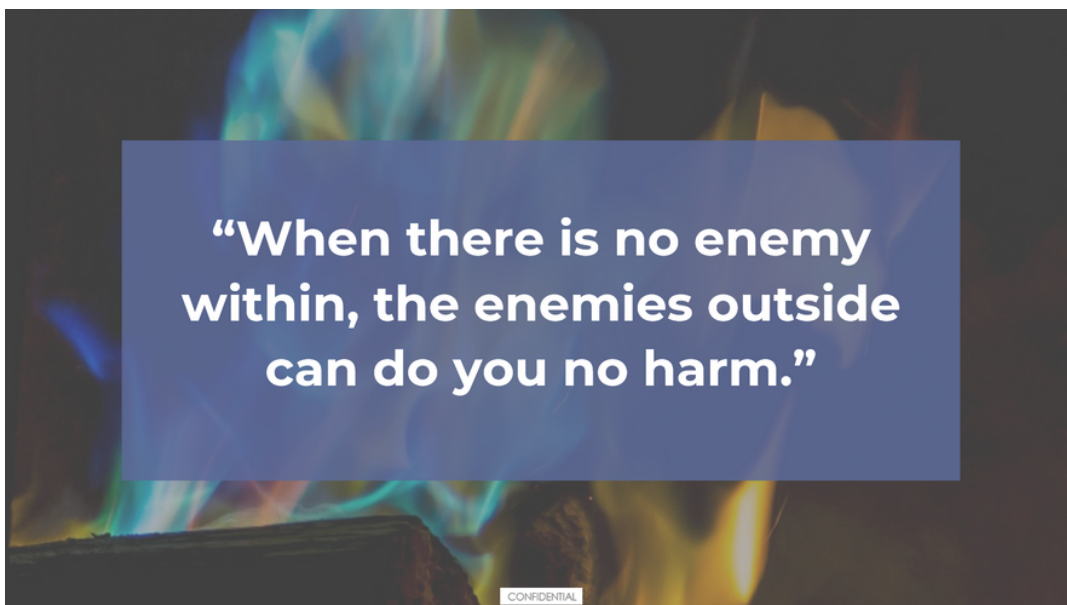
Luke has worked for AusNet Services as a Land Agent on the Western Renewables Link for three years. He is new to the Land Access and Electrical Industry, previously working in the Mineral Processing, Civil Construction and Earth Moving Industries.

Luke has been a Mental Health First Aider since 2019 and has continued this work in his role at AusNet, as they implemented their Mental Health First Aider program.

Throughout this time Luke has assisted work colleagues and family, having private and confidential conversations about their signs and struggles and helping them toward better mental health. Luke has achieved this by teaching evidence-backed, practical tips. He continues to learn and adapt with new methods and techniques and is passionate about sharing his mental health to raise awareness and support others.

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## Presentation





## CONNECTION

### Gus Worland, Ted Talk exercise.

The one time you can touch your phone with no push ups!

Close your eyes and think of some one that you love and adore and cannot imagine living without. Have that person face locked in your head.

Now text them this message.

“I love you. I miss you. See you soon XOXO”

Men send this text to another male.

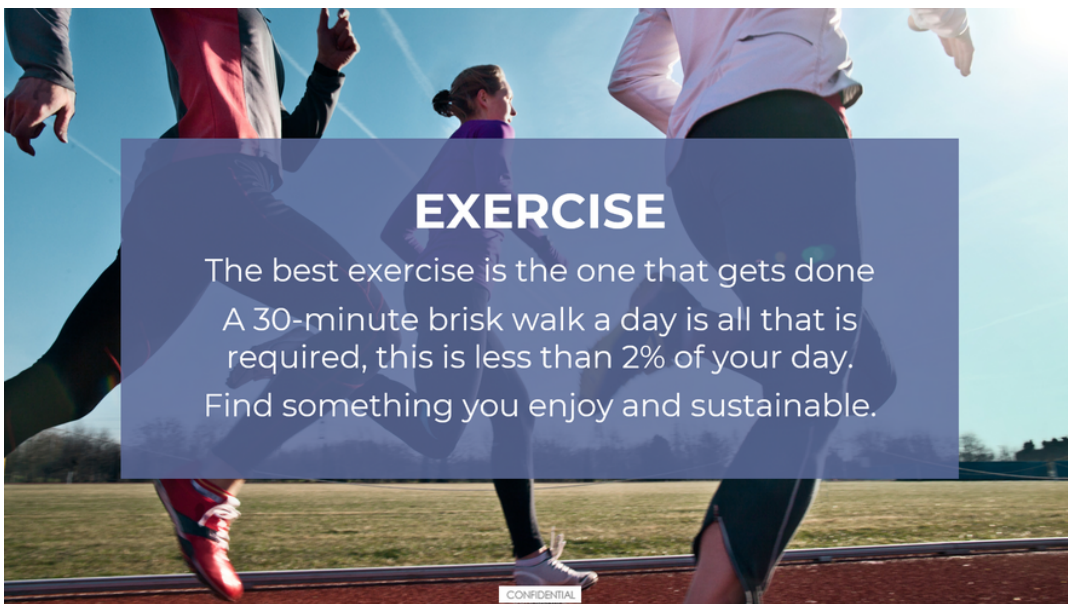
Talk responses later.

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# PLEASURE

“a feeling of happy satisfaction and enjoyment”

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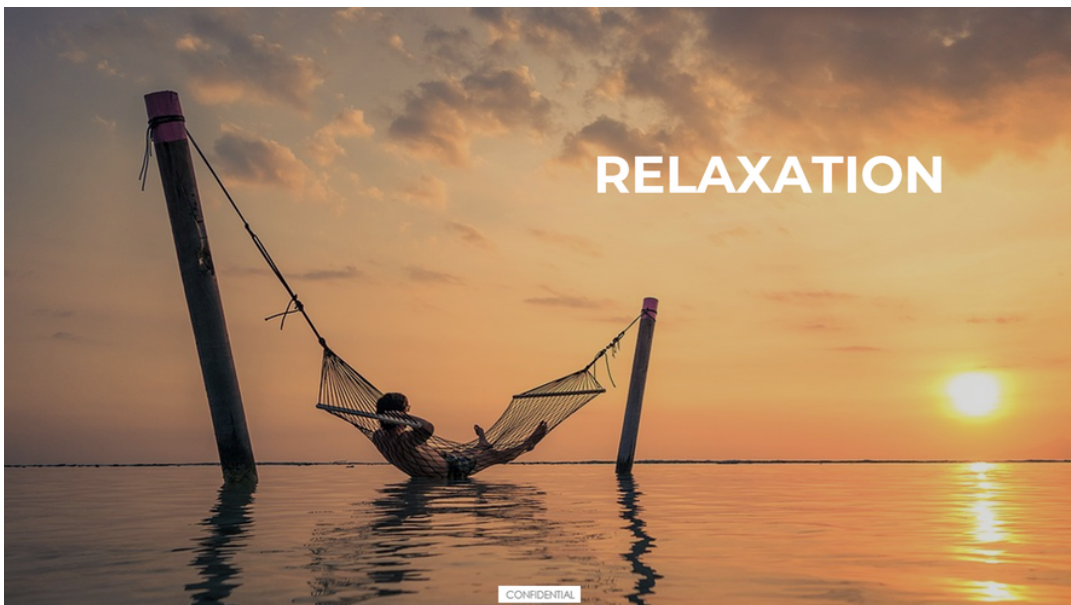


## EXERCISE

The best exercise is the one that gets done  
A 30-minute brisk walk a day is all that is required, this is less than 2% of your day.  
Find something you enjoy and sustainable.

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## BE SOCIAL

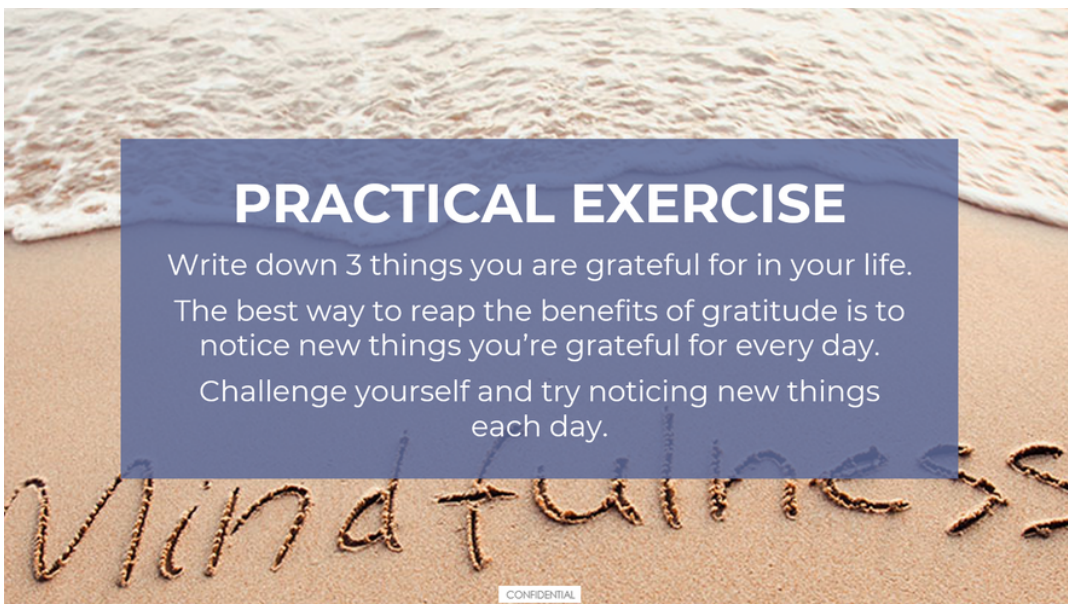
Online forums have a convention once a year, so what does that say about the importance of face-to-face interactions.

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**P – PLEASURE**  
**E – EXERCISE**  
**A – ACHIEVEMENT**  
**R – RELAXATION**  
**L – LAUGHTER**  
**S – SOCIAL**

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## PRACTICAL EXERCISE

Write down 3 things you are grateful for in your life.  
The best way to reap the benefits of gratitude is to notice new things you're grateful for every day.  
Challenge yourself and try noticing new things each day.

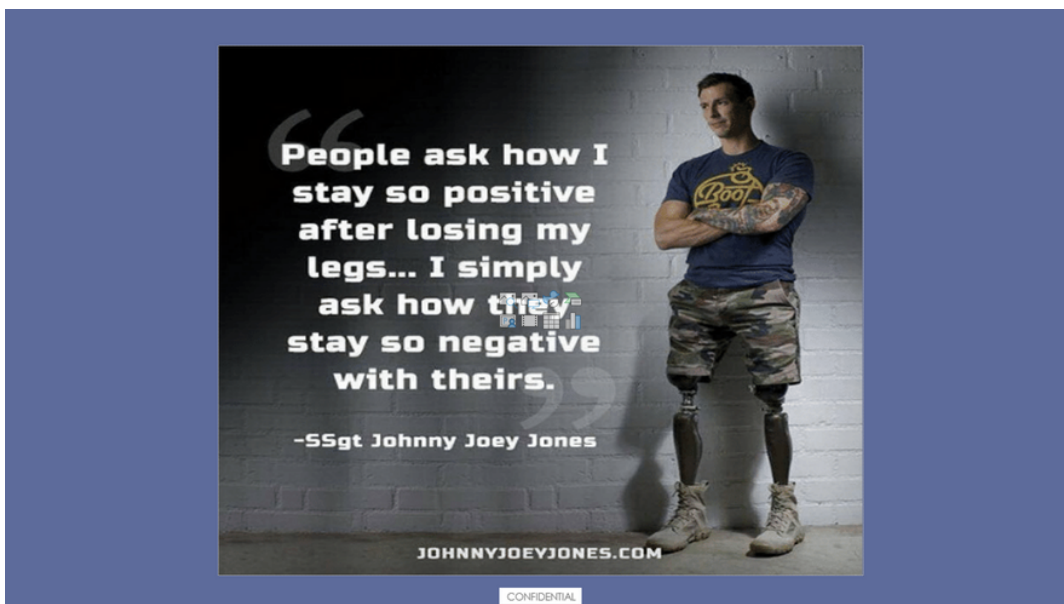
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REPLACE THE WORD **DRAMA**, WITH **CHALLENGE**

**I CAN AND I WILL**

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# GET ENOUGH SLEEP

**“SLEEP IS TONIGHTS INVESTMENT IN TOMORROWS PRODUCTIVITY”**

7-9 hours of sleep a night, less then 1% can go with less sleep. Regularity is KING, go to sleep and wake up at the same time.

Only 4 things you should do in bed:

1. Sleep
2. Have sex
3. Read
4. Light conversation

The Bed is the trigger for sleep, starts to produce Melatonin.

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# READ

A 2009 study by the University of Sussex found that reading for just six minutes can reduce stress levels by up to 68%.







Reading doesn't only help you to fall asleep, it also improves your overall sleep quality. Since it's relaxing and helps you to de-stress, reading can lead you into a deep and restful sleep.





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**BOOKS:**

**APPS:**

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**PODCASTS:**      

**WEBSITES:**    

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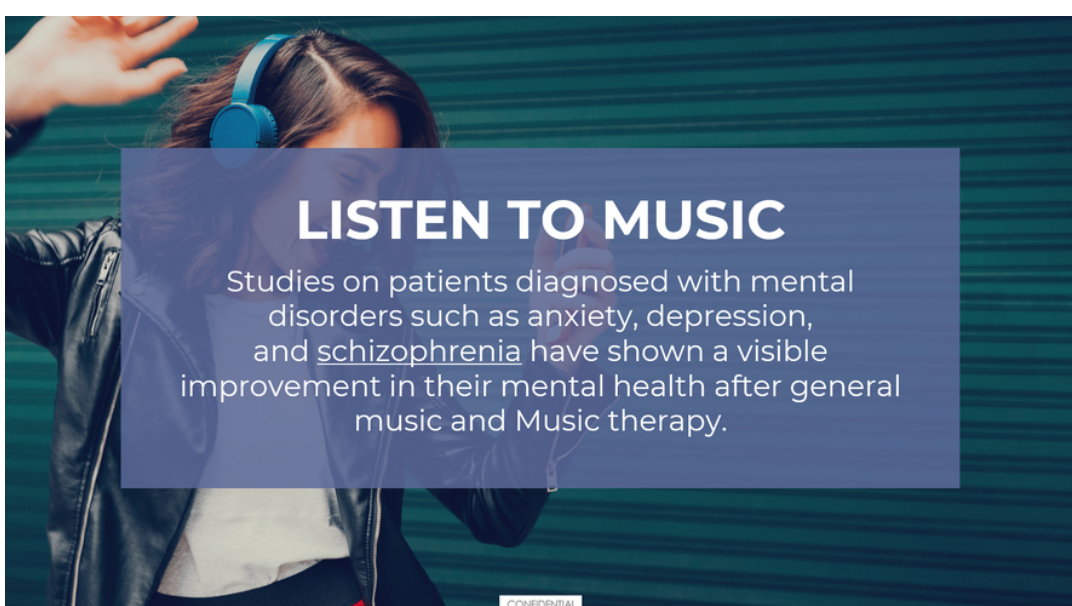
## PRACTICAL EXERCISE

**WIM HOF BREATHING**  
Guided breathing for beginners, 2 rounds.  
[Wim Hof Method \(youtube.com\)](https://www.youtube.com/watch?v=8vB0Y111110)

**TAKE COLD SHOWERS**



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## LISTEN TO MUSIC

Studies on patients diagnosed with mental disorders such as anxiety, depression, and schizophrenia have shown a visible improvement in their mental health after general music and Music therapy.

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GET COMFY WITH  
**UNCOMFORTABLE**

Comfort kills  
ambition. Get  
uncomfortable and  
get used to it in  
your pursuit of your  
goals and dreams.  
**Robert Kiyosaki**

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GreetingIdeas.com

**SUGGESTIONS OF VIDEOS TO WATCH**

Simon Sinek, [Millenials, Impact Theory Video](#), [The Millennial Question](#)

Admiral [McRavern University Address](#), [University of Texas at Austin 2014 Commencement](#)

Wim Hof, [Wim Hof Method Guided Breathing for Beginners \(3 Rounds Slow Pace\)](#)

A Mental Health Talk with Kevin Smith, [Trauma is Trauma: A Mental Health Talk with Kevin Smith](#)

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**Would any one like to  
share their response from  
their text?**

**Any questions?**

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## Notes

## It's a wrap: We welcome your feedback!

All participants will be provided with a post event survey, a digital version of this workbook and a copy of the PowerPoints. Keep an eye out for these soon!

On behalf of the Energy Charter, **thank you for participating in our Landholder Engagement Training sessions.**





# Additional Resources

## Book: TEAM HARMONY

### *Striking the Right Chord – A Guide for Leading People in the Modern Workplace*

*Team Harmony* is the ultimate relief guide for people-leaders, mid-level and frontline managers, as well as team leaders to deal with the overwhelm of the ever-changing demands of their role and manage their dispersed teams effectively and with grace.

This book shows you accessible, easy-to-implement and effective ways to bring people together in a new work world based on the concept of harmony. Contrary to the belief that harmony equals ‘playing it nice and being friendly all the time’, this book highlights the importance of team harmony as a significant benefit to the organisation and its leader.

In this book, you will discover:

- What team harmony means and why it is important
- Three critical components of team harmony
- What to look out for when teams are disrupted
- How to compose an ‘opera’ with your team
- How to make flexible work conditions team-friendly
- Practical exercises to foster team thinking
- And a whole lot more



